

BHC Merced Logic Model: 2012 - 2014

Outcome 5: Children and Their Families are Safe From Violence in Their Homes and Neighborhoods

Priority Outcomes	Targeted Changes	Strategies	Resources In Place	Resources Needed	Critical Capacities In Place	Critical Capacities Needed
<p>Outcome 5: Children and Their Families are Safe from Violence in Their Homes and Neighborhoods</p>	<p>(a) Reduce community violence by improving and developing partnerships between the community and criminal justice system, and increasing opportunities for community engagement</p>	<p>Strategy 1. Improve communication and trust, and expand collaborative partnerships between residents, community groups, and the criminal justice system</p>	<p>*Hub Committee and engaged Collaborative members *Existing relationships among stakeholders *Trained interpreters, translators, and culture brokers to facilitate communication, including gaining input and sharing information *Merced Community Violence Intervention and Prevention Task Force (ComVIP) *Existing Neighborhood Watch programs *Public meeting space</p>	<p>*Criminal justice system representatives on BHC Collaborative *Network of residents and criminal justice system partners *Funding to organize collaborative partnership meetings</p>	<p>*Expertise of community-based organizations (CBOs), technical assistance (TA) providers, and advocacy groups *Community crime data from Kirwan Institute Opportunity Mapping Project and local law enforcement</p>	<p>*Training/expertise for law enforcement in: - cross-cultural sensitivity, understanding and cultural competence - community policing, especially in communities of color - youth gang prevention and intervention strategies - empathy - community engagement *Training/expertise for residents in: - community organizing - facilitation for conflict resolution - starting new Neighborhood Watch programs *Updated, expanded community crime data</p>
		<p>Strategy 2. Mobilize the community to work with the local criminal justice system to prevent and intervene to reduce gang violence</p>	<p>*Hub Committee and engaged Collaborative members *Existing partnerships with the criminal justice system *Merced Community Violence Intervention and Prevention Task Force (ComVIP)</p>	<p>*Criminal justice system representatives on BHC Collaborative *Network of residents and criminal justice system partners *Funding to organize collaborative partnership meetings</p>	<p>*Community crime data from Kirwan Institute Opportunity Mapping Project and local law enforcement</p>	<p>*Shared understanding of gang prevention /intervention *Research to identify existing “best practice” tools, databases, and evidence-based programs *Training/expertise in youth gang prevention and intervention</p>

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						strategies *Funding for research and training *Updated community crime data
		Strategy 3. Establish restorative justice principles and programs in the juvenile justice system	*Hub Committee and engaged Collaborative members including youth and adult residents, faith-based groups, and schools	*Criminal justice system representatives on BHC Collaborative *Network of residents and criminal justice system partners *Funding to organize collaborative partnership meetings, trainings	*Existing restorative justice programs in local schools	*Shared community vision for restorative justice *Training/expertise in restorative justice, best practice models from other communities with youth gang issues
		Strategy 4. Connect re-entry youth/young adult populations to opportunities for community engagement and support that fosters their development and reduces recidivism	*Hub Committee and engaged Collaborative members	*Criminal justice system representatives on BHC Collaborative *Network of residents and criminal justice system partners *Funding to organize collaborative partnership meetings	*Expertise of community-based organizations, professional organizations, technical assistance providers, and advocacy groups	*Shared vision of successful re-entry *Data on re-entry efforts and recidivism * Committed group of providers and employers to provide re-entry services including educational programs, and health and mental health/substance abuse recovery care

