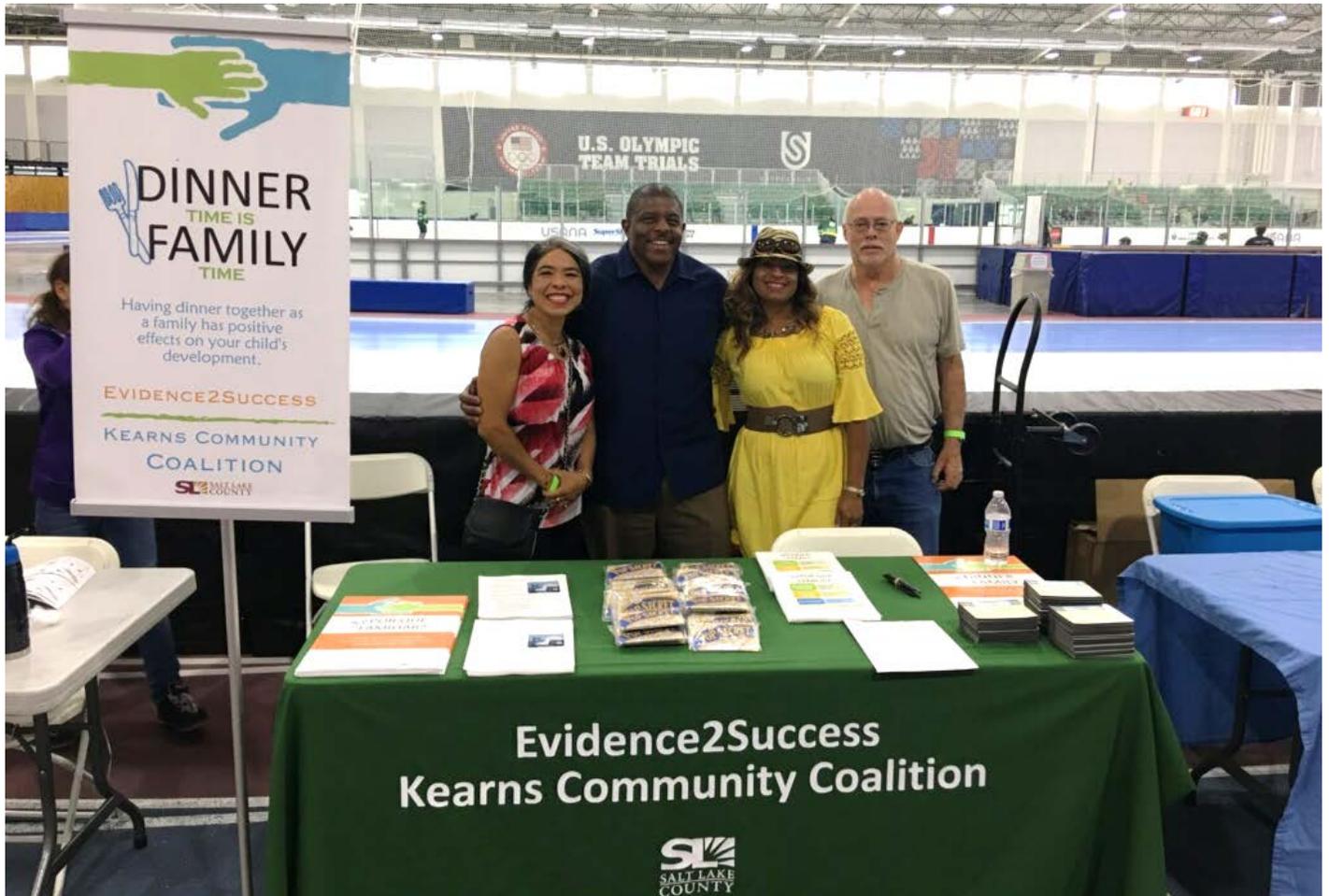


Evidence2Success Kearns Community Coalition



STRATEGIC ACTION PLAN

October 2017

EVIDENCE2SUCCESS
KEARNS COMMUNITY
COALITION



A partnership with the Annie E. Casey Foundation

Evidence2Success Kearns Community Coalition Strategic Action Plan

Prepared by the Evidence2Success Kearns Community Board

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LETTER FROM THE BOARD CHAIR

By Charles Henderson, Kearns Resident and Parent

The Kearns Metro Township was founded in 1942 as Camp Kearns, a World War II US Army Training Base. After four storied years, Camp Kearns closed in 1946, and many of the families stayed in the community, occupying the remaining military housing as well as building moderately priced homes of their own. Many families stayed on in hopes of creating a safe, viable, and economically stable community to raise their children.

Since then, Kearns has morphed primarily into a group of six neighborhoods, full of pride, occupied by both long-time and new residents, searching for an identity that glorifies its historic past as well as defines its future as an increasingly diverse community. Statistics show that Kearns has one the highest per owner occupancies in Salt Lake County, exceeding 80%. In many of these cases, however, there are multiple generations living under one roof, unable to realize the dream of owning homes of their own due to a lack of affordable housing stock in the County.

In 2002, Kearns was thrust onto the world stage when the US Olympic Speed Skating Oval – the “fastest ice in the world” – was built for the 2002 Olympic Winter Games. Once again, Kearns emerged as a contributor to something greater than itself, adding to the storied historic presence Kearns has played in international history.

Geographically, ethnically, politically, and economically, Kearns has developed and changed immensely in the past 70 years. Geographically, annexations by neighboring cities have reduced Kearns by nearly 70% of its original size and boundaries. This was the result of a series of missed opportunities to incorporate Kearns as a city with protected borders and an established tax base to secure its economic viability and sustainability.

Demographic diversity has exploded in what remains of the original Kearns community, and government jurisdiction has moved from a township community, governed and supported by Salt Lake County, to a recently legislated self-managed governance model – the Kearns Metro Township.

The Importance of Evidence2Success Kearns

“Every child deserves the opportunity to grow and develop to their fullest potential. After all, children don’t ask to come into this world, but once they are here, parents, community residents, leaders, and public and private partners must unite to provide the best possible outcomes for our youth. Evidence2Success Kearns Community Coalition is doing just that, and the future looks bright.”

*-- Charles Henderson,
Kearns Resident, Parent,
and Evidence2Success
Kearns Community
Coalition Chair*

These and other changes have created both challenges and opportunities for residents, local leadership, and the many service organizations dedicated to the Kearns community.

