



# Fresno Building Healthy Communities

## Community Action Plan & Logic Model

Priority Outcomes and Strategies for 2013 - 2016



Submitted to:  
The California Endowment Program Officer  
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### ATTACHMENTS

- A. Fresno BHC Logic Model
- B. Detailed Logic Model for Outcome 1: All children have health coverage
- C. Detailed Logic Model for Outcome 4: Land use and built environment
- D. Detailed Logic Model for Outcome 5: Reducing youth violence and safety
- E. Detailed Logic Model for Outcome 6 & 7: Healthy youth development
- F. Summary of Logic Model Sessions

# Fresno Building Healthy Communities Community Action Plan & Logic Model

## Summary

Central, Southeast, and Southwest Fresno is one of 14 communities statewide that are part of a 10-year strategic place-based Building Healthy Communities initiative funded by The California Endowment (TCE) since 2010. This report outlines the components of a revised Community Action Plan and Logic Model for Fresno Building Healthy Communities (Fresno BHC) Hub that was developed in partnership with residents, youth, community partners, advocates and civic leaders from Central, Southeast, and Southwest Fresno. The Building Healthy Communities initiative is designed to improve the physical, social and economic environments including improved service delivery through policy and system changes that support opportunities for healthier living and healthy behaviors.

This Community Action Plan is a living document that is largely informed by the community and is intended to provide recommendations for the Fresno Building Healthy Communities collaborative implementation during the next three years (2013-2016). The plan outlined in this document includes specific change strategies (advocacy activities) designed to change local organization, policy and system changes that will result in healthier homes, schools and neighborhoods. The work supports The California Endowment's *Health Happens Here* campaigns (HHH) in Schools, Neighborhoods and Prevention. The attached Logic Models (Attachments A-D) outline the various components: resources and critical capacities, both "in place" and "needed", change strategies, and targeted changes which outline the 'roadmap' for Fresno BHC's future community change efforts.

