



#SacYouthWorks Futures

Local Evaluation Plan



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Project Background

This project addresses PPA 1: Youth Development/Youth Prevention and Intervention.

Description of Need

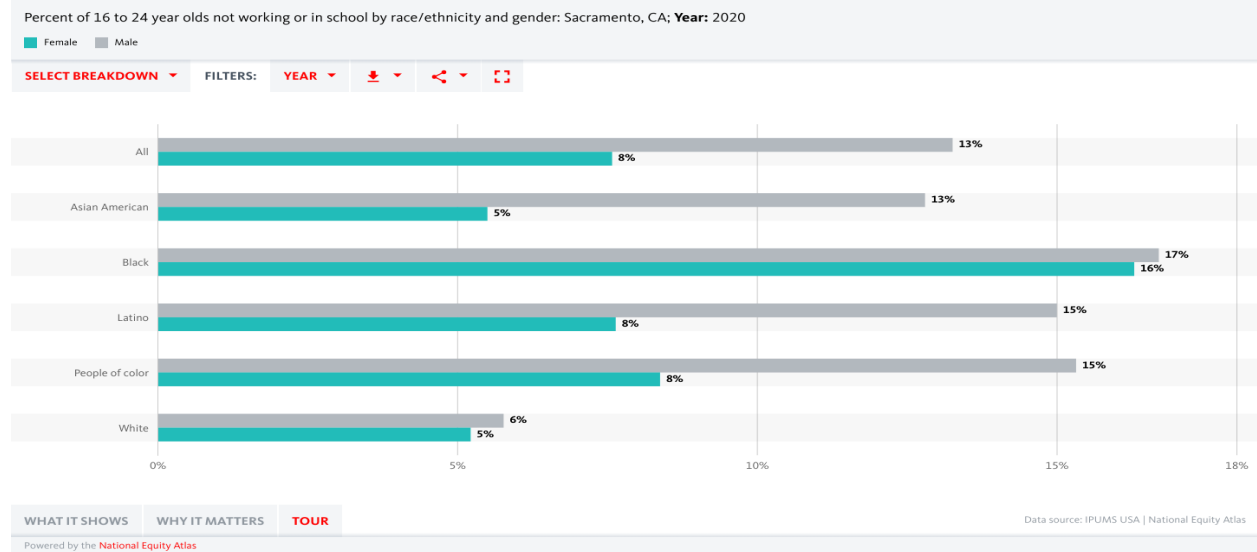
The goal of #SacYouthWorks Futures (#Futures) is to support at-promise youth¹ in creating pathways to healthy futures and post-secondary success. For the purposes of this project, the City of Sacramento is defining at-promise youth as young people who are facing institutional barriers to success. #Futures responds to the needs of Sacramento's at-promise youth resulting from the passage of Proposition 64. Our youth, community partners, and city and countywide data indicate an urgent need for continued underage marijuana prevention and education efforts. This project will advance these efforts by enhancing protective factors and providing clear and consistent messaging around the negative impacts of cannabis on young people's health and wellbeing.

National findings on the harmful effects of both short and long-term marijuana use are concerning, especially considering the intersection of multiple risk-factors at-promise youth face. Effects of short-term use include impaired short-term memory and motor coordination; altered judgment; increased sexual risk behaviors, leading to sexually transmitted infections (STIs – a particular issue in Sacramento²); and in high doses, paranoia and psychosis.³ Impacts of long-term or heavy use include addiction, altered brain development, poor educational outcomes, and diminished achievement and life satisfaction.³

At-promise youth fare worse compared to the state average in terms of college/career readiness⁴, suspension, and expulsion rates.⁵ Furthermore, Sacramento County data suggests that youth academic motivation decreases over time: between grades 7th through 11th there is a reported 12 percent decrease in academic motivation.⁶

According to the National Equity Atlas⁷, risk factors increase among youth of color who make up the largest share of disconnected youth nationally – defined as youth not working or in school. Native American and Black youth surveyed have the highest percentage of disconnected youth nationally at 24 percent and 18 percent respectively. In Sacramento, 16- to 24-year-old youth of color are most likely not working or in school (15 percent).

Figure 1: Disconnected youth in Sacramento, Equity Atlas



California Healthy Kids Survey data for Sacramento County (2017-19) shows that since the passage of Proposition 64 in 2016, marijuana use has increased by grade level two percent among 7th graders, six percent among 8th graders, 12 percent among 11th graders, and 30 percent among students in continuation school; and older students (grades 9 and 11) are more likely to believe that marijuana consumption is less harmful than alcohol. Furthermore, data from the Sacramento County Office of Education (SCOE) found that youth believe that marijuana is easier to get and use now that it has been legalized for adult recreational use, with youth grades 11-12 reporting a 60 percent increase.⁸

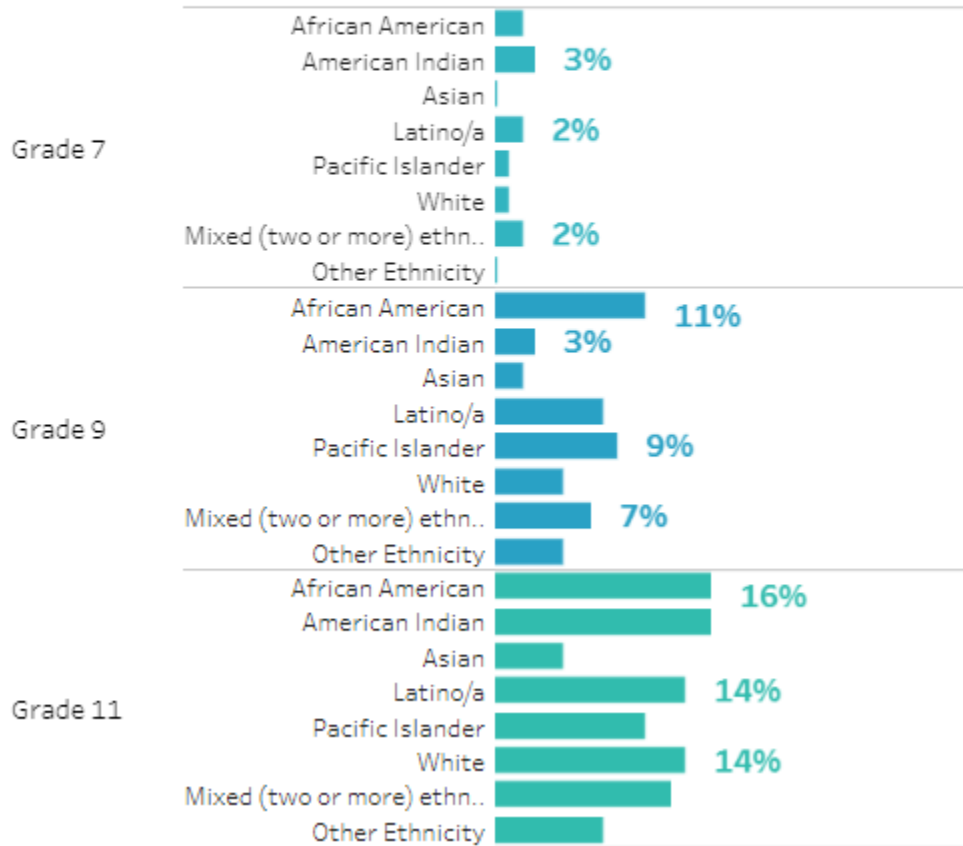
Figure 2 represents marijuana use by Sacramento County youth in grades 7, 9, and 11 between 2019-2021. Across racial and ethnic groups, the data demonstrates a rise in underage usage.