In late 2015, when the Evidence2Success Kearns initiative was launched in our community, Kearns was fertile ground for positive change. Evidence2Success, an Annie E. Casey Foundation initiative, is a powerful framework for helping communities, residents, public agencies and private systems work together in an effort to create positive outcomes for youth and their communities. Since the Coalition's inception in March 2016, we have worked together across these many sectors to set data-informed goals.

As a proud Kearns resident, I got involved in Evidence2Success back in 2015, when it was just an idea, recognizing that every child deserves the opportunity to grow and develop to their fullest potential. The youth of Kearns deserve more than another "one-and-done" initiative. After all, children don't ask to come into this world, but once they are here, parents, community residents, leaders, and public and private partners must unite to provide the best possible outcomes for our youth. Evidence2Success Kearns Community Coalition is doing just that, and the future looks bright.

Sincerely,



Charles Henderson, Board Chair
Evidence2Success Kearns Community Coalition

EVIDENCE2SUCCESS
KEARNS COMMUNITY
COALITION

INTRODUCTION: FULFILLING OUR VISION

Evidence2Success Kearns Community Coalition improves youth outcomes by galvanizing the community to come together in support of youth. Data on Kearns youth has shown the need for improvements across several realms, from academic achievement to substance abuse to family life. These needs are now coupled with significant opportunities in Kearns: a new Metro Township government, statewide attention on the community from Intergenerational Poverty efforts, expanded opportunities for prevention, and a caring community ready to make a difference.

Evidence2Success Kearns uses prevention science: an approach that focuses on preventing unwanted behaviors such as substance abuse or dropping out of school before they happen. In line with this idea, we base our efforts on the following fundamental principles:

- Our priority outcomes and decisions must be informed by data and rigorously evaluated.
- Prevention science, working together with tested, effective programs, also known as evidence-based programs, give us the best chance of making the highest impact.
- Active participation from community members is an essential piece to strong planning and effective results.
- Everything we do must be viewed through an equity and disparities lens to ensure we are serving all of our community members.
- Through policy, positive events, and campaigns, environmental strategies can change the context of the community.
- Shared financing will sustain the work over the long-term, dramatically changing communities and the future trajectories of our youth.

Evidence2Success Kearns Community Coalition Fundamental Principles



We use these fundamental principles to meet our priorities, which were selected based on the results of the Student Health and Risk Protection Survey (SHARP):

- Increase youth pride in their community and schools;
- Help youth understand the harmful effects of substance and alcohol abuse;
- Help families become strong and supportive of their children; and
- Ensure our youth are mentally healthy.

In order to improve these outcomes, Evidence2Success Kearns supports tested, effective programs; expands positive community strategies; and engages people from across the Kearns community. These strategies, along with our data-informed work and strategic financing, will realize our vision of Kearns as a *unified and welcoming community for all, where individuals and families prosper, have opportunities to contribute and take pride in a vibrant and diverse community.*

This report summarizes the work of the Coalition over the past two years while forming our path forward over the next three years. It outlines program and policy implementation and describes our plans to finance and sustain the work over time. We address the importance of Evidence2Success Kearns, its community goals, programming and financing strategies to reach these goals, involved participants, and expected impact to the Kearns community. This plan will constantly evolve as new data emerges, new people get involved, and new opportunities arise.

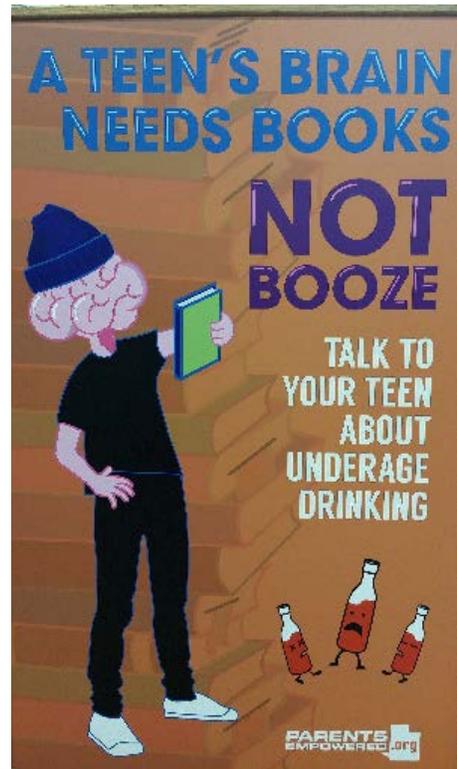


Kearns Jr. High School Students

COALITION ACCOMPLISHMENTS

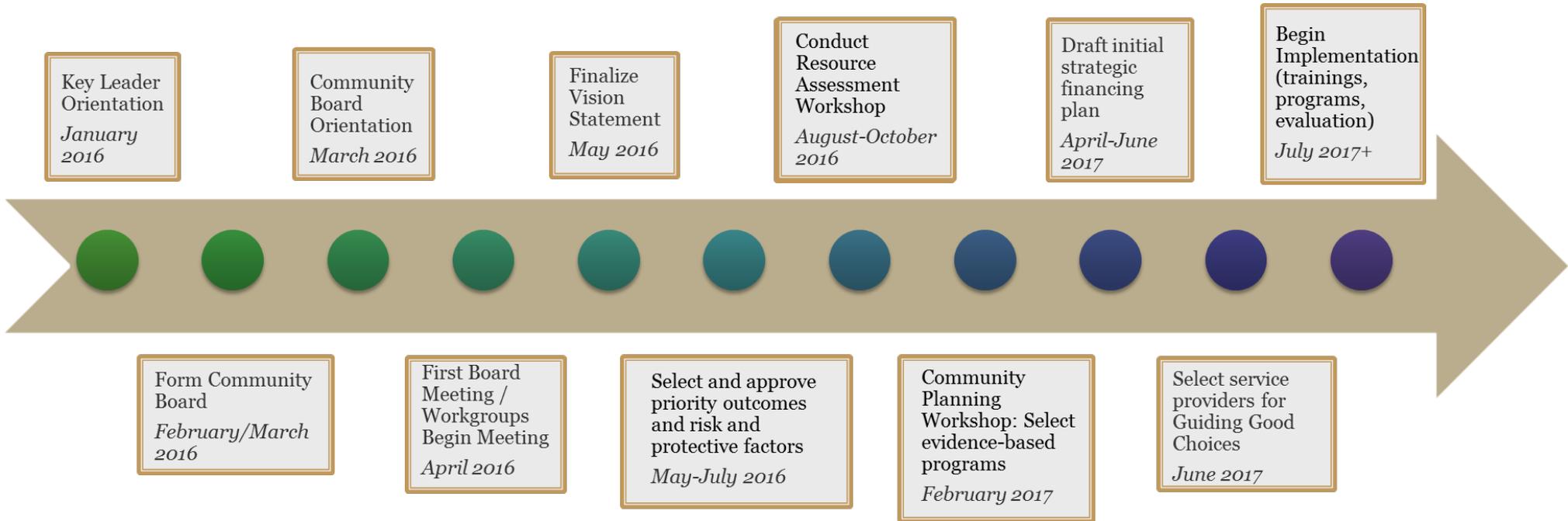
The Evidence2Success Kearns Community Coalition first became a reality in September 2015, when the Annie E. Casey Foundation announced their support of prevention work in Kearns. Community members, local government representatives, and service providers all came together to form the Community Board, which drives the Coalition's work. The following achievements outline our progress to date:

