



# City of El Monte

## **Cannabis Awareness, Safety and Enforcement (CASE) Program**

(FUNDED BY BSCC PROP 64 COHORT 3)

### **Local Evaluation Plan**

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# **1. Project Background**

## **a. Project Context**

The City of El Monte was awarded a three-year \$3 Million grant from the Board of State and Community Corrections (BSCC) in the State of California, under the Proposition 64 Grant Program, Cohort 3.

## **b. Project Need & Information**

From 2017 to 2019, the City conducted public meetings and forums related to the legalization of cannabis within the City and the establishment of the Commercial Cannabis Permit Program. These forums resulted in hundreds of public comments and feedback from residents, non-profit organizations and interested stakeholders in the El Monte community and neighboring cities. The primary concerns of the community were as follows: 1) the need to adequately address the public health implications from legalizing cannabis, and to ensure ordinances adequately improve health outcomes; 2) the need to understand the effect of commercial cannabis operators on El Monte's youth and the need to provide safe spaces and activities for youth development; and 3) the need for public safety, as the proliferation of black market cannabis operations citywide, and the fear that high-priced legal cannabis may only exacerbate this market, straining existing enforcement resources.

On December 3, 2019, the El Monte City Council adopted Ordinance No. 2960, which authorized adult-use and medicinal commercial cannabis retail, cultivation, manufacturing, distribution, and testing in El Monte. Specifically, retail is permitted "by right" in the SP-4 (Downtown Specific Plan), MMU (Mixed/Multi-use), C-O (Commercial Office), C-1 (Limited Commercial), C-2 (Retail Commercial), C-3 (General Commercial), C-4 (Heavy Commercial), M-1 (Light Manufacturing) and M-2 (General Manufacturing). Cultivation, manufacturing, distribution, and microbusinesses are permitted "by right" in the C-3 (the portion on the north side of Valley Boulevard east of Garvey Avenue), M-1 and M-2. Testing is permitted "by right" in the C-O, C-1, C-2, C-3, C-4, M-1 and M-2 zones.

Pursuant to EMMC Section 5.18.300 the City Manager is authorized to establish additional rules, regulations, and standards governing the issuance, denial or renewal of commercial cannabis business licenses, the ongoing operation of cannabis businesses, the City's oversight, and any subject deemed necessary to carry out the purposes of EMMC Chapter 5.18. Cannabis businesses are required to comply with all State and local laws, including these regulations.

On March 3, 2020, the El Monte City Council submitted an initiative for voter approval pursuant to California Elections Code Section 9222, which required a supermajority (66.67%) of affirmative votes for approval. The measure passed with 7,680 votes (71.48%) in favor. The applicable rates for the Cannabis Business Tax are as follows (percent of gross receipts): Retail (5%), Cultivation (3%), Manufacturing (3%), Distribution

(2%) and Testing (2%).

Per the El Monte Municipal Code Section 5.18.050(A) : The number of commercial cannabis business licenses for retailers based in the City shall be no more than six (6).

As of this date, the City has issued all available cannabis business licenses for retailers, cultivators, manufacturers, distributors, and testing laboratories. Additionally, EMMC Section 5.18.050(D) limits the number of non-retail commercial cannabis uses based on the number of approved conversion applications. The City has approved non-retail conversions, and all license caps have been set at the following: Retail (6), Cultivation (4), Manufacturing (5), Distribution (5) and Testing (0).

c. Target Population

The only element of the grant program involving direct participants is the TORCH programming. For this component, the target population is:

- a. Children and youth in stressed families, including children and youth placed out-of-home or in families where there is substance abuse or violence, depression, or other mental illnesses or lack of care giving adults.
- b. Children and youth at risk of or experiencing juvenile justice involvement, including children and youth exhibiting signs of behavioral and emotional problems who are at risk of having contact with, or have had any contact with, any part of the juvenile justice system, and who cannot be appropriately served through community resources.
- c. Children and youth at risk for school failure, including children at risk due to unaddressed emotional and behavioral problems.
- d. Underserved cultural youth populations: those populations unlikely to seek help from any traditional mental health services whether due to stigma, lack of knowledge, or other barriers.