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Priority Outcomes	Targeted Changes	Strategies	Resources In Place	Resources Needed	Critical Capacities In Place	Critical Capacities Needed
		<p>Strategy 5. Improve communication between law enforcement and juvenile justice to build collaboration, and strengthen the sharing and maximizing of available resources</p>	<p>*Merced Community Violence Intervention and Prevention Task Force (ComVIP) *Technology to share data</p>	<p>*Commitment of criminal justice system leadership</p>	<p>*Community crime data from Kirwan Institute Opportunity Mapping Project and local law enforcement</p>	<p>*Process to develop collaborative efforts</p>
		<p>Strategy 6. Engage youth and adult residents in collaborative efforts to transform public places into healthy and non-violent environments</p>	<p>*Hub Committee and engaged Collaborative members including youth and adult residents and community organizing groups *Residents who walk or ride bikes to work, or use public transportation *Small businesses in neighborhoods and downtown</p>	<p>*Network of residents and public agency partners *Funding to organize collaborative partnership meetings, trainings</p>	<p>*Existing efforts to reclaim public space and advocate for community-friendly land use policies *Bike lanes, walkways, and parks</p>	<p>*Shared understanding of the importance of safe, accessible public space in promoting health *Training/expertise in land use planning and design, Health in All Policies (HiAP) *Preparation for youth and adult residents to educate local policy makers about and advocate for preferences for neighborhood growth/development</p>
	<p>(b) Strengthen opportunities for partnerships among the community, parents/guardians and students, schools and educational systems, and community-based organizations (CBOs)</p>	<p>Strategy 7. Improve communication, engagement, and trust between schools and parents/guardians, students, community members, and community groups through increased cultural understanding</p>	<p>*Hub Committee and engaged Collaborative members</p>	<p>*Network of residents and education partners *Funding to organize collaborative partnership meetings, trainings</p>	<p>*Certified trainers in interethnic relations</p>	<p>*Shared understanding of culture diversity in the Merced community *Training/expertise in cultural diversity, cross-cultural communication, and the role of culture in student success</p>

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Priority Outcomes	Targeted Changes	Strategies	Resources In Place	Resources Needed	Critical Capacities In Place	Critical Capacities Needed
		Strategy 8. Empower parents/guardians to work with educators and the education system to be effective advocates in promoting student success and preventing violence in schools	*Hub Committee and engaged Collaborative members, particularly parents/guardians and supportive educators	*Network of residents and education partners *Funding to organize collaborative partnership meetings, trainings	*Training for parents in working with schools to increase student success and positive school climate *Successful models from other communities	*Shared understanding of relationship between school climate and student success *Increased community engagement in all four BHC areas *Training/expertise in promoting positive school climate
		Strategy 9. Identify and implement policies and programs to improve school climate, including policies that use rehabilitative/restorative discipline	*Hub Committee and engaged Collaborative members	*Network of residents and education partners *Funding to organize collaborative partnership meetings, trainings	*Training in restorative discipline for youth, parents, and educators	*Shared understanding of relationship between school climate and student success, and restorative discipline *Training/expertise in promoting positive school climate and implementing restorative discipline *Analysis of existing school policies that need to change
	(c) Maximize social equity and minimize racial disparities by increasing the responsiveness and capacity of public systems/agencies that serve the diverse communities of Merced	Strategy 10. Increase awareness and education about policies and conditions that create and maintain unequal opportunity and outcomes for individuals based on ethnicity and race	*Hub Committee and engaged Collaborative members	*Leadership from residents, faith-based, nonprofit, and public agencies *Funding to organize collaborative partnership meetings, trainings	*Certified trainers in interethnic relations	*Shared understanding *Trainings in the structural causes of disparate outcomes and inequitable opportunities *Expertise and training in youth gang intervention and prevention strategies

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Priority Outcomes	Targeted Changes	Strategies	Resources In Place	Resources Needed	Critical Capacities In Place	Critical Capacities Needed
		<p>Strategy 11. Increase the participation and voice of diverse residents in the public systems and agencies that represent and serve them</p>	<p>*Hub and BHC Collaborative</p>	<p>*Leadership from residents, faith-based, nonprofit, and public agencies *Funding to organize collaborative partnership meetings, trainings</p>	<p>*Certified trainers in interethnic relations *Expertise of community groups, nonprofit organizations, and public agencies</p>	<p>*Shared understanding of the value of resident engagement in policy making *Training/expertise in methods for public participation</p>

