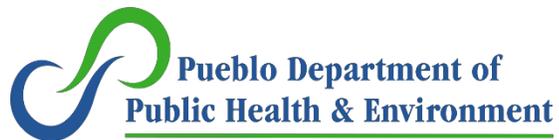




Together Promoting
Healthy Youth
Pueblo Communities
That Care
**Community Action
Plan**
2018-2021

December 2018



Executive Summary

Pueblo Communities That Care (CTC) has an important mission and vision to improve youth health in our community:

Vision: The Pueblo community strives, through collaborative efforts, to empower youth with opportunities to become healthy, educated, and responsible citizens. Our goal is to reduce the following youth risk behaviors in our community:

Substance Use: Youth in Pueblo report using high levels of marijuana (in 2017, 49.1% have ever used marijuana) and prescription drugs (11.4% have used prescription drugs without a prescription).

Mental Health: In 2017, 18.4% of Pueblo youth have planned how they would attempt suicide, and 9.7% of youth have attempted suicide one or more times.

This Community Action Plan describes ways to address the priority risk and protective factors identified in Pueblo's Communities That Care effort. The Communities That Care system is a way for members of a community to work together to promote positive youth development. The system was developed by the Social Development Research Group at the University of Washington. Their research has identified risk factors that predict youth problem behaviors and protective factors that buffer children from risk and help them succeed in life.

In July 2017, the Risk- and Protective-Factor Assessment workgroup analyzed local-level data sources to identify potential risk and protective factors as priorities for community planning. The Community Board prioritized two risk factors (academic failure beginning in late elementary school, and favorable parental attitudes and involvement in youth substance use), and one protective factor (opportunities and rewards for prosocial involvement); by addressing these priority risk and protective factors, the community can prevent youth behavior problems before they begin.

The Resource Assessment workgroup then completed an extensive, in-depth assessment of already existing prevention strategies and programs that addressed these risk and protective factors in our community. Workgroup members researched gaps in those resources and identified the community's capacity to implement evidence-based strategies to fill gaps in the community. In February 2018, members of the Key Leader and Community Board attended the Community Planning Workshop where members of the Resource Assessment workgroup recommended three evidence-based strategies for implementation: (1) Build public support for quality childcare early in life, (2) Build public support for creating community spaces for youth, and (3) Utilize statewide mass media. After much discourse regarding each strategy and analyzing each strategy's impact and feasibility in Pueblo, the group decided that only the first two strategies would be included as actionable priorities in the Community Action Plan.

After Key Leader and Community Board members selected two evidence-based strategies, coalition members drafted community-level outcomes to help define the desired changes for the Pueblo community, and to measure the progress toward those outcomes. In addition, strategy implementation outcomes (that were bucketed into policy, education/outreach, and built environment approaches) were finalized at these meetings; these consisted of implementation objectives and goals which will measure the change that prevention strategies have in our community.

Pueblo Community Action Plan Outline

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Community Collaboration

Pueblo CTC strives, through collaborative efforts, to empower youth with opportunities to become healthy, educated, and responsible citizens. CTC's efforts are a collaborative project of public health, education, health and human services, civic organizations, law enforcement, local businesses and other concerned citizens. Many of these agencies have allowed staff members to utilize their time and energy to support our efforts in creating systems that prevent youth substance use and violence, and in promoting young people's mental well-being. CTC has community members and young people involved in our efforts who provide their expertise and passion, as well as practical insights on addressing the needs of young people. These partners are critical in leveraging community assets and resources needed to sustain our prevention efforts now and in the future. The following agencies contributed to the development of this plan, either by being a representative on a board or workgroup, and/or from contributing information that helped inform our community's decision:

10th Judicial District	Pueblo City Schools
AFLAC	Pueblo City/County Library District
Board of Health	Pueblo Community College
Boys & Girls Clubs of Pueblo County	Pueblo Community Health Center
Catholic Charities Diocese of Pueblo	Pueblo Community Schools Initiative
Chavez Huerta Preparatory Academy	Pueblo County Department of Social Services
Children First	Pueblo County EDGIS
Colorado Mental Health Institute	Pueblo County School District 70
Colorado Public Defenders Office	Pueblo County Youth Advisory Council
Colorado State University-Pueblo	Pueblo Department of Public Health and Environment
Colorado Youth Detention Continuum	Pueblo Mentoring Collaborative
Crossroads' Turning Points	Pueblo Police Department
CSU-Extension Office, 4H	Pueblo Rape Crisis Services
Edward Jones	Pueblo Step Up/Centura Health
EPIC of Pueblo	Pueblo Triple Aim Corp.
Fieldman Financial Services	Pueblo Youth Service Center
Greater Pueblo Chamber	South Central BOCES
Health Solutions	Southern Colorado Equality Alliance
Head Start	St. Mary-Corwin Violence Prevention
House Bill 1451	Substance Use Response Ecosystem
New Leaf Therapy	YouthWorks/Pueblo Workforce Center
One CommUNITY	United Way
Parkview Medical Center	
Pueblo Economic Development Corporation	
Pillars of Unity	
Pueblo Child Advocacy Center	

Including the partners listed above, there have been several organizations that have helped strengthen the efforts of the Communities That Care process in Pueblo. For example, CTC collaborates with local coalitions supported by the Colorado Office of Behavioral Health Strategic Prevention Framework and the Colorado Collaborative Management Program. There is also sustainable collaboration between CTC and the Pueblo Department of Public Health and Environment (PDPHE).