d. Criteria for Participant Eligibility

For youth programming, youth aged 12 to 17 years old are eligible, depending on the nature of the programming. The reason for such this age range reflects the age at which children and youth can understand and participate in the TORCH Academy programming. The target population is inclusive of all census tracts within the City of El Monte. The El Monte Police Department – Community Relations Bureau expects that most of the city will meet the target population criteria. Recruitment efforts will focus on referrals from the local school districts, referrals from the School Resource Officers and interest from parents.

e. Process for Determining Interventions

The intervention in this case would be in the form of TORCH Academy programming which has previously been a demonstrated program for at-risk youth in our community. For many years the El Monte Police Department managed the TORCH program until financial restrictions and COVID-19 prevented the program objectives; at first due to costs, and later due to social distancing requirements.

The target population for this program are those youth at risk for any (or combination) of the following factors: 1) truancy/poor academic performance; 2) pregnancy; 3) drug/alcohol/tobacco abuse; 4) gang affiliation; 5) criminal activity; and 6) discipline problems in the home. The target age range is between 12 and 17 years of age. Both male and female teens are eligible to participate in this program. Candidates are referred from: 1) probation; 2) the school districts; 3) juvenile court; and 4) participant's parents/family members.

f. Process for Determining Service Area Activities

TORCH is a rigorous program which covers thirteen (13) consecutive Saturdays. TORCH is a boot-camp style program with a firm emphasis on discipline and physical training. This is not a recreational program. One of the most important elements of the TORCH program is the required participation of parents and other family members. Licensed counselors are on-hand to provide counseling services, group counseling and parenting classes; all free of charge.

The project goals of the TORCH Program are as follows:

- To build the self-esteem of at-risk participants
- To garner the support of the parents of the participants
- To administer the TORCH program in a goal-oriented manner
- To provide a cost-effective service for the youth of this community
- To recruit/accept referrals for at-risk youth from local prosecutor's office
- To recruit/accept referrals for at-risk youth from local juvenile court
- To recruit/accept referrals for at-risk youth from local school districts
- To recruit/accept referrals for at-risk youth from local law enforcement

The following are the objectives of this program:

- To solicit the volunteer time of EMPD and USMC personnel
- To prepare activities for physical training
- To plan and organize field trips
- To provide orientation to the program for teens and parents
- To provide free counseling by licensed professional counselors
- To develop a database of information for program follow-up
- To prepare progress reports for the TORCH program

The measured outcomes that are utilized to determine the success of this program are based on retention rate/graduation rate, follow-up, and monitoring for one-year post TORCH graduation and program cost analyses. Juvenile arrests rates for participants (pre- and post-TORCH) are used as a

proxy indicator for decreased criminal activity. Anecdotal information (i.e., teachers' appraisals, probation officers' notes, parents/siblings comments) is collected as well.

g. Project Goals & Objectives

**Goal 1: AWARENESS:** El Monte actively engages its youth, especially in its most vulnerable census tracts and adjacent to legal cannabis operators, by providing youth-diversion programming and referrals to third party medical and mental health services in a manner that is safe, tangible, and low to no cost to the participants.

*Objective A:* Maintain the El Monte Police Department TORCH program for three (3) classes per year for the entire grant cycle.

*Objective B:* Expand the El Monte Police Department's participation in the Los Angeles County Youth Diversion and Development Program which offers referrals to Alma Family Services which will focus on those involving minor cannabis violations.

*Objective C:* Ensure that programming is focused on the most vulnerable youth population and that access to such programming is realistic and properly communicated.

*Objective D:* Programming should be culturally competent and reflect that demand and interest from El Monte's youth and be engaging and productive.

*Objective E:* Participation from youth in such activities is clearly understood and outcomes related to public health, safety, and mental health are readily understood.

**Goal 2: SAFETY:** El Monte takes a social determinants of health approach to the public health impacts from commercial cannabis citywide and actively pursues community engagement, program evaluation, and inter-departmental coordination with respect to public health.

*Objective A:* Hire new Community Service Officer to serve as a liaison with community on public health policy, inclusive of cannabis policy, and serve as primary staff responsible for grant-funded coordination with Police and Code Enforcement.

*Objective B:* Hire new Cannabis Code Enforcement Officer to serve as a liaison with cannabis retailers and other stakeholders on public health policy, inclusive of cannabis policy, and serve as primary staff responsible for grant-funded coordination with Police and Code Enforcement.