### Part I. Fresno Building Healthy Communities Site Context

#### Demographics Characteristics of BHC Target Area "The Place"

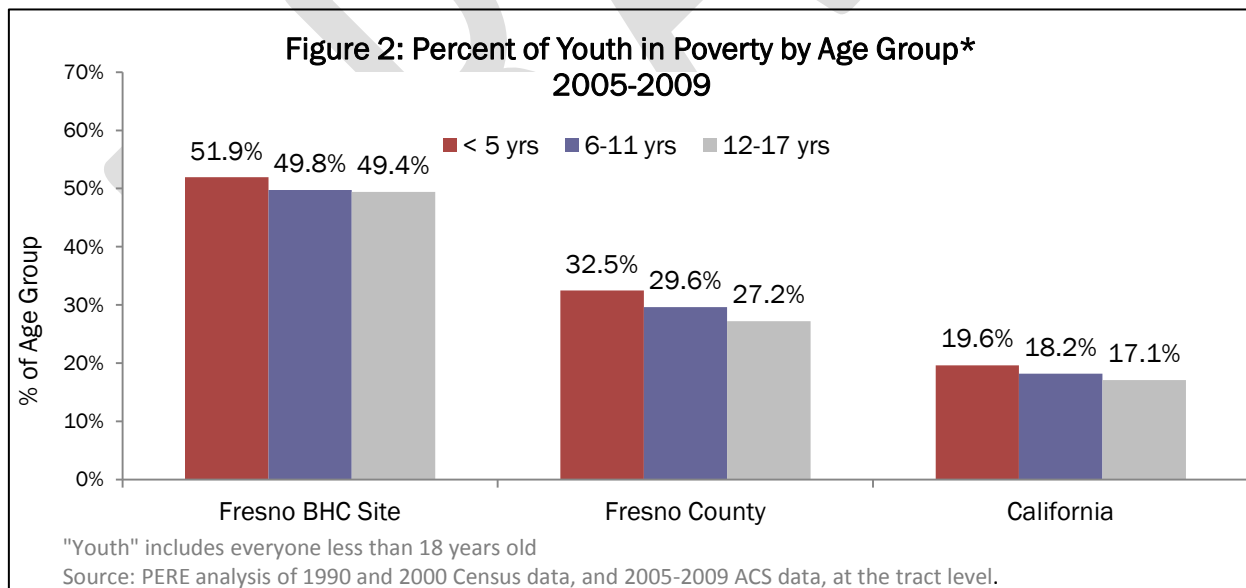
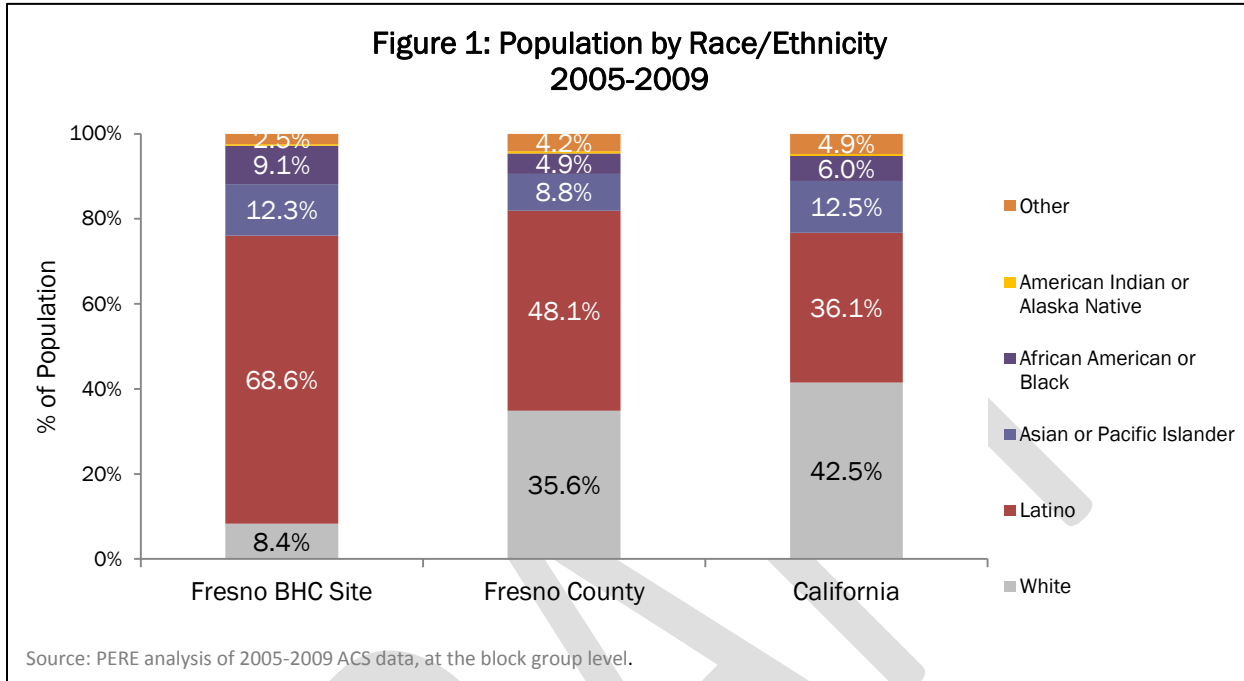
Central, southeast, and southwest Fresno, referred to from now as "The Place" is the target zone (defined by U.S. Census Block Groups) for Fresno BHC and the home of nearly 90,000 diverse community residents that represent 22% of the city's population<sup>1</sup>. Residents from "The Place" represent three major racial/ethnic groups, Hispanic/Latino (68.7%), Asian (12.9%), and African American (9.2%)<sup>1</sup>. According to projections from the U.S. Census Bureau, the racial and ethnic makeup of residents from the "BHC Place" represent California's demographic future in which Hispanic/Latinos represent the largest racial/ethnic group (See Figure 1). Fresno BHC "Place" has a much younger population (35% are youth under age 18) as compared to the City (30.1%)<sup>1</sup>. This is supported by the fact that Fresno BHC population has a higher dependency ratio<sup>2</sup> (75%) as compared to the County and State (67% and 58%, respectively). Additionally, there is a significantly large foreign-born immigrant population residing within central, southeast, and southwest Fresno (33.2%) as compared to Fresno County (21.5%) and State (26.8%)<sup>1</sup>.