Community Collaboration

During 2016, PDPHE performed a [community health assessment \(CHA\)](#) to identify the priority areas of obesity, mental health, and substance abuse that efforts would aim to address. The next year, PDHPE, with the help of community partners, wrote a [community health improvement plan \(CHIP\)](#) to address these priority areas. Because of the shared priority areas between the CHIP and CTC, CTC is addressed in the CHIP's work plan. Specifically, the CHIP states that "By December 31 2018, PDPHE will work with community partners to complete a review of risk factors, protective factors and problem behavior assessment data in order to refine youth substance use efforts being implemented in Pueblo County."

Moreover, Behavioral Health is one of two priority areas for the Pueblo 2018-2022 Community Health Improvement Plan (CHIP). To inform the work plan beginning in 2019, the Community Health Assessment (CHA) Steering Committee prioritized primary prevention efforts with a focus on the youth population. This further concentration of the topic led to the involvement of additional community partners and members to narrow down known risk and protective factors linked to behavioral health outcomes in youth. Academic performance in late elementary school (addressed at the community level) and clear standards for behavior (addressed at the interpersonal level) were selected. Further discussion led the CHA Steering Committee in the direction of proposing a community-wide campaign as a way to leverage current efforts as well as raise awareness that these issues impact everyone, and that everyone has a role to play in addressing them. The CHA Steering Committee is currently working to convene a large group of community partner agencies to describe the proposed project, identify potential barriers, and ascertain interest in moving forward with development. Because of the shared risk factor, CTC will be heavily involved in the creation and planning of this local campaign, ensuring that efforts are aligned and coordinated.

Besides working directly with the CHIP, there is collaboration happening internally within PDPHE. Coordinators who work on other behavioral health initiatives (i.e. the State Innovative Model and the Substance Use Response Ecosystem), are attending CTC's Community Board meetings to provide brief updates about their coalitions' efforts. Additionally, coordinators meet internally to collaborate and support one another's efforts—whether it be by coming up with shared messaging or language between these three programs, or by brainstorming trainings all three coalitions might benefit from.

Report Overview

Purpose and use of the plan

Pueblo presents its 2018 - 2021 Community Action Plan (CAP). This plan describes the results of the work completed thus far in Pueblo's Communities That Care effort, which has been funded by the Colorado Department of Public Health and Environment (CDPHE). However, this report outlines plans that are not limited to this single funding source. Rather, the report serves as a collective impact vision for community change in Pueblo that will need to leverage multiple funds and resources in the future.

This report describes the changes CTC wants the community, the community-level prevention strategies that will be implemented to address the community's identified priority risk and protective factors, and the outcomes to measure progress toward our community's vision.

Prevention science overview

In August 2016, Pueblo implemented the Communities That Care process to help achieve the community's vision to empower youth with opportunities to become healthy, educated, and responsible citizens. The Communities That Care system helps community members work together to efficiently and effectively promote positive youth development. The system was developed by Dr. J. David Hawkins and Dr. Richard F. Catalano of the Social Development Research Group at the University of Washington, Seattle. It is based on their research, which has identified risk factors that predict youth problem behaviors and protective factors that buffer children from risk and help them succeed in life.

The community plan

A key goal of the Communities That Care process is to develop a Community Action Plan (CAP) to build on the data-based assessment of a community's priorities, strengths, and resources. This plan focuses on priority risk and protective factors, and draws on community resources and strengths. It also addresses community capacity gaps, issues, and barriers by recommending community-level strategies to target policies, outreach, and environmental changes.

The Pueblo CAP accomplishes this goal by identifying specific desired outcomes for each selected strategy, for the priority risk and protective factors on which the plan is focused, and for adolescent health and behavior problems. The plan describes how each selected strategy will work to bring desired changes in Pueblo's youth and presents recommendations for how these prevention strategies will be implemented in the community. Finally, it provides implementation and evaluation plans for each of these strategies.

Report Overview

How the information was collected

A key goal of Communities That Care is to identify which risk factors, protective factors, and problem behaviors are prevalent in a community, and to implement policies and strategies that address the community's unique profile. To that end, the Risk and Protective Factor Assessment (Data) workgroup collected and analyzed a variety of data sources in the Pueblo area. The risk and protective factor prioritization process can be found [here](#). The Community Board reviewed the Data workgroup's recommendations and prioritized the following risk and protective factors for community planning:

- Favorable parental attitudes and involvement in substance use (risk factor)
- Academic failure beginning in late elementary school (risk factor)
- Opportunities and rewards for prosocial involvement (protective factor)

The Resource Assessment was the next step in the Communities That Care process. In August 2017, members of the Resource Assessment and Evaluation workgroup began the Assessing Community Resources Workshop. The goal of the workshop was to identify strategies for community implementation; all strategies address our community's risk and protective factors. CDPHE provided a Menu of Strategies which features well-researched and evidence-based strategies that address each risk and protective factor on a societal or environmental level on the Socioecological Model. Using data collection tools refined at the workshop (i.e. in-depth questionnaires), workgroup members collected information from a variety of organizations in the Pueblo area regarding available resources and existing gaps as they relate to the potential strategies for the identified risk and protective factors. The assessment was completed in December 2017; see the resource assessment [report for more information](#) on the workshop's results.

Based on the assessment information, the Resource Assessment and Evaluation workgroup recommended the following community-level strategies to be prioritized by the Community and Key Leader Boards:

- Strategy: Utilize state-wide mass media campaigns
 - Risk Factor: Favorable parental attitudes and involvement in substance use (family level)
- Strategy: Build public support for quality childcare early in life
 - Risk Factor: Academic failure beginning in late elementary school (school level)
- Strategy: Build public support for creating community spaces for youth
 - Protective Factor: Opportunities and rewards for prosocial involvement (community level)

These strategies were recommended as priorities for action based on the completion of the capacity gaps analysis exercise which highlighted existing strengths, and identified barriers and gaps pertaining to the potential implementation of the selected strategies. As part of the prioritization process, workshop participants analyzed the data/questionnaires collected, voted on whether there was sufficient information collected to include each strategy in a prioritization process, scored each

Report Overview

strategy on a variety of criteria (e.g. likelihood of strategy implementation leading to more equitable conditions, sufficient support, significant barriers) and, finally, considered all information available to reach consensus on which strategies to recommend for consideration by the Key Leader and Community Boards for inclusion in the Community Action Plan. After strategy prioritization, the following community-level strategies were identified for implementation:

- Build public support for quality childcare early in life
- Build public support for creating community spaces for youth

This report recommends the Pueblo community give specific attention to the strategies noted above when developing the Community Action Plan to prevent youth health and behavior problems, and promote child and youth well-being. The Mass Media strategy was ultimately not prioritized for implementation because the coalition concluded that the other two strategies would have a greater impact on the community in terms of behavior and environmental changes. However, the coalition feels that it is important to retain aspects of the respective risk factor given its prevalence in Pueblo County. See the Community Section of this report to see how the coalition plans on using campaigns from CDPHE to promote youth substance use prevention.

Moreover, Pueblo County identified value in -and intent to practice- Positive Youth Development within both the coalition and the community. In an effort to make this approach sustainable and a key facet of coalition functioning, this work (and key activities to support this work) is captured in the Healthy Board Maintenance Section.

Following the Community Planning Workshops, a smaller group of Board Members participated in the Implementation, Evaluation, and Funding Workshops. First, these groups drafted community-level outcomes which consisted of behavior and risk- and protective-factor outcomes. Then, work was focused on drafting implementation outcomes, which consisted of implementation objectives (implementation objectives set a goal for how community-level strategies will create change in communities).

After identifying objectives, workgroups identified implementation activities, evaluation plans, and funding considerations for each of the prevention strategies over several meetings from March to October of 2018. These implementation activities address gaps in community resources or capacity to implement strategies aligned to our community's priority risk and protective factors. The Key Leader and Community Boards were updated on a regular basis regarding the progress of the strategy teams between March 2018 and November 2018.

Community Outcome Goals

Community-level outcomes

Pueblo developed outcome goals for the following priority health & behavior problems:

- Substance use
- Mental well-being

Pueblo developed outcome goals for the following priority risk & protective factors:

- Academic failure beginning in late elementary school;
- Opportunities and rewards for prosocial involvement.

Health & behavior outcome goals are meant to identify what we hope to achieve in addressing problem behaviors in our community and the Pueblo community vision. The following list outlines the change goals we have set for our community:

- By December 31, 2020, the percent of high school students who mark “not wrong at all” or “a little bit wrong” for how wrong their parents would feel it was for them to use marijuana will decrease by 5% from 23.2% to 18.2% (Healthy Kids Colorado Survey).
- By December 31, 2020, the percent of high school students who self-report having an adult to go to for help with a serious problem will increase by 10% from 62.3% to 72.3% (Healthy Kids Colorado Survey).

The health outcomes and problem behaviors addressed above also help inform the [local community health assessment](#) and [improvement plan](#) that was developed in Pueblo County.

Risk factor outcome goals are meant to identify what we hope to achieve in addressing the priority risk factors related to the previously described behavior changes.

Outcome goal for academic failure beginning in late elementary school:

- By 2021, CTC will create a cohesive community culture that values education and encourages youth to be engaged academically.

Protective factor outcome goals specify what CTC hopes to achieve in addressing the priority protective factors related to the previously described behavior changes.

Outcome goal for opportunities and rewards for prosocial involvement:

- By 2021, CTC will foster positive relationships in a safe and healthy community where youth have diverse opportunities for rewarding and meaningful experiences.

Community Outcome Goals

Selected community-level strategies

Pueblo Communities That Care efforts are complementing existing prevention work related to Pueblo's prioritized shared risk and protective factors. For example, to prevent Academic failure in late elementary school (Pueblo's risk factor), project LAUNCH (Linking Actions for Unmet Needs in Children's Health) aims to ensure all children enter school able to succeed by promoting the physical, social, emotional, cognitive, and behavioral health of children. Similar primary prevention efforts include Pueblo's Head Start early learning centers which provide early childhood education to low-income children and their families, and Children First, an agency designed to promote accessible, affordable, and quality early learning opportunities and resources so that young children optimally develop. To prevent further academic failure once it has already begun, Pueblo City Schools District 60 promotes academic achievement through Response to Intervention (RTI) programs. Students who are referred to RTIs are provided with interventions at varying levels of intensity to accelerate their academic success and prevent further failure.

Similarly, there are several existing initiatives and programs that offer Opportunities and rewards for prosocial involvement for youth (Pueblo's protective factor). Boys and Girls Club of Pueblo County, Pueblo City Parks and Recreation, El Centro del Quinto Sol, 4H-CSU Extension, Pueblo City/County Library District, Pueblo YMCA, and United Way of Pueblo County are a few examples of community organizations who provide prosocial, direct-service programming to youth. Further, the Pueblo County Youth Advisory Council and Pueblo Youth Empowerment Council are organizations that not only provide prosocial opportunities for youth to participate in, but implement a Positive Youth Development (PYD) approach within their work. These councils empower Pueblo youth by increasing the amount of youth voice in community organizations and projects, while promoting a shared-leadership framework between youth and adults. Other organizations who are championing PYD approaches include House Bill 1451 efforts, and the Boys and Girls Club of Pueblo County as they made an intentional effort to include youth advisors on their boards.