- Created a vision statement with help from the youth themselves.
- Analyzed SHARP data to identify priority indicators, drafted our accompanying [Community Assessment Report](#), and updated Key Leaders on the selected priorities.
- Created a program assessment and gap assessment for tested, effective programs already happening in Kearns so that we can support existing programs while filling the gaps. Wrote our [Community Resource Assessment Report](#) to capture our findings and spoke with Key Leaders about the results.
- With support from the State of Utah, ran the *Parents Empowered* campaign which helps parents and caregivers understand their central role in ending underage drinking.
- Selected and began implementation in Kearns of two tested, effective programs: Guiding Good Choices and Positive Family Supports.
- Contracted with a data partner to ensure our data collection and analysis, program implementation assessment, and other data-related needs are thorough and high-quality.
- With support from the State of Utah, launched environmental strategies such as student recognition opportunities and positive community events, including our *Dinner Time is Family Time* campaign.
- Finalized a joint three-year strategic financial plan.
- Received a 5-year Drug-Free Communities grant to strengthen our community collaboration and environmental strategies.



Parents Empowered at Kearns Library

Coalition Accomplishments: Planning Timeline (January 2016-July 2017)



DATA AND PRIORITY OUTCOMES

As part of Evidence2Success Kearns' ongoing work, the Board reviews the Kearns Student Health & Risk Prevention (SHARP) survey data and other public data every two years, upon release. In the spring of 2016, the Board followed a data analysis process to identify the priority risk factors and problem behaviors from the 2015 SHARP report.

The 2015 SHARP data shows Kearns measuring above the state average in all risk factors surveyed. As a result, the Coalition prioritized the following risk factors and priority outcomes:



Priority Youth Risk Factors and Problem Behaviors

The Importance of Data-Informed Policy

“To effectively help people, policy-makers must have an understanding of the problems their community faces. Data increases our understanding of these challenges and keeps us all on task to formulate achievable solutions.”

-- Steve Perry, Chair,
Kearns Metro
Township Council

1. Alcohol Use and Associated Behaviors
2. Depressive Symptoms
3. Low Commitment to School
4. Low Neighborhood Attachment
5. Nicotine Use, Including E-Cigarettes
6. Perceived Risk of Drug Use
7. Poor Family Management

Priority Outcomes

Our risk factors and problem behaviors were regrouped into four priority outcomes for Kearns youth and families:

1. Kearns youth take pride in their community and their schools.
2. Kearns youth understand and avoid the harmful effects of substance abuse, including alcohol and nicotine.
3. Kearns families are strong and supportive of their children's growth and development.
4. Kearns youth are mentally healthy.

Overall, the data paint a picture of youth and families who are in need of support to help youth realize their potential. More effort is needed to help youth avoid risky behavior engagement and to help families improve family management through monitoring and providing clear expectations for their children. A full breakdown of the data analysis with priority risk factor and problem behavior data visualizations can be found in the [Community Assessment Report](#).

Community-Level Targets

Once the Board approved the priorities, we selected target improvements for several priority indicators as measured by the SHARP Survey. The Board will be focusing on specific grades for some indicators.

- Decrease past 30-day alcohol use by 10th graders in Kearns from the baseline of 24% to 20% by 2021.
- Decrease past 30-day e-cigarette use by 8th graders in Kearns from the baseline of 17% to 13% by 2021.
- Decrease the percentage of students in Kearns who felt sad or hopeless from the baseline of 30% to 26% by 2021.
- Decrease the percentage of students in Kearns who got alcohol at a party from the baseline of 61% to 58% by 2021.
- Decrease low neighborhood attachment for students in Kearns from the baseline of 46% to 43% by 2021.
- Decrease the percentage of 6th grade students in Kearns with low perceived risk of drug use from the baseline of 51% to 46% by 2021.
- Decrease poor family management for students in Kearns from the baseline of 47% to 40% by 2021.
- Decrease low commitment to school for 8th-grade students in Kearns from the baseline of 48% to 46% by 2021.
- Increase the number of students in Kearns with families that have clear rules and expectations about alcohol from the baseline of 84% to 88% by 2021.

Table 2: Priority Targets

Priority Problem Behaviors and Risk Factors	SHARP Survey					
	2011	2013	2015	2015 Utah	2015 Salt Lake County	Targets (2021)
Past 30-Day Alcohol Use (Grade 10)	18%	17%	24%	10%	13%	20%
Past 30-Day E-Cigarette Use (Grade 8)	5%	2%	17%	6%	7%	13%
Felt Sad or Hopeless (All Grades)	17%	26%	30%	23%	25%	26%
Got Alcohol at a Party (All Grades)		62%	61%	57%	62%	58%
Low Neighborhood Attachment (All Grades)	42%	43%	46%	33%	36%	43%
Perceived Risk of Drug Use (Grade 6)	49%	54%	51%	31%	36%	46%
Poor Family Management (All Grades)	47%	40%	47%	28%	32%	40%
Low Commitment to School (Grade 8)	52%	33%	48%	41%	42%	46%
Family has clear rules and expectations about alcohol (All Grades)			84%			88%

More information is presented in Appendix B: Priority Targets.