Figure 2: Sacramento, California Healthy Kids Survey

County: Sacramento | Most Recent Data (2019-21)

Current marijuana use | One or more days in the past 30 days

Results disaggregated by: Race/Ethnicity



Marijuana marketing and products have an undeniable appeal to youth, with local advertisements featuring models that appear more like peers than adults, products featuring kid-friendly flavors and presentations, and brand names (e.g., “Hugs”) that portray healthy constructs for youth. While data continues to emerge about underage marijuana use, industry research on tobacco and alcohol demonstrate relationships between exposure to advertising, perception of harm, and increased usage for youth.⁹ Recent studies have begun to show this trend, with one study finding youth who engaged with marijuana promotions to be five times more likely to have used marijuana.¹⁰

Locally, data shows concerning trends with respect to marijuana messaging. When asked if they had seen messaging discouraging underage use, nearly half of youth responded with “no” (19 percent) or “not sure” (27 percent). Furthermore, when youth were asked whether marijuana ads gave them the impression it was safe to use, 58 percent

responded either “yes” (21 percent) or “not sure” (37 percent). The high percentage of respondents who were unsure about marijuana is troubling and suggests that youth are receiving mixed messages about the safety of underage marijuana use.¹¹

Also sobering are social justice aspects relating to exposure to messaging and the impacts of the War on Drugs.¹² Because of state laws banning marijuana advertising on interstates and major state highways, marijuana advertising is concentrated on city streets, especially in low-income communities of color – the same communities that were disproportionately impacted by the War on Drugs.¹²

#Futures was developed based on two successful local programs: 1) the *Future Forward* campaign created by the Sacramento County Coalition for Youth (SCCY) and led by SCOE; and 2) #SacYouthWorks (#SYW), a citywide youth development program engaging youth in work-based learning experiences.

Since 2018, SCCY has been administering the *Future Forward* campaign, which focuses on underage marijuana use prevention, particularly in the schools. The collaboration with #Futures supported *Future Forward* in extending their community-based outreach and support to youth most impacted by systemic and structural challenges and barriers.

As evidenced by the adoption of the Citywide Youth Development Plan in December 2017 (Appendix B), the City of Sacramento is dedicated to developing strategies, partnerships, and culturally competent, accessible programming – especially for at-risk youth. In response to the pandemic, the City launched a successful youth development program, #SacYouthWorks (#SYW), engaging our city’s at-risk youth in work-based learning experiences. At the same time, the program increased capacity of community-based organizations (CBOs) and COVID-19 relief efforts. #SYW was launched with Coronavirus Aid, Relief, and Economic Security (CARES) Act funding 2020, and was extended with the help of both American Rescue Plan Reinvestment Fund and City Measure U funds through Summer 2022. It has served over 2,000 youth since 2020.

There was high community demand to continue #SYW, thus building from this successful model was a natural course. Integrating the *Future Forward* initiative with work-based learning opportunities through #Futures presents an opportunity to reach youth, who otherwise may not be interested in underage marijuana use prevention. Need for this project was validated through reviewing data sources and speaking with various community members including a) youth; b) the #SYW pilot network of 40 CBOs plus additional citywide CBO networks; c) the SCCY, a coalition of educators, youth marijuana use prevention providers; and d) youth advocacy and policy experts.

#Futures has a strong emphasis on supporting youth in developing protective factors including connection to positive peer and adult relationships, increased connection with community, increased confidence to speak up and advocate for one’s beliefs, increased leadership skills, and fostering a sense of belonging.

#Futures builds upon the work of the City of Sacramento’s BSCC Prop. 64 Cohort 2 grant by further expanding *Future Forward*’s reach across the greater Sacramento community, deepening connections with the City of Sacramento’s at-promise youth population and youth-serving CBOs. Fifteen CBO partners are guiding a final cohort of youth through #Futures programming funded by Cohort 2 funds, which will culminate in a Youth Celebration on April 11, 2024.

Many lessons learned and opportunities identified from the #Futures pilot emphasize the need for youth development and underage marijuana use prevention outreach and the gaps in services to address these needs. These lessons will be incorporated into our #Futures program proposed for BSCC’s Prop. 64 Cohort 3 grant. Lessons include:

(1) Many youth-serving CBO leaders and community care-holders want to address concerns about the impact of the prevalence of marijuana on youth, but face challenges in addressing the issue due to cultural norms. #Futures created an opportunity for leaders and youth to come together to find support and resources to address underage marijuana use as well as opportunities to create youth-friendly and culturally responsive prevention programming and messaging. As recreational marijuana use rises and cultural norms promote usage, programs like #Futures are essential to mitigating the impacts of the legalization of marijuana use for our youth.

(2) With mental health challenges on the rise, youth will continue to seek remedies to deal with anxiety, depression, and isolation, including marijuana. In many communities, as well as among social media influencers, it is deemed an accepted mental health remedy, despite research to the contrary. Providing youth with healthy alternatives by equipping them with knowledge, tools, and opportunities to support mental wellness – such as connecting youth to trusted adult mentors and meaningful work-based learning opportunities – is critical to support prevention efforts.

Project Components

#Futures integrates and leverages the existing infrastructure, experience, resources, and lessons learned from *Future Forward*, #SYW, and our BSCC Prop. 64 Cohort 2 grant.

#Futures’ goals and objectives closely align with Project Purpose Area 1 – Youth Development/Youth Prevention and Intervention – through three main components:

1. Underage marijuana use prevention, education, and advocacy
2. A network of CBOs to build capacity for community-wide prevention and quality youth development programs
3. Work-based learning (WBL) experiences for youth in the area of marijuana prevention, education, and advocacy

Component 1 – Underage Marijuana Use Prevention, Education, and Advocacy

In keeping with the intent of the Proposition 64 Public Health and Safety Grant Program, #Futures is focused on cannabis first, but within the youth prevention, education, and advocacy sphere. #Futures will provide curriculum, training for youth and providers, and connection to service and advocacy opportunities. To ensure quality and consistency, each CBO will use the same marijuana education curriculum, “Future Forward: Preventing Youth Marijuana Use.” This curriculum will serve as the foundation of the required 10 hours of prevention education and focuses on equipping youth with facts about underage marijuana use. The curriculum consists of eight 60-minute modules covering topics including: marijuana facts and laws, brain science, resiliency, positivity, and coping strategies (required components), as well as youth-developed prevention campaigns (optional components). CBOs will have the option to be trained to deliver curriculum directly to their youth or connect youth to #Futures shared training opportunities.

Leaders from SCCY will audit training sessions to ensure fidelity of curriculum delivery. By using the same prevention curriculum and the same post-curriculum survey, comparative analyses of these survey results can detect if differences across CBOs or participants groups are discovered. If differences are found, further analyses and investigation will be conducted to determine the source of variance and determine if additional training or adaptation is necessary. The first year is considered a pilot year and data collected will be used as the baseline for comparing outcomes for the remaining cohorts. As such, adjustments to program implementation for remaining cohorts are not unexpected. Underage marijuana use prevention is a fairly new field and the results of this survey will also help to inform the field.

#Futures will additionally leverage *Future Forward*'s annual adult and youth summits for trainings. CBOs and youth will be encouraged to engage in cannabis related WBL projects by connecting with *Future Forward* initiatives including but not limited to: 1) designing and presenting a breakout session for the youth summit; 2) serving as youth advocates providing prevention and education presentations for peers in the community; 3) creating messaging for the *Future Forward* campaign; and 4) engaging in monthly coalition meetings.

Component 2 – CBO Network

A network of CBOs will guide youth through #Futures prevention, education, advocacy, and WBL components. The purpose of engaging a network of CBOs is to:

- increase community-wide underage marijuana use prevention, education, and advocacy efforts
- facilitate accessible, culturally competent, and meaningful experiences that meet youth where they are (i.e., in their own communities)

CBOs will attend a minimum of 10 hours of prevention trainings/learnings and network gatherings. An emphasis will be placed on equipping CBO leaders and staff with factual knowledge of the impact of underage marijuana use; facilitating connections with marijuana use prevention resources for youth; and creating a shared sense of urgency for addressing underage marijuana use. CBOs will implement #Futures programming using a shared framework and infrastructure, that also provides flexibility for CBOs to design experiences authentic to their mission, culture, and needs of their youth.