Central, southeast, and southwest Fresno faces many challenges including high rates of poverty, low educational attainment levels and obesity rates that surpass County and state averages. The percent of the population living below 150 percent of the federal poverty line (FPL) is twice as high (58.1%) as the state (22.9%) and County (33.9%)<sup>1</sup> (see Figure 3). Youth under the age of 18 are living in poverty at extremely high rates when compared to the County and State. One in every two youth residing in the Fresno BHC site lives below the federal poverty level. Sadly though, poverty hits the youngest

<sup>1</sup> U.S. Census Bureau, PERE Analysis, American Community Survey, 2005-2009

<sup>2</sup> Dependency ratio is the population below age 18 and above the age of 64 as a share of the working age population (ages 18-64).

population the hardest, children under the age of five (51.9%) are more likely to live in poverty compared to children 5 and above (See Figure 2)<sup>1</sup>. Lack of educational attainment makes it difficult for adults (68% of residents in The Place have less than an Associate’s Degree) to have access to higher wage jobs. The high unemployment rates (15% in The Place) and more than 29,000 people unemployed in the City of Fresno and 58,500 in the County<sup>3</sup> also exacerbates the problem and further pushes people,



children and families into poverty. Health is yet another challenge facing residents of the Fresno “BHC Place”. For example, children and individuals who live in Fresno County are exposed to environmental pollutants including poor air quality. Overexposure to environmental hazards is a common experience

<sup>3</sup> Fresno County Employment Development Department

for residents in Southwest Fresno which face some of the worst health hazards in the County and the State. Research shows that a person's zip code and not their DNA (genetics) has a profound impact on their life expectancy and directly influences whether the individual is healthy or unhealthy<sup>4</sup>.

### **Progress Made to Advance Policy and System Changes in Fresno**

Early this year, Fresno BHC Hub collaborative organizations participated in a TCE cross-site assessment designed to learn about progress BHC sites were making toward advancing policy and systems changes. Fresno BHC reported on its three most advanced policy or system change goals that impacted city and district-level policies. Representatives from BHC *Health Happens in* Neighborhood and School teams participated in this assessment via an in-person discussion facilitated by the Hub Evaluation & Learning Specialist. The following summary represents the progress made to advance policy and system changes in Fresno:

*Health Happens in Schools:* The Schools team has made a lot of progress in terms of policy and systems changes at the district level by advocating for improved school climate through the adoption of a Restorative Justice policy within Fresno Unified School District. The campaign began in 2010 with a group called, Students United to Create a Climate of Engagement Support and Safety (SUCCESS) led by youth and adult allies. The group conducted extensive research about how harsh disciplinary practices were impacting youth through focus groups and by collecting youth testimonies to document that a large percentage (29%) of total school suspensions were attributed to “willful defiance”, an overly broad and highly subjective category that includes “disrupting school activities or otherwise willfully defying the valid authority of school staff”<sup>5</sup>. SUCCESS and its adult allies advocated for a restorative justice resolution to be adopted by the Fresno Unified School District (FUSD) Board to improve disciplinary practices and ultimately reduce the number of suspensions and expulsions in the district. In May 2013, the Board adopted the resolution brought forth by youth from the SUCCESS team and the district has promised to allocate adequate funds for the implementation of the policy district-wide beginning school year 2013-2014. The group continues to advocate for the inclusion of community resident and youth input during the development of policies and procedures to enforce it.

*Health Happens in Neighborhoods: Land use:* In October 2012, the Neighborhoods Action Team achieved a land use policy level change led by a multi-lingual/multi-cultural group of community and faith based organizations provided education and empowerment training to resident leaders to better understand Fresno's general planning process. Community residents were successful in advocating for the City to adopt a 2035 General Plan alternative which concentrates the City's economic investment in the oldest neighborhoods rather than continued developer influenced city sprawl. The advocacy training that prepared and empowered resident leaders to understand city planning processes, many of whom had never been exposed to prior to their participation in BHC, utilized the People Improving Communities through Organizing (PICO) model which brings people together based on values and relationships rather than issues alone. The group formulated a values statement based on what they believe should be included in any general plan. Fresno Leaders Advocating for Regional Equity or FLARE, is the new name for the Outcome 4 partners who collectively advocate for the implementation of a health-promoting Alternative Plan A while holding city leaders accountable to making decisions that prioritize Fresno's oldest neighborhoods.

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<sup>4</sup> Place Matters, Joint Center for Political and Economic Studies, 2010.

<sup>5</sup> Children Now Policy Brief. May 2013. Restorative Justice Practices: How Fresno Unified School District Can Boost Student Attendance, Improve Graduation Rates, and Increase Funding.

