2022-2025
Strategic Plan
Youth Prevention Coalition

www.ctcsummitcounty.org
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**Communities that Care**

**SUMMIT COUNTY**

Prevention doesn't just matter. It works.

[www.ctcsummitcounty.org](http://www.ctcsummitcounty.org)  
mcsmith@ctcsummitcounty.org
A Letter from our Executive Director

Dear Colleague,

One thing all Summit County, Utah residents can agree upon is how much we value the health and wellbeing of our kids. Our shared commitment to our kids transcends our differences.

Communities That Care (CTC) Summit County is a coalition of community members who are committed to preventing youth substance use and suicide, anxiety and depression.

Representing the Summit County community, our coalition members have developed this 2021-2026 Strategic Plan, which reflects our ambitious goals to end youth substance use and suicide by fostering a culture of health through prevention. At the heart of this plan, you'll find our commitment to serve the youth and families of Summit County by convening a community-wide prevention process that includes the creation and dissemination of valuable resources and the cultivation of community connectedness.

In our commitment to equity, we recognize that youth prevention programs have historically left out many communities that have higher burdens of youth substance use and suicide. We aim to be accessible and effective for all youth and families from all backgrounds. This Strategic Plan reflects an investment in equitable, culturally humble and linguistically specific programming.

We pledge to provide ongoing, current and evidence-based resources to support, empower and equip our entire community as prevention experts. This plan outlines how we will accomplish that over the next five years. We are committed to the success of our coalition member organizations and to the youth of our community. Please join us.

With Heart,
Mary Christa
Executive Director
Our Mission, Vision and Values

Our Vision
A world of connection, vitality and wellbeing where kids and families thrive.

Our Mission
To collaboratively improve the lives of youth and families by fostering a culture of health through prevention.

Our Core Values

Collaboration
The solutions are within the combined efforts of our community.

Equity and Inclusion
Inclusive voices create better outcomes.

Commitment
We don’t just talk, we act.

Compassion
We seek to understand and empathize.
We come from and move toward a place of love and care.

Integrity
We practice our values. Our solutions are interrelated.
Our Coalition Members

Sincerest thanks to our Coalition Members. We couldn’t do this without you.

Founding Partners

Park City Municipal
Summit County Health Department
The Park City Community Foundation
South Summit School District
North Summit School District
Park City School District

CTC Partners

The Park City Education Foundation
Summit County Mental Wellness Alliance
Summit County Arts Council
Big Brothers Big Sisters
The Solomon Fund
Planned Parenthood
The Peace House
Healthy U Behavioral
Youth Sports Alliance
The People’s Health Clinic
Holy Cross Ministries
PC Reads
The Christian Center of Park City
The MARC
Basin Recreation
EATS
SOS Outreach
Hive Family Collective
Children’s Justice Center
Mountain Meditation
Wellenmann School of Discovery
The Park City Day School
NAMI
The Winter Sports School
Silver Summit Academy
Mountain Life Church
CONNECT Summit County
Bright Futures
Mountain Town Music
Park City Chamber of Commerce

Prevention doesn’t just matter. It works.

www.ctcsountimcounty.org  mcsmith@ctcsountimcounty.org
Communities That Care (CTC) is Summit County’s youth substance use and suicide prevention coalition. We are the go-to organization for all things related to youth wellness.

"There is no power for change greater than a community discovering what it cares about.”  
– Margaret J Wheatly

In 2016, our community discovered together how deeply invested we are in the wellbeing of our youth in Summit County. The drug-related deaths of two 13-year old Park City students within two days of one another spurred us to reconcile the intersection of individual behavior with conditions and policies that facilitate youth substance use. Through the shared commitments of Summit County and Park City Municipal, Park City Community Foundation and our 3 school districts, we brought in the Communities That Care evidenced-based model. Since conception, our CTC coalition has been establishing and expanding capacity for prevention work in Summit County.

What is the CTC Model?
Communities That Care is a tested and effective model for youth prevention coalitions. Endorsed by the State of Utah, it is proven to reduce youth substance use and suicide. CTC guides communities through a process of organization and mobilization.

CTC Summit County also follows the Strategic Prevention Framework (SPF), which guides states and communities through a five-step process to increase the effectiveness of prevention efforts.
Our Unique Position

What Sets Us Apart in Summit County?

CTC is the only organization with the primary role of coordinating the Summit County community specifically regarding youth substance use, mental wellness and suicide.

CTC Summit County practices a multi-sector approach that brings in all stakeholders; schools, faith-based organizations, businesses, parents, youth, law enforcement and others. This approach reiterates that it takes a community to solve a community's problems.

We serve as a convener in the community to break down silos, foster cohesive collaboration and generate collective impact in prevention work. We work with local leaders, experts and community members across Summit County to better understand the conditions of mental wellness and underage substance use in each township of our community. Perhaps most importantly, we center the youth perspective in all community conversations.

CTC’s community-wide prevention efforts build coordination and provide community organizations with an avenue to be accountable to each other and to ourselves.

One challenge that comes with being a coalition is that we must often compete for the same funding sources as our own coalition members. To eliminate potential competition it is vital that local government entities and other funders provide stable financial support to strengthen our ability to convene, facilitate and drive community prevention work at large.
Understanding Youth Prevention

"An ounce of prevention is worth a pound of cure.”
~ Benjamin Franklin

Why is Prevention so Important?

Local conditions position youth to be at risk for depression, anxiety, underage substance use and suicide. Strategic prevention work identifies and addresses local risk factors specific to Summit County and invests heavily in protective barriers that are proven to build a sense of belonging and community connectedness.

When a Flower Doesn’t Bloom, We Fix the Environment, Not the Flower

When a flower doesn't bloom, the health of the soil and the overall ecosystem around it are considered first. In the same way, when a child struggles, we look closely at the local conditions, risk factors and protective barriers specific to our community. Then, we pull together our collective resources. Like the aspen forest that surrounds us, our shared root system makes us stronger.

Our Approach to Prevention

Our coalition educates, empowers and equips parents, trusted adults, youth and youth-serving organizations with current, evidence-based resources that further prevention at the community, family and individual levels.
Our Organizational Structure

We Operate as a 501(c)3 as a Fiscal Sponsorship of the Park City Community Foundation

As a nonprofit coalition, it is critical that we work in close collaboration with local government, school districts, behavioral health providers, other professionals, other nonprofits and youth. Our position as a fiscally sponsored project of PC Community Foundation affords a maximum amount of flexibility and nimbleness in our support of the local community.

Following the CDC Drug Free Communities model, our coalition represents a range of professionals and community members who are invested in preventing youth substance use. We include representatives from all of these sectors in our work:

- Youth
- Parents
- Schools
- Healthcare
- Media
- Law Enforcement
- Nonprofit Organizations
- Civic or Volunteer Groups
- Local, For-Profit Businesses
- Youth-Serving Organizations
- Religious or Fraternal Organizations
- State, Local and Tribal Government Agencies
- Others Committed to Reducing Substance Use
Drug Free Communities Grant

“One of the marvelous things about community is that it enables us to help people in a way we couldn't as individuals.” – Jean Vanier

Expanding Our Prevention Capacity

In 2020, we were successfully awarded the highly competitive Drug Free Communities grant by the Center for Disease Control and Prevention (CDC). This grant requires a 100% non-federal match during the first five-year period funding. In 2025, we will be eligible to reapply for an additional five years of funding, which requires increasing local match funds annually. The commitment of Summit County and Park City to secure this match is essential to bringing a total of $1.25 million in funds to our community in 10 years and achieve our prevention goals.

Highlights 2020-2021: Tackling Our Toughest Problems Amid COVID-19

The COVID-19 pandemic has brought further urgency to the need to address youth mental health and substance use. Children have experienced major disruptions as a result of public health safety measures, including school closures, social isolation, financial hardships, and gaps in health care access. Parents across the U.S. have reported poor mental health outcomes in their children: In May 2020, shortly after the pandemic began, 29% said their child’s mental or emotional health was already harmed; more recent research from October 2020 showed that 31% of parents said their child’s mental or emotional health was worse than before the pandemic. Between April and October 2020, emergency room visits rose 24 percent for kids ages 5 to 11 - and 31 percent for ages 12 to 17, a trend experts attribute to pandemic stressors adding to the already mounting crisis of anxiety-related disorders in young people.

The health and resilience of our community is a direct result of the strength of our connections and the investment of our coalition and community members. For this reason, CTC is committed to holding monthly virtual coalition meetings as needed in order to sustain an ongoing space for networking, partnership and collaboration.
CTC PSA Campaigns

Educate, Empower, Equip: Planting Seeds for Community Change

CTC's PSA campaigns are, and will continue to be designed with the strategic support, expertise and influence of CADCA (Community Anti-Drug Coalitions of America). Each PSA campaign will serve to accomplish short and long term goals as a part of our 7 Strategies for Community Change.

Short Term

Our aim is to provide useful information that parents can utilize immediately. Our 2021 PSA campaign not only prompts parents to understand and learn more about the risks of underage substance use, it also directs adults to free educational webinars. These webinars provide information on the risks of underage substance use, as well as evidence-based tools for forming strong relationships and healthy boundaries with youth, which are proven to reduce depression, anxiety, suicide and underage substance use.

Long Term

CTC will build upon each PSA campaign, further educating the greater community on local conditions, risk factors and protective barriers specific to Summit County. We'll develop a deepened understanding in the greater community as to how we can identify and address local conditions and risk factors, both individually and collectively.

Policies Change Community Norms

In tandem, our coalition members will continue to educate, empower and equip youth, parents and trusted adults of all backgrounds to effectively adopt prevention practices and center youth when engaging in youth-related community conversations. Youth, parents and trusted adults will be better positioned to connect as experts on the subject of youth prevention, and as a result can better inform and support organizational and government policies that carefully examine and integrate youth prevention.

Cultural Humility

All CTC PSA campaigns are shared in Spanish and English, with the support of a culturally diverse representation of community members from within Summit County's Latinx community to ensure our content is truly impactful and far-reaching.
CTC PSA Campaign
A Message for Parents and Trusted Adults

Age Really Matters
*Educate adults on the risks of underage substance use*

Empowering Parents
*Empower parents to connect and model healthy behavior*

Boundaries Matter
*Equip parents with tools to establish healthy boundaries*
CTC Youth Mental Health Toolkit

Centering Youth is at the Heart of our Work

In May 2021, sponsored by a grant from Park City Rotary Club, the Youth Mental Health Toolkit was designed by teens, for teens, to serve as a helpful resource for youth and families in Summit County.

The toolkit is available in Spanish and English on the CTC website and is shared in webinars and student panels, on social media and in our monthly newsletter. Our CTC youth intern, a sophomore in high school (who was an essential contributor to the development of the toolkit) created flyers with a QR code that now live on school bathroom stalls for youth to access privately from their phones.

CTC will convene an annual youth focus group to provide updates to the toolkit so that it remains current, relevant and useful. We'll continue sharing the toolkit through various channels. CTC's focus group serves as a meaningful youth leadership opportunity that teens can take pride in and ownership of, while connecting with others, developing new skills, adding to job resumes and submitting college applications.

"Having the resources necessary in order to cultivate a safe mindset should be a universal experience, and it was with that in mind that we created this toolkit."

- Arantza Pedraza Espinoza, Student at Park City High School
Mental Health Resource Guide

A "Cheat Sheet" for Local Mental Health Support

In collaboration with CONNECT Summit County, CTC developed a Mental Health Resource guide in the Spring of 2021 to offer quick and easy access to both preventative and interventional local mental health resources.

The Mental Health Resource Guide lives in English and Spanish on our CTC website and in our monthly newsletters. Our coalition members support the sharing of the Mental Health Resource Guide, as do local healthcare providers, law enforcement and all Summit County school superintendents.

We will continue to share the Mental Health Resource Guide far and wide, as an ongoing and valuable resource for youth, parents and families as a whole.
Youth Mental Wellness, Substance Use and Suicide in Summit County

SHARP Survey Data

Preventing youth suicide and substance use and promoting youth mental wellness requires a strong understanding of the community. We supplement local information with data collected from state and local surveys to develop a shared understanding of the problems we seek to address, the resources available, and the opportunities available to us.

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**Summit County Students Use Substances at Higher Rates than Utah Overall**

- Past 30-Day Alcohol Use: Summit County 13.1%, Utah 5.5%
- Past 30-Day Marijuana Use: Summit County 8.3%, Utah 6.2%

*Source: SHARP Survey 2019, Grades 6, 8, 10, 12*

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**Percentage of Summit County Youth Reporting Past 30-Day Alcohol, Marijuana or Vape Use by Grade**

- 6th Grade: 0.8%
- 8th Grade: 14.1%
- 10th Grade: 25.3%
- 12th Grade: 39.4%

*Source: SHARP Survey 2019, Grades 6, 8, 10, 12*
Youth Mental Wellness, Substance Use and Suicide in Summit County

SHARP Survey Data

Summit County Students Use Substances at Higher Rates than Utah Students Overall

Summit County 12th Graders Use Substances at Much Higher Rates than Utah 12th Graders Overall

Source: SHARP Survey 2019
Youth Mental Wellness, Substance Use and Suicide in Summit County

SHARP Survey Data
Rates of youth substance use are especially alarming among 12th graders:

- 52% reported having used alcohol in their lifetimes
- 32% reported having used alcohol within the last 30 days

Commonly reported places of alcohol, marijuana and substance use are:
- Homes, friends homes, school bathrooms and parking lots

Summit County community members, CTC partner organizations, and youth have voiced concerns about three factors that they see as contributing to youth substance use:
- Youth do not perceive alcohol, marijuana or vaping as risky activities
- Parents tolerate and support teens’ use of alcohol, marijuana and vapes
- Depression and anxiety

Moreover, youth mental wellness is a major concern. Too many Summit County youth report having seriously considered suicide.

![Youth who reported having considered suicide seriously within the last year, 2019](chart.png)

*Source: SHARP Survey 2019, grades 6, 8, 10, 12*
# How We Operate

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| **Convene** the youth-serving organizations of Summit County to collaborate and partner in assessment, planning, implementation of the Seven Strategies for Community Change. | • CTC Coalition meetings - held monthly  
• Data Task Force - held as needed  
• Youth coalition - held monthly once coordinator is hired  
• School district leadership - as needed  
• Partner with other organizations to host prevention related events, webinars, community conversations, trainings and similar resources to the community  
• Collaborate with school district staff and leadership to drive participation in the SHARP survey and other data collection initiatives |
| **Educate** on best practices, based in prevention science: families, youth and trusted adults, coalition member organizations and staff, teachers and school district staff. | • Guiding Good Choices  
• Prevention related trainings for professionals, youth and other adults as provided by CTC and our coalition partners  
• CTC Blog  
• Mental health Monday’s video podcast  
• Webinars and in-person trainings by local and national experts |
| **Build** capacity for prevention work in Summit County. | • Successful award of the Drug Free Communities Grant for up to 10 years in federal funding for prevention.  
• CTC staff and coalition members trained by the National Coalition Academy, CADCA, the Utah Prevention Coalition, University of Washington (Communities that Care model)  
• Building and sustaining relationships across all 12 sectors of our community (youth, parents, schools, youth serving organizations, law enforcement, faith-based organizations, volunteer organizations, local government, substance abuse organizations, health care professionals, businesses and media)  
• Build sustainability in professional development, support and funding |
| **Center youth in prevention** | • Managing and supporting our youth coalition program and members.  
• Hosting events that center youth such as our annual “Teen Talk” panel  
• Ongoing Youth internship and leadership opportunities  
• Engaging youth in data collection, analysis, interpretation, and planning |
Five Year Goals, Strategies & Objectives

CTC's 5 Year Workplan

Its goals, objectives and strategies guide the development of annual activities under our Drug Free Communities grant. Each annual plan includes priorities, actions, metrics and resource needs. An annual budget will allocate resources towards implementation.

**Objective 1.1** By September 29, 2026, expand community voices in youth prevention work by increasing the number of actively engaged coalition members from 50 to 75.

**Strategies**
- Continued outreach and engagement of our 12 sector representatives
- Continued implementation of Leadership Class 27’s DEI starter guide to drive diversity, equity and inclusion (DEI) action
- Shared framework for collaboration and partnership
- Provided more opportunities for those who do not consider themselves to be working in prevention to become involved with our work
- Diversified points of entry to involvement with CTC

**Objective 1.2** By September 29, 2026, expand youth leadership of youth prevention work by increasing the number of youth actively participating in CTC efforts from 4 to 20.

**Strategies**
- Developed youth prevention coalition for Summit County
- Engaged of youth in data collection
- Met monthly with youth leaders in all 3 school districts
- Coordinated and facilitated suicide prevention training with club advisors for all youth members
- Held an annual youth summit for high school students to inspire and educate them as youth leaders in prevention
- Developed and implement a youth driven PSA campaign
- Hired a youth coalition coordinator
- Conducted environmental scans with youth leaders
Five Year Goals, Strategies & Objectives

CTC's 5 Year Workplan

Goal 2. Prevent Youth Substance Use

Objective 2.1 By September 29, 2026, reduce the percentage of Summit County youth reporting past 30-day use of any alcohol, marijuana or e-cigarettes/vaping from 25.9% to 20% (grades 8, 10, 12 combined).

Strategies

- Provide information—Educational presentations, workshops or seminars and data or media presentations (e.g., public service announcements, brochures, billboard campaigns, community meetings, town halls, forums, Web-based communication)
- Enhance skills—Workshops, seminars or activities designed to increase the skills of participants, members and staff (e.g., training, technical assistance, distance learning, strategic planning retreats, parenting classes, model programs in schools)
- Provide support—Creating opportunities to support people to participate in activities that reduce risk or enhance protection (e.g., providing alternative activities, mentoring, referrals for services, support groups, youth clubs, parenting groups, Alcoholics or Narcotics Anonymous)
- Enhance access/reduce barriers—Improving systems and processes to increase the ease, ability and opportunity to utilize systems and services (e.g., access to treatment, childcare, transportation, housing, education, special needs, cultural and language sensitivity)
- Change consequences (incentives/disincentives)—Increasing or decreasing the probability of a specific behavior that reduces risk or enhances protection by altering the consequences for performing that behavior (e.g., increasing public recognition for deserved behavior, individual and business rewards, taxes, citations, fines, revocations/loss of privileges)
- Change physical design—Changing the physical design or structure of the environment to reduce risk or enhance protection (e.g., parks, landscapes, signage, lighting, outlet density)
- Modify/change policies—Formal change in written procedures, by-laws, proclamations, rules or laws with written documentation and/or voting procedures (e.g., workplace initiatives, law enforcement procedures and practices, public policy actions, systems change within government, communities and organizations)
Five Year Goals, Strategies & Objectives

CTC's 5 Year Workplan

Objective 3.1 By September 29, 2026, reduce the percentage of youth reporting having seriously considered suicide within the last year from 12.2% to 6.2%.

Strategies
- Continue to seek resources to bring into Summit County to bolster suicide prevention efforts
- Identify meaningful data sources to track and assess project
- Coordinate suicide prevention strategic planning in all 3 Summit County school districts
- Support youth organizations and clubs that provide peer support to youth such as Peer Leaders and HOPE Squads
- Provide mental health resources to youth such as access to the SAFE UT app, youth mental health toolkit and community resource guide
- Train youth leaders in QPR suicide prevention
- Support youth participation in prosocial activities
Understanding Our Community Needs

As a community, we know ourselves better than anyone else. An ongoing assessment of our community needs and the changing context of those needs are an essential part of our work.

CTC Data Task Force
The CTC Data Task Force was formed to represent Summit County organizations that are invested in youth prevention and wellbeing. Our members contribute data, analyze and interpret data, and draw conclusions about how we can continually refine and adjust our program as needs emerge. They lend their perspectives as subject matter experts working with youth in different capacities and help identify gaps in data by raising questions that must be answered for us to intervene effectively.

SHARP Survey Data
The Student Health Risk Prevention (SHARP) Statewide Survey is administered to students in grades 6, 8, 10, and 12 in 39 school district and 17 charter schools across Utah. All three Summit County school districts participate in SHARP, which is conducted in odd-numbered years. This survey addresses youth substance use, mental health and suicide, and community strengths, needs and contributing factors. Each year the survey is conducted, CTC meets with Summit County school districts to coordinate across districts on addressing priorities.

Identifying Local Conditions, Together
CTC Summit County also informs our work through regular conversations with community leaders, partners, parents and youth. We seek to understand the policies, processes and environmental factors that contribute to youth alcohol and marijuana use and the actions we can take to help prevent it in our community. This ongoing assessment includes environmental scans, focus groups, community conversations, key informant interviews and observations. Where possible and appropriate, we involve youth in collecting and interpreting the data and generating recommendations for CTC’s work. We encourage communities that are historically underserved, including LGBTQ+, Latinx, and people with disabilities, to participate in our data collection, contribution and planning processes.

Katz Amsterdam
The mountain resort community data from Katz Amsterdam Foundation helps us put our local data into context. A family foundation with a unique focus on mental and behavioral health challenges in mountain resort communities, Katz Amsterdam collects data from grantees across the US on mental health and substance abuse needs and service availability, contributing to a cross-community analysis of risk and protective factors that mountain resort communities share.
Strategic Work Plan 2021-2022

Abbreviations:
Data Task Force (DTF), Marketing Task Force (MTF)

Goal 1: Increase Community Collaboration

Objective 1.1 By September 29, 2026, expand community voices in youth prevention work by increasing the number of actively engaged coalition members from 50 to 75.

Objective 1.2 By September 29, 2026, expand youth leadership of youth prevention work by increasing the number of youth actively participating in CTC efforts from 4 to 20.

Goal 2: Prevent Youth Substance Use

Objective 2.1 By September 29, 2026, reduce the percentage of Summit County youth reporting past 30-day use of any alcohol, marijuana or e-cigarettes/vaping from 25.9% to 20% (SHARP Survey, grades 8, 10, 12 combined).

Goal 3: Zero Youth Suicides

Objective 2.1 By September 29, 2026, reduce the percentage of Summit County youth reporting past 30-day use of any alcohol, marijuana or e-cigarettes/vaping from 25.9% to 20% (SHARP Survey, grades 8, 10, 12 combined).
Logic Model

Collaboration

- Our values: Compassion, Integrity, Commitment, Equity, Collaboration
- CTC coalition members and volunteers
- National, state and local partnerships
- Local public and private funding
- State, national, and federal funding
- Community Anti-Drug Coalitions of America (CADCA) technical assistance
- Community data
- Park City Community Foundation fiscal sponsorship
- CTC personnel

Approach

- Communities That Care Model
- Strategic Prevention Framework
- Social Equity and Health Equity Best Practices
- Ongoing, systematic evaluation

Short-Term Outcomes

- Increased attitudes favorable toward youth prevention and mental health services
- Increased community knowledge and skills for prevention
- Increased utilization of community data for prevention decision making
- Increased availability of data for prevention decision making and resource allocation
- Increased prevention programming for underserved communities

Intermediate Outcomes

- Increased attitudes favorable toward youth prevention and mental health services
- Increased community knowledge and skills for prevention
- Increased utilization of community data for prevention decision making
- Increased availability of data for prevention decision making and resource allocation
- Increased prevention programming for underserved communities

Long-Term Outcomes

- Reduce rates of youth substance use
- Zero Youth Suicides
Hearts and hands together for youth mental wellness.

Communities that Care
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