RESOURCE AND GAP ASSESSMENT

Once Evidence2Success Kearns established its priorities, the Resource Assessment workgroup reviewed programs available in the Kearns area that address the priority risk factors and problem behaviors. Workgroup members surveyed service providers to better understand which programs may be tested and effective, and which may address the Coalition's identified priorities. More in-depth interviews were then conducted for a subgroup of the programs that seemed to meet these criteria.

After programs were identified and reviewed, the workgroup mapped the programs according to priority factor, age group served, and domain (the setting where the program is implemented, for example, in school or at home). Programming gaps were then identified.

Gaps identified by the Resource Assessment workgroup include:

- There are a number of programs that address Evidence2Success Kearns' priorities, but have not been evaluated to show proven results.
- While there are services offered throughout the Salt Lake Valley, there are significant gaps in services offered in the Kearns area. Most identified programming could not confirm if they served Kearns residents and very little programming was offered within the Kearns Township.



Kearns Jr. High School Students

- Few programs offer services in languages other than English. This is particularly worrisome due to the significant Spanish-speaking population in the Kearns area.
- Another area of concern is lack of programming for children ages 0-5. Although there is significant early childhood programming in Kearns, including Head Start and Early Head Start, there are few that directly address the Coalition's seven priority risk factors and problem behaviors. Nurse-Family Partnership and The Children's Center's Incredible Years are the two tested, effective programs included on the highly-rated Blueprints for Healthy Youth Development program inventory.

A full breakdown of reviewed programs can be found in the [resource assessment report](#).

Coalition-Approved Strategies

The Coalition approved general recommendations from the Resource Assessment workgroup outlining how Evidence2Success Kearns can work with the broader Kearns community around our selected priorities over the next three years. These include:

- Work with service providers to expand their tested, effective programs (TEPs) to Kearns.

Many service providers operate TEPs that address Evidence2Success priorities in and around Kearns. Bringing these programs to Kearns or expanding current Kearns-based programs can leverage existing resources towards our priority outcomes.

- Incredible Years, offered by The Children’s Center, addresses depressive symptoms and poor family management for parents of younger children.
- Big Brothers Big Sisters, which addresses commitment to school and alcohol use, has a waiting list of Kearns youth who desperately need a positive adult mentor.
- Nurse-Family Partnership (NFP), directed towards very young children and their mothers, addresses poor family management and has been shown through numerous evaluations to improve child health, decrease criminal activity and many other positive outcomes. NFP already operates in Kearns, but with declining federal support, represents a significant unserved need in the community.

- Urge programs to track their clients by zip code so that we can track Kearns kids better.

Many service providers we spoke with could not offer accurate information about how many Kearns residents they serve because of how they collect their data. We urge service providers to collect zip code information on their clients if they don’t already to better track where clients live.

- Bolster early childhood supports.

Kearns boasts a strong Head Start program as well as Early Head Start. However, there are few prevention programs offered in Kearns for younger children (ages birth-5) that directly address Evidence2Success’ priority outcomes, even though research shows that starting prevention early leads to stronger results. Nurse-Family Partnership is one of these existing programs, but is not able to cover the full demand. Early childhood can be one of several priorities.

- Share resources with program providers to support prevention programming in Kearns.

Program providers may be open to putting some of their own funds towards expanding existing programming, starting new programs, or transitioning from a non-evidence based program to a Blueprints program. Funding partnerships between Evidence2Success and providers should be explored to expand and maintain prevention programming.

- Address underage use and misuse of nicotine and alcohol through policy.

Along with programming, the Coalition can improve underage nicotine and alcohol use through local policy initiatives and by working directly with Kearns businesses.

Table 3: Summary of Programs

This table summarizes Blueprints programs and other evidence-based programs offered in or around Kearns that address Evidence2Success Kearns priority factors and behaviors.

Program	Location	Ages Served	Offered By	Depressive Symptoms	Perceived Risk of Drug Use / Nicotine Use	Low Neighborhood Attachment	Low Commitment to School	Poor Family Management	Alcohol Use and Associated Behaviors	Nicotine Use, including E-Cigarettes
<i>Blueprints TEP's</i>										
Incredible Years – Parent Course	Kearns	0-12	The Children’s Center	X				X		
LifeSkills Training	Near Kearns	11-18	Volunteers of America		X		X		X	X
Strengthening Families	Salt Lake City and South Salt Lake	12-14	Salt Lake County Youth Services and Centro de las Familia					X	X	X
Communities That Care	Kearns	0-18	Kearns Evidence2Success		X	X	X	X	X	X
Big Brothers Big Sisters	Kearns	6-17	Big Brothers Big Sisters				X		X	
Nurse-Family Partnership	Kearns	0-2	Salt Lake County Health Dept.					X		
<i>Other Evidence-Based Programs</i>										
All Stars	Near Kearns	11-15	Volunteers of America		X		X			
Early Head Start	Kearns	0-3	DDI Vantage				X			
Head Start	Kearns	3-5	Utah Community Action				X			
Parents as Teachers	South Salt Lake, Salt Lake City, Magna	0-5	Housing Authority of Salt Lake					X		
Parents Empowered	Kearns	12-18	Evidence2Success Kearns					X	X	
Prevention Dimensions	Kearns	13-16	Granite School District		X		X			
Smart Moves	Kearns	7-9	Boys & Girls Club of America		X				X	
Too Good for Drugs and Violence	South Salt Lake, Salt Lake City, Magna	5-12	Housing Authority of Salt Lake County		X				X	

TESTED, EFFECTIVE PROGRAMS

Many in society cling to the adage, “it's better to do something than nothing.” Unfortunately, some programs implemented with the best intentions do more harm than good or use scarce resources for programs that do not get the desired results. The prescribed approach of Evidence2Success is evidence-based, which requires supporting programs that deliver proven results. There are numerous advantages to using tested, effective programs, but the biggest may be the assurance that the programs work, and that we will see tangible and lasting results.



Tested, effective programs offer materials and curriculum that guide what should be delivered, to whom, when, where, and how. The materials often include protocols and checklists for monitoring implementation so providers can ensure the program is being implemented the way it was designed, thus improving ultimate results. Training and technical assistance are also available. A tested, effective program is often more time and cost-efficient, and have increased chances of strong results, than developing a home-grown program.

Based on the data prioritization and the resource gap assessment, Evidence2Success Kearns selected two tested, effective programs for implementation: Guiding Good Choices and Positive Family Supports.