*Objective C:* Ensure public health outcomes are discussed as part of Citywide

initiatives that relate to youth development and intervention or code and law enforcement related to cannabis use.

*Objective D:* Track the impact of grant funded investments across all three facets of programming; namely awareness, safety, and enforcement.

*Objective E:* Improve policy and code framework related to Commercial Cannabis Permit Program and other public health policy and suggest amendments and Council actions.

Goal 3: ENFORCEMENT: El Monte actively enforces both legal and illegal cannabis operators in the City and ensures that illegal black market operators do not proliferate, and that legal operations do not violate local and State cannabis laws.

*Objective A:* Inspect six legal commercial cannabis operators to ensure that they are in line with existing City and State codes and are not actively engaging in activity that is detrimental to public safety.

*Objective B:* Identify potential problem sites for black market illegal operators and prevent new illegal operators from siting on same parcels.

*Objective C:* Ensure that enforcement is multi-faceted and incorporates social determinants of health model with both legal and illegal market operators.

*Objective D:* Maintain dedicated resources within the Special Investigations Team (SIT) focused on cannabis operations as a land use, and track activity.

## **2. Process Evaluation Method and Design**

The City of El Monte has established a clear protocol for how to track all activities carried out to achieve the three goals of this grant. This process is as follows.

### a. Research Design Used for Process Evaluation

The research design will involve both quantitative and qualitative data collection. Quantitative data collection refers to referral forms, class rosters (TORCH), operations plans, payroll reports, COMCATE reports and crime reports that will be completed by staff that are assigned to the CASE Program and funded using Prop 64 grant funds. Qualitative data collections refer to field notes, e-mail summaries, meeting minutes, and any other verbal assessment of activities conducted that aren't directly linked to participants.

b. Documentation of Services

The Community and Economic Development Department and the Police Department will document all services provided by its staff. This documentation is in the form of reporting, using a case management filing system, payroll reports, timekeeping reports and inputting any data into available software tracking systems. The Police Department and Code Enforcement Division also rely upon a combination of dedicated software and application systems to document activities conducted.

c. Participant Progress Tracking

The El Monte Police Department will track how many individuals participate in the TORCH program by maintaining rosters and log in sheets for students and parent participation activities.

d. Components Tracking for Non-Participant Activities

Code Enforcement and Police Department staff use a variety of software suites (EnerGov and COMCATE for Code, and Stillman Police, Kronos, and EDEN for all City Departments), to document all components of investigations and daily activity; including timekeeping and payroll.

The City of El Monte has the organizational capacity to manage this grant program. The current administrative staff and fiscal oversight staff have more than 25 years of experience in the management of federal, state and county grants. The work plan will identify major milestones, a timeline for implementation, and monthly check-ins with the Program Manager, the Chief of Police, the Community and Economic Development Director, the Finance Director, the Neighborhood Services Manager, the Finance Manager, and all grant-funded personnel dedicated to this program. Timekeeping and payroll management will be monitored using dedicated account numbers in the Tyler Technologies EDEN financial management software system.

e. Process Measures

*For participant activities:*

1. Number of total participants.
2. Number of sessions in the TORCH academy.
3. Number of hours of instruction per session.
4. Number of fieldtrip days and times.
5. Number of community partnerships/collaborations.
6. Number of youth serving on decision-making groups.
7. Number of youth volunteers.
8. Number of capacity-building trainings
9. Graduation rate per TORCH academy class
10. Characteristics of participating youth (age, sex, race, ethnicity)
  - a. Percentage of participants age 12-17 years old.
  - b. Percentage of participants by ethnicity/race.

*For enforcement activities:*

1. Number of enforcement operations.
2. Location of enforcement actions by reporting district.
3. Estimated time required to complete enforcement action.
4. Number of staff and support staff involved in each enforcement action.
5. Number of illegal grow houses identified
6. Number of arrests related to cannabis
7. Weight of unpackaged illegal cannabis recovered per enforcement action.
8. Weight of packaged illegal cannabis recovered per enforcement action.
9. Total cash recovered from enforcement action.
10. Number of weapons recovered from search warrant.

*For public health coordination:*

1. Number of stakeholder meetings conducted.
2. Number of individuals outreached.

f. Process Data Collection and Data

Sources Data will be collected and sourced in the

using the following:

1. CODE: EnerGov permitting system, and COMCATE to log Code enforcement actions
2. POLICE: Spillman reporting software, to log Special Investigations Team (SIT) Unit enforcement actions

g. Project Oversight Structure and Decision Making

The City of El Monte will provide direct oversight over this grant program. Primary leadership over all aspects of the grant program will be led by Captain Richard Luna of the El Monte Police Department, with day-to-day management provided by Senior Project Manager Michelle Solorzano. Captain Luna and Ms. Solorzano will oversee the management of the grant and ensure grant objectives are being met and will be responsible for all grant activity reporting. Ms. Solorzano will provide oversight on any potential changes to program goals and objectives, and working with the Chief of Police, Director of Community and Economic Development and the City Manager as needed. Both Capt. Luna and Ms. Solorzano will work directly with the following personnel:

Sergeant Arlen Castillo – Community Relations Bureau will be the responsible lead for the TORCH Academy programming.

Mr. JD Whitaker, Neighborhood Services Manager of the Community and Economic

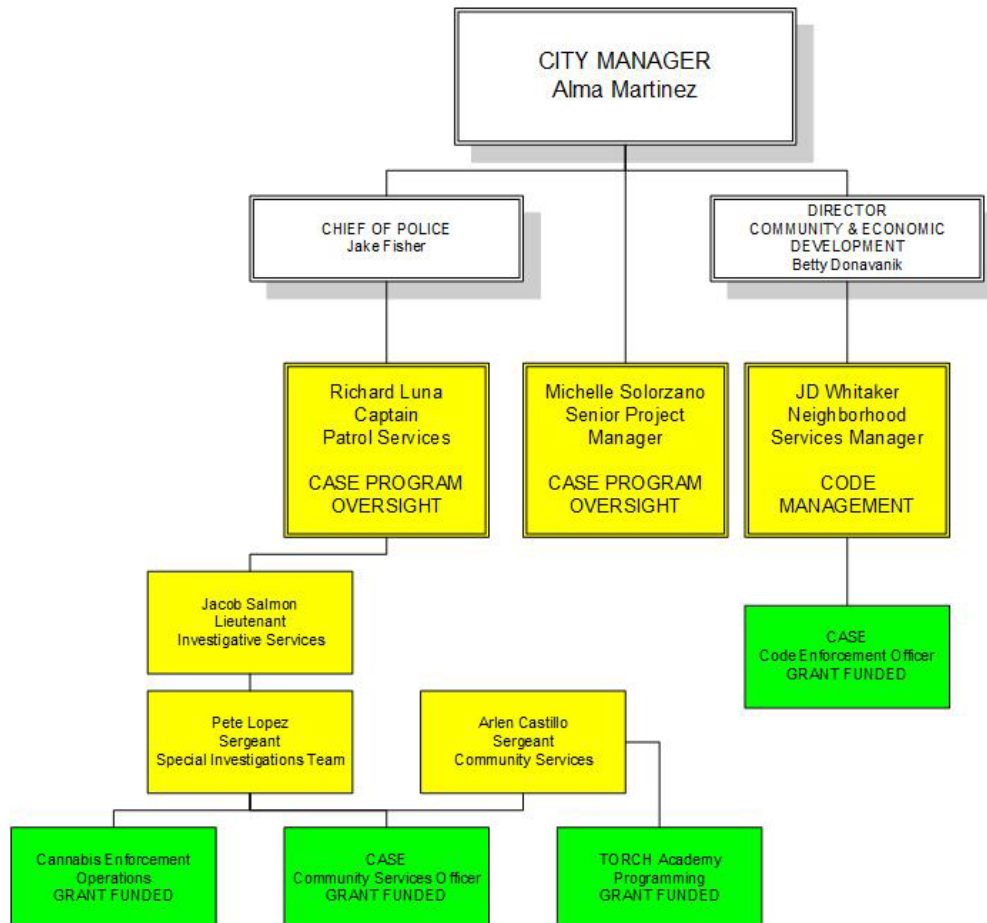
Development Department will be the responsible lead for the Code Enforcement operations and the direct supervision of the CASE Code Enforcement Officer.