*Health Happens in Neighborhoods: Reducing Youth Violence:* BHC partners working on reducing youth-related violence have also made some progress toward a system level change at the city level within the law enforcement system. Promoting positive community relations and communication between youth and law enforcement has been the work of a newly created position within Fresno Police Department entitled Youth Liaison Officer (YLO). The position falls under the Youth & Law Enforcement Alliance and it actively engages youth in dialogue about youth and law enforcement perceptions. Currently, the YLO law maintains a youth council which includes young people including boys and men of color and has also helped to coordinate trainings for School Resource Officers about evidence-based youth standards of practice.

*Health Happens with Prevention:* Although the Prevention team did not participate in the cross-site policy advocacy assessment during this reporting period, it should be noted that with the passage of the new health care reform law (Affordable Care Act), Fresno BHC's *Health Happens with Prevention* team will continue to focus their efforts to increase health coverage among all eligible, uninsured children, families, and single male adults. In addition, the team will advocate to ensure there is a coordinated safety net that will address the health care needs of the remaining uninsured (see Outcome 1: Change Strategy 1.1).

## Part II. Community Action Plan Revision Process

The Community Action Plan revision process was informed by Fresno BHC Hub Committee, Hub Manager and BHC grantees. The process began with an intentional focus on engaging additional community partners, residents and young people to provide valuable feedback on needs and priorities, potential solutions that will help achieve Fresno BHC's Priority Outcomes/Goals. From the beginning, community gatherings, All BHC quarterly meetings, action team logic model sessions, focus groups and a youth forum were planned as opportunities to hear directly from the community and youth about their local experiences, perspectives and ideas regarding issues pertaining to schools, neighborhoods and health care. The number of youth who participated in various community meetings throughout the last six months is indicated by the estimated participation of 70 youth and 209 residents including 144 Spanish-speaking, 41 Mixteco-speaking, 24 Hmong-speaking (see Appendix A: Process and Timeline). The BHC action teams provided reflection and relevance to the change strategies from the original Logic Model developed in 2010. Worksheets, small group discussion guidelines and oversized visuals of the original BHC Logic Model components were prepared for each Priority Outcome and Health Happens Here campaign. These tools were adapted for each meeting accordingly and were helpful in stimulating conversations about existing community strengths and opportunities as well as possible solutions to common problems related to schools, neighborhoods and health care.

Fresno BHC Hub relied heavily on grantees and partners to help facilitate cultural, language and age appropriate small group discussions to gather community needs, concerns, and possible solutions to common problem. A total of 11 community events, focus groups, All BHC Quarterly meetings including a youth forum provided an opportunity to create a safe space for residents and youth to engage in discussions about community needs, priorities and possible solutions to common problems. The recommended change strategies in this Community Action Plan were derived from the feedback gathered throughout this process.

## Part III. Revised Community Action Plan for 2013-2016

Fresno BHC's Revised Community Action Plan outlines a collective set of change strategies and targeted changes that aim to achieve Fresno BHC's Priority Outcomes as identified by key community stakeholders during the 2009-2010 BHC planning phase. The plan was developed in partnership with residents, youth, community partners, advocates and civic leaders from central, southeast, and

southwest Fresno. The community desires to live in neighborhoods with walkable, bikable streets and access to parks that provide people of all ages opportunities to be physically active. During the Community Action Plan (Logic Model) revision process, Fresno BHC Hub staff encountered community resident and young leaders who are eager to work in partnership to make positive changes in their neighborhoods, schools and in the community to ensure future generations have a safer and healthier place to live.

#### Part IV: Health Happens Here Campaigns and Change Strategies

The change strategies outlined under each *Health Happens Here* Campaign and relative Priority Outcome/Goal highlight the recommended action steps and activities believed to achieve organizational, policy, and system changes at the local, regional and state levels. The following sections of the report describe each HHH campaign (Prevention, Neighborhoods, Schools) according to Priority Outcome/Goal, and the accompanying change strategies. Fresno Building Healthy Communities HUB proposes to implement the recommended organizational, policy and system level change strategies during 2013-2016.

#### Health Happens with Prevention



**Priority Outcome #1: All children have health coverage**

**Big Result #1: All children have a health home**

**Overview:** This campaign is focused on the implementation of the Affordable Care Act (ACA) otherwise known as Obamacare by enrolling thousands of uninsured children, adults, single males in affordable coverage and by pursuing the opportunities created by the law to expand prevention.