Guiding Good Choices

Guiding Good Choices (GGC) is a family competency training program for parents of children in middle school. The program contains five 2-hour weekly sessions. Children are required to attend one session that teaches peer resistance skills. The other four sessions are solely for parents and include instruction on: (a) identification of risk factors for adolescent substance abuse and a strategy to enhance protective family processes; (b) development of effective parenting practices, particularly regarding substance use issues; (c) family conflict management; and (d) use of family meetings as a vehicle for improving family management and positive child involvement. This program serves families with middle-school aged children and addresses alcohol use, depression, and poor family management.

Trained staff from Youth Services will facilitate Guiding Good Choices at appropriate community locations. Our goal is to eventually serve 20% of the parent population in Kearns Jr. High and Jefferson Jr. High (approximately 255 families) in both English and Spanish. Starting in fall 2017, the 5-session GGC program will be held throughout the school year. We will work with Granite School District to recruit youth and their parents through proven, effective communication methods.

Positive Family Support / Family Check-Up

Positive Family Support / Family Check-Up is a three-tiered, multi-staged program that is administered through middle schools.

1. The first, universal level involves the creation of a Family Resource Center (FRC), operated by a Family Consultant. The FRC provides a structured place for parents to find information on prosocial family management.
2. The second, selected level provides early, brief interventions in which schools collaborate with parents to effect positive behavior change in students where concerns around their school success (i.e., attendance and completion of work) are beginning to emerge. Home incentive-driven monitoring tools are used to engage parents in the behavior change process.
3. The third level is called Family Check-Up. Families participate in an interview and assessment session that is followed by a motivational feedback session in which parents collaborate with trained school staff to select available intervention programs the family can receive. This level addresses both selected and indicated problems through a school-family partnership that monitors academic and social behavior at school and at home.

Positive Family Support addresses five of our seven priorities, including alcohol use, nicotine use, depression, poor family management, and low commitment to school.

Beginning in the 2017/2018 school year, parents and families of Kearns Jr. High students identified by the school as benefiting from additional supports will receive the Family Check-Up with trained Family Resource Center staff on family and school issues of their choosing to improve student achievement. All Kearns Jr. High families will have access to a Family Resource Center. The Coalition aims to expand this program into Jefferson Jr. High in the 2018/2019 school year, serving an additional 650+ families.

The Importance of Tested, Effective Programs

“Being a data-driven school is paramount to the growth of our students and their academic success. Data tested and research based programs that have demonstrated effectiveness help us ensure that we’re serving our students in the best way possible.”

-- Scott Bell, Principal
Kearns Jr. High

Program	Location	Ages Served	Offered By	Depressive Symptoms	Low Commitment to School	Poor Family Management	Alcohol	Nicotine
Guiding Good Choices	Kearns	Families of 6th-8th grades	Youth Services	X		X	X	
Positive Family Support	Kearns Jr. High	Families of 6th-8th grades	Kearns Jr. High, Granite School District, Youth Services, United Way of Salt Lake	X	X	X	X	X

COMMUNITY COLLABORATION AND EQUITY

The vision of Evidence2Success Kearns is to work collaboratively to build a unified and welcoming community for all – where individuals and families prosper and have opportunities to contribute and take pride in a vibrant and diverse community.

The participation of a diverse group of Kearns residents within the Coalition is vital to the achievement of this vision. Several of our priorities fall within the community and school domains, so adequately addressing these factors require community action. Kearns residents are best equipped to make decisions for their community and are uniquely prepared to engage fellow community members in initiatives to improve community health and well-being.



Involving residents from a variety of backgrounds is a key piece to Evidence2Success Kearns' success. SHARP data often show that specific populations within Kearns struggle more than others with some of our priority risk factors and behaviors. We recognize that any racial or ethnic disparities can only be effectively addressed when members from the involved community help

create the solutions. Towards this end, one of our principals is to include voices from various ethnic, racial, and socio-economic populations, as well as the youth themselves.

Our community collaboration strategies for 2018 include:

- Objective 1: By September 28, 2018, increase the number of Evidence2Success Kearns Community Board members who live in Kearns by 50% (from 6 members to 9 members), ensuring diverse representation.
 - Strategy 1: Recruit new Board members by providing information to various subpopulations of the Kearns community to increase awareness of the E2S's efforts.
 - Strategy 2: Increase retention of new and existing Board members by modifying and improving Board policies and internal functioning and enhancing Board members' skills to be strong coalition supporters.
- Objective 2: By September 28, 2018, increase Board member understanding of prevention science by 5%.

The Importance of Equity

"Striving to achieve equity is important to the whole community; we all have different needs to reach our full potential. When each of us enjoys a life with dignity, we have the opportunity to give back what has been nurtured and instilled in each resident among us."

-- Noemi Hernandez-Balcázar, K-12 Fine Arts & Dance Coordinator, Granite School District

ENVIRONMENTAL STRATEGIES

Environmental strategies are community approaches that change the environment of a whole community. Unlike tested, effective programs that serve a percentage of residents, environmental strategies “incorporate prevention efforts aimed at changing or influencing community conditions, standards, institutions, structures, systems, and policies.”¹ Examples include city ordinances, media campaigns, and opportunities for community members to participate in positive activities.



In line with the Coalition’s Drug-Free Communities work, Evidence2Success Kearns’ environmental strategies focus on decreasing underage drinking and smoking, including e-cigarettes. They also increase neighborhood attachment, commitment to school, and family management by building youth skills, recognizing positive contributions and achievement, and offering positive community events. Policy, ordinances, and law enforcement activities can decrease access to alcohol and e-cigarettes, creating a community-wide environmental change that discourages youth from using these substances. Our environmental strategies for 2018 include:

- Objective 1: *Decrease past 30-day alcohol use by 10th graders in Kearns by 2 percentage points (24% to 22%) by September 28, 2018, as measured by the SHARP Survey.*
 - Strategy 1: Enhance parental and family skills to stop their children from drinking by providing information about the harmful effects of underage drinking to parents and families through an enhancement of Parents Empowered, a Utah evidence-based media campaign to curb underage drinking.
 - Strategy 2: Provide support to teens by increasing prosocial opportunities including recognition opportunities and community events, and enhancing their neighborhood commitment and commitment to school, two high priority risk factors in Kearns.
 - Strategy 3: Change the consequences for businesses that do not comply with state and local alcohol selling laws.