The strategies were selected from CDPHE's Menu of Strategies that were focused on addressing the societal- and community-level systems and structures that influence young people's decisions and behaviors in the community; these are referred to as community-level prevention strategies. As opposed to doing programming which impacts youth on an individual level, these strategies affect the community at large.

The coalition's goal is to change the behavior and health of the entire population, not just a specific and small population of at-risk youth. A brief program review related to Pueblo's risk and protective factors was conducted in the Summer of 2018 where the Community Board created a list of existing programs CTC's work could help to support and complement; the program assessment will be discussed in more detail later in this plan.

Community Outcome Goals

The following are the prevention strategies and the implementation outcome objectives set for each prioritized risk/protective factor:

Academic failure beginning in late elementary school (risk factor):

Build public support for quality childcare early in life (strategy)

Beginning in the late elementary grades, academic failure increases the risk of problem behaviors. The evidence appears to show the experience of failure, not any lack of intellect, increases the risk of these problem behaviors. Quality childcare allows parents to work or go to school while also providing young children with the early educational and developmental opportunities children need to be ready to learn and succeed.

Embedded within this strategy is an emphasis on informing education leaders and families on “quality” based childcare, on the state’s quality rating system and, more importantly, extending resources and training opportunities for more facilities to become quality childcare settings. Creating and implementing policies that promote high-quality early childhood programs and services are designed to meet the childcare needs of children and families can help to ensure children experience optimal positive development.

Vision:

By 2020, there will be an increased number of affordable early childcare providers and caregivers who access local trainings and resources to utilize best practices around providing safe and healthy environments for children to improve their readiness for school.

Outcome Objectives:

Policy/Law

- By 2020, the Pueblo County Zoning Commission will return childcare facilities to their original zoning fee and zoning category.
- By 2020, there will be a local ballot proposal regarding the reallocation of existing funds going to early childhood.

Education/Outreach

- By December 2020, there is increased knowledge about safe and healthy childcare environments, as well as an increased utilization of trainings and resources that promote the simple best practices around safe and healthy childcare environments, among Pueblo parents, caregivers, friend, family, and neighbor (FFN) childcare providers, and licensed providers.
- By December 2020, there will be a comprehensive, continuous campaign around school readiness.

Environment

- By December 2020, there will be an increase in the accessibility, availability, and affordability of high quality childcare.

Community Outcome Goals

The following were identified as strengths in the community's capacity to implement Quality childcare early in life strategy:

- Currently, there is a great deal of shared understanding and expertise among the support staff, coaches, licensing, etc., and administration of early childhood programs regarding the importance of quality early learning.
- Pueblo Community College has a history of supporting educational needs of the early childhood workforce.
- Children First is a program designed to promote accessible, affordable, and quality early learning opportunities and resources for young children to optimally develop. Children First has early childhood coaches who work with licensed facilities to increase their quality rating and provide professional development opportunities for early childhood staff.
- Two of the programs recommended as activities by CDPHE's Menu of Strategies, The Incredible Years curriculum and Nurse-Family Partnership, are already implemented in Pueblo County.
- Pueblo's EPIC (Executives Partnering to Invest in Children) chapter conduct several programs including: providing books to early childhood centers in need, hosting brown-bag lunches where community members learn about the importance of using quality childcare, and funding a calendar that has several family-friendly activities that promote school readiness.
- LAUNCH (Linking Actions for Unmet Needs in Children's Health) Together Pueblo aims to ensure that all children enter school able to succeed by promoting the physical, social, emotional, cognitive, and behavioral health of children. Project LAUNCH introduced the website, [Early Minds Matter in Pueblo](#), which provides local resources for parents and caregivers around socioemotional learning/wellness; and a centralized calendar for parents and childcare providers for when/where relevant trainings are.
- Pueblo's Head Start early learning centers provide early childhood education to low-income children and their families. Pueblo's Head Start classrooms are not only licensed, but accept Colorado Child Care Assistance Program (CCCAP) vouchers which gives more local safe/healthy childcare options.
- Colorado State University-Pueblo just added a four-year early childhood degree option to increase and strengthen the early childhood workforce.
- The Cancer, Cardiovascular and Pulmonary Disease grant at PDPHE works to implement breastfeeding-friendly worksite policies for local businesses and organizations, ensuring that working breastfeeding mothers are supported in their workplace to meet their breastfeeding goals which improves overall breastfeeding duration rates.

The following were identified as areas for improvement in the community's capacity to implement Quality Childcare Early in Life strategy:

- There are 139 licensed providers in Pueblo County (only 10 are rated as "quality").
- There are 3,335 total child care slots, which is relatively low considering Pueblo's population size.
- Only 66 providers accept CCCAP vouchers with only 793 low-income child care slots available.

Community Outcome Goals

- There are 9,644 children under 5 years old in Pueblo, and 2,407 of these children live in poverty.
- Barriers:
 - Costs associated with built environment changes (i.e. building improvements according to inspectors' specifications) and staff education (i.e. the cost and time that is needed for childcare staff to be adequately trained) for childcare providers who want to become licensed;
 - There are more families who qualify for child care assistance than programs who accept the assistance. The accessibility to quality child care is not equitable;
 - Workforce is inadequate to meet current and future (projected) demands;
 - Insufficient children's champions at the levels where policy, system and practice changes can be made;
 - Colorado Shines has limited funding to assist programs to reach the quality levels defined by the Colorado Office of Early Childhood. To access these funds, childcare agencies must have a current contract with the local Department of Social Services to accept families utilizing child care assistance;
 - In terms of school readiness, Head Start and HIPPY (Home Instruction for Parents of Preschool Youngsters) programs are operating at, and beyond, capacity.
- Quality childcare is an essential support for working families, but, without subsidies, it can be prohibitively expensive. Parents receiving childcare subsidies tend to choose better quality and more stable childcare.

Community Outcome Goals

Opportunities and Rewards for Prosocial Involvement (protective factor)

Build Public Support for Community Spaces for Youth (strategy)

Having close access to safe spaces in the community is associated with lowered risk of substance use. The CDC recommends “out-of-school-time programs” as a prevention measure, and notes the strategy of “creating protective community environments” as an approach to youth violence prevention and related risk behaviors.

Research on teen centers around the U.S. emphasized less traditional community support as integral to success such as contractors and tradespeople volunteering time for building renovations, extension offices, and food banks. Ensuring center activities are youth-driven was also essential for success.

Vision Statement:

By December of 2020, there are additional safe, supportive, and substance-free youth-friendly spaces with programming that have higher levels of participation and are accessible by shared-use routes and affordable public transportation.

Strategy Objectives:

Policy/Law

- By December of 2020, there will be a city ordinance(s), law(s) and/or policies which support shared-use routes to increase accessibility and use of youth friendly spaces.
- By December of 2020, there will be policies which support safe and affordable public transportation for youth.
- By December of 2020, there will be city ordinances which support substance-free youth friendly spaces.

Education/Outreach

- By December 2020, there will be increased attendance/participation in existing youth programming and community spaces for youth.

Environment

- By December 2020, there will be changes to the built environment recommended from completed community scans.

Community Outcome Goals

The following were identified as strengths in the community's capacity to implement this strategy:

- Pueblo made progress in building public support for creating community spaces for youth. There are many parks with youth-centered areas, a YMCA with a teen center area, three locations of the Boys and Girls Club, in addition to summer educational opportunities for youth (for example, Pueblo Community College maintains a kids' college during the summer months for local youth to learn about a variety of topics, and offers opportunities for experiential learning).
- Leaders who work in community spaces for youth have shared understanding and partnerships with diverse community agencies who prioritize youth health.
- Results of interviews from local youth indicated the following themes:
 - Pueblo is a close-knit community filled with familiar friends and family;
 - There are outdoor activities in and around Pueblo;
 - There are some existing activities for youth.
- The National Youth Outcomes Initiatives Outcome Report 2015 illustrated that older adolescent (16+) participants in Boys & Girls Clubs were 48% less likely to have consumed alcohol in the past month and 93% of club members who attend often report having a "great experience" and abstain from drinking alcohol.
 - Boys and Girls Club of Pueblo County received the 21st Century Grant which enabled the organization to open three new "Friday-only" sites -- at Colorado State University-Pueblo, First United Methodist Church and Highland Park Elementary School.
- State-wide and local proclamations were signed to designate and celebrate Colorado Youth Awareness Week as the last week of September, showing the community buy-in to promote PYD.
- The City of Pueblo received Kaboom! grants to revitalize parks on the Northwest side and the South side of the City. Kaboom is a national organization that travels around the country and builds playgrounds/parks in 24 hours. This is a great way to improve the safe and health of parks, and a great community engagement opportunity (all the volunteers are locals).
- CTC coordinates with One Community coalition to implement Fit and Fun Fridays over the summer where we partnered with the Parks and Recreation office, Pueblo Zoo, EPIC Entertainment, CO CrossFit, PCC Culinary School, Arts Center, YMCA to provide free family-friendly prosocial opportunities to the community.
- Pueblo transit has expanded city bus hours to 9:30pm Monday-Saturday (as opposed to 6:30pm), and has provided free bus fare for youth (18 & younger) year-round (as opposed to only in summer months), making it easier for young people to access community spaces.
- Pueblo City/County Library District implemented several new prosocial programs on Fridays including Learning at the Library program.
- Pueblo Art Alliance received funding to support a youth coalition.
- Southern Colorado Youth Development opened a brand-new facility to expand services and mentoring programs.
- Nature and Raptor Center opened Friday programming and, in August 2018, and created an on-site preschool for experiential learning.

Community Outcome Goals

The following were identified as areas for improvement in the community's capacity to implement this strategy:

- Certain populations are served more fully than others; there are limitations based on cost, location, and capacity particularly among low-income Hispanic youth.
 - Universalizing access to community spaces through changing the built environment, and improving accessibility among shared-use routes to and from community spaces, will reduce these inherent limitations.
 - Additionally, CTC partners are beginning to address gaps specifically related to these underserved populations. For example, Boys & Girls Club of Pueblo County recently graded their club membership price to provide low-income Hispanic youth that live near the Bessemer club with more opportunities to access the club.
- There is unstable funding related to creating, maintaining, and sustaining community spaces for youth.
- There are some community champions/leaders, but most are busy and/or underfunded.
- Not all implementation efforts have been effective based on evaluations.
- Results of youth interviews indicated these weaknesses and opportunities:
 - Unsafe neighborhoods, drug use, gangs, and theft are concerns;
 - Pueblo needs more businesses that cater to youth, outdoor recreation opportunities for youth and youth-centered city-wide events.
 - The lack of safe shared-use routes that connect youth-friendly organizations, services, and areas that oversee community spaces gave way to improving accessibility as a top priority within this strategy.

Healthy Board Maintenance

CTC strives to maintain a healthy and vibrant coalition that supports the implementation and evaluation of these strategies moving forward.