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Outcome 6: Merced Communities Support Healthy Youth Development

Priority Outcomes	Targeted Changes	Strategies	Resources In Place	Resources Needed	Critical Capacities In Place	Critical Capacities Needed
Outcome 6: Merced Communities Support Healthy Youth Development	(a) Increase youth empowerment through meaningful partnerships with adults and inclusion in community decision-making	Strategy 1. Encourage all levels of local government promote youth input, civic participation, and leadership by embedding youth development principles in advisory board policies and practices	*Hub Committee and engaged Collaborative members *Existing collaboration of youth development organizations	*Leadership from residents, faith-based, nonprofit, and public agencies *Funding to organize collaborative partnership meetings, trainings	*Models of successful inclusion in local boards and from other communities	*Expertise in youth development *Trainings for adults in effective ways to work with and engage youth *Expertise to support communities in funding, coordinating, and evaluating initiatives that address the needs of youth *Collaborative teams of researchers, practitioners, funders, youth, and policymakers
		Strategy 2. Increase youth participation on advisory boards, commissions, task forces, and workgroups	*Hub and BHC Collaborative, especially youth active in BHC Merced *Youth-serving organizations such as schools, youth development programs, faith- and community-based groups, and resident associations *Local collaborative of youth-serving organizations	*Leadership from residents, faith-based, nonprofit, and public agencies *Funding to organize collaborative partnership meetings, trainings	*Models of successful inclusion in local boards and from other communities	*A shared community vision of youth empowerment *Identified opportunities and established goals for youth inclusion in the leadership of public and community organizations including the BHC Hub, Collaborative, and grantee organizations *Youth living in BHC Merced areas who are not yet connected to BHC *Residents concerned with youth well-being who are not yet connected to BHC *Connections between youth and organizing efforts that address their concerns

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Outcome 6: Merced Communities Support Healthy Youth Development

Priority Outcomes	Targeted Changes	Strategies	Resources In Place	Resources Needed	Critical Capacities In Place	Critical Capacities Needed
						<p>*Training and for youth to support engagement, civic participation, and leadership</p> <p>*Training and support for parents and other concerned adults to strengthen relationships with youth</p> <p>*Training/technical assistance for youth-serving organizations to improve/embed effective youth development, engagement, and empowerment principles/practices</p> <p>*Assessment of public and other youth-serving organizations current use of practices that ensure positive youth development, engagement and empowerment</p> <p>*Inventory of existing and potential opportunities for youth to serve on decision-making bodies</p>

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Outcome 6: Merced Communities Support Healthy Youth Development

Priority Outcomes	Targeted Changes	Strategies	Resources In Place	Resources Needed	Critical Capacities In Place	Critical Capacities Needed
		<p>Strategy 3. Engage youth and adult residents as leaders and advocates in planning, developing, advocating and leveraging funding for, and leading programs and community events</p>	<p>*Hub Committee and engaged Collaborative members *Local youth and community organizing partners</p>	<p>*Central meeting/ convening place for youth and residents that reflects youth development principles and respect</p>	<p>*Technical assistance supporting youth and adult resident engagement * Expertise/support from community based organizations, professional organizations, and advocacy groups</p>	<p>*Trainings for youth and adult residents to build skills needed to lead programs and events *Trainings for youth and residents in core BHC curriculum (e.g., community organizing, social determinants, structural racialization, public speaking) to identify and grow youth and resident leaders *Youth Organizing and Leadership Development in advocacy and education</p>
		<p>Strategy 4. Establish and support collaborations that produce meaningful adult/youth partnerships that provide shared learning experiences supportive of healthy youth development</p>	<p>*Hub Committee and engaged Collaborative members *Community groups and coalitions providing presentations on health topics</p>	<p>*Leadership from residents, faith-based, nonprofit, and public agencies *Funding to organize collaborative partnership meetings, trainings</p>	<p>*Expertise/support from community based organizations, professional organizations, and advocacy groups *Outreach to residents and youth to participate regularly on public advisory committees</p>	<p>*Mentorships *Ethnically diverse residents and youth actively participating on a variety of public agency and non-profit advisory committees. *Comprehensive listing of opportunities for resident participation and youth volunteer opportunities to provide community input with a master calendar of meetings for relevant council meetings *Youth Organizing *Skill Development *Community Organizing for greater community outreach</p>

