Community Prevention and Wellness Initiative (CPWI)
Elevate East County Strategic Plan

June 2022

Elevate East County
Strategic Plan

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Elevate East County
Strategic Plan

EXECUTIVE SUMMARY/INTRODUCTION

Overview of Plan

Elevate East County is a group of parents, providers, students, teachers, and community members (representing almost all sectors) who are focused on increasing protective factors and decreasing risk factors in Elma. Our **mission** is to empower our community with the knowledge and resources needed to build a brighter tomorrow for our youth.

Geographic area to be served

Elma city limits (Zip code 98541), including students who attend school within the Elma School District who may live outside city limits. The Elma School District boundaries include the small communities of Elma and McCleary and is located in East Grays Harbor County, Washington.

The Elma school district serves approximately 1,600 students in grades K-12. Collectively, our community is known as the East Grays Harbor. According to the 2010 U.S. Census, total population for the region was 3,107. In 2010, the area was predominantly white (90%), with Hispanics making up 8% of the population.

The primary industries in Grays Harbor County are timber, seafood harvest and production, and tourism. Typical of most resource-based counties, economic development and the availability of year-round family supporting wage jobs have been an ongoing problem. The county's remote location contributes to the challenge of attracting new industry to the area.

Brief explanation of priorities identified

The coalition conducted a review of the data and assessed community readiness to determine priorities. Based on these factors, the coalition members chose alcohol, marijuana, and Prescription Drug (RX) use as the substances to address as a coalition. The coalition prioritized strategies that decrease favorable attitudes towards use, decrease availability, strengthen community laws and norms, and improve community organization. Elevate East County will utilize the Strategic Prevention Framework (SPF) to guide this work to ensure quality efforts, continuous improvement, and sustainability.

Brief description of the strategies and activities

Elevate East County will implement the following strategies: 1) Coalition - We will build capacity among coalition partners to more effectively address youth substance use and increase implementation of direct and environmental prevention strategies in our community. 2) Public Awareness - We will coordinate Town Hall events each year to raise awareness about underage use among youth. We will implement an ongoing media campaign to educate the public about RX use in our community. 3) Environmental Strategies - In coordination with local law enforcement, we will conduct biannual RX Take Back events. We will establish a coalition-based School Policy Review team to address ATOD use on school property. 4) Prevention/Intervention Services - In partnership with ESD 113, we will provide prevention/intervention services at the Elma schools through a Student Assistance Professional (SAP). 5) Direct Services - we will support the SAP and other partnering providers in providing direct services to youth and families through school-based and community-based strategies.

Plan to implement and evaluate the strategies and activities

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Elevate East County Coalition staff, ESD 113's True North prevention staff, coalition partner agencies, and community volunteers will implement the strategies outlined under the "planning" section and in our logic model. As we continue to grow and learn more about the communities' needs, so will our partnerships and community reach.

We are a young coalition, so for now we are dependent on staff and partners who are already working with ESD 113 to coordinate the implementation of our activities and strategies, and coalition members for community outreach and direction. These roles and responsibilities will be formalized as our coalition takes shape. As we continue to grow, we will recruit members and build partnerships that benefit the community, the coalition, and our partners in this work.

ORGANIZATIONAL DEVELOPMENT *(GETTING STARTED)*

Mission and Model

Mission To empower our community with the knowledge and resources needed to build a brighter tomorrow for our youth

Vision We will have resilient youth who choose to rise above using alcohol and other drugs and make healthier choices for themselves and our future generations

The coalition will utilize the CPWI Guide and Strategic Prevention Framework (SPF) to advise our work. This will be the primary research framework used to advise our work. Additional research frameworks will be explored and discussed as the coalition evolves and the communities' needs become more detailed. SPF will organize our efforts into five areas: Getting Started, Assessment, Planning, Implementation, and Evaluation. We will be identifying and building our local resources to address the needs that we identify using local data and stories. We will explore what strategies work best and deliver those strategies and we will be monitoring the outcomes of our strategies and documenting the successes and lessons learned. Evaluation will inform our next iteration of planning and strategy development. The coalition will also use the public health model for substance use disorder prevention and mental health promotion. We will continue to define and modify the problems as we learn more; we will continue to identify risk and protective factors that arise in our work; and we will plan and implement prevention strategies to respond to the problems. We will document lessons learned and adopt and spread effective strategies. All coalition strategies will be implemented and reviewed for cultural competence and sustainability planning. With this more comprehensive plan, we can pinpoint areas to improve and accurately track if our strategies are having the intended effects.

Coalition Structure and Organization

The Elma Coalition is made up of a diverse group of adult and youth volunteers, agency representatives, and other community stakeholders and leaders. The coalition will maintain 8 or more of the 12 sectors at all times. ESD 113 will act as the fiscal agent of this coalition work and employ the coalition coordinator to support the coalition's work. The coordinator will oversee all programs and activities and ensures compliance with the CPWI contract and the coalition's strategic plan. The coordinator collaborates with coalition members and facilitates partnerships in the community that reduce youth substance use and increase community connectedness in Elma. In addition to the coordination and implementation of our plan, the coordinator will attend all required trainings and facilitate the development of the coalition's sustainability plan. The coordinator also provides administrative support to the coalition, including document preparation and meeting notices, data collection, and entry. The coordinator reports directly to the Contract Manager and Director of Behavioral Health and Student Support at ESD 113. The coordinator will also be reporting to the Coalition's Leadership Team.

Coalition business will be conducted by consensus with the intent of majority reached through discussion. To be an active/voting member, an individual must participate in a minimum of two meetings or coalition events in the last three months. If needed, budget modifications can be made throughout the year by following this same process.

The Coalition currently operates with a structure comprised of various teams with guidance and oversight provided by the Coalition's Leadership Team. The structure currently includes the coordinator, leadership team, committees/work groups, and the general coalition membership. We will be establishing more formal work groups as needed. The coalition has established a need for a communications committee. The Communications Specialist is the primary committee member at this time, and the Student Assistance Navigator at Elma Elementary SBHC is a fellow committee member. In the future,

the coalition may vote to create ad hoc committees to plan and implement activities as needed (such as Key Leader and Town Hall events). For these events, teams will meet monthly, reporting back to the general membership on progress, updates, decisions to be made, and other pertinent information. The Coalition's Leadership Team is a three-person executive committee which provides oversight and guidance to the coalition. The leadership team members volunteered for their additional responsibilities based on their current roles and responsibilities in the community.

ELEVATE EAST COUNTY COALITION

Leadership Team: Josh Collette (Elma City Council Member), Chris Nesmith (Elma School District Superintendent), Jennifer Brackeen (Director of Innovation at Summit Pacific Medical Center)	Fiscal Agent: Capital Region ESD 113 Coordinator: Alyssa Pyke, Student Support Manager and Amy Amagatcher, Student Support Coordinator Prevention & Intervention: Erin Pickar, Student Assistance Professional (MS/HS) and Emily Nilsson, Student Assistance Professional (ES)
Communications Committee: Isabella Cristelli, Elma School District Communications Specialist Alexis Keating, Elma SBHC Student Assistance Navigator (ESD 113)	Ad Hoc Committees (as needed) for events and program planning, e.g.: Data & Strategy Committee Public Awareness/Info. Dissemination Committee Coalition Recruitment & Training Committee

Membership Recruitment and Retention

Our greatest strength as a coalition resides in the knowledge base and active participation of our community members and volunteers. Elevate East County Coalition members are active in the community and understand the subcultures and dynamics within the community. We benefit greatly from the many passionate volunteers in our community. Grassroots dedication and a commitment to collaboration, strong personal relationships, and trust are some of the components contributing to the success of our coalition. Coalition members have a number of roles and responsibilities in common, including participation in discussions and decision-making, contributing to community program planning, informing community members about the coalition's activities, collecting community feedback, and promoting coalition membership to leaders in the community. Coalition leadership team members provide important community connections with individuals, key decision makers, agencies, and existing volunteer networks. All these relationships increase the capacity of the coalition and its ability to achieve its goals. New coalition members will be recruited through open invitations in all our messaging to join the coalition in this work. Existing coalition members will also be responsible for member recruitment through their personal and professional circles and knowledge of natural leaders in the community. Coalition members will be retained through community engagement activities and training opportunities.

The coalition values community involvement and seeks to foster an inclusive environment for both existing and new members and volunteers. Our meetings are open to the public and non-members are encouraged to attend, learn, and participate in coalition activities. Membership is offered to anyone who wants to formalize participation in the Elevate East County Coalition. There will be a short application process to record demographics, contact information,

professional field, education background, and additional information that will help us have a better understanding of the sectors being reached by the coalition. All applications will be reviewed and accepted baring any objection by existing coalition members. All members must attend a minimum of two meetings in a three-month period to be a voting member of the coalition. Sector representatives are encouraged to come to all meetings, with new membership promotion being an emphasis for our new coalition. Parents, youth and other community volunteers have been involved as key members of the coalition since our formation. Coalition meetings are a time to assess data, learn, plan, and evaluate coalition activities. Members have a chance to network and form relationships that facilitate and enrich strategy implementation. Coalition members will be engaged in this work through community-building activities and training opportunities. New members will be offered overview information about the CPWI model, how this model is tailored to meet the needs of the Elma community, and a list of resources to learn more about prevention science, SPF, and other relevant training opportunities through webinars, articles, and in-person events.

We currently have at least one member representing 10 of the 12 CPWI sectors plus active participation by the district's Prevention Intervention Specialist. The current coalition consists of the following local leaders: Elma School District Superintendent; Assistant Principal for Elma High School, head of the local Pastoral Association; police chief; city council member; local hospital and medical clinic; local community-based mental health agency; local regional recovery navigator; communications specialist; Student Assistance Navigator, and business sector representatives. All of these members currently work with families, e.g. students; parents; and youth.

Given that the focus of the recruitment process thus far has been on the CPWI sectors, the coalition members will begin discussing strategies for ensuring that the coalition membership going forward is representative of the Elma community. The coalition will explore the demographics of the current coalition and compare them to the community demographics and the student demographics, which have notable differences. One example is youth representation; we will need to develop a strategy for how to engage youth in our coalition. We will explore how we plan to engage the various communities that are not represented in our current coalition member make up. We will create a plan before the start of the 2022-2023 school year to step up recruitment and engagement efforts.

Membership status and voting eligibility will be tracked by the coordinator via meeting minutes and sign-in sheets. Recruitment to strengthen sectors and coalition membership will be conducted by all coalition members, with guidance coming from the leadership team. It will be the responsibility of all coalition members to spread the word about the work conducted and the coalition's needs for additional leaders in its membership. New potential coalition members will be invited to learn more through open invitations in all our community messaging about this work. The coalition will work with Elma School District's communications specialist to promote coalition messaging on school and community web pages as well as the local newspaper and radio programs. The communications specialist, the student assistance navigator, and the coalition coordinator will form the initial communication workgroup which will explore social media platform strategies, website options, promotion opportunities, logo, etc. and present these options to the coalition membership for review. Recruitment and engagement of coalition members have thus far occurred naturally through community connections and word of mouth, as members talk to friends, family, and colleagues about our planned work. Once the coalition has an online presence, community members will be able to learn more through those avenues. The coordinator will provide updates to the coalition re: interest and inquiries into coalition membership. The coordinator will that this agenda item is discussed at every coalition meeting. The coordinator's role will be to facilitate the coalition meetings and ensure that the agendas, meeting minutes, and program updates are distributed to the membership group in a timely manner.

Cultural Competency in Organizational Development
We will analyze issues affecting diverse populations in the community, e.g., cultures, gender, sexual orientation, age, ableism, etc. as part of our data collection efforts. We plan to engage individuals of diverse backgrounds and

experiences in the development of our plans while recognizing that some of our partners view substance use differently and that culture influences how community needs should be addressed.

The City of Elma, located in Eastern Grays Harbor County, has over 3,245 residents. According to the U.S. Census Bureau, American Community Survey (2014-2018), a higher percentage of Grays Harbor County children live below the federal poverty level than Washington State (23.1% vs. 14.6%). A higher rate of students living in Grays Harbor County is eligible for free or reduced-price lunch than Washington State (63% vs. 43%). The high school graduation rate is also lower in Grays Harbor County compared to Washington State (86% vs. 90.1%). The 2018 Healthy Youth Survey results for 6th grade Elma School District students revealed: 1). 64% of the 6th graders noted that they had a low commitment to school, 2). 49% reported they were at risk of academic failure, 3). In the past month, 33% of students reported they experienced bullying (4). 24% said their family had moved for seasonal work in the past three years, and 5). 12% reported 3+ days absent in the last 30 days. These results highlight risk factors correlated with poor health and academic outcomes. According to WA OSPI data for 2021-2022, Elma School District has nearly 1,600 enrolled students. The majority (66%) of the student population is white and 25% is Hispanic/Latino. Eighty percent of the students are low-income; 19% have a disability, 8% are English language learners, and 3% are homeless.