CTC commits to focusing attention on healthy board maintenance and has outlined the following goals to achieve this vision, and to provide opportunities, skills, and recognition to the board:

- CTC strives to ensure that every member of the coalition feels they have a meaningful role to play within the coalition, and that members feel recognized and valued for their time.
- New Community and Key Leader Board members will continue to be recruited and on-boarded to the coalition in order to ensure the coalition is engaging appropriate stakeholders. The original CTC Community Board Orientation has been adapted to fit where Pueblo CTC is in the process and the dynamics of the coalition. A Community Board Commitment form has also been included as part of the on-boarding process in an effort to increase a coalition member's tenure on the board.
 - CTC encourages the coalition to continue to bring people into the strategies as necessary. CTC will continue to recruit and welcome new coalition members on an ongoing basis.
 - The coalition also recognizes the need to update and engage community members who are not formally involved with the coalition. For example, the coalition will continue to attend community events, fairs, and town hall meetings to provide updates and resources to general community members. The coalition will also elicit community member feedback (through focus groups and surveys), outreaching to community groups like Parent/Teacher Associations, Neighborhood Associations, and various social clubs to ensure their voices are a part of -and represented in- CTC efforts.
 - An example of existing coordinating work around engaging historically uninvolved community members, the Pueblo Department of Public Health and Environment is currently beginning a comprehensive outreach plan (heavily involving CTC and other behavioral health programs) specifically to the local business community.
- Key Leader and Community Boards remain a diverse set of stakeholders representing various agencies, coalitions, and community groups to ensure that CTC is building systems that support the implementation of each strategy described in this plan. Key Leader and Community Boards also bring information to and from the coalition, ensuring that all efforts in Pueblo are coordinated and not duplicative.
- Incentive items for Community Board members such as team polos and food during meetings will continue to be purchased for the coalition. These incentives aim to promote Community Board member engagement and commitment to the coalition. In-kind incentives (such as free training opportunities, inter-coalition resource-sharing, and time for networking) are also included as part of coalition membership.
 - To make incentives a sustainable piece of the coalition, CTC will continuously build incentives into the budget, and seek sustainable funding for incentives/stipends to secure funds past the grant's end.
- To ensure no workgroup or coalition member is doing the majority of work, workgroups coordinate with other workgroups or agencies to maximize collective impact and minimize workgroup member burnout. For example, the Youth Involvement workgroup has worked with the Outreach and Public Relations workgroup to plan and execute several projects, including a video competition where local youth were challenged to create a public service announcement around youth substance use.

Healthy Board Maintenance

- Additionally, in the creation of the strategic plan, the strategy teams have identified a number of diverse stakeholders and people responsible for starting the work (who are not a part of the original strategy team) to ensure the work does not fall solely on one workgroup or agency.
- After reviewing the state-wide CTC coalition survey results, the Community Board prioritized three areas related to coalition health to work on in 2018-2019:
 1. Resource Utilization: The coalition's understanding of how resources are obtained and used. Example key activities to help build capacity include: (1) make coalitions resourceful by creating a shared, centralized community resource guide, (2) create an agency or CTC resource wish-list, and (3) clearly identify needs and make needs transparent to the whole coalition.
 2. Inter-organizational relationships: The connection to outside people or agencies that support CTC's success. Key activities to help build capacity include: (1) perform a social network map of partners in CTC, (2) make short videos or presentations about coalition partners to show these videos at meetings, and (3) have CTC social events.
 3. Relationships with and empowerment of youth involvement in the community. Key activities to help build capacity include: (1) utilize local youth councils more often, (2) sustainably hire more youth advisors, specific to CTC, and (3) connect with other coalitions that have been successful with youth and implement their best practices.
- In addition to building capacity in the areas mentioned above, we will explicitly apply the Social Development Strategy and Positive Youth Development principles to CTC's coalition. The vision is that coalition members have opportunities to use their skills and are recognized for contributions.
 - The Party Planning Committee (formerly known as the Board Maintenance workgroup) is tasked with maintaining overall good coalition health. This committee is tasked with implementing the components of the SDS such that they provide or create skill- or capacity-building opportunities for coalition members, and positively recognize coalition members as necessary.
- Objectives around promoting, advocating for, and implementing Positive Youth Development (PYD) within the coalition and the community are:
 - By December 2020, there will be increased awareness, understanding, value, and engagement in prosocial development which will result in improved youth-adult relationships.
 - By December 2020, there will be expanded youth involvement in community decision making.
- In order to promote PYD broadly in the community, the coalition must first build PYD capacity internally, ensuring that all coalition members are trained and championing PYD efforts. To that end, CTC plans the following activities to increase Positive Youth Development:
 - It is, and will continue to be, written within the Statement of Work that there shall be at least one youth advisor as part of the coalition. Currently, CTC youth advisor(s) are part of the Youth Involvement workgroup where they partner with workgroup members to plan youth engagement projects, and find ways for youth to be a part of other workgroups.
 - Youth advisors will have shared-decision making roles and responsibilities within the Youth Involvement workgroup, and *meaningful* opportunities for engagement.

Healthy Board Maintenance

- All coalition members are trained in PYD and advocate for PYD in their workplace. Adding three new local Positive Youth Development trainers in October 2018 (bringing the total to 5 CDPHE-certified PYD trainers for Pueblo County) will allow for more frequent trainings that can be offered to coalition and community members!
 - One of the tasks of the Outreach and Public Relations workgroup is to create shared messaging for the coalition to use about the importance of PYD in order to promote PYD within the coalition and within the Pueblo community.
- In addition to getting all members of our coalition trained and implementing PYD, CTC encourages all Pueblo youth-serving agencies get trained in PYD in an effort to make the agencies more youth friendly.
- As PYD training opportunities expand, CTC wants to ensure PYD trainings are sustainable and equitable. To maintain integrity for equity work, PYD trainings were explicitly prioritized to make the trainings more equitable: trainings will be offered in the evening or weekend, participants will be provided lunch and transportation, and offered materials in Spanish if needed.
- The coalition will work to create a toolkit to diversify youth voices within agencies, to ensure that voices are diverse and reflective of the community that they are representing.
- The coalition will work to create a “how to be friendly” package to share among partner agencies and businesses in an effort to get them to implement PYD practices.

Collective Impact

CTC strives to have a community that is dedicated to the prevention of youth substance use of young people. CTC knows effective prevention systems mean many agencies and individuals work together with a common mission to address our community's needs.

CTC commits to focusing attention on applying the principles of collective impact to maximize existing community assets, and to support the goals of this CAP. These strategies were selected as part of a comprehensive community planning effort, and CTC recognizes the potential to be achieved when there is broad community focus on common goals. CTC developed the following goals toward this end:

- CTC commits to providing ample time and space for resource sharing during Community Board meetings. CTC strives to encourage cross-sector collaborations and systems-building opportunities.
- The funding workgroup will seek sustainable funding streams to support all components of the Community Action Plan. Additionally, CTC encourages the braiding of monetary funding, in-kind, or human resources across several agencies to promote buy-in to the coalition's efforts, and to ensure the implementation and evaluation work does not fall to any one organization.
- The Outreach and Public Relations workgroup will continue to promote local CTC efforts through informative presentations to traditional and non-traditional stakeholder and community groups, and attending community events.

CTC developed the following goals to ensure efforts like CTC's can be sustained in the future:

- Key Leaders, representing various community agencies, will work to champion local CTC efforts while assisting with the implementation of the Community Action Plan.
 - CTC knows strong relationships and partnerships are integral to sustainability, and will work to continue to build new relationships and maintain existing relationships with Key Leaders and Community Board members.
- The coalition intends to enhance community capacity, build public support, and improve and sustain the efforts of the Community Action Plan for implementation activities to continue beyond the grant's end.
- Local-level data will continue to be obtained, analyzed, and disseminated for the Communities That Care process to remain iterative and dynamic. By addressing what current youth problem behaviors exist in a community, the coalition is better able to stay parallel with what is happening in the community.

Implementation and Evaluation

Community-Level Prevention Strategies

In February 2018, when prioritizing strategies, the coalition decided that the Mass Media strategy would not be allocated implementation funding. However, components from the strategy (i.e. using statewide campaigns' free media kits) would be incorporated within the goals of the Community Board to ensure that the risk factor of Favorable Parental Attitudes and Involvement in Substance Use will still be addressed. Given that the HKCS data indicates that this risk factor is significantly present in Pueblo County ([as seen in the regional CTC scaled report](#)), the coalition felt the need to retain this risk factor and work to address it accordingly. For now, efforts around this risk factor are focused on building relationship with the school and business communities so that partners institutionalize disseminating CDPHE campaigns ([Speak Now](#) or [Responsibility Grows Here](#)) in their respective organizations and circles of influence. CTC plans on writing a more detailed, sustainable work plan around using these campaigns in the future, after successfully implementing the prioritized strategies.

While the Quality Childcare and Community Spaces strategies are community/societal-level, prevention work spans across the Social Ecological Model (SEM); prevention is most effective when it is completed across all levels of the SEM. Because this Community Action Plan is reflective of community work related to priority risk and protective factors, the coalition performed a program review to identify programs that the coalition can help support and complement. For a list of existing programs as they relate to the coalitions risk and protective factors, refer to this [program assessment](#); programs that are evidence-based are differentiated from non-evidence-based programs on the list.

Programming strengthened by evidence demonstrates sustainability, cost-effectiveness, and efficacy among the population the program affects. EB-programs typically have stronger fidelity (adherence, exposure, engagement, delivery, and specificity). This shows that it is in our best interest to improve programs identified as evidence-based and support efforts for non-evidence-based programs to become evidence-based. Evidence-based programming is a core component of the individual and interpersonal levels of the SEM. By bolstering programming efforts with PYD, improving access to community spaces that often conduct this programming, and expanding quality childcare in Pueblo, CTC aims to align its efforts with ongoing evidence-based programs by performing systems-level changes to prevent duplication and address barriers previously identified in the community resource assessment workshop. CTC is considering improving those 5 fidelity factors among existing programs to better address equity (engagement and exposure). As identified in the limitations section of the community spaces strategy with Boys & Girls club, some programs are also currently improving their capacity to perform equity work with CTC support.

While few specific activities focus on programming within the strategy implementation plans for the upcoming year, CTC plans to address programs more explicitly in the future when strategies have been rolled out. Low-level monitoring of programming through community partners such as the Pueblo Interagency Oversight Group is currently being performed, so readiness to bolster programs is a promising endeavor for Pueblo CTC in the future.

Some specific examples of promising endeavors in bolstering programs:

- Expand Botvin Lifeskills curriculum beyond District 70 to Pueblo City Schools District 60 and alternative/online schools in Pueblo County, and support Sources of Strength programming in GOAL Academy high school (an alternative/online school).

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- Assist United Way in their Pueblo Mentoring Collaborative program (as needed). For example, CTC can help improve the capacity of people to get involved with these existing EB mentorship efforts that will help build support and morale to increase attendance in programming.
- Address the needs of programs like Head Start and Bright Beginnings (who work closely on the board) which include sourcing funds and resources within the quality childcare strategy.
- Continue to partner with the Pueblo Interagency Oversight Group to improve programming related to family-based interventions, and help to move existing programs up the spectrum of evidence-based.

Currently, the implementation and evaluation plans are organized into a tiered system to ensure the work of the coalition is completed with best practices in mind. The tiers have been organized by timeline—what activities need to happen first before the next activities can happen, and work needs to happen immediately based on already existing or complimenting efforts. For example, tier one activities include conducting a community scan to identify existing resources, potential partnerships, and gaps in services as they relate to community/youth-friendly spaces; tier two activities would be around addressing the gaps identified by the community scan. CTC wrote a detailed plan for tier one activities and will write the implementation and evaluation plans for further tiers within the next year (2019-2020). Notably, the timelines written in the plans reflect when the coalition wants to *begin* the work— it is not reflective of a target completion date.

When writing tier one, the coalition built in several facets that will enhance sustainability for activities that will continue into tier two and beyond. We recognize that strong relationships are key to sustainability; with that in mind, many activities in tier one are about building relationships with partner organizations and increasing community buy-in with the goal of creating shared understanding and ownership, Memorandums of Understanding (MOUs), and the eventual braiding of resources to sustain work beyond tier one. We are also conscious of capacity of those responsible for doing the work. The coalition hopes to coordinate and help implement activities up front, but then that work needs to be maintained and sustained by our partner agencies in continual years. This not only makes the work more sustainable, but it increases the capacity of coalition members to start other work in tier two and other coalition-specific activities.

Also important to note some activities written in the implementation and evaluation plans capture work that is already happening in the community. Given that this is a *Community Action Plan* (and CTC is a community effort driven by a community coalition), CTC wanted to document and monitor activities that are directly tied to strategies and objectives. Though the coalition will not explicitly be doing this work -partners will be- CTC can help to track and monitor our partner's work with their respective activities; this may look like quarterly updates via online tracking tools, or monthly updates at Community Board meetings. Activities partners will be doing (or already existing work) has been differentiated (via color-coding) from coalition-specific work in the implementation and evaluation plans. For example, one activity encompassed within the Quality Childcare implementation and evaluation plan is about asking businesses to adopt family friendly business practices. This activity is an entire evidence-based strategy from CDPHE's Menu of Strategies that -itself- could be broken down into a full action plan. It is a very intensive strategy with multiple action steps that need to be accomplished for the corresponding work to be successful. Because coalition partners will be doing the work around this activity (and the work complements other childcare-related work we will be doing), the activity is not expanded as much as it could be. Another example of leveraging community

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work in the Quality Childcare strategy is the community campaign encompassed within the CHIP and planned by the CHA steering committee. While the campaign is geared towards academic performance and clear standards across the developmental span for young people, there will be a school readiness portion for materials for 0-5 developmental age group. Coalition members who are local subject matter experts around early childhood, will help inform and guide the work of the CHA steering committee; promoting the use of quality childcare while also educating the community around the components of school readiness will result in a comprehensive approach to improve academic success in late elementary school. Coordinating this approach between several groups of stakeholders that share an understanding of the outcomes we want to see will help to ensure that our work is sustainable and impacts as many people in our community as possible.

Addressing academic failure beginning in late elementary school

[Quality Childcare Early in Life Strategy Implementation and Evaluation Plan](#)

Addressing opportunities and rewards for prosocial involvement

[Community Spaces Strategy Implementation and Evaluation Plan](#)

Funding Strategies

To sustain community efforts

Pueblo Communities That Care has developed funding plans to support the development, implementation, evaluation, and sustainability of our selected prevention strategies and to ensure CTC can be continued in years to come.

For the selected strategies, CTC plans to fund these efforts as follows:

Build public support for quality childcare early in life

Use \$2,450 of the funding currently provided by CDPHE to support this strategy. These funds may be used towards:

- \$250 for printing costs associated with educational/advocacy packets around the local ballot proposal objective.
- \$1,500-2,000 for providing incentives to FFNs to utilize best practice trainings from Children First.
- \$200 to perform a needs assessment on FFN providers.

Additional funds will be needed to support these efforts. These investments, which will be sought elsewhere, may include:

- \$5,000 - \$6,000 per year to maintain an online resource guide of childcare resources for parents and caregivers, licensed childcare and medical providers, and friends, family, and neighbor childcare providers.
- \$20,000-\$40,000 for a FTE Community Health Worker to be a liaison between licensed providers and Children First/DSS to accept CCAP, and to work with FFN providers to increase the quality of their facilities.
- \$10,000 to purchase local advertising space and campaign materials to disseminate the school readiness campaign to community members.

Build public support for community spaces for youth

CTC plans to utilize \$1,000 of the funding currently provided by CDPHE to support this strategy. These funds may be used towards:

- \$300 to create and distribute a barriers assessment to youth and their families, looking at what barriers they face in participating in community spaces or youth programming.
- \$700 to promote participation in programming and community spaces, and to conduct outreach to young people about all the prosocial opportunities they have to engage in.

CTC commits to activating a small group of community representatives to continue to investigate funding sources for these community investments. The coalition recognizes the value of involving and engaging the community in all efforts, and will continue to look for funding opportunities to keep the coalition funded to ensure objectives and work are always driven by community need and support. For a more detailed plan on resources needed, what funds CDPHE will contribute, and the plan on leveraging partner's work to fund CTC's key implementation activities, see [this funding plan](#) for both strategies.