The City of Sacramento (City) will work with a lead organization, PRO Youth & Families (PRO), to lead and coordinate the CBO network. PRO will provide a shared infrastructure to support the city and network including fiscal and administrative oversight; shared evaluation and data collection; communications and outreach; shared training opportunities for youth and CBOs; and technical assistance for CBOs. The goal is to engage up to 20 CBO partners in the project; however, the project also acknowledges that some of the larger organizations have multiple and different entry points and could serve several cohorts of youth. The project also recognizes that smaller or newer organizations may need to partner with larger organizations for assistance with the fiscal and reporting requirements of this grant.

Component 3 – Work-Based Learning for Youth in Marijuana Prevention, Education, & Advocacy

CBOs will engage cohorts of 5-20 youth in a minimum of 40 hours of WBL experiences consisting of 10 hours of prevention education, up to 10 hours of work-readiness training, and a minimum of 20 hours of applied service/work in Marijuana Prevention, Education, and Advocacy. CBOs will design WBL experiences based on the #SYW framework of *connect*, *learn*, and *earn*. Youth *connect* with assigned trusted adult mentor(s) who guide them through the program and connect them to meaningful applied service/work opportunities related to prevention, education, and advocacy. This also includes helping youth process trauma, develop coping and communication skills, build positive relationships, and plan for the future. Youth *learn* about work through work-readiness trainings that support the development of 21st century skills, connect to their applied-service/work projects, and support the exploration of career pathways. Youth *earn* a \$500 stipend for completing the 40-hour program, helping to overcome barriers to participation and demonstrate the value of their time, commitment to learning, and service to the community. Notably, data from the City's Cohort 2 award indicates that the majority of youth participants (over 60 percent) opt to save some or all of their stipend – an unexpected albeit welcome finding.

Target Area and Population: Participant Eligibility

#Futures will serve up to 20 CBOs and 800 at-promise youth, ages 12-19. Furthermore, youth must reside in or attend school within the City of Sacramento priority neighborhoods – areas in the City of Sacramento identified as most in need as defined by

the City of Sacramento’s Priority Neighborhood Map (Appendix C) – and/or have two or more of the risk factors below.¹³

Eligibility will be determined at the time of enrollment by the CBOs and the project will focus on making sure that CBOs serve only youth who meet eligibility criteria. To reach the target population, youth will be recruited through: CBO partners who are already working with at-promise youth; advertising to youth who reside in our priority neighborhoods; and leveraging the outreach support of city commissions and city council district representatives, citywide departments that serve youth, and school districts. If participation by an eligible youth is contingent on the participation of a non-at-promise youth (for example a same-aged cousin who can drive them to the program), exceptions for participation will be made. The intent is to make the program as accessible as possible by minimizing barriers to support inclusion rather than exclusion.

Risk Factors

- Academic underperformance
- Current or former foster youth
- LBGTQ+
- Teen parent
- Current or formerly under/unhoused
- English language learner
- Justice-involved
- Exposure to violence
- Low income
- Incarcerated parents/siblings
- Mental or behavioral health challenges
- Youth with disabilities
- Youth experiencing substance use
- Out of school youth

Engaging a network of CBOs has proven successful in connecting with the City’s at-promise youth. The BSCC Prop. 64 Cohort 2 grant, which concludes programming in Spring 2024, is on track to exceed its goal of serving 600 youth in three years. Key characteristics of the 2022-2023 youth participants include: 92 percent of youth participants reported as low-income; 78 percent resided in a priority neighborhood; and 48 percent reported exposure to marijuana from peers, family members or others in their community.¹⁴

Goals and Objectives

#Futures integrates prevention education of underage marijuana use, and advocacy into a work-based learning framework. The program builds on the assets and strengths of the City’s trusted CBOs in connecting, serving, and responding to the specific needs of our city’s at-promise youth. By educating and empowering youth, we are empowering them to make healthier life choices for themselves.

Goal

The goal of the project is to support at-promise youth (ages 12-19) in creating pathways to healthy futures and post-secondary success.

Objectives

Four main objectives support the overarching project goal:

1. Complete #Futures program implementation plan by the end of Year 1 of the grant period in order to launch youth programming in Year 2.
2. Engage 800 youth in 10 hours of underage marijuana use prevention education.
3. Engage a total of approximately 20 CBOs over the course of the five-year grant period to implement #Futures.
4. Engage 800 youth over the five-year grant period in a 40-hour work-based learning experience that includes a minimum of 20 hours of an applied service/work.

These objectives will be accomplished using the following delivery model.

Project Delivery Model

This project plans to engage up to 20 CBOs and serve 800 youth (100 in the Year 2 cohort, 250 each in Years 3 and 4, and 200 in Year 5, as projected in our Project Work Plan) over the five-year grant period. Year 1 (May 2023-May 2024) is set aside for planning, so no youth are anticipated being served until Year 2. The #Futures program incorporates a solid foundation of evidence-based, research-based, and promising practice components that have shown positive outcomes for local youth including increase in knowledge of the impact of underage marijuana use, college/career readiness skills, protective factors, and hope for the future. It uses an asset-based approach and a foundation of youth development¹⁵ by leaning into and enhancing the strengths of the City of Sacramento's CBOs to support the accessibility for at-risk youth and in responding to their needs. #Futures values youth as assets, encouraging youth-led programming, engaging youth in meaningful work, and demonstrating the value of youth work by paying a stipend. The Project Workplan in Appendix D shows the anticipated dates and timelines for activities over the course of the grant.

#Futures incorporates promising practices in work-based learning identified by the National Skills and National Youth Employment Coalition including: 1) providing paid experiences; 2) developing strong partnerships; 3) incorporating positive youth development practices and continued support services; and 4) supporting linkages to career pathways.¹⁶ It also includes elements identified by a Brookings Institution report on quality work-based learning programs including: 1) connecting youth to positive relationships with caring adults; 2) opportunities to build social capital; and 3) access to hands-on-learning and meaningful tasks.¹⁷

#Futures incorporates several strategies identified in evidence-based substance use prevention efforts including: 1) focusing on protective factors; 2) addressing social influence and developmental factors; and 3) reaching youth with messaging through multiple levels of influence by engaging a variety of partners. #Futures also includes evidence-based prevention education strategies including social resistance and

competence-enhancement skills.¹⁸ All facts and data included in the *Future Forward* curriculum and trainings are evidence-based and include citations.

The project will be directed by the City of Sacramento which is responsible for implementation of the City's youth strategies as defined in the Citywide Youth Development Plan (Appendix B). The City will partner with CBOs and other public agencies to implement the #Futures program.

The Sacramento County Coalition of Youth (SCCY) will support PRO and the City with the implementation of prevention education and strategies. SCCY was initially organized in 2015 to address underage drinking in Sacramento County and with the passage of Proposition 64, developed the *Future Forward* campaign to address underage marijuana use. PRO Youth & Families will partner with the *Future Forward* youth marijuana prevention campaign to support the prevention component. *Future Forward* will provide curriculum, training for youth and providers, and connection to service and advocacy opportunities so that youth participants can implement the information they have gained from the training.

The curriculum, "Future Forward: Preventing Youth Marijuana Use," will serve as the foundation of the required 10 hours of prevention education. It focuses on equipping youth with facts about underage marijuana use. The curriculum consists of eight 60-minute modules covering topics including: marijuana facts and laws, brain science, resiliency, positivity, and coping strategies. CBOs will be trained to deliver curriculum directly to their youth cohort. *Future Forward* will support PRO with coordinating additional shared training opportunities for youth and providers, including *Future Forward's* annual provider and youth summits for trainings to meet the 10-hour training requirement.

Work-based learning for youth will consist of 10 hours of formal training focused on foundational workforce skills, and 20 hours of service project development that incorporates what they have learned into real-world contexts. Project examples include but are not limited to 1) designing and presenting a breakout session for the youth summit; 2) serving as youth advocates providing prevention and education presentations for peers in the community; 3) creating messaging for *Future Forward* campaign; and 4) engaging in monthly SCCY meetings.