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Outcome 6: Merced Communities Support Healthy Youth Development

Priority Outcomes	Targeted Changes	Strategies	Resources In Place	Resources Needed	Critical Capacities In Place	Critical Capacities Needed
						*Increased awareness and engagement around health equity and social determinants of health among adults and youth
		Strategy 5. Ensure that community systems recognize, understand and integrate youth development principles, and involve youth and residents from diverse communities as decision-making partners	*Hub Committee and engaged Collaborative members	*Leadership from residents, faith-based, nonprofit, and public agencies *Funding to organize collaborative partnership meetings, trainings	*Increasing recognition of importance of youth development principles	*Expertise in recruiting, involving, training, and developing young people as leaders *On-going improvement in BHC collaborative (Hub)
	(b) Increase the responsiveness and efficiency of public and private health and human services systems by improving coordination among systems and collaboration with youth and adult residents	Strategy 6. Identify, promote, and support enrichment activities and places that are safe and accessible where young people can gather, play, study, and have a voice in the programming	*Hub Committee and engaged Collaborative members *Public buildings and parks *Existing collaborative partnerships	*Leadership from residents, faith-based, nonprofit, and public agencies	*Expertise/support from community based organizations, professional organizations, and advocacy groups	*Access to spaces to conduct activities and meetings *Strong resident base in four BHC areas
		Strategy 7. Improve capacity for schools, health care providers, and behavioral health providers to communicate, coordinate services, share information, and make referrals to ensure that families can easily	*Hub Committee and engaged Collaborative members	*Leadership from schools, health care providers, and behavioral health providers *Funding to organize collaborative partnership meetings, trainings	*Expertise/support from community based organizations, professional organizations, and advocacy groups	* Training and education for the community in the social determinants of health *Expertise in the social determinants of health *Expertise in developing cross-system partnerships *On-going improvement

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Priority Outcomes	Targeted Changes	Strategies	Resources In Place	Resources Needed	Critical Capacities In Place	Critical Capacities Needed
		access consistent and accurate information and services				in BHC collaborative (Hub)
		Strategy 8. Increase meaningful and diverse parental/guardian engagement and involvement in schools to improve school policies and responsiveness to community needs	*Hub Committee and engaged Collaborative members *Evidence-based programs (e.g., MCOE Caring Kids) *BHC Partners increasing engagement and advocacy	*Leadership from residents, faith-based, nonprofit, education and other public agencies	*Expertise/support from community based organizations, professional organizations, and advocacy groups	*Cultural competence for decision-makers, teachers, and school board
		Strategy 9. Develop a coordinated, supportive model, with a focus on restorative justice, for schools and collaborative partners (such as social services, behavioral health, and juvenile courts and probation) to reduce the punitive severity of the justice system	*Hub Committee and engaged Collaborative members	*Leadership from residents, faith-based, nonprofit, education and other public agencies	*Supportive school-based models of restorative discipline *Restorative discipline policies that fully integrate restorative practices throughout its discipline policy	*Research to identify and demonstrate populations adversely affected by school discipline policies *Research on best practices and evidence-based interventions
	(c) Promote public policies that result in built and natural environments that increase healthy food access, improve public transportation, and expand access to and use of public spaces	Strategy 10. Create opportunities for diverse residents to participate in and become members of advisory boards, commissions, and advisory groups that address land use, planning, and	*Hub Committee and engaged Collaborative members *BHC Partners expertise and experience *Increased engagement of community members who actively achieve community health improvements and	*Leadership from residents, faith-based, nonprofit, and public agencies	*Expertise/support from community based organizations, professional organizations, and advocacy groups *Outreach to residents and youth to participate regularly on public advisory committees	*Goals objectives, and policy ideas adaptable to local area general plans *Strategies health practitioners and advocates use to build relationships with planners and public officials while involving community members