Lieutenant Jacob Salmon and Sergeant Pete Lopez, who lead the Special Investigations Team (SIT) will be the responsible leads for all police enforcement operations and investigations related to legal and illegal cannabis. Sergeant Lopez will provide direct supervision of the CASE Community Services Officer (CSO) assigned to these grant activities.

Ms. Michelle Solorzano and Ms. Anne Blakeley, Finance Manager of the Finance Department will provide fiscal oversight of the grant program expenditures and will be responsible for all invoicing.

The following is an organizational chart of the Oversight Structure and Decision Making:

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#### h. Project Component

##### Monitoring

The program will be monitored as follows:

*Semi-Monthly:* The CASE Team has been meeting semi-monthly and will continue to do so throughout the five year grant cycle. The meetings are conducted by Ms. Solorzano with all members present and a written meeting agenda. The CASE Team consists of all the members listed in Section “g” above. If CASE Team members have questions or concerns in between meeting dates, they are encouraged to reach out directly to Captain Luna or Ms. Solorzano.

*Monthly:* The CASE Team will be meeting with the Chief of Police and the Director of Community and Economic Development every month to discuss progress made toward grant-funded goals and objectives and share insights gained from respective activities. This is critical to ensuring an inter-disciplinary and multi-department approach to public health and cannabis policy in the City of El Monte.

*Quarterly:* The CASE Team, the Chief of Police and the Director of Community and Economic Development will meet with the City Manager and other stakeholders (i.e., the Superintendents of the local school districts) to review data collection for grant reporting, along with budget and timesheet reconciliation and ensuring that project budget is on track to draw down appropriately. Any adjustments required for grant line items will be discussed at these quarterly meetings. Any auditing or State visitations required would also be conducted at these meetings.

##### i. Documentation of Activities Performed by Staff

All activities must align with grant objectives and approved scope of work. Activities involving personnel will be tracked through typical spreadsheets submitted for payroll identifying time spent during pay period charged against respective funding sources. Outlook calendaring will track any meetings conducted, and e-mail and memo communication will document any decision-making or internal communications required to coordinate activities. All meeting agendas and notes will be stored to memorialize these activities. For participant activity in the TORCH program class rosters, class curriculum, photographs, and course materials that may be used for programming will be documented and kept by the sub-lead, Sergeant Arlen Castillo.

##### j. Procedure to Ensure the Project will be Implemented to Fidelity

Fidelity of procedure will be managed by Captain Richard Luna, which will include a quarterly review of all activities to ensure that grant objectives are being rightfully pursued, and to identify and significant deviations in direction that may require State-requested modification. This fidelity in approach will be reinforced in each quarterly meeting to ensure all staff involved are on the same alignment.

#### k. Quantitative & Qualitative Process Data Analysis

Any quantitative data involving participants will be analyzed using descriptive statistics. Descriptive statistics will include measures of frequency, central tendency, dispersion or variation, and position. Any qualitative data will be processed through content analysis of logged notes in permitting software, agendaized meetings and respective meeting minutes, internal memos as needed, and periodic reporting of grant progress to State and City Council and Executive Management.

#### l. Collection of data related to CASE Code Enforcement Activities

All data collected related to the CASE Code Enforcement activities will be maintained in EnerGOV and COMCATE software systems.

#### m. Collection of data related to CASE Cannabis Enforcement Activities

All data collected related to the CASE cannabis enforcement activities will be maintained in the Spillman software system. A crime report, including a unique crime report (“CR”) number will be assigned to every cannabis enforcement activity conducted by the El Monte Police Department.

### **3. Outcome Evaluation**

The City of El Monte has established a clear protocol for how to evaluate the outcomes achieved from the three goals of this grant. This process is as follows.

#### a. Research Design

The research design will employ a mixed methods design approach that combines quantitative data analysis with qualitative analysis. For participant activity in the TORCH Academy program, quantitative methods will be used to assess the outcomes of activities related to youth development provided by Community Services Bureau of the El Monte Police Department. This will involve establishing a “baseline” of service to the target population, taken in October 2023, and measured against a “post” level of service to the same target population, to determine the outcomes of the TORCH Academy youth development and cannabis awareness programming.

For non-participant activity, qualitative methods will be used to assess the outcomes of activities related to code enforcement activities related to monitoring of legal cannabis businesses and police enforcement operations related to legal and illicit cannabis businesses in this jurisdiction. This will take the form of a question-based approach whereby the Staff establish key outcome questions from the onset of the grant program that will be re-visited quarterly to understand if grant activities are producing the desired outcomes of the grant goals. Questions will be directed both internally to relevant grant-related staff, and externally to stakeholders including legal cannabis operators and

business owners adjacent to both legal and illegal dispensaries.

b. Evaluation Questions

*For participant activity:*

1. What was the baseline level of cannabis awareness of the target population prior to the TORCH Academy youth programming – as determined by survey?
2. What was the level of cannabis awareness of the target population after the completion of the TORCH Academy youth programming services provided – as determined by survey?
3. What does pre and post surveying of participants reveal with respect to the effectiveness of the programs provided?
4. What does pre and post surveying of participants reveal with respect to concerns or needs raised with respect to programs?
5. What progress was made by Community Services Bureau towards the grant goal?
6. How were programs delivered in a manner to ensure fidelity towards grant goals?
7. How effective was program delivery in improving youth engagement in the TORCH Academy programming?

*For non-participant activity:*

1. How was police enforcement and code enforcement coordination delivered in a manner to ensure fidelity towards grant goals?
2. How effective were program components in ensuring enforcement of legal and illegal cannabis in El Monte?
3. What successful outcomes can be documented that were derived from cannabis enforcement in El Monte?
4. What challenges can be documented that prevented successful outcomes from cannabis enforcement in El Monte?
5. What challenges can be documented that prevented successful outcomes from police enforcement and code enforcement of the cannabis policies in El Monte?

c. Estimated Number of Participants to Receive Services

The City of El Monte reasonably estimates the number of participants will receive services through the TORCH Academy programming component of this grant at fifty two (52) per class. This is based on the current number of participants enrolled in the current class (TORCH Academy #46). The City expects the number of participants to remain consistent throughout the grant cycle. There will be three (3) TORCH Academy classes per year (except for the first year, which will have two (2)). Therefore, the City estimates the total number of participants at seven hundred and twenty eight (738). This number represents an estimate based on current enrollment; which may change based on any restrictions related to public health (i.e., lockdowns experienced during the onset of the COVID-19 pandemic).

d. Criteria for Success

For participant-based activities, the criteria for success is:

1. Youth aged 12-17 from disadvantaged census tracts are meaningfully participating in the TORCH Academy programming provided by the City of El Monte “Meaningfully participating” includes relationship building with peers and supportive adults, longevity of program, volunteering and civic engagement among participants, and any evidence of leadership. This criterion will be measured through process evaluation variables such as the number of youth served by the program, with outcomes measured through pre- and post-class surveys.
2. Youth aged 12-17 improve their physical and mental health outcomes and derive prosocial activity benefit from participation in the El Monte TORCH Academy programming. This criterion will be measured through pre- and post-surveying of participants, and coordination with community based and local organizations that provide partnerships to the City of El Monte, such as Alma Family Services.

e. Estimated Number of Activities/Services Accomplished

The estimated number of activities related to the CASE Program are as follows:

Police Enforcement Operations: one (1) per week for ten (10) hour shifts with a team consisting of one (1) Sergeant and three (3) Officers.

TORCH Academy classes: one (1) per week for thirteen (13) weeks for eight (8) hour shifts for two (2) Officers. There will be three (3) 13-week classes per year (except for the first year which will have two (2) classes).

f. Criteria for Determining Activity/Service Completion and Project Success

The following criteria will be used to determine service and activity completion and project success.

*For participant-based activity:*

1. Completion of all surveying, application forms, and other paperwork required to provide services.
2. Logging of all data obtained from individual participants into respective spreadsheets and permitting software.
3. Completion of TORCH Academy classes, which may be inclusive of recreation courses, field trips, or other activities.

*For non-participant-based activity:*

1. Completion of enforcement activities needed to regulate legal and illegal cannabis in the City of El Monte that leads to the permanent shutdown of illegal black market operators in the city and a decrease in illegal cannabis activity.