All CBO partners must submit a workplan that describes their week-by-week plan to meet the 10-hour work-based learning requirement, including the number of hours, the trainer and topic, and a description of how the training relates to the service project they are implementing with youth. Each workplan will be reviewed to ensure it meets the requirements of #Futures. To monitor progress, CBOs will be required to track youth service and training hours and will meet with CBOs monthly to address issues and provide technical assistance to support CBO success.

The network of CBOs will be selected through a competitive proposal process. Applications will be screened for eligibility requirements (BSCC’s criteria for organizations receiving funding and alignment with project framework), reviewed and scored by an independent review committee, and approved by the City.

Evaluation Overview

The project evaluation will utilize a phased-in, multi-method approach including process and outcome measures to assess the project objectives. During the implementation phase, the evaluator and the program team will monitor and assess monthly, the following process measures: selection of CBOs; recruitment and enrollment of youth; participation of training partners; implementation benchmarks; feedback from CBOs and participants; and development and use of data tools. During the service delivery phase, the evaluator will work with the project leads to ensure that data collection tools are used to: collect baseline and follow-up data for outcome measures; monitor implementation of project components; identify areas for change and improvement; and complete quarterly reports. Together, these sets of data will be used to measure and report on program outcomes and youth development impacts.

Process Evaluation Method and Design

The design for the process evaluation utilizes program reporting, participant information, and CBO surveys, and cycles of continuous quality improvement to ensure that the project is being implemented as intended and that improvements to the process are actioned. The data collection team will use tools to track and measure the data and information collected to measure the program’s progress towards its outcomes. Such tools may include a customer relationship management (CRM) software for attendance tracking that provides a data dashboard, and collects youth participant demographics, participant notes, survey distribution, and payment processing such as the [After-School Program Management Software](#). Additionally, the project may use a grant management system (GMS) software that manages the project workflow outlined in the logic model in Appendix A.

The evaluation questions listed here are also referenced in Appendix F Evaluation Measures.

The process evaluation assesses three main areas:

- Project implementation
- Participant and CBO experience
- Continuous quality improvement

Project Implementation Evaluation Questions

The key questions associated with project implementation are:

1. Were the grant activities implemented as planned and on time?
2. Were the grant activities implemented as intended with fidelity?
3. Were data collection tools developed and implemented as planned?
4. Did project oversight and fiscal activities occur as scheduled?
5. What barriers were encountered and what solutions were implemented? Did this affect project implementation?
6. Did other factors affect project implementation?

Youth and CBO Experience Evaluation Questions

To ensure that the participants of the program, including CBO partners, are engaging in the program components as expected, the following key questions will be addressed in the process evaluation.

1. **Participant Experience:** To what extent are youth more aware of the harmfulness of marijuana use? To what extent are youth prepared for college or a career?
2. **CBO Experience:** To what extent did participation in the program increase the capacity and ability to deliver marijuana prevention and WBL opportunities?

Continuous Quality Improvement Evaluation Questions

Using the City of Sacramento's Continuous Quality Improvement Toolkit for youth programming will help assess program quality and enable the project team to make ongoing adjustments and improvements as needed. The key questions are:

1. To what extent did the project assess quality youth programming in line with the City of Sacramento Citywide Youth Development Plan & Framework for Children and Youth Programs' five supports and opportunities: safety, relationship building, youth participation, community involvement, and skill building?
2. To what extent did the project roll out a cycle of improvement that is built upon a system where agencies can look at the strength and weakness of their programs, create an action plan for making improvements, review how well the actions are working, and then reassess the program to inform the next set of actions. Over time each cycle of improvement will inform the next cycle.
3. Through the following consistent actions information, will be sought on the following areas for improvement:
 - Did the project team review and discuss the quarterly reports, end of year reports, and implementation timelines during their meetings?

- Were barriers, issues, or newly identified needs responded to or resolved in a timely manner?
- What improvements or changes were made based on feedback from youth participants and CBO partners?
- What lessons have been learned to improve future programming efforts?

Process Evaluation Data

Data collection is a fundamental part of performance management which includes monitoring and evaluating whether we are reaching our goals and making an impact. Performance from data collection will be generated through the list below of performance related data collection activities:

- Participant and CBO survey and focus group data
- Program service locations (to ensure they were provided in locations / neighborhoods accessible to at-risk youth)
- Quarterly and annual reports
- Participant enrollment and attendance: Signup sheets, tracking attendance (e.g., start dates, attendance, dropouts, successful completions, demographics progress milestones)
- Participation of training partners: Orientation, workshops, communities of practice, etc.
- Collecting and reviewing feedback from CBOs and participants
- Site visit feedback
- Development and use of data collection systems: Data will be centralized and collected on a cloud-based platform
- Project oversight and fiscal activities:
 - Day to day grant management
 - Project monitoring: With the use of an evaluation matrix, programs activities implementation will be tracked with the following measures: input/resource/activity/output, data collection sources/methods and frequency.
 - Evaluation: The tracking of key performance indicators to determine project effectiveness and adjust as necessary.
 - Project oversight: The project-oversight structure and overall decision-making process for the project. Procedures ensuring that the project will be implemented with fidelity.

This project will be reviewed and updated monthly by the project team to ensure that project tasks and activities are occurring as planned and to develop solutions if challenges occur. Should program adjustments be identified over the course of the project, the City has the ultimate decision-making authority. Contracted CBOs will report to the City on activities and expenditures.

Outcomes Evaluation Method and Design

The outcomes evaluation will assess specific questions in three major categories: overall project goals and objectives; outcomes for youth participants; and outcomes for CBO partners.

The Design for the Outcome Evaluation

#Futures will administer pre and post surveys through the collection of quantitative and qualitative data using an online platform or paper surveys for youth who do not have access to the internet. Youth participant demographic information and other baseline data will be collected upon program enrollment. Upon completion of the 40-hour program, post-surveys will be administered so that youth can provide feedback about their experience in #Futures and identify progress in their knowledge and awareness of the impacts of underage marijuana use and growth in their work-based learning skills and knowledge. CBOs will also receive an exit survey upon completion of the 40-hour program to provide feedback on the successes and challenges and identify additional areas of support recommended to future cohorts.

Data analysis will assess all evaluation questions that includes quantitative (descriptive statistics) and qualitative analysis of survey data, documentation and summaries of meetings, content analysis of site visit and focus group notes, and assessment of the timely implementation of project activities. The annual and final reports for the project will include the process and outcome evaluation to inform implementation of future grants by the City of Sacramento and general oversight activities.

Project Objectives Evaluation Questions

These questions examine whether the project accomplished the activity milestones for the project’s implementation. The questions, measures, data source, and timeline details are presented in the tables that follow.

Objective 1: Complete #Futures program implementation plan by the end of Year 1 of the grant period in order to launch youth programming in Year 2.

This objective is operationalized by the following questions:

Objective 1 Questions and Measures

Objective 1 Questions	Measurements	Data Source	Timeline
To what extent is #Futures program implementation ready by the end of Year 1 of the grant period to launch youth programming in Year 2.	Number of CBOs contracted as implementing partners per this grant.	MOUs and/or agreements	Prior to implementation of program

Is there a compilation and review of lessons learned from #Futures Program funded by BSCC Prop 64 PH&S Cohort 2 grant program?	Grant review including lessons learned and course corrections.	Grant review tracker	Quarterly throughout duration of grant
Were youth and community partners engaged in refining project strategies to ensure responsiveness to youth needs?	Number of engagements to help refine project strategies.	Focus groups and surveys	Prior to implementation of program
Was a local evaluation plan developed and completed?	Completed a local evaluation plan.	Local evaluation plan	Prior to implementation of program
Was a curriculum developed that addresses substance use and mental health/wellness, including materials, tools, and resources to support curriculum delivery by CBO partners to youth?	Completed a curriculum that addresses substance use and mental health/wellness.	Education and training curriculum	Prior to implementation of program

Objective 2: Engage 800 youth in 10 hours of underage marijuana use prevention education.