Most children living in the “BHC Place” and in Fresno County have health insurance whether it is public, private or employer-based coverage, (96%). Unfortunately, when broken down by race and ethnicity, significantly more African-American children (14%) lack health insurance than Latino (5%), Asian-American (>1%) and White children (>1%) in Fresno County (*Children Now, Fresno County Scorecard, 2010*). Strategies aimed at improving outreach and enrollment activities can be effective in reaching the nearly 30.4% of the estimated population of people between the ages of 0 to 64 who reported being without health insurance coverage in 2009 (UCLA CHIS, 2009) and reside in “The Place”.

The following change strategies for this outcome were largely informed by the prevention team (BHC partners), community residents and youth who participated in the various meetings and community events. The recommended strategies highlight four areas of focus: using data to inform, increasing access to health coverage options, increased awareness of health care (ACA) and school health linkages that support strategic collaboration and coordination between health care provider agencies, community and faith based organizations, schools and social service agencies. The attached Logic Model (Attachment A) for Prevention: Outcome 1 describes the various resources and critical capacities and relevant data needs that support the recommended strategies.



## **Change Strategies for Priority Outcome 1: All Children have health coverage**

### **1.1 Communities mobilize for grass-roots level advocacy, identify community-level indicators and use data to inform decision makers to advocate for the reduction of health disparities.**

Grassroots-level mobilization of residents and community organizers to advocate for transportation, quality of care, inconsistent/ conflicting eligibility for the reduction of health disparities and changing organizational, policy, system to improve service delivery in health care. The Prevention team partners highly emphasized the value of having access to reliable, accurate community-level health data that will further support evaluation activities that assess progress toward Priority Outcome 1. Existing public health data as well as collection of patient/client satisfaction surveys can be used by health advocacy groups and organizations to collectively analyze and inform decision makers to support policies that focus on prevention and improve health care delivery services.

This strategy builds upon the following **community strengths** and **opportunities**:

- BHC Prevention team is largely represented by community based organizations that provide culturally and linguistically appropriate health enrollment services for children and families. The group considers the use of data as a crucial resource that leads to informed decision-making on behalf of health care providers, community and faith-based organizations directly involved in health coverage enrollment and the delivery of care.
- BHC Prevention Team has access to a large mass of community residents who can be trained, empowered to understand data to help make a case about reducing health disparities through policy and system changes.

### **1.2 Communities advocate for health enrollment and other health care services to provide certified interpreters in multiple languages (culturally and linguistically appropriate) to families, especially monolingual immigrant groups.**

This strategy is focused on providing education and empowerment training to community residents that builds their capacity to advocate for health care services to be provided in multiple languages.

This strategy builds upon the following **community strengths** and **opportunities**:

- BHC Prevention Team, Fresno Health Care Access Partners (HCAP), County Social Services, other health care access coalitions working together as partners
- Existing organizations, agencies advocating for increased health access are gateway to health care and advocate for reducing health disparities

### **1.3 Achieve 100% enrollment for all eligible uninsured children, families, single adults, boys and men of color as a result of Affordable Care Act (ACA) by implementation of a multi-media, multi-lingual campaign and youth-driven messaging).**

The community expressed a strong desire to learn more about the Affordable Care Act and how it benefits them. This strategy will lead to increased awareness of accessible, affordable health coverage options available through ACA particularly for low-income single adults and boys and men of color. This strategy is focused on increasing health insurance enrollment through the new health care reform law (ACA). It also includes implementation of a multi-media, multi-lingual health care enrollment campaign to educate general population about ACA (including youth-driven messaging, outreach and awareness strategies). Peer-to-peer health education models to advocate and raise awareness among adults and youth to advocate for health enrollment, disease prevention and other health care access issues (including mental and behavioral health) are all part of adult and youth-driven messaging.



**1.4 Increase health care insurance enrollment for school-aged children and families via school portals to support the physical, social and emotional health of students; build coordinated structures of data sharing between schools, community based organizations, and county department of social services to identify “hot cases” or uninsured children.**

This strategy will lead to increased enrollment for school-aged children and families in health care insurance through improved coordination with schools and community based organizations to make sure all eligible children have coverage.