We recognize and include formal and informal community leaders in coalition capacity building and data analysis. To be culturally competent in Grays Harbor County means understanding the impact of poverty and homelessness on the community. We will continue to collaborate with McKinney-Vento representatives, local churches, and the Coastal Community Action Program (CCAP) to engage and educate our community members and ourselves as they help us engage with and provide better services to our low-income and homeless populations. Our continued collaborations with these agencies and cross-sector representation help us develop strategies and activities that are inclusive and accessible. We are committed to hosting free public events with childcare and meals provided to reduce barriers to participation. We want to ensure that coalition staff and membership reflect the diversity of the community; receiving trainings in cultural competency will help expand members' awareness and preparedness to serve the community through a culturally competent approach. We currently have a few coalition members who are members of (or have strong connections) to the Hispanic community. This will be an area for the coalition to build upon, by developing targeted outreach and messaging and community learning and engagement opportunities.

Elma recognizes the importance of cultural competency in our work. Initiatives will be designed and implemented in a manner that respects and values the internal diversity, complexity, and resources that different groups in our community contribute. We recognize that each group has different motivations for involvement and are committed to fostering a shared vision to reduce youth substance use that also honors the differences and resources of our partners. Sector members represent the diversity of the community. Like the community, we are predominantly white but also have representation from the Hispanic community; we fall along all ranges of the socioeconomic ladder and represent a broad cross-section of ages. Our ESD 113 staff have attended cultural competency trainings, and our annual plan will include additional trainings for members to understand and embrace cultural diversity to inform the design of our plans.

Elma is a tight knit rural community with strong values. High school sports are the predominant extracurricular activities for students in the area. Teens who are not involved in sports have limited outlets for growth and development. The primary industries in Grays Harbor County are timber, seafood harvest and production, and tourism. Typical of most resource-based counties, economic development and availability of year-round family-supporting wage jobs has been an ongoing problem, which leads to economic challenges and additional stressors for families. The coalition will explore these community norms, values, challenges, and practices and work towards promoting healthy community behaviors and attitudes in response.

Sustainability in Organizational Development

Several strategies are in place to aid in the development of future coalition leadership and to maintain involvement and participation in coalition activities. We intend to send community leaders, coalition members, and Elma youth to both the Prevention Summit hosted in November and the Spring Forum in May. These trainings will expand local community members' understanding of prevention theory and help fuel them in their continued efforts to plan, develop, and provide appropriate community-based programming to the Elma community. Elevate East County's goal for sustainability is to be able to continue to support staff and programming beyond the CPWI grant period. We will establish targets for these goals as the leadership team forms and addresses sustainability planning. One of the ways we plan to accomplish this is by developing more clearly defined coalition member roles and responsibilities. We will continue to assess how the roles match the need and formality of the coalition's operations as the coalition grows.

CAPACITY BUILDING

Outreach

Our coalition's plan and goals are inclusive of CPWI best practices and DBHR-approved programs. Funds are leveraged to maximize service and reduce duplication between other local coalitions wherever possible. Elma is not the sole substance use prevention coalition in our community, and we have links with other community groups that provide services for youth and families. These include My TOWN Coalition, Harbor Strong Coalition, Behavioral Health Resources, and True North among others.

Elma employs a variety of community outreach strategies to engage the community at large. We intend to have an active Facebook page and an updated coalition website which can be a resource hub for the community. We will rely on our youth participants to communicate to students, and we will also utilize school publications and announcements to reach both students and parents.

Our Key Leaders for the Elma Community range from school administration to business owners. Elma will work to attend, or have representation, at other partner meetings. This will broaden our reach to the Elma community and keep Key Leaders in various capacities involved in the coalition. It is crucial to maintain outside coalition relationships because Elma and its community is built on partnerships. Elma could not function or implement strategies without input and support from other Key Leaders.

Training/Technical Assistance (TA)

Coalition members and staff will receive extensive training in a wide range of substance abuse prevention topics. Member experience includes CADCA National Leadership Forum, Youth Mental Health First Aid among many others. Elma plans to host more trainings in the coming months and years for coalition members and community members to take advantage of, including Youth Mental Health First Aid, ACEs and Resilience, and more. The coalition sees value in learning more about mental health and substance use and the intersectionality that can influence prevention and response strategies. The coordinator will attend other trainings that may benefit the coalition, such as those provided by CADCA. Elma will send coalition members and youth to the Washington State Prevention Summit for professional development in November 2022. All other trainings will be presented and discussed with the coalition prior to sending representatives from the community.

For the broader Elma community, the coalition will provide information and training opportunities around the public health model and the importance of prevention science and coalition building. The coalition is in a unique position to address the community as a whole and the environmental factors of the public health model. The coalition will also post free trainings (in-person and online) on their website and share information about upcoming events and training opportunities for the community. The trainings will be focused on CPWI's primary goals around improving academic performance, reducing underage substance use, and reducing juvenile crime. We will also be promoting mental health training opportunities, such as Youth Mental Health First Aid and other ways that the community can learn how to better support their youth and identify risks and concerning behavior. The Youth Mental Health First Aid training is funded through other ESD 113 funding sources and made available to the communities that ESD 113 serves.

We will implement several strategies to increase capacity and effectiveness for coalition members, including the leadership team. New coalition members complete a membership application in which they state their area of interest and their current work and other community affiliations. By matching members with volunteer opportunities that match their skills and interest, they tend to be more active and effective coalition members. We will build capacity among coalition membership by including training topics on a quarterly basis at our monthly meetings, as well as at our Town Hall events.

Cultural Competency in Capacity Building

As mentioned earlier, cultural competency efforts will focus on our low-income and high poverty communities initially. We intend to bring several trainings to coalition members to bring to light the challenges facing community members living in poverty. Elma coalition members represent the diversity of the community to a degree. Like the community, we are predominantly white; we fall along with all ranges of the socioeconomic ladder and represent a broad cross-section of ages. To support participation by low-income individuals and those without access to an automobile, meetings will occur via Zoom.

Elma has made a concentrated effort to recruit members who represent the diversity of our community and additional efforts will be placed on building relationships with the Hispanic and Latino community who are a growing population according to the school district data. We will explore strategies to welcome, learn more, and engage Hispanic and Latino community leaders in coalition membership and community activities.

National standards for Culturally and Linguistically Appropriate Services (CLAS) in health will guide the consortium to look at community demographic data through a health equity lens. Online training will provide essential support for culturally and linguistically appropriate services and ways to incorporate CLAS into daily work. Our initial thoughts were to use the *Washington State Governor's Interagency Council on Health Disparities* site, including CLAS standards and training resources that include e-learning modules; however, these were developed over seven years ago with no updates. The coalition will look for additional learning tools to embed these tools and frameworks in our work to guide culturally and linguistically appropriate services offered to the community through coalition strategies.

Sustainability in Capacity Building

The coalition's leadership team will work as a collaborative group that increases community awareness among community champions, stakeholders, and our community members. We want to engage as many potential partners as possible and increase the readiness of the community to address underage substance use. Elevate East County aims to ensure that we are building upon sustainable prevention efforts. We have incorporated several sustainability and capacity building strategies into our plan including the creation of detailed job descriptions for members serving on the leadership team, leveraging (local) funds to support prevention work, creating partnerships with neighboring coalitions to implement "like work" across the county, and identification of additional funding sources that can support the coalition's strategies. Regular outreach to new members, new member orientation, and media efforts will further build capacity within our community and strengthen the coalition's messaging.

Training Plan for Elevate East County Strategic Plan

The Elevate East County CPWI Community Coalition will participate in the following trainings described below during: May 2022 – May 2023.

Trainings Presenters and Dates	Target		
	Coalition Members	Community	Coordinator/Staff
Cultural Competency: Increasing Diversity, Equity, and Inclusion in Coalition Development and Community Engagement Presenter TBD April 2022	12 – 15		1 (Coordinator)
Spring Youth Forum DBHR-sponsored April 2022	5 – 8 youth coalition members, 2-4 adult coalition members		1 (Coordinator)
Coalition CPWI Orientation presented by Coordinator and training workgroup Semi-annually to new members May and November 2022 (or as needed), to complete coalition October 2022	TBD		1 (Coordinator)
Environmental Strategies Implementation Online training - DBHR Athena Forum Dr. Rodney Wambeam (PPT) June 2022	12 – 15		1 (Coordinator)
CADCA Mid-Year Training Institute CADCA-sponsored July 2022			1 (Coordinator)
Sustainability Webinar DBHR Athena Forum Led by Coalition Coordinator August 2022	12 – 15		1 (Coordinator)
WA State Prevention Summit DBHR-sponsored November 2022	Six adult members Six youth members		1 (Coordinator)
Coalition Key Leader Event Presented by Coalition Training Workgroup December 2022	12-15	20 – 30	1 (Coordinator)
Monthly technical assistance DBHR Prevention System Manager & Prevention Learning Community Meetings (6 annually)			1 (Coordinator & fiscal agent staff when available)
Programs to be implemented by coalition in first year: Parenting Wisely	All coalition members who are parents of children 3-18 yrs. will be offered the training	At least 50 participants (parents of school-age children)	1 (Coordinator)

ASSESSMENT

Needs Assessment

Process: Our coalition assessed a variety of data to determine the extent of the youth substance use problem in our community. Initially, members of the general coalition who were interested in reviewing data met together at a sub-committee meeting to review the data in detail, then, the data was presented and discussed as a whole coalition at a monthly coalition meeting. The members of the data review team were trained by the coordinator in how to interpret data from the Elma Data Book provided. This includes data obtained from scientifically conducted surveys such as the Healthy Youth Survey, informal data gathered from community stakeholders (i.e., school officials, Elma Police Department Chief, coordinator for local adult Opioid Response Consortium, Elma's Student Assistance Professional (SAP)), and community input verbally garnered from various community and youth events (e.g., monthly Opioid Response Consortium meetings) attended by community stakeholders. The data incorporates actual use, attitudes and perception statistics, risk and protective factors information, and substance use consequence data, to paint a picture of the substance use problem in our community. Informal input was used to contextualize quantitative data as needed to inform priorities.

According to the verbal input from community stakeholders along with coalition members who reside in Elma, High School sports are the predominant extracurricular activities for students in our area. Aside from our local library and a struggling movie theater, teens who are not involved in sports have limited outlets for growth and development. It is not uncommon to hear youth complain that there is "nothing to do" and, in turn, far too many turn to negative behaviors. Drinking on the logging roads around a bonfire is a popular weekend activity and, not surprisingly, this has unfortunately led to a number of near-fatal accidents. Parents worry after incidents such as these, but rationalize these parties as being a part of growing up in the area. Sometimes they will add in wild stories from their own youth, thus reaffirming these students' behaviors. The logging road parties have been maintained as a social norm within our communities for generations. In talking with many of our youth and according to recent survey data, there is a general lack of hope and sense of resignation felt among far too many of the kids in our community.

The coalition's leadership team and other appropriate sub-committees and teams will review updated data annually to track our progress and propose changes to our strategies and work. As new Healthy Youth Survey (HYS) data becomes available, staff will train coalition members on how to interpret these trends. Other key data sources include the Behavioral Risk Factor Surveillance System (BRFSS), Liquor & Cannabis Control Board retail compliance check rates, key informant interviews, Office of the Superintendent and Public Instruction (OSPI) District Report, DSHS Risk and Protection Profile for Substance Abuse Prevention, local TANF (temporary assistance for needy families) data, and data from local government agencies (ex: Grays Harbor County Juvenile Department). From these sources and supplemental conversations with community stakeholders, we will get a picture of youth substance use, risk and protective factors, delinquency, school success, mental health, access and availability, parental attitudes, family management, socioeconomic impacts, community norms, and opportunities for pro-social involvement.

Through the needs assessment process, the coalition has identified a number of conditions specific to our area that they believe contribute to youth substance abuse. Key findings explained below were prioritized from the collection of findings based on their relevance to youth referred for disciplinary reasons to the SAP and Police Department services in the 2021-2022 school year.

Key Findings/Conclusions:

SOURCE: HEALTHY YOUTH SURVEY (HYS) 2018 and Community Stakeholder Input

To inform our key priorities with the given data, we relied heavily on data from the 2018 Healthy Youth Survey which aimed to survey all 8th, 10th, and 12th-grade students in our district. The coalition supplemented this data with input from community stakeholders as mentioned above given the low HYS response rates, which can yield under representative and unreliable data in small communities. Although all 3 grades reportedly participated, most of our student participation came from grades 8 and 10. The HYS data show our youth have 30-day use rates that are equal to or higher than the state average for alcohol, marijuana, and vaping. Our youth report lower perception of harm, higher perception of peer use, and lower perception of parental disapproval than the state average for all listed substances except prescription drug use. These particular areas of concern became the priority of the coalition due to what members perceive to be a strong correlation between these areas and adolescent substance use.

30 Day Use of particular concern: Our youth reported that 20% of our 8th and 10th graders consumed alcohol with 10% reporting problem or heavy drinking, 25% reporting vaping, and 19% reporting marijuana use during the past 30 days. Of significant concern, is that all of these percentages are higher than the state average for consumption by youth in these particular substance categories.