This objective is operationalized by the following questions:

Objective 2 Questions and Measures

Objective 2 Questions	Measurements	Data Source	Timeline
Did the project engage youth with high risk factors?	Count and percent of youth with high risk factors.	Participant enrollment assessment forms.	Initial intake/registration
Did the project engage 800 youth in underage marijuana use prevention education?	Counts of youth who engaged in 10 hours of prevention education; youth will report an increase in (1) knowledge of impacts of underage marijuana use, and (2) knowledge of resources addressing substance use.	Program documentation, participant training and activity logs	Assessed for each youth cohort
Did the project connect youth to opportunities to become advocates for underage marijuana use prevention?	Percent and number of youth that report they had opportunities to become advocates for underage marijuana use prevention through this grant.	Participant end of program survey	Annually throughout duration of grant

Objective 3: Engage a total of approximately 20 CBOs over the course of the five-year grant period to implement #Futures.

This objective is operationalized by the following questions:

Objective 3 Questions and Measures

Objective 3 Questions	Measurements	Data Source	Timeline
Did the project engage up to 20 community-based organizations (CBOs) over five years?	Count of CBO organizations involved with the project either as program providers or training agencies.	Program Documentation – CBO Enrollments and Trainings – CBO subcontracts	Biannually throughout duration of grant
Did the community-based organizations report an increase in capacity to engage in citywide underage marijuana use prevention efforts as a result of this grant?	Percent of CBOs that report that the grant increased their ability to include underage marijuana use prevention education into their youth programs. Number of hours of CBO training and network meetings.	CBO survey	Biannually throughout duration of grant
Did the project provide opportunities for CBOs to connect to prevention service and/or advocacy opportunities?	Percent and number of CBOs that report that they were connected to prevention service or advocacy opportunities through this grant and descriptions of the opportunities.	CBO end of year survey	Annually throughout duration of grant
Did the community-based organizations report an increase in capacity to serve youth with positive development and work-based learning programming as a result of this grant?	Percent of CBOs that report that the grant increased their ability to include work-based learning components into their youth programs.	CBO survey	Biannually throughout duration of grant

Objective 4: Engage 800 youth over the five-year grant period in a 40-hour work-based learning experience that includes a minimum of 20 hours of an applied service/work.

This objective is operationalized by the following questions:

Objective 4 Questions and Measures

Objective 4 Questions	Measurements	Data Source	Timeline
Did the project engage 800 youth in 40 hours of work-based learning experiences?	Counts and percent of youth who engaged in 40 hours of work-based learning experiences comprised of trainings, service projects, internships, or work-based learning activities.	Program documentation, participant training and activity logs	Assessed for each youth cohort
Were the work-based learning experiences aligned to the development of skills necessary for job-aptitude skills to achieve post-secondary goals?	Number and type of college and career readiness skills supported by work-based learning opportunities.	Content analysis of work-based learning documents by project leads – CBO Work Plans	Two months prior to implementation of these components by the CBOs.

Were the work-based learning experiences aligned to the development of skills necessary for (1) connectedness to positive peer and adult relationships, (2) job-aptitude skills, and (3) confidence to achieve post-secondary goals?	Number and percent of youth who self-reported connectedness to positive peer and adult relationships; hope for the future, and confidence to achieve post-secondary goals.	Participant assessment forms.	Each time a presentation occurs throughout duration of grant.
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Objectives 1 through 4 will be assessed using program documentation (participation logs, demographics, activities, training document analyses) and youth and CBO surveys.

Participant success in the project will be measured by:

- Successful completion of 10 hours of training about underage marijuana use.
- An increase in youth knowledge of the impacts of underage marijuana use on their physical and mental health.
- Successful completion of 10 hours of work-based learning training.
- An increase in youth work-based learning skills and knowledge.
- Successful completion of a 20-hour service project that utilizes knowledge gained from the *Future Forward* curriculum/training (i.e. marijuana prevention and education training).
- Increased sense of connection to peers and trusted adults.

Youth Outcomes Questions

The overarching questions that will assess the impact on youth as a result of participation in the project are:

- To what extent are youth more aware of the harmfulness of marijuana use? To what extent are youth prepared for college or a career?

These questions will be measured using prevention education and activity and training feedback surveys, pre-post surveys before and after program completion, PhotoVoice data to document and capture learning and experiences about the work-based learning and service projects, participation documentation, and participant focus groups to cross-validate data and inform program improvement.

Youth Outcomes Questions and Measures

Youth Outcomes Questions	Measurements	Data Source	Timeline
Did youth increase their knowledge about underage marijuana use and impact on youth brain development?	Percent of youth who reported an increase in knowledge before and after program participation in the areas of: facts about underage use; addiction; brain development; and media influence.	Participant pre- and post- surveys and focus group questions.	Surveys administered at the inception and at the conclusion of the prevention education training program.
Did youth demonstrate an increased perception of harm of underage marijuana use?	Percent of youth who reported an increase (before and after program participation) in the belief that underage marijuana use is harmful to brain development.	Participant pre- and post- surveys and focus group questions.	Surveys administered at the inception and at the conclusion of the prevention education training program.
Did youth gain protective factors (e.g., better choices, advocacy, adult confidant)?	Percent of youth who report acquiring a protective factor during program participation OR who report making better choices or increased advocacy for themselves. Types of protective factors acquired or increased.	Participant pre- and post- surveys and focus group questions.	Surveys administered at the inception and at the conclusion of the prevention education training program.
Did youth report an increase in their hope for the future?	Percent of youth who report that they have plans for their future (further education, career, family, goals, etc.). Description of the steps they are leading them to their future plans and how the project helped them envision it.	Participant pre- and post- surveys and focus group questions.	Surveys administered at the inception and at the conclusion of the prevention education training program.
Did youth report increased confidence in their ability to achieve post-secondary goals?	Percent of youth who feel confident in their ability to achieve post-secondary goals. Percent of youth that are aware of resources to help them achieve their post-secondary goals.	Participant pre- and post- surveys and focus group questions.	Surveys administered at the inception and at the conclusion of the prevention education training program.
Did youth report an increase in college and career readiness skills?	Percent of youth who report an increase in college and career readiness skills such as completion of college entrance requirements, college applications, job applications, resumes, interview skills, etc.	Participant pre- and post- surveys and focus group questions.	Surveys administered at the inception and at the conclusion of the prevention education training program.
Which program components were most beneficial to youth?	Percent of youth who self-report that a particular component was most helpful.	Participant end of program survey and focus group questions.	Survey administered at the conclusion of the prevention education training program.

CBO Outcomes Questions

The project desires to assess the impact of the trainings and activities on the CBOs' ability to provide marijuana prevention programs and work-based learning opportunities.

Although the primary project focus is to serve youth, the project team also recognizes that CBO partners can benefit from their experiences in the program in ways that go beyond implementation of the grant. Partner agencies who typically serve youth can increase their capacity by learning new ways to implement work-based learning models for other programs they serve. Additionally, they can gain tools and resources to provide underage marijuana use prevention education to youth, and in turn, become advocates for youth marijuana use prevention throughout the community. The overarching question that will assess impacts on CBO partners is:

- To what extent did participation in the program increase the capacity and ability to deliver marijuana prevention and WBL opportunities?

The CBO outcomes measures will be assessed using pre-and post-surveys and focus groups.