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Priority Outcomes	Targeted Changes	Strategies	Resources In Place	Resources Needed	Critical Capacities In Place	Critical Capacities Needed
	and land	transportation needs that support youth development	active participation by residents in land use and planning processes			
		Strategy 11. Promote joint use of public buildings for programs that support youth development and community health	*Hub Committee and engaged Collaborative members *Relationships with educational and municipal partners *Public buildings and space	*Leadership from residents, faith-based, nonprofit, and public agencies	*Expertise of partners and knowledge of model strategies	*Identify additional public buildings *Obtain/develop best practice policies
		Strategy 12. Establish school wellness policies and public ordinances that reduce the availability of unhealthy food options on and around school campuses and sporting events, and in neighborhoods	*Hub Committee and engaged Collaborative members	*Leadership from residents, education and other public agencies	*Expertise of partners and knowledge of model strategies	*Data/assessment of current policies *Policy maker education regarding best policies/practices

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Outcome 8: Community Health Improvements are Linked to Economic Development

Priority Outcomes	Targeted Changes	Strategies	Resources In Place	Resources Needed	Critical Capacities In Place	Critical Capacities Needed
Outcome 8: Community Health Improvements are Linked to Economic Development	(a) Increase community-business development partnerships that improve access to healthy foods in communities and schools	Strategy 1: Connect prospective grocery developers and stakeholders, including the City of Merced, to the FreshWorks Fund (CAFWF) program to expand commercial development that increases healthy, local food outlets			*Successful California FreshWorks models from other communities	*Widespread promotion of loan fund opportunities *Expertise in developing business plans and applications *Partnership development among stakeholders
		Strategy 2: Support development of sustainable models for increasing healthy food access through farmers markets, community gardens, and farm-to-school partnerships	*Local agribusiness that invests in school partnerships		*Successful examples/models for sustainable farmers market *Active/successful community gardens *Local interest in establishing/ expanding markets, gardens, and partnerships	*Technical expertise in identifying, planning, and implementing models *Skill development for successful operation of markets, gardens, and partnerships
	(b) Increase utilization of The California Endowment's Impact Investing opportunities to improve community health	Strategy 3: Provide opportunities for local businesses and other stakeholders to learn about and access available capital through The California Endowment investment opportunities that support health-advancing development			*Existing and emerging TCE Impact Investing Opportunities	*Partnerships with business/ development networks

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Outcome 8: Community Health Improvements are Linked to Economic Development

Priority Outcomes	Targeted Changes	Strategies	Resources In Place	Resources Needed	Critical Capacities In Place	Critical Capacities Needed
	(c) Increase educational opportunities for youth pursuing careers in the medical professions	Strategy 4: Support the establishment of and student participation in educational pathway programs that prepare youth for careers as physicians, pharmacists, and dentists	*Merced County P-16 Education and Community Council	*Funding	*Technical support from groups such as the Doctors Academy, UCSF Fresno/Latino Center for Medical Education and Research *Expertise from local models	*School district(s) committed to establishing a program *Student recruitment
	(d) Increase understanding of and participation by small businesses in opportunities afforded by the Affordable Care Act (ACA) to promote health	Strategy 5: Educate small businesses about options and resources available to support increased health access and workforce wellness	*Merced County Health Care Consortium *Other ACA business education resources and local partners *Foundation funding for community based partners	*Forum for collaboration and coordination	*Mental Health America of the Central Valley (MHA CV), California Mental Health Services Authority (CalMHSA), Working Well Initiative *HealthCare.gov (Affordable Care Act online)	*Continuing education for small businesses on ACA provisions including health care coverage and opportunities to promote wellness