How often in the past 30 days did you use…

% responding yes to "any use in the past 30 days"	8th & 10th Grade	
	Local	State
Alcohol	20%	13%
E Cigarette- Vape	25%	16%
RX Drugs (not prescribed to student)	3%	6%
Marijuana	19%	13%

In reviewing this data, perception of community disapproval has been among our most troubling data. A large portion of our students at both 8th and 10th grade levels have a very low perception of community and peer disapproval. Because of this norm, we have high underage use rates. According to our community stakeholders, alcohol is commonly involved in community events, even for PTA fundraisers and community graduation celebrations. When comparing our 2016 and 2018 data, it seems that our students have continued to believe (and have even increased from 2016 to 2018 data) that community and peers do not find underage consumption wrong. We know that community expectations and peers can be both a strong risk or a strong protective factor depending on the expectations that are tied to these norms.

How wrong do you think it is for someone your age to: Drink beer, wine, or hard liquor regularly? % reporting "A little bit wrong" and "Not at all wrong""	8th & 10th Grade	
	Local	State

Alcohol		20%	21%
How wrong would most adults in your neighborhood or community think it is for kids your age to drink alcohol? *(Results: "A little bit wrong" and "Not at all wrong")*	8th & 10th Grade		
	Local	State	
Alcohol		19%	16%

Risk Factors are something that increases risk or susceptibility, in this case risk factors are determinants that could potentially increase the risk or susceptibility of adolescent substance use.

Permissive parental attitudes: According to our analysis by community stakeholders, the notion that "kids will be kids" is a deeply ingrained belief in our community. HYS data similarly indicate that too many youth think parents approve of youth substance use. Some parents in our community have hosted parties for their teens and their friends. These parents generally think that allowing kids to drink at home prevents a bigger problem of drinking and driving. Too many parents see underage use as inevitable and do not set clear expectations for their kids. This, in turn, leads youth to believe that parents approve of underage substance use. Many parents report a sense of hopelessness in relation to underage substance use, adhering to the notion that underage use is a rite of passage. We find a strong correlation between low perception of disapproval by adults and 30-day use rates. While it is clear that most parents do not actually approve of this behavior, we recognize that people's perception of what is acceptable is often what matters most.

Parental Attitudes Tolerant of Substance Use	8th & 10 Grade	
	Local	State
	36%	32%

Supplemental Information on Priorities from Community Input:

Although the HYS data clearly indicate that alcohol, marijuana, and vaping are behavioral health problems of concern, information from our community stakeholders (i.e., Elma SAP, representative from the Opioid Response Consortium, and the Elma Police Chief) indicated a gap in the reported HYS data regarding the relevance of opioid and prescription drug use and Elma youth. Specifically, rates of opioid misuse are high among Elma youth aged 18-24 years old, and the Drug Task Force recently found the first carfentanil documented in the Elma community when executing a search warrant. To provide further examples of the state of the opioid crisis in this community, in 2019, Grays Harbor County recorded 34 alcohol or drug related deaths, up from 19 in 2018. From 2013-2017, 18% of adults in Grays Harbor reported past 30-day marijuana use, 7% reported heavy drinking, and 21% reported poor mental health in the past 14 days (data pulled from BRFSS Dashboard). Based on these local conditions and the understanding that youth perceive substance use as acceptable, among other risk factors, will precede adult use, opioid and other prescription drug misuse was identified as an important area of concern going forward by coalition members.

- This section should provide the explanation for the first four columns of the Coalition's logic model: **red – consequences**; **purple – behavioral health problems**; **blue – intervening variables**; **orange – local conditions**.

Based on HYS data, far too many youth in our community are using alcohol, tobacco, marijuana, and prescription drugs, and too many adults and youth do not perceive this to be a problem. Through data analysis and based on our state's identified priority areas of concern, we identified three primary **long-term consequences:** School problems, youth delinquency, and mental health problems.

School Problems: Our students, on average, report high rates of low school performance and skipping school and rates are higher than the state average as well. This data also supports that Elma reports a higher rate of extended graduation than the state average as well. The 2018 Healthy Youth Survey data showed that 32% of 8th and 10th grade students answered yes to having received grades of C's, D's, or F's and 19% reported having skipped school in the last 4 weeks. The rate of extended graduation was 93 per 100 versus the state average of 84 per 100 students.

Community conditions collectively create numerous challenges for our schools. Youth and school staff are all negatively impacted by the stress of poverty and family dysfunction that is rampant in our community. School staff do not have adequate resources to deal with the number of at-risk youth who attend school.

Youth Delinquency: While we do not know if delinquency leads to substance use or the other way around, we do know the relationships between youth delinquency and substance use is strong and the risk factors are similar. In our community, youth score at or higher than average for most youth delinquency indicators. According to the 2018 Healthy Youth Survey, 6% of 8th and 10 grade Elma students reported having used marijuana and driven a vehicle in the past 30 days. The Elma community reported 22.7 per 1000 arrests of youth ages 10-17 versus the state average of 16.7 per 1000 total arrests.

Healthy Youth Survey data supports that Elma students have had significantly higher drug law violations (ages 10-17), alcohol and drug law violations (10-14), and total arrests than the state average.

Mental Health Problems: During childhood, the risk for substance use is higher for those who have a difficult temperament, poor self-regulatory skills, are sensation seeking, are impulsive, or have early onset of behavioral problems. Furthermore, substance abuse is often found among kids who report anxiety and depression. According to 2018 Healthy Youth Survey, 43% of 8th and 10th graders in our community report being depressed in the last year. 24% of those students have considered suicide with an alarming 14% of those reporting a suicide attempt. Sadly, these risk data translate into real life attempts and suicide completions.

As elaborated above, these long-term consequences have led to **behavioral health problems** related to opioid / prescription drug abuse, marijuana use, and underage drinking. HYS data for Elma specifically, show our youth have 30-day use rates at, or higher than the state average for most substances for participating grade levels. In several cases, our youth report lower perception of harm, higher perception of peer use, and lower perception of parental disapproval for alcohol, marijuana, prescription drug use, and vaping than the state average. Finally, 20% of students report drinking alcohol, 19% report using marijuana, and 3% report using prescription drugs in the past 30 days.

In examining these problems, we have identified four primary **intervening variables**: Community disorganization, availability, community laws & norms, favorable attitudes toward the problem behavior, and the risk and protective factors of healthy beliefs and clear standards.

Community Disorganization: Isolation from urban centers of the state often results in inadequate services, resources, and funding. Grays Harbor is exposed to fewer social services and fewer behavioral health providers, and community stakeholders reported that for Elma, this is especially true: many of the resources available to families in Grays Harbor County are concentrated toward Aberdeen and other, larger communities within the county, while Elma is more remote and not generally prioritized for services.

Availability: According to 2018 HYS 41% of 8th & 10th graders report that it "is sort of easy or very easy" to get alcohol and 38% report the same for marijuana. Our youth also reported a higher likelihood of getting alcohol through social access than other youth statewide. Local 8th and 10th graders reported they are most likely to get alcohol from friends (34%) or at a party (25%). Based on information from community stakeholders, social access to opioids is also an area of concern, though the HYS data provided limited support for this phenomenon given the low response rates. In line with this information and the coalition's priorities, our goal is to reduce youth access to alcohol, tobacco, and other drugs by 5% by 2023.

Community Laws & Norms: Too many youth perceive community laws and norms to be favorable towards use. Elma students report (61%) that alcohol and drug laws are not enforced in their community by local law enforcement. Our goal is to decrease this by 5% by 2023.

Favorable Attitudes Towards the Problem Behavior: Our goal is to reduce favorable attitudes towards drug use. According to 2018 HYS, 29% of 8th and 10th graders reported little to no risk around alcohol use, 37% reported little to no risk around regular marijuana use, and 36% reported family tolerance around underage substance use. We plan to do this by increasing youth perception of parental disapproval and youth perception of harm. Our goal is to decrease favorable attitudes by 5% by 2023.

Healthy Beliefs and Clear Standards: Our goal is to increase opportunities for pro-social involvement for ESD youth with their family, community, and healthy role models. Through community input as mentioned above, a lack of opportunities to bond with role models who exhibit healthy beliefs (i.e., against substance use) and clear standards are prominent in the Elma community. According to 2018 HYS, 19% of 8th and 10th graders do not believe their community views alcohol or marijuana use as wrong; therefore, our goal is to increase percentage of students reporting a bond with caring adults in the community by 5% by 2023.

Local conditions tied to Community Disorganization includes **1) Community readiness to address ATOD issues,** particularly Elma's low access to resources, especially relative to other areas of Grays Harbor County. Per our conversations with stakeholders at assessment planning meetings, which were informed by interviews and conversations with community members, limited services are concentrated to the higher-populated areas of the county (e.g., Aberdeen), whereas Elma is only prioritized as-needed. The Elevate East County coalition will address this lack of community readiness through its strategies and CPWI efforts.

Local contributing factors tied to Availability are: **1) Youth Access to ATOD** According to the CPWI Elma Community Data book, Elma's rate of prescribing opiates is higher than the state average per capita of adults, 68.6 to 78.5 versus the state average of 63.8. Per the coalition's conversations during the assessment process, it was determined that this link is a main avenue by which Elma youth would have social access to opioids for misuse. As discussed above, alcohol is commonly involved in community events that involve adults and their children, and Elma students have continued to believe that the community and their peers do not find underage consumption wrong, leaving many opportunities for youth to gain social access to alcohol. Our goal is to increase awareness of accessibility and reduce availability by participating in the bi-annual Rx Take Back events and the Starts With One Campaign, along with additional strategies to reduce youth access to alcohol to be determined.

Local contributing factors tied to Community Laws & Norms are: 1) **Policies, social practices favorable to ATOD use**. Currently, there are no active reviews of ATOD policies within the Elma School District. In collaboration with the school-based prevention club, interested coalition members will meet quarterly to discuss current policies and changes to be applied. All policies will be reviewed and updated (if necessary) by 2023.

Local Conditions tied to the Favorable Attitudes towards the Problem Behavior intervening variable are: **1) Low perception of Harm.** 2018 data show 57% of 8th and 10th graders perceive drug use to be harmful. Through our SAP's universal education strategies and targeted interventions, our goal is to increase perception of harm among high school students by 5% by 2023.

Local contributing factors tied to Healthy Beliefs and Clear Standards are: **1) Few opportunities to bond with family.** According to 2018 HYS, 78 % of 8th and 10th graders report that they do have opportunities for pro-social involvement. Our goal is to increase this by 5% by 2023. **2) Favorable parental attitudes & involvement in the problem behavior:** as stated above in sections addressing youth social access to alcohol and opioids and highlighted in key findings above, the notion that "kids will be kids" is a deeply ingrained belief in our community, with some parents in our community hosting parties for their teens and their friends. Through our parenting education programs identified in the Planning section below, our goal is to increase parental awareness of risk/protective factors and the consequences of involvement in alcohol use by 5% in 2023.

Resources Assessment

Process and Summary of Results:

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Strategic Plan

Process:

Interested members of the coalition met separately to review data and identify data of significant concern and prioritize the data. Coalition members who participated include professionals not originally from the area and those who have lived here most of their lives. This process allowed us to see what services are available to youth and families, as well as what is visible and/or often overlooked. Services currently available within the Elma Community include True North Student Assistance and Treatment Services, Behavioral Health Resources, Community Based Opioid Prevention Consortium, School-based health care, and neighboring CPWI community coalitions in Aberdeen and Hoquiam. Additionally, members of the Elevate East County Coalition are interested in collaborating with other Prevention Coalitions in our County (My TOWN and Harbor Strong) to review what strategies they have employed that have been successful and which ones have not, in their experience, since they are engaging in similar work in our region.

Community Partnerships Our partners have a long history of working together to improve local behavioral health systems and implementing substance use prevention initiatives. This has included partnerships with ESD 113, The Elma School District, the Health Department, Behavioral Health Resources, and Summit Pacific Medical Center to provide mental health counseling and substance use treatment in the schools. Elma School District has housed True North substance abuse treatment services for many years in the past and will make a smooth transition while implementing SAP services in the future. Additionally, ESD 113 and the Elma School District have a strong collaborative relationship Elma Elementary School, where ESD 113 is partnering with a consortium of local providers through a HRSA grant which will provide student assistance navigation, medical, dental, and early intervention mental health services to students. The care team involved in the school-based health center will be actively involved in the CPWI coalition.

While the coalition worked on assessing existing community resources and partnerships, they discussed that other neighboring coalitions have and continue to implement Guiding Good Choices at a minimum, twice per year for the past few years. During our discussions it was stated that these sessions, even when implemented in a virtual setting, are not well attended and the saturation rate is very high for our local population. While Guiding Good Choices is an excellent educational program to address local conditions, the rate of saturation leads us to believe this will not be a good strategy for our community. The coalition discussed other strategies that would be a better fit for our community based on existing plans in the school district, gaps in community education opportunities, and an understanding that everyone has been through a lot with COVID-19 and we want to not add "one more thing" for school staff to do or families to do. We want our strategies to complement what strategies and programs are currently in the community and offer resources and tools for families and professionals working with youth to use in their toolbox.

Results:

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Intervening Variables (Risk / Protective Factors)	Does a Community Resource exist? (If yes: Insert Resource name)	Who is served? (Age range, demographics, location, etc)	Is there a service gap?	Strategies & Local Implementation
Community Disorganization	Summit Pacific Medical Services	16+ Outpatient Medication Assisted Treatment Services	Yes- Medication Assisted Treatment services for under 16y/o	
Availability	Elma Pharmacy, East County Pharmacy, Elma Police Department		There are currently no services to address this for the Elma community including compliance checks or RX take back events.	Rx Take Back, Retailer Compliance and Education
Community Laws & Norms	Elma School District	All		School based policy review
Favorable Attitudes Toward the Problem Behavior	True North Student Assistance and Treatment Services- ESD 113	12-18, school-based treatment SUD services	Yes- Universal Prevention and Targeted Intervention ages 12-18	Direct Service
Risk and Protective Factors	Behavioral Health Resources	5+, Outpatient and in school setting	No	Direct Service
	Health Resources and Service Administration funded SBHC Consortium (Elma School District, ESD 113, Summit Pacific Medical Center, Elma Family Dental)	5-12, school-based SUD & MH Prevention/ Intervention	Yes- Parent engagement, education, and outreach	Town Hall Events

Gaps

While our human capital and partnerships have been strong over the years, funding has been inconsistent, causing programming to stop and start. The Elma School District has always recognized and requested SUD prevention programming and intervention services; however, funding limited agencies from providing these services. Additionally, school health teachers have been tasked with providing prevention curriculum in their classrooms. By being able to provide a dedicated SAP trained in evidenced-based prevention curriculum, staff will be able to provide a more comprehensive education series to Elma students that specifically address the impacts of early onset substance use and the benefits of delaying onset of first-time use. There is also a gap in providing family education; there are a lot of current services providing direct interventions with students, but a gap exists for outreach to parents and families. Other close communities have offered parent engagement classes such as Strengthening Families and Guiding Good Choices. These types of opportunities have not been offered to the Elma community specifically. Being able to offer similar evidenced-based programs would directly address risk factors such as community and family tolerant attitudes toward adolescent substance use.

Resources Assessment Conclusions:

1. Resources Assessment Conclusions:

As part of our data analysis and needs assessment process, the coalition discussed the feasibility and readiness within our community to address youth substance use and related problems. As stated above, our community is rich with human capital. Our school district, partners, and families are ready to engage with programming; however, without a unifying organization and stable funding, these strategies can fall by the wayside.

Specifically, during the assessment process, many coalition members identified a strong level of programming within the school district in the form of direct service, but very little community engagement or family outreach for services and education. While examining and discussing the best practices list, each program was evaluated based on the commitment of the facilitator's understanding that Elma is a small community with a limited number of providers and members who are typically, already at capacity. It was determined that programming geared directly toward engaging families in education, that required little staffing to implement, would address the biggest gaps with the least amount of resources.

After reviewing information collected from our needs and resource assessment, we have identified a need for prevention programming across all grade levels at the school district. The coalition selected intervening variables and identified local conditions based on areas where the group felt the most change could be realized. We also considered local capacity to implement related strategies, meaning, how likely are these programs to be implemented based on the limited amount of community members available to be trained and willing to volunteer their time and commitment for these programs. Other factors considered include the Excellence in Prevention strategy list, buy in from key stakeholders (i.e. teachers willing to provide classroom time for Prevention Education), and availability of providers trained to deliver programs and strategies.

Members of the coalition are confident that while the direct focus of the strategies target ATOD, many of the strategies identified in our logic model will apply and have a positive impact on all substances, including over the counter drugs and supplements.

2. Cultural Competency in Assessment

We analyze issues affecting diverse populations, (cultures, gender, sexual orientation, age, etc.) as part of data collection efforts. We engage individuals from diverse backgrounds in the development of plans and recognize that some of our partners view substance use differently and that culture influences how community needs should be addressed. We recognize and include formal and informal community leaders in coalition capacity building and data analysis.

3.   Sustainability in Assessment

The Elevate East County coalition was formed with the intention of creating collaborations and opportunities with community partners. By building community support, we are ensuring effectiveness and encouraging community ownerships through collaboration. We welcome other organizations to have a voice in assessing data from our youth. We need our schools, behavioral health agencies, and community partners to be a part of implementing interventions that will ultimately reduce risk factors and increase protective factors. During the assessment process, coalition members proposed members of the community who were not yet engaged in the coalition, but should be included, e.g., owners of local businesses, local PTA groups, etc. The coalition members were asked to invite their networks and connections and it was agreed upon that a Key Leader Event would be a great opportunity to provide outreach and education to those not currently involved in the coalition. The coalition has prioritized providing a Key Leader Event as a starting point to build sustainability both in long term funding (fundraising, local sales tax, etc.) and capacity building.

Logic Model

Please find the logic model in the appendix section.

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Answer all bullet points for each of the sections listed below:

Process for Planning

For this initial process, The Elevate East County coordinator presented the proposed objectives, goals, and strategies to the coalition at their monthly meeting. The coalition then voted whether or not to approve these materials. If the goals, objectives, and strategies are approved, they become living documents of the coalition. In the future, the coordinator will present the data to the coalition's leadership team to discuss, and the leadership team will then present the information to the coalition members for a discussion, vote and approval. The coalition's leadership team will filter through the goals, objectives, strategies, and relevant data to prioritize for the general coalition's review. For this year's goals and objectives and the coalition's first experience in this developing this framework, capacity was taken into consideration. Capacity in the context that the community is still recovering from the impact that the COVID pandemic had on the schools, community members, and health systems. The data from the needs assessment was considered as well as the gaps in resources. One example of how these goals and objectives were explored included the recent transition of the school district leadership: Chris Nesmith is the new Superintendent for Elma School District and he is bringing data-driven policies and programs to this work. He is also in his first year at Elma. He was supportive of programs, goals, and objectives that aligned with the district's capacity. The coalition reviewed a number of school-based strategies to respond to the community need (through the school access point) and school policy review was the most feasible to implement. In future years, the hope is that capacity will not play such a primary role in these discussions.

Goals, Objectives

Our long-term goal is to reduce youth substance use related problems (school problems, youth delinquency, and mental health) in the Elma School District. We plan to do this by reducing ATOD abuse and misuse. To reduce underage abuse/misuse, we will increase community organization, improve parent and caregiver communication skills, improve the perception of community laws and norms, reduce favorable attitudes towards use, and decrease availability.

Behavioral health problem	Intervening variable/Risk/Protective factor (Goals)	Local Conditions & Contributing Factor (objectives)	Program & Strategies
Past 30 day use	**Community Disorganization** *Goal: Reduce community disorganization (measured by: CAT baseline TBD)*	**Community readiness to address ATOD issues** <u>Objective</u>: Increase the community's ability to address ATOD as measured by Coalition Assessment Tool	**Community Based Process:** CPWI Community Coalition: *Elevate East County*
	Availability *Goal: By 2023, reduce availability of opiates, alcohol, ad other drugs by*	**Youth access to alcohol and opioids** <u>Objective 1</u>: decrease youth social access to ATOD through family and peers by raising public awareness of the	**Information Dissemination:** Starts with One Campaign (via social media) Town Hall Meetings

5%. (Measured by: 2018 HYS Perceived availability of drugs. Baseline: 58% (8th and 10th graders, alcohol and marijuana combined)	risks of social access with an emphasis on prescription medications.	RX Take Back
Community Laws & Norms *Goal: By 2023, decrease perception of community laws and norms that are favorable towards substance use by 5%. (HYS baseline: 61% (8th and 10th grade combined)*	**Policies, social practices favorable to ATOD use** Objective: Modify or change and implement school policies favorable toward ATOD use within Elma Schools.	**Environmental:** School Policy Review
Favorable Attitudes Towards the Problem Behavior *Goal: Reduce favorable attitudes to the problem behavior by 5% by 2023* *(HYS: Favorable attitudes towards alcohol use. 2018 Baseline: 29% 8th and 10 grade combined)*	**Low perception of harm** Objective 1: Decrease favorable attitudes towards use among youth at Elma Schools as measured by HYS (2018 high school combined baseline: 29%) Objective 2: Increase perception of harm of substance misuse among middle and high school age youth in the Elma School District by at least half of participants as measured by pre/post program evaluation.	**School-based Prevention/Intervention Services:** Student Assistance Program
Healthy Beliefs and Clear Standards *Goal: By 2023, increase healthy beliefs and clear standards by 5%.*	**Favorable parental attitudes and involvement in the problem behavior** Objective 1: Decrease favorable parental attitudes and involvement in the problem behavior. Objective 2: Improve parent and caregiver communication skills.	**Direct Service:** Parenting Wisely

Strategies, Policy Initiatives, Programs, and Activities

Strategies to improve community organization

- Elevate East County Coalition - coordinate monthly meetings, provide time and space, and structure for coalition teams and volunteer recruitment and management. Elevate East County will maintain or increase active membership of at least 10 community members each year.

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- Elevate East County will support training and leadership development throughout the represented sectors. Specific training needs will be assessed by Sept. 2022 and training to support implementation of the action plan will be provided to coalition members at least 1 time per contract year.
- Elevate East County supports school-based mental health and substance abuse treatment to reduce barriers and increase efficiency in services (Non-DBHR funded activity).

Strategies to reduce availability

- Starts with One (Social) Media Campaign - Elevate East County will begin implementation of the Starts with One (social) media campaign in the Elma community to create a unified message with other neighboring CPWI communities. The coalition's Facebook page will be the primary social media platform to reach community members.
- Town Hall Meeting - Elevate East County will provide a town hall meeting with the goal of promoting the coalition and providing information about safer RX storage during the Fall of 2022, and one providing information to parents and community members about the risks of underage substance use during the 2022-2023 school year.
- RX Take Back - Elevate East County will collaborate with the Elma Pharmacy and Elma Police Department to implement a bi-annual RX Take Back event each contract year.

Strategies to improve the perception of community laws and norms

We will work with the SAP, prevention club, and school administration to review and modify existing school policies around ATOD use on campus.

Strategies to reduce favorable attitudes towards use:

- Prevention and Intervention Services (and Project Success) - ESD 113 will employ a school-based Student Assistance Professional (SAP) at the Elma middle and high schools to implement the Project Success Curriculum and provide targeted prevention and intervention strategies for referred students.

Strategies to increase healthy beliefs and clear standards

- Parents in the community will be offered Parenting Wisely training. This intervention is a self-administered, internet based program that teaches parents and their children important skills for combating risk factors for substance use and abuse. This training will be offered twice in the community in the next year.

Action Plan

- Include in the appendix of the Strategic Plan your Coalition's Action Plan using the template provided in Strategic Planning Guide. The Action Plan should provide details for each goal, objective, and strategy for the following (**transferring information to action plan template from written narrative on how programs operate**):

- Activity/Program - Name of activity/program.

- Brief Description - Briefly state the main purpose of the activity.

- When - When will this take place? What is timeframe for this activity?

- How - How much (e.g., how many? How often?}

- Who – Who are the people intended to be served with this program – who is this service for? How many people will be served?

- Lead Organization and Responsible Party (ies)/ Change Agent - Which organization is responsible to ensure this happens? Who is conducting?

- Be sure to include the Coalition meetings, trainings, sustainability and cultural competence activities, renewal of assessments, and review of evaluation information as part of the Coalition's strategies and activities.

- Sixty percent of the programs implemented with DBHR funds must be evidence-based programs (EBP). See Athena's searchable database http://docs.theathenaforum.org/learning_library/ebp. or NREPP http://nrepp.samhsa.gov/Search.aspx

Logic Model

- Update the logic model to include the planning information using the instructions and template provided in Strategic Planning Guide. (Column 5 is completed as part of the Coalition's Plan.)

- Strategies and Local Implementation Activities: Once these have been decided the Coalition will include identified strategies and local implementation activities/programs to address the local conditions.

Cultural Competency in Plan

We will ensure broad community participation in the planning process and consider needs and special issues of our partners in the development of action plans. As a coalition, we aim to embrace new, ambiguous, and sometimes unpredictable situations. We will strive to keep communication lines open with all of our partners if misunderstandings arise. By encouraging our coalition and community members to view issues from diverse standpoints, we will be creating plans that will promote cross-cultural communications. We also plan to provide coalition members trainings in cultural competency by the end of 2022.

Youth will be empowered to develop and lead initiatives aimed at youth. We want to engage youth in our planning process; therefore we need to identify youth champions within our coalition, or ask someone within our coalition, perhaps a teacher or parent, to initiate contact with youth in the community on behalf of the coalition. We want to utilize our connections and partners to the best of our abilities across all sectors. When we aim to reach a certain demographic, we will call upon our membership to assist with the initial contact/introduction. The coalition will conduct an annual analysis to ensure the coalition and its plans and strategies reflect the needs of our diverse partners and communities.

The coalition plans to learn more about the diverse needs of the community through collecting community feedback. The coalition will be able to develop a tailored response to the needs of the different communities within Elma through this approach. One focus area of the coalition is learning more about the health disparities impacting the community, including behavioral health. The coalition will be able to develop a strategy to address behavioral health disparities once more information is collected.

Sustainability in Plan

We want to create and maintain plans that keep our coalition together. In other words, coalition staff, members, and stakeholders are working towards the same goal. In order to create sustainability within Elevate East County, we must

have an effective plan in place. In an effort to reach expected outcomes, we need to ensure the involvement and commitment of stakeholders beyond the initial funding period and establish the structure necessary to maintain program activities and strategies over time. The coalition is in a unique position to address the community as a whole and learn from the community. The strategic plan will be referred to when needed for direction and revisited annually for future planning.

A key component of sustainability is organizational capacity. While Elevate East County has great representation from the key sectors, it is important to reach beyond these sectors. Our coalition planning happens formally within committees and meetings, but also informally with partner groups. We understand and recognize that planning should be reflective of various individuals and sectors within our community. To be sustainable, planning should be a collaborative effort amongst community members, particularly, the population group, youth and families, which our interventions will target and serve.

The coalition members and community partners, including key leaders in the community will be more involved in the decision-making process in future years. The initial strategic planning draft was very cumbersome and took the majority of the Coalition Coordinator's time in the first months of implementation. The coalition also voiced their preference to get to the work rather than continue to discuss strategic planning checklist items. In the future, local stakeholders will have a greater role to play than the funding requirements and the Coalition Coordinator will be more experienced in the funding requirements and programmatic parameters to help steer the coalition. The coalition will discuss lessons learned from this strategic planning process and plan for the way forward with future revisions of the strategic plan and how we want to work with community partners in the decision-making process of which strategies to explore and support. Community surveys, focus groups, and town hall events will be useful resources to learn more from the community.

IMPLEMENTATION

Structural Support for Implementation

Include an implementation plan for each program or strategy included in your planning section.

Coalition staff, School District staff, True North prevention staff, coalition partner agencies, and community volunteers will implement the strategies outlined under the "planning" section and in our logic model. As we continue to grow and learn more about the communities' needs, so will our partnerships and community reach.

We are a young coalition, so for now we are dependent on staff and partners who are already working with ESD 113 to coordinate the implementation of our chosen activities and strategies, and coalition members for community outreach and direction. These roles and responsibilities will continue to be formalized as our coalition takes shape.

Our primary partnerships are: ESD 113 True North Student Assistance Program, which implements the Student Assistance Professional's services. ESD 113 also serves as the fiscal agent and employs the coalition coordinator. Elma Police Department and Elma Pharmacy will provide leadership on RX Take Back events. We will also collaborate with neighboring coalitions, including My TOWN and Harbor Strong on strategies such as the RX Take Back and the Starts with One Media Campaign. The Elma School District will provide leadership, office space for prevention and intervention services, and classroom time for prevention curriculum and social emotional learning. The school district will also be an active participant in the school policy review strategy. Elevate East County coalition members will coordinate space, provide facilitators, and help with promotion of the coalition's messaging in the community. General coalition membership and/or sub-committees will plan and implement coalition strategies including the annual Key Leader event and Town Hall events. Parents in the community will be offered Parenting Wisely training. This intervention is a self-administered, internet based program that teaches parents and their children important skills for combating risk factors for substance use and abuse.

The coalition will initially offer the Young Child edition of Parenting Wisely for ages 3-11 given the understanding among coalition members that parents of younger children in the community are more likely to participate in training opportunities such as these. We will share this opportunity through the school district communication channels among others. We will offer the young child edition first and then expand on this strategy, if successful, and offer the teen edition of Parenting Wisely for ages 11 and up. This training will be offered twice in the community in the next year. The school district is already engaging with other partners, including Panorama Education and Neural Education in their social and emotional learning strategies in the school. Training opportunities for the parents and families in the community will be beneficial and a good supplement to the trainings that the teachers are getting.

As we continue to grow, we will recruit members and build partnerships that benefit the community, the coalition, and our partners. In reaching out to new partners, the coalition designates a member who already has ties to that person or agency, inviting them to a monthly meeting to learn more or an opportunity to meet with the coalition's coordinator.

The coalition will work with Elma School District's communications specialist to promote messaging on school and community web pages as well as the local newspaper and radio programs.

Budget

The budget includes only DBHR funding. Some of our strategies will be supported by other funding within the community. Other supplemental activities that will align with coalition strategies will be paid for by other grant resources. The DBHR budget includes 1 FTE of a Coalition Coordinator. Coordinator travel and professional development is budgeted at $900. For the community coalition, we are budgeting $10,000 for communications for the website development and online social media presence (Facebook), which will be conducted by the school district's communications lead. The communications budget will help us promote the RX Take Back event, Starts With One Campaign, and allow us to spread the word in the community about the Community Survey, Town Hall events, and Parenting Wisely trainings. Outside of the communications budget, the Starts With One media campaign will not require its own budget line item due to the coalition's social media platform focus for information dissemination. We are also budgeting $8,000 for program evaluation. The evaluation budget will allow the coalition to have an external evaluator review the coalition's actions, strategies, messaging, and impact on the community. The evaluation will be conducted by ESD 113 by their Director of Research and Data Analysis. One of our strategies is a training for parents. Parents in the community will be offered the Parenting Wisely training. This intervention is a self-administered, internet based program that teaches parents and their children important skills for combating risk factors for substance use and abuse. ESD 113 will be purchasing this tool and facilitating the distribution through the school district partner. The total cost is $4,000 for two trainings, with up to 50 online parent accounts for each training. For the RX Take Back, we are promoting the April 2022 event but not budgeting for any costs associated with this. We are budgeting $1,600 for an in-person event for the fall RX Take Back event. For the Town Hall events, we are budgeting $3,150 with the majority of the funds going towards professional speakers. We are including CADCA for the Coalition Coordinator in our budget. Eight percent of allowable administrative costs are also included in the budget. The 2022-2023 budget reflects our plans to expend the $150,928 of remaining unexpended funds from the total grant amount of $220,000 across the 2021-2023 biennium.

Cultural Competency in Implementation

The coalition will recognize and include formal and informal community leaders in coalition capacity building, data analysis, planning and implementation. We want to ensure that coalition staff and membership reflect the diversity of the community; receiving trainings in cultural competency will help expand members' awareness and preparedness to serve the community through a culturally competent approach, using culturally competent strategies. The coalition recognizes the importance of cultural competency in our work. Initiatives will be designed and implemented in a manner that respects and values the internal diversity, complexity, and resources that different groups in our community contribute. We recognize that each group has different motivations for involvement and are committed to fostering a shared vision to reduce youth substance use that also honors the differences and resources of our partners. The coalition will prioritize listening to the community to influence and design strategies that meet their needs. The coalition will ask for recommendations on how strategies should be implemented in the community to honor different community members experiences, resources, and limitations. Community surveys, focus groups, and town hall events will be useful resources to learn more from the community to influence strategy design and implementation.

Sustainability in Implementation

In all aspects of our strategic plan, we will ask about intentions in our actions: "Why are we doing this?" "How will this effort evolve?" "How will we replicate and/or build upon this in the future?" "Who are we serving?/Are we addressing the needs of the community?" Asking such questions will give us the opportunity to be forward thinking and planning with sustainability in mind. It will be important for us to ask these questions regularly while we are still forming so that we can develop the habit of sustainable thinking.

Several strategies are in place to aid in the development of future coalition leadership and to maintain involvement and participation in coalition activities. We intend to send community leaders, coalition members, and Elma youth to both the Prevention Summit and the Spring Forum. These trainings will expand local community members' understanding of prevention theory and help fuel them in their continued efforts to plan, develop, and provide appropriate community-based programming to the Elma community. Elevate East County's goal for sustainability is to be able to continue to support staff and programming beyond the CPWI grant period.

Program evaluation of our strategies and the coalition's impact in the community will measure positive outcomes of the programs and strategies. A longitudinal study of CPWI impact is already planned for the ESD 113 service area. The Elevate East County coalition will be able to be a part of this learning opportunity. Institutionalization of policies, such as the school policy review, modifications, and implementation will be reviewed annually for impact and spread. The coalition will also solicit funds and in-kind support from local partners, businesses, and service providers to supplement the CPWI funds. This will look like finding additional funds to support the Town Hall events. Additional support will be needed to reach community members by securing funds and volunteers to provide childcare and food at events to attract working parents. The coalition will take an annual look at its outcomes and make modifications to its strategies. Over the next few years, the coalition will explore its impact through program strategies. Successful programming will be discussed with partner organizations to see if there are community-based organizations that can adopt these programs. Additional funding opportunities will also be explored to replace or supplement CPWI funds. One grant currently under review is the CDC's Drug Free Communities. Funding strategies to continue the coalition will be based on the coalition's impact as it currently is structured and with modifications. The coalition will evolve as needed to best meet the community needs.

REPORTING AND EVALUATION

Answer all bullet points for each of the sections listed below:

1. Expected Outcomes (Baseline and Target Data)

Our long-term goals are to improve school performance and mental health and see a decrease in youth delinquency. Through an increase in public awareness, community engagement, student assistance, and direct services (Coalition, SAP, Prevention Club, Project Success, school policy review, Parenting Wisely), we can tackle larger issues such as youth access to opioids and non-use attitudes.

The outcomes are directly related to the goals and objectives of the program. Process outcomes will inform the coalition about the quality of program implementation and will aid in making changes in implementation if needed. Our long-term goal is to reduce underage ATOD use in the Elma community. We will achieve this by focusing on the following goals:

1. We will reduce community disorganization by 5% as measure by the Coalition Assessment Tool, which will be administered annually to all coalition members. This goal will be achieved by focusing on the following objective:
    Increasing the community's readiness to address ATOD issues as measured by the CAT.
2. By 2023, we reduce availability of alcohol, opioid and other drugs by 5%. This goal will be achieved by focusing on the following objective:
    Decrease youth access to ATOD.
3. We will decrease the perception of community laws and norms that are favorable towards substance use by 5% by 2023. This will be achieved by focusing on the following objective:
4. Modify or change and implement school policies favorable toward ATOD use within Elma Schools. We will reduce favorable attitudes towards problem behavior by 5% by 2023. This goal will be met by focusing on the following objectives:
    Decrease favorable attitudes towards use among youth at Elma Schools as measured by HYS.
    Increase perception of harm of substance misused among middle and high school age youth in Elma School District by at least half of participants as measured by pre/post program evaluation.
5. Increase healthy beliefs and clear standards by 5% by 2023. This goal will be met by focusing on the following objectives:
    Decrease favorable parental attitudes and involvement in the problem behavior.
    Improve parent and caregiver communication skills.

We have selected strategies that tie to each objective listed above. These strategies will be evaluated and measured as outlined below:

Program/Activity Name: Project Success (P/I Services)

Measures	Tool/instrument

Process Measures: • Participation, # of referrals, # of services provided	Session attendance records
Outcome Measures: • Increase perception of harm of drug use • Decrease favorable attitudes towards use among youth	Lgan Data Collection

Program/Activity Name: Elevate East County (CPWI Coalition)

Measures	Tool/instrument
Process Measures: • Participation in meetings and trainings	Meeting minutes, attendance records
Outcome Measures: • Increase community readiness to address ATOD	Coalition Assessment Tool (CAT)

Program/Activity Name: Starts with One Media Campaign

Measures	Tool/instrument
Process Measures: • Media Campaign Materials Distributed	Count of press releases, newsletter articles, and social media posts
Outcome Measures: • NA	NA

Program/Activity Name: Town Hall

Measures	Tool/instrument
Process Measures: • Participation	# of attendees (sign in sheet)
Outcome Measures: • Dependent on the topics	Dependent on the topic and tools available to measure change in knowledge.

Program/Activity Name: RX Take Back

Measures	Tool/instrument
Process Measures: • Event held and/or promoted, promotional materials distributed	Summary of outreach efforts, flyers distributed, etc.
Outcome Measures: • Reduce social availability of opioids (in the community)	Pounds collected at RX event

Program/Activity Name: School Policies

Measures	Tool/instrument
Process Measures: • School policy development/modification	Sign in sheets from youth prevention club, School Policy team.
Outcome Measures: • Decrease school laws and norms favorable towards substance use.	Policies modified to reflect best practice in ATOD prevention.

Program/Activity Name: Parenting Wisely

Measures	Tool/instrument
Process Measures: • Participation	Session attendance records
Outcome Measures: • Improve parent and caregiver communication skills • Decrease favorable parental attitudes and involvement in the problem behavior	Pre/post assessment and program evaluation

2. Plan for Tracking and Reviewing Evaluation Information

Who	What	Why	How

Who will want to know about the Coalition's evaluations results?	What will they want to know about the Coalition's evaluation?	What will the Coalition want them to know about the evaluation results?	How will the Coalition provide them with this information?
DBHR	Long-term outcomes, community/school/parent participation, scores on direct surveys, etc.	Funding & support	HYS data, CPWI Community Survey Data, MINERVA data entry, feedback from community members.
Neighboring Coalitions (Harbor Strong, MyTOWN)	Long-term outcomes, participation, scores on direct surveys, outreach and publicity strategies	Support, collaboration, opportunities for growth	HYS data, CPWI Community Survey Data, feedback from community members via coalition meetings.
True North	Student engagement, long-term outcomes	Support, opportunities for growth	HYS data, CPWI Community Survey Data
Elevate East County Coalition members	Long-term outcomes, participation, scores on direct surveys, outreach and publicity strategies	Support, collaboration, opportunities for growth, membership possibilities	HYS data, CPWI Community Survey Data, MINERVA data entry, feedback from community members via coalition meetings.
Elma School District	Student engagement, long-term outcomes	Support, opportunities for growth, program development	HYS data, CPWI Community Survey Data, MINERVA data entry, student academic performance measures, feedback from community members via coalition meetings.
ESD 113	Long-term outcomes, participation, scores on direct surveys, outreach and publicity strategies	Support, opportunities for growth, program development, future funding opportunities	HYS data, CPWI Community Survey Data, MINERVA data entry, feedback from community members.

Data outcomes will be regularly used to adjust and strengthen the coalition's action plan. If data reveals poor performance or outcomes related to a specific event or events, further evaluation will be conducted by the coalition. The coalition analyzes what other factors may have contributed to the lack of success, and looks for data trends, lack of improvement (or worsening) in key indicators, to help determine need for change. We will then prepare draft recommendations related to any potential changes and present them at a monthly coalition meeting for further discussion and approval. In addition to data trends, the coalition considers community readiness and coalition capacity before modifying, removing, or adding any new strategies into the ActionPlan.

The coalition will employ several strategies to keep the public informed of the data outcomes and its impact on our coalition's Action Plan. When the coalition has relevant data or evaluation results to report, we will share the findings with sector leaders to disseminate in their newsletters, email distribution lists, and other means of communication that reach their particular sector best. At least annually, reports on the "state of the coalition", sharing the previous year's outcomes, coalition highlights, and any data updates, will be shared with local newspapers. A similar article will be shared in our first quarter newsletter and outlined in our annual coalition report. The coalition newsletter and report will be distributed to all coalition partners via email, published on our website, and shared via social media. In addition, individual strategy outcomes will be shared with the public as projects occur throughout the year via press releases, newsletters, and at coalition events.

MINERVA

Program staff and contractors are trained in Minerva and are responsible for collecting and entering data each month in the reporting system. The coordinator will facilitate reporting and ensure that all program activities, pre/post tests, and community-based coordination reports are entered accurately and in a timely fashion (no later than the 15th of the month following service). Official program tools, e.g. pre/post tests will be used to measure knowledge gained for the curriculum. Pre and post-tests will be administered to program participants prior to their engagement in the online learning (example: Parenting Wisely). After program participants have completed their training, they will receive a post-test. The coordinator will ensure that these are complete and they will work closely with the program evaluator to figure out what additional information is needed, such as focus groups for example. The coalition aims to meet their performance-based contracting requirements based and has selected their programs and strategies to ensure a strong implementation that will meet the community's needs and the funder's guidelines.

The evaluation will be conducted by ESD 113 by their Director of Research and Data Analysis. The Elevate East County Coalition's long-term goal is to reduce youth substance use-related problems (school problems, youth delinquency, and mental health) in the Elma School District. The coalition will tackle more significant issues such as youth access to opioids and non-use attitudes through increased public awareness, community engagement, student assistance, and direct services. More specifically, strategies will address training and connecting the coalition members, Student Assistance/Support Program, Prevention Club, Project Success, school policy review and revisions, and Parenting Wisely curriculum.

The Elevate East County Coalition's program evaluation will be systematic, comprehensive, and ongoing. Program evaluation will support the project leadership in examining budgets, personnel, and timelines to ensure that the necessary infrastructure is implemented as planned. Formative evaluation will provide feedback to Elevate East County coalition leaders regarding the ongoing operation of the project. The program evaluator will conduct the formative evaluation through periodic review meetings with project personnel to examine what is going well and what needs improvement.

The program evaluation incorporates both quantitative and qualitative examinations of services and experiences, informing the desirability of the outcomes. The program evaluation also includes both process and outcome components. Process evaluation provides program documentation and is used to guide leaders for potential modifications in program design. Outcome evaluation will assess program achievements and effectiveness in producing favorable outputs and effects. The leadership of Elevate East County needs concrete measures to determine the impact of the program's activities on the lives of its students, parents, staff, and the community. Following is a tentative evaluation plan and the timeline for data collection.

Evaluator Plan and Timeline

	Month											
Program Activities	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**
Coalition Meetings	X	X	X	X	X	X	X	X	X	X	X	X

Elevate East County
Strategic Plan

Program Activities	Month											
	1	2	3	4	5	6	7	8	9	10	11	12
Leadership Meetings	X	X	X	X	X	X	X	X	X	X	X	X
Coalition Assessment				X	X					X	X	
Public Awareness				X	X					X	X	
Environmental Strategies	X	X	X	X	X	X	X	X	X	X	X	X
Prevention/Intervention Data		X			X			X			X	
Direct Services Data	X			X			X			X	X	
Dissemination/Reporting	X	X	X	X	X	X	X	X	X	X	X	X

The Elevate East County Coalition's program evaluation will be a systematic process of collecting, analyzing, and interpreting information to determine how the program effectively meets the needs of students, families, the community, and the Elma School District. It will provide information about the service delivery that will be useful to program staff and stakeholders. The evaluation will be ongoing and will provide feedback to program staff and committees to make changes that improve program effectiveness and fiscal efficiency.

The evaluator will be linked closely with the Elevate East County leadership team. The evaluator will work with program leaders to revise and update the data collection and record-keeping systems to further enhance the informed process and outcome measures to meet timelines. Progress reports will be designed to facilitate the tracking of each effort and will record, at a minimum, each of the activities, outputs, and outcomes. Each of the reports will be reviewed and include insights from those responsible for completing them to ensure that they capture all pertinent information clearly and concisely. The evaluator will meet with the coalition leadership team at least quarterly, generating reports to meet required timelines and stakeholder needs.

3.   Cultural Competency in Reporting and Evaluation
Diverse partners are engaged to analyze outcomes to assess for opportunities to improve the cultural competency of our strategies and to develop meaningful methods for dissemination among the target groups. Elevate East County is reliant on accurate data that reflects the culture of our area. We utilize the most current HYS data locally and statewide to ensure our goals and strategies match current conditions. We also highly value the input of community leaders and coalition members, who may have views and outlooks that do not match the current data. When the two views do not match, the coalition will discuss the best course of action.

The coalition chose a program for parents that can be offered in both English and Spanish. The program is also an at your own pace program that can be done online when parents have the time. The coalition considered the need to make programs more easily accessible to working parents who may work long hours at multiple

jobs. The coalition also considered the need to have a program offered in both English and Spanish for the two primary languages in the community. The coalition will ensure that any pre and post tests and focus group questions will be available in English and Spanish for program participants.

4.   Sustainability in Reporting and Evaluation

To ensure our efforts are delivering the results we desire, we must pay attention to process evaluation and outcome evaluation. These methods will keep our coalition and action plan accountable and create sustainability. By utilizing short term and long-term outcomes, our community will see what changes have occurred, and if our interventions were successful. Overall, we want long-term outcomes to reflect a change in behavior, a transformation of attitudes and beliefs, and an increase in knowledge. We will highlight positive outcomes to show how the coalition benefits the community, which will ensure long term sustainability.

However, we recognize that effectiveness goes beyond choosing evidence-based interventions. To achieve optimal effectiveness, we must ensure evidence-based practices are practically used, the implementation includes buy-in from the community, and the interventions are aligned with the risk factor. By successfully achieving these items, we will continually monitor our ongoing process and outcome data, so improvements can be made as needed.

The coalition coordinator has been developing relationships with community leaders in Elma for the past year. The coalition members are active members in their community. The leaders know their community and engage with many partners in their professional work and personal relationships. The coalition as a whole has many relationships with partners and community members and these relationship will ensure that assessment and evaluation plans will be successful. We do not anticipate any challenges in obtaining participation in the HYS, pre and post tests for our programs, the Coalition Assessment Tool, and community surveys.

The Center for Research & Data Analysis (CRDA), located at Capital Region ESD #113, has provided research & data analysis support for School Districts across five counties for the past fifteen years. The center also offers grant-writing support and services, literature reviews, and briefs regarding evidence and research-based practices. CRDA designs and conducts research and program evaluation studies, using specialized statistical methodologies to investigate various questions of interest related to student achievement and program design and implementation. Dr. Johnson, the center director, has close working relationships with the school and community leaders and has operational procedures and practices to collect and access data that includes healthy youth surveys, academic, discipline, attendance, and achievement data. Data will be secured and maintained confidentially.

Appendix

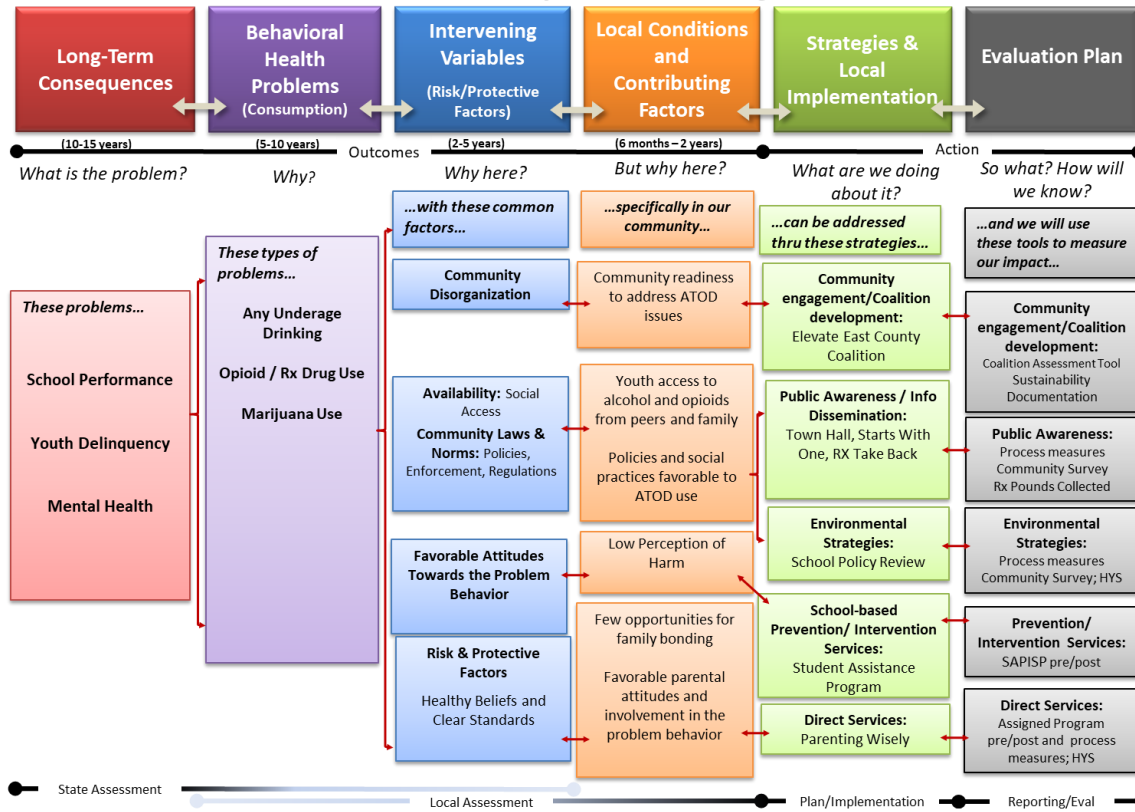**Appendix to Coalition Strategic Plan**

Appendix 1.   Logic Model

Elevate East County Coalition Logic Model

Long-Term Consequences	Behavioral Health Problems (Consumption)	Intervening Variables (Risk/Protective Factors)	Local Conditions and Contributing Factors	Strategies & Local Implementation	Evaluation Plan
(10-15 years)	(5-10 years)	(2-5 years)	(6 months – 2 years)		

Outcomes   Action

What is the problem?   Why?   Why here?   But why here?   What are we doing   So what? How will
                                                                                                          about it?   we know?

	These types of problems…	…with these common factors…	…specifically in our community…	…can be addressed thru these strategies…	…and we will use these tools to measure our impact…
These problems…	**Any Underage Drinking**	**Community Disorganization**	Community readiness to address ATOD issues	**Community engagement/Coalition development:** Elevate East County Coalition	**Community engagement/Coalition development:** Coalition Assessment Tool Sustainability Documentation
School Performance	**Opioid / Rx Drug Use**	**Availability:** Social Access	Youth access to alcohol and opioids from peers and family	**Public Awareness / Info Dissemination:** Town Hall, Starts With One, RX Take Back	**Public Awareness:** Process measures Community Survey Rx Pounds Collected
Youth Delinquency	**Marijuana Use**	**Community Laws & Norms:** Policies, Enforcement, Regulations	Policies and social practices favorable to ATOD use		
Mental Health			Low Perception of Harm	**Environmental Strategies:** School Policy Review	**Environmental Strategies:** Process measures Community Survey; HYS
		Favorable Attitudes Towards the Problem Behavior	Few opportunities for family bonding	**School-based Prevention/ Intervention Services:** Student Assistance Program	**Prevention/ Intervention Services:** SAPISP pre/post
		Risk & Protective Factors Healthy Beliefs and Clear Standards	Favorable parental attitudes and involvement in the problem behavior	**Direct Services:** Parenting Wisely	**Direct Services:** Assigned Program pre/post and process measures; HYS

State Assessment ———— Local Assessment ———— Plan/Implementation ———— Reporting/Eval ————

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Appendix 2.   List of Coalition Members

Sector	Agency/Organization	Coalition Representative Name
Youth	Elma School District Student (and School Board Student Representative)	Delayne Hanson
Parent (and School Board Member)	Elma School District Parent	Jamie Bailey
Law Enforcement	Elma Police Department	Susan Shultz
Civic/Volunteer Group	Elma Flight Foundation	Michael Smith
Business (and Parent and School Board Member)	Elma Chamber of Commerce	Bernadette Bower
Business (and Youth Serving Org.)	Vaughan Co., Inc. (Elma Little League)	Stacie Vaughan
Healthcare Professionals	Summit Pacific Medical Center	Jennifer Brackeen
Healthcare Professionals	Behavioral Health Resources	Cole Johnson
Healthcare Professionals	Great Rivers Behavioral Health Administrative Services Organization – Regional Recovery Navigator	Troy Achord
School	Elma School District Communications Specialist	Isabella Cristelli
School	Elma School District Superintendent	Chris Nesmith
School	Elma High School Assistant Principal	Wendy Beldin
School	Elma School District School Board Member (District 4)	Stephanie Smith
Religious/Fraternal Org. (and business)	Abundant Life Church (Mueller Insurance and Financial Services, Inc.)	Mike Mueller
State/Local/Tribal Org.	Elma City Council	Josh Collette
Other Substance Use Disorder Org.	ESD 113 True North Student Assistance and Treatment Services – SAP	Erin Pickar
Other Substance Use Disorder Org.	ESD 113 True North Student Assistance and Treatment Services - SAP	Emily Nilsson
	ESD 113 – Student Support Coordinator	Eileen Hoffman
	ESD 113 – Student Assistance Navigator at Elma Elementary SBHC	Alexis Keating
Media		OPEN

Youth-Serving Org.	OPEN

Appendix 3.   Needs Assessment

Insert images and/or text of the priority data that reflects your decisions and problem areas.

Appendix 4.   Community Survey Results

Include a copy of the Community Survey Results in the Attachments of the Plan using the report provided by DBHR. The Coalition will receive this report following the administration of the community survey.

Appendix 5.   Resources Assessment

Appendix 6.   Action Plan and Budget

Elevate East County Coalition Action Plan

July 1, 2021 – March 14, 2023

FOR COALITION USE ONLY	Date Submitted: 7/11/22	Submitted By: Alyssa Pyke
For assistance using this template please contact the DBHR Prevention Training Team at PxTraining@hca.wa.gov. This form now has a row that describes the corresponding question in the Minerva system while building the program profile. This is to be used as a reference as you build your new programs in the system, as well as fill this template out. *This form is locked for filling in forms function, but is not password protected. If you need to add rows, feel free to un-restrict the editing protection and make your edits.* FOR DBHR USE ONLY	Date Approved: 7/11/22	Approved By: Jaymie Vandagriff

Funding Source Legend	
GFS	*General Fund State **(State Funds) (Admin Only)***
SABG	*Substance Abuse Block Grant **(Federal Funds)***
SABG COVID	*Substance Abuse Block Grant Covid Enhancement **(Federal Funds)***
DMA	*Dedicated Marijuana Account **(State Funds)***
PFS	*Partnerships for Success Grant **(Federal Funds)** [Cohort 5 & 6 only]*
PFS CO	*Partnerships for Success Grant **(Federal Funds) (Carry Over)***
SOR NCE	*State Opioid Response **(Federal Funds) (No Cost Extension)***
SOR II	*State Opioid Response **(Federal Funds)** [Cohort 5 & 6 only]*
SOR II CO	*State Opioid Response **(Federal Funds) (Carry Over)***
DFC	*Drug Free Communities Grant Funds **(Federal Funds)***
Match	*Match funding to support implementation / training*
Other	*Local funding source or not DBHR contracted*
TBD	*Funding not secured yet, or Future Planning if funds became available*

Goal 1: <u>*Reduce community disorganization by 5% as measured by the Coalition Assessment Tool.*</u> (*Minerva #11*)

   Objective 1: Increase the community's readiness to address ATOD issues as measured by Coalition Assessment Tool.
   (*Minerva #12, #13*)

   CSAP Strategy: *Community-based Process Minerva #15*

Name of Program	Funding Source	Brief Description	How	Who & IOM Category	Lead and Responsible Party(ies)	Surveys
Program Name	*Use legend on 1st page*	*Briefly state the main purpose of activity*	*How much? How often?*	*Who is this service for? How many people reached?* *Is it Universal-Indirect, Universal-Direct, Selective, or Indicated?*	*Which organization is delivering program and who from the Coalition is making sure implementation occurs?*	*What survey will you be using? Frequency?*
Minerva #3	*#7*	*#4*	*#18, #19*	*#16, #21, #22, #23*	*N/A*	*#24, #25*
Elevate East County	**SOR II** **SABG** **COVID**	Community Coalition whose purpose is to educate the community on the public health model, prevention science, and the importance of coalition building to address the community as a whole. Full coalition will meet monthly in addition to subcommittee/workgroup meetings.	How many program/activity series (groups): 1 Total sessions: 12	Who & # reached: Elma community, students, and professionals, 20 members approximately. IOM: Universal - Direct	Organization delivering the program: Elevate East County Coalition Coalition lead on this program: Coalition Coordinator	Survey: Coalition Assessment Tool Frequency: 1x annually ☐ Not Applicable
Elevate East County Leadership Team	**SABG** **COVID** Select from list.	Community Coalition whose purpose is to educate the community on the public health model, prevention science, and the importance of coalition building to address the community as a whole. Full coalition will meet monthly in addition to leadership team meetings.	How many program/activity series (groups): 1 Total sessions: 12	Who & # reached: Elma community, students, and professionals, 3 members approximately IOM: Universal - Direct	Organization delivering the program: Elevate East County Coalition Coalition lead on this program: Coalition Coordinator	Survey: Coalition Assessment Tool Frequency: 1x annually ☐ Not Applicable

Elevate East County
Strategic Plan

Coordinator Required Trainings	**SOR II** Select from list.	Prevention Summit & CADCA	How many program/activity series (groups): 1 Total sessions: 2	Who & # reached: Coalition Coordinator IOM: Universal - Direct	Organization delivering the program: DBHR/ HCA Coalition lead on this program: Alyssa Pyke	Survey: Frequency: ☒ Not Applicable
Washington State Prevention Summit	**SOR II** Select from list.	Annual trainings and networking opporutnity for coaltion leadership, members, and youth	How many program/activity series (groups): 1 Total sessions: 1	Who & # reached: A minimum of two coalition members. IOM: Universal - Direct	Organization delivering the program: DBHR/ HCA Coalition lead on this program: Coalition Coordinator	Survey: Frequency: ☒ Not Applicable
Program Evaluation	**SABG COVID** Select from list.	Program evaluation of our coalition's strategies and impact in the community	How many program/activity series (groups): 1 Total sessions: 1	Who & # reached: Elevate East County Coalition, approximately 20 members IOM: Universal - Direct	Organization delivering the program: ESD 113 Coalition lead on this program: Coalition Coordinator	Survey: Frequency: ☒ Not Applicable
Community Survey	**SABG COVID** Select from list.	Coalition members will help administer the Community Survey by distributing survey links to parents and other community members working with youth.	How many program/activity series (groups): 1 Total sessions: 1	Who & # reached: At least 140 unduplicated survey participants (adults) in the general population IOM: Universal - Direct	Organization delivering the program: Elevate East County Coalition Coalition lead on this program: Coalition Coordinator	Survey: Community Survey Frequency: 1x annually ☐ Not Applicable
Cultural Competency Trainings	**SABG COVID** Select from list.	Training opportunities and lessons learned from trainings such as Cultural Competency Training for	How many program/activity series (groups): 1	Who & # reached: All coalition members will receive emails with training opportunities and lessons learned, key tools, etc.	Organization delivering the program: Elevate East County Coalition	Survey: Frequency:

		Rural Communities will be shared with the coalition members.	Total sessions: 4	IOM: Universal - Direct	Coalition lead on this program: Coalition Coordinator	☒ Not Applicable
Leadership Team Focus on Sustainability	**SABG COVID** Select from list.	The coalition's leadership team will increase community awareness among community champions, stakeholders, and our community members. It will leverage (local) funds to support prevention work, create partnerships with neighboring coalitions for "like work" and identify additional funding sources to support the coalition's strategies.	How many program/activity series (groups): Total sessions: 1	Who & # reached: Elma community, leaders, and decision makers (estimated 10 min. for ongoing sustainability discussions) IOM: Universal - Direct	Organization delivering the program: Elevate East County Coalition Coalition lead on this program: Coalition Coordinator	Survey: Frequency: ☒ Not Applicable

Goal 2: _By 2023, reduce availability of alcohol, opioid and other drugs by 5%_ (Minerva #11)

Objective 1: Decrease youth social access to ATOD through family and peers by raising awareness of the risks of social access with an emphasis on prescription medications. _(Minerva #12, #13)_

CSAP Strategy: _Information Dissemination Minerva #15_

Name of Program	Funding Source	Brief Description	How	Who & IOM Category	Lead and Responsible Party(ies)	Surveys
Program Name	_Use legend on 1st page_	_Briefly state the main purpose of activity_	_How much? How often?_	_Who is this service for? How many people reached? Is it Universal-Indirect, Universal-Direct, Selective, or Indicated?_	_Which organization is delivering program and who from the Coalition is making sure implementation occurs?_	_What survey will you be using? Frequency?_
Minerva #3	_#7_	_#4_	_#18, #19_	_#16, #21, #22, #23_	_N/A_	_#24, #25_
**Starts With one Media Campaign**	**SOR II** Select from list.	Statewide social media campaign to reduce opioid misuse. Information will be shared via the coalition's Facebook page, among other platforms.	How many program/activity series (groups): Quarterly Total sessions: 4	Who & # reached: Elma students, parents and community members, 3,200 indiviudals IOM: Universal - Indirect	Organization delivering the program: Elevate East County Coalition Coalition lead on this program: Coalition Coordinator	Survey: Frequency: annually ☒ Not Applicable
**Town Hall**	**SOR II** Select from list.	Annual events focused on reducing alcohol, opioid, and other substance abuse, outreach, and education	How many program/activity series (groups): 2 Total sessions: 2	Who & # reached: Elma Community Members (25 per event) IOM: Universal - Direct	Organization delivering the program: Elevate East County Coalition Coalition lead on this program: Coalition Coordinator	Survey: Community Frequency: annual ☒ Not Applicable
**Rx Take Back**	**SOR II** Select from list.	Biannual prescription drug Take Back events and promotion of Take Back Day when capacity is limited to host events	How many program/activity series (groups): 1 Total sessions: 2	Who & # reached: Elma community members (50) IOM: Universal - Indirect	Organization delivering the program: Elevate East County Coalition Coalition lead on this program: Coalition Coordinator	Survey: Media impressions (promotion) and pounds of Rx drugs collected

	(Take Back event)
	Frequency: annually
	☐ Not Applicable

Goal 3: Decrease perception of community laws and norms that are favorable towards substance use by 5% by 2023.   (*Minerva #11*)

   Objective 1: *Modify or change and implement school policies favorable toward ATOD use within Elma* <u>*Schools*</u> *(Minerva #12, #13)*

    CSAP Strategy: *Environmental Minerva #15*

Name of Program	Funding Source	Brief Description	How	Who & IOM Category	Lead and Responsible Party(ies)	Surveys
Program Name	*Use legend on 1st page*	*Briefly state the main purpose of activity*	*How much? How often?*	*Who is this service for? How many people reached?* *Is it Universal-Indirect, Universal-Direct, Selective, or Indicated?*	*Which organization is delivering program and who from the Coalition is making sure implementation occurs?*	*What survey will you be using? Frequency?*
Minerva #3	*#7*	*#4*	*#18, #19*	*#16, #21, #22, #23*	*N/A*	*#24, #25*
School Policy Review, Revision and Implementation of improved policies	**SOR II** Select from list.	Modify existing (or create new) school policies regarding youth substance use on Elma School property, then implement revised policies. The coalition will use the Fidelity Rubric for Policy Review & Development	How many program/activity series (groups): 1 Total sessions: 3	Who & # reached: Elma School District students IOM: Universal - Indirect	Organization delivering the program: Elevate East County Coalition Coalition lead on this program: Coalition Coordinator / Chris Nesmith	Survey: Frequency: ☒ Not Applicable

Goal 4: Reduce favorable attitudes towards problem behavior by 5% by 2023. *(Minerva #11)***Objective 1:** *Increase perception of harm of substance misused among middle and high school age youth in Elma School District by at least half of participants as measured by pre/post program evaluation.*
   CSAP Strategy: *Education (Minerva #15)*

Name of Program	Funding Source	Brief Description	How	Who & IOM Category	Lead and Responsible Party(ies)	Surveys
Program Name	*Use legend on 1st page*	*Briefly state the main purpose of activity*	*How much? How often?*	*Who is this service for? How many people reached?* *Is it Universal-Indirect, Universal-Direct, Selective, or Indicated?*	*Which organization is delivering program and who from the Coalition is making sure implementation occurs?*	*What survey will you be using? Frequency?*
Minerva #3	*#7*	*#4*	*#18, #19*	*#16, #21, #22, #23*	*N/A*	*#24, #25*
Project SUCCESS – Prevention/Intervention Services and Student Assistance Professional	**Other** Select from list.	School based Prevention/ Intervention Services provided through ESD 113 that includes screening and counseling services and classroom-based ATOD Education series	How many program/activity series (groups): Per curricula Total sessions:	Who & # reached: All Elma Students selected/referred grades 7-12 IOM: Selective	Organization delivering the program: ESD 113- True North Coalition lead on this program: Student Assistance Professional	Survey: Lgan Pre/Post Frequency: Pre/Post ☒ Not Applicable

Goal 5: Increase healthy beliefs and clear standards by 5% by 2023 *(Minerva #11)*
   Objective 1: *Improve parent and caregiver communication skills. (Minerva #12, #13)*

   CSAP Strategy: *Education Minerva #15*

Name of Program	Funding Source	Brief Description	How	Who & IOM Category	Lead and Responsible Party(ies)	Surveys
Program Name	*Use legend on 1st page*	*Briefly state the main purpose of activity*	*How much? How often?*	*Who is this service for? How many people reached?* *Is it Universal-Indirect, Universal-Direct, Selective, or Indicated?*	*Which organization is delivering program and who from the Coalition is making sure implementation occurs?*	*What survey will you be using? Frequency?*
Minerva #3	*#7*	*#4*	*#18, #19*	*#16, #21, #22, #23*	*N/A*	*#24, #25*

Parenting Wisely	SOR II	This intervention is a self-administered, internet based program that teaches parents and their children important skills for combating risk factors for Substance use and abuse.	How many program/activity series (groups): 2 series Total sessions: 2 (1 fall and 1 spring)	Who & # reached: At least 50 participants (parents of school-age children) in the general population, which will benefit Elma Students ages 3-18 IOM: Universal - Direct	Organization delivering the program: Elevate East County Coalition (through ESD 113 paying for the curriculum) Coalition lead on this program: Coalition Coordinator	Survey: participant survey Positive Family Management [APMF03] Frequency: Annually ☐ Not Applicable

Elevate East County
Strategic Plan

		Elevate East County Coalition					
		March 1, 2022 - March 14, 2023					
		Date Budget Last Revised: 5/23 - CJC					
Category & Line Item	BARS - CSAP - IOM	**DBHR Funding Sources** (Use columns applicable to your coalition's funding sources)					
		State Opioid Response No Cost Extension (SOR NCE) (July 1, 2021 - Sept 29, 2021)	State Opioid Response (SOR II) Year 1 (July 1, 2021 - Sept 29, 2021)	Substance Abuse Block Grant COVID Enhancement Prevention (SABG COVID) (March 1, 2021 - June 30, 2022)	State Opioid Response (SOR II) Year 2 (Sept 30, 2021 - Sept 29, 2022)	Substance Abuse Block Grant COVID Enhancement Prevention (SABG COVID) (July 1, 2022 - March 14, 2023)	SUBTOTAL Possible DBHR Funding Sources
Admin	11.1 - Administration						
8% Allowable Admin Maximum DBHR Allocation (may be divided between contractor and subcontractors)		$ -	$ -	3,500.00	$ -	8,980.00	12,480.00
Salary	22.5.1 - Community Based Process - Universal: Direct						
Community Coalition Coordinator - 1FTE		$ -	$ -	15,500.00	$ -	61,500.00	77,000.00
Subtotal		$ -	$ -	15,500.00	$ -	61,500.00	77,000.00
Benefits	22.5.1 - Community Based Process - Universal: Direct						
Community Coalition Coordinator - 1FTE		$ -	$ -	5,500.00	$ -	27,500.00	33,000.00
Subtotal		$ -	$ -	5,500.00	$ -	27,500.00	33,000.00
Coordinator Travel/ Professional Development	22.7.1 - Other: Training - Universal: Direct						
Mileage		$ -	$ -	$ -	$ -	400.00	400.00
Air		$ -	$ -	$ -	$ -		-
Hotel		$ -	$ -	$ -	$ -		-
Lodging		$ -	$ -	$ -	$ -		-
Transportation		$ -	$ -	$ -	$ -		-
Registration fees		$ -	$ -	$ -	$ -	500.00	500.00
Per diem		$ -	$ -	$ -	$ -		-
Subtotal		$ -	$ -	$ -	$ -	900.00	900.00
Programs/Strategies							
Community Coalition: Universal Direct	22.5.1 - Community Based Process - Universal: Direct						
Travel		$ -	$ -	$ -	$ -		-
Professional Services [Communications & Evaluation]		$ -	$ -	8,000.00	$ -	10,000.00	18,000.00
Program Supplies		$ -	$ -	$ -	$ -		-
Program Printing		$ -	$ -	$ -	$ -		-
Subtotal		$ -	$ -	8,000.00	$ -	10,000.00	18,000.00
Direct Service: Parenting Wisely	22.2.1 - Education - Universal: Direct						
Salary [name]		$ -	$ -	$ -	$ -		-
Benefits		$ -	$ -	$ -	$ -		-
Travel	Parenting Wisely	$ -	$ -	$ -	$ -		-
Professional Services			$ -	$2,000	$ -	$2,000	4,000.00
Program Supplies		$ -	$ -	$ -			-
Program Printing		$ -	$ -	$ -			-
Subtotal		$ -	$ -	2,000.00	$ -	2,000.00	4,000.00
Direct Service:	Select BARS - CSAP - IOM						
Salary [name]		$ -	$ -	$ -	$ -	$ -	-
Benefits		$ -	$ -	$ -	$ -	$ -	-
Travel		$ -	$ -	$ -	$ -	$ -	-
Professional Services		$ -	$ -	$ -	$ -	$ -	-
Program Supplies		$ -	$ -	$ -	$ -	$ -	-
Program Printing		$ -	$ -	$ -	$ -	$ -	-
Subtotal		$ -	$ -	$ -	$ -	$ -	-
Direct Service:	Select BARS - CSAP - IOM						
Salary [name]		$ -	$ -	$ -	$ -	$ -	-
Benefits		$ -	$ -	$ -	$ -	$ -	-
Travel - (Mileage & Fuel)		$ -	$ -	$ -	$ -	$ -	-
Professional Services		$ -	$ -	$ -	$ -	$ -	-
Strategy Supplies		$ -	$ -	$ -	$ -	$ -	-
Strategy Printing		$ -	$ -	$ -	$ -	$ -	-
Subtotal		$ -	$ -	$ -	$ -	$ -	-
Media Awareness/ Campaign: Starts With One Campaign [name of strategy/program]	22.1.2 - Information Dissemination - Universal: Indirect						
Salary [name]		$ -	$ -	$ -	$ -	$ -	-
Benefits		$ -	$ -	$ -	$ -	$ -	-
Travel		$ -	$ -	$ -	$ -	$ -	-
Professional Services [name]		$ -	$ -	$ -	$ -	$ -	-
Strategy Supplies		$ -	$ -	$ -	$ -		-
Strategy Printing		$ -	$ -	$ -	$ -		-
Subtotal		$ -	$ -	$ -	$ -	$ -	-
Information Dissemination: Rx Take Back	22.1.2 - Information Dissemination - Universal: Indirect						
Salary [name]		$ -	$ -	$ -	$ -	$ -	-
Benefits		$ -	$ -	$ -	$ -	$ -	-
Travel		$ -	$ -	$ -	$ -	200.00	200.00
Professional Services [Advertising: radio and print]		$ -	$ -	$ -	$ -	500.00	500.00
Strategy Supplies		$ -	$ -	$ -	$ -	400.00	400.00
Strategy Printing		$ -	$ -	$ -	$ -	500.00	500.00
Subtotal		$ -	$ -	$ -	$ -	1,600.00	1,600.00
Information Dissemination: Town Hall	22.1.2 - Information Dissemination - Universal: Indirect						
Salary [name]		$ -	$ -	$ -	$ -	$ -	-
Benefits		$ -	$ -	$ -	$ -	$ -	-
Travel		$ -	$ -	$ -	$ -	200.00	200.00
Professional Services, Speakers, Trainers (multiple: min. of two events)		$ -	$ -	$ -	$ -	2,000.00	2,000.00
Strategy Supplies		$ -	$ -	$ -	$ -	450.00	450.00
Strategy Printing		$ -	$ -	$ -	$ -	500.00	500.00
Subtotal		$ -	$ -	$ -	$ -	3,150.00	3,150.00
Coalition/Community Training							
Coalition / Community Training: CADCA	22.7.1 - Other: Training - Universal: Direct						
Professional Services		$ -	$ -	$ -	$ -		-
Registration Fees	Coalition Coordinator	$ -	$ -	$ -	$ -	800.00	800.00
Supplies (if applicable)		$ -	$ -	$ -	$ -		-
Printing (if applicable)		$ -	$ -	$ -	$ -		-
Travel Costs		$ -	$ -	$ -	$ -		-
Subtotal		$ -	$ -	$ -	$ -	800.00	800.00
Coalition / Community Training: Prevention Summit	22.7.1 - Other: Training - Universal: Direct						
Professional Services		$ -	$ -	$ -	$ -	$ -	-
Registration Fees		$ -	$ -	$ -	$ -	$ -	-
Supplies (if applicable)		$ -	$ -	$ -	$ -	$ -	-
Printing (if applicable)		$ -	$ -	$ -	$ -	$ -	-
Travel Costs		$ -	$ -	$ -	$ -	$ -	-
Subtotal		$ -	$ -	$ -	$ -	$ -	-
Coalition / Community Training:	Select BARS - CSAP - IOM						
Professional Services		$ -	$ -	$ -	$ -	$ -	-
Registration Fees		$ -	$ -	$ -	$ -	$ -	-
Supplies (if applicable)		$ -	$ -	$ -	$ -	$ -	-
Printing (if applicable)		$ -	$ -	$ -	$ -	$ -	-
Travel Costs		$ -	$ -	$ -	$ -	$ -	-
Subtotal		$ -	$ -	$ -	$ -	$ -	-
Coalition / Community Training:	Select BARS - CSAP - IOM						
Professional Services		$ -	$ -	$ -	$ -	$ -	-
Registration Fees		$ -	$ -	$ -	$ -	$ -	-
Supplies (if applicable)		$ -	$ -	$ -	$ -	$ -	-
Printing (if applicable)		$ -	$ -	$ -	$ -	$ -	-
Travel Costs		$ -	$ -	$ -	$ -	$ -	-
Subtotal		$ -	$ -	$ -	$ -	$ -	-

CATEGORY	State Opioid Response No Cost Extension (SOR NCE)	State Opioid Response (SOR II)	Block Grant Prevention (SABG)	State Opioid Response (SOR II)	Block Grant Prevention (SABG)	SUBTOTALS
Administration	$ -	$ -	3,500.00	$ -	8,980.00	12,480.00
Salary and Benefits	$ -	$ -	21,000.00	$ -	89,000.00	110,000.00
Coordinator Training/Travel	$ -	$ -	$ -	$ -	900.00	900.00
Strategies and Programs	$ -	$ -	10,000.00	$ -	16,750.00	26,750.00
Coalition/Community Training	$ -	$ -	$ -	$ -	800.00	800.00
TOTALS	$ -	$ -	34,500.00	$ -	116,430.00	150,930.00
TYPE IN YOUR ALLOCATED Budget Amount by Funding Source IN THESE CELLS		45,928.00		105,000.00		

Elevate East County