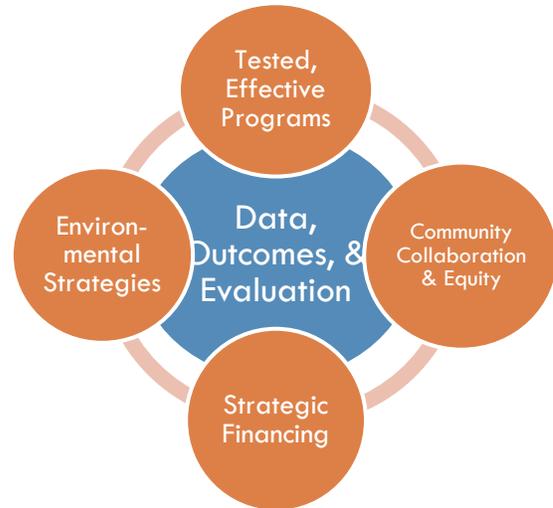
- Objective 2: *Decrease past 30-day e-cigarette use by 8th graders in Kearns by 2 percentage points (17% to 15%) by September 28, 2018, as measured by the SHARP Survey.*
 - Strategy 1: Decrease access to e-cigarette products and de-normalize e-cigarettes and vaping by changing policy and changing the physical design of shops.
 - Strategy 2: Provide information to increase awareness of the risk of adolescent use of e-cigarettes.
 - Strategy 3: Enhance skills for youth who use e-cigarettes by increasing access to existing interventions to help quit.

¹ Community Anti-Drug Coalitions of America (CADCA) National Coalition Institute, “Coalition Impact: Environmental Prevention Strategies,” 2010, <http://www.cadca.org/sites/default/files/resource/files/environmentalstrategies.pdf>.

EVALUATION PLAN

How do we know our work is making a positive difference for Kearns youth? As part of our commitment to data-informed decision-making, Evidence2Success Kearns Community Coalition places great value on gathering data and using evaluation techniques to ensure our efforts are getting us to our goals. We evaluate three general areas:

1. Community-level outcomes
2. Program participant outcomes
3. Process outcomes, including program fidelity



Community-level outcomes build off our priorities from the Student Health and Risk Protection (SHARP) Survey. Every two years, upon release of the survey data, the Data & Evaluation workgroup gathers to assess whether we have made progress towards our priority outcomes. This year, as we review our second round of SHARP data, we will begin reviewing Kearns community-wide data, as well as data for specific subpopulations, to ensure we are considering disparities across various racial and ethnic groups.

Program participant outcome evaluation looks to see if the programs and policies we are implementing are having their desired effects on the people participating. For example, we hope that families participating in our Guiding Good Choices program will emerge with improved family management skills. Participant outcome evaluation allows us to measure and test that goal.

Process evaluation involves assessing how the Evidence2Success process is working within Kearns and Salt Lake County. Are the central principles of our work spreading amongst the community and government leaders? Do people better understand and accept data-informed decisions and community engagement?

Process evaluation also considers how well our tested, effective programs (TEPs) are being implemented. TEPs must be implemented as they were designed, in other words, “with fidelity” to the original design intentions. Our fidelity assessments allow us to work with our service provider partners to ensure the programs we support are being implemented in the best way we know how.

Without our evaluation partners, much of this evaluation work would be near impossible. We work with Bach Harrison, a Utah-based evaluation firm, on all of our programs and policies, as well as to measure participant outcomes. The Annie E. Casey Foundation supports our partnership with the Pennsylvania State University evaluation team, which focuses on how the Evidence2Success process is working within our community.

STRATEGIC FINANCING

A budget and finance plan is key to the sustainability of the Evidence2Success Kearns Community Coalition. The following strategic finance plan magnifies the work of the community and key stakeholders while sustaining the chosen programs and creating opportunities for future program expansion.

The strengths of this plan lie in the members of the Finance & Funding workgroup, the foundational efforts by Evidence2Success Kearns, the established goals, and the strategies to reach the goals. The Finance & Funding workgroup's composition of members brings strength and longevity to Evidence2Success in Kearns. Representing residents alongside the education, health, recreation, and social service sectors, this group represents the full spectrum of those who contribute both monetarily and programmatically to Kearns.

This strategic financing plan is fluid and always evolving, contingent on new opportunities, goals, and data. The plan included in this document represent the Coalition's best thinking based on current conditions and goals.



The Importance of a Shared Financial Commitment

“Youth Services believes in shared financial commitment. We brought the work of Evidence2Success Kearns into our daily operations by realigning efforts to support the Positive Family Support program. This has benefited Youth Services and the Kearns students we serve, as we now have additional resources to support evidence-based curriculum, training, evaluations, and parent engagement.”

-- Danielle Latta, Afterschool Program Manager, Youth Services

Budget Narrative

Evidence2Success Kearns is fortunate to have a starting budget of \$300,000, made up of the original contribution from the Annie E. Casey Foundation, plus a Salt Lake County match for an additional \$150,000. These funds cover some administrative costs, as well as startup costs for the first several years of programming.

The following three-year budget includes expenses and revenues for programming, infrastructure such as Coalition staffing and overhead, and the Coalition’s Drug-Free Communities initiative. The budget also incorporates in-kind expenses from partners, for example, a Youth Services or Granite School District staff member who takes on programmatic work and is essential to the program’s success. In this sense, this budget is a true expression of shared financing, representing Evidence2Success Kearns Coalition’s contributions, as well as key partner contributions.

The Finance & Funding workgroup is now tasked with developing sustainable funding after the initial years. Some of the funds will come from integrating this work into partners’ ongoing goals. Other funds will need to be raised through grants and contributions. Financing strategies are discussed in depth below.

Three-Year Budget

Positive Family Supports	Year 1	Year 2	Year 3
Expenses	\$ 92,100	\$ 124,900	\$ 93,400
Revenues	\$ 92,100	\$ 92,700	\$ 61,800
Gap	\$ -	\$ (32,200)	\$ (31,600)
Guiding Good Choices	Year 1	Year 2	Year 3
Expenses	\$ 54,015	\$ 49,257	\$ 54,716
Revenues	\$ 54,015	\$ 49,257	\$ 54,716
Gap	\$ -	\$ -	\$ -
Drug-Free Communities	Year 1	Year 2	Year 3
Expenses	\$ 125,000	\$ 125,000	\$ 125,000
Revenues	\$ 125,000	\$ 125,000	\$ 125,000
Gap	\$ -	\$ -	\$ -
Infrastructure	Year 1	Year 2	Year 3
Expenses	\$ 124,600	\$ 127,188	\$ 129,339
Revenues	\$ 124,600	\$ 76,688	\$ -
Gap	\$ -	\$ (50,500)	\$ (129,339)
TOTALS	Year 1	Year 2	Year 3
Total Expenses	\$ 395,715	\$ 426,345	\$ 402,455
Total Revenue	\$ 395,715	\$ 343,645	\$ 241,516
Total Gap	\$ -	\$ (82,700)	\$ (160,939)

Financing Strategies

The strategic financing plan is a living document. Funding opportunities come and go, but what makes the plan sustainable is a structure that allows for constant conversations, opportunity research, ongoing monitoring, and active marketing. The Finance & Funding workgroup complements and collaborates with the multiple workgroups of the Evidence2Success Kearns Community Coalition to increase the plan's impact.

The Finance & Funding workgroup chose the following four categories of financing strategies that best match the Coalition's needs for sustainability. Each strategy was selected based on five criteria: 1) Sustainability of the funding, 2) probability of being awarded, 3) cost/benefit of applying and managing the funds, 4) relevance to the Coalition's priorities, and 5) presence of a strategy leader to manage the work.



Kearns Jr. High Students

Four Financing Strategies

- *Improving and using existing public funds.* Coalition partners continually discuss how we as a Coalition can reallocate existing organizational funds to support prevention and evidence-based efforts in Kearns. One prime example of this strategy is the possible expansion of Positive Family Support / Family Check-Up into Jefferson Jr. High, which would require joint support from both Granite School District and Evidence2Success Kearns.
- *Maximizing federal funds.* Each year the Federal government allocates to states several types of funds – entitlements, block grants, and discretionary funds. Evidence2Success Kearns will track several block and discretionary grants for possible funding opportunities. The recently awarded five-year Drug-Free Communities grant is considered discretionary federal funding and will contribute greatly to the Coalition's infrastructure costs while covering costs for all environmental strategies.
- *Allocating state or local general funds.* Local state and county governments provide various funding opportunities that the Coalition will track for future proposals.
- *Public-private partnerships.* Collaboration among local agencies, municipalities, and businesses is an important aspect of long-term sustainability. Corporations looking to give back to their community can partner with efforts such as Evidence2Success Kearns.

Three-Year Financing Strategies Plan

YEAR 1 Finance Strategies	Year 1 Goals	Start Date	Target Completion Date
Shared financing with partners	Continue to look for opportunities to share activities with partners to integrate Evidence2Success efforts into partners' business-as-usual.	Ongoing	Ongoing
Drug-Free Communities Grant (DFC)	Awarded 2017	October 2017	September 2022
Social Development Strategies Grant (SDS)	Awarded and spent toward social development strategy activities.	August 2017	Must be spent by September 30, 2017
Every Student Succeeds Act (ESSA)	Phase 1: Engage in conversations to be able to apply when opportunity arises.	August 2017	Early 2018
Jefferson Jr. High Expansion	Phase 1: Engage in conversations to be prepared to implement PFS in second junior high.	August 2017	Ongoing
Substance Abuse Prevention and Treatment Block Grant (SAPT)	Preliminary conversations and grant application by Youth Services	Application due beginning of 2018	Funds available July 2018 (if awarded)

YEAR 2 Finance Strategies	Year 2 Goals	Start Date	Target Completion Date
Every Student Succeeds Act (ESSA)	Phase 2: Use funds to implement tested, effective programs in Kearns.	Early 2018	Funds available 2018 (if awarded)
Jefferson Jr. High Family Resource Center	Phase 2: PFS will be implemented at Jefferson Jr. High.	September 2018	Ongoing
Research opportunities for new funding sources	Private grants, businesses, foundations, etc.	Ongoing	Ongoing
Shared financing with partners	Continue to look for opportunities to share activities with partners to integrate Evidence2Success efforts into partners' business-as-usual.	Ongoing	Ongoing
YEAR 3 Finance Strategies	Year 3 Goals (Parking Lot of Ideas)	Start Day	Targeted Completion Date
Intermountain Health Grants	Potentially apply for in 2019		
Tobacco Mini-Grant	Potentially apply for in 2019		
Community Block Grants (CDBG)	Potentially apply for in 2019		
CRA Credits	Continue conversations		
Research opportunities for new funding sources	Private grants, businesses, foundations, etc.	Ongoing	Ongoing
Shared financing with partners	Continue to look for opportunities to share activities with partners to integrate Evidence2Success efforts into partners' business-as-usual.	Ongoing	Ongoing

CONCLUSION AND NEXT STEPS

With all of the accomplishments the Evidence2Success Kearns Community Coalition has achieved in the past two years, there is still much work to be done. We now have the vision, the tools, and the plan to walk that path. Our balanced approach brings together data and evaluation; prevention science and tested, effective programs; equitable community collaboration; strategic financing; and environmental strategies to positively affect the whole Kearns community, now and long into the future.

In line with our fundamental principles, our immediate next steps include:

- Review new Student Health and Risk Protection (SHARP) data to add any new priorities and reassess target goals for priority indicators. Our plans and goals are well-conceived, but are always works in progress.
- Continue implementation and evaluation of our tested, effective programs. Recruitment of participants, maintaining fidelity of implementation, and checking and double-checking that we are achieving our intended goals all take enormous amounts of time and resources.
- Further develop our Coalition recruitment and community engagement plan, focusing on inclusion of all Kearns residents.
- Officially launch our new Drug-Free Communities grant by hiring a new coordinator, forming a new workgroup, and launching into our environmental strategies.

Communities are so much greater when they come together in support of something worthwhile. And there is nothing more worthwhile than our kids.



Future Goals: Year 1 Implementation Timeline (August 2017-July 2018)



APPENDIX A: EVIDENCE2SUCCESS KEARNS COMMUNITY COALITION STRUCTURE

The Evidence2Success Kearns Community Coalition is made up of a voting Community Board, workgroups, and Key Leaders and other interested individuals. Board members represent the Kearns community as well as key systems partners and meet monthly to make key decisions for the Coalition. Workgroup members may be Board members but do not have to be. Key Leaders and interested community members participate in various Coalition activities and receive quarterly updates about the Coalition's work. Together, these groups make up the Evidence2Success Kearns Community Coalition.



