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Introduction

In April 2012, Southwest Merced/East Merced County Building Healthy Communities (BHC Merced) convened a diverse group of stakeholders to update the Logic Model that has guided collaborative work since 2009. The process was intended to build on the extensive work done early in the BHC process and produce a written plan that is more understandable, streamlined, actionable, and representative of input from youth and adults living in the BHC Merced areas of Beachwood/Franklin, Le Grand, Planada, and South Merced. During the 2009 planning process, the BHC Merced Collaborative reviewed then ten outcomes known to be main ingredients of community health:

- All children have health coverage.
- Families have improved access to a “health home” that supports healthy behaviors.
- Health and family-focused human services shift resources toward prevention.
- Residents live in communities with health-promoting land use, transportation and community development.
- Children and families are safe from violence in their homes and neighborhoods.
- Communities support healthy youth development.
- Neighborhood and school environments support improved health and healthy behaviors.
- Community health improvements are linked to economic development.
- Health gaps for boys and young men of color are narrowed.
- California has a shared vision of community health.

The Collaborative selected three local priorities for its initial efforts:

- Children and their families are safe from violence in their homes and neighborhoods (Outcome Five)
- Communities support healthy youth development (Outcome Six)
- Community health improvements are linked to economic development (Outcome Eight)

In addition to these Outcomes, staff, residents, and organizational partners developed several Targeted Changes and specific Strategies to accomplish those goals. A number of Resources and Capacities needed to implement the strategies were also identified.

The 2012-14 BHC Merced Logic Model describes the next steps towards achieving the three priority outcomes for community health. The update process provided an opportunity to:

1) revisit and refine the Targeted Changes and Strategies; 2) note the resources and
capacities already in place; and 3) identify additional resources and capacities that will be needed in order for BHC partners to fully implement each strategy. The goal of the review process has been to strengthen the plans to incorporate the greatest opportunities for policy and systems changes. *Policy change* modifies public laws, regulations, rules, mandates, or budgets and funding. For example, local government adopts a budget that establishes permanent funding of programs for children, youth, and their families. *Systems change* shifts the way public institutions (schools, the criminal justice system, health and social service agencies, etc.) make decisions about their policies, programs, and the allocation or use of resources. For example, local government establishes a youth advisory council to inform decisions about program and budget.

The updated plan is based on the belief that the BHC Merced place will be healthier when youth and adult residents are active participants with the power to influence change, and BHC partners share information and responsibility for planning and carrying out the work. The proposed strategies are consistent with The California Endowment's (TCE) experience with what works for creating positive change:

- Residents are prepared to fully participate in local decision-making (*Building Resident Power*)
- Residents and institutions are encouraged to work together in collecting and analyzing the information needed to make recommendations (*Enhancing Collaborative Efficacy*)
- Youth are supported to develop and use skills to participate in local decision-making (*Fostering Youth Leadership*)

In addition, Merced BHC is working closely with TCE, collaborating with the media and trusted spokespersons to change thinking about health (*Changing the Narrative*), and motivating other individuals and organizations to join in the work and commit financial resources to make positive changes for health (*Leveraging Partnerships*).

The *Logic Model* is a blueprint for the changes the BHC community is working towards, how those changes will be made, who will help, and what resources they will need. Statewide, Building Healthy Communities has ten desired outcomes; the three *Priority Outcomes* addressed in the Logic Model were those selected by Merced County residents as the *changes that are most important to accomplish* in the first years of the initiative. *Targeted Changes* describe in more detail what the community is working towards, and the *Strategies* describe how those changes will be made. The Logic Model also lists the *Resources* and *Critical Capacities* required to implement the Strategies, which over time will lead to accomplishment of the Priority Outcomes. *Resources* may include people, their relationships, facilities, technology, and funding. *Critical Capacities* involve leadership
skills, expertise, and data. For example, the ability to get people to work together, knowledge of the best practices for achieving change, and local health data are among the capacities needed. Some Resources and Critical Capacities are already in place and others need to be developed.

A Note about Language
Starting with the term logic model, many BHC Merced participants noted that the words and phrases used to describe the plan are unfamiliar and sometimes confusing. There was agreement that conducting meetings - and whenever possible providing written materials - in Spanish and Hmong in addition to English would enable all members of the BHC area to fully participate. In the Logic Model and throughout this document, an effort has been made to avoid technical terms, abbreviations, and jargon. Definitions or explanations have been included when new ideas and unfamiliar language are used. The development of a common vocabulary – including the use of terms that can be readily expressed in languages other than English – will require continued attention during current activities and future planning.

