



BROOKINGS
COMMUNITIES THAT CARE

2026 - 2028

BROOKINGS

COMMUNITIES THAT

CARE (CTC)

ACTION PLAN

Prepared By
Brookings CTC Community Board
July 2026

www.brookingsunitedway.org/ctc/



2026 Brookings Communities That Care Participants

Brookings Communities That Care (CTC) is a collaborative project of public and private health, education, human service and civic organizations; local businesses; and citizens.

Some of those represented include:

Brookings Area United Way	Center for Prevention of Child Maltreatment (CPCM)
Brookings School District	Brookings Area Habitat for Humanity
Brookings High School Representation	South Dakota State University Miller Wellness Center Counseling
Mickelson Middle School Representation	South Dakota State University Pharmacy Department
First Bank & Trust	Brookings Boys and Girls Club & Teen Center
Brookings Regional Growth Alliance	Brookings County Sheriff's Office
Brookings Avera Clinic	Falcon Plastics Representation
Brookings Sanford Health	Larson Manufacturing Representation
Brookings County Youth Mentoring Program (BCYMP)	Children's Museum of South Dakota Representation
City of Brookings Police Department	First Lutheran Church Brookings
Brookings County State's Attorney's Office	Inter-lakes Community Action Partnership (ICAP)
Brookings Health System	Great After School Place (GAP)
City of Brookings	
Brookings Behavioral Health and Wellness (Ivy Center)	

The *Communities That Care (CTC)* model focuses on promoting positive youth development and preventing health and behavior issues by assessing predictors both of high-risk behaviors and of positive youth outcomes. Risk and protective factors have been identified in research in many fields, including for high-risk adolescent behaviors. We have identified the following risk and protective factors as our priorities for immediate action, and have set the following goals:

RISK FACTORS — Tracking Dashboard

RISK FACTOR 1: Elevated Absenteeism

■ Note: Infinite Campus baseline data (6.7% MS / 8.31% HS) from CTC Action Plan. SEARCH Q32 data from Survey Reports.

■ Note: No direct CTC goal set for this factor. Data from SEARCH External Assets Table 4. Proxies shown are Assets 3, 4, 5.

Chart to be completed every 2-3 years and updated by Data Assessment & Evaluation Workgroup

PROTECTIVE FACTORS — Tracking Dashboard

Source: SEARCH Institute Youth Survey | Benchmark Year: 2024 | Goals measured through Spring 2030

PROTECTIVE FACTOR 1: Youth Empowerment

Metric	2017	2021	2024 (Baseline)	2027 (Survey)	2030 (Survey)	2030 Goal	Trend
Asset 7: Community Values Youth (SEARCH External Assets — Total Sample)	28.0%	20.0%	27.0%	—	—	40.0%	
Asset 8: Youth as Resources (SEARCH External Assets — Total Sample)	35.0%	25.0%	30.0%	—	—	40.0%	
AVERAGE (Youth Empowerment)	31.5%	22.5%	28.5%	—	—	40.0%	

■ CTC Plan Goal: Increase to 40% for both 'seen as resource' (Asset 8) and 'valued' (Asset 7) by Spring 2030. Data from SEARCH Reports.

PROTECTIVE FACTOR 2: Constructive Use of Time

Metric	2017	2021	2024 (Baseline)	2027 (Survey)	2030 (Survey)	2030 Goal	Trend
Asset 17: Creative Activities (SEARCH External Assets — Total Sample)	19.0%	16.0%	14.0%	—	—	—	
Asset 18: Youth Programs (SEARCH External Assets — Total Sample)	61.0%	54.0%	59.0%	—	—	—	
AVERAGE (Constructive Use of Time — Assets 17 & 18)	40.0%	35.0%	36.5%	—	—	—	

■ CTC Plan Goal: Reduce % NOT engaging in meaningful free time from 30% (2024) to 20% by Spring 2030. Assets 17/18 are positive-direction indicators from SEARCH (higher = better). No 2030 goal set for individual assets.

Brookings CTC Community Action Plan Outline

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Executive Summary

The Brookings Communities That Care (CTC) Community Action Plan for 2026–2028 outlines a coordinated, evidence-based strategy to promote healthy youth development and reduce the incidence of risky adolescent behaviors in the Brookings community. The Communities That Care system is a nationally recognized, community-based prevention framework developed by Drs. David Hawkins and Richard Catalano that supports communities in identifying and addressing the underlying conditions that influence youth outcomes. Its core purpose is to prevent problem behaviors—including substance use, delinquency, school disengagement, and violence—by strengthening protective factors and reducing exposure to risk.

Brookings initiated the Communities That Care process in Fall 2024 with the goal of fostering a community rooted in safety, belonging, and positive relationships that empower youth. Over the course of the planning process, Brookings established a diverse CTC Community Board representing education, health care, human services, law enforcement, local government, business, nonprofit organizations, and parents. Through structured workgroups, community planning workshops, and collaboration with the Brookings School District and Brookings Area United Way, the community engaged in a comprehensive, data-driven approach to prevention planning.

This CTC Action Plan is informed by a rigorous assessment of local data. Primary data sources included the 2024 SEARCH Institute Youth Survey administered to students in grades 6–12 within the Brookings School District, supplemented by public indicators and community input.

Based on this analysis and extensive community review, Brookings CTC identified two priority risk factors requiring focused prevention action:

- **Elevated Absenteeism**

Attendance data indicate rising levels of absenteeism among middle and high school students, signaling disengagement from school and increased vulnerability to negative academic, social, and behavioral outcomes.

- **Low Neighborhood Attachment and Community Disorganization**

Youth data reflect weakened connections to the broader community, suggesting a lack of cohesion, support, and sense of belonging that can contribute to increased risk-taking behaviors.

The assessment also revealed two protective factors in the external asset categories of the SEARCH Institute framework that scored notably low for Brookings's youth:

- **Youth Empowerment**

Many students reported feeling undervalued by the community and lacking meaningful opportunities to contribute, be heard, or participate in decision-making, indicating a need for stronger adult–youth partnerships and leadership opportunities.

- **Constructive Use of Time**

A significant portion of youth reported limited participation in structured, skill-building activities such as mentoring, clubs, or community programs that support positive development and connection.

In response to these findings, Brookings CTC Board selected and prioritized the expansion of two evidence-based strategies already embedded within the Brookings community:

- **Brookings County Youth Mentoring Program (BCYMP)** was selected to address *Low Neighborhood Attachment and Community Disorganization* while strengthening *Youth Empowerment* and *Constructive Use of Time* through consistent community-based, relationship-centered mentoring.
- **Positive Behavioral Interventions and Supports (PBIS)** was selected to address *Elevated Absenteeism* to improve school climate by promoting positive behaviors, strengthening student engagement, and fostering supportive learning environments across K–12 settings. A community-wide approach would address *Low Neighborhood Attachment and Community Disorganization* by fostering shared responsibility for youth and strengthening community connections to promote *Youth Empowerment* by ensuring young people feel valued, supported, and encouraged by caring adults throughout the community.

This Action Plan establishes clear, measurable community-level and program-level outcomes aligned with identified priorities and outlines preliminary implementation, evaluation, and funding strategies to support accountability and sustainability. It also emphasizes systems-level coordination, community awareness, and intentional Community Board development to ensure long-term impact.

The 2025–2028 Brookings Communities That Care Community Action Plan serves as a guiding framework for collective action and is intended to be a living, working document. It will inform implementation, evaluation, and funding decisions while remaining responsive to new data, community feedback, and emerging needs as strategies are refined and partnerships strengthened.

Community Profile

Purpose of CTC Action Plan

The Brookings CTC Board presents its 2026–2028 Community Action Plan as a strategic roadmap for strengthening youth well-being and advancing prevention efforts across the Brookings community. This plan documents the work completed through the Communities That Care process to date and clearly defines the outcomes Brookings seeks to achieve, the evidence-based programs, policies, and practices selected to address identified priorities, and the measures that will be used to track progress over time.

Brookings implemented the Communities That Care process to intentionally move from assessment to action. This plan serves as a practical tool for translating local data and community input into sustainable prevention strategies that strengthen protective factors, reduce risk, and improve outcomes for youth and families.

Prevention Science Overview

In Fall 2024, Brookings began implementing the Communities That Care (CTC) prevention planning system, developed by Dr. David Hawkins and Dr. Richard Catalano of the Social Development Research Group at the University of Washington. The CTC framework is grounded in decades of prevention science and is designed to help communities prevent youth problem behaviors by addressing the underlying risk factors that increase vulnerability while strengthening the protective factors that promote healthy development.

Research shows that behaviors such as substance use, violence, and school disengagement are predictable and preventable when communities focus on shared risk and protective factors across multiple outcomes. The CTC model provides a structured, evidence-based process for using local data to identify priorities, select proven strategies, and monitor progress over time.

Community Involvement

Community involvement is a cornerstone of the Brookings Communities That Care (CTC) process. The Brookings CTC Community Board is intentionally structured to reflect a broad cross-section of the community, ensuring that prevention planning is informed by diverse perspectives and shared ownership. Board membership includes representatives from public and private sectors such as education, health care, human services, law enforcement, local government, business, nonprofit organizations, parents, and youth.

Key community leaders have played an active role throughout the CTC process, providing leadership, insight, and institutional support. These leaders include the Mayor of Brookings, local government and prevention officials, health system leadership, law enforcement

leadership, school district administration, and more. Their engagement has helped elevate youth prevention as a shared community priority and has strengthened alignment across systems serving youth and families.

In addition to formal board participation, multiple community organizations have contributed resources, expertise, and capacity to support the development of the Brookings CTC effort. Local partners have supported data analysis, hosted trainings and meetings, and participated in planning workshops to ensure the process remained inclusive, transparent, and responsive to community needs. Collaboration with the Brookings School District and the Brookings Area United Way has been especially critical in facilitating data access, stakeholder engagement, and coordinated planning.

The CTC Action Plan

The Brookings CTC Community Action Plan is grounded in local data, community strengths, and prevention science. It focuses on priority risk and protective factors identified through the community assessment process and outlines a coordinated approach to improving youth outcomes across schools, families, neighborhoods, and community systems. The plan builds on existing resources while identifying gaps and barriers, emphasizing the use of tested, effective programs, policies, practices, and systems-level strategies to strengthen coordination, expand reach, and support sustainability.

The plan establishes clear community-level and program-level outcomes to guide implementation, evaluation, and funding decisions. These outcomes provide a framework for monitoring progress, ensuring accountability, and supporting continuous improvement. Through this Community Action Plan, Brookings CTC creates a shared roadmap for collaboration and collective impact, strengthening the community's capacity to promote positive youth development and prevent problem behaviors over time.

How To Use the CTC Action Plan

The Brookings CTC Community Action Plan is intended to serve as a practical guide for participants engaged in the *Implementation Planning Workshop*, *Evaluation Planning Workshop*, and *Funding Workshops*. The plan provides a shared framework to support the development of coordinated implementation, evaluation, and budgeting strategies for the selected programs, policies, and practices.

Participants should use this Action Plan to:

- Develop funding strategies by aligning funding decisions with identified outcomes and revisiting funding priorities as progress toward outcomes is monitored over time.

- Create implementation plans that support effective and high-quality delivery of the programs, policies, and practices identified in the plan.
- Develop evaluation plans that first monitor short-term program-level outcomes and then assess longer-term community-level outcomes to measure impact and inform continuous improvement.

This Action Plan is designed to support data-informed decision-making, accountability, and collaboration as Brookings advances its prevention efforts.

Data Collection Efforts

The Brookings CTC Risk- and Protective-Factor Assessment Workgroup led the collection and analysis of data used to inform this Community Action Plan. The workgroup examined data related to youth behavior, risk factors, and protective factors among middle and high school students in Brookings, using both student-reported survey data and publicly available indicators from local and state sources. This multi-source approach ensured a comprehensive and balanced understanding of youth experiences and community conditions.

The primary data source for the assessment was the 2024 SEARCH Institute Youth Survey, administered in April 2024 to all students in grades 6 through 12 within the Brookings School District. The district maintains these results, providing valuable longitudinal insight due to the survey's consistent use since 1999. To supplement the SEARCH survey data, the workgroup reviewed additional public indicators recognized within the CTC framework as valid and reliable measures of risk factors and youth outcomes not fully captured through student self-report data.

Brookings elected not to use the standard CTC Youth Survey in order to preserve consistency with the school district's long-standing data collection practices and to ensure continuity in trend analysis over time.

Prioritization Process

Based on the analysis of data the Risk- and Protective-Factor Assessment Workgroup identified two priority risk factors for focused prevention action:

- *Elevated Absenteeism*
- *Low Neighborhood Attachment and Community Disorganization*

Also identified were two priority protective factors that scored notably low in the external asset categories of the SEARCH Institute framework:

- *Youth Empowerment*
- *Constructive Use of Time*

These risk and protective factors were prioritized for prevention action based on data indicating elevated levels of risk and notably low levels of the selected protective factors among Brookings youth in grades 6th – 12th.

Existing Resources

As part of the Communities That Care planning process, the Resources Assessment and Evaluation Workgroup conducted an assessment of youth-development and prevention resources currently available in the Brookings community. This assessment focused on identifying existing programs, policies, and procedures that address the prioritized risk and protective factors and evaluating the extent to which these resources are evidence-based, widely implemented, and accessible to youth and families.

The workgroup identified three tested, effective resources currently operating in Brookings that address the priority risk factor of *Low Neighborhood Attachment and Community Disorganization* and support the protective factors of *Youth Empowerment* and *Constructive Use of Time*. These resources include the **Brookings County Youth Mentoring Program (BCYMP)** and **Positive Behavioral Interventions and Supports (PBIS)**. Each of these programs demonstrates alignment with prevention science and has established infrastructure, trained staff, and existing reach within the community.

While Brookings offers a wide range of youth-focused programs and activities, the assessment found that relatively few meet the criteria for being considered tested and effective. Those that do exist are not consistently implemented at scale or lack sufficient data collection to fully assess outcomes and impact.

Gaps, Issues, and Barriers

The Resources Assessment and Evaluation Workgroup identified the following gaps, issues, and barriers impacting youth prevention efforts in Brookings:

- **Limited tested, effective interventions addressing Elevated Absenteeism:**

A significant gap exists in the availability and implementation of evidence-based programs focused specifically on absenteeism among middle and high school students. This gap is likely due, in part, to absenteeism not previously being identified as a priority concern, as earlier data did not reflect emerging trends.

- **Limited local evaluation of existing programs:**

While Brookings has programs addressing priority risk and protective factors, several have not been locally evaluated to a sufficient degree. Although some demonstrate national evidence of effectiveness, limited local data restricts the ability to assess impact within the Brookings context.

- **Insufficient scale, reach, and evaluation of tested, effective programs:**
Few youth-serving programs in Brookings meet the criteria for being tested and effective, and those that do are not consistently implemented at scale or supported by standardized data collection and outcome measurement practices.

Recommendations

Based on the results of the resource assessment, the Resources Assessment and Evaluation Workgroup recommended the following:

- **Expand tested, effective resources to address priority risk factors:**
Explore opportunities to expand or implement tested, effective programs, policies, or practices to address identified gaps, particularly related to *Elevated Absenteeism* among middle and high school youth.
- **Enhance existing tested, effective resources:**
Consider ways to expand or strengthen existing tested, effective programs to reach a greater number of youth and families and to more fully address priority risk and protective factors.
- **Support alignment with evidence-based practices:**
Identify strategies to supplement or enhance youth-serving programs that are not currently classified as tested and effective by incorporating evidence-based components or improving implementation practices.
- **Improve evaluation and data collection practices:**
Encourage the development of consistent data collection and evaluation methods to better assess program effectiveness and inform ongoing planning and decision-making.

Community Planning Results

Community- Level Outcome Goals

The Brookings CTC Board developed outcome goals for the selected priority risk & protective factors.

Risk-factor outcomes are meant to identify the changes Brookings needs to make in its priority risk factors to achieve the previously described behavior changes. The following risk-factor outcome was developed to describe this desired change:

- To *reduce* the *absenteeism percentage* of youth as measured by the Infinite Campus database from a baseline of 6.7% at the Middle School and 8.31% at the High School in 2024 to 5.36% at the Middle School and 6.65% at the High School by the end of the 2028 – 2029 school year.

Protective-factor outcomes specify the desired changes Brookings wants to make in protective factors, based on the community assessment. The following protective-factor outcomes were developed to describe the desired change:

- To *increase* a sense of *youth empowerment* as measured by the SEARCH Institute Youth Survey from a baseline of 30% of youth respondents, feeling seen as a resource and 27% feeling valued in 2024 to 40% for both factors by spring of 2030.
- To *reduce* the *percentage of students who report not engaging in meaningful use of free time*, as measured by the SEARCH Institute Youth Survey, from a baseline of 30% in 2024 to 20% by spring 2030.

Selected Programs, Policies, and Practices

Based on the findings of the community assessment, resource assessment, and prioritization process, the Brookings CTC Board selected a combination of tested, effective programs and practices to address the identified priority risk and protective factors. Selected strategies were chosen based on their demonstrated effectiveness, alignment with community needs, feasibility for implementation, and existing infrastructure and community support within Brookings.

Brookings County Youth Mentoring Program (BCYMP) was selected to address the priority risk factor of *Low Neighborhood Attachment and Community Disorganization* while strengthening the protective factors of *Youth Empowerment* and *Constructive Use of Time*. BCYMP provides structured, one-to-one and group mentoring relationships between youth and trained adult volunteers. Through consistent, supportive interactions, the program fosters positive relationships, increases youth connection to caring adults, and promotes social, emotional, and academic development. BCYMP emphasizes regular engagement, goal setting, and community

involvement, making it well-positioned to enhance youth sense of belonging and meaningful participation within the community.

Positive Behavioral Interventions and Supports (PBIS) was selected to address *Elevated Absenteeism* and improve school climate and student engagement across K–12 settings within the Brookings School District. PBIS is a school-wide, evidence-based framework that promotes positive behavior through clearly defined expectations, consistent reinforcement, and data-informed decision-making. By creating predictable and supportive learning environments, PBIS supports increased student engagement, strengthens relationships between students and school staff, and contributes to improved attendance and academic outcomes.

The existing implementation of PBIS within the district provides a strong foundation for expanding its impact beyond the school setting. A broader community approach has the potential to address the identified risk factor of *Low neighborhood Attachment and Community Disorganization* by fostering a shared sense of responsibility for youth and creating more supportive, connected environments. Additionally, it supports the protective factor of *Youth Empowerment* by helping young people feel valued, recognized, and encouraged by caring adults throughout the community.

Program – Level Outcomes

The following participant outcomes were drafted for the **BCYMP** expansion:

- Significantly improve *youth empowerment* in the first year as measured by pre- and post-surveys by participating youth.
- Significantly increase youth's *constructive use of free time* as measured by BCYMP.

The following implementation goal and outcome was drafted for the **BCYMP**:

- To increase the number of mentor/mentee matches in Brookings County starting from Fall 2026 to Spring 2028, as measured by BCYMP.

The following participant outcomes were drafted for the **PBIS** expansion:

- To significantly increase positive student attitudes towards school and peers as measured by school climate survey annually.
- To increase student attendance from Fall 2026 to Spring of 2028, as measured by Brookings School District.

- To increase community awareness of PBIS with parents, businesses, organizations, and community members as measured by campaign marketing efforts and community engagement data annually.

The following implementation goal and outcome was drafted for **PBIS**:

- Implement a community-wide PBIS campaign to connect with 24 businesses and organizations to partner and promote shared responsibility for encouraging and celebrating Brookings's youth inside and outside of school from Fall 2026 to Spring 2028, as measured by Brookings School District.
- Implement a PBIS district-wide committee to align the Brookings School District's PBIS values and incentives to support positive student attitude towards school, foster belonging, and school/community connectedness.

Preliminary Evaluation Plans

Brookings County Youth Mentoring Program (BCYMP)

The Brookings CTC Board will partner with BCYMP to implement coordinated mentor recruitment and community outreach efforts that engage local businesses, organizations, and community members to increase awareness of youth mentoring, recruit community-based mentors, and expand access to positive mentoring relationships for youth throughout Brookings County. A board appointed CTC subcommittee will be created and collaborate with BCYMP on survey development and data collection processes to track youth and mentor participant outcomes.

Implementation goals for these efforts include:

- Implementing 24 recruitment presentations to local businesses and community organizations to promote the benefits of local mentoring and increase community-based mentor recruitment.
- Creating 20 new mentor/mentee matches through business connections in Brookings County.
- Assisting BCYMP with implementing an annual mentee pre- and post-questionnaire to assess youth empowerment outcomes and match satisfaction.

Evaluation of mentor recruitment efforts, successful mentor/mentee matches, participant survey results, and business/organization engagement data will be used to report program expansion outcomes to Brookings community members and funders.

The CTC subcommittee will be trained by BCYMP staff to ensure recruitment fidelity and accurate understanding of program components. The subcommittee will be responsible for coordinating data collection related to implementation goals, support recruitment presentations and awareness activities, business/organization engagement, and support for BCYMP survey implementation, as needed.

BCYMP staff will be responsible for tracking the number of mentor/mentees matches and participant survey outcomes and for reporting data to the CTC Data Assessment & Evaluation workgroup before and after implementation efforts. BCYMP staff will continue to operate the program as usual and may assist with business/organization engagement during recruitment presentations, as needed.

Participant outcomes will be evaluated through annual pre- and post-surveys that assess identified behaviors and desired outcomes. A baseline survey will be administered when a mentor and mentee are matched, followed by a post-survey at the end of each program year and again upon the conclusion of the mentoring relationship, including when a match ends or a mentee graduates from the program. Community-based mentor recruitment will also be evaluated through data collected by BCYMP, tracking the number of new mentors affiliated with businesses or organizations that have received mentor recruitment presentations or actively encourage and support employee participation in youth mentoring.

Statistical analysis and reporting will be conducted by the board appointed CTC subcommittee with support from BCYMP. Evaluation-related costs will be determined by the Funding Workgroup at a later date.

Positive Behavioral Interventions and Supports (PBIS):

The Brookings CTC Board will support awareness efforts with the goal of increasing positive student attitudes toward school and peers, increase student attendance at school, and foster a community that celebrates Brookings's youth in and outside of school settings. Awareness efforts will target students, parents and guardians, community businesses, and community-based youth-serving programs and organizations.

Implementation goals for these efforts include:

- Developing and distributing a *Be a Bobcat* campaign that includes the creation of a standardized "Be a Bobcat Partner Toolkit" with campaign messaging, promotional materials, and participation ideas.
- Recruit at least 24 Brookings Regional Growth Alliance member businesses and organizations to become "Be a Bobcat" Partners by spring of 2028.

- Promote the campaign through coordinated community outreach, marketing, and partner engagement to increase awareness and reinforce PBIS values.
- Establish a district-wide PBIS committee with representation from each school and district leadership.
- Develop and implement district-wide recommendations to align PBIS values, expectations, and student incentives across schools.
- Monitor implementation and facilitate collaboration among school PBIS teams to promote consistency and continuous improvement.

Evaluation of PBIS implementation will include the use of 4th – 12th grade school climate survey data, 6th – 12th grade attendance data, as well as business and community engagement measures to report program expansion outcomes to Brookings community members and funders.

A board appointed CTC subcommittee will be trained by PBIS Brookings School District staff to ensure understanding of the School District's PBIS values and support fidelity of campaign implementation. The subcommittee will be responsible for coordinating the collection of climate survey data and attendance data from the Brookings School District to measure participant outcomes, assisting with implementing PBIS awareness and engagement activities, and supporting community outreach and public relation efforts as requested by the Brookings School District.

Brookings School District staff trained in PBIS will be responsible for maintaining PBIS programming and alignment across all schools within the district, tracking student perception and attendance data, maintaining records of local business and community organization engagement activities, administering the annual climate survey, and reporting survey results to the CTC Data Assessment & Evaluation workgroup on an annual basis.

Participant outcomes will be evaluated using attendance data provided by the Brookings School District and the annual school climate survey administered to students in grades 4th – 12th. The surveys will assess identified behaviors and perceptions related to school climate and student engagement and will be conducted annually by Brookings School District staff.

Statistical analysis and reporting will be conducted by the board appointed CTC subcommittee with support from the Brookings School District. Evaluation-related costs will be determined by the Funding Workgroup at a later date.

Preliminary Implementation Plans and Budget

CTC Support: \$33,000

- 50% Staff Person – \$30,000

A dedicated staff person is critical for facilitating the CTC framework across Brookings. This role includes coordinating the community coalition, managing workgroups, engaging stakeholders, providing technical assistance, and leading the development of data-driven action plans. Funding 50% of this position ensures consistent leadership and continuity, which are necessary for long-term prevention impact.

- Printing/Meetings – \$1,000

CTC relies heavily on community participation. Funds will support printing of materials for coalition meetings, parent and stakeholder education, youth engagement activities, and dissemination of local data. This also covers meeting supplies needed to ensure consistent board and subcommittee engagement.

- Search Institute Youth Survey / CTC Access – \$2,000

Access to validated data tools is essential for identifying risk and protective factors affecting local youth. These funds ensure Brookings can administer the CTC Framework, with validity - analyze local youth survey results, and use the data to guide evidence-based prevention strategies to measure progress over time.

BCYMP Support: \$6,200

- Marketing – \$1,000

Marketing ensures community awareness of mentoring opportunities, helping BCYMP recruit a diverse and engaged pool of volunteer mentors and create healthy and successful matches.

- Mailer – \$4,000

Direct mail outreach helps reach families, volunteers, and community stakeholders who may not be connected through digital channels. This is particularly important for rural residents, low-income households, and new community members.

- Email Blast – \$200

Email communications support continuous outreach, mentor recruitment, family and business engagement, as well as updates on youth mentoring impact.

- Meeting Items – \$1,000

These funds support materials and supplies for mentor-mentee training, volunteer orientation, and match-support meetings, all key activities that ensure program quality and safety.

PBIS Support: \$3,000

- Staff Time – \$1,000

Funds support dedicated staff time for training coordination, collaboration with school partners, and integration of PBIS strategies with broader Brookings CTC efforts.

- Marketing – \$2,000

Marketing materials support PBIS awareness campaign within schools and the community, highlighting positive behaviors and reinforcing consistent messaging across environments.

Total Budget Request: \$42,200

This investment will allow Brookings CTC and Brookings Area United Way to strengthen community-wide youth prevention efforts by supporting core CTC infrastructure, enhancing youth mentoring, and reinforcing positive school climates. Together, these strategies create a coordinated, data-driven approach to supporting Brookings's youth and families, ultimately leading to a healthier, safer, and more connected community.

Community Board Development

Goals for CTC Board Development

The Board Maintenance Workgroup, in collaboration with the Executive Committee, will oversee board engagement and participation. Attendance at full board meetings will be documented, and workgroup chairs will track participation within their respective workgroups. Board members are expected to notify the Board Chair or CTC Coordinator when unable to attend a full board meeting and to notify their workgroup chair when unable to attend a workgroup meeting. Workgroup chairs will collaborate with executive leadership to address unplanned absences and assess overall board member engagement.

The Brookings CTC board member roster will be maintained and kept current within the *CTC Board Portal* hosted on the Brookings Area United Way website. An annual membership review will be conducted each December, with recommendations for recruitment or membership changes presented to the full board in January. A formal transition protocol will be followed when board members resign. Executive Committee members serve two-year terms, and any leadership vacancies or anticipated transitions will be brought forward to the full board for consideration and selection of new leadership.

A structured onboarding process for new board members has been developed and will be implemented to ensure completion of core Communities That Care framework training modules. Following completion of initial onboarding requirements, the Board Maintenance Workgroup will facilitate an annual training or review session for all board members focused on the Social Development Strategy and related prevention science concepts.

A board self-assessment survey will be administered annually each June to assess engagement, participation, satisfaction, and perceived barriers to involvement. Findings from the assessment will be used to recommend strategies for continuous improvement. Board member recruitment and retention strategies will be researched and implemented to sustain an engaged, skilled, and high-functioning board.

Board recognition strategies will be implemented to support retention and engagement, beginning with the recognition of one-year board member anniversaries throughout 2026. In addition, board bylaws and operating guidelines will be reviewed annually each April to ensure continued alignment with best practices and organizational needs.

Promoting the Social Development Strategy

Goals for Youth Engagement

A key element of our CTC effort is to build protection community-wide by promoting the Social Development Strategy. During this action plan period, we plan three activities to do this:

- **Youth Recognition Awards:** With support from the CTC Board, the Youth Involvement and Outreach Workgroup will collaborate with local organizations to establish a formal awards program that recognizes exceptional youth within the Brookings community. This initiative aims to acknowledge and celebrate the contributions of young people outside of the school district. The Youth Advisory Board (YAB), who is made up of local youth, will create and advise on recognition awards, as well as, award recognition letters and certificates to youth within Brookings. Through strategic partnerships, the Youth Involvement and Outreach Workgroup and its YAB committee will ensure these recognitions are presented in a meaningful and visible manner that highlights their impact and value to the broader community.
- **Youth Volunteer Recognition:** In conjunction with the Youth Recognition Awards, the Youth Involvement and Outreach Workgroup and YAB committee will identify and honor outstanding youth volunteers through the Brookings Area United Way Volunteer United Program. Additionally, they will leverage the efforts of youth ambassadors to promote local volunteer opportunities, thereby encouraging increased youth engagement and fostering a sense of civic responsibility and community belonging.
- **Youth Connection Through Networks and Community Events:** The Youth Involvement and Outreach Workgroup will partner with various local organizations to facilitate youth access to professional networks and community-based events with the guidance of YAB. These efforts are intended to help young individuals develop both personal and professional relationships within the community. By strengthening their connection with Brookings, the CTC Board aims to support long-term workforce development and enhance youth retention in the region.

Conclusion and Recommendations

Summary of Key Findings

The CTC assessment and planning process provided Brookings with a comprehensive understanding of youth well-being, community conditions, and prevention capacity. Using data from the 2024 SEARCH Institute Youth Survey, public indicators, and extensive community engagement, the Brookings CTC Board identified priority risk and protective factors, assessed existing resources, and evaluated gaps in the local prevention system.

The following are the key findings of the Brookings CTC Action Plan:

- **Brookings County Youth Mentoring Program (BCYMP)** - Selected to address *Low Neighborhood Attachment and Community Disorganization* while strengthening *Youth Empowerment and Constructive Use of Time* through consistent community-based, relationship-centered mentoring.
- **Positive Behavioral Interventions and Supports (PBIS)** - Selected to address *Elevated Absenteeism* and improve school climate by promoting positive behaviors, strengthening student engagement, and fostering supportive learning environments. A community-wide approach also addresses *Low Neighborhood attachment and Community Disorganization* by promoting shared responsibility for youth and ensuring young people feel valued, supported, and connected by caring adults throughout the community.

Recommendations for Next Steps

Based on the findings of the community assessment, resource assessment, prioritization process, and evaluation of existing prevention capacity, Brookings CTC recommends a coordinated, evidence-based approach to address identified priority risk and protective factors and to strengthen systems that support positive youth development. The following are recommendations for next steps that need to be taken by those responsible for implementing, budgeting and evaluating programs in Phase Five of the Communities That Care effort:

- **Prioritize the expansion of selected evidence-based programs:**
Focus implementation planning efforts on expanding BCYMP and PBIS, as both programs align strongly with the identified priority risk and protective factors and have existing infrastructure, community support, and evidence of effectiveness within Brookings.

- **Align implementation strategies with identified outcomes:**
 Ensure that implementation plans for BCYMP and PBIS are clearly aligned with the established program-level and community-level outcomes, with defined strategies to support increased reach, consistency, and impact.
- **Strengthen coordination between program partners and systems:**
 Support close collaboration between Brookings CTC, BCYMP staff, the Brookings School District, and other community partners to promote shared understanding of roles, responsibilities, and timelines related to program expansion.
- **Leverage awareness and engagement strategies to support expansion:**
 Incorporate targeted awareness and engagement efforts into implementation plans to support mentor recruitment for BCYMP and increased visibility and understanding of PBIS among students, families, businesses, and community stakeholders.
- **Support implementation quality and capacity-building:**
 Include plans for training, technical assistance, and ongoing support to ensure high-quality implementation of BCYMP and PBIS as expansion occurs, consistent with prevention science and program models.
- **Integrate evaluation into implementation planning:**
 Ensure that data collection, outcome measurement, and evaluation processes are embedded within implementation plans for both programs to support monitoring, continuous improvement, and accountability.
- **Plan for sustainability early in the implementation process:**
 Encourage the planning team to consider long-term funding strategies, partner commitments, and system alignment that support sustained implementation and growth of BCYMP and PBIS beyond the initial planning period.



Appendix A - BCYMP Mentorship Expansion

Name of Program:		Brookings County Youth Mentoring Program (BCYMP) Mentorship Expansion		
Description of Prevention Program Activities:		Brookings CTC will partner with BCYMP to implement coordinated mentor recruitment and community outreach efforts that engage local businesses, organizations, and community members to increase awareness of youth mentoring, recruit community-based mentors, and expand access to positive mentoring relationships for youth throughout Brookings County.		
Participant Level Outcomes				
Participant Level Outcomes	When will you conduct the measures	What is the measure of change?	What measurement tool to measure the change	Who’s responsible for participant outcomes?
Increase in youth’s feelings of empowerment	Mentee intake process, annually, & after a match completion	70% of youth who participate in a new BCYMP match will report increased feelings of being valued and self-empowered.	Program pre/post questionnaire and match satisfaction survey	BCYMP Staff
Increase in youth's constructive use of time	Annually after the pair as been matched for 6 months – 1 year	80% of youth who participate in a new BCYMP match will report an increase in their constructive use of time through participation in positive, structured, and meaningful activities with a mentor.	BCYMP mentoring time & activity log data	BCYMP Staff
Increase the number of youths matched with community-based adult mentors.	Mentor intake process	47% of youth who are on the BCYMP waitlist will be successfully matched with a community-based adult mentor due to mentor recruitment efforts.	Questionnaire from the BCYMP Mentor application	BCYMP Staff; CTC Data Assessment & Evaluation Workgroup



Target Population									
Youth Population (Change – Increase Mentee Matches)				Adult Population (Recruit Pres.)			Community Population (Public Awareness)		
<i>Proposed Number</i>	<i>% of total</i>	<i>Grade(s)</i>	<i>From Where</i>	<i>Proposed Number</i>	<i>% of total</i>	<i>Who</i>	<i>Proposed Number</i>	<i>% of total</i>	<i>Relationship to Adult/Youth</i>
20 new matches (10 each year)	47%	K - 6	BCYMP Waitlist	12/per year	2.5% /per year	Reg. Growth. Alliance members & community orgs.	5,600	25%	N/A
Mentor Recruitment Strategies						Business/Organization & New Mentor Incentives			
- Recruit and engage community champions, business leaders, and local influencers to promote volunteer mentoring and encourage participation throughout Brookings County. - Deliver mentor recruitment presentations to businesses, professional networks, service organizations, faith communities, schools, and other community groups to increase awareness and recruit volunteer mentors. - Implement coordinated marketing and communications utilizing local media, newsletters, social media, promotional videos, and other community communication channels to increase visibility of BCYMP mentoring. - Encourage businesses and organizations to foster a mentoring-friendly workplace culture by promoting volunteer opportunities internally and supporting employee participation in mentoring. - Incorporate research, local data, and success stories into recruitment presentations to demonstrate the personal, organizational, and community impact of youth mentoring. - Educate community members on the value of community-based mentoring by highlighting the flexibility, variety, and positive outcomes of mentor-mentee relationships.						- Public recognition of businesses and organizations that demonstrate a commitment to youth development by serving as a <i>BCYMP Community Mentoring Partner</i> in collaboration with BCYMP and the Brookings CTC Initiative. - Recognition of participating businesses and organizations through community communication platforms, including the City of Brookings and Brookings Regional Growth Alliance newsletters, when available; recognition certificate, billboards, etc. for their commitment to promoting volunteer mentoring /mentoring-friendly workplace culture.			



Which Agencies Will Deliver Recruitment Presentations	Where Recruitment Presentations Will Be Delivered	Dosage of Recruitment Pres.			When Will Presentations Be Provided?	Recruitment Presentation Cycles (<i>proposed</i>)
		# Cycles time period	# Sessions each cycle	Length in hrs each session		
CTC Subcommittee/ Board; BCYMP staff/affiliates, & Identified Community Champions as needed	Community locations: library, youth centers, local spots, BCYMP, local businesses; media outlets: newspapers, newsletters, billboards, TV	2 cycles	12 recruitment presentations in each cycle	45min -1hr for every recruitment presentation	1/per month starting September 2026	Cycle 1 : Sept. 2026 – Aug. 2027 Cycle 2 : Sept. 2027 – Aug. 2028
Implementation Goals Summary						
Implementation Goals	Who will Provide?	Who will coordinator/lead?	How will it be provided?	Who Will Ensure Implementation Goals are Met?		
Implement recruitment presentations, one per month over a two-year period at local Brookings’s businesses and organizations to match at least 47% (20) of 43 youth on the BCYMP waiting list ranging from K-6 th grade students.	Team of 6 trained CTC Board & Mentoring Subcommittee facilitators With support from BCYMP staff & community champions as needed	CTC trained facilitators BCYMP and identified community champions as needed	2 year period, 1 hour In-person PowerPoint presentation based on BCYMP program curriculum/guidelines. Potential for a short promotional video/commercial	CTC Data Assessment & Evaluation Workgroup		



Appendix B - PBIS Expansion: Awareness Campaign

Name of Program:		Positive Behavioral Intervention Skills (PBIS) Awareness Campaign – “Be a Bobcat”		
Description of Prevention Campaign Activities:		Brookings CTC will support the implementation of a community wide "Be a Bobcat" initiative that uses Brookings School District's PBIS values to foster a culture where youth are valued, connected, and supported. Through engagement of families, businesses, organizations, and community members, the initiative will increase awareness of positive behavior expectations while promoting shared responsibility for encouraging and celebrating Brookings’s youth both inside and outside of school.		
Participant Level Outcomes				
Participant Level Outcomes	When will you conduct the measures	What is the measure of change?	What measurement tool to measure the change	Who’s responsible for participant outcomes?
Increase positive student attitudes toward school and their peers.	Data pull before campaign efforts and annual data pull each spring.	2% of students in grades 4 th – 12 th will report an increase in positive perception of school climate and peers.	Climate Survey (4 th – 12 th student perception survey questions #16 “I feel like I belong in school”)	School District/PBIS Staff
Increase student attendance at school.	Data pull before campaign efforts and annual data pull after completion of campaign cycles each year.	5% of students in grades 6 th – 12 th will report an increase in attendance in school.	Infinite Campus Attendance Data	School District/PBIS Staff
To significantly increase PBIS community awareness & skills with parents, businesses, and organizations.	Short pre/post-questionnaire after completion of a campaign cycle with a local business/organization.	75% of businesses or organizations (18 out of 24) who participate in “Be a Bobcat” campaign will report increased opportunities to instill PBIS values, culture, and practices within their workplace.	Short Pre/Post Questionnaire	School District/PBIS Staff; CTC Data Assessment & Evaluation Workgroup