2. Completion of period inter-departmental meetings organized for coordination across all City departments.
3. Logging of all data and case notes related to enforcement activity at a Code Enforcement and Police Department level.

g. Description of Outcome Variables and How They Are Defined & Measured

The following outcome variables and measurement will be carried out for each grant goal:

*Goal 1: Awareness: El Monte actively engages its youth, especially in its most vulnerable census tracts and adjacent to legal cannabis operators, by providing youth-diversion programming and referrals to third party medical and mental health services in a manner that is safe, tangible, and low to no cost to the participants.*

1. Conduct ten (10) TORCH classes during the grant term
2. Consistent referrals to the Los Angeles County Youth Diversion Program
3. Conduct drug awareness presentations at local high schools

*Goal 2: Safety: El Monte takes a social determinants of health approach to the public health impacts from commercial cannabis citywide and actively pursues community engagement, program evaluation, and inter-departmental coordination with respect to public health.*

1. Conduct regular inspections of legal cannabis businesses
2. Collaborate with the SIT Team to determine problem operators
3. Conduct community outreach meetings

*Goal 3: Enforcement: ENFORCEMENT: El Monte actively enforces both legal and illegal cannabis operators in the City, and ensures that illegal black market operators do not proliferate, and that legal operations do not violate local and State cannabis laws.*

1. Conduct criminal investigations related to cannabis activities
2. Conduct routine enforcement operations for both legal and illegal cannabis businesses

h. Outcome Data Collection, Timing, and Sources

*Quantitative data will be collected as follows:*

1. Surveying/Application. This is for participant-based activities related to Goal 1 of CASE Program to be coordinated by the Community Services Bureau of the El Monte Police Department. It will be collected as each program component is carried out, starting from when participants enroll in an activity to when they exit

the activity, which will allow pre- and post-surveying, with cumulative reporting provided quarterly for grant reporting purposes.

2. **Case Tracking.** This is for non-participant enforcement activities. Each enforcement action requires an individual case and tracking of that case, which includes the reporting of quantitative data. Code Enforcement activities will be collected in EnerGOV and COMCATE software systems and occur with each enforcement action, reported out after each case, and shared cumulatively quarterly for grant reporting purposes. Police investigations will be tracked in Spillman software and occur with each enforcement action. The number and category of reports/cases will be reported in all quarterly grant reports. Due to the investigative nature of the activities, the actual reports will be confidential.

*Qualitative data will be collected as follows:*

1. **Case Notes.** For non-participant activities, any cases established will include qualitative assessments. For Code Enforcement activities: this will be collected in EnerGOV and COMCATE software systems and occur with each enforcement action, reported out after each case, and shared cumulatively quarterly for grant reporting purposes. Police investigations will be tracked in Spillman software and occur with each enforcement action. The number and category of reports/cases will be reported in all quarterly grant reports. Due to the investigative nature of the activities, the actual reports will be confidential.
2. **Meetings/Memos.** All meetings conducted as part of this grant program will be tracked with agendas, and minutes, and summarized for any key findings or decisions made. This will occur with each meeting scheduled, which is typically semi-monthly, monthly, and quarterly.

- i. **Quantitative & Qualitative Outcome Data Analysis & Statistical Tools**

Quantitative Data will be analyzed using basic statistical methods of summary statistics and trends analysis, using data visualization tools provided within existing software such as Microsoft Excel. Statistical tools will include basic regression and correlation analysis.

Qualitative Data will be analyzed through memos and reporting that provide key findings and summaries of any case notes, meetings, and internal memos, to determine qualitative trends and emerging issues that need to be addressed.

- j. **Strategies for Determining if Outcomes are Related to Project and Not Other Factors**

The City will establish a baseline level of cannabis awareness for participants using pre-program surveys. After the 13-week TORCH Academy program, post-program surveys will be conducted to compare the level of awareness against the baseline to determine any changes in awareness due to the TORCH Academy programming.

# Logic Model Template A

## Project Goals:

Goal 1: AWARENESS: El Monte actively engages its youth, especially in its most vulnerable census tracts and adjacent to legal cannabis operators, by providing youth-diversion programming and referrals to third party medical and mental health services in a manner that is safe, tangible, and low to no cost to the participants.

Goal 2: SAFETY: El Monte takes a social determinants of health approach to the public health impacts from commercial cannabis citywide and actively pursues community engagement, program evaluation, and inter-departmental coordination with respect to public health.

Goal 3: ENFORCEMENT: El Monte actively enforces both legal and illegal cannabis operators in the City and ensures that illegal black market operators do not proliferate, and that legal operations do not violate local and State cannabis laws.