This strategy builds upon the following **community strengths** and **opportunities**:

- The recent passage of the new health care reform law (Affordable Care Act) is an integral part of this strategy and the work of the Prevention Team overall will improve collaboration among advocacy groups and organizations to increase health insurance enrollment for all eligible children, adults and families.
- Existing resources and critical capacities in place include the BHC Prevention Team, County Department of Social Services, Healthy Communities Access Project (HCAP), and Clinica Sierra Vista.
- Existing media partners: The kNOw Youth Media, Community Media Access Collaborative (CMAC), Center for Multicultural Cooperation CMC –provide digital storytelling and other multi-media training and support for youth and adults
- Existing statewide TCE “Health Happens with Prevention” and “Get Covered”, campaign and available resources, mailings, flyers regarding health enrollment WeConnect events and resources
- Existing Media Outlets: available through local media networks including radio through ethnic media

**1.5 Increase access to health care services through implementation and utilization of a referral portal for health care enrollment, renewals and screenings.**

The Prevention team recommended that they implement and utilize a partner referral portal for health care enrollment to monitor referrals for health screening and intake, referrals for health enrollment and renewals to ensure that partners will prevent service duplication.

This strategy is focused on improving the capacity of health provider organizations to optimize their existing resources through cross-sector collaboration and better communication among health care service providers and CBOs. With an early ACA implementation date to begin enrolling children and families into affordable health coverage, community based organizations and health enrollment service providers must strategically work together to expand their reach and “catch-all” eligible individuals before they fall through the cracks. Prevention team suggested utilizing a partner referral portal for health care enrollment to document: (a) referrals for health screening and intake; and (b) referrals for health enrollment and renewals. In addition, reviving the previous health care roundtable (collective group of service providers, CBOs and other agencies) to consistently collaborative and leverage resources to expand outreach was recommended.

This strategy builds upon the following **community strengths** and **opportunities**:

- ACA (new health care reform law) which now expands coverage to low-income individuals, single males, people with preexisting conditions and youth are able to remain on parent’s coverage until age 26

- BHC Prevention Team – includes health care providers, community and faith-based organizations with expertise in health enrollment services and health care resources.
- Existing HCAP partnership (FCETA, FIRM, Tzu Chi Foundation, CMC, etc.) and other health advocacy groups in Fresno
- CBOs with Certified Enrollment Assistors (CEAs) soon to be trained under ACA Covered California (The Exchange: marketplace)

### Measures of Progress for Prevention

According to the recommended strategies for increasing health coverage among all eligible uninsured individuals and improving access to the remaining uninsured, BHC Hub has identified sources of measures of progress that represent community level indicators which can be helpful in monitoring trends over time. The best available data for central, southeast and southwest Fresno is provided by the UCLA California Health Interview Survey who collects self-reported data regarding health care access and utilization. (see Appendix B)

#### Health Happens in Neighborhoods: Land Use/Built Environment & Reducing Youth Violence



**Priority Outcome #4: Residents live in communities with health-promoting land-use, transportation and community development.**

**Priority Outcome #5: Children and their families are safe from violence in their homes and neighborhoods.**

**Overview:** Residents desire a community with access to open, green space and vibrant parks that offer opportunities for children and families to be physically active, safe and free from violence. The Health Happens in Neighborhoods campaign focuses on impacting changes in neighborhood conditions that promote safety and health. Through organizational, policy and system changes at local, regional and state levels, Priority Outcomes 4 and 5 will lead to health-promoting environments and safer communities with opportunities for community economic development. The attached Logic Model (Attachment C) for Outcome 4: Land use and built environment describes the various resources and critical capacities that support this strategy.

**Change Strategies for Priority Outcome 4:** Residents live in communities with health-promoting land-use, transportation and community development.

**1.1 Community and faith based organizations provide culturally and linguistically competent education to diverse residents to promote broad and deep participation in short-term and long-term policy development and implementation with the goal of longer term community empowerment regarding:**

- land use decisions, zoning policies (city/county/state) and general plan issues
- various institutional policies and practices including schools, city and county
- public transportation access (including walking bridges, bikable, walkable paths).

The community expressed the need for better public transit, bikable, walkable streets that provide opportunities for children and families to be more physically active. Through cultural and linguistically competent education and empowerment training regarding city planning processes and policies, this

strategy is believed to lead to greater access to safe and complete neighborhoods with access to healthy food, open and green space, parks, public transit, bikable, walkable paths.