During the planning process it also became clear that the need for definitions goes beyond “translating” technical terms into plain English (and Spanish and Hmong). Going forward, it will be essential to describe what concepts such as “restorative justice” will look like when adopted in Merced County. Clarity about the use of language will help staff, grantees, and other partners understand and support the implementation of change strategies. Discussions at the Hub Committee meetings and Collaborative events, among grantees, and by the Learning and Evaluation Team (LET) are opportunities to explore how to most effectively communicate with residents, the wider community, and policymakers about the BHC Merced vision and the specific steps being taken to make it a reality.

Logic Model Update Process
Revisions to the Logic Model were made through a community input process, along with information from the BHC work in progress and the Kirwan Institute Opportunity Mapping Project, and feedback obtained from TCE statewide evaluation efforts. Due to the interest of a large number of Collaborative members and their animated discussions, the activity,
which was originally scheduled to be completed in twelve weeks, spanned more than six months. The level of detail in the plan varies by strategy and reflects the extent of participants’ familiarity and expertise with and consensus about the topics. Additional detail is expected to develop as strategies are undertaken. Whether the work is accomplished through volunteer efforts, new or existing staff, or technical assistance providers, many of the strategies will require designated funding from new grants or the redirection of existing resources.

BHC Merced is committed to engaging youth and adult residents from each of the areas while recognizing that each area is itself made up of diverse groups. For BHC Merced, diversity includes people from different economic, educational, occupational, ethnic, racial, language, or other backgrounds as well as those of different ages, genders, sexual identities and gender expression. To ensure substantial input from this broad group of stakeholders, a team of volunteers was recruited to review the existing Logic Model, consider current successes and gaps, and to propose changes to the plans for the coming two years. More than one hundred individuals – including thirty youth – participated in planning meetings. Members of the Hub, including residents from Beachwood/Franklin, Le Grand, Planada, and South Merced attended along with representatives of government systems, nonprofits agencies, faith communities, and the business sector. Of the twelve meetings that were held, three were held with Spanish-speaking residents and two were specifically convened to hear from youth. VOICES (Voices of Individuals Creating Endless Success), the BHC Merced youth group, hosted the gatherings with teens and young adults. One additional meeting brought together representatives of youth-serving organizations; more than one dozen individuals attended each meeting.

Early in the process, participants concluded that discussion of Communities Support Positive Youth Development (Priority Outcome Six) was needed before Children and Their Families are Safe from Violence (Priority Outcome Five) could be revisited. Youth Development is viewed as a crosscutting priority and the foundation of efforts to reduce violence against and by young people. The potential of youth as change agents and the community’s collective responsibilities to young people were the starting points of community discussions.

**Overarching Themes from Community Input**

Input from members of the BHC Collaborative, along with the efforts of BHC and California Endowment staff and an external consultant, resulted in a revised plan that reflects mutual understanding that health happens in schools, in neighborhoods, and with prevention
through high quality health care and health-promoting community conditions. Some Targeted Changes and Strategies are designed to:

- Promote school health and safety;
- Improve school climate; and
- Provide support for youths’ health, development, and educational success.

Others focus on positive neighborhood changes to be accomplished by:

- Cultivating youth-friendly and health-promoting land use;
- Improving community safety through a focus on prevention, reconciliation, and reintegration;
- Improving access to healthy foods; and
- Increasing transportation options.

The focus on prevention includes:

- Integration of mental health with other primary health care; and
- Promotion of a “health in all policies” approach, that is, the recognition that many public decisions have implications for community health.

BHC Merced partners are also committed to increasing the number of residents with access to high quality care because of health insurance obtained through the Affordable Care Act (ACA).

While much progress has been made in the first three years of BHC, there is a continuing need for education of community members, organizational partners, and civic leaders to build a shared understanding of the social and other environmental factors that prevent progress towards a Healthy Merced. This Logic Model update process confirmed that the promise of improving the health of the BHC communities relies on building a well-informed, highly skilled cadre of participants, who share a thorough understanding of local conditions that promote or hinder health, and a commitment to pursuing best practices in systems changes and policy interventions. Planning discussions established consensus that:

- BHC must provide opportunities for information sharing, training, and participation with regard for the diverse language, literacy, and other needs of the members of Merced’s multi-ethnic community;
- Building trusting and collaborative relationships across those diversities, and between residents, professionals, and policymakers is essential;
- The selection of BHC activities must be shaped by the experiences and observations of the affected residents, along with data and research, professional and institutional perspectives, and the experiences of other BHC communities;
- Increased civic participation from all members of the economically, ethnically, racially, linguistically and otherwise diverse communities within the BHC Merced areas is a priority;
- Community members must be prepared to analyze issues, develop potential solutions, prioritize, obtain resources, and organize in order to establish the political power needed to shape public policy, practice, and public spending; and
- Institutions must be prepared to engage and empower community members as full partners, and to make substantive changes in response to residents’ input.

During the planning process it was also noted that many community members face daily struggles in meeting their basic needs for shelter, healthy food, employment, education, health care, and safety. These challenges can make it extremely difficult for residents to fully participate in all BHC activities; strategies such as holding evening meetings are essential to enabling involvement. The Hub, Collaborative, and BHC staff must continue to identify and adopt practices that help residents become and remain active in all aspects of the work.

Overview of Revised Targeted Changes and Strategies

The Targeted Changes and associated Strategies for each Priority Outcome were revised to more accurately reflect the most promising approaches for improving health among residents of the BHC Merced community. Each Strategy requires a number of Resources and Capacities for its successful implementation and while some are very specific to the Strategy, there are a number of commonalities. For example, each Strategy requires a cadre of committed, informed, and organized residents who can advocate for policy and systems changes that promote health. Residents, including youth, must be engaged and build working relationships with all relevant stakeholders including:
- Grassroots, faith-based, and advocacy organizations;
- Government systems and nonprofit organizations;
- Researchers and others with formal expertise in various fields;
- Service clubs, the business community, and civic leaders; and
- Policymakers.

The BHC Merced Hub Committee provides leadership for developing a shared vision of a healthy community and encourages partners’ commitment to the efforts needed to achieve that vision. Hub members serve as ambassadors for the initiative, sharing the plans with Collaborative members, other partners and allies, the broader community, and policymakers. The Hub serves as the central table for all Collaborative stakeholders and
grantees to exchange information and identify opportunities for collective action. Such collaboration among community based organizations, governmental systems, and others who are BHC grantees, is essential. Of the more than two dozen local BHC grantees, at least fifteen are working to promote healthy youth development and another ten are working towards keeping children and their families safe from violence. In many cases, work in support of one Targeted Outcome contributes to success in another. For example, a Doctor Academy offers opportunities for high school students to prepare for college admissions, contributing to youth development. This pipeline for local youth to pursue health careers will help address the shortage of physicians and other health professionals, eventually strengthening the local health care system, which in turn is necessary for economic development. Regular meetings of grantees to facilitate collaborative efforts will facilitate the identification of opportunities to combine efforts to accomplish BHC goals and shape future planning efforts.

All BHC Merced partners and allies can play an important role in changing the broader communities’ understanding of the social and economic forces that can create and sustain a healthy Merced. BHC Merced will participate in local, regional, and statewide public information campaign to transform popular thinking about what contributes to good health (norm change) and encourage agreement that everyone one should have access to health insurance and high quality health care (a culture of coverage).

The updated Targeted Changes, along with the Strategies and Resources and Capacities needed to implement them are described below. The Targeted Changes and Strategies reflect the observations, understandings, and discussions of BHC partners and a summary of their findings is noted under each priority Outcome. The Resources and Capacities have been combined under each Strategy. Resources include people with expertise and skills; relationships among people and social networks; facilities in which to hold events and conduct programs; technology; and funding to support activities and leverage other resource. Capacities involve the leadership needed to garner the support of all stakeholders; the expertise to develop and carry out detailed action steps, adapt to changes that could affect plans, and effectively use collaborative resources; and, data and other information needed to design, implement, and evaluate BHC Merced activities. In several instances, resources and capacities are preliminary and additional resources and capacities will be identified as the work progresses. Appendix A presents the detailed Logic Model with Resources and Capacities; Appendix B is the graphic Logic Model.
Outcome Five: Children and Their Families are Safe from Violence in Their Homes and Neighborhoods

TARGETED CHANGES

(A) Reduce community violence by improving and developing partnerships between the community and criminal justice system, and increasing opportunities for community engagement.

The criminal justice system includes law enforcement agencies, district attorney and public defender offices, the courts, corrections agencies, and departments of parole and probation. The juvenile justice components of the system typically work with youth under the age of eighteen.

Input from participants in the update process:

- Youth and adult residents have first-hand knowledge of community conditions, needs, and assets. They can make valuable contributions to designing and implementing positive changes at the individual, community, organizational, and policy levels.
- Residents do not feel safe in their communities and many face barriers in accessing assistance from government systems.
- Cultural differences including ethnicity, race, language, economic background, and other factors can hinder communication and relationships between community members and professionals. These barriers result in unequal treatment of community members, and limit the effectiveness of law enforcement efforts.
- Community policing, restorative justice, and gang prevention / intervention require effective partnerships between law enforcement agencies and the juvenile justice system; communication and cooperation is not always evident.
- People recently released from jail (re-entry youth and young adults) have immediate needs such as employment, housing, and health/mental health care. Community engagement is a way of connecting them with people in their neighborhoods who are working with organizations to take care of issues that impact them. Helping re-entry youth and adults build relationships with others in their neighborhoods is a way to encourage them to become part of the community again.
- Gang recruitment and violence are serious community problems that require a sense of joint responsibility and a coordinated, community-wide response.
• Crime in public spaces such as parks prevent youth and adult residents from engaging in healthy social and physical activities. Community members want to walk, bike, use public transportation, and enjoy parks and other public space. Safe public spaces strengthen communities and change neighborhoods into vibrant places.

Strategy 1: Improve communication and trust, and expand collaborative partnerships between residents, community groups, and the criminal justice system.

In community policing, law enforcement professionals are assigned to a particular neighborhood or area so they can get to know and collaborate with residents to improve community safety and reduce crime.

Resources and Capacities already in place to support implementation:
  o Hub Committee and engaged Collaborative members
  o Existing relationships among stakeholders
  o Trained interpreters, translators, and culture brokers to facilitate communication including gaining input and sharing information
  o Merced Community Violence Intervention and Prevention Task Force (ComVIP)
  o Existing Neighborhood Watch programs
  o Public meeting space
  o Expertise of community-based organizations (CBOs), technical assistance (TA) providers, and advocacy groups
  o Community crime data from Kirwan Institute Opportunity Mapping Project and local law enforcement

Resources and Capacities to be identified, secured, and/or developed:
  o Criminal justice system representatives on BHC Collaborative
  o Network of residents and criminal justice system partners
  o Funding to organize collaborative partnership meetings
  o Training/expertise for law enforcement (including street gang investigators & supervisors) in:
    - cross-cultural sensitivity, including cultural competence and understanding
    - community policing, especially in communities of color
    - youth gang prevention and intervention strategies
    - empathy
- community engagement (e.g., gathering and responding to community input)
  - Training/expertise for residents in:
    - community organizing
    - facilitation for conflict resolution
    - starting new Neighborhood Watch programs
  - Updated, expanded community crime data

Sources for additional information include the American Bar Association “Building Community Trust” curriculum.

Strategy 2: Mobilize the community to work with the local criminal justice system to prevent and suppress gang violence.

Resources and Capacities already in place to support implementation:
- Hub Committee and engaged Collaborative members
- Existing partnerships with the criminal justice system
- Merced Community Violence Intervention and Prevention Task Force (ComVIP)
- Community crime data from Kirwan Institute Opportunity Mapping Project and local law enforcement

Resources and Capacities to be identified, secured, and/or developed:
- Criminal justice system representatives on BHC Collaborative
- Network of residents and criminal justice system partners
- Funding to organize collaborative partnership meetings
- 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 strategies for residents, faith-based groups, schools, and law enforcement/juvenile justice
- Funding for research and training
- Updated community crime data

Sources for additional information include the National Criminal Justice Reference Service “Mobilizing Communities to Address Gang Problems”.

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**Strategy 3**: Establish restorative justice principles and programs in the juvenile justice system.

*Restorative justice is a way to repair the harm caused when a crime is committed. Crime harms the person(s) suffering the crime (victims) as well as the community. Restorative justice gives the victim an opportunity to tell the person who committed the crime (offender) how the crime hurt them. This helps offenders understand the impact of the crime, take responsibility for what they have done, and repair that harm.*

Resources and Capacities already in place to support implementation:
- Hub Committee and engaged Collaborative members including youth and adult residents, faith-based groups, and schools
- Existing restorative justice programs in local schools

Resources and Capacities to be identified, secured, and/or developed:
- Criminal justice system representatives on BHC Collaborative
- Network of residents and criminal justice system partners
- Funding to organize collaborative partnership meetings
- Shared community vision for restorative justice
- Training/expertise in restorative justice, best practice models from other communities with youth gang issues

Sources for additional information include the federal Office of Juvenile Justice and Delinquency Prevention (OJJDP), specifically the Comprehensive Gang Model; Edutopia; Fix School Discipline; Restorative Justice for Oakland Youth; and the MacArthur Foundation Research Network on Adolescent Development and Juvenile Justice.

**Strategy 4**: Connect re-entry youth/young adult populations to opportunities for community engagement and support that fosters their development and reduces recidivism.

Resources and Capacities already in place to support implementation:
- Hub Committee and engaged Collaborative members
- Expertise of community-based organizations, professional organizations, technical assistance providers, and advocacy groups

Resources and Capacities to be identified, secured, and/or developed:
- Criminal justice system representatives on BHC Collaborative
Network of residents and criminal justice system partners
- Funding to organize collaborative partnership meetings
- Shared vision of successful re-entry
- Committed group of providers and employers to provide re-entry services including educational programs, and health and mental health/substance abuse recovery care
- Data on re-entry efforts and recidivism

Sources for additional information include the San Francisco Foundation and the Annie E. Casey Foundation.

**Strategy 5**: Improve communication between law enforcement and juvenile justice to build collaboration, and strengthen the sharing and maximizing of available resources.

Resources and Capacities already in place to support implementation:
- Merced Community Violence Intervention and Prevention Task Force (ComVIP)
- Community crime data from Kirwan Institute Opportunity Mapping Project and local law enforcement
- Technology to share data

Resources and Capacities to be identified, secured, and/or developed:
- Commitment of criminal justice system leadership
- Process to develop collaborative efforts

**Strategy 6**: Engage youth and adult residents in collaborative efforts to transform public places into healthy and non-violent environments.

Resources and Capacities already in place to support implementation:
- Hub Committee and engaged Collaborative members including youth and adult residents and community organizing groups
- Existing efforts to reclaim public space and advocate for community-friendly land use policies
- Residents who walk or ride bikes to work, or use public transportation
- Small businesses in neighborhoods and downtown
- Bike lanes, walkways, and parks

Resources and Capacities to be identified, secured, and/or developed:
- Network of residents and public agency partners
- Funding to organize collaborative partnership meetings, trainings
- 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 policymakers about and advocate for preferences for neighborhood growth/development

*Sources for additional information include the National Center for Victims of Crime, specifically the Teen Action Toolkit: Building a Youth-led Response to Teen Victimization.*

(B) **Strengthen opportunities for partnerships among the community, parents/guardians and students, schools and educational systems, and community-based organizations (CBOs).**

*Input from participants in the update process:*
- *Student success is a result of collaborative effort among student, parents, educators, the community, and youth-serving organizations.*
- *Youth are successful in school when the school environment is safe and they have the collaborative support of caring adults including parents/guardians, educators, and other adult allies.*
- *A positive school climate contributes to improved attendance, motivation to learn, academic achievement and well-being. A positive school environment is more than the absence of bullying or other forms of violence – it means all students are regarded with respect. A restorative discipline approach recognizes that punitive disciplinary strategies are counterproductive and instead hold students responsible and accountable for their behavior, helps prevent further behavior problems, and supports all students in meeting their full potential.*

**Strategy 7:** Improve communication, engagement, and trust between schools and parents/guardians, students, community members, and community groups through increased cultural understanding.

*Resources and Capacities already in place to support implementation:*
- Hub Committee and engaged Collaborative members
- Certified trainers in interethnic relations

*Resources and Capacities to be identified, secured, and/or developed:*
- Network of residents and public agency partners
- Funding to organize collaborative partnership meetings, trainings
- Shared understanding of culture diversity of the multi-ethnic Merced community
- Training/expertise in cultural diversity, cross-cultural communication, and role of culture in student success

*Sources for additional information include the National Education Association and the Center for Partnering for Student Success.*

**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.

Resources and Capacities already in place to support implementation:
- Hub Committee and engaged Collaborative members, particularly parents/guardians and supportive educators
- Training for parents in working with schools to increase student success and positive school climate
- Successful models from other communities

Resources and Capacities to be identified, secured, and/or developed:
- Network of residents and public agency partners
- Funding to organize collaborative partnership meetings, trainings
- 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.

Resources and Capacities already in place to support implementation:
- Hub Committee and engaged Collaborative members
- Training in restorative discipline for youth, parents, and educators

Resources and Capacities to be identified, secured, and/or developed:
- Network of residents and public agency partners
- Funding to organize collaborative partnership meetings, trainings
- Shared understanding of relationship between school climate and student success, and of restorative discipline
- Training/expertise in promoting positive school climate and implementing restorative discipline
- Analysis of existing school policies that need to change

Sources for additional information include the Kansas State Department of Education, the University of South Carolina, the American Educational Research Association, the National Parental Information and Resource Centers (PIRCs), and Mexican American Legal Defense and Educational Fund (MALDEF).

(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.

Resources and Capacities already in place to support implementation:
- Hub Committee and engaged Collaborative members
- Certified trainers in interethnic relations

Resources and Capacities to be identified, secured, and/or developed:
- Leadership from residents, faith-based, nonprofit, and public agencies
- Funding to organize collaborative partnership meetings, trainings
- Shared understanding
- Trainings in the structural causes of disparate outcomes and inequitable opportunities
- Expertise and training in youth gang intervention and prevention strategies

Sources for additional information include the Kirwan Institute, Everyday Democracy, and the California Department of Public Health, Health in All Policies program.

Strategy 11: Increase the participation and voice of diverse residents in the public systems and agencies that represent and serve them.

Resources and Capacities already in place to support implementation:
- Hub and BHC Collaborative
- Certified trainers in interethnic relations
- Expertise of community groups, nonprofit organizations, and public agencies
Resources and Capacities to be identified, secured, and/or developed:
- Leadership from residents, faith-based, nonprofit, and public agencies
- Funding to organize collaborative partnership meetings, trainings
- Shared understanding of the value of resident engagement in policy making
- Training/expertise in methods for public participation

Sources for additional information include the International Association for Public Participation (IAP²), International City and County Managers Association (ICMA), Institute for Local Government (ILG), Local Government Commission (LGM), National Civic League, and National Institute for Civil Discourse.
Outcome Six: Merced Communities Support Healthy Youth Development

TARGETED CHANGES
(A) Increase youth empowerment through meaningful partnerships with adults and inclusion in community decision-making.

Input from participants in the update process:
- Youth need opportunities to engage and participate in decision-making that impacts their educational and life successes.
- Youth can make valuable contributions to public policy deliberations and decisions when adults understand and governmental practices accommodate their developmental needs.
- Gaining authentic youth perspectives and ensuring youth voice requires specific skills and changes in organizational policies and practices.
- Youth need places to meet that demonstrate respect for them, and reflect youth development principles.
- Youth need health-promoting environments, including increased access to healthy foods and reduced exposure to unhealthy options.
- Public resources, such as school grounds, should be equitable in all communities and fully utilized.

Strategy 1: Encourage all levels of local government to promote youth input, civic participation, and leadership by embedding youth development principles in advisory board policies and practices.

Resources and Capacities already in place to support implementation:
- Hub Committee and engaged Collaborative members
- Models of successful inclusion in local boards and from other communities
- Existing collaboration of youth development organizations

Resources and Capacities to be identified, secured, and/or developed:
- Leadership from residents, faith-based, nonprofit, and public agencies
- Funding to organize collaborative partnership meetings, trainings
- 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.

Resources and Capacities already in place to support implementation:
- 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
- Models of successful inclusion in local boards and from other communities

Resources and Capacities to be identified, secured, and/or developed:
- Leadership from residents, faith-based, nonprofit, and public agencies
- Funding to organize collaborative partnership meetings, trainings
- A shared community vision for 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
- Training and for youth to support engagement, civic participation, and leadership
- Training and support for parents and other concerned adults to strengthen relationships with youth
- Training/technical assistance for youth-serving organizations to improve/embed effective youth development, engagement, and empowerment principles/practices
- Assessment of public and other youth-serving organizations current use of practices that ensure positive youth development, engagement and empowerment
- Inventory of existing and potential opportunities for youth to serve on decision-making bodies

*Sources for additional information include The Forum for Youth Investment and Everyday Democracy.*
**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.

Resources and Capacities already in place to support implementation:
- Hub Committee and engaged Collaborative members
- Local youth and community organizing partners
- Technical assistance supporting youth and adult resident engagement
- Expertise/support from community based organizations, professional organizations, and advocacy groups

Resources and Capacities to be identified, secured, and/or developed:
- Central meeting/convening place for youth and residents that reflects youth development principles and respect
- 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

**Strategy 4:** Establish and support collaborations that produce meaningful adult/youth partnerships that provide shared learning experiences supportive of healthy youth development.

Resources and Capacities already in place to support implementation:
- Hub Committee and engaged Collaborative members
- Community groups and coalitions providing presentations on health topics
- Expertise/support from community based organizations, professional organizations, and advocacy groups
- Outreach to residents and youth to participate regularly on public advisory committees

Resources and Capacities to be identified, secured, and/or developed:
- Leadership from residents, faith-based, nonprofit, and public agencies
- Funding to organize collaborative partnership meetings, trainings
- 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
- 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.

Resources and Capacities already in place to support implementation:
- Hub Committee and engaged Collaborative members
- Increasing recognition of importance of youth development principles

Resources and Capacities to be identified, secured, and/or developed:
- Leadership from residents, faith-based, nonprofit, and public agencies
- Funding to organize collaborative partnership meetings, trainings
- 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.

Resources and Capacities already in place to support implementation:
- Hub Committee and engaged Collaborative members
- Public buildings and parks
- Existing collaborative partnerships
- Expertise/support from community based organizations, professional organizations, and advocacy groups
Resources and Capacities to be identified, secured, and/or developed:
  o Leadership from residents, faith-based, nonprofit, and public agencies
  o Access to spaces to conduct activities and meetings
  o Strong resident base in the 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 access consistent and accurate information and services.

Resources and Capacities already in place to support implementation:
  o Hub Committee and engaged Collaborative members
  o Expertise/support from community based organizations, professional organizations, and advocacy groups

Resources and Capacities to be identified, secured, and/or developed:
  o Leadership from schools, health care providers, and behavioral health providers
  o Funding to organize collaborative partnership meetings, trainings
  o Training and education for the community in the social determinants of health
  o Expertise in the social determinants of health
  o Expertise in developing cross-system partnerships
  o On-going improvement 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.

Resources and Capacities already in place to support implementation:
  o Hub Committee and engaged Collaborative members
  o Evidence-based programs (e.g., MCOE Caring Kids)
  o BHC Partners increasing engagement and advocacy
  o Expertise/support from community based organizations, professional organizations, and advocacy groups

Resources and Capacities to be identified, secured, and/or developed:
  o Leadership from residents, faith-based, nonprofit, education and other public agencies
  o 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.

Resources and Capacities already in place to support implementation:
- Hub Committee and engaged Collaborative members
- Supportive school-based models of restorative discipline
- Restorative discipline policies that fully integrate restorative practices throughout its discipline policy

Resources and Capacities to be identified, secured, and/or developed:
- Leadership from residents, faith-based, nonprofit, education and other public agencies
- 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 and land.

Built environment refers to the physical surroundings such as buildings (for example, schools, libraries, and stores), parks, roads, sidewalks, bike paths, and other infrastructure such as water supply. Decisions about land use affect access to healthy food, recreation and open space, transportation options, and air and water quality.

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, transportation needs that support youth development.

Resources and Capacities already in place to support implementation:
- Hub Committee and engaged Collaborative members
- BHC Partners expertise and experience
- Increased engagement of community members who actively achieve community health improvements and active participation by residents in land use and planning processes
- Expertise/support from community based organizations, professional organizations, and advocacy groups
- Outreach to residents and youth to participate regularly on public advisory committees

Resources and Capacities to be identified, secured, and/or developed:
- Leadership from residents, faith-based, nonprofit, education and other public agencies
- 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

**Strategy 11:** Promote joint use of public buildings (such as schools and civic centers) for programs that support youth development and community health.

*Joint use policies make schools and other public facilities available to the community, increasing the opportunities for recreation and other activities.*

Resources and Capacities already in place to support implementation:
- Hub Committee and engaged Collaborative members
- Relationships with educational and municipal partners
- Public buildings and spaces
- Expertise of partners and knowledge of model strategies

Resources and Capacities to be identified, secured, and/or developed:
- Leadership from residents, faith-based, nonprofit, and public agencies
- 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.

Resources and Capacities already in place to support implementation:
- Hub Committee and engaged Collaborative members
- Expertise of partner and knowledge of model strategies
Resources and Capacities to be identified, secured, and/or developed:
  o Leadership from residents, education and other public agencies
  o Data/assessment of current policies
  o Policymakers education regarding best policies/practices
Outcome Eight: Community Health Improvements are Linked to Economic Development

TARGETED CHANGES
(A) Increase community-business development partnerships that improve access to healthy foods in communities and schools.

Input from participants in the update process:

- Improving access to healthy foods by increasing access to neighborhood grocery stores requires technical assistance and capital investment.
- Access to healthy foods can be improved through farmers markets, community gardens, and farm-to-school partnerships. Farmers, communities, and school districts are interested in collaborative approaches but need technical assistance.

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.

CAFWF is a public-private partnership loan fund that finances grocery stores and other forms of fresh food retail and distribution in underserved communities throughout California.

Resources and Capacities already in place to support implementation:
- Successful California FreshWorks models from other communities

Resources and Capacities to be identified, secured, and/or developed:
- 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.

Resources and Capacities already in place to support implementation:
- Successful examples/models for sustainable farmers market
- Active/successful community gardens
- Local agri-business that invests in school partnerships
- Local interest in establishing/ expanding markets, gardens, and partnerships
Resources and Capacities to be identified, secured, and/or developed:
  o Technical expertise in identifying, planning, and implementing models
  o 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.**

*Input from participants in the update process:*
  - Lack of awareness about sources of capital investment limits business development.

**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.

*Impact investments* are investments that are made with the intention of generating positive social and environmental impact and a rate of return. They combine the goal of grants, which are designed to maximize social benefits with conventional investments that seek to maximize financial returns.

Resources and Capacities already in place to support implementation:
  o Existing and emerging TCE Impact Investing Opportunities

Resources and Capacities to be identified, secured, and/or developed:
  o Partnerships with business/development networks

**(C) Increase educational opportunities for youth pursuing careers in the medical professions.**

*Input from participants in the update process:*
  - Youth from the Central Valley are underrepresented in the health professions. Additionally, the valley suffers from a shortage of health care providers, particularly primary care providers.
  - Research suggests health professionals are more likely to return to their home communities to practice. Encouraging interested and qualified students to become health professionals could help correct the inequities and local shortages.
**Strategy 4:** Support the establishment of and student participation in educational pathway programs that prepare youth for careers as physicians, pharmacists, and dentists.

Resources and Capacities already in place to support the implementation:
- Technical support from groups such as the Doctors Academy, UCSF Fresno/Latino Center for Medical Education and Research
- Expertise from local models
- Merced County P-16 Education and Community Council

Resources and Capacities to be identified, secured, and/or developed:
- School district(s) committed to establishing a program
- Funding
- Student recruitment

**Strategy 5:** Educate small businesses about options and resources available to support increased health access and workforce wellness.

Resources and Capacities already in place to support the implementation:
- Mental Health America of the Central Valley (MHA CV), California Mental Health Services Authority (CalMHSA), Working Well Initiative
- HealthCare.gov (Affordable Care Act online)
- Merced County Health Care Consortium
- Other ACA business education resources and local partners
- Foundation funding for community based partners

Resources and Capacities to be identified, secured, and/or developed include:
- Forum for collaboration and coordination
- Continuing education for small businesses on ACA provisions including health care coverage and opportunities to promote wellness

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**An estimated 50,700 Merced residents lack health care insurance. Nearly 42,000 individuals may be eligible for coverage through the Covered California health exchange, Medi-Cal, or employer-based coverage in January 2014.**

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Measuring Progress, Learning from Experience

The Logic Model is an evolving plan intended to be refined, revised, and updated on an annual basis. In the coming year, the completion of evaluation activities will provide valuable insights into the collective success of BHC Merced activities. The lessons learned will help the Hub and Collaborative members adjust planned activities and develop additional action steps as needed.

Local evaluation activities include a community-based participatory research project convened by the Center for Public Policy Studies at California State University, Stanislaus. This work will be done by the Learning and Evaluation team (LET), which includes university researchers, community residents, Hub Steering Committee members, and TCE grantees. The LET will also complete a Collaboration Assessment, and statewide evaluators will conduct the annual Advocacy and Resident-Driven Organizing Inventories. The learning will be incorporated into the continuous improvement of BHC activities and contribute to the next Logic Model update in 2014.