



**DEPARTMENT OF  
HEALTH AND HUMAN SERVICES**  
Division of Public and Behavioral Health  
*Helping people. It's who we are and what we do.*



**Bureau of Behavioral Health Wellness and Prevention,  
Strategic Prevention Framework: Partnership for Success**

**2019-2020 Evaluation Plan  
December 2020**



**STRATEGIC  
PROGRESS, LLC.**  
*Analyze. Innovate. Evolve.*

**INNOVATIVE**  
RESEARCH & ANALYSIS LLC  
*Vision Driven | Data Derived*

# Table of Contents

Table of Contents .....	i
Table of Figures .....	ii
Introduction, Purpose, and Need.....	3
Retrospective Evaluation Plan.....	5
Sources of Data Evaluation.....	5
Timeline .....	6
Planning Ahead: 2020-21 Proposed Evaluation Plan Overview .....	10
Proposed Sources of Data.....	10
Proposed Timeline .....	12
Partnership for Success: Coalition Interviews .....	14
Partnership for Success: State and Federal Personnel Interviews .....	16
Conclusion .....	18
References.....	19
About the Authors.....	20
Appendix A: Section B. Goals and Measurable Objectives and Timeline for Nevada PFS Grant (July 2018) .....	23
Appendix B: PFS Calendar Year Project Calendar .....	31

## Table of Figures

Figure 1. Evaluation Plan Timeline, 2018-2019 (The Leading Edge Group, 2018, p. 2) .....	7
Figure 2. 2019-20 Retrospective Project Timeline .....	8
Figure 3. SAPTA Flow Chart: Role of the SEOW and EBPPP Active Workgroup .....	11
Figure 4. 2020-21 Proposed Project Timeline .....	13

## Introduction, Purpose, and Need

The 2019-20 Partnership for Success (PFS) Evaluation Plan was developed to support the annual PFS reporting requirements of the Nevada Bureau of Behavioral Health Wellness and Prevention (BBHWP) a.k.a. Substance Abuse Prevention and Treatment Agency (SAPTA), which will be referred to as BBHWP throughout the remainder of this report. While the 2018-19 version of this report was accepted by SAMHSA, there were limitations in the scope of the submitted plan. Additionally, the initially contracted consultant that developed the 2018-19 PFS Evaluation Plan was replaced by Strategic Progress, LLC in July 2020. As a result of the contracting change, there were annual reporting requirements that were not aligned with proposed timelines in the 2018-19 published plan. Although evaluation planning activities and support was being conducted monthly by the Strategic Progress team, the process of updating the annual evaluation plan did not commence until December 2020. Therefore, this 2019-20 PFS Evaluation Plan was developed as a retrospective planning document.

While a retrospective evaluation plan does not provide forward thinking, system-wide understanding of evaluation considerations, requirements, and deadlines it does create an opportunity to lay groundwork for system change innovation. For example, some of the activities conducted as part of 2019-20 reporting activities helped identify misalignment of current quarterly reporting templates with the SPARS reporting system. Additionally, this evaluation plan incorporates an initial proposed evaluation plan for 2020-21 project year with mention of further adjustments in timelines for the 2021-22 project year.

From a forward thinking perspective, the Strategic Progress team supports clients in the design, development, implementation, administration, and evaluation of sustainable and scalable systems change initiatives. This 2019-20 PFS Evaluation Plan ensures continued compliance with

Federal requirements and regulations, while also building programmatic infrastructure to improve and increase capacities of the Nevada PFS program.

## Retrospective Evaluation Plan

The 2018-19 PFS Evaluation Plan was developed by a preceding contractor to the Strategic Progress, LLC team. As part of the 2019 year-end reporting, the previous Evaluation Plan was published to PDF in May 2019. Based on the structure and contract requirements of the Strategic Progress, LLC contract with BBHWP to support the PFS program in Nevada, there was not sufficient time to gather data to align with the 2018-19 Evaluation Plan. As such, the data utilized in that previous year iteration was redeployed for this 2019-20 PFS Evaluation Plan with some additional data elements based on the project work conducted in support of year-end reporting. Fundamentally, the data collection efforts for the 2019-20 reporting year were focused on compliance with Federal regulations and requirements in addition to identifying opportunities for improvement, specifically related to data entry into SPARS. As discussed subsequently, this Evaluation Plan has designed limitations as a retrospectively developed document; however, this initial Strategic Progress, LLC developed Evaluation Plan will be utilized to guide future plan development in an effort to better, more methodologically measure program impacts observed from PFS implemented projects and programs.

## Sources of Data Evaluation

The 2018-19 PFS Evaluation Plan included data from the Office of Public Health Informatics and Epidemiology (OPHIE) and the Nevada Youth Risk Behavior Survey (YRBS) conducted by the University of Nevada, Reno (The Leading Edge Group, 2018, p. 1). In addition to this listed data, which is incorporated into the 2018-19 annual report, program specific data from coalitions will be deployed as part of PFS evaluation activities to include quarterly reports, Evidence-Based Practices, Programs, and Policies (EBPPP) data, and other primary data sources from programmatic services and, or resources. Other secondary data, such as the population dynamics from the U.S. Census Bureau will be deployed as needed to provide more up-to-date

data where appropriate and needed. Any data deployed during the evaluation of 2019-20 outcomes will be selected to align with the presented data in the 2018-19 plan and report.

Additionally, the Strategic Progress, LLC team in collaboration with BBHWP conducted interviews of the 10 Prevention Coalitions and Nevada Statewide Coalition Partnership (NSCP) as well as the Federal Project Officer (FPO) and leadership at the Nevada Division of Health and Human Services (DHHS) to gather experiential qualitative data to help inform systems change and process changes moving forward. The summary of those interviews and specific questions are presented in a subsequent section of this plan. Finally, as this Evaluation Plan was developed during December 2020 as a retrospective evaluation plan to adhere to reporting requirements, the process and approach for developing the 2020-21 plan as well as the subsequent annual evaluation plans beginning in 2021-22. This overview of future evaluation plan development is presented in the subsequent section of this plan immediately following the overview of the 2019-20 evaluation plan timeline.

## Timeline

As previously introduced, this 2019-20 PFS Evaluation Plan was designed and developed as a retrospective plan. Considering the 2018-19 Evaluation Plan Timeline<sup>1</sup>, which started with the approval of the 2018-19 PFS Evaluation Plan in May, and the start date of the Strategic Progress, LLC contract in July 2020, any timeline for planning and implementation was disrupted from previous year timing (See figure 1 below). However, evaluation and outcome measurement are fundamental to the Strategic Progress, LLC approach to projects with evaluation and monitoring needs and therefore evaluation was a fundamental activity and consideration throughout the contract months beginning in July 2020. Under more time-friendly circumstances

---

<sup>1</sup> Shown on the next page as an image capture from the PFS Evaluation Plan 2018-2019 report on page 2.

and with fewer initial impediments and issues to address, which were of immediate need and paramount to the short-term and long-term success of the Nevada PFS program, the evaluation plan and Disparities Impact Statement would have been written during the first month of the Strategic Progress, LLC contract and subsequently distributed to BBHWP, Nevada DHHS, the Nevada FPO, and prevention coalitions for review and approval where appropriate.

*Figure 1. Evaluation Plan Timeline, 2018-2019 (The Leading Edge Group, 2018, p. 2)*

Milestone	Anticipated Date of Completion	Responsibility/Status
Approval of the 2018-19 evaluation plan and interview schedules.	May 8	TLE & Prevention Team (PT) (Notes: approved by Bill Kirby 5/2; edits made by Tracy Palmer and Judy Kroshus completed 5/23.)
Begin state stakeholder interviews	Week of July 22	PT will provide names and introductions of those they wish to be interviewed. TLE will conduct the interviews.
Begin coalition interviews	Week of July 29	TLE team
Coalition SOWs reviewed and feedback provided by TLE	Beginning July 16	TLE will provide feedback for review and consideration
End of funding cycle, begin evaluation report	Begin September 29, 2019; Completion mid-October.	TLE

While this planning structure was not outlined and written in the typical chronological order, the structure of activities conducted followed a similar track to the 2018-19 timeline with coalition interviews conducted in August, required reporting data collected for Evidence-based Best Practices, Policies, and Programs (EBPPPs) and baseline statewide and community level data in October, leadership interviews conducted in November, and quarterly reports gathered in November and December during which reporting procedures were underway. Beginning upon contract commencement, the Strategic Progress, LLC team reviewed 2019-20 Prevention Coalition Scopes of Work (SOW), Nevada PFS Application and SAMHSA funding guidelines in addition to state goals, objectives, and historical reporting documentation that included review of previous year SOWs for comparative review and assessment. Figure 2 below, is a retrospective timeline is included to provide a visual depiction of the Strategic Progress, LLC team activities



that aligns with the 2018-19 timeline and will be utilized to guide the development of the 2019-20 timeline.

Figure 2. 2019-20 Retrospective Project Timeline

Milestone	Date Range	Responsibility/Status
Contract Award	July 2020	Strategic Progress, LLC has signed work order and begins consulting work with SAPTA.
Scope of Work Review	July – September 2020	Strategic Progress team reviews and provides feedback on 2020-21 scopes of work with evaluation and past evaluative capacity guiding processes and approach.
Coalition Interviews	August 2020	Strategic Progress interviews 10 coalitions plus NSCP – Qualitative Analysis conducted by anchor partner Innovative Research and Analysis LLC.
Coalition Qualitative Analysis	August-September 2020	Strategic Progress team conducts qualitative analysis to develop a Draft Road Map report to guide future initiatives supporting this contract.
EBPPP and Community Level Baselines	September-October 2020	During September, Strategic Progress team designed and developed survey instruments to collect specific data for annual reporting into SPARS.
EBPPP and Community Level Data Entry	31 October 2020	EBPPP and Community level in addition to Statewide level baseline data uploaded into SPARS
Stakeholder Interviews	November 2020	Strategic Progress team in collaboration with a subcontracted partner conducts interviews of stakeholders from around the state focusing on gathering feedback on capacity, planning, reporting and outcomes, and cultural competency
Year-End Reporting	November-December 2020 (31 December 2020)	Strategic Progress team collects quarterly reports, identifies missing reports, transcribes quarterly report content into SPARS structured template (which will be deployed in subsequent years), develops this evaluation plan, updates the Disparities Impact Statement, writes, and publishes an annual evaluation report, and submit all required documentation in SPARS.

Coalition interview data was analyzed and summarized using qualitative analysis procedures and methodological approaches to identify common themes and experiences among the coalitions. To support the data collection processes, an online survey was developed and deployed to collect EBPPP data and community level baseline data, separately. The leadership

interviews were conducted by a non-biased subcontracted partner with summaries of responses assessed and reported by the subcontracted partner. Finally, the prevention coalition quarterly reports were reviewed, categorized, and coded for specific PFS SPARS reporting requirements. Quarterly report templates used in 2019-20 did not incorporate all elements of the PFS SPARS requirements for reporting. The survey instruments and quarterly report templates will be revised for 2020-21 to align with PFS SPARS requirements more strategically and will be more formally presented in the subsequent section of this plan.

## Planning Ahead: 2020-21 Proposed Evaluation Plan Overview

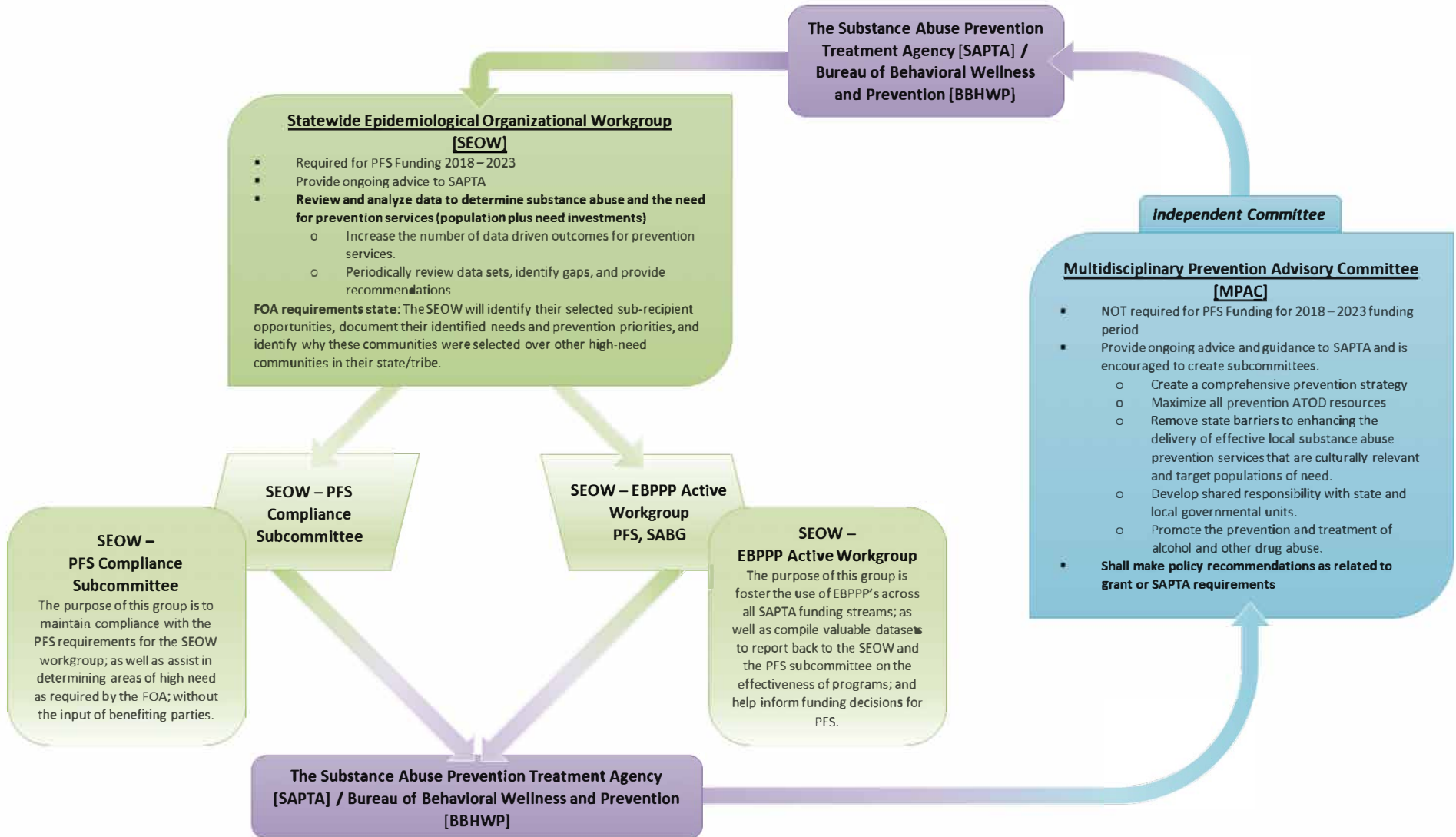
As previously mentioned, this 2019-20 PFS Evaluation Plan is a retrospective planning document as a result of contracting changes during the current reporting year. The goal of evaluation plans is to provide a system-wide approach, framework, or direction for evaluating effectiveness, efficiency, and success of implemented programs during a given reporting period. In an effort to align annual evaluation plans more strategically with project year dates, milestones, and deadlines the Strategic Progress team created a preliminary 2020-21 PFS Proposed Evaluation Plan, which is presented in this section.