This strategy builds upon the following **community strengths** and **opportunities**:

- Existing community and faith based organizations with expertise in providing culturally, language and age-appropriate advocacy training around local city planning policies with a long history in the community and capacity to mobilize residents to advocate for health-promoting land use.

**1.2 Residents, neighborhood organizations, faith based groups, and CBOs organize and advocate for change in policies related to land use (city, county, schools), parks and public transportation and influence how public policies and built environments influence health outcomes such as obesity.**

The community expressed the need to build their own capacity to educate their elected officials about what it means for a city to make informed decisions about land use that create opportunities for residents to have complete neighborhoods. The targeted change that is directly related to this strategy is that land use decisions and zoning policies at the city, county, and state level are fair and result in a healthier community.

**1.3 Youth and adults are included in all local government planning decisions and city budgeting, as well as appointed to commissions, advisory groups, board and committees.**

The community supports the idea that residents and youth develop neighborhood groups of organized people with the freedom to develop their own processes and structures for collective action. This strategy will ensure that resident and youth voices are represented in local government planning decisions. Local residents and CBOs want to be educated, trained, and empowered on the issues of public safety and the fair distribution of city resources. Residents and CBOs aspire to learn how public safety decisions are made and what they can do as residents to advocate for equal and fair funding for public safety.

**1.4 Residents and youth advocate for city to provide positive opportunities that improve and beautify neighborhoods and increase neighborhood park space and activities.**

The community recommended that city agencies provide meaningful and positive opportunities for adults and youth to do neighborhood beautification projects (street and park clean-up, trash and graffiti removal, community gardens). Participants expressed a strong desire to increase the use of existing neighborhood parks and open/green space within central, southeast and southwest Fresno.

This strategy builds upon following **community strengths** and **opportunities**:

- Existing neighborhood and youth groups available through community partner organizations that serve parents and youth located in “The Place”.

**1.5 Residents, youth and CBOs are trained and mobilized to promote deep participation in policy development and implementation for improved public transportation accessibility and affordability [as it relates to the City of Fresno].**

- a. Local Public Transit System**
- b. Regional Transportation Plan (SB 375)**
- c. Bus Rapid Transit** (Fresno Area Express, also known as FAX is affordable and accessible)
- d. High Speed Rail** (available jobs provide opportunities for community economic development).

The community stated the need for affordable, accessible public transit for low-income families in Fresno who do not have a car and rely entirely on public transportation. This strategy is focused on mobilizing and empowering residents to address existing deficits in neighborhoods and advocate for improved city infrastructure that supports walking and riding bicycles to school or work (i.e. sidewalks, bus shelters, benches, bike lanes, etc.).

**Measures of Progress for Land Use**

According to the recommended strategies for addressing land use and changing the built environment, BHC Hub has identified sources of measures of progress that represent community level indicators which can be helpful in monitoring trends over time. The best available data for central, southeast and southwest Fresno comes from the UCLA California Health Interview Survey who collects self-reported data related to park and neighborhood access and safety, neighborhood cohesion and civic participation. The UC Davis Center for Regional Planning also has County and zip code level maps with data on the social and health vulnerability indices. (see Appendix B)

**Priority Outcome 5: Children and Their Families are Safe from Violence in their Homes and Neighborhoods.**

**Overview:** During the 2009 BHC planning phase, this outcome was selected as a priority area of concern among community residents and youth who expressed a strong desire to live in safer homes and neighborhoods. The last monthly public report available by the City of Fresno Police Department in December 2012 showed disproportionately arrest and crime rates in Southeast and Southwest Fresno (accounting for 40.3% and 38.5% of the citywide rates, respectively) which is due to violent crime offenses such as willful homicide, rape, robbery, and aggravated assaults. If crime is to be reduced in a community where an estimated 10,000 active gang members live within the boundaries of the “BHC Place” and likely involved in these crimes, applying a collaborative and strategic, wrap-around violence reduction approach will be key. Rooted in public health, a comprehensive violence reduction strategy focuses on prevention and intervention by addressing the root causes of violence such as lack of employment opportunities, potentially dangerous environmental factors (i.e. poor city lighting, high concentration of alcohol outlets, graffiti, gang-and other forms of criminal activity).

The change strategies for this outcome were largely informed by the violence reduction team (BHC partners), community residents and youth who participated in the various meetings and community events. The various strategies outlined below highlight three areas of focus: violence prevention, improved community development and safer neighborhoods and streets and emphasize building grassroots level mobilization and the active participation of community members (adult and youth) in decision-making processes that relate to creating safer streets and neighborhoods.

