Steps to Success: Montbello Community Action Plan
Phase 1: Recommended Evidence-Based Program Package + Leveraged Program Lists
Approved by Community Board: April 23, 2013

Executive Summary:

Through the Centers for Disease Control and Prevention (CDC) Academic Centers for Excellence in Youth Violence Prevention grant award (ACE), approximately $100,000 is available annually* as part of Steps to Success to support evidence-based program implementation in Montbello. In order to determine the top program recommendations for this funding, the community has participated in a data-driven community planning process using the Communities That Care model. This report outlines the decision-making process and rationale for the recommended Evidence-Based Program Package + Leveraged Program Lists and highlights a process for assessing implementation feasibility for priority programs.

Steps to Success Outcomes: The recommended Evidence-Based Program Package + Leveraged Program Lists (see below) are designed to address Montbello’s top prioritized risk and protective factors and outcome goal. As a result of this project, we expect that Montbello will achieve a substantive reduction in the overall levels of violence for youth ages 10-17. By substantive reduction, we expect to match or better the 10% reductions in the rates of violent behavior called for in the objectives of the national Healthy People 2020 Framework for the Violence Prevention Leading Health Indicators (U.S. Department of Health and Human Services, 2013). A follow-up community and school assessment will take place in 2015. The project will also track official statistics related to youth violence. Because many of the same risk and protective factors that predict violence also predict other problem behaviors, it is likely that these behaviors will be reduced by this amount as well.

- Outcome Goal: Reduce levels of youth violence and other problem behaviors among ages 10-17 by at least 10% by 2016.

This Plan will be voted on at the Community Board meeting on April 23rd 2013 by voting members of the Community Board. Community Board approval of this plan on April 23rd is not yet tied to funding allocation decisions. Funding allocations for the Evidence-Based Program Package will be determined once implementation feasibility is assessed with community and school partners. The leveraged program lists will not be eligible to receive ACE funding. There may not be enough funding available to support all 4 programs in the Evidence-Based Program Package through the ACE grant. If this occurs, the CU Boulder project team will work closely with the Community Board to create a fair and equitable process for decision-making regarding program selection and implementation (e.g., RFP process). The CU Boulder project team will also work with community partners to identify other funding streams to support the full program package and the leveraged programs. If the schools are unable to implement the universal programs identified by the Community Board in the Evidence-Based Program Package, the Community Board will reconvene to identify community-based universal violence prevention programs that meet Montbello’s priority risk and protective factors.

Recommended Evidence-Based Program Package (for possible ACE funding)

1. Promoting Alternative Thinking Strategies (PATHS)
2. Strengthening Families
3. Functional Family Therapy and/or Multi-Systemic Therapy (will try to leverage additional resources and partnerships to support these programs rather than use ACE funds)
4. Life Skills Training or Positive Family Support
**Recommended Evidence-Based Leveraged Program List** (no ACE funding will be used, but Steps to Success will try to leverage additional resources and partnerships to support these programs. Additionally, Steps to Success will coordinate with these programs to track their impact on Montbello youth and their families)

1. Nurse Family Partnership  
2. Incredible Years  
3. Big Brothers Big Sisters

*For additional information on the programs listed above see [www.blueprintsprograms.com](http://www.blueprintsprograms.com)*

**Recommended Environmental Strategy Leveraged Program List** (additional environmental programs will be reviewed by community partners and added to the list in Phase 2 of the Community Action Plan)

1. Safe2Tell *(no funding from ACE, but Steps to Success will try to leverage additional resources and partnerships to support this program)*

**Impact:** If the above package is approved, which consists of evidence-based programs funded by Steps to Success, leveraged evidence-based programs already available in the community, and the environmental strategy Safe2Tell, the Montbello community will have in place a comprehensive array of strategies for children from birth to high school to (1) reduce violence and other problem behaviors and (2) further the vision of Steps to Success to support a self-empowered community that we are proud of.

*Beginning in Year 2 (2012/13) and contingent on the actual Federal Award.*
This report outlines the decision-making process and rationale for the recommended Evidence-Based Program Package + Leveraged Program Lists that are included in the Phase 1 Community Action Plan and highlights a process for assessing feasibility for implementation of priority programs. It is divided into the following 4 sections:

Section 1: Steps to Success Overview

Section 2: Community Action Plan Overview, which includes the timeline and process for Phase 1 Community Action Plan input and review

Section 3: Process and Rationale for Recommended Evidence-Based Program Package + Leveraged Program Lists

- 3.A. Risk and Protective Factor Selection Process
- 3.B. Evidence-Based Program Selection Process
  - 3.B.1. Resources Assessment and Evaluation Committee Program Recommendations
  - 3.B.2. Program Recommendations from the March 2013 Community Planning Training
- 3.C. Recommendations and Rationale for Evidence-Based Program Package + Leveraged Program Lists
- 3.D. Program Criteria for Selection of Recommended Evidence-Based Program Package
- 3.E. Detailed Description and Rationale for Evidence-Based Program Package (for possible ACE funding)
- 3.F. Recommended Evidence-Based Leveraged Program List
- 3.G. Recommended Environmental Strategy Leveraged Program List

Section 4: Next Steps: Assessing Feasibility for Implementation of Priority Programs
Section 1: Steps to Success Overview

Steps to Success is a unique partnership between Far Northeast Denver’s Montbello community, and researchers from the University of Colorado (CU) Boulder and the CU School of Medicine/Children’s Hospital to promote positive youth development and reduce youth violence through a coordinated community-wide effort. The project is funded by a five-year (2011-2016) $5.4 million cooperative agreement from the Centers for Disease Control and Prevention’s (CDC) Academic Centers of Excellence (ACE) in Youth Violence Prevention. The Steps to Success project uses the Communities That Care model to provide a framework for members of the community to work together to prevent youth violence and other problem behaviors, including substance use, delinquency, teen pregnancy, and dropping out of school.

Steps to Success officially kicked-off in February of 2012 and is directed by a Community Board consisting of community leaders and partner organizations. A Key Leader Advisory Board, consisting of city and state leaders and elected officials also meets quarterly to support the work of the Community Board. These Boards make decisions – based on data – about the strategy and programming that best meet the needs of the Montbello community. They also review and provide input on the work of the various committees of Steps to Success. They identify gaps and areas of promise that can be leveraged and enhanced, and are participating in the development of Montbello’s Community Action Plan. As part of the Community Action Plan, the Community Board will select evidence-based programs and environmental strategies that align with the needs of the community. Steps to Success aims to embed these programs and strategies into an on-going community delivery system supported by both governmental and nongovernmental organizations so that the Montbello community may continue to benefit from the programs long after the five years of federal funding ends.

Community's Vision: A self-empowered community that we are proud of

Steps to Success Purpose: To promote positive youth development and reduce youth violence in Montbello through a coordinated community effort

Steps to Success Impact: If proven evidence-based programs are chosen to be implemented in Montbello that address the prioritized risk and protective factors, and the programs are implemented properly, youth involvement in violence or other problem behaviors should be reduced over time in Montbello. As a result of this project, we expect that Montbello will achieve a substantive reduction in the overall levels of violence for youth ages 10-17. By substantive reduction, we expect to match or better the 10% reductions in the rates of violent behavior called for in the objectives of the national Healthy People 2020 Framework for the Violence Prevention Leading Health Indicators (U.S. Department of Health and Human Services, 2013). A follow-up community and school assessment will take place in 2015. Because many of the same risk and protective factors that predict violence also predict other problem behaviors, it is likely that these behaviors will be reduced by this amount as well.

- **Outcome Goal:** Reduce levels of youth violence and other problem behaviors among ages 10-17 by at least 10% by 2016.
Section 2: Community Action Plan Overview

The Montbello Community Action Plan will be developed in two phases due to the requirements of the Centers for Disease Control and Prevention ACE project, the Steps to Success project’s funder.

- **Phase 1** focuses on the community’s recommendations for selection and implementation of evidence-based programs to address the Top 3 Risk Factors and Top 1 Protective Factor.

- **Phase 2** will focus on leveraging additional resources and implementing environmental strategies, policies, and practices that address the risk and protective factors prioritized by the community and fill programmatic gaps identified in Phase 1.

Through ACE, approximately $100,000 in funding is available annually* to support evidence-based program implementation in Montbello. In order to determine the top program recommendations for this funding, the community has participated in a data-driven community planning process using the Communities That Care model. This report outlines the decision-making process and rationale for the recommended Evidence-Based Program Package and highlights a process for assessing feasibility for implementation of priority programs.

The recommended Evidence-Based Program Package + Leveraged Program Lists are designed to address Montbello’s top prioritized risk and protective factors. This Plan will be voted on at the Community Board Meeting on April 23rd 2013 by the voting members of the Community Board.

Community Board approval of this plan on April 23rd is not yet tied to funding allocation decisions. Funding allocations for the Evidence-Based Program Package will be determined once implementation feasibility is assessed with community and school partners. The leveraged program lists will not be eligible to receive ACE funding. There may not be enough funding available to support all 4 programs in the Evidence-Based Program Package through the ACE grant. If this occurs, the CU Boulder project team will work closely with the Community Board to create a fair and equitable process for decision-making regarding program selection and implementation (e.g., RFP Process). The CU Boulder project team will also work with community partners to identify other funding streams to support the full program package and the leveraged programs. If the schools are unable to implement the universal programs identified by the Community Board in the Evidence-Based Program Package, the Community Board will reconvene to identify community-based universal violence prevention programs that meet Montbello’s priority risk and protective factors.

**Timeline and process for Phase 1 Community Action Plan input and review:**

<table>
<thead>
<tr>
<th>Strategy for Phase 1 Plan Input and Review</th>
<th>Date</th>
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<tbody>
<tr>
<td>Community Board Meeting</td>
<td>3/26/13</td>
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<tr>
<td>Send out draft Phase 1 report</td>
<td>4/5/13</td>
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<tr>
<td>Individual School Principal/Staff meetings</td>
<td>April 2013</td>
</tr>
<tr>
<td>Coordinating Committee review plan and process</td>
<td>4/9/13</td>
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<tr>
<td>Discuss at Far Northeast Principals Meeting 4/12 (Community/Key Leader Advisory Board members welcome)</td>
<td>4/12/13</td>
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<tr>
<td>Discuss at Key Leader Advisory Board Meeting</td>
<td>4/16/13</td>
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<tr>
<td>All feedback on plan due by 4/18</td>
<td>4/18/13</td>
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<tr>
<td>Vote on Evidence-Based Program Package by Community Board 4/23</td>
<td>4/23/13</td>
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<tr>
<td>CDC Approval on Program List and Budget</td>
<td>May 2013</td>
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<tr>
<td>Program budget shared with Community Board 5/28/13</td>
<td>May 2013</td>
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<tr>
<td>Communication about the Community Action Plan – making sure to provide information about programs to those who were interviewed</td>
<td>May 2013 – on going</td>
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<tr>
<td>Strategy for Phase 1 Plan Input and Review</td>
<td>Date</td>
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*Beginning in Year 2 (2012/13) and contingent on the actual Federal Award.*
**Section 3: Process and Rationale for Recommended Evidence-Based Program Package**

A key goal of Communities That Care is to identify which risk factors, protective factors, and problem behaviors are prevalent in the community, and to implement tested, effective programs to address the community’s unique profile. This section of the report provides an overview of the data driven process to select: (1) the top risk and protective factors and (2) the recommended evidence-based programs to address these risk and protective factors in Montbello.

**3.A. Risk and Protective Factor Selection Process.** The Risk and Protective Factor Committee analyzed data from nearly 3,000 students and parents in Montbello completing school and household surveys and identified the following 3 risk factors and 1 protective factor as priorities for community planning:

**Top 3 Risk Factors:**
1. Early and persistent problem behavior
2. Family conflict/family management problems
3. Friends engaging in problem behavior/weak social ties

**Top Protective Factor:**
1. Religiosity

A full report explaining the process for selecting the top risk and protective factors is available in the Community Risk Assessment Report – produced and distributed to partners in February 2013.

**3.B. Evidence-Based Program Selection Process**

**3.B.1. Resources Assessment and Evaluation Committee Program Recommendations.** The Resources Assessment and Evaluation Committee developed a narrowed down list of evidence-based programs that would address the top risk and protective factors and fit well in the Montbello community. The thorough process they undertook complied with the ACE grant requirements for evidence-based programs and strategies and led to 13 programs out of 23 possible being recommended for consideration by community partners during the Community Planning Training on March 11th and 12th 2013.

**Program List from Resources Assessment and Evaluation Committee**
- Raising Healthy Children
- LifeSkills Training
- Positive Family Support
- Strengthening Families 10-14
- Strong African American Families
- Familias Unidas
- Guiding Good Choices
- Promoting Alternative Thinking Strategies
- Big Brothers Big Sisters Mentoring Program
- Functional Family Therapy
- Multisystemic Therapy
- Incredible Years*
- Nurse Family Partnership*

*Recommended for leveraging only – not funded with CDC funds so they were not included in the prioritized program list below but are highly valued and currently being implemented in the Montbello community.

A full report explaining this process is available in the Community Resources Assessment Report – March 2013.
3.B.2. Program Recommendations from the March 2013 Community Planning Training. During the Steps to Success Community Planning Training on March 11th and 12th 2013, approximately 40 Steps to Success partners prioritized the 13 evidence-based programs that were highlighted in the Resources Assessment Report and are listed above. Some of the programs were similar in scope so the group was tasked in determining which of the similar programs appeared to be a better fit for the community. Partners divided into 4 groups to develop a deeper understanding of the programs by researching information on the Blueprints for Healthy Youth Development website [www.blueprintsprograms.com](http://www.blueprintsprograms.com) and looking at their fit within the community.

Each group presented their results focusing on the outcomes achieved, net cost benefit, whether the program served universal, selective or indicated populations, and the strengths and barriers of the program. Based on this information, training participants individually selected 3 programs that they would like included in the Community Action Plan. This information was tallied at the end of the first day of the training.

Additional discussion was held about the prioritized program list during the second day of the training. It was recommended that a universal middle school program be considered in the Recommended Evidence-Based Program Package. LifeSkills Training and Positive Family Support are both universal programs serving middle school students that could be considered and are highlighted in gray in the list below. Additionally, Multi-Systemic Therapy is an indicated program similar to Family Functional Therapy. The CU Boulder project team will also explore costs and availability of both programs to see which will be a better fit for the community.

Several evidence-based programs are already being implemented in Montbello and are recommended to be included on the evidence-based programs leveraging programs list but not funded by the ACE grant: Nurse Family Partnership (ages 0-2), Incredible Years (ages 3-6) and Big Brothers Big Sisters (ages 7-18). Additional information about these programs and ways that the Steps to Success Project may support their efforts in Montbello is described in Section 3.F.

Prioritized Program List from Community Planning Training on March 11 and 12, 2013
1. Promoting Alternative Thinking Strategies (PATHS)
2. Strengthening Families
3. Family Functional Therapy
4. Multi-Systemic Therapy (explore along with Family Functional Therapy)
4. Strong African American Families (similar to Strengthening Families)
4. Positive Family Support (explore along with Life Skills as a Middle School universal program)
5. Familias Unidas (similar to Strengthening Families)
6. Guiding Good Choices (similar to Strengthening Families)
7. LifeSkills Training (explore along with Positive Family Support as a middle school universal program)
8. Raising Healthy Children (very complex and expensive program to implement – did not appear to be a good fit)

Evidence-Based Program Leveraging Program List (in community but not funded by the ACE grant)
- Nurse Family Partnership
- Incredible Years
- Big Brothers Big Sisters Mentoring Program

See [www.blueprintsprograms.com](http://www.blueprintsprograms.com) for detailed information about the programs listed above.

One environmental strategy is being recommended for inclusion into Phase 1 of the Community Action Plan. Additional environmental strategies will be reviewed by community partners and added to the Environmental
Strategy Leveraged Program List in Phase 2 of the development of the Community Action Plan. They were not included in Phase 1 because the Community Board was unable to review these programs in time to comply with the CDC’s ACE grant timeline. However, Safe2Tell was introduced to the Community Board and the schools during the fall of 2012 and there has been great interest in fully implementing Safe2Tell in Montbello schools and in the community. Consequently, the Community Board included Safe2Tell in Phase 1 of the plan. No additional funding from ACE will go to this program, but Steps to Success will try to leverage additional resources and partnerships to support this program.

3.C. Recommendations and Rationale for Evidence-Based Program Package and Leveraged Environmental Strategy

Based on the above list, the following programs are being recommended for consideration of ACE funding as part of Montbello’s Program Package:

**Recommended Evidence-Based Program List** (for possible ACE funding)
1. Promoting Alternative Thinking Strategies (PATHS)
2. Strengthening Families
3. Functional Family Therapy and/or Multi-Systemic Therapy (*will try to leverage additional resources and partnerships to support these programs rather than use ACE funds*)
4. Life Skills Training or Positive Family Support

**Recommended Evidence-Based Leveraged Program List** (no additional funding from ACE, but Steps to Success will try to leverage additional resources and partnerships to support these programs)
1. Nurse Family Partnership
2. Incredible Years
3. Big Brothers Big Sisters Mentoring Program

**Recommended Environmental Strategy Leveraged Program List** (additional environmental programs will be reviewed by community partners and added to the list in Phase 2)
1. Safe2Tell (*no additional funding from ACE, but Steps to Success will try to leverage additional resources and partnerships to support this program*)

3.D. Program Criteria for Selection of Recommended Evidence-Based Program Package:

This recommended set of programs addresses the top 3 risk factors identified in the Risk Assessment Report:
1. Early and persistent problem behavior
2. Family conflict/family management problems
3. Friends engaging in problem behavior/weak social ties

This program package is also a step toward achieving the long-term vision of supporting Montbello’s children and young people cradle to career by ensuring evidence-based universal, selective and indicated services are in place across the developmental continuum.

- **Universal** - Addresses general public or a segment of the entire population with an average chance of developing a disorder, risk, or condition.
- **Selective** - Serves specific sub-populations whose risk is significantly higher than average, either imminently or over a lifetime.
- **Indicated** - Addresses identified individuals who have minimal but detectable signs or symptoms of a targeted behavior (e.g., violent behavior) or symptoms of a targeted disorder.
These programs together begin to create a comprehensive cradle to career approach to support Montbello youth that:

- Address the top 3 risk factors identified in the Risk Assessment Report and delinquency, violence and drug use outcomes.
- Cover universal level programming from age 3 to 18 years – continuum of social emotional programming through the life course.
- Cover selective and indicated programs for ages (0-18).
- Include programs in both school and community based settings.
- Include both youth and families.
- Meet criteria for cultural competency. The programs have been applied with a wide range of population demographics.
- Offer opportunities for local ownership and capacity building.

**Steps to Success Outcomes:** The recommended Evidence-Based Program Package + Leveraged Program Lists (see below) are designed to address Montbello’s top prioritized risk and protective factors and outcome goal. As a result of this project, we expect that Montbello will achieve a substantive reduction in the overall levels of violence for youth ages 10-17. By substantive reduction, we expect to match or better the 10% reductions in the rates of violent behavior called for in the objectives of the national Healthy People 2020 Framework for the Violence Prevention Leading Health Indicators (U.S. Department of Health and Human Services, 2013). A follow-up community and school assessment will take place in 2015. The project will also track official statistics related to youth violence. Because many of the same risk and protective factors that predict violence also predict other problem behaviors, it is likely that these behaviors will be reduced by this amount as well.

- Outcome Goal: Reduce levels of youth violence and other problem behaviors among ages 10-17 by at least 10% by 2016.

**Impact:** If the above package is approved, which consists of evidence-based programs funded by Steps to Success, leveraged evidence-based programs already available in the community, and the environmental strategy Safe2Tell, the Montbello community will have in place a comprehensive array of strategies for children from birth to high school to (1) reduce violence and other problem behaviors and (2) further the vision of Steps to Success to support a self-empowered community that we are proud of.

3.E. Detailed Description and Rationale for Evidence-Based Program Package (for possible ACE funding)

**Program 1: Promoting Alternative Thinking Strategies (PATHS)**

**Description:** Promoting Alternative Thinking Strategies (PATHS) strives to reduce aggression and behavior problems by promoting the development of social and emotional competencies in children during the elementary school age years. Program effects from evaluations include reductions in conduct problems and externalizing behaviors like aggression, depression and other internalizing behaviors, anger and ADHD symptoms, as well as improvements in social problem solving, emotional understanding, self-control, understanding of cues for recognizing feelings in others, peer sociability and social school functioning, abilities to resolve peer conflicts, identifying feelings and problems, and authority acceptance, cognitive concentration, and social competence. The program is implemented in school to elementary age children, and operates through the individual, peer, and school domains. The target audience for the PATHS program is elementary school children ages 6-12. However, this program can be implemented in a specific grade level if desired.

**Risk Factor Addressed:** Early and Persistent Problem Behavior
**Prevention Type:** Universal

**Location/Setting:** Elementary School

**Population Served:** 6-11

**Outcomes:** Reduced aggression and problem behavior

**Cultural Competency:** All races and ethnicity; studies included the entire socioeconomic status strata and a wide range of ethnic/cultural and family structural backgrounds.

**Local Ownership:** Training for classroom teachers. PATHS offers a certification training program to develop trainers who can provide local training workshops to their school districts. Potential affiliate trainers must have at least two years’ experience as a PATHS teacher, among other prerequisite requirements and will undergo an intense training before being certified. It would be possible through the project to certify a PATHS program facilitator to become a local trainer for Montbello to support sustainability of the program.

**Timeline for Implementation:** If schools are interested, this program could begin Fall 2013

**Estimated Annual Cost Range:** Estimated costs $29,000 for 20 classrooms includes training and materials. Costs could be less with fewer classrooms.

**Numbers served:** 500 elementary students

**Additional Rationale:** This was the only universal program on the Blueprints evidence-based program list that addressed early and persistent problem behavior and builds social and emotional competencies in children. The Resource Assessment Committee and Steps to Success partners felt this was an important component in the reduction of early and persistent problem behavior.

The PATHS program also provides a continuum of social-emotional learning that begins in early childhood with the implementation of the Incredible Years, which promotes the development of social-emotional competencies for preschool and kindergarten students. Incredible Years will provide an important foundation for young children that can be reinforced and strengthened in elementary school through the PATHS program.

For more information on the PATHS program, go to the program website: [http://www.channing-bete.com/prevention-programs/paths/paths.html](http://www.channing-bete.com/prevention-programs/paths/paths.html) or the program write-up on the Blueprints website: [http://www.blueprintsprograms.com/allPrograms.php](http://www.blueprintsprograms.com/allPrograms.php)

**Program 2: Strengthening Families 10-14**

**Description:** The Strengthening Families 10-14 program is a 7-session parenting and youth skills program, designed to improve parenting and family management skills, with the long-term goal of reducing aggressive and hostile youth behavior, substance use, and other problem behaviors. Program effects include reductions in youth substance initiation and use, and aggressive and hostile behavior, as well as improvements in parenting behavior. The program is implemented in the community or school setting during middle school grades. There are certified trainers for this program in Denver and the program is supported by the Office of Drug Strategy through Denver Human Services. However, the program is not currently available in Montbello.

**Risk Factors Addressed:** Early and Persistent Problem Behavior, Family Management Problems/Family Conflict

**Prevention Type:** Universal
**Location/Setting:** School or Community

**Population Served:** Parents and their 10-14 year old children

**Outcomes:** Improved family management; reduced problem behaviors in youth (including substance initiation and use), and aggressive and hostile behavior

**Cultural Competency:** Program adaptation for non-English speaking and other ethnic groups available; pre/post tests have shown the program has been used successfully with Native American groups, Asian families, Hispanic (including non-English speaking parents), families with older teens, and families with mental health problems. Program facilitators can be recruited from the community, so the cultural demographics of the program facilitators should match those of the population served.

**Local Ownership:** There is a lot of opportunity for local ownership of this program. It is already being implemented in other areas of Denver through the Office of Drug Strategy. It is most successful when someone from the community facilitates the sessions and there is a natural recruitment body like a school, youth serving organization, or faith community.

**Timeline for Implementation:** If there is a willing youth-serving organization with the capacity to recruit families and host the program, it could begin in summer 2013. If schools are interested, it could begin Fall 2013.

**Estimated Annual Cost Range:** Estimated cost $25,000; approximately $6,000 for a 7-week session which would include facilitator fees, materials, food, incentives for families, and childcare. There would also be initial training costs for the facilitators. On-going yearly cost for 3-4 series could be $18,000 – 24,000.

**Numbers served:** Each 7-session training serves 10-12 families. Program requires 3 facilitators per training session – 1 to work with adults and 2 with youth.

For more information on the SFP 10-14, go to the program website: [www.extension.iastate.edu/sfp](http://www.extension.iastate.edu/sfp) or the program write-up on the Blueprints website: [http://www.blueprintsprograms.com/allPrograms.php](http://www.blueprintsprograms.com/allPrograms.php)

**Program 3: Functional Family Therapy and Multi-Systemic Therapy** - *(will try to leverage additional resources and partnerships to support these programs rather than use ACE funds)*

The next 2 programs, Functional Family Therapy (FFT) and Multi-Systemic Therapy (MST), are both highly effective in working with youth with behavioral offenses and chronic or severe antisocial behavior, including youth with histories of violence or felonious behavior and youth with histories of incarceration. These programs are highly effective but also more expensive than the universal prevention programs. Costs range from $2,800-$7,000 per youth served. However, the program costs incurred in the short term have enormous cost savings in the long-term. According to the Washington State Institute for Public Policy, the benefits minus costs for these programs are: $24,751 for MST and $67,108 for FFT.

FFT and MST have been shown effective for overlapping populations. FFT has been studied with youth ages 13 to 21 years old, although FFT programs will accept youth as young as 11 years old. FFT research has focused primarily on youth with behavioral offenses (e.g., running away, chronic truancy, and shoplifting) and substance abuse, but has also included youth with multiple serious offenses including felonies and youth returning home following incarceration. Research has shown MST to be effective for youth ages 12 to 17 years old with chronic or severe antisocial behavior, including youth with histories of violence or felonious behavior.
and youth with histories of incarceration. Both services require that there is a caregiver involved with the youth’s treatment.

Based on the clinical models used by each program, the reasons behind a youth’s acting out behaviors and the youth’s most immediate treatment needs may be helpful in deciding which program to refer a youth. FFT may be a good fit when the youth’s behavior is driven by family issues (e.g., high conflict, histories of abuse or neglect) or psychiatric concerns, or when the caregiver is initially reluctant to participate. MST may be a good fit when the youth’s behavior constitutes “willful defiance” and is driven primarily by peer, school, or community factors, or when there needs to be immediate intervention.

The Montbello Community Board has recommended that Steps to Success explore both options for programming with the goal of trying to leverage additional resources and partnerships to support these programs rather than use ACE funds.

**Functional Family Therapy (FFT)**

**Description:** Functional Family Therapy (FFT) is a short-term (approximately 30 hours), family-based therapeutic intervention for delinquent youth at risk for institutionalization and their families. FFT is designed to improve within-family attributions, family communication and supportiveness while decreasing intense negativity and dysfunctional patterns of behavior. Parenting skills, youth compliance, and the complete range of behavior change (cognitive, emotional, and behavioral) domains are individualized and targeted for change based on the specific risk and protective factor profile of each family. Evaluations have shown program impacts on reducing delinquency and criminal behavior, externalizing and internalizing behavior, illicit drug use and violence, and increases in positive relationships with parents. Savio House, The Aurora Mental Health Center, Jefferson Center for Mental Health, and Douglas Mental Health Network are Denver metro area Functional Family Therapy organizations. The Center for Effective Interventions is an organization that supports the use of evidence-based models, including FFT. They are part of the Human Services Department at Metropolitan State College of Denver.

**Risk Factors Addressed:** Early and Persistent Problem Behavior, Family Management Problems/Family Conflict, Friends Engaging in Problem Behavior/Weak Social Ties

**Prevention Type:** Selected, Indicated

**Location/Setting:** Juvenile Justice Setting, Mental Health/Treatment, Social Services, Transitional Between Contexts

**Population Served:** 11-18 year olds and their families

**Outcomes:** Reduced delinquency and criminal behavior, reduced drug use, reduced violence, positive relationships with parents

**Cultural Competency:** FFT has been applied with a wide range of population demographics, with non-White youth representing 10-60 percent of the sample. The cultural makeup of the currently operating FFT teams in the Denver metro area is unknown at this time, but negotiations around assigning therapists who understand the cultural needs of the population to be served (and who may be bilingual) are possible.

**Local Ownership:** FFT is being implemented in the Denver Metro area and the plan is to partner with organizations such as Savio House, The Aurora Mental Health Center, Jefferson Center for Mental Health, and
Douglas Mental Health Network to ensure that services are available to Montbello youth and their families. There are no plans through this project to create an FFT team in Montbello.

**Timeline for Implementation:** TBD

**Estimated Annual Cost Range:** Estimated $28,000 for 10 youth; Average cost per youth is $2,800

**Numbers served:** N=10 families, per the above estimated cost.

**Additional Rationale:** While this program serves fewer numbers of young people than the universal prevention programs, implementing it with a few of the most delinquent/violent young people in the community may significantly impact community violence outcomes.

**Multisystemic Therapy (MST)**

**Description:** Multisystemic Therapy (MST) provides intensive family therapy with the goal to improve the real-world functioning of youth by changing their natural settings – home, school, and neighborhood – in ways that promote prosocial behavior while decreasing antisocial behavior. Evaluations of MST have shown that the program is effective in decreasing delinquency and criminal behavior, externalizing and internalizing behavior, illicit drug use, sexual violence and violence, and increasing positive relationships with parents. Multiple agencies throughout the Denver metropolitan area provide MST services, including Savio House, the University of Colorado Hospital, and Synergy Outpatient at the University of Colorado - Denver. The Center for Effective Interventions in Denver also supports the dissemination of MST.

**Risk Factors Addressed:** Early and Persistent Problem Behavior, Family Management Problems/Family Conflict, Friends Engaging in Problem Behavior/Weak Social Ties

**Prevention Type:** Indicated

**Location/Setting:** Home, Mental Health/Treatment Center, Social Services, Transitional Between Contexts

**Population Served:** 12-18 year olds and their families

**Outcomes:** Reduced delinquency and criminal behavior, externalizing reduced drug use, positive relationships with parents, reduced sexual violence, reduced violence

**Cultural Competency:** MST has been found effective for both genders and equally effective with youth of different age and ethnic backgrounds. Additionally, several studies included a majority sample of African American youth. The cultural makeup of the currently operating MST teams in the Denver metro area is unknown at this time, but negotiations around assigning therapists who understand the cultural needs of the population to be served (and who may be bilingual) are possible.

**Local Ownership:** MST is being implemented in the Denver Metro area and the plan is to partner with Savio House, University of Colorado Hospital, and Synergy Outpatient at CU Denver to ensure that services are available to Montbello youth and their families. There are no plans through this project to create an MST team in Montbello.

**Timeline for Implementation:** TBD
Estimated Annual Cost Range: Estimated $35,340 for 5 youth; Average cost per family is $7068

Numbers served: N=5 families

Additional Rationale: While this program serves fewer numbers of young people than the universal prevention programs, implementing it with a few of the most delinquent/violent young people in the community may significantly impact community violence outcomes.

For more information on FFT and MST, go to the program write-up on the Blueprints website: http://www.blueprintsprograms.com/allPrograms.php

Program 4: LifeSkills Training (LST) or Positive Family Support

It was recommended that a universal middle school program be considered in the Recommended Evidence-Based Program Package. LifeSkills Training and Positive Family Support are both universal programs serving middle school students that community partners recommended for implementation in Montbello but will depend on the interest and capacity of the schools in implementing these programs.

LifeSkills Training (LST)

Description: LifeSkills Training (LST) is a three-year classroom curriculum to prevent adolescent substance use. LST also targets reduction of violence and other risk behavior. Evaluations of LST have shown significant program effects on substance use (tobacco, alcohol, marijuana, poly-drug and illicit drug use), violence and delinquency, HIV risk behaviors and risky driving, as well as increases in knowledge and attitudes about life skills, substance use, and perceived adult substance use. The program is implemented to all students in the middle school grades and operates within the domains of individual, peer, family, school, and community.

Risk Factors Addressed: Early and Persistent Problem Behavior, Friends Engaging in Problem Behavior/ Weak Social Ties

Prevention Type: Universal

Location/Setting: Middle School

Population Served: 12-14 year olds

Outcomes: Reduced alcohol and drug use; reduced delinquency and criminal behavior, reduced sexual risk behaviors, reduced tobacco use, reduced violence

Cultural Competency: LST is generalizable to a variety of ethnic groups and has been proven effective with White, middle-class, suburban and rural youth, as well as economically disadvantaged urban minority youth (African American and Hispanic/Latino).

Local Ownership: Training of classroom teachers. LST offers an LST Trainer Certification Process to develop local teacher training resources. Participants must be trained in LST and have one year of teaching experience with the LST curriculum. It would be possible through the project to certify an LST program facilitator to become a local trainer for Montbello to support sustainability of the program.
Timeline for Implementation: Program implementation is systematic, beginning with 6th grade classrooms in fall 2013 and adding 7th grade classrooms in the second implementation year, and 8th grade classrooms in the third implementation year, along with new cohorts of students entering the 6th grade in each year.

Estimated Annual Cost Range: Estimated costs $17,150; for 20 middle school classrooms training. This cost includes substitute teacher costs during training.

Numbers served: 500 middle school students

For more information on the LST program, go to the program website: www.lifeskillstraining.com or the program write-up on the Blueprints website: http://www.blueprintsprograms.com/allPrograms.php

Positive Family Support

Description: Positive Family Support is a three-tiered, multi-staged program that is administered through the middle school setting. The first, universal level involves the creation of a Family Resource Center (FRC), operated by a Parent Consultant. A 6-week universal prevention program called SHAPe (Success, Health, and Peace) is implemented at this level in participating children’s homeroom school classes. The second, selected 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 therapists to select available intervention programs the family can receive. Third, is the Family Intervention Menu. This level addresses indicated problems through a brief treatment program, academic and social behavior monitoring, parent groups, and behavioral family therapy sessions.

Risk Factors Addressed: Early and Persistent Problem Behavior, Family Management Problems/Family Conflict, Friends Engaging in Problem Behavior/Weak Social Ties

Prevention Type: Universal, Selected, and Indicated

Location/Setting: Middle School

Population Served: 12-14 year olds and their parents/families

Outcomes: Reduced alcohol and drug use; reduced delinquency and criminal behavior, depression, and emotional regulation

Cultural Competency: This program was tested on a sample that was 40% African American and 60% White and was effective with both populations.

Local Ownership: There is a lot of potential for local ownership, partnership and leveraging of resources for this program especially with regards to the Family Resource Center within the schools.

Timeline for Implementation: There could be a possible fall 2013 start if there is a middle school with the capacity to take on this program. It requires a Family Resource Center at the school, operated by a parent consultant and a half-time counselor/family interventionist. Many sites use existing staff in these positions.

Estimated Annual Cost Range: Estimated $23,600 for training, materials, and technical assistance in year 1. Staffing requirements in a typical middle school for the follow-up modules generally involve a .50 family resource intervention staff and/or a .50 counselor/family interventionist. Many schools also train additional staff to use the program – the $23,600 estimation assumes these costs will be leveraged.
**Numbers served:** 500 middle school students and their families.

For more information on the Positive Family Support program, go to the program website: http://cfc.uoregon.edu or the program write-up on the Blueprints website: http://www.blueprintsprograms.com/allPrograms.php

### 3.F. Recommended Evidence-Based Leveraged Program List

Several evidence-based programs are already being implemented in Montbello and are recommended to be included on the leveraging programs list but not funded by the ACE grant:

- Nurse Family Partnership (ages 0-2)
- Incredible Years (ages 3-6)
- Big Brothers Big Sisters (ages 7-18)

Additional information about these programs and ways that the Steps to Success Project may support their efforts in Montbello is described below.

**Nurse Family Partnership:** Nurse-Family Partnership (NFP) is being implemented in Montbello through Denver Health. The program begins during pregnancy as early as is possible and continues through the child’s second birthday. Nurses work with low-income pregnant mothers bearing their first child to improve the outcomes of pregnancy, improve infant health and development, and improve the mother’s own personal life-course development through instruction and observation during the home visits. Each home visit lasts 60-90 minutes.

Program content covered in the home visits includes (a) parent education about influences on fetal and infant development; (b) the involvement of family members and friends in the pregnancy, birth, early care of the child, and support of the mother; and (c) the linkage of family members with other formal health and human services. In addition to working with the mothers directly, the nurses promote the goals of the program by engaging other family members and close friends in the program and by assisting families to use other formal health and social services. The program impacts the following outcomes for mothers and children: improved prenatal health, fewer childhood injuries, fewer subsequent pregnancies, increased intervals between births, increased maternal employment, improved school readiness and reduced arrests, convictions, sexual partners, cigarettes, and alcohol use among the children. Steps to Success partners can help to ensure first-time pregnant women who meet the criteria for this program are referred. They can also work with NFP providers to ensure that mother’s transitioning out of the program are connected to additional community resources and supports.

**Incredible Years:** The Piton Foundation recently awarded a five-year grant to Invest in Kids to fully implement The Incredible Years System in Montbello. The selection of Montbello for implementation of this program was in large part due to the prevention infrastructure that is being developed through the Steps to Success Project. This tested, effective program addresses the community’s priority risk factors and has several components: a parent component, a teacher classroom management component, and a child prevention component. All three components will be implemented through this grant. The program works with children in pre-kindergarten and kindergarten and has demonstrated outcomes on antisocial-aggressive behavior, child maltreatment, child conduct problems, depression, internalizing and externalizing behavior, and positive relationships with parents. The program is implemented both in the school (child and teacher components) and in the community (parent component).

While the targeted age group of this program is younger than that included in the Steps to Success project, The Incredible Years program will provide an important foundation for positive behavior change at this critical stage in child development, both for children and their parents. Accordingly, it is important to include this
implementation effort into the overall Community Action Plan. Steps to Success will work with the local program community coach and Invest in Kids (program trainers) to support program implementation.

**Big Brothers Big Sisters**: Big Brothers Big Sisters (BBBS) is a mentoring program that works with at-risk adolescents to delay or reduce antisocial behaviors, improve academic performance, attitudes and behaviors, improve peer and family relationships, strengthen self-concept, and provide social and cultural enrichment. Program evaluations show that the program is effective in reducing illicit drug and alcohol initiation, antisocial and aggressive behaviors, truancy, and violence. The program also has positive effects on academic performance, parent-child relationships and relationships with peers. Big Brothers Big Sisters of Colorado has a headquarters in Denver and currently provides services to youth in the Denver metro area.

Big Brothers Big Sisters of Colorado is already providing mentoring services to 60-70 young people between the ages of 7 and 18 in Montbello. It is recommended that the community work with Big Brothers Big Sisters to explore ways to support recruiting of mentors to serve Montbello youth but will not provide additional funding to this program due to the limited resources available.

3.G. **Recommended Environmental Strategy Leveraged Program List**

One environmental strategy is being recommended for inclusion into Phase 1 of the Community Action Plan. Additional environmental strategies will be reviewed by community partners and added to the Environmental Strategy Leveraged Program List in Phase 2 of the development of the Community Action Plan.

**Safe2Tell**: Safe2Tell is a bystander reporting tool that ensures that every student, parent, teacher and community member has access to a safe and anonymous way to report any concerns about their safety or the safety of others. The goal of Safe2Tell is to intervene at the earliest possible point in the life a young person who is struggling, helping them when they need it before the situation turns into a tragedy. All reports are anonymous, protecting the identity of the caller, and each one is followed up to determine what action, if any, was taken. Tips are submitted anonymously by phone or web; all information is taken seriously; and appropriate action is taken in response to credible information.

While Safe2Tell is available to everyone in Colorado, it is used most effectively when adults and young people are trained and supported to use the program. School and community members can be trained as Safe2Tell trainers, who will then disseminate information about the program through the schools to students and churches and other organizations to the community.

The inclusion of Safe2Tell training as an environmental strategy in Montbello will ensure that (1) adults and students understand how to identify at-risk behaviors and are engaged in creating safe learning environments and (2) student, school staff and community residents are equipped with a direct tangible tool to report to report concerning behavior, mental health concerns, and threats, before a situation grows out of control knowing intervention can occur at the earliest opportunity by caring, committed adults at the local or school level. Safe2Tell has been proven to prevent school violence and other problem behaviors and is a critical component of a comprehensive violence prevention effort.

Safe2Tell was introduced to the Community Board and the schools during fall 2012 and there has been great interest in fully implementing Safe2Tell in Montbello schools and in the community. An initial Safe2Tell training took place in December 2012 for Montbello community and school staff. A follow-up training will need to be scheduled before the roll out of this program can take place. No additional funding from ACE will go to this program, but Steps to Success will try to leverage additional resources and partnerships to support this Safe2Tell.
Impact: If the above package is approved, which consists of evidence-based programs funded by Steps to Success, leveraged evidence-based programs already available in the community, and the environmental strategy Safe2Tell, the Montbello community will have in place a comprehensive array of strategies for children from birth to high school to (1) reduce violence and other problem behaviors and (2) further the vision of Steps to Success to support a self-empowered community that we are proud of.
Section 4: Next Steps: Assessing Feasibility for Implementation of Priority Programs

Community partners and the project team from CU Boulder will work with Montbello schools and local organizations to determine feasibility for each of the programs recommended for implementation. This includes an assessment of the capacity of a school or community organization to implement the program, demand for the program, and program cost. Some considerations for implementation are listed below. Please contact shelli.brown@colorado.edu if you have additional suggestions for these lists.

Some Considerations for Community-Based Program Implementation:
- Is the organization located in Montbello or serving Montbello families/children/youth?
- Does the organization have the capacity to commit to the program through the end of the grant cycle?

Some Considerations for School Program Implementation:
- Schools need to have completed the School Climate and Violence Prevention Survey to be eligible to participate in the school based programs (see list below)
- School is located in Montbello or serving high numbers of Montbello youth
- Montbello schools that have not yet taken the School Climate and Violence Prevention Survey, may elect to take the survey to become eligible for the school based programs

Efforts will be made to meet all program requests for implementation of the approved evidence-based program package. However, it is possible that there will not be enough funds available to meet the demand. If that occurs, the CU Boulder project team will work closely with the Community Board to create a fair and equitable process for decision-making regarding program implementation (e.g., RFP process). If the schools are unable to implement the universal programs identified by the Community Board in the Evidence-Based Program Package, the Community Board will reconvene to identify community-based universal violence prevention programs that meet Montbello’s priority risk and protective factors.

Phase 1 program implementation will begin following budget approval by the Centers for Disease Control and Prevention (May 2013). Phase 2 will focus on developing a plan to leverage additional resources, implementing environmental strategies, policies, and practices that address the risk and protective factors prioritized by the community, and identifying and filling programmatic gaps identified in Phase 1. The Community Board will determine the timeline for the development of Phase 2 in May 2013.

Montbello School List 2013-14

<table>
<thead>
<tr>
<th>Schools who completed the School Survey*</th>
<th>Elementary Schools in Montbello in 2013-14</th>
<th>Middle Schools in Montbello in 2013-14</th>
<th>High Schools in Montbello in 2013-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>McGlone*</td>
<td>McGlone*</td>
<td>STRIVE Prep Montbello</td>
<td>Montbello HS (12th graders only)</td>
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<tr>
<td>Maxwell*</td>
<td>Maxwell*</td>
<td>Howell*</td>
<td>DCIS Montbello</td>
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<tr>
<td>Archuleta*</td>
<td>Archuleta*</td>
<td>Greenwood*</td>
<td>Noel Community Arts*</td>
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<tr>
<td>Amesse*</td>
<td>Amesse*</td>
<td>DCIS Montbello</td>
<td>High Tech EC*</td>
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<tr>
<td>Green Valley Elementary*</td>
<td>Monarch</td>
<td>Noel Community Arts*</td>
<td>College Prep*</td>
</tr>
<tr>
<td>Greenwood Academy*</td>
<td>Howell</td>
<td>KIPP Montbello</td>
<td>PUSH Academy*</td>
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<td>Noel Middle*</td>
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<td>College Prep HS*</td>
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<tr>
<td>PUSH Academy HS*</td>
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</tbody>
</table>

*Schools who completed the school survey*