CBO Outcomes Questions and Measures

CBO Outcomes Questions	Measurements	Data Source	Timeline
Did staff increase their knowledge of healthy behaviors and protective factors for youth?	Percent of CBO staff who reported increases in knowledge before and after program participation of healthy behaviors for youth (physical health, mental health).	CBO pre- and post-surveys and focus group questions.	Surveys administered at the inception and at the conclusion of the prevention education training program.
Did staff increase their knowledge of the risk of underage marijuana use?	Percent of CBO staff who reported increases in knowledge before and after program participation in the areas of underage marijuana use, addiction, and brain development.	CBO pre- and post-surveys and focus group questions.	Surveys administered at the inception and at the conclusion of the prevention education training program.
Did CBOs report an increased capacity to serve youth who are at-risk for marijuana use?	Percent of CBO staff who report that they have more tools and resources to support youth who are at-risk for marijuana use as a result of the project.	CBO pre- and post-surveys and focus group questions.	Surveys administered at the inception and at the conclusion of the prevention education

			training program.
Did CBO partners experience greater collaboration and program referrals with one another?	Percent of CBO staff who report having more opportunities for collaboration and sharing program referrals with one another as a result of the project.	CBO pre- and post-surveys and focus group questions.	Surveys administered at the inception and at the conclusion of the prevention education training program.
Did CBOs think that the information and experiences regarding the WBL and prevention education could transfer to other arenas of their work with youth?	Percent of CBOs who indicate that the information and experiences regarding the WBL and prevention education could transfer to other arenas of their work with youth.	CBO pre- and post-surveys and focus group questions.	Surveys administered at the inception and at the conclusion of the prevention education training program.
Did CBOs believe that they have the ability to utilize some project elements after the grant period ends?	Percent of CBOs who indicate that they have the ability to utilize project elements after the grant period ends (e.g., participant databases, survey tools, intake forms, training materials)	CBO pre- and post-surveys and focus group questions.	Surveys administered at the inception and at the conclusion of the prevention education training program.
Which components of the grant did CBO partners believe were most impactful to their operations or programs?	Percent of CBOs who report that a particular component was most impactful to their operations or program.	CBO end of program survey and focus group questions.	Survey administered annually in late June.

Methodology

The program will continuously be evaluated utilizing a multi-method approach where both qualitative and quantitative data are assessed to evaluate program results. The information from the open-ended responses will be used to triangulate the data across multiple sources. This will help to identify areas for expanded analysis and variables that need to be controlled for analyses. Progress towards goals will be assessed regularly to resolve concerns or identify areas for improvement.

The program will be evaluated gathering the following information:

1. Quantitative information will be collected from:
 - a. Pre and post surveys to demonstrate impact. Survey analysis will help determine what should be further explored in the focus groups.

- b. Participant information will be collected to demonstrate trends in participation.
- 2. Qualitative information will be collected from:
 - a. Site visit notes
 - b. Open-ended questions in focus group
 - c. Testimonials
 - d. Open-ended questions in surveys

Logic Model

Project Goal: The goal of the project is to support at-risk youth (ages 12-19) in creating pathways to healthy futures and post-secondary success.

The logic model shown in Appendix A provides a visual representation of the project depicting the logical relationships between the project's goal statements, input/resources, activities, outputs, outcomes and impacts of the project. The logic model depicts how the collaborative use of resources and opportunities provides activities and trainings that serve to educate and empower youth and enhance the work of CBOs in the community. The logic model lists project goals that will be used for accountability to ensure results intended for are reached, using results tracking tools such as Results Based Accountability (RBA). RBA is a program management framework that shifts the focus from the means (how we did it) to the ends (what difference did it make). Tools that can be explored include [GARE_GettingtoEquity_July2017_PUBLISH.pdf](#) (racialequityalliance.org)

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Appendices

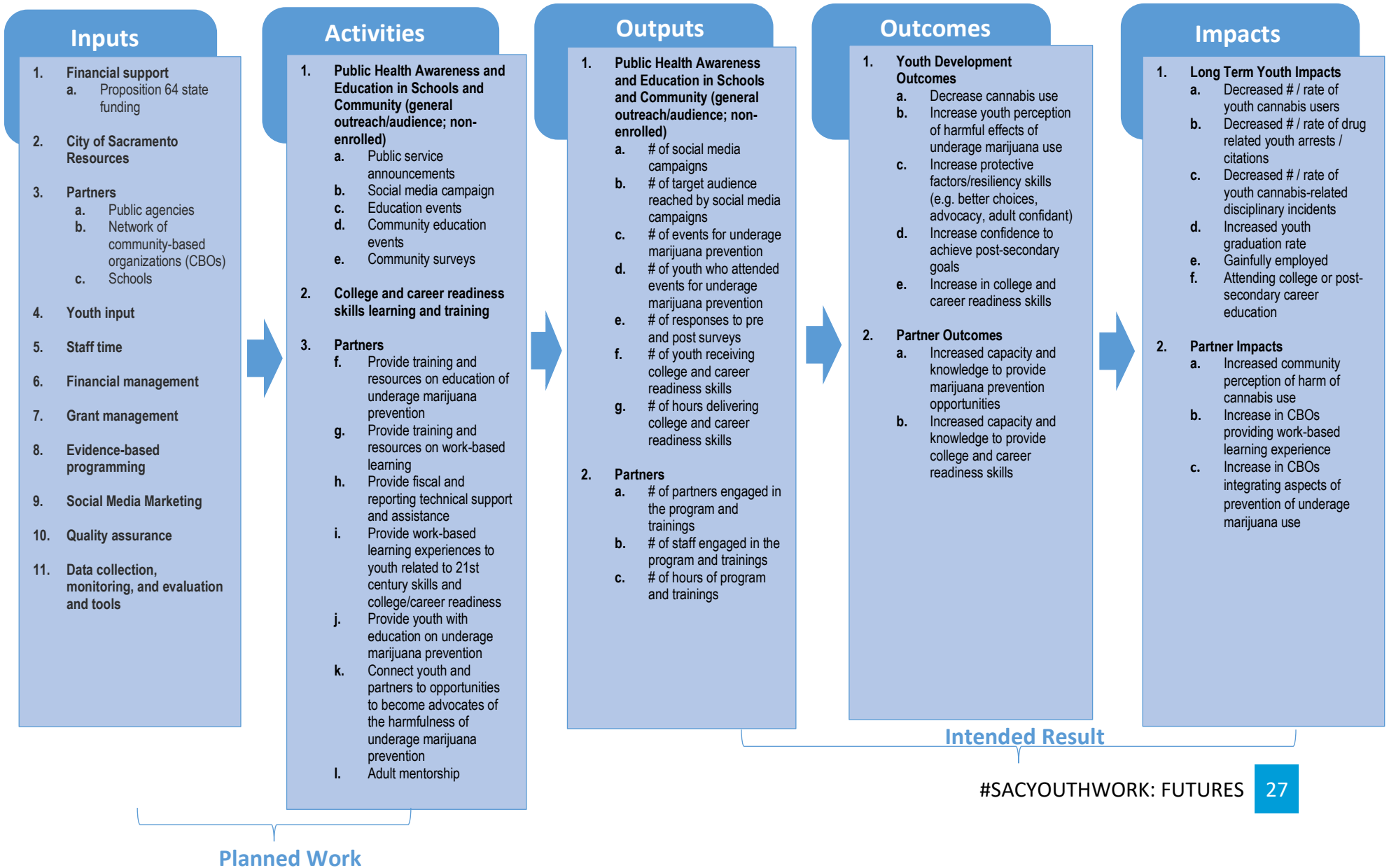
Appendix A. Logic Model

Appendix B. Citywide Youth Development Plan

Appendix C. City of Sacramento Priority Neighborhood Map

Appendix D. Project Workplan

Appendix A. Logic Model



Appendix B. Citywide Youth Development Plan

CITY OF SACRAMENTO CITYWIDE YOUTH DEVELOPMENT PLAN

VISION

All Sacramento children and youth are valued and reach their fullest potential.

MISSION

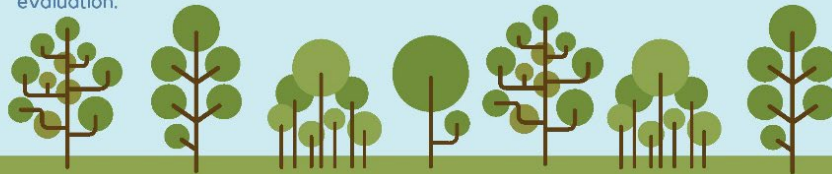
The City of Sacramento leads collaboratively to provide systemic and sustainable investments and opportunities, harnessing collective assets to champion intentional and equitable pathways for young people to succeed.

VALUES STATEMENT

- ✿ **Youth Voice:** We honor the youth's statement, "Nothing about us without us."
- ✿ **Elimination of Systemic Barriers:** We believe it is our responsibility to actively seek ways to break systemic barriers so that youth have access and ability to fully utilize resources and supports.
- ✿ **Cultural Humility:** We commit to acknowledging our individual and institutional biases, accepting that there are gaps in our knowledge, and being open to new ideas.
- ✿ **Mutual Respect:** We build relationships through developing a culture of mutual respect and inclusivity.
- ✿ **Integrity:** We believe in conducting our work in an honest, moral, ethical, and accountable manner.
- ✿ **Innovation:** The *status quo* is unacceptable if it is not improving the lives of Sacramento children and youth, and thus, we call for thinking outside of the box to better support Sacramento's youngest residents.
- ✿ **Courage:** We believe that having the audacity to take risks, stand up for what is right, and address the most challenging situations is unquestionable.

GOALS: Through its own programs and strategic partnerships, the City of Sacramento will strive to achieve the following goals.

- ✿ Contribute to the healthy development of **children ages 0-5** so that they are prepared for school;
- ✿ Provide resources, support, and connection to effective programs and services that lead to **success in education**;
- ✿ Build **21st century skills** including leadership, workforce development, life, resiliency, and social-emotional skills;
- ✿ Provide opportunities for young people to become **active and engaged community members**;
- ✿ Create a **safe environment**, both physically and emotionally, in all settings, honoring culture and community;
- ✿ Promote **equity, justice, and accountability** with a concerted application of resources toward those youth in greatest need;
- ✿ Empower **families** to engage in their children's healthy development; and
- ✿ Implement the **youth development framework** in all program design, operations, and evaluation.



CITY OF SACRAMENTO

CITYWIDE YOUTH DEVELOPMENT PLAN

PROPOSED FRAMEWORK FOR CHILDREN & YOUTH PROGRAMS

When designing, implementing, and evaluating its children and youth programs, the City of Sacramento will strive to offer all young people, regardless of background, the highest-quality youth development experiences. To ensure these experiences result in positive outcomes, the City and its partners will provide youth with research-based supports and opportunities that integrate a set of social justice principles, aligning with the City's core values, into staff, program delivery, and organizational/institutional practices.

Social Justice Principles

- Analyze Power in Social Relationships
- Promote Systemic Social Change
- Make Identity Central
- Encourage Collective Action
- Embrace Youth Culture



Supports and Opportunities

Safety

- Emotional
- Physical
- Cultural

Relationship-Building

- With adults
- With peers

Skill-Building

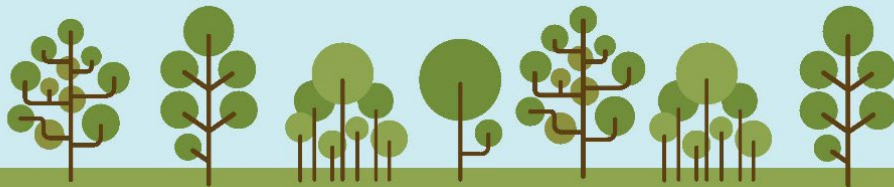
- Challenging
- Interesting
- Leading to growth and mastery

Youth Participation

- Input and decision-making
- Opportunities for leadership
- Sense of belonging

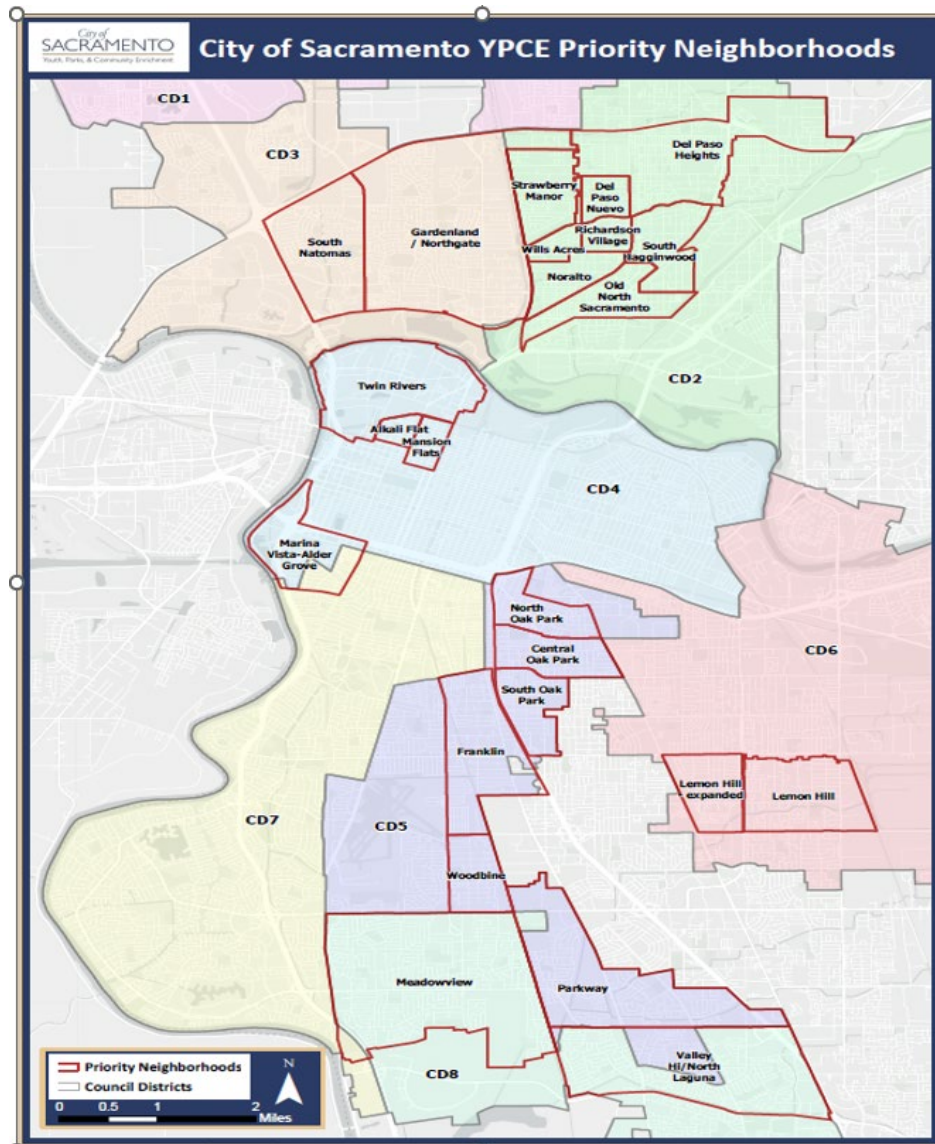
Community Involvement

- Ability to impact community



Appendix C. City of Sacramento Priority Neighborhood Map

Priority neighborhoods were identified in 2015 using a variety of different quality of life indicators, including high poverty, higher crime, and underperforming schools, input as identified by the Sacramento Housing and Redevelopment Agency Promise Zones.¹⁹



Appendix D. Project Workplan

(1) Goal:	> Support youth (ages 12-19) most impacted by systemic and structural barriers and challenges in the City of Sacramento to create pathways to healthy futures and post-secondary success.		
Objectives (A., B., etc.)	> OBJECTIVE A. Have #Futures program implementation ready by the end of year 1 of the grant period to launch youth programming in year 2.		
Process & Outcome Measures:	> Completion of program milestones and activities		
Project activities/services that support the identified goal and objectives: >	Responsible staff/ partners	Timeline	
		Start Date	End Date
1. Project Charter Process with PRO Youth & Families as the lead NGO, and SCCY and other key stakeholders.	> 1. City of Sacramento (Lindee Lane), PRO & SCCY	> May 2023	> July 2023
2. Compilation and evaluation of lessons learned from #Futures Program funded by BSCC Prop 64 PH&S Cohort 2 grant program.	2. PRO	May 2023	July 2023
3. Engage youth and community stakeholders to refine project strategies to ensure responsiveness to youth needs.	3. PRO	June 2023	Dec 2023
4. Develop and complete a local evaluation plan.	4. PRO & Eval Consultant	July 2023	Aug 2023
5. Work with a contractor to develop a supplemental curriculum that addresses substance use and mental health/wellness, including materials, tools, and resources to support curriculum delivery by CBO partners to youth.	5. PRO & curriculum developer	Oct 2023	April 2024
List data and sources to be used to measure outcomes: >			
Project Management Plan; Collaborative Planning Meeting Agendas and Notes; Completion of Local Evaluation Plan; Curriculum materials and resources completed.			
(2) Goal:	> SAME AS GOAL 1: Support youth (ages 12-19) most impacted by systemic and structural barriers and challenges in the City of Sacramento to create pathways to healthy futures and post-secondary success.		
Objectives (A., B., etc.)	> OBJECTIVE B. Engage a total of approximately 20 community-based organizations (CBOs) over the course of the five-year grant period to implement #Futures. Engagement will include participating in a network that promotes city-wide underage marijuana use prevention. attending professional		

	development trainings, and guiding youth through work-based learning experiences and prevention education.			
Process & Outcome Measures:	> Process Measures: # of CBOs engaged; # of hours of CBO training and network meetings Outcome Measures: CBO partners will report: (1) an increase in capacity to engage in city-wide underage marijuana use prevention efforts, and (2) an increase in capacity to serve youth with positive development and work-based learning programming.			
Project activities/services that support the identified goal and objectives: >	Responsible staff/ partners	Timeline		
		Start Date	End Date	
	1. Establish and disseminate the program framework and application process to CBO partners, including virtual information sessions.	1. PRO	> March 2024	> May 2024
	2. Screen CBO applicants for eligibility, review applications, and select CBO participants for the initial cohort.	2. PRO	June 2024	July 2024
	3. Engage CBO partners in project orientation, including completing the project charter process for the selected network of CBOs.	3. PRO/CBO Partners	Aug 2024	Sept 2024
	4. Train CBO partners to deliver the Prevention Education Curriculum to youth.	4. PRO/SCCY	Aug 2024	Sept 2024
	5. Provide technical assistance and oversight to support CBOs with program implementation and compliance with program framework, shared evaluation program, and administrative/fiscal procedures.	5. PRO	Aug 2024	June 2025
	6. Plan, execute, and engage CBO partners in prevention trainings, network gatherings, and summits to build capacity for city-wide youth prevention and development strategies.	6. PRO / SCCY / Public Health Consultant	Sept 2024	June 2025
	7. Evaluate Pilot Cohort with CBO partners, compile lessons learned and areas for CQI, and make necessary adjustments to the program for continued implementation.	7. PRO / CBO Partners / City	June 2025	July 2025
	8. Repeat Steps 1-7 for Year 3 Cohort serving 250 youth.	8. PRO/City	June 2025	June 2026
	9. Repeat Steps 1-7 for Year 4 Cohort serving 250 youth.	9. PRO/City	June 2026	June 2027
10. Repeat Steps 1-7 for Year 5 Cohort serving 200 youth.	10. PRO/City	June 2027	April 2028	
List data and sources to be used to measure outcomes: > CBO post-retrospective & feedback exit surveys, CBO contracts/monthly checklists for milestone completion				
(3) Goal:	> SAME AS GOAL 1: Support youth (ages 12-19) most impacted by systemic and structural barriers and challenges in the City of Sacramento to create pathways to healthy futures and post-secondary success.			
Objectives (A., B., etc.)	> OBJECTIVE C: Engage 800 youth over the five-year grant period in a 40-hour work-based learning experience that includes a minimum of 20 hours of an applied service/work learning project to support youth in developing job-aptitude skills and develop protective factors.			
Process & Outcome Measures:	> # of youth served; # of hours of programming completed Outcome Measures: Youth will report an increase in (1) connectedness to positive peer and adult relationships, (2) job-aptitude skills, (3) hope for the future, and (4) confidence to achieve post-secondary goals.			

Project activities/services that support the identified goal and objectives: >		Responsible staff/ partners	Timeline	
			Start Date	End Date
1. Execute outreach and communication strategies to support CBO partners in recruiting 100 youth for the initial cohort in year 2.		1. PRO	> Aug 2024	> Sept 2024
2. Engage youth in 40-hour work-based learning experiences.		2. CBO Partners	Sept 2024	June 2025
3. Organize, disseminate information, and implement shared work-readiness trainings for youth.		3. PRO	Sept 2024	June 2025
4. Collect intake, attendance, PhotoVoice, and exit survey data from youth to support program evaluation and continuous quality improvement.		4. CBOs / PRO	Sept 2024	June 2025
5. Monitor data collection, support reporting, implement focus groups, and compile and analyze preliminary evaluation report findings.		5. PRO Eval Team	Sept 2024	June 2025
6. Plan and execute a cohort graduation/celebration with opportunities for youth to feature their applied service/work projects.		6. PRO	June 2025	June 2025
7. Repeat Steps 1-6 for Year 3 Cohort serving 250 youth.		7. PRO / CBOs	Aug 2025	June 2026
8. Repeat Steps 1-6 for Year 4 Cohort serving 250 youth.		8. PRO / CBOs	Aug 2026	June 2027
9. Repeat Steps 1-6 for Year 5 Cohort serving 200 youth.		9. PRO / CBOs	Aug 2027	April 2028
List data and sources to be used to measure outcomes: > Youth Enrollment Forms, Youth Attendance Logs, Youth Exit Surveys; Focus group reports.				
(4) Goal:	> SAME AS GOAL 1: Support youth (ages 12-19) most impacted by systemic and structural barriers and challenges in the City of Sacramento to create pathways to healthy futures and post-secondary success.			
Objectives (A., B., etc.)	> OBJECTIVE D: Engage 800 youth in 10 hours of underage marijuana use prevention education as part of their 40 hours of work-based learning experiences over the five-year grant period to support youth in increasing their knowledge of the impacts of underage marijuana use and support healthy decision-making.			
Process & Outcome Measures:	> # of youth engaged in prevention education; # of hours of prevention education provided; youth will report an increase in (1) knowledge of impacts of underage marijuana use, and (2) knowledge of resources addressing substance use.			
Project activities/services that support the identified goal and objectives: >		Responsible staff/ partners	Timeline	
			Start Date	End Date
1. Engage 100 youth in the initial cohort in 10 hours of prevention education using the Future Forward curriculum and complementary mental health/wellness curriculum tools.		1. CBO partners	> Sept 2024	> June 2025
2. Provide opportunities for youth to develop service/applied work projects related to underage marijuana use prevention through connection with SCCY and other community resources/stakeholders.		2. PRO/SCCY/ CBO Partners	Sept 2024	June 2025

3. Youth engage in the annual SCCY Future Forward Youth Summit.	3. CBOs/ SCCY	June 2025	June 2025
4. Youth complete evaluation surveys and participate in focus groups to assess program effectiveness and support CQI.	4. PRO/ Eval Consultant	June 2025	June 2025
5. Repeat Steps 1-4 for Year 3 Cohort serving 250 youth.	5. PRO / CBOs	Sept 2025	June 2026
6. Repeat Steps 1-4 for Year 4 Cohort serving 250 youth.	6. PRO/CBOs	Sept 2026	June 2027
7. Repeat Steps 1-4 for Year 5 Cohort serving 200 youth.	7. PRO/CBOs	Sept 2027	April 2028
List data and sources to be used to measure outcomes: > Youth Attendance Logs, Youth Exit Surveys, and Focus Group Reports.			