APPENDIX B: PRIORITY TARGETS

	2011	2013	2015	2015 State	2015 SLCo	2021 Targets	Justification
Past 30-Day Alcohol Use (Grade 10)	18%	17%	24%	10%	13%	20%	Target still higher than 2013 and still double the state rate. 10th grade was selected as an indicator to watch because its baseline was much higher than the other grades.
Past 30-Day E-Cigarette Use (Grade 8)	5%	2%	17%	6%	7%	13%	Experts believe we may have hit a saturation point on e-cigs, so trend may start to slightly decline on its own. Any interventions we conduct will drop it further. GSD is also focusing more on e-cigs now, so we felt comfortable with a more aggressive target. 8th grade was selected as an indicator to watch because there is a large jump in e-cig use between 6th and 8th grade, so monitoring 8th grade will tell us if we have been successful. School prevention specialists also recommend middle school (6-8th; 7-9th; 7-8th) as the right setting for e-cig prevention.
Felt Sad or Hopeless (All Grades)	17%	26%	30%	23%	25%	26%	Growth trend nearly doubles from 2011 to 2015. Trying to stave upward trend.
Got Alcohol at a Party (All Grades)		62%	61%	57%	62%	58%	Trend has not moved much since 2011, but we do feel we can get close to state rate since we're focusing on alcohol with at least one of our programs (Parents Empowered). Now that we're rounding, 58% is also a better representation of our original target.
Neighborhood Attachment (All Grades)	42%	43%	46%	33%	36%	43%	Same as original target, but trend shows us that 43% is possible – taking it back to 2013 numbers.
Perceived Risk of Drug Use (Grade 6)	49%	54%	51%	31%	36%	46%	Our target is even lower than the trend, but we feel that 6th graders may absorb new lessons more. It is also still much higher than County and State averages. 6th grade was selected as an indicator to watch because it had one of the higher baselines.
Poor Family Management (All Grades)	47%	40%	47%	28%	32%	40%	Many of our possible programs focus on poor family management, plus Parents Empowered. 2013 shows that this goal is possible.
Low Commitment to School (Grade 8)	52%	33%	48%	41%	42%	46%	This trend line is all over the place, so we went for somewhere in between. 8th grade was selected as an indicator to watch because the move to 9th grade is a critical tipping point for commitment to school, so if our efforts can increase this indicator in 8th grade, we will see better results in the critical 9th grade year.
Family has clear rules about alcohol (All Grades)			84%			88%	Parents Empowered focuses on this so we expect a jump.

APPENDIX C: ALIGNMENT WITH INTERGENERATIONAL POVERTY

Intergenerational poverty (IGP) is defined as, “Poverty in which two or more successive generations of a family continue in the cycle of poverty.”² In 2012, the Utah Intergenerational Welfare Reform Commission drafted goals to alleviate IGP statewide. At that time, Kearns demonstrated a high amount of IGP families compared to other communities along the Wasatch Front.

Evidence2Success Kearns Community Coalition addresses intergenerational poverty through its data-informed prevention strategies. As we develop our work, we will continue to address goals identified in the Intergenerational Welfare Reform Commission’s report, [Utah’s Plan for a Stronger Future: The Five- and Ten-Year Plan to Address Intergenerational Poverty](#). Below are listed initial Coalition contributions.

EARLY CHILDHOOD DEVELOPMENT			
IGP Outcomes Related to Evidence2Success Kearns:			
<ul style="list-style-type: none"> ▪ Parents obtain knowledge of the practices and implement the practices in their day-to-day interactions with their young children. ▪ Parents obtain skills to support the healthy development of children and mitigate exposure to toxic stress. 			
IGP Goal: Support parents as first teachers			
IGP Strategy	IGP Activity	Recommended lead(s)	Evidence2Success Contributions
Increase knowledge among parents of parenting practices that support healthy development.	Support media campaigns and outreach that teaches and promotes day-to-day interactions with children.	Private partnerships	Family Dinner Night campaign; Parents Empowered campaign; other community-wide social development strategies.
Continued expansion of evidence-based home visitation programs to targeted populations.	Increase access to home visitation programs for high-risk families.	Recommended lead(s): DOH with local communities	May work to support existing evidence-based home visitation programs in future years.

² Intergenerational Welfare Reform Commission, “Addressing Intergenerational Poverty presentation,” 2017, <https://jobs.utah.gov/edo/intergenerational/igpoverviewpresentation2017.pdf>.

EDUCATION			
IGP Outcomes Related to Evidence2Success Kearns: Access to adult role models and improved academic and social and emotional outcomes.			
IGP Goal: Ensure Students are supported to achieve academic success			
IGP Strategy	IGP Activity	Recommended lead(s)	Evidence2Success Contributions
Ensure that afterschool programs serving high rates of children at risk of poverty have access to mentoring and tutoring.	Community-based, evidence-based mentoring and programs focusing on improving economic and educational outcomes.	Local school districts and communities	Connect students in Youth Services' afterschool programs, as well as students throughout junior and senior high schools, to Big Brothers Big Sisters.
FAMILY ECONOMIC STABILITY			
Evidence2Success Kearns Community Coalition is not designed to directly address family economic stability.			
HEALTH			
IGP Outcomes Related to Evidence2Success Kearns: Improved behavioral health of students at risk of remaining in poverty with a behavioral health need.			
IGP Goal: Ensure school-based behavioral health is available in schools			
IGP Strategy	IGP Activity	Recommended lead(s)	Evidence2Success Contributions
Proposes to target expansion of the School-Based Behavioral Health Program to schools serving high rates of children at risk of remaining in poverty where the program is not currently available.		DOH, local communities	Possible future activity. Currently addressing depressive symptoms for youth through tested, effective programs.
OTHER RECOMMENDATIONS			
IGP Outcomes Related to Evidence2Success Kearns: Improved behavioral health of students at risk of remaining in poverty with a behavioral health need.			
IGP Goal: Support evidence-based decision making			
IGP Strategy	IGP Activity	Recommended lead(s)	Evidence2Success Contributions
Proposes establishing an evidence-based framework for decision making including defining the following terms: evidence-based, research-based and promising practices.		State agencies, local communities	The framework for Evidence2Success is evidence-based, thus integrating evidence and data throughout the community decision-making process.