### Proposed Sources of Data

In addition to the previously utilized sources of data, the 2020-21 Evaluation Plan will seek to incorporate feedback, data, and guidance from the Statewide Epidemiological Organizational Workgroup (SEOW) and the EBPPP Active Workgroup, which will support the adherence of funded programs to federal requirements and reporting of outcomes. The integration of SEOW and the EBPPP Active Workgroup as data sources will ensure a more standardized data collection process that will improve data integrity and quality, which will in turn increase the capacity of reporting outcomes at the individual, community, and statewide lenses of analysis. To summarize, the 2020-21 PFS Evaluation Plan will utilize the following data sources:

- Office of Public Health Informatics and Epidemiology (OPHIE)
- Nevada Youth Risk Behavior Survey (YRBS) conducted by UNR
- Youth Risk Behavior Surveillance System (YRBSS) managed by the Center for Disease Control (CDC)
- U.S. Census Bureau Annual and 5-year Data files
- Coalition-based programmatic data including EBPPP and non-EBPPP data
- SEOW-Epidemiological Profile and EBPPP Active Workgroup data

Figure 3. SAPTA Flow Chart: Role of the SEOW and EBPPP Active Workgroup



The 2020-21 PFS Evaluation Plan will incorporate the PFS Goals and Measurable Objectives<sup>2</sup> in data collection, template design, and related training and TA support to the coalitions. While there is an updated Strategic Plan currently under-development that will recommend changes to the goals and objectives, incorporating these into evaluation planning activities is imperative to measuring impact effectively. Program data at the individual level, holistic programmatic data, community-based data, and statewide data will be aligned, monitored, and evaluated consistently with stated goals and objectives. As introduced at the beginning of this section, the goal for the Strategic Progress, LLC team is to have a draft of the 2020-21 PFS Evaluation Plan ready for BBHWP review as early as mid-January so the coalitions can be provided the expectations for evaluation in February. For the 2021-22 PFS Evaluation Plan, the goal is to have the Evaluation Plan prepared and ready for coalition's to refer to during SOW development. This is part of the state's transparency initiative with the goal of creating streamlined, data-derived, evaluation-focused proposals that are designed to incorporate measurable impact for stated goals and objectives into project proposal and planning activities.

### **Proposed Timeline**

For the 2020-21 Evaluation Plan, Figure 4 on the next page is the project timeline that will commence beginning 1 January 2021 with the first milestone in February 2021. The majority of the initial work in the proposed timeline will seek to create and deploy templates and associated support to coalitions. The goal moving forward is to develop the Evaluation Plan in advance of subsequent year proposal development in order to encourage coalitions to incorporate evaluation into project proposal development and design considerations and proposals. Long-term this

---

<sup>2</sup> The 2018-2023 funding period Goals and Objectives for the State of Nevada are included in Appendix A with a holistic PFS Timeline across the period 1 October 2018 – 29 September 2023.

approach will improve reporting capacities, increase systemic standardization, and promote measurable change reporting.

Figure 4. 2020-21 Proposed Project Timeline

Milestone	Date Range	Responsibility/Status
<b>Publish 2020-21 Evaluation Plan</b>	February 2021	Strategic Progress, LLC & SAPTA publish the 2020-21 PFS Evaluation Plan and disseminate to coalitions.
<b>Quarterly Report Template – Q1&amp;Q2</b>	February-March 2021	Strategic Progress team works with coalitions to implement Quarterly Report template to align with SPARS reporting requirements
<b>Q3 Reporting</b>	30 June 2021	End of Q3, coalitions to submit Q3 quarterly report.
<b>Scope of Work Review</b>	July 2020	Strategic Progress team in collaboration with SAPTA to review and provide feedback to coalitions concerning 2021-22 scopes of work.
<b>Q3 Feedback</b>	31 July 2021	Strategic Progress team provides feedback to coalitions about Q3 quarterly report.
<b>Coalition &amp; Stakeholder Interviews</b>	August-September 2020	Strategic Progress team conducts interviews with 10 coalitions and identified stakeholders for both current year evaluation and future planning.
<b>Coalition Qualitative Analysis</b>	September-October 2020	Strategic Progress team conducts qualitative analysis to develop to update various reports as part of PFS project.
<b>Supporting Data Collection</b>	September-October 2020	Strategic Progress team to work with SAPTA, UNR, and PHIE among other potential partners to gather relevant 2020-21 data in support of PFS program outcomes reporting.
<b>EBPPP and Community Level Baselines</b>	September-October 2020	During September, Strategic Progress team designed and developed survey instruments to collect specific data for annual reporting into SPARS.
<b>EBPPP and Community Level Data Entry</b>	31 October 2020	EBPPP and Community level in addition to Statewide level baseline data uploaded into SPARS
<b>Year-End Reporting</b>	November-December 2020 (31 December 2020)	Strategic Progress team collects quarterly reports, identifies missing reports, transcribes quarterly report content into SPARS structured template (which will be deployed in subsequent years), develops this evaluation plan, updates the Disparities Impact Statement, writes, and publishes an annual evaluation report, and submit all required documentation in SPARS.

## Partnership for Success: Coalition Interviews

Coalition interviews were conducted in August 2020 by Strategic Progress, LLC CEO, Ms. Cyndy Gustafson with analysis being conducted by anchor partner Innovative Research and Analysis LLC, Principal Investigator, Dr. Justin S Gardner. These interviews were conducted with all 10 coalitions as well as Nevada Statewide Coalition Partnership (NSCP), which has subsequently been dissolved as part of the Nevada PFS funded programs for a total of 11 interviews (Strategic Progress, LLC & Innovative Research and Analysis LLC, 2019 Draft). Interviews were conducted by phone with each designed to last approximately one-hour with a predefined set of questions, which included but was not limited to:

- What is working well with the Partnership for Success Grant?
- What challenges exist?
- Can you describe your experience implementing EBP programs for PFS and what challenges exist in this process?
- How well do you think the current reporting methods and process demonstrates your program impact?
- If you were to make any changes to the PFS process what would those be?
- How can we support the evaluation of your programs? What tools would be beneficial?
- What is your experience with the scope of work process? Any feedback on this?
- What is your experience with the monitoring process? Any feedback on this?
- What barriers exist to a better partnership with the State?
- What opportunities exist to remove those barriers?
- Is there anything else our team should know going into this work? (Strategic Progress, LLC & Innovative Research and Analysis LLC, 2019 Draft, p. 4).

The goal of these interviews was to, “introduce the Strategic Progress team, and to begin to better understand how coalitions measured success in the PFS grant, implemented evidence-based practices (EBPs), and reported outcomes” (Strategic Progress, LLC, 2019 Draft, p. 3). Fundamentally, the feedback and response data gathered during these interviews helped to inform some of the data collection exercises related to 2019-20 year-end reporting requirements to include the development of the Evidence-based Best Practices, Policies, and Programs (EBPPPs) survey instrument and community level baseline instruments. Additionally, the response provided also guided development of other supportive activities and deliverables to include a focus on template and documentation development across the NV PFS program. Qualitative analysis results summarized and presented in the Draft Road Map report (Exploratory Roadmap to Effective and Informed Systems Change: A Path Forward for the Nevada PFS Program) will be integrated as appropriate to the annual evaluation report. More importantly, qualitative results will be instrumental to designing and disseminating newly created, modified, or overhauled documentation, templates, training, technical assistance (TA), and other contracted activities or deliverables.



## Partnership for Success: State and Federal Personnel Interviews

Interviews of State and Federal Personnel to include various stakeholders were conducted during November 2020 with focus on capacity, planning, and cultural competency at the organizational level. These interviews were conducted by a subcontracted partner, who designed a series of questions and interview structure aligned with recognized strategic change approach, Appreciative Inquiry (AI).<sup>3</sup> The stakeholders included in the interviews included:

- State Epidemiology Organizational Workgroup (SEOW);
- Multidisciplinary Prevention Advisory Committee (MPAC);
- Governor's Accountability Task Force (which is currently is not meeting);
- Attorney General's Substance Abuse Working Group (which is currently not meeting);
- Southern Nevada Opiate Advisory Council;
- Southern Nevada Health District Executive Advisory Group;
- Suicide Fatality Review,
- US Department of Justice;
- FirstMed Health & Wellness FQHC;
- Bub Hugs, a Nevada 501c-3;
- SAMHSA;
- NV DHHS (BBHWP) SAPTA (Strategic Progress, LLC & Deborah Campbell & Associates, 2020, p. 2).

---

<sup>3</sup> More information about Appreciative Inquiry is available online at <https://weatherhead.case.edu/core-topics/appreciative-inquiry/>

Interviews were conducted in a one-on-one virtual environment using Zoom in alignment with COVID-19 related recommendations, public health best practices and current in-person meeting restrictions (Strategic Progress, LLC & Deborah Campbell & Associates, 2020).

Interviews included a series of topics for discussion and guiding questions, which included:

- List services currently providing;
- What offering now that could be improved, specifically what is needed, and why?
- What are your strengths? What are your consistent challenges?
- Let us focus on capacity – list challenges and opportunities;
- Let us focus on planning – list challenges and opportunities;
- Let us focus on organizational cultural competency\* - what are you doing and where are the holes?
- Are the right people at the table? Who is missing and why important?

(Strategic Progress, LLC & Deborah Campbell & Associates, 2020, p. 3-4)

Results presented in the Partnership for Success (PFS) Strategic Plan: Stakeholder Update - Summary Report Phase 1 will be assessed and incorporated as appropriate into the annual report.

## Conclusion

To summarize, this annual evaluation plan was designed and developed retrospectively in order to meet the annual reporting requirements of PFS grant funding. Based on available time and reporting deadlines in addition to an effort to seek consistency with preceding recommendations and plans, the sources of data and general planning approach adhered to the 2018-19 PFS Evaluation Plan. Going forward the evaluation plan development process will be developed and published to support proposal development and submission processes for the subsequent funding award year. This approach will embed evaluation into project and program planning activities, which will create more opportunities for measurement of program effectiveness, efficiency, and success. Over the next two funding years, the Strategic Progress team will collaborate with BBHWP to facilitate these recommendations to serve Nevada's high risk high need population and improve the overall reporting capacity related to prevention work conducted across Nevada.

## References

- Strategic Progress, LLC & Deborah Campbell & Associates. (November 2020). *Partnership for Success (PFS) Strategic Plan Stakeholder Input – Summary Report Phase One*. Developed for the State of Nevada BBHWP
- Strategic Progress, LLC & Innovative Research and Analysis. (Draft 2020). *Exploratory Roadmap to Effective and Informed Systems Change: A Path Forward for the Nevada PFS Program*. Current Draft Report in development for the State of Nevada BBHWP.
- The Leading Edge Group, Inc. (April 2018). *PFS Evaluation Plan 2018-19*. Submitted to the State of Nevada BBHWP.
- Weatherhead School of Management, Case Western Reserve University: Appreciative Inquiry. <https://weatherhead.case.edu/core-topics/appreciative-inquiry/> (Accessed 18 December 2020)

## About the Authors

The Strategic Progress Project Team is led by Project Manager and Lead Strategist Ms. Cyndy Ortiz Gustafson, MA, the CEO of Strategic Progress, LLC, a Nevada-based, woman-owned small-business with more than 18 years of business operations in Nevada. Strategic Progress, LLC holds three Master Service Agreements with the State of Nevada, for Grant Writing, Evaluation and one with the Department of Health and Human Services for a variety of services. Strategic Progress, LLC is a business and policy strategy firm that specializes in designing, implementing, and evaluating large scale, data driven, policy initiatives and projects for state, county and local governments, universities and colleges, and foundations as well as other coalitions and community organizations.

- Ms. Ortiz Gustafson, MA, a native Nevadan who has worked in public service, public policy, and community development since 1998 founded Strategic Progress, LLC, in January of 2002, and has been leading the company since then, managing large-scale policy and systems-change projects across the state with a team of highly-qualified strategists, researchers, evaluators, facilitators and analysts. As CEO of the company, Ms. Ortiz Gustafson specializes in research, program development, data analysis, public finance consulting as well as public policy, public affairs, program evaluation and regional planning consulting to a variety of nonprofit and governmental agencies and programs. Ms. Ortiz Gustafson's work is focused on coordinating and advancing regional public policy.

Anchor partner Innovative Research and Analysis LLC is serving as the Project Lead, Principal Investigator and Strategic Communications Lead for the Strategic Progress Team. Innovative Research and Analysis LLC is a Nevada-based small-business enterprise founded in 2015 and is an anchor partner of Strategic Progress, LLC. Founded on the principle, "Vision

Driven, Data Derived” Innovative Research and Analysis LLC works to promote visionary thinking with high quality data support. Services provided focus on model efficiency, framework development, program evaluation, and technical deliverables such as automation and sustainable systems design based on client needs. Additionally, we provide technical and professional writing support that includes customized graphics, data analysis, research, outcome evaluation and authoring reports. Our goal is to provide clients the opportunity to collect robust and reliable data for reporting, strategizing, and planning that is aligned with their vision.

- Dr. Justin S. Gardner, PhD, is the Founder and CEO of Innovative Research and Analysis LLC and has his PhD in Public Affairs (2016) from the School of Public Policy and Leadership at the University of Nevada, Las Vegas. After nearly a decade of public sector service at the Federal and State level, he founded Innovative Research and Analysis in 2015. Dr. Gardner is a methodologist by trade with extensive experience in program management and process development. His approach to systems projects focuses on model efficiency, framework development, program evaluation, and technical deliverables such as automation and sustainable systems design. He has conducted studies and provided services for clients that include program and project management; database development and primary data collection; primary data collection instrument development, survey administration, and facilitation; research and data analytics; professional report writing, academic publications, and grant writing; policy and program evaluation; process development; and program design.
- Ms. Ashley Gardner, MA, is the Chief Branding Officer (CBO) and co-owner of Innovative Research and Analysis, LLC. She leads the development of branding strategies, communications, video marketing, as well as overseeing content development and

publications. She has more than a decade of experience in media and communications including writing, on-air presentation, videography, production and editing of both print and video content. Ms. Gardner graduated from the University of Mississippi with a degree in Broadcast Journalism and Psychology and went on to earn her Master of Arts degree from the University of North Texas in Radio, Television and Film with an emphasis in Media Industry Studies. She has been recognized around the country for her work in journalism including a letter of commendation from the former Lt. Governor of Mississippi, as a Distinguished Woman in Nevada for her endeavors in statewide legislative reporting, and as a recipient of an Outstanding Graduate Student Award by her department at the University of North Texas.



This report was developed as part of a large-scale systems support initiative funded by the Partnership for Success grant through the Nevada Department of Health and Human Services, Division of Public and Behavioral Health, Bureau of Behavioral Health Wellness Prevention. Work activities were conducted in collaboration with the Nevada's BBHWP Health Program Manager, Tracy Palmer MSW, Lic. and her PFS team to gather relevant information and data as well as define the vision for the future of the Nevada PFS awards.

**Appendix A: Section B. Goals and Measurable Objectives and  
Timeline for Nevada PFS Grant (July 2018)**

**(7-pages)**



## **SECTION B1: PROPOSED APPROACH: GOALS AND MEASURABLE OBJECTIVES**

We know that when local law enforcement and community partners are involved in community education concerning laws that compliance improves. One of the intentions of this application is to support prevention coalitions to educate their communities about the state statutes and policies that are intended to be a beginning in the fight to reduce underage drinking and use of other drugs including marijuana and methamphetamines. Changing the behaviors of adults has implications for the prevention of like behaviors in at risk youth to help them remain alcohol and drug free.

### **Goal 1: Reduce the availability of alcohol to 9 to 20-year-olds.**

**Objective 1.1:** By September 29, 2020 coalitions will do media campaigns using evidence-based practice techniques and reach 30% of the population of the state.

**Objective 1.2:** By September 29, 2019, and monitoring through September 29, 2023, reduce the number of high school youth each year that report drinking alcohol prior to age 13 from 18.2% to the end goal of meeting the national average of 15.5% as measured by the Youth Risk Behavioral Survey (YRBS).

### **Goal 2: Reduce the occasions and opportunities for underage drinking through working locally to pass ordinances at the community level to enhance NRS 41.1305, Nevada's civil liability social host law, and Responsible Beverage Server Training (RBST) (NRS 369.625).**

**Objective 2.1:** Reduce by 5% bi-annually, the high school students who usually obtained alcohol by someone giving it to them based on the 2017 YRBS average of 42.6%. This would be 2019-37.6%, 2021-32.6% and 2023-31.6%.

**Objective 2.2:** Increase the number of parents who are trained in legal issues surrounding allowing underage youth to drink alcohol or smoke marijuana in their homes during 2020.

**Objective 2.3:** Increase the number of responsible beverage servers who comply with laws during the survey checks by 50 from the baseline established through the quarterly reports submitted by the coalitions by September 29, 2019.

### **Goal 3: Reduce the alcohol use among 9 to 20-year-olds.**

**Objective 3.1:** Reduce the number of high school students who report last 30 days use of alcohol from 25.8% in 2017 to 22.8% in 2019 and 19.8% in 2021 and 15.8% in 2023 for a total of 9%.

**Objective 3.2:** Increase the percentage of high school youth who report perception of risk or harm about underage drinking by conducting a point in time survey bi-annually.

**Objective 3.3:** By September 29, 2021 conduct and monitor through September 29, 2023, the rate of alcohol use in the last 30 days by 5% from 25.8% to 23.8%, use as measured by The Youth Risk Behavior Survey (YRBS).

**Goal 4: Reduce marijuana use among 9 to 20-year-olds.**

**Objective 4.1:** Decrease the number of high school students who have used marijuana at least one time in the last twelve months by 4% each year, by comparing results of the YRBS from 2019, 2021, 2023, for an overall reduction from 37% to 25% in 2023.

**Objective 4.2:** Decrease the number of middle school students who have used marijuana at least one time in the last twelve months by 1% bi-annually, from 2019, 2021, 2023 from 9.8% to 6.8% by the year 2023 as measured by the Youth Risk Behavior Survey (YRBS).

**Goal 5: Reduce the number of methamphetamines and marijuana related emergency room visits.**

**Objective 5.1:** Reduce the number of high school students reported on the Youth Risk Behavior Survey (YRBS) reflecting they have used illegal drugs including methamphetamines from 3.3% to 2.3% bi-annually.

**Objective 5.2:** Demonstrate a statistically significant increase in the selected youth population perception of risk of harm of illegal drugs including methamphetamines within high risk youth populations as identified geographically as having higher rates of underage drinking, marijuana and methamphetamine use. The increase of 9%, will be measured by a perception of risk survey to be assessed bi-annually.

**Objective 5.3:** Reduce high school students who were offered, sold, or given an illegal drug on school property from the YRBS 2017 total of 28.4%, to 25.4% in 2019, 22.4% in 2021, and 19.4% in 2023.

**SECTION B2: DESCRIBE THE IMPLEMENTATION OF REQUIRED ACTIVITIES**

The State will assure that each participating coalition is implementing strategies using the five step SPF process of first building capacity and local readiness, second engaging partners in the strategic planning process, third Implementing evidence based programs and practices, fourth evaluating outcomes, and fifth embedding cultural and linguistic competencies and standards as part of their ongoing project for the PFS. As mentioned in the State of Nevada Strategic Plan for 2017-2020, we believe that substance abuse outreach, prevention, intervention, treatment, and recovery services should be respectful of and responsive to cultural and linguistic needs, as established by the culturally and linguistically appropriate service (CLAS) standards developed by the U.S. Department of Health and Human Services. We embrace principles of equal access and non-discriminatory practices in service delivery. We strive to incorporate cultural and linguistic competence into policy making, infrastructure, and practice.”

The Bureau of Behavioral Health Wellness and Prevention Substance Abuse Prevention and Treatment Agency (SAPTA) has taken steps to improve management of the PFS grant program by hiring additional professional and administrative staff, clarifying roles and responsibilities among the program officers

and increased coordination and communications. In addition, closer monitoring of coalition activities on at least a quarterly basis will be instituted beginning with the 2019-20 fiscal year. Providing technical assistance for the coalitions will be a priority.

Periodic reporting to SAPTA by the coalitions will be strengthened in line with the state goals and logic models and the identified needs of the coalitions. Similarly, the evaluation process will focus on all activities of the coalitions and move from a largely descriptive process to an analytical approach consistent with the PFS model of data analysis, feedback and improvement. Mid-year learning conversations based on reports from the coalitions will be conducted. EBP program fidelity monitoring will be included in the evaluations and conducted at least annually. In addition, the evaluator will be charged with reviewing local data collection protocols and providing technical assistance for participant protection procedures which are currently inconsistently managed.

Meetings of the Nevada EBP Workgroup have begun again in the Spring of 2019 and are scheduled monthly. There are members representing SAPTA staff, the coalitions, community partners and practitioners and research scientists. The EBP workgroup is divided into three working subcommittees: the coalitions group to assist in mentoring and feedback; the Research Scientists group, and a Policies group to delineate guidelines for operation of the entire workgroup. Additional accomplishments thus far include (1) The state has adopted SAMHSA's list of evidence-based programs as a starting point in order to provide guidance to aid the coalition's planning efforts. The 2009 SAPTA policy on EBP definitions is being modified to bring it up to date and include implementation fidelity guidelines. It is anticipated that this document will be approved by the SAPTA Advisory Board at their August 2019 meeting. (2) Templates are in the process of being developed to allow evaluation by the science subcommittee of the working group to approve waivers for other programs for implementation. (3) A procedural framework for the coalitions will be in place in time for this fiscal year's funding cycle proposals to ensure review of proposed activities are consistent with the utilization of EBP's in Nevada and (4) Procedures for monitoring implementation fidelity are in the process of being developed.

Bureau of Behavioral Health Wellness and Prevention hereafter referred to as the Bureau will use the data from the 2017 *Epidemiological Profile* to help partners develop and implement data-driven strategies regarding underage drinking and marijuana use/misuse. 2017 YRBS data is citing in Section A2 regarding high school and middle school alcohol consumption and marijuana use. The Bureau will work with the Office of Analytics to report data at the county and/or service area level. The youth Risk Behavioral Survey (YRBS) comes from the University of Nevada, Reno (UNR). An example of some of the collected data is shown in Section D1. The data will allow the coalitions to identify goals and objectives that are relevant to their communities in reducing underage drinking and marijuana use/misuse. Such goals and objectives will strengthen the county/or service area infrastructure in developing stronger and lasting partnerships with local organizations. Coalitions and their partners will be required to implement evidence-based programs, policies, and practices that best address underage drinking, marijuana and methamphetamine use/misuse as approved by the Evidence Based Practices workgroup (EBP).

The Bureau will partner with and support the Statewide Epidemiological Workgroup (SEW) and the Office of Analytics to collect data on the prevalence of underage drinking, marijuana use and

methamphetamine use. This will be accomplished primarily through the administration of the YRBS. The SEW and the Office of Analytics will direct and collaborate with the coalitions and their partner agencies in developing data collection and reporting strategies.

The Bureau will lend technical assistance and support in helping the coalitions and their partner agencies build capacity in high-need communities. This will be accomplished by collecting and reviewing county or service area specific data and directing additional funding resources to areas of need based on prevalence data as funding is available. The coalitions' PPCC's will be reviewed by SAPTA and evaluation staff and integrated into a consistent logic model tracking needs to program identification and implementation to outcomes. For the PFS project the SEW will be the data driving force. The data will be provided to the Multi-disciplinary Prevention Advisory Committee (MPAC) who will advise the SAPTA advisory group which will forward what is approved to the Bureau on priority goals and objectives. Activities to achieve goals and objectives will be reviewed by an expert panel of the evidence-based practices workgroup (EBP) prior to implementation and strategies will be shared back to the (MPAC) to advise coalitions and the bureau on evidence based strategies, if necessary.

Some of the strategies to address alcohol in youth may include education of community members and local law enforcement on the benefits of actively enforcing the statute. It has been shown that compliance rates remain above 90% when enforcement is happening. When enforcement is not happening, compliance rates drop to 55%. (NV Juvenile Justice Programs Office -Underage Drinking data 2017)

High-need communities will be identified with the collection of county level and service area level data. Coalitions and partner organizations will use the data to build the needed capacity to reduce the prevalence of underage drinking, methamphetamine and marijuana use/misuse. The coalitions will use the data available from the YRBS to determine the population where their efforts at the schools with the greatest usage of alcohol, methamphetamine and marijuana. The coalitions will then collaborate with the local schools to provide classroom instruction in before and after school programs, which may include programs such as **After School Extended Service Schools Initiative** using programs such as **Too Good For Drugs**. The coalitions will monitor outcomes of the programs to determine the level of understanding and will report that data on their quarterly reports.

The coalitions will provide parenting classes at the community level through collaboration with the schools and juvenile probation departments to assist families with children at greatest risk of substance abuse such as methamphetamine use. The coalitions will use evidence-based parenting curriculums such as **Parenting Wisely, and Botvin Life Skills**. The coalitions will collect data consistent with the EBP program protocols to determine level of understanding and report the data on their quarterly reports.

Nevada will address Methamphetamine use in a number of ways as well. Methamphetamine use has declined in Nevada recently with the exception being those population areas with the fewest resources. Our Native American and poorest communities continue to experience more health impacts due to methamphetamine use. The coalitions within the state who have Native American populations within their service areas will partner with those targeted populations and provide culturally sensitive

evidence-based programming to the youth and their families. They will incorporate **Talking Circles, Strengthening Families Parenting**, using the **Bicultural Competence Skills Approach**. In Hispanic communities, the coalitions will be incorporating **Family Effectiveness Training**. In African American families, the coalitions will be using **Strong African American Families (SAAF)** for parenting and **Protecting You/Protecting Me** for use in elementary school prevention efforts.

Some research suggests that early intervention with children has lasting effects on methamphetamine use. The programs in the study included after school programming, family strengthening programs and Life Skills programs. Thus, approaches to methamphetamine use will be through these early prevention programs. Coalitions will be encouraged to include these prevention strategies in their communities.

Media campaigns will address the special needs of Nevada which depends so heavily on the entertainment industry and impact social norms and attitudes. Thus, much of the work supported by the PFS grant award includes environmental strategies including the usage of social media, brochure campaigns, and poster campaigns. There is inconsistent scientific evidence of the effectiveness of media campaigns on at risk populations behavior. Therefore, the coalitions will have to use their due diligence to find those that may be promising or best practice programs. The coalitions will focus on **Social Norming Campaigns** to begin to modify the perception at the community level regarding the use of alcohol, marijuana and methamphetamines by youth who are 9-20 years old and use professional agencies to pre-test, prior to implementation, the message and the media best suited to reach their desired target audience. Statewide coordination to pool resources will also be encouraged.

## PFS Timeline

Activity	Milestones	Responsible Staff	Deadline
Hire PFS Evaluator	Contact organizations that are part of the Master Service Agreement, and/or issue a Request for Proposal (RFP) to solicit proposals.	State	1/1/2019
Develop a Behavioral Health Disparities Impact Statement	The Statement will be completed	Bureau of Behavioral Health Wellness and Prevention Project Director	60 days after award
Reintroduce and solidify the EBW under the MPAC / SEW	Workgroup sets up regular meeting schedule; creates logic model of goals, strategies, and timelines	Project supervisor and EBW Liason	10/31/2018 through 09/29/2023
Create an Evaluation Plan and submit to MPAC	Develop a State Community-level process and outcome evaluation	Project Director/Project Supervisor/Fiscal Staff/and Prevention Team	6/1/2019
Create capacity building / implementation plan	Funding guidelines for communities of high need established	State Prevention Staff working with Coalitions	9/29/2019
Implement Proposed Plan	Award 85% of funding to communities of high need	Project Director/Project Supervisor/Fiscal Staff/and Prevention Team	09/28/2018 through 09/29/2023

Collect Data from Coalitions Quarterly	Input data each quarter to be compiled and evaluated quarterly	Evaluator and program staff	Each quarter of award period
Media Campaigns	Media including print, TV, radio to the entire state to reach 30% of the population, reduce underage drinking in YRBS	Coalitions	9/29/2020
Enhanced membership infrastructure of participating coalitions	Coalitions engaged in PFS will identify the new members required to enhance the infrastructure in order to complete the stated objectives	Coalition Directors	Within 6 months following the funding award
Pass county ordinances	Reduce accessibility by YRBS by parent education and beverage service training	Coalitions	9/29/2020 - 9/29/2023
Complete Evaluation of Project	Evaluation Report submitted to Bureau of Behavioral Health Wellness and Prevention SAMHSA/CSAP	Project Director/Evaluator	9/29/2023
Training on Too Good for Drugs	Contact provider for training requirements	Coalitions	9/29/2020
Too Good for Drugs	Implemented in community schools	Coalitions	9/29/2020 - 9/29/2023
After school extended schools initiative	Contact provider for training requirements	Coalitions	9/29/2020
After school extended schools initiative	Implemented in community schools	Coalitions	9/29/2020 - 9/29/2023
Parenting wisely - Botvin Lifeskills	Contact provider for training requirements	Coalitions	9/29/2020
Parenting wisely - Botvin Lifeskills	Implemented in all communities	Coalitions	9/29/2020 - 9/29/2023
Talking circles strengthening families	Contact provider for training requirements	Coalitions	9/29/2020
Talking circles strengthening families	Implemented in communities with Native American populations	Coalitions	9/29/2020 - 9/29/2023
Family effectiveness training	Contact provider for training requirements	Coalitions	9/29/2020
Family effectiveness training	Implemented in Hispanic Communities	Coalitions	9/29/2020 - 9/29/2023
Strong African American Families	Contact provider for training requirements	Coalitions	9/29/2020
Strong African American Families	Implemented in African American families	Coalitions	9/29/2020 - 9/29/2023
Protecting You / Protecting Me	Contact provider for training requirements	Coalitions	9/29/2020
Protecting You / Protecting Me	Implementation in Elementary Schools	Coalitions	9/29/2020 - 9/29/2023

Social Norming Campaigns	Providing information through community meetings about changing the community perception of harm from underage drinking, marijuana, and methamphetamine use.	Coalition Staff	9/29/2019
Training for fidelity of "list program"	Certificate of competency	Coalitions / Contractors	9/29/2020 - 9/29/2023

**Appendix B: PFS Calendar Year Project Calendar**

**(9-pages)**



## Annual Calendar and Deliverables

### First Quarter

#### Janurary

Event/Deliverables To State	State Events/Deliverables to Providers	State Deliverable to SAMHSA	Monthly/Quarterly/Annually	Working Date
Request For Reimbursement (RFR)			Monthly	15-Jan
Collaborative Recommendations from the Statewide Epidemiology Organization Workgroup (SEOW), Multi-Disciplinary Prevention Advisory Committee (MPAC), and Evidence-Based Practice Public Policy and Program (EBPPP) Active Workgroup			Annually	28-Jan
(Oct-Dec) SAPP/PFS/SABG WITS entry and paper report			Quarterly	30-Jan
Verification of Block Grant Expenditure and RFR in WITS (SABG)			Monthly	31-Jan

#### Feburary

Event/Deliverables To State	State Events/Deliverables to Providers	State Deliverable to SAMHSA	Monthly/Quarterly/Annually	Working Date
<b>2021 Legislative Session Begins (120 days)</b>				<b>1-Feb</b>
	Feedback of Quarterly Report (SAPP, PFS, SABG)		Quarterly	12-Feb
Request For Reimbursement (RFR)			Monthly	18-Feb
Evidence Based Practice Workgroup Meeting			Monthly/Quarterly	20-Feb
Multi-Disciplinary Prevention Advisory Committee Meeting			Quarterly	27-Feb
Verification of Block Grant Expenditure and RFR in WITS (SABG)			Monthly	28-Feb

## First Quarter

### March

Event/Deliverables To State	State Events/Deliverables to Providers	State Deliverable to SAMHSA	Monthly/Quarterly/Annually	Working Date
<b>2021 Legislative Session In Progress</b>				
Evidence Based Practice Workgroup Meeting			Monthly/Quarterly	19-Mar
Verification of Block Grant Expenditure and RFR in WITS (SABG)			Monthly	31-Mar
Meet and Discuss Spend Plan/Funding Map for each funding source (SAPP/PFS/SABG)	Feedback/Support for Spending Plan/Funding Map		Quarterly	31-Mar

## Annual Calendar and Deliverables

### Second Quarter

#### April

Event/Deliverables To State	State Events/Deliverables to Providers	State Deliverable to SAMHSA	Monthly/Quarterly/Annually	Working Date
<b>2021 Legislative Session In Progress</b>				
Fiscal Year 2022 General Fund (SAPP) subawards Due (to BBHWP/SAPTA)			Annually	2-Apr
Request For Reimbursement (RFR)			Monthly	15-Apr
Evidence Based Practice Workgroup Meeting			Monthly/Quarterly	22-Apr
Statewide Epidemiology Organization Workgroup Meeting			Quarterly	29-Apr
Coalition 1 year performance report (semi annual)	RFP Dependent (needs to be checked)		Semi-Annual	30-Apr
(Jan-March) SAPP/PFS/SABG WITS entry and paper report			Quarterly	30-Apr
Verification of Block Grant Expenditure and RFR in WITS (SABG)			Monthly	30-Apr

## Second Quarter

### May

Event/Deliverables To State	State Events/Deliverables to Providers	State Deliverable to SAMHSA	Monthly/Quarterly/Annually	Working Date
<b>2021 Legislative Session In Progress</b>				
	Feedback of Quarterly Report (SAPP, PFS, SABG)		Quarterly	14-May
			(SAPP) General Fund Subawards	1-May
Request For Reimbursement (RFR)			Monthly	15-May
	Training - Contracts 101, OML 101, and Performance Measures 101 (1 hour each)		Annual	18-May
	Training - FOA 101, SABG-RFR Matching WITS 101, and PFS-SEOW Tied to Data (Collected) (1 hour each)		Annual	19-May
Evidence Based Practice Workgroup Meeting			Monthly/Quarterly	20-May
Verification of Block Grant Expenditure and RFR in WITS (SABG)			Monthly	31-May
<b>2021 Legislative Session Ends</b>				<b>31-May</b>

## Second Quarter

### June

Event/Deliverables To State	State Events/Deliverables to Providers	State Deliverable to SAMHSA	Monthly/Quarterly/Annually	Working Date
Stop Act Survey			Annual	1-Jun
Request For Reimbursement (RFR)			Monthly	15-Jun
Multi-Disceplinary Prevention Advisory Committee Meeting			Quarterly	15-Jun
Evidence Based Practice Workgroup Meeting			Monthly/Quarterly	22-Jun
	SAPP Fund Ends			30-Jun
Verification of Block Grant Expenditure and RFR in WITS (SABG)			Monthly	30-Jun
Meet and Discuss Spend Plan/Funding Map for each funding source (SAPP/PFS/SABG)	Feedback/Support for Spending Plan/Funding Map		Quarterly	30-Jun

## Annual Calendar and Deliverables

### Third Quarter

#### July

Event/Deliverables To State	State Events/Deliverables to Providers	State Deliverable to SAMHSA	Monthly/Quarterly/Annual	Working Date
	Fiscal Year 2022 SAPP General Fund Starts		Annual	1-Jul
PFS and SABG subawards, due to BBHWP/SAPTA			Annual	1-Jul
Statewide Epidemiology Outcomes Workgroup Meeting			Quarterly	9-Jul
Request For Reimbursement (RFR)			Monthly	15-Jul
Evidence Based Practive Workgroup Meeting			Monthly/Quarterly	20-Jul
All RFRs Must be Submitted		General Fund (SAPP) close out SFY	Annual	30-Jul
(April - June) SAPP/PFS/SABG WITS entry and paper report			Quarterly	31-Jul
Verification of Block Grant Expenditure and RFR in WITS (SABG)			Monthly	31-Jul

## Third Quarter

### August

Event/Deliverables To State	State Events/Deliverables to Providers	State Deliverable to SAMHSA	Monthly/Quarterly/Annual	Working Date
			Partnership For Success and Substance Abuse Block Grant Subawards due to contracts (Annual)	1-Aug
	Feedback of Quarterly Report (SAPP, PFS, SABG)		Quarterly	13-Aug-20
Request For Reimbursement (RFR)			Monthly	17-Aug
Evidence Based Practice Workgroup Meeting			Monthly/Quarterly	20-Aug
Multi-disciplinary Prevention Advisory Committee Meeting			Quarterly	25-Aug
Verification of Block Grant Expenditure and RFR in WITS (SABG)			Monthly	31-Aug

### September

Event/Deliverables To State	State Events/Deliverables to Providers	State Deliverable to SAMHSA	Monthly/Quarterly/Annual	Working Date
Request For Reimbursement (RFR)			Monthly	15-Sep
Evidence Based Practice Workgroup Meeting			Monthly/Quarterly	21-Sep
			PFS Funds Ends - Annual	29-Sep
			PFS Funds Start - Annual	30-Sep
			SABG Funds End - Annual	30-Sep
Verification of Block Grant Expenditure and RFR in WITS (SABG)			Monthly	30-Sep
Meet and Discuss Spend Plan/Funding Map for each funding source (SAPP/PFS/SABG)	Feedback/Support for Spending Plan/Funding Map		Quarterly	30-Sep

## Annual Calendar and Deliverables

### Fourth Quarter

#### October

Event/Deliverables To State	State Events/Deliverables to Providers	State Deliverable to SAMHSA	Monthly/Quarterly/Annual	Working Date
	Fiscal Year 2022 Substance Abuse Block Grant Fund Starts		Annual	1-Oct
Request For Reimbursement (RFR)			Monthly	15-Oct
Statewide Epidemiology Organization Workgroup Meeting			Quarterly	19-Oct
Evidence Based Practice Workgroup meeting			Monthly/Quarterly	20-Oct
1 year Performance report (semi-annual)	RFP Dependent (needs to be checked)			29-Oct
All RFRs Due			Close Out Grant Year (Annual)	30-Oct
(July-Sept.) SAPP/PFS/SABG WITS entry and paper report			Quarterly	31-Oct
Verification of Block Grant Expenditure and RFR in WITS (SABG)			Monthly	31-Oct

#### November

Event/Deliverables To State	State Events/Deliverables to Providers	State Deliverable to SAMHSA	Monthly/Quarterly/Annual	Working Date
	Feedback of Quarterly Report (SAPP, PFS, SABG)		Quarterly	12-Nov
Request For Reimbursement (RFR)			Monthly	16-Nov
Evidence Based Practice Workgroup Meeting			Monthly/Quarterly	20-Nov
Multi-disciplinary Prevention Advisory Committee Meeting			Quarterly	25-Nov
Verification of Block Grant Expenditure and RFR in WITS (SABG)			Monthly	30-Nov



## Fourth Quarter

### December

Event/Deliverables To State	State Events/Deliverables to Providers	State Deliverable to SAMHSA	Monthly/Quarterly/Annual	Working Date
SA/MH Block Grant			Annual	2-Dec
Request For Reimbursement			Monthly	15-Dec
Evidence Based Practice Workgroup Meeting			Monthly/Quarterly	21-Dec
		SABG Annual Report	Annual	30-Dec
		SYNAR Annual Report		
		PFS Annual Report		
Verification of Block Grant Expenditure and RFR in WITS (SABG)			Monthly	31-Dec
Meet and Discuss Spend Plan/Funding Map for each funding source (SAPP/PFS/SABG)	Feedback/Support for Spending Plan/Funding Map		Quarterly	31-Dec