**Change Strategies for Priority Outcome 5:** Children and their families are safe from violence in their homes and neighborhoods.

**1.1. Residents and youth are actively engaged in addressing violence and advocating for systems change with law enforcement and other services to be accountable, culturally competent, sensitive, fair and effective; (i.e. residents lead peace walks in high crime zones and conduct street outreach, and lead neighborhood watch).**

The community expressed the need for residents and youth to have the skills and capacity to effectively advocate for improved system response and an effective level of law enforcement that is accountable, culturally competent, sensitive and fair community policing. Residents and youth expressed the desire to be part of decision making processes related to public safety, policing issues and violence prevention. One example of an activity that shows resident leadership taking place in West Fresno includes faith-based leaders and community residents leading peace walks in high crime zones. Additionally, faith-based organizations conduct street outreach to prevent gang-related crime and violence from occurring in target areas (see Outcome 4 for related strategies). This strategy involves residents and youth building positive community relations with law enforcement, advocating for improved system response, accountability cultural competency in order for agencies to effectively address and respond to resident concerns about safety and crime in a timely manner.

This strategy builds upon the following **community strengths** and **opportunities**:

- The Fresno Police Department is represented on the Fresno BHC Hub Committee and has been instrumental in the creation of the Youth and Law Enforcement Alliance that supports the Youth Liaison Officer (YLO) in building positive relationships and communication between youth and law enforcement.
- BHC has been actively involved with the “Bringing Broken Neighborhoods Back to Life,” a police, faith-based and CBO partnership who actively works toward promoting and sustaining peace and prosperity in Southwest and Central Fresno neighborhoods.
- The Victim Offender Reconciliation Program (VORP) is a BHC partner and represented on the BHC Hub Committee that works in partnership with the juvenile justice system and has shown significant results in terms of reducing recidivism among youth.

**1.2. Communities advocate for increased city resources to improve neighborhood safety and law enforcement response time.**

The community expressed a responsibility by the City to allocate adequate resources for an effective level of law enforcement and response time. The community described crime and violence as a common problem faced by residents and youth in central, southeast, and southwest Fresno. Residents and youth seek to play meaningful roles in changing the built environment in order to deter criminals from engaging in crime or violence in their neighborhoods and parks. Residents and youth described liquor outlets as a big problem in their neighborhoods and feel that they contribute to the high levels of crime and gang-related activity in the community and surrounding parks. The community expressed a strong desire to frequent their neighborhood park and playground but because children and families do not feel safe, they are forced to drive more than 10 miles to visit a safer and more attractive park. This strategy includes residents advocating for increased law enforcement presence in low-income neighborhoods ravaged with crime through involvement in the City of Fresno’s Crime Prevention Through Environmental Design (CPTED) planning processes that create opportunities for residents and youth to play meaningful roles in planning decisions related to crime prevention:

**1.3. Resident and youth involvement in the City of Fresno’s Crime Prevention Through Environmental Design (CPTED) planning processes that create opportunities for residents and youth to play meaningful roles in planning decisions related to crime prevention: (a) decrease density of alcohol outlets and advertising in neighborhoods with high crime rates and near school limits; (b) increase access to parks –community advocates for parks to be within a safe walking to households.**

The community expressed an interest in becoming involved with the City’s planning processes related to community design for the purposes of reducing and preventing crime. One concern the community described was the overabundance of liquor outlets in “The Place” which they consider to be a magnet for crime. They would like to see fewer alcohol outlets that are in close proximity to schools. The community expressed concerns regarding the dilapidated parks in the neighborhoods that are not utilized because they are not safe, have poorly maintained grounds and facilities, insufficient shaded areas, nuisance/ trash, and they attract “bad crowds” and therefore crime. Residents suggested that the community engage in various activities including tree planting, community gardens, and removing graffiti, and blight to beautify the neighborhood. Implementing joint-use agreements between schools and parks and recreation services can allow community and general public access afterhours and on the weekends. Community expressed the City’s responsibility to maintain parks and public spaces including neighborhood centers, recreational facilities and schools that provide residents opportunities to be physically active and safe. This strategy acknowledges the importance of civic leadership as a component in supporting healthy youth development.

This strategy builds upon the following **community strengths** