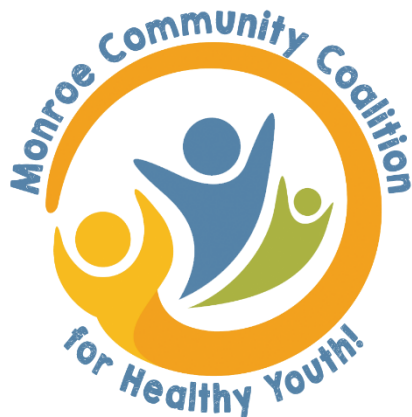


# Community Prevention and Wellness Initiative

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## Monroe Community Coalition for Healthy Youth Strategic Plan



February 2025

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# Executive Summary

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## Who Are We?

Monroe Community Coalition for Healthy Youth is a partnership between neighbors and professionals in Monroe, Washington who feel a responsibility to help youth grow up healthy and strong.

Coalition members come from a variety of backgrounds and sectors of support, including parents, youth, schools, faith communities, law enforcement, behavioral health and healthcare, volunteer and fraternal groups, youth and family serving organizations, government, businesses, media and more!

We serve the City of Monroe and the outlying areas comprising the Monroe School District, which covers more than 82 square miles of southeast Snohomish County.

## What Are We About?

Our mission is to prevent youth from experiencing the negative impacts of alcohol and other drug use because they adversely affect school performance, delinquency, job prospects, and physical and mental health.

Our Coalition is a part of the Community Prevention and Wellness Initiative (CPWI) funded through the Washington State Health Care Authority's (HCA) Division of Behavioral Health and Recovery (DBHR).

The foundation of our strategic planning process is an adaptation of both the Substance Abuse and Mental Health Services Administration's (SAMHSA) Strategic Prevention Framework (SPF) and the Communities That Care (CTC) planning model developed by the University of Washington.

This community and data-driven model allows us to identify and respond to the true vulnerabilities of local youth, while putting programs and strategies in place that are proven to keep youth substance use from boiling over into a larger problem for our schools and community.

Our work is supported by a Coalition Coordinator located at the Monroe School District Administration Building, and two Student Assistant Professionals (SAPs) located at Park Place Middle School and Monroe High School. Monroe School District serves as the fiscal agent for the Coalition, while Northwest ESD #189 serves as the fiscal agent for our school-based SAPs.

## What Will I Find in this Document?

This strategic plan documents how our coalition functions and how we intend to grow the community's capability to prevent future substance use disorders. You will learn about the data we used to assess the community's needs and resources, the resource gaps we identified, and our plan for working with our partners to promote youth health and wellbeing. This document will also describe how the Coalition implements, measures, and evaluates progress for our chosen programs and strategies, as well as how we use program evaluation to inform future decision-making.

## What Are We Doing to Improve Youth Health and Wellness?

Since our founding in 2012, the Coalition's collaborative and comprehensive approach to prevention has significantly impacted youth health and wellness in our community. Through a combination of school and municipal policy efforts, implementing evidence-based programs and social norms strategies, our most recent Healthy Youth Survey shows historic gains in youth wellness. Youth alcohol use, marijuana use, and vaping, as well as depression and attempted suicide, are now at their lowest rates ever recorded in Monroe!

To maintain this course, the Coalition has prioritized the following goals and objectives to guide our work during this strategic plan cycle:

- **Goal 1: Reduce Low Neighborhood Attachment and Community Disorganization**
  - **Objective:** By June 30, 2027, increase community capacity to address alcohol, nicotine and other drug issues as measured by the Coalition Assessment Tool.
  - **Strategy:** *Community-based process*
  - **Program: Monroe Community Coalition for Healthy Youth**

Monroe Community Coalition for Healthy Youth is a community collaborative focused on strategic planning, writing grants, funding and evaluating evidence-based substance use prevention strategies and programs, and providing community and key leader training. The Coalition meets monthly on second Thursdays from September through June at the Monroe School District Administration Building.
  
- **Goal 2: Reduce Academic Failure Beginning in Late Elementary School**
  - **Objective:** By June 30, 2027, reduce disruptive classroom behaviors as measured by the timed classroom observation "Spleem" form.
  - **Strategy:** *Information dissemination*
  - **Program: PAX Good Behavior Game and PAX Tools Training**

The PAX Good Behavior Game is an elementary school behavior management strategy that equips teachers with the skills to grow their student's ability for self-control, leadership, kindness and paying attention. The Good Behavior Game has been proven to reduce span-of-life substance use and suicidality, among many other outcomes, including increasing high school graduation rates.
  
- **Goal 3: Reduce Family Management Problems**
  - **Objective:** By June 30, 2027, increase knowledge and skills to facilitate family communication as measured by media impressions, event evaluation surveys and website page visits.
  - **Strategy:** *Information dissemination*
  - **Program 1: "Under the Influence... of You" Campaign**

"Under the Influence... of You" is a statewide cannabis use prevention campaign designed by the Washington State Department of Health to encourage parents and influential adults to connect with teens in a variety of real-life settings to have conversations about the risks and

consequences of using marijuana.

- **Program 2: “Start Talking Now” Campaign**  
“Start Talking Now” is a statewide campaign promoted by the Washington State Health Care Authority designed to equip parents with the tools and skills needed to have conversations about the risks and consequences of alcohol and cannabis use. Research is clear that parents remain the most influential reason that students choose not to use substances.
- **Goal 4: Reduce Community Laws and Norms Favorable Toward the Problem Behavior**
  - **Objective:** By June 30, 2027, reduce environmental influences favorable to alcohol, nicotine and other drug use as measured by the adoption of school-based policy or procedure updates.
  - **Strategy:** *Environmental*
  - **Program 1: Assess and Update School Substance Use Policy Violation Procedures**  
Monroe Community Coalition for Healthy Youth will review existing substance use violation policies and develop recommendations for updating them to reflect the current state of research-based practice to reduce unintended stigmatization and promotion of substance use behaviors.
- **Goal 5: Reduce Favorable Attitudes Toward the Problem Behavior**
  - **Objective:** By June 30, 2027, reduce favorable attitudes toward substance use as measured by the Global Assessment of Individual Needs - Short Screener assessment and the Favorable Attitudes Toward Use – Y2 survey instrument.
  - **Strategy:** *Education*
  - **Program 1: Project Success**  
Project Success is a substance use prevention and reduction program delivered by Student Assistance Professionals in school. It reaches students differently, depending on their level of need, by providing one-on-one counseling, small group support, and whole classroom skills education. Student Assistance Professionals also lead schoolwide prevention initiatives.
  - **Program 2: Botvin’s LifeSkills Training Program**  
The LifeSkills Training program is a world-class substance use and violence prevention program taught by trained middle school teachers in grades 6-8. The program works by teaching personal self-control skills, social skills, problem-solving, and drug resistance skills.

In addition to these efforts funded by the Washington State Health Care Authority through our participation in the Community Prevention and Wellness Initiative, the Coalition will continue to compete for suicide prevention, mental health promotion and social service funding to sustain our Fortaleza Mental social norms campaign, Signs of Suicide program, DBT Skills in Schools program, Youth Mental Health First Aid Training program, Student Support Advocate program, Co-occurring Disorders Treatment program, and the behavioral health access Care Solace service, as well as continuing to provide many opportunities for parent and community learning events and skills workshops.

# Organizational Structure, Organization, and Development (Step 1: Getting Started)



## Our Mission Is Simple

Monroe Community Coalition for Healthy Youth is focused on preventing young people from experiencing the negative impacts of alcohol and other drug use because they adversely affect school performance, delinquency, job prospects, and physical and mental health.

## Community Prevention and Wellness Initiative

The Coalition is a part of the Community Prevention and Wellness Initiative (CPWI) and receives funding through the Washington State Health Care Authority's Division of Behavioral Health and Recovery.

The foundation of our strategic planning process is an adaptation of both the Substance Abuse and Mental Health Services Administration's Strategic Prevention Framework and the Communities That Care planning model developed by the University of Washington.

For coalition members, engaging in this approach means embracing a continuous focus on growing our prevention knowledge and answering five essential questions tied to each step of our planning model:

1. Are we ready to participate in the Community Prevention and Wellness Initiative?
  - **Stage:** Getting Started
  - **Action:** Confirm partnerships
2. What is the problem?
  - **Stage:** Assessment
  - **Action:** Analyze local data
3. What is our plan for addressing the problem?
  - **Stage:** Planning
  - **Action:** Develop a thoughtful, data-driven plan
4. What are we going to do to get the work done?
  - **Stage:** Implementation
  - **Action:** Put effective prevention programs and policies in place
5. How will we know if we have succeeded?
  - **Stage:** Evaluation
  - **Action:** Measure our efforts for effectiveness



This community and data-driven planning model allows us to identify and respond to the true vulnerabilities of local youth, while putting programs and strategies in place that are proven to keep youth substance use from boiling over into a larger problem for Monroe.

## **We All Have a Voice at the Table**

Coalition members come from a variety of backgrounds and sectors of support, including parents, youth, schools, faith communities, law enforcement, behavioral health and healthcare, volunteer and fraternal groups, youth and family serving organizations, government, businesses, media and more!

Our meetings regularly include parents and representatives from the Monroe School District, City of Monroe, Monroe Police Department, Evergreen Health Monroe, Northwest Educational Service District #189, Snohomish County Department of Health, Monroe Pastors Fellowship, Just Serve, the Church of Jesus Christ of Latter Day Saints, Take the Next Step, Sea Mar Behavioral Health, and Conquer Addiction.

We serve the City of Monroe and the outlying areas comprising the Monroe School District, which covers more than 82 square miles of southeast Snohomish County.

## **Our CPWI Fiscal Agent Partners**

### **Monroe School District**

The Coalition conducts business through its fiscal agent, the Monroe School District (the District). The District serves as a pass-through agency for CPWI and other grant funding, and they are responsible for hiring a Coalition Coordinator to ensure all provisions of the CPWI are met in a timely manner. While the school district provides fiscal oversight and limited administrative management, the Coalition retains discretion and control over fiduciary decision making.

The school district's relationship with the coalition is authorized by District Policy 2121 – Substance Abuse Strategy, which states "the board of directors will seek the support, cooperations and coordination of public and private agencies through the formation of a substance abuse focused advisory committee or community coalition..."

### **Northwest Educational Service District #189**

Monroe School District and Monroe Community Coalition also partner with Northwest Educational Service District #189 (the ESD) which serves as fiscal agent for the implementation of the multi-tiered Project Success prevention and intervention program. By formal agreement, the program is provided at Park Place Middle School and Monroe High School by Student Assistance Professionals (SAP).

The ESD supervises and builds the capacity of the SAP position in cooperation with Monroe School District and school building leader's daily oversight of the work.

## Our CPWI Staff Support

### Coalition Coordination

Coalition efforts are coordinated by a Monroe School District employee who is responsible for the day-to-day operation of the Coalition. Called the Director of Prevention Services, the coordinator is a subject matter expert responsible for program administration, activity implementation, contract management and compliance, coalition member support and outreach, meeting facilitation, strategy development, grant writing and compliance, community capacity building, marketing, direct service implementation, program fidelity monitoring, monthly reporting, invoicing, and liaising with the school district, coalition subcontractors and the Coalition's additional funders. The coordinator's office is located at the Monroe School District Administration Building in the Student Services Department.

The Director of Prevention services is also responsible for leading an integrated approach to school based services and behavioral health, which includes supervision of the school district's Behavioral Health Program, Comprehensive School Counseling Program, McKinney-Vento and Foster Care Support Program, Crisis Response Team, Community Engagement Board, and providing harassment, intimidation and bullying (HIB) support to 10 school buildings as the District's HIB Compliance Officer, as well as delivering quarterly youth development and behavior management professional development to all new staff hired by the school district. Each of these areas of responsibility now explicitly link to the Coalition's long-term prevention and wellness goals.

### Student Assistance Professionals

Coalition efforts are also supported by two Student Assistance Professionals placed at Park Place Middle School and Monroe High School through a school-based services agreement with Northwest Educational Service District #189 (the ESD). The jointly funded (ESD and Monroe School District) Student Assistance Professionals are responsible for implementing a multi-tiered approach to prevention known as Project Success. They also serve as advisory members of the Coalition Leadership Team.

## How Is Our Coalition Structured?

### Leadership Team

We are guided by a Leadership Team that sets the tone for collaboration and keeps our work focused on implementing our strategic plan. During this strategic plan period, the Leadership Team's work will emphasize the development of meaningful partnerships and increased member participation. They have identified four primary goals to guide their efforts:

1. Recruit more sectors of support, including youth and other representatives reflective of the composition of our community.
2. Provide more meaningful opportunities for members to support the work of the Coalition, and for the Coalition to more meaningfully support the work of our members.
3. Highlight essential partnerships at every meeting, with regular reports from members with boots on the ground, including law enforcement, schools, youth, and our family serving agencies.

4. Promote member understanding of Coalition strategies by inviting implementers to regularly demonstrate the core teachings and tenets of the programs we fund.

The Leadership Team also plans and creates action-oriented agendas for each monthly full-membership Coalition meeting. Action-oriented agendas are intended to actively engage members in capacity building, decision-making and supporting the work of our subcommittees.

### **Subcommittees**

Most Coalition activities are supported by the work of ad-hoc, rather than standing, subcommittees. This allows members to experience a variety of roles that utilize their skills and create opportunities for them to explore a variety of interests. We believe this approach encourages fresh points of view and enthusiastic planning while reducing the potential for long-term burnout among our core members.

The Coalition also recognizes the need for standing subcommittees to guide the contract-compliance aspect of our work. Those subcommittees include the Leadership Team and the CPWI/School-based Services subcommittee.

## **Membership and Recruitment**

Membership in the Coalition is open to anybody interested in contributing to youth and community health and wellness in Monroe; however, we aim to maintain a minimum of eight sectors of support in attendance at each monthly full membership meeting to improve community coordination and reduce duplication of our substance use prevention strategies and activities. We believe that gaps in our membership diminish the potential effectiveness of our efforts.

Our Leadership Team regularly examines the composition of our membership and identifies agencies and individuals to approach in-person to fill those gaps. To ensure the broadest possible participation, the Coalition has developed three tiers of membership, including: Voting Members, Advisory Members and Guests.

### **Voting Members**

To become a Voting Member, an interested person must attend three consecutive Coalition meetings and express their desire to commit to supporting the Coalition. Their membership becomes official after a vote of the Coalition and there is no limit to the number of voting members who can join. Voting Members are encouraged to participate in subcommittees, but all agree to support the work of the Coalition through regular attendance at full membership meetings and provide guidance to the Coalition through their voice, knowledge, experience and skills. They also agree to look for their replacement when they consider stepping away from regular attendance.

Voting members also contribute to improving the Coalition through their participation in the annual Coalition Assessment Tool (CAT). The CAT is disseminated online through the Health Care Authority's Minerva 2.0 management information system and provides an general assessment of coalition functioning.

### Advisory Members

Advisory Members are considered key liaisons between the Coalition and the external groups or agencies they represent. Advisory Members do not vote, but they do promote and support the work of the Coalition to reduce underage drinking and other substance use in the community.

Advisory Member status is a mechanism for the Coalition to remain formally connected to important community allies and partners that might otherwise be too busy to commit to regular participation.

### Guests

Guests are interested members of the community who attend and participate in Coalition meetings, but who have not been approved as a Voting member. Guests are an important Coalition resource, as each has the potential to become a Voting or Advisory Member. Guests may participate in Coalition subcommittees, full membership meetings and special projects, but do not vote on Coalition business.

### Current Coalition Members

| Member            | Agency                         | Sector of Support            |
|-------------------|--------------------------------|------------------------------|
| Chris Gray        | Housing Hope                   | Youth & Family Serving       |
| Michael Hanford   | Police & Fire Chaplain Program | Faith Community              |
| Aubrey Rudd       | Just Serve                     | Volunteer Organization       |
| Darci Baumchen    | Monroe School District         | Schools                      |
| Chris Jury        | Northwest ESD #189             | Substance Abuse Organization |
| Rachel Adams      | City of Monroe                 | Local Government             |
| Jeff Jolley       | Monroe Police Department       | Law Enforcement              |
| Brandi Blair      | Family                         | Parent                       |
| Laurie Stock      | Evergreen Hospital             | Healthcare Professional      |
| Cherie Matyas     | Family                         | Parent                       |
| Tammy Amador      | Park Place Middle School       | Schools                      |
| Sharron Leinweber | Park Place Middle School       | Schools                      |
| Amber Mehta       | Park Place Middle School       | Schools                      |
| Robyn Cruz        | Monroe High School             | Schools                      |
| Katelyn Harrigan  | City of Monroe                 | Local Government             |

### Our Decision-Making Process

Coalition decisions are made by a simple majority vote of the membership after discussing recommendations from the Leadership Team. Although consensus is our value, achieving a simple majority has proven to be the surest route to accomplishing the Coalition's objectives within the parameters and timeframes established by our grant funders.

When a majority of members vote against a proposal, a focused discussion is conducted to determine if the proposal was in the best interest of the Coalition, if the proposal can or should be set aside

indefinitely, or if clarification or modification is needed before presenting it for a second majority vote. Voting Members have the right to abstain from voting for any reason, and they also agree to publicly support the activities of the Coalition regardless of how they voted on an issue.

Fiduciary decision-making is generally approved by the Leadership Team during our strategic planning process, presented to the full coalition, and then submitted to the Division of Behavioral Health and Recovery (DBHR) for annual approval.

## Health Equity in Organizational Development

Monroe Community Coalition for Healthy Youth hosts hybrid-format monthly meetings open to everyone in our community at the Monroe School District Administration Building. Meeting notices are sent to nearly 700 people on our distribution list via our monthly newsletter, which allows for one-click translation into the language of the receiver's choice. Meetings are recorded and posted to the Coalition website and our YouTube channel to ensure the broadest possible access. Our goal is to attract a voting membership that matches the composition of our community.

While that goal remains a continuous work in progress, the Coalition actively recruits leaders from organizations of trust within our community to ensure our strategies and activities always consider the needs of the marginalized and underserved. These key leaders on our Coalition grant us access to safe spaces in the community to directly engage our health disparities subpopulations in vital assessment, planning, and evaluation activities.

In fact, this approach has resulted in more than a decade of close collaboration to design, fund, and implement innovative projects intended to break down stigma, teach new skills, create trauma-informed environments, and increase access to substance use and mental health services.

## Sustainability in Organizational Development

While we believe engaged and representative membership is the key to sustaining a viable and active coalition, we work closely with our fiscal agent on additional measures designed to increase the impact and longevity of our model.

Monroe School District has never charged administrative fees for managing the CPWI grant, and it funds 50% of the Coalition Coordinator's salary. In 2016, the district's board of directors adopted a substance use strategy – Policy 2121 – that formally recognizes the Coalition as an advisory body to the board and adopted language consistent with the CPWI's definition of prevention and effective approaches.

In addition, the Coalition utilizes formal district processes to adopt core curriculum for whole school implementation. This allows us to invest most of our resources in evidence-based practice training, while schoolteachers, paraprofessionals and specialists implement direct service strategies at no cost to the Coalition. This approach has facilitated districtwide adoption of programs like the PAX Good Behavior

Game, Botvin's LifeSkills Training Program, Signs of Suicide and Committee for Children's Second Step program which is now fully funded by the district.

Finally, the District supports all of the grant writing efforts of the Coalition, which has allowed us to diversify our portfolio of support for youth, including the hiring of social workers, licensed mental health specialists, and more. Our fiscal agent is all-in for kids.

# Capacity Building



## CPWI Taken to Scale

Monroe Community Coalition for Healthy Youth is first and foremost a capacity building coalition, and this approach has paid dividends over the past decade as we have significantly grown the ability of our members, fiscal agents and partners to implement evidence-based prevention programming in trauma-aware environments.

Currently, the Coalition supports school-based direct-service programming in Preschool through 12<sup>th</sup> grade. This includes the PAX Good Behavior Game and Second Step in Pre-K-5<sup>th</sup> grade; Botvin’s LifeSkills Training Program, the Signs of Suicide Program, DBT Skills in Schools, Sources of Strength and Project Success in 6<sup>th</sup>-8<sup>th</sup> grade; and Signs of Suicide, DBT Skills in Schools and Project Success in 9<sup>th</sup>-12<sup>th</sup> grade. The Coalition also engages in community-based training, including trauma-informed practice, youth development, and Youth Mental Health First Aid Trainings, while also hosting a number of parent-support workshops and outreach events annually.

In addition, we manage two social norms marketing campaigns, Under the Influence of You, developed by the Washington State Department of Health to encourage parents to speak with their children about the consequences of cannabis use, and “Let’s Be Better,” a locally developed Spanish-language campaign designed to reduce barriers to accessing trusted adults and behavioral health support.

Monroe Community Coalition for Healthy Youth is also recognized as capacity building leaders across Washington State and nationally. The Coalition provides regular technical assistance to other CPWI coalitions; the Health Care Authority publishes and nationally disseminates the “Prevention Tools: What Works” guide developed by the Coalition; and the Coalition Coordinator frequently presents on substance abuse prevention and trauma-informed practice topics at professional development events and conferences around the country, including: the Washington State Prevention Summit, the National Prevention Network Conference, the National Academies of Science, the Washington State Rural Prevention Network Conference, the Office of Superintendent of Public Instruction, the Northwest Prevention Technology Transfer Center, and at many local and regional events.

## Collaboration and Partnership

The Coalition is more than a single entity or organization. Our partnership is an acknowledgment that the challenge of substance use prevention is too big for any one agency or individual to address on its own. The success of our work is highly dependent upon our collaboration with vital community and regional partners like Monroe School District, Northwest Educational Service District #189, City of Monroe, Monroe Police Department, Snohomish County Department of Health, Snohomish County Human Services, Just Serve, Take the Next Step, Housing Hope and Sea Mar Behavioral Health.

These partnerships were initially made possible through intensive capacity and readiness building efforts followed-up with a targeted in-person recruitment strategy; however, regardless of the sector of support they represent, each individual member of the Coalition has demonstrated the highest commitment to community and kids.

Coalition members also attend school board, city council and other meetings of key community leaders to engage in Key Leader Orientation and outreach. We've found that hosting a single annual invitational event produces diminishing returns over time, creating gaps in awareness and familiarity with the Coalition's mission and objectives. Instead, we take Key Leader Orientation to the key leaders themselves multiple times per year, presenting during public meetings or workshops to raise awareness of the CPWI framework and create a context that applies the CPWI to their sphere of influence.

## Building Prevention Knowledge

Substance use disorder prevention is a dynamic and multidisciplinary field informed by continuously growing body of knowledge. This means coalitions committed to effective practice and stewardship have an obligation to grow their community, organizational and individual capacity in alignment with the current state of research.

In the CPWI model, training is expected at each level of partnership, including for coalition staff, coalition members, our community and fiscal agents.

### Coalition Staff

#### Coordinator

Monroe's coalition coordinator earned his Certified Prevention Professional credential nearly a decade ago, ensuring that he has the tools and knowledge to guide the Coalition toward achieving its objectives.

To maintain his learning, the coordinator participates in professional development training and conferences provided by the Washington State Health Care Authority and other substance use disorder prevention-focused organizations. These include:

- The Washington State Prevention Summit
- Monthly Learning Community Meetings
- All provider meeting
- Monthly technical assistance calls with state Prevention Managers
- Washington State Health Care Authority Coalition Leadership Institute
- Annual Contractor Meetings
- Rural Prevention Network Conference
- Northwest Prevention Technology Transfer Center webinars and other opportunities

#### Student Assistance Professionals

Monroe's Student Assistance Professionals receive training and technical assistance from Northwest ESD #189 for most of their learning. The Coalition also supports their participation in professional development opportunities when possible. SAPs in Monroe participate in:

- Project Success evidence-based practice implementation training
- The Washington State Prevention Summit
- SPORT Prevention Plus Wellness evidence-based practice implementation training
- Monthly supervision and technical assistance calls and visits
- Quarterly regional ESD meetings
- Webinar and locally delivered professional development training opportunities

### Program Implementers and Subcontractors

All implementors of the Coalition direct-service strategies and programs receive training and certification from their respective program developers. This includes:

- PAX Good Behavior Game
- DBT Skills in School
- Sources of Strength
- Botvin’s LifeSkills Training Program
- Signs of Suicide
- Youth Mental Health First Aid Training

### Fiscal Agents

Contract contacts and fiscal staff from Monroe School District and Northwest ESD #189 each attend Washington State Health Care Authority Division of Behavioral Health and Recovery required contractor, management information system, learning community, and fiduciary meetings in compliance with their respective CPWI contracts and task orders.

### Coalition Members and the Community

Monroe Community Coalition for Healthy Youth provides regular opportunities for learning for its members, partners and the Community focused on building capacity to address the priorities of strategic plan. This includes foundational prevention knowledge delivered at monthly coalition meetings, scheduled professional development trainings and technical assistance for local partner organizations, as well as community outreach and training to grow family management skills. This includes:

- Community Organization Spotlights
- Trauma-informed Practices and Kernels
- Prevention is... Hope!
- Behavior Management and De-escalation Training
- PAX Tools Reinforcement Training
- Prevention Tools: What Works
- Trauma 101 and PACEs
- Family movie night and resource fair
- Youth Mental Health First Aid Training
- Key Leader Orientation Training
- Other topical, skills-based outreach

### Health Equity in Capacity Building

Monroe Community Coalition for Healthy Youth hosts in-person, hybrid-format, and online capacity building opportunities to make participation as accessible as possible. In-person training and capacity building events are typically offered in the evening with school district-provided translation devices or translators funded by the Coalition. Our event planning includes careful consideration of behavioral health, cultural and identity-based needs like safe locations, appropriate language, speakers, childcare and linguistics.

Our partnerships with safe and trusted organizations within the community are essential for planning and delivery of each outreach and direct service implementation, as these partners provide expert and nuanced insight about our target populations. Their guidance enhances our ability to provide culturally and linguistically appropriate services that advance health equity among our health disparities subpopulations.

## Sustainability in Capacity Building

The Coalition believes individual and community capacity building creates a critical force multiplier effect that allows the Community Prevention and Wellness Initiative to be taken to scale across all direct service and environmental domains.

We've seen this firsthand over the past 10 years as greater awareness and understanding of prevention efforts have led to organizational language change, which influenced decision-maker perceptions of need, which preceded curriculum and program adoption, that resulted in widespread professional development and the implementation of evidence-based programming and policy updates, and ultimately to a consistent, decade-long improvement in the health and wellness of children living in Monroe.

Monroe Community Coalition for Healthy Youth is a capacity-building organization first. We will continue to use community training, Key Leader Orientation and professional development to identify and equip prevention champions for our youth and the long-term success of our coalition and community.

## Assessment (Step 2)



### Our Needs and Resource Assessment Process

Needs assessment is a process used by the Monroe Community Coalition for Healthy Youth to identify the true root causes of youth substance use and some mental health disorders in our community. Knowing the true root causes that lead to these youth problem behaviors helps us to invest in strategies and activities that prevent them from boiling over into a community crisis. In the long term, these strategy and activity investments reduce communitywide rates of high school dropout, delinquency, the development of mental health disorders and suicide.

Our needs assessment process begins with a careful examination of the best available data about the health and wellness of youth in our community and how they fare compared to their peers in other communities across the State. In our case, the Coalition reviewed data from the 2023 Healthy Youth Survey (HYS), the 2023 Annual Community Survey of Adults, Community Outcomes and Risk Evaluation System (CORE), Washington State Department of Health Prescription Monitoring Program (DOH-PMP), United States Census Bureau, and contextual data provided through coalition partner and key informant interviews. The needs assessment involved representatives from:

- Monroe School District
- Monroe Police Department
- Multiple youth and family serving agencies
- Faith community members
- NWESD #189
- City of Monroe
- Parents
- Youth
- Underserved families
- And more...

The Coalition began its initial data review in March 2024 to be able to issue a press release that coincided with the timing of the State Health Care Authority's statewide HYS press release. We incorporated capacity building into each coalition meeting to help members and guests understand the reliability of our data sources, the meaning of statistical significance, changes in our data over time and when compared to other communities, as well as the predictive risk and protective factor model for prevention. Essentially, each Coalition meeting became a strategic plan work group meeting that began with learning and then engaged in review, discussion and contextual data gathering. After prioritizing our needs based on statistical and local significance, Coalition members and guests were tasked with:

- Providing a community context for our prioritized risk and protective factors.
- Identifying known resources already addressing these areas of risk and protection; and,
- Identifying gaps in local resources, including availability and barriers to access, required to reduce community vulnerability to our identified risk and protective factors.

By incorporating resource assessment into each stage of our needs assessment process, the Coalition was able to streamline its work, spending more time looking at the integrated whole of each prioritized risk factor. In practice, this process looked like learning about each risk factor, reviewing data relevant to the risk factor as a whole group, then breaking into smaller groups to discuss local conditions and resources (available and needed) to address it. These meetings always occurred in a hybrid format to accommodate the most possible participants, and utilized collaborative technology like Zoom, google docs and menti to

be as inclusive as possible. Small groups returned to the whole group at the end of each coalition meeting to report their conversation and insights.

## Summary of Key Data

The findings presented here follow the format and color coding of our logic mode, found in Appendix 2 on page 43 of this document.

| Long-Term Consequences | Behavioral Health Problems | Risk/Protective Factors - Intervening Variables | Local Conditions Contributing Factors | Strategies and Local Implementation             | Evaluation Plan   |
|------------------------|----------------------------|---|---------------------------------------|---|---|
| What is the problem?   | Why?                       | Why here?                                       | But why here?                         | What are we doing about it?                     | So what? How will we know?                              |
| These problems...      | These types of problems... | ...with these common factors...                 | ...specifically in our community...   | ...can be addressed through these strategies... | ...and we will use these tools to measure our impact... |

## Long-Term Consequences - What's the Problem?

Because of their collective impact on the community, the Coalition is committed to reducing long-term rates of poor school performance, youth delinquency, the development of preventable mental health disorders, and suicide.

### Poor Academic Performance

Reducing the long-term rate of poor academic performance results in significant improvement in quality of life for families and brings substantial economic benefit to communities like Monroe. Research is clear that those who don't earn a high school diploma struggle to find well-paying jobs, are more likely to live in poverty and raise children who struggle. From an economic perspective, communities with more high school graduates possess a larger tax base to help fund community infrastructure and services.

### Youth Delinquency

Reducing long-term rates of youth delinquency improves the social, safety and economic stability of communities like Monroe. Young people who participate in delinquency are more likely to engage in criminal behavior as adults, threatening public safety and security; however, by addressing the problems that lead to crime and violence in early life, we can alter outcomes for individuals and communities. Less crime means reduced costs for law enforcement, court involvement, incarceration and rehabilitation. Helping young people to reach their full potential also leads to a safer and stronger community.

### Mental Health Disorders

Reducing the prevalence and intensity of preventable mental health disorders will increase Monroe's social, economic and community stability while creating better academic and career outcomes for youth. It reduces medical and social service costs and builds a more adaptable and resilient community when crisis or disaster occur.

### Suicide

Suicide often stems from feelings of overwhelming emotional pain, hopelessness and despair among people who feel there is no other way out of their suffering. Completed suicides have a devastating

emotional impact that destroys family and community stability. Preventing long-term rates of suicide and the factors that lead to it allow communities like Monroe to thrive as more people can positively contribute to it through their work, civic engagement, education and other activities.

## Behavioral Health Problems - Why is This a problem?

After more than a decade of community capacity building and organizing, coalition members believe that our participation in the Community Prevention and Wellness Initiative has significantly altered the landscape of youth health and wellness in Monroe. According to the Healthy Youth Survey, our students report historically low rates of substance use that are comparable to, or better than, what is normal for their peers to report across the State.

To sustain this improvement, the Coalition will continue to prioritize the prevention of behavioral health problems that directly affect our identified long-term consequences, including underage drinking and problem drinking, opioid and prescription medicine misuse, cannabis use, e-cigarette/vape use, and depression and anxiety.

### Underage Drinking and Problem Drinking

- Monroe 10<sup>th</sup> (5.2%) and 12<sup>th</sup> grader's (17.6%) regular use of alcohol rates are at their lowest levels ever recorded on the Healthy Youth Survey, while 8<sup>th</sup> grade rates are the second lowest ever recorded and fall within state norms (5.0%).
- Students in Monroe also reported the lowest rates of binge drinking (drinking to get drunk) ever recorded. At 0.4% and 1.6% respectively, 8<sup>th</sup> and 10<sup>th</sup> grade binge drinking rates are statistically significant compared to their peers across the State.
- While 12<sup>th</sup> grade rates of regular alcohol use and binge drinking remain well within state norms, 13.3% of Monroe's surveyed high school seniors were identified as heavy or problem drinkers. While these rates also fall within state norms, continuing our prevention and intervention strategies remain a priority for the Coalition.

### Opioid and Prescription Medicine Misuse

- Less than 1% of students in Monroe report regular Fentanyl use, and students across all grades in Monroe are less likely to misuse any prescription drug for nonmedical reasons when compared to their peers across the state, another statistically significant finding.

### Cannabis Use

- Marijuana use rates in Monroe remain at historically low levels and fall within state norms. Students in 8<sup>th</sup> (2.1%) and 12<sup>th</sup> (19.5%) grade report our second lowest use rates over the past 20 years, while students in 10<sup>th</sup> grade report their lowest rate of marijuana use (6.9%) ever recorded.
- As is typical for each of our prioritized consumption measures, students at each grade level primarily report obtaining marijuana from friends or at a party.

### E-Cigarette/Vape Use

- Student use of electronic cigarettes is now in its 5<sup>th</sup> year of decline with all grades reporting significant reductions from the peak use rates of 2018. (8<sup>th</sup> – 2018: 8.4%; 2023: 2.6% | 10<sup>th</sup> – 2018: 23.8%; 2023 5.4% | 12<sup>th</sup> – 2018: 33.7%; 2023: 17.4%).

- Among students who report using electronic cigarette devices, nicotine remains the number one substance of abuse in Monroe.
- Compared to their peers across the state, youth in Monroe are less likely to vape THC (8<sup>th</sup>: 1.8%; 12<sup>th</sup>: 6.3%).
- Despite the good news about declining electronic cigarette use, an anomaly has appeared in Monroe's 2023 HYS data: 8<sup>th</sup> and 12<sup>th</sup> grade use of combustible cigarettes have doubled since 2021 (8<sup>th</sup> – 2021: 1.0%; 2023: 2.1% | 12<sup>th</sup> – 2021: 3.3%; 2023: 6.8%). While not statistically significant compared to our previous data or the state cohort, this finding was surprising to coalition members.

### Depression and Anxiety

- **Rates of Depression** have declined in all grade levels in Monroe. 8<sup>th</sup> graders reported their lowest rate (25.1%) since 2014, 10<sup>th</sup> graders have reported their lowest rate ever (24.1%), and Seniors reported their lowest rate ever (25.3%)!
- Despite the historic decrease in these rates, anecdotal evidence from students and parents in the community suggest that those experiencing depression are feeling it more acutely, as demonstrated through a number of symptoms, including poor school attendance and isolation.
- **Rates of Anxiety** – that is, feeling nervous, anxious or on edge – are at historic lows across all grade levels (the reduction in reported anxiety among 10<sup>th</sup> graders statistically significant compared to our 2021 data); however, a secondary measure of anxiety, being unable to stop or control worrying is at its highest rate for High School Seniors (64.4%) since the HYS began asking this question in 2018.
- **Suicide:**
  - At 13.6%, 6<sup>th</sup> grade contemplation of suicide is lower in Monroe than the state rate (20.3%). This difference is statistically significant.
  - For 8<sup>th</sup> graders in Monroe, contemplation of suicide is at its lowest rate since 2010; however, the number of students who report attempting to die by suicide has nearly doubled since 2021 to 9.5%. Although this falls within state norms, it has caused significant local concern and the Coalition will focus more energy on middle school coping skills and suicide prevention.
  - In 10<sup>th</sup> grade, contemplation of suicide (9.6%), making a plan to die by suicide (6.9%), and attempting suicide (6.2%) are all at their lowest levels ever recorded!
  - 12<sup>th</sup> grade rates of contemplating (11.6%), planning (6.3%), and attempting to die by suicide (3.7%) are all at 20-year lows. All but contemplation of suicide are at their lowest rates ever recorded in Monroe.

### Intervening Variables - Why is This a Problem in Monroe?

The Coalition invests in strategies and activities based on a risk and protective factor model of prevention shown to predict future engagement in substance use, violence, delinquency, teen pregnancy, high school dropout, and the development of certain mental health disorders. To be certain that our efforts and investments have the highest potential for influencing our targeted long-term problems and behavioral health problems, coalition members analyzed our data to prioritize the following risk factors that impact them:

### **Low Neighborhood Attachment and Community Disorganization**

There are many conditions that influence a person's ability to connect with others and to establish community goals and identity, including: divisions in race, religion, class, and politics; working outside the community; and whether community members feel like they can make a difference in the lives of others.

Communities vulnerable to this risk factor experience increased substance use, violence, and delinquency.

### **Academic Failure**

Although children fail for many reasons, research shows that it is the experience of failure – not necessarily academic ability – that increases the risk of problem behaviors in youth. Research also shows black, indigenous and people of color (BIPOC) come from communities that typically experience higher rates of academic failure than white communities, so addressing this risk factor can be particularly important for improving life outcomes among BIPOC communities.

Communities vulnerable to this risk factor experience increased substance use, teen pregnancy, violence, delinquency, high school drop-out and the development of mental health disorders like depression and anxiety.

### **Family Management Problems**

Poor family management practices include a lack of clear expectations for behavior, failure of parents to monitor their children (knowing where they are and whom they're with), or engaging in excessively severe or inconsistent discipline. This puts youth at risk of developing problem behaviors because they do not know which behaviors are desirable, or undesirable, over time.

Communities vulnerable to this risk factor experience increased substance use, teen pregnancy, violence, delinquency, high school drop-out and the development of mental health disorders like depression and anxiety.

### **Community Laws and Norms**

Laws and written policies, informal social practices and the expectations of parents and the community influence the behavior and wellness of young people. Creating or updating laws and policies to reinforce health and safety standards impact the whole community and reduce substance use.

Communities vulnerable to this risk factor experience increased substance use, violence, and delinquency.

### **Favorable Attitudes Towards the Problem Behavior**

During elementary school, most children have a hard time understanding why people use drugs, commit crimes or dropout of school. In middle school, as students learn that some peers and others begin engaging in substance use, their attitudes may shift toward greater acceptance of these behaviors.

Communities vulnerable to this risk factor experience increased substance use, teen pregnancy, violence, delinquency, high school drop-out and the development of mental health disorders like depression and anxiety.

## Local Conditions – Why is This a Problem Specifically for Monroe?

The Coalition identified local conditions that make Monroe vulnerable to the risk factors that predict substance use and other problem behaviors by analyzing data and speaking with key informants. These local conditions include:

### Community Capacity to Address Alcohol, Tobacco, and Other Drug Issues

Monroe's growing population, status as a bedroom community, and poor highway infrastructure impact the amount of time residents are able to commit to participation in community improvement organizations and activities. When coupled with exploding home costs that are pricing many long-term residents out of the community, this combination of local growth and resident instability impacts the capacity needed to address problematic issues like substance use.

### Disruptive Classroom Behaviors

There are many factors affecting poor academic performance, but Monroe School District has been particularly impacted by low rates of attendance and disruptive classroom behavior since emerging from the Covid-19 pandemic. While teachers report the raw number of students who need behavioral support in their classrooms may be going down, they also indicate that the severity of behavior and disruption is increasing among students who do experience dysregulation. They are seeking classroom management tools that increase teaching time by reducing the time spent responding to distracting and disruptive behavior.

### Knowledge and Skills to Facilitate Family Communication

As a bedroom community whose residents generally commute to larger population centers for employment, coupled with severe traffic congestion resulting from inadequate upgrading of the highway system, parents in Monroe spend less and less time at home interacting and communicating with their children. At the same time, parents have voiced an increased desire to learn skills that will help their children cope with stress, depression and anxiety, reduce their social media and video game exposure, and contribute to the well-being of the household.

### Environmental Influences Favorable to Alcohol, Tobacco and Other Drug Use

Over the years, Coalition partners have made significant strides in adopting laws and policies that reduce youth rates of substance use, including a ban on cannabis production, processing, and retail sales, no vaping in public park signage, a research-based school substance use policy, and others; however, key informants still report barriers to help-seeking for school-based services because students fear stigma and the potential for disciplinary consequences that will impact their home, social and extra-curricular lives.

### Favorable Attitudes Towards Substance Use

Middle school students in the Monroe School District reported a shift in their attitudes toward substances on the Healthy Youth Survey, leading many coalition members to believe a shift in student non-use behaviors may be next. Although the data wasn't statistically significant, it was another indicator of the increasing risk faced by students in this age group. Whether the growing risk is limited to this single cohort, or more indicative of a growing trend, will be monitored – and hopefully mitigated – by the Coalition through its direct-service skills programming.

## Resource Assessment Findings

The Coalition regularly invites local and regional resource providers to teach about their services at monthly coalition meetings. Our “Coalition Spotlight,” as it’s called, allows for deep engagement with providers whose organizational work aligns the mission of the coalition. Coupled with our quarterly “Community Connection” meetings that focus exclusively on promotion and networking for our partner providers, coalition members tend to have an extensive knowledge of the local resources that align with the goals and objectives of our strategic plan.

During the needs and resource assessment, the coalition identified resources and gaps that impact our prioritized intervening variables (risk factors) and local contributing factors. Highlights are listed below:

### Low neighborhood attachment and community disorganization

#### ⇒ Community capacity to address alcohol tobacco and other drug use

| Resource  | Description   |
|---|---|
| <i>Monroe Community Coalition for Healthy Youth</i>           | Community Prevention and Wellness Initiative-supported volunteer-led substance use prevention coalition within Monroe School District.  |
| <i>City of Monroe Community Human Services Advisory Board</i> | Seven-member advisory board to the City of Monroe’s Mayor and City Council on programs and policies impacting homelessness, mental health, public education, substance use and community partnership. |

| Gap                   | Description  |
|-----------------------|--|
| <i>Staff Capacity</i> | The Coalition and Human Services Board coordinate a number of grant funded strategies that increase the community’s capacity to address substance use prevention across a variety of settings and sectors of support; however, these two bodies are each coordinated by a single staff member with diminishing capacity as their efforts are taken to scale. |

### Academic Failure

#### ⇒ Disruptive Classroom Behaviors

| Resource                          | Description   |
|-----------------------------------|---|
| <i>Monroe School District</i>     | The District engages its staff in classroom management-based professional development, develops policies and plans to limit and respond to distress, and partners closely with teachers on special assignment, school counselors and the community coalition to implement strategies that reduce classroom disruption, including the PAX Good Behavior Game, DBT Skills in School, and a variety of social emotional learning and academic skills groups. |
| <i>Monroe Boys and Girls Club</i> | The Club has been part of Monroe since 1981, providing childcare, homework support, sports and other programming designed to promote a healthy and  |

*Take the Next Step*

active lifestyle. All Club employees are trained to use PAX Good Behavior Game kernels with the youth they support.

TTNS is a faith-based Family Resource Center in Monroe that serves the community with outreach, academic support, community dinners, and small group support for youth and parents.

**Gap**

**Description**

*Availability*

There are a number of public and private organizations within the community that assist with tutoring and academic skills, but only three implement evidence-based strategies proven to improve self-regulation and reduce disruptive behavior in the classroom.

**Family Management Problems**

➔ Knowledge and skills to facilitate family communication

**Resource**

**Description**

*ChildStrive*

ChildStrive is headquartered in Everett, WA but offers in-home parent coaching and other supports for families in Monroe with children under three years of age. Services include the evidence-based Parents as Teachers program, Nurse Family Partnership and Play and Learn groups for parents and children up to five years old.

*Evergreen Health  
Monroe*

Evergreen offers support and skills groups for new families about pregnancy, breast feeding and other topics.

*Take the Next Step*

TTNS offers support groups to teenage parents and has previously partnered with the community coalition to offer evidence-based parenting programs.

*Faith Community  
Partners*

Several faith-community providers offer support groups to young mothers through Moms Offering Moms Support (MOMS) and Mothers of Preschoolers (MOPs) groups.

**Gap**

**Description**

*Availability to  
parents of school-  
aged children.*

There are zero evidence-based parenting classes or supports available to parents of school-aged children within Monroe.

*Changing norms*

Multiple agencies that previously implemented parenting classes indicated they no longer offer them because parents are unable to engage in traditionally formatted classes that run for multiple afternoon or evening sessions.

## Community laws and norms

### ⇒ Environmental influences favorable towards the problem behavior

| Resource                      | Description  |
|-------------------------------|--|
| <i>City of Monroe</i>         | City of Monroe elected officials have shown deep interest in crafting policy and taking action to address behavioral health issues through legislative action and departmental directives. |
| <i>Monroe School District</i> | The District's elected officials have shown ongoing support for research-aligned strategies, policies and procedures that support student behavioral health and safety.                    |

| Gap   | Description   |
|---|---|
| <i>Conflicting priorities create confusion that impacts substance use prevention efforts.</i> | <p>The City is exceptionally supportive of efforts to improve the behavioral health and wellness of the community, but has difficulty coming to consensus when a behavioral health initiative may conflict with economic growth.</p> <p>Similarly, the District prioritizes the health and safety of students, but some disciplinary and suspension practices put students at greater risk for substance use and other problem behaviors.</p> |

## Favorable attitudes towards the problem behavior

### ⇒ Favorable attitudes towards substance use

| Resource   | Description   |
|--|---|
| <i>Monroe School District</i>                          | Each school building has developed schoolwide expectations, implements universal evidence-based social emotional learning skills curriculum, and offers a variety of clubs, athletics, and other opportunities to allow students to bond with prosocial youth, adults and institutions. |
| <i>Multiple Youth and Family Serving Organizations</i> | Take the Next Step, YMCA, Boys & Girls Club, numerous faith-based youth groups and organizations, 4-H, Miracles and Memories Academy, Cocoon House, and others provide support and services that provide alternatives to substance use.   |

| Gap                            | Description   |
|--------------------------------|---|
| <i>Not enough is known yet</i> | Coalition members do not yet know if we have a single at-risk cohort or are experiencing the start of a troubling trend. As a result, they favor utilizing evidence-based direct services that reinforce essential prevention skills, as well as parent outreach strategies, until more is known. |

## Health Equity and Sustainability in Our Assessment Practices

The Coalition has a history of prioritizing meaningful cross-cultural collaboration by cultivating partnerships with trusted community leaders and support organizations. When the voices at our table don't match the composition of the community, we lean into these vital partnerships to ensure that an understanding of the views, needs and challenges of underrepresented community members are incorporated into our assessment process.

In addition to working with key informants, the Coalition also engaged in crosstab data analysis on Healthy Youth Survey results and sought additional information through its Annual Community Survey of Adults results to consider the broadest possible understanding of our need.

Much like capacity building, the Coalition is continually engaged in assessing the needs and resources of our community to be ready to address emerging issues. Although our process isn't as formal as when we engage in formal strategic planning, the coalition's continual assessment process allows us to update our annual action plan, apply for grant funding, and deliver the most accurate picture of our community's need to key leaders and interest holders.

## Planning (Step 3)



### Our Goals and Objectives Planning Process

Since our founding in 2012, the Coalition’s collaborative and comprehensive approach to planning and coordination has significantly impacted youth health and wellness in our community. From school and municipal policy work to implementing evidence-based programs and social norms strategies, our most recent Healthy Youth Survey shows youth alcohol use, marijuana use, and vaping, as well as depression and attempted suicide, have dropped to the lowest rates ever recorded in Monroe!

Although our assessment process began in earnest beginning in March 2024, the coalition didn’t begin identifying goals and objectives until October 2024 after developing a thorough understanding of the root causes (risk factors) increasing vulnerability in our community as well as the conditions contributing to them. Once the Coalition developed its goals, it began an exhaustive search of evidence-based practice registries trying to identify programs that are proven to move the needle on our challenges.

In total, the coalition reviewed strategies included on seven different evidence-based practice registries, contemplated innovative approaches aligned with the Center for Substance Abuse Prevention Principles of Effectiveness and the Washington State Institute for Public Policy’s cost/benefit analysis, and ensured each of our chosen programs were able to be funded through the coalition’s Community Prevention and Wellness Initiative grant award because of their inclusion on the State’s Excellence in Prevention Strategy List, the Youth Cannabis Use Prevention List, the Opioid Use Prevention List, or the Mental Health Promotion and Suicide Prevention List; 100% of the coalition’s chosen strategies are included on these lists.

### Our Goals, Objectives and Programs

- **Goal 1: Reduce Low Neighborhood Attachment and Community Disorganization**
  - **Objective:** By June 30, 2027, increase community capacity to address alcohol, nicotine and other drug use as measured by the Coalition Assessment Tool.
  - **Strategy:** *Community-based process*
  - **Program: Monroe Community Coalition for Healthy Youth**

Monroe Community Coalition for Healthy Youth is a community collaborative focused on strategic planning, writing grants, funding, implementing and evaluating substance use prevention strategies and programs, and providing community and key leader training. The Coalition meets monthly on second Tuesdays from September through June at the Monroe School District Administration Building.

**Fund Source** ..... SUPTRS (Federal); GFS (State); Match (Monroe School District)

**Lead Organization** ..... Monroe School District

|   |   |
|---|---|
| <b>Responsible Party</b> .....                | Director of Prevention Services/Coalition Coordinator |
| <b>Reach</b> .....                            | General population youth and adults                   |
| <b>Saturation</b> .....                       | One cohort of 20 participants                         |
| <b>Implementation Date</b> .....              | July 1, 2025 – June 30, 2027                          |
| <b>No. of Complete Implementations</b> .....  | Two Implementations                                   |
| <b>No. of Sessions per Implementation</b> ... | 10 sessions each                                      |

- **Goal 2: Reduce Academic Failure Beginning in Late Elementary School**

- **Objective:** By June 30, 2027, reduce disruptive classroom behaviors as measured by the pre/mid/post-survey timed classroom observation “spleem” form.
- **Strategy:** *Information dissemination*
- **Program: PAX Good Behavior Game and PAX Tools Training**  
The PAX Good Behavior Game is an elementary school behavior management strategy that equips teachers with the skills to grow their student’s ability for self-control, leadership, kindness and paying attention. This strategy will be supplemented with parent outreach to encourage the use of PAX Kernels at home. The Good Behavior Game has been proven to reduce span-of-life substance use and suicidality, among many other outcomes, including increasing high school graduation rates.

|   |   |
|---|---|
| <b>Fund Source</b> .....                      | SUPTRS (Federal) and/or MHPP (State); Match                                     |
| <b>Lead Organization</b> .....                | Monroe School District and Take the Next Step                                   |
| <b>Responsible Party</b> .....                | Director of Prevention Services/Coalition Coordinator                           |
| <b>Reach</b> .....                            | General population youth and adults   |
| <b>Saturation</b> .....                       | 20 campaigns (classrooms) targeting 450 elementary aged youth and their parents |
| <b>Implementation Date</b> .....              | July 1, 2025 – June 30, 2027 (while school is in session)                       |
| <b>No. of Complete Implementations</b> .....  | Two Implementations   |
| <b>No. of Sessions per Implementation</b> ... | 8 activities each   |

- **Goal 3: Reduce Family Management Problems**

- **Objective:** By June 30, 2027, increase knowledge and skills to facilitate family communication as measured by total media exposure, workshop engagement surveys and website page visits.
- **Strategy:** *Information dissemination*
- **Program 1: “Under the Influence... of You” Campaign**  
“Under the Influence... of You” is a statewide cannabis use prevention campaign designed by the Washington State Department of Health to encourage parents and influential adults to connect with the teens in their lives to have conversations about the risks and consequences

of using marijuana. The Coalition will partner with our local movie theater to run daily advertisements that reach approximately 22,000 people per year. In addition, *Under the Influence of...You* will be promoted on social media platforms, the Coalition newsletter, and website.

|   |   |
|---|---|
| <b>Fund Source</b> .....                      | DCA (State)   |
| <b>Lead Organization</b> .....                | Monroe Community Coalition, Ads on the Wall           |
| <b>Responsible Party</b> .....                | Director of Prevention Services/Coalition Coordinator |
| <b>Reach</b> .....                            | Parents and general population adults                 |
| <b>Saturation</b> .....                       | One campaign targeting 22,000 people                  |
| <b>Implementation Date</b> .....              | July 1, 2025 – June 30, 2027                          |
| <b>No. of Complete Implementations</b> .....  | Two complete implementations                          |
| <b>No. of Sessions per Implementation</b> ... | 12 activities each                                    |

- **Program 2: “Start Talking Now” campaign**

“Start Talking Now” is a statewide campaign sponsored by the Washington State Health Care Authority designed to equip parents with the tools and skills needed to have conversations about the risks and consequences of alcohol and cannabis use. The Coalition plans to conduct community outreach, information/training nights and podcast dissemination utilizing Start Talking Now materials and strategies to develop knowledge of parenting skills outside of a traditional parenting class setting.

|   |   |
|---|---|
| <b>Fund Source</b> .....                      | SUPTRS (Federal); DCA (State)                         |
| <b>Lead Organization</b> .....                | Monroe Community Coalition                            |
| <b>Responsible Party</b> .....                | Director of Prevention Services/Coalition Coordinator |
| <b>Reach</b> .....                            | Parents and general population adults                 |
| <b>Saturation</b> .....                       | One campaign targeting 500 parents                    |
| <b>Implementation Date</b> .....              | July 1, 2025 – June 30, 2027                          |
| <b>No. of Complete Implementations</b> .....  | Two complete implementations                          |
| <b>No. of Sessions per Implementation</b> ... | Four activities each                                  |

- **Goal 4: Reduce Community Laws and Norms Favorable to the Problem Behavior**

- **Objective:** By June 30, 2027, reduce environmental influences favorable to alcohol, nicotine and other drug use as measured by the adoption of new or updated school-based policy or procedure.
- **Strategy:** *Environmental*
- **Program: Assess and update school substance use policy violation guidelines**  
Monroe Community Coalition for Healthy Youth will review existing substance use violation policies and develop recommendations for updating them to reflect the current state of

research-based practice to reduce unintended stigmatization and promotion of substance use behaviors.

|   |  |
|---|--|
| <b>Fund Source</b> .....                      | SUPTRS (Federal); Match (Monroe School District)         |
| <b>Lead Organization</b> .....                | Monroe Community Coalition                               |
| <b>Responsible Party</b> .....                | Director of Prevention Services/Coalition<br>Coordinator |
| <b>Reach</b> .....                            | General population youth and adults                      |
| <b>Saturation</b> .....                       | One cohort of four people                                |
| <b>Implementation Date</b> .....              | July 1, 2025 – June 30, 2027                             |
| <b>No. of Complete Implementations</b> .....  | Two complete implementations                             |
| <b>No. of Sessions per Implementation</b> ... | Four activities each                                     |

- **Goal 5: Reduce Favorable Attitudes Toward the Problem Behavior**

- **Objective:** By June 30, 2027, reduce favorable attitudes toward use as measured by the Global Assessment of Individual Needs - Short Screener assessment and the Favorable Attitudes Toward Use – Y2 survey instrument
- **Strategy:** *Education*
- **Program 1: Project Success**  
Project Success is a substance use prevention and reduction program delivered by Student Assistance Professionals. It reaches students differently, depending on their level of need, by providing one-on-one counseling, small group support, and whole classroom skills education.

|   |  |
|---|--|
| <b>Fund Source</b> .....                      | SUPTRS (Federal); DCA (State)  |
| <b>Lead Organization</b> .....                | Northwest ESD #189 and Monroe School District  |
| <b>Responsible Party</b> .....                | ESD Prevention Coordinator, Director of<br>Prevention Services and two Student Assistance<br>Professionals |
| <b>Reach</b> .....                            | Middle and high school aged youth  |
| <b>Saturation</b> .....                       | Two cohorts targeting 2,500 youth  |
| <b>Implementation Date</b> .....              | July 1, 2025 – June 30, 2027 (while school is in<br>session)   |
| <b>No. of Complete Implementations</b> .....  | Four complete implementations  |
| <b>No. of Sessions per Implementation</b> ... | Four activities each   |

- **Program 2: Botvin’s LifeSkills Training Program**

The LifeSkills Training program is a world-class substance use and violence prevention program taught by middle school teachers in grades 6-8. The program works by teaching personal self-management skills, social skills, and drug resistance skills.

|                                |   |
|--------------------------------|---|
| <b>Fund Source</b> .....       | DCA (State); Match (Monroe School District) |
| <b>Lead Organization</b> ..... | Monroe School District                      |

|   |   |
|---|---|
| <b>Responsible Party</b> .....                | Director of Prevention Services and eight implementing teachers |
| <b>Reach</b> .....                            | Middle school aged youth  |
| <b>Saturation</b> .....                       | 12 cohorts targeting 1,100 youth                                |
| <b>Implementation Date</b> .....              | July 1, 2025 – June 30, 2027 (while school is in session)       |
| <b>No. of Complete Implementations</b> .....  | 12 complete implementations                                     |
| <b>No. of Sessions per Implementation</b> ... | 15, 10, and 5 sessions each depending on grade level            |

### Direct Service Considerations and Demonstrated Success

The Coalition has demonstrated the successful prioritization and implementation of Washington State Health Care Authority Division of Behavioral Health and Recovery grant-funded programs across our district and community for more than a decade. Our coalition coordinator, Monroe School District’s Director of Prevention Services, has been trained in all aspects of program selection, adaptation, implementation with fidelity to program design, utilizing programmatic monitoring tools, and ensuring that innovative approaches pursued by the coalition align with the Center for Substance Abuse Prevention Principles of Effectiveness. All direct service providers of Coalition programs earn certification from program developers to implement the programs they agree to deliver. Moreover, the coalition has ensured that program evaluation tools, including pre- and post-survey instruments, are approved, compliant with the law, and their results recorded in the State’s HIPAA secure management information system in accordance with our data share and confidentiality agreement.

The Coalition is also committed to providing access to a spectrum of behavioral health strategies and supports that extend beyond the focus of the CPWI. In addition to the portfolio of CPWI funded programs and activities detailed in this strategic plan, we also leverage local and grant funding to support behavioral health personnel for indicated interventions, including a Behavioral Health Specialist (LMHC) providing non-suicidal self-injury and crisis stabilization counseling; a dual-licensed Co-Occurring Disorders Therapist implementing the Integrated Cognitive Therapies Treatment Program; four Student Support Advocates (case managers) that broker vital crisis and basic needs services for students and their families; and more!

In sum, the Prevention Services department is responsible for the implementation of multi-tiered substance use prevention and intervention services, as well as suicide prevention, intervention and postvention services, crisis response services, mental health promotion, truancy support, the McKinney-Vento homelessness services, and social emotional learning programs across the school district.

Each year, our programs and activities successfully engage thousands of youths and families across the Monroe School District.

## Community Engagement

The Coalition works diligently to position itself as substance use prevention subject matter experts that are ready to support our partners upon request. We provide many opportunities for key leaders and community members to engage with us across a variety of settings, such as monthly coalition meetings, ad hoc work group meetings, Key Leader Orientation sessions, the provision of evidence-based practice or professional development trainings, strategic planning, responding to the Annual Community Survey of Adults, community provider meetings, school board meetings and city council meetings, as well as through individualized outreach and participation in community events like National Night Out. Even the coalition membership structure is an attempt to increase access and engagement by recognizing full membership – those committed to monthly meetings and implementation of the strategic plan – and advisory membership – those who participate and enhance the reach of the coalition when our goals intersect.

The Coalition promotes its goals and activities through a number of communication channels, including social media, print media, theater and internet advertising, our monthly newsletter and more broadly to the whole community through our partnership with the Monroe School District and the City of Monroe. Coalition members also promote the needs and work of the coalition within their own spheres of influence, leveraging powerful results through word-of-mouth communication.

During this strategic planning cycle, the Coalition will also engage the community with two complimentary social norms marketing campaigns. Utilizing strategies and messages developed by the Washington State Health Care Authority for the “Start Talking Now” campaign, the Coalition will conduct community outreach, information/training nights and podcast dissemination strategies to develop knowledge of parenting skills outside of a traditional parenting class setting.

Start Talking Now will be complemented by our dissemination of the “Under the Influence of... You” campaign developed by the Washington State Department of Health. Under the Influence of... You” encourages parents and influential adults to connect with their teens to have conversations about the risks and consequences of using marijuana. The Coalition will partner with our local movie theater to run daily advertisements that reach approximately 22,000 people per year. In addition, Under the Influence of...You will be promoted on social media platforms, the Coalition newsletter, and website.

## Health Equity and Sustainability in Planning

The Coalition selected programs and strategies considerate of the community’s underserved and health disparities subpopulations, particularly Spanish-speaking community members. We engaged with key informants and trusted leaders throughout our program selection process to ensure our strategies are replicable across settings and populations with minimal need for adaptation. Because of their wide applicability, the Coalition expects to replicate the outcomes of these programs to reduce health disparities within the community.

While school-based services will reach all students, this strategic plan also identifies implementation partners accustomed to delivering evidence-based practices and other services to diverse communities, and who are adept at engaging their client families in safe, trauma-aware environments. Our hope is that this approach will accommodate the needs of our underserved populations and increase their engagement in coalition activities and community-based programming.

The Coalition has demonstrated a history of sustainable implementation because of our school and community partnerships, which has facilitated the unfunded implementation and integration of programs like Second Step, Sources of Strength, SPORT Prevention Plus Wellness and Parenting Wisely.

In addition to these Community Prevention and Wellness Initiative programs, the Coalition will continue to compete for suicide prevention, mental health promotion and social service grant funding to continue implementation of our locally developed Fortaleza Mental social norms campaign, Signs of Suicide program, DBT Skills in Schools program, Youth Mental Health First Aid Training program, Student Support Advocate program, and Co-occurring Disorders Treatment program, as well as providing outreach opportunities and workshops focused on developing coping and parenting skills.

## Implementation (Step 4)



### Structural Support for Implementation

Monroe Community Coalition for Healthy Youth relies on the support of our fiscal agent, the Monroe School District, and the expertise of our coordinator to ensure the successful implementation of our chosen programs and strategies. The District serves as a pass-through agency for Community Prevention and Wellness Initiative grant funding, and ensures the Coalition maintains compliance with all aspects of the CPWI grant while providing fiscal oversight and limited administrative management.

As an employee of the fiscal agent, the coalition coordinator is in an ideal situation to promote evidence-based prevention curriculum that aligns with Washington State learning and social emotional standards. Our relationship with the district allows the coordinator to easily come alongside school implementation teams to build program capacity, monitor for fidelity, and engage in program evaluation with minimal concern for breaching disclosure and confidentiality law.

The Coalition's connection with the school district is also our key to sustainability as many of our chosen direct services require initial evidence-based practice training and materials cost, but no follow-up implementation costs if a program has been adopted by the district as core or supplemental curriculum. This arrangement is also ideal for keeping coalition members updated on implementation status and challenges regarding school-based services as Coalition meetings occur at the district office building and enjoy marked school sector support.

### Fidelity Monitoring and Adaptation

Implementing programs with fidelity to their intended design is necessary for ensuring our programs achieve the positive outcomes they were selected to produce. Even small modifications to program delivery can neutralize a curriculum's impact, or worse, cause unintended harm to the child and adolescent participants it was intended to help! Monroe Community Coalition for Healthy youth does not anticipate adapting any of our chosen programs from their intended design. In fact, we specifically selected strategies that were proven to create positive outcomes across settings and populations. Should the need arise to consider cultural or delivery adaptations, the Coalition will consult with the program developer and the Washington State Health Care Authority before implementing a change.

The Coalition will monitor the implementation of each of its programs utilizing fidelity protocols recommended by their program developer. This includes session observation using fidelity scoring rubrics, implementor surveys, evaluating participant pre- and post-survey outcome measures, and any needed coaching or capacity building.

### Programming Adjustments

Occasionally programs and strategies encounter unforeseen circumstances that impact participation or the implementation schedule, like inclement weather, illness, resignation, competing events or other factors. Typically, these situations can be resolved through a simple rescheduling of a missed session, or extending the program end date, to maintain the scope and sequence of service delivery without compromising fidelity. When unforeseen circumstances are more severe, such as when a trained

implementor resigns or breaches subcontract requirements, the Coalition creates continuation plans on a case-by-case basis in partnership with the Washington State Health Care Authority. In worst case scenarios, when a substantial deviation from the strategic plan or its scheduled service delivery is likely to occur, the Coalition will work with its funder to begin a rewrite of our implementation plan and budget to ensure compliance with CPWI standards.

## Resources and Budget

Monroe Community Coalition for Healthy Youth receives primary substance use prevention funding from the Washington State Health Care Authority Division of Behavioral Health and Recovery, competes for other grant funding to provide school-based behavioral health services, and is sustained through local match funding and in-kind services provided by the Monroe School District. The Monroe School District does not charge for administrative costs, allowing 100% of Coalition-obtained grant funding to be dedicated to youth and families.

| Ongoing Coalition Fund Sources                                    |         |  |   |
|---|---------|--|---|
| Description   | Source  | Purpose  | Obtained  |
| Substance Abuse Prevention, Treatment, Recovery Services (SUPTRS) | Federal | Substance use prevention                                     | CPWI grant award                                  |
| General Fund State (GFS)  | State   | Substance use prevention                                     | CPWI grant award                                  |
| Dedicated Cannabis Account (DCA)                                  | State   | Cannabis use prevention                                      | CPWI grant award                                  |
| NW ESD #189 Student Assistance Professional (SAP)                 | State   | School-based substance use prevention & intervention         | CPWI grant award                                  |
| Mental Health Prevention and Promotion (MHPP)                     | State   | Mental health promotion & suicide prevention                 | Health Care Authority competitive grant           |
| 1/10 <sup>th</sup> of 1% Sales Tax (1/10 <sup>th</sup> )          | County  | School-based case-management services                        | Snohomish County Human Services competitive grant |
| 1/10 <sup>th</sup> of 1% Sales Tax (1/10 <sup>th</sup> )          | County  | School-based Co-Occurring Disorders Treatment counseling     | Snohomish County Human Services competitive grant |
| School District General Revenue                                   | Local   | CPWI & Behavioral Health matching funds and in-kind services | Commitment from the school district               |

Since 2013, the Monroe Community Coalition for Healthy Youth has leveraged more than \$5 million in grant funding and resources for substance use prevention and behavioral health in our schools and community.

The coalition budget is prepared annually by the coalition coordinator and the Leadership Team based on available grant revenue and is included as Appendix 3 on page 44 of this document. It is adopted by vote of the full coalition membership each June 15<sup>th</sup> and submitted to the Washington State Health Care

Authority. Our fiscal agent determines the cost of salary and benefits for the coalition coordinator, while all other fiduciary decision-making is left to the coalition.

The coalition coordinator meets monthly with the Division of Behavioral Health and Recovery to ensure all expenditures are aligned and consistent with the strategic plan, and that all available funding will be properly and fully expended.

## Health Equity and Sustainability in Implementation

Programs chosen for implementation by the Coalition respond to the true root cause vulnerabilities of our community, and each has been proven by rigorous scientific study to be replicable across settings and populations. Our commitment to monitoring the implementation of these programs for fidelity to intended design ensures that our target populations are being served appropriately.

Beyond curriculum and programming, the Coalition also works to ensure that outreach, awareness, and media campaigns are culturally and linguistically appropriate for serving our health disparities subpopulations. We utilize focus groups, key informant interviews, and guidance from trusted youth and family serving organizations to ensure our support and messaging is effective.

The Coalition believes that effective delivery of its programs is a key to creating long-term sustainability and support for integrating evidence-based programs into schools and the community. Being able to demonstrate successful implementation leads to more successful grant proposals, while promoting positive change in outcomes leads to deeper commitments from volunteers, implementers and decision-makers.

Our challenge for the coming years rests in our staff support levels as our strategic plan is taken to scale. The Coalition's approach to sustainability in all phases of the Community Prevention and Wellness Initiative process (particularly start-up, capacity building, assessment, planning, and implementation) has led to widespread adoption and integration of coalition programs; however, the burden of required grant reporting when our direct service strategies reach thousands of young people limits capacity and the potential for future expansion without additional funding for staff support.

## Reporting and Evaluation (Step 5)



### Expected Outcomes

Monroe Community Coalition for Healthy Youth formed to keep the consequences of underage drinking and other substance use from boiling over into a large problem for youth and for our community. By using the best available data to identify true community vulnerabilities, our collaboration of neighbors and professionals can identify and address achievable goals and objectives that move the needle for youth health and wellness.

During the strategic planning process, the Coalition identified long-term consequences shown by research to be influenced by underage substance use and the conditions that contribute to it. Our goal is to reduce the following consequences in Monroe and list how we will measure their change in prevalence over time:

- **Poor School Performance:** measured by self-reported grades, frequency of skipping school and graduation rates as recorded on the Healthy Youth Survey, CORE GIS Measures of School Performance, and internal school district metrics.
- **Youth Delinquency:** measured by fighting, weapon carrying, gang involvement, drinking and driving, arrest rates and weapons incidents in school as recorded in the Healthy Youth Survey, CORE GIS Measures of School Performance, Uniform Crime Reports, and internal school district metrics.
- **Mental Health:** measured by rates of depression, generalized anxiety symptoms, and contemplation of suicide as recorded in the Healthy Youth Survey.
- **Suicide:** measured by planning to die by suicide and suicide attempts as recorded in the Healthy Youth Survey.

The Coalition also identified specific behaviors faced by youth in our community that contribute to the prevalence of these long-term problems. By focusing on reducing these problem behaviors, the Coalition is confident it will reduce exposure to the communitywide risk factors that cause them:

- **Any Underage Drinking:** measured by rates in the Healthy Youth Survey.
- **Underage Problem and Heavy Drinking:** measured by rates in the Healthy Youth Survey.
- **Any Underage Marijuana Use:** measured by rates in the Healthy Youth Survey.
- **Any Vapor or E-Cigarette Use:** measured by rates in the Healthy Youth Survey and through internal school district metrics.
- **Depression and Anxiety:** measured by depression and anxiety rates in the Healthy Youth Survey and through rates of requested follow-up by students receiving instruction from the Signs of Suicide Curriculum implementation in 6<sup>th</sup>-12<sup>th</sup> grade in Monroe School District.

The Coalition's examination of the specific root cause vulnerabilities facing youth in Monroe shows we need to prioritize the reduction of the following predictive risk factors as well as the community conditions that contribute to them:

- **Low Neighborhood Attachment and Community Disorganization:** We found that significant population growth and the cultural diversification of our community has diminished neighborhood attachment and reduced coordinated efforts to address youth substance use. We believe the Coalition can increase our community's capacity to prevent alcohol, tobacco and other drug use in Monroe.
- **Academic failure:** We found statistically significant data showing that youth in Monroe haven't bounced back from the pandemic lockdown's impact on academic performance. More than that, parents and teachers report the frequency and intensity of dysregulation and classroom disruption have increased in some students. We believe the Coalition can contribute to the school district's attempts to address academic failure by supporting implementation and community reinforcement of the PAX Good Behavior game, which builds self-control skills that lead to reduced classroom disruptions.
- **Family Management Problems:** Coalition members noticed a trend among 8<sup>th</sup> grade Healthy Youth Survey results that pointed to a shift in attitudes and perceptions, and close examination of the data pointed to a breakdown in family knowledge and skills that facilitate communication. We also learned that many partner organizations have stopped offering parenting classes in Monroe because of poor (or no) turnout for traditional weekly parenting classes. This has been attributed to work-related time away from home and exhaustion as families are impacted by increasing prices and poor highway infrastructure that significantly impacts commute time in our bedroom community. As a result, the Coalition believes we can best increase family communication skills through implementation of the Under the Influence of You and the Start Talking Now campaigns.
- **Community Laws and Norms:** The Coalition knows that the most effective prevention doesn't happen at the individual level, but rather through strategies and policies that impact the entire community. Our strategic planning process revealed differences and gaps in school building methods for resolving student substance use violations, which included the use of emergency removal and suspension which is shown by research to increase substance use. The Coalition believes we can propose a procedure update that will reduce the likelihood of unintentionally increasing student substance use.
- **Favorable Attitudes Toward the Problem Behavior:** Although not statistically significant, the Coalition is worried that a sudden shift in 8<sup>th</sup> grade perceptions and attitude may be the start of a trend. The Coalition believes that two direct service strategies may be the best approach to reduce favorable attitudes toward substance use. This includes the middle school implementation of the Botvin's LifeSkills Training program, and the middle and high school implementation of Project Success.

The Coalition will monitor and evaluate each of the strategies and programs identified in our strategic plan to address these risk factors and the local conditions that contribute to them by tracking outcome and process measures for the following:

|   |  |
|---|--|
| <b>Program Name:</b>  |  |
| Monroe Community Coalition for Healthy Youth                                  |  |
| <b>Process Measures:</b>  | <b>Tool/instrument:</b>  |
| Participation<br>Sector Representation  | Monthly meeting Sign-in Sheets<br>Primary Sectors represented in Minerva |
| <b>Outcome Measures:</b>  |  |
| Increase community capacity to address alcohol, tobacco and other drug issues | Coalition Assessment Tool and Annual Community Survey of Adults          |

|  |  |
|--|--|
| <b>Program Name:</b>   |  |
| Pax Good Behavior Game and Pax Tools                                   |  |
| <b>Process Measures:</b>   | <b>Tool/instrument:</b>  |
| Training participation<br>Use of Pax Kernels in the classroom<br>Reach | Number of people completing training<br>Monthly teacher check-in via survey monkey<br>Number of students per classroom |
| <b>Outcome Measures:</b>   |  |
| Reduce disruptive classroom behavior                                   | Secret Spleem Observation Form pre/mid/post  |

|  |                                       |
|--|---------------------------------------|
| <b>Program Name:</b>   |                                       |
| Under the Influence of You Campaign                              |                                       |
| <b>Process Measures</b>  | <b>Tool/instrument</b>                |
| Reach  | Platform dependent impression metrics |
| <b>Outcome Measures:</b>   |                                       |
| Increase knowledge and skills to facilitate family communication | Annual Community Survey of Adults     |

|   |  |
|---|--|
| <b>Program Name:</b>                    |  |
| Start Talking Now Campaign and Outreach |  |
| <b>Process Measures</b>                 | <b>Tool/instrument</b>                                     |
| Participation<br>Resources provided     | Number of participants<br>Number of materials disseminated |
| <b>Outcome Measures:</b>                |  |

|  |  |
|--|--|
| Increase knowledge and skills to facilitate family communication | Event evaluation forms and Annual Community Survey of Adults |
|--|--|

|  |  |
|--|--|
| <b>Program Name:</b>   |  |
| School Substance Use Violation Policy  |  |
| <b>Process Measures</b>  | <b>Tool/instrument</b>                         |
| Participation  | Number of participants                         |
| Meetings   | Number of policy review and education meetings |
| <b>Outcome Measures:</b>   |  |
| Reduce environmental influences favorable to alcohol, tobacco and other drug use | Policy or procedure update adoption            |

|   |  |
|---|--|
| <b>Program Name:</b>                            |  |
| Project Success                                 |  |
| <b>Process Measures</b>                         | <b>Tool/instrument</b>                                 |
| Referrals                                       | Number and source of referrals                         |
| Participation                                   | Attendance   |
| <b>Outcome Measures:</b>                        |  |
| Reduce favorable attitudes toward substance use | Global Assessment of Individual Needs – Short Screener |

|   |   |
|---|---|
| <b>Program Name:</b>                            |   |
| Botvin’s LifeSkills Training Program            |   |
| <b>Process Measures</b>                         | <b>Tool/instrument</b>                              |
| Training  | Number of people completing training                |
| Participation                                   | Attendance tracking and number of sessions provided |
| <b>Outcome Measures:</b>                        |   |
| Reduce favorable attitudes toward substance use | Favorable Attitudes Towards Use [Y2] pre/post       |

### Data Collection and Reporting

As a condition of participation in the Community Prevention and wellness initiative, the Coalition is committed to following the schedule of reporting service delivery, process measures and pre- and post-survey data into the Minerva 2.0 management information system as prescribed by our contract with the Washington State Health Care Authority.

Primary responsibility for ensuring the timely reporting of this data for community and school-based services falls to Monroe School District's Director of Prevention Services and Northwest Educational Service District #189's Prevention Manager.

The Coalition uses process measures and outcome evaluation to determine whether our strategies are on track to positively impact the goals and objectives identified in this strategic plan. Process data and program implementation updates are provided to coalition members at regularly scheduled coalition meetings each month, while outcome results and participant feedback are shared at the conclusion of an implemented service (if the coordinator tracks the data by spreadsheet), or when the Washington State Health Care Authority provides outcome reports for dissemination.

The Coalition prioritizes its members' full engagement in the progress of our strategies and activities: if our data or feedback shows we are on track to meet our goals, we continue to implement programs according to our strategic plan. If our outcomes don't match our expectations or goals, we work and discuss needed course corrections before connecting with the Health Care Authority for technical assistance.

Similarly, outcome data is incorporated into outreach and capacity building meetings with key leaders and community members to deepen their understanding and belief in the effectiveness of science-based prevention. It is also promoted during community events, press releases and incorporated into grant proposals. At Key Leader Orientation events, our community needs assessment, data from the Annual Community Survey of Adults, and our outcome data (when available) is often presented together as part of our call to action.

### Health Equity and Sustainability in Evaluation

The Coalition uses pre- and post-survey instruments with research-based measures approved by the Washington State Health Care Authority for each of our direct-service programs. Student survey instruments are compliant with the Student Privacy Protection Act and uploaded to the Health Care Authority's confidential HIPAA-compliant management information system for research and evaluation purposes under the auspices of an executed data share agreement. When necessary, the Coalition requests the use of custom survey instruments to accommodate the linguistic and cultural needs of participants.

We also ensure participants receive evaluation instruments printed their spoken language and that they are provided with ample time to complete surveys. When comprehension is an issue, program implementers are instructed to read questions aloud and to assist with recording answers, or to provide other accommodation at the participant's request.

## Appendices

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**Appendix 1: Coalition Members and Sectors Represented**

**Appendix 2: Logic Model**

**Appendix 3: Budget**

## Appendix 1: Coalition Members and Sectors Represented

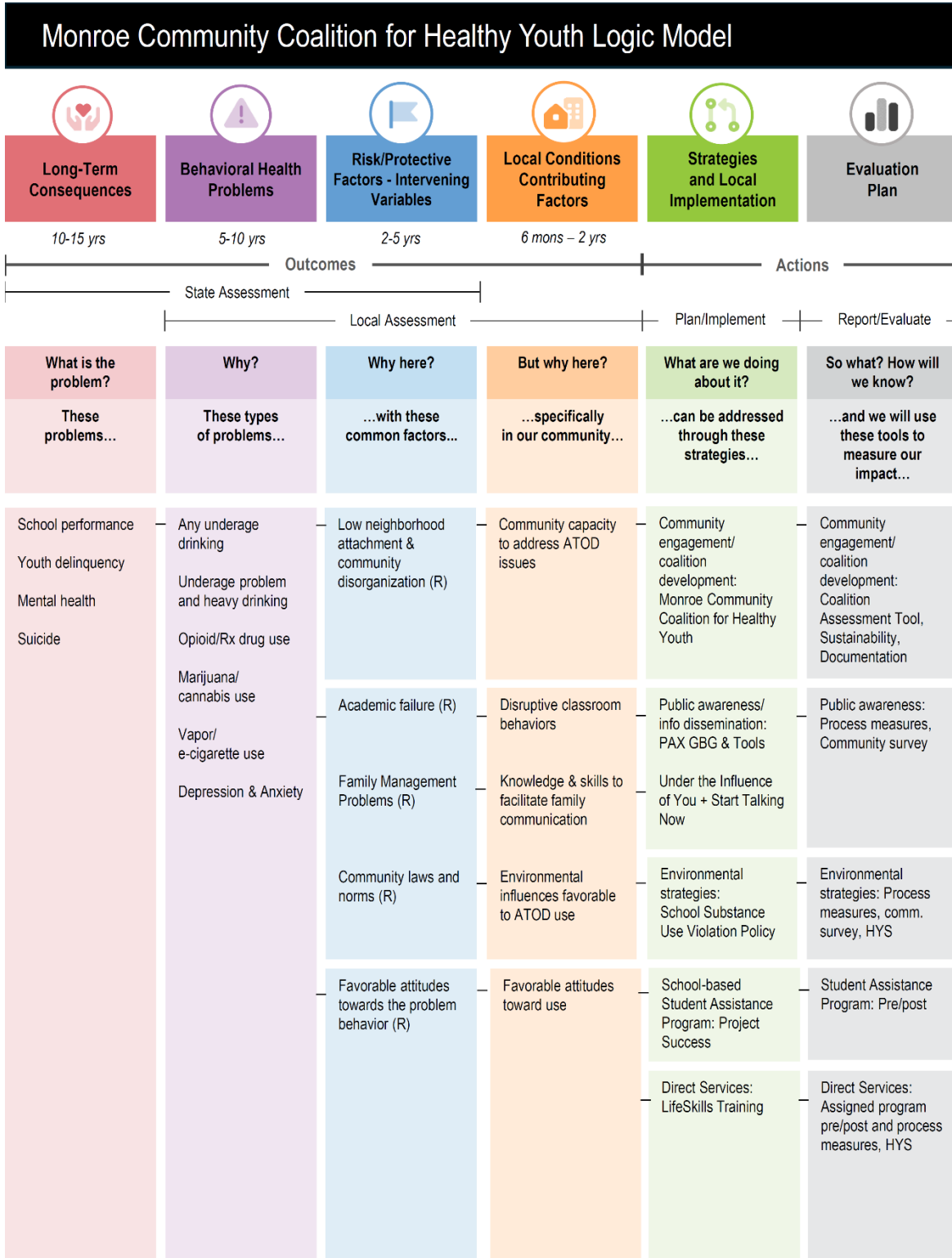


| Member           | Agency                         | Sector of Support            |
|------------------|--------------------------------|------------------------------|
| Chris Gray       | Housing Hope                   | Youth & Family Serving       |
| Michael Hanford  | Police & Fire Chaplain Program | Faith Community              |
| Aubrey Rudd      | Just Serve                     | Volunteer Organization       |
| Darci Baumchen   | Monroe School District         | Schools                      |
| Chris Jury       | Northwest ESD #189             | Substance Abuse Organization |
| Rachel Adams     | City of Monroe                 | Local Government             |
| Jeff Jolley      | Monroe Police Department       | Law Enforcement              |
| Brandi Blair     | Family                         | Parent                       |
| Laurie Stock     | Evergreen Hospital             | Healthcare Professional      |
| Cherie Matyas    | Family                         | Parent                       |
| Tammy Amador     | Park Place Middle School       | Schools                      |
| Sharon Leinweber | Park Place Middle School       | Schools                      |
| Amber Mehta      | Park Place Middle School       | Schools                      |
| Robyn Cruz       | Monroe High School             | Schools                      |
| Katelyn Harrigan | City of Monroe                 | Local Government             |

| Advisory Member Agency           | Sector of Support                    |
|----------------------------------|--------------------------------------|
| Snohomish Health District        | Youth & Family Serving               |
| Monroe School Board of Directors | Schools                              |
| Sea Mar Behavioral Health        | Substance Use Organization           |
| Compassionate Friends            | Civic Organizations                  |
| Take the Next Step               | Youth & Family Serving Organizations |

| CPWI Staff      | Agency                       |
|-----------------|------------------------------|
| Joe Neigel      | Schools                      |
| Brian Linderson | Substance Abuse Organization |
| Madelyn Visker  | Substance Abuse Organization |

## Appendix 2: Logic Model





Date Budget Last Revised: 2/18/2025

| Category & Line Item                                       | BARS - CSAP - IOM   | Unspecified Fund Allocation (if funding sources not yet identified) | Select your funding source |                            |                            |                            |                            | SUBTOTAL Possible DBHR Funding Sources |
|--|---|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|--|
|  |   |   | Select your funding source | Select your funding source | Select your funding source | Select your funding source | Select your funding source |  |
| Travel   |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Professional Services: Advertising (Theater, Social Media) |   | \$ 11,000.00  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ 11,000.00                           |
| Program Supplies or Printing                               |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Training Costs   |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| <b>Subtotal</b>  |   | <b>\$ 11,000.00</b>   | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ 11,000.00</b>                    |
| Public Awareness: Start Talking Now                        | <b>22.1.2 - Information Dissemination - Universal: Indirect</b> |   |                            |                            |                            |                            |                            |  |
| Salary [name]  |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Benefits   |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Travel   |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Professional Services: TBD Content Developer               |   | \$ 5,000.00   | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ 5,000.00                            |
| Program Supplies or Printing                               |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Training Costs   |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| <b>Subtotal</b>  |   | <b>\$ 5,000.00</b>  | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ 5,000.00</b>                     |
| Public Awareness: PAX Good Behavior Game & PAX Tools       | <b>22.1.2 - Information Dissemination - Universal: Indirect</b> |   |                            |                            |                            |                            |                            |  |
| Salary [name]  |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Benefits   |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Travel   |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Professional Services: Take the Next Step                  |   | \$ 5,000.00   | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ 5,000.00                            |
| Program Supplies or Printing                               |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Training Costs   |   | \$ 10,000.00  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ 10,000.00                           |
| <b>Subtotal</b>  |   | <b>\$ 15,000.00</b>   | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ 15,000.00</b>                    |
| Community Outreach: Community Outreach & Education         | <b>22.1.2 - Information Dissemination - Universal: Indirect</b> |   |                            |                            |                            |                            |                            |  |
| Salary [name]  |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Benefits   |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Travel   |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Professional Services [name]                               |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Program Supplies or Printing                               |   | \$ 320.00   | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ 320.00                              |
| Training Costs   |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| <b>Subtotal</b>  |   | <b>\$ 320.00</b>  | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ 320.00</b>                       |
| Environmental Strategy: School Policy Review & Update      | <b>22.6.2 - Environmental - Universal: Indirect</b>             |   |                            |                            |                            |                            |                            |  |
| Salary [name]  |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Benefits   |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Travel   |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Professional Services [name]                               |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Program Supplies or Printing                               |   | \$ 100.00   | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ 100.00                              |
| Training Costs   |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| <b>Subtotal</b>  |   | <b>\$ 100.00</b>  | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ 100.00</b>                       |
| <b>Required Trainings for Coordinators</b>                 |   |   |                            |                            |                            |                            |                            |  |
| Community Leadership Institute                             | <b>22.5.1 - Community Based Process - Universal: Direct</b>     |   |                            |                            |                            |                            |                            |  |
| Professional Services                                      |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Registration Fees  |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Supplies (if applicable)                                   |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Printing (if applicable)                                   |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Travel Costs: Hotel, Mileage, Per Diem                     |   | \$ 500.00   | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ 500.00                              |
| <b>Subtotal</b>  |   | <b>\$ 500.00</b>  | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                            |
| WA State Prevention Summit & Provider Meeting              | <b>22.5.1 - Community Based Process - Universal: Direct</b>     |   |                            |                            |                            |                            |                            |  |
| Professional Services                                      |   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |

| Category & Line Item  | BARS - CSAP - IOM  | Unspecified Fund Allocation (if funding sources not yet identified) | Select your funding source |                            |                            |                            |                            | SUBTOTAL Possible DBHR Funding Sources |
|---|--|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|--|
|   |  |   | Select your funding source | Select your funding source | Select your funding source | Select your funding source | Select your funding source |  |
| Registration Fees   |  | \$ 200.00   | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ 200.00                              |
| Supplies (if applicable)  |  | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Printing (if applicable)  |  | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Travel Costs: Hotel, Mileage, Per Diem                              |  | \$ 1,100.00   | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ 1,100.00                            |
| <b>Subtotal</b>   |  | <b>\$ 1,300.00</b>  | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                            |
| <b>Additional Training Opportunities for Community or Coalition</b> |  |   |                            |                            |                            |                            |                            |  |
| Coalition / Community Training: WA State Prevention Summit          | 22.5.1 - Community Based Process - Universal: Direct                         |   |                            |                            |                            |                            |                            |  |
| Professional Services   |  | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Registration Fees   |  | \$ 1,000.00   | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ 1,000.00                            |
| Supplies (if applicable)  |  | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Printing (if applicable)  |  | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
| Travel Costs  |  | \$ 1,700.00   | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ 1,700.00                            |
| <b>Subtotal</b>   |  | <b>\$ 2,700.00</b>  | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                            |
|   | <b>CATEGORY</b>  | <b>TBD Fund Allocation</b>  |                            |                            |                            |                            |                            |  |
|   | Administration   | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
|   | Salary and Benefits  | \$ 97,080.00  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ 97,080.00                           |
|   | Coordinator Training/Travel  | \$ -  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                                   |
|   | Strategies and Programs  | \$ 48,420.00  | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ 48,420.00                           |
|   | Coalition/Community Training   | \$ 4,500.00   | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ -                       | \$ 4,500.00                            |
|   | <b>TOTALS</b>  | <b>\$ 150,000.00</b>  | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ 150,000.00</b>                   |
|   | <b>TYPE IN YOUR ALLOCATED Budget Amount by Funding Source IN THESE CELLS</b> | <b>\$ 150,000.00</b>  | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ -</b>                | <b>\$ 150,000.00</b>                   |

\$ 150,000.00

\* This template is provided for strategic planning purposes only.

\* Completion or use of this template is not a binding agreement and in no way secures funding or is a contract.

\*\* You may use this section of the budget template if it is helpful for the coalition.



Date Budget Last Revised: 2/18/2025

| Category & Line Item                                       | BARS - CSAP - IOM   | Unspecified Fund Allocation (if funding sources not yet identified) | Select your funding source |             |             |             |             | SUBTOTAL Possible DBHR Funding Sources |
|--|---|---|----------------------------|-------------|-------------|-------------|-------------|--|
|  |   |   |                            |             |             |             |             |  |
| Travel   |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Professional Services: Advertising (Theater, Social Media) |   | \$ 11,000.00  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ 11,000.00                           |
| Program Supplies or Printing                               |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Training Costs   |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| <b>Subtotal</b>  |   | <b>\$ 11,000.00</b>   | <b>\$ -</b>                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 11,000.00</b>                    |
| Public Awareness: Start Talking Now                        | <b>22.1.2 - Information Dissemination - Universal: Indirect</b> |   |                            |             |             |             |             |  |
| Salary [name]  |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Benefits   |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Travel   |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Professional Services: TBD Content Developer               |   | \$ 5,000.00   | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ 5,000.00                            |
| Program Supplies or Printing                               |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Training Costs   |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| <b>Subtotal</b>  |   | <b>\$ 5,000.00</b>  | <b>\$ -</b>                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 5,000.00</b>                     |
| Public Awareness: PAX Good Behavior Game & PAX Tools       | <b>22.1.2 - Information Dissemination - Universal: Indirect</b> |   |                            |             |             |             |             |  |
| Salary [name]  |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Benefits   |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Travel   |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Professional Services: Take the Next Step                  |   | \$ 5,000.00   | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ 5,000.00                            |
| Program Supplies or Printing                               |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Training Costs   |   | \$ 10,000.00  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ 10,000.00                           |
| <b>Subtotal</b>  |   | <b>\$ 15,000.00</b>   | <b>\$ -</b>                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 15,000.00</b>                    |
| Community Outreach: Community Outreach & Education         | <b>22.1.2 - Information Dissemination - Universal: Indirect</b> |   |                            |             |             |             |             |  |
| Salary [name]  |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Benefits   |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Travel   |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Professional Services [name]                               |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Program Supplies or Printing                               |   | \$ 320.00   | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ 320.00                              |
| Training Costs   |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| <b>Subtotal</b>  |   | <b>\$ 320.00</b>  | <b>\$ -</b>                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 320.00</b>                       |
| Environmental Strategy: School Policy Review & Update      | <b>22.6.2 - Environmental - Universal: Indirect</b>             |   |                            |             |             |             |             |  |
| Salary [name]  |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Benefits   |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Travel   |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Professional Services [name]                               |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Program Supplies or Printing                               |   | \$ 100.00   | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ 100.00                              |
| Training Costs   |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| <b>Subtotal</b>  |   | <b>\$ 100.00</b>  | <b>\$ -</b>                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 100.00</b>                       |
| <b>Required Trainings for Coordinators</b>                 |   |   |                            |             |             |             |             |  |
| Community Leadership Institute                             | <b>22.5.1 - Community Based Process - Universal: Direct</b>     |   |                            |             |             |             |             |  |
| Professional Services                                      |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Registration Fees  |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Supplies (if applicable)                                   |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Printing (if applicable)                                   |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Travel Costs: Hotel, Mileage, Per Diem                     |   | \$ 500.00   | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ 500.00                              |
| <b>Subtotal</b>  |   | <b>\$ 500.00</b>  | <b>\$ -</b>                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b>                            |
| WA State Prevention Summit & Provider Meeting              | <b>22.5.1 - Community Based Process - Universal: Direct</b>     |   |                            |             |             |             |             |  |
| Professional Services                                      |   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |

Date Budget Last Revised: 2/18/2025

| Category & Line Item  | BARS - CSAP - IOM  | Unspecified Fund Allocation (if funding sources not yet identified) | Select your funding source |             |             |             |             | SUBTOTAL Possible DBHR Funding Sources |
|---|--|---|----------------------------|-------------|-------------|-------------|-------------|--|
|   |  |   |                            |             |             |             |             |  |
| Registration Fees   |  | \$ 200.00   | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ 200.00                              |
| Supplies (if applicable)  |  | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Printing (if applicable)  |  | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Travel Costs: Hotel, Mileage, Per Diem                              |  | \$ 1,100.00   | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ 1,100.00                            |
| <b>Subtotal</b>   |  | <b>\$ 1,300.00</b>  | <b>\$ -</b>                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b>                            |
| <b>Additional Training Opportunities for Community or Coalition</b> |  |   |                            |             |             |             |             |  |
| Coalition / Community Training: WA State Prevention Summit          | <b>22.5.1 - Community Based Process - Universal: Direct</b>                  |   |                            |             |             |             |             |  |
| Professional Services   |  | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Registration Fees   |  | \$ 1,000.00   | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ 1,000.00                            |
| Supplies (if applicable)  |  | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Printing (if applicable)  |  | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
| Travel Costs  |  | \$ 1,700.00   | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ 1,700.00                            |
| <b>Subtotal</b>   |  | <b>\$ 2,700.00</b>  | <b>\$ -</b>                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b>                            |
|   | <b>CATEGORY</b>  | <b>TBD Fund Allocation</b>  |                            |             |             |             |             |  |
|   | Administration   | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
|   | Salary and Benefits  | \$ 97,080.00  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ 97,080.00                           |
|   | Coordinator Training/Travel  | \$ -  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ -                                   |
|   | Strategies and Programs  | \$ 48,420.00  | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ 48,420.00                           |
|   | Coalition/Community Training   | \$ 4,500.00   | \$ -                       | \$ -        | \$ -        | \$ -        | \$ -        | \$ 4,500.00                            |
|   | <b>TOTALS</b>  | <b>\$ 150,000.00</b>  | <b>\$ -</b>                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 150,000.00</b>                   |
|   | <b>TYPE IN YOUR ALLOCATED Budget Amount by Funding Source IN THESE CELLS</b> | <b>\$ 150,000.00</b>  | <b>\$ -</b>                | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 150,000.00</b>                   |

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↑  
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**\$ 150,000.00**