Target Population

Youth Population (Increase Positive Student Attitudes & Attendance)				Adult Population (Businesses/Orgs.)			Community Population (Public Awareness)		
<i>Proposed Number</i>	<i>% of total</i>	<i>Grade(s)</i>	<i>School(s)</i>	<i>Proposed Number</i>	<i>% of total</i>	<i>Who</i>	<i>Proposed Number</i>	<i>% of total</i>	<i>Relationship to Youth</i>
Approx. 2,200	Approx. 65%	4th – 12th	Camelot, Middle & High School	24 (12/year)	5% (2.5%/year)	Reg. Growth Alliance members & community orgs.	5,600	25%	General Community Engagement (youth/adults) w/ Social Media outlets

Implementation Strategies

- Create formal partnerships with businesses, professional networks, service organizations, faith communities, and other community groups to educate community members on the values of PBIS, “Be a Bobcat”, and incentive partnership opportunities.
- Implement coordinated marketing and communications utilizing local media, newsletters, social media, promotional videos, and other community communication channels to increase visibility of PBIS culture/values.
- Encourage businesses and organizations to foster “Be a Bobcat” workplace culture by promoting opportunities internally and supporting employee participation in various “Be a Bobcat” awareness activities/incentives.
- Incorporate research, local data, and success stories into awareness efforts to demonstrate personal, organizational, and community impact.

Business/Organization Incentives

- Public recognition of businesses and organizations that demonstrate a commitment to youth development by serving as a **“Be a Bobcat” Partner** in collaboration with the Brookings School District and Brookings CTC Initiative.
 - Recognition of participating businesses and organizations through community communication platforms, including the City of Brookings and Brookings Regional Growth Alliance newsletters, School District Webpage, Press Releases, etc. when available.
 - Provide **“Be a Bobcat”** window decal or certificate, for their commitment to fostering “Be a Bobcat” workplace culture and celebrating Brookings youth.



Which Agencies Will Deliver PBIS Campaign	Where PBIS Campaign Will Be Delivered	Dosage of PBIS Campaign			When Will PBIS Campaign Be Provided?	PBIS Campaign Cycles (<i>proposed</i>)
		# Cycles time period	# Sessions each cycle	Length in hrs each session		
PBIS School District Committee & CTC PBIS Subcommittee/Board	Community locations: library, youth centers, local spots, local businesses; media outlets: newspapers, newsletters, billboards, TV	2 cycles	Minimum of 2 sessions	N/A	August /2026 - May/2028	Cycle 1 : Aug 2026 – May 2027 Cycle 2 : Aug. 2027 – May 2028

Implementation Goal Summary

Implementation Goals	Who will Provide?	Who will coordinator/lead?	How will it be provided?	Who Will Ensure Implementation Goals are Met?
Implement two sessions of a 2-week community wide <i>"Be a Bobcat"</i> campaign push each cycle and connect with at least 2.5% (12) of 541 businesses/organizations that are members of the Brookings Regional Growth Alliance organization (as of July 2026) each year/cycle, to become a <i>"Be a Bobcat" Community Partner</i> and foster a culture where youth are valued, connected, and supported.	PBIS School District Committee & CTC Subcommittee/Board	PBIS School District Committee	Social media platform, media outlets: newspapers, newsletters, billboards, TV; with in-person meetings/asks to local businesses and community organizations	PBIS School District Committee; CTC Data Assessment & Evaluation Workgroup
Implement a PBIS district-wide committee by Nov. 2026, to align Brookings School District's PBIS values and incentives to support positive student attitude towards school, foster belonging, and school/community connectedness.	PBIS School District Committee	PBIS School District Committee Appointed Lead	Quarterly committee meetings	PBIS School District Committee

Appendix C – Acknowledgments

Brookings County Youth Mentoring Program (BCYMP)

We would like to extend our sincere appreciation to the Brookings County Youth Mentoring Program (BCYMP) for their valued partnership and willingness to share data that strengthens our collective understanding of youth needs in our community. Their collaboration and transparency play a critical role in informing our efforts, guiding decision-making, and enhancing the impact of youth-focused programs. Through their continued commitment to mentoring and data-sharing, BCYMP helps create opportunities for more effective, responsive, and meaningful support for young people across Brookings County. We are grateful for their partnership and dedication to youth success.

Brookings School District

We would like to extend our heartfelt thanks to the Brookings School District for making it possible to implement the SEARCH Institute youth survey in the Brookings community and for their commitment to administering the survey every three years. Their continued efforts have been instrumental in creating a deeper understanding of the experiences and needs of our youth. Because of their dedication, meaningful programming and impactful community initiatives have become possible, helping to foster a stronger, more supportive environment for all young people in Brookings.

Brookings Area United Way

We would like to extend our sincere gratitude to the Brookings Area United Way for their generous partial funding in support of the implementation of the SEARCH Institute youth survey. Their continued commitment to supporting data collection efforts plays a vital role in helping us better understand the needs and strengths of our youth and make informed decisions that drive meaningful community impact. In addition, Brookings Area United Way serves as the backbone agency for the CTC initiative, providing essential leadership, supporting a dedicated CTC coordinator, and aligning community efforts to ensure the success and sustainability of this work. We deeply appreciate their ongoing support and dedication to the well-being of our local students and the broader Brookings County.

Appendix D – References/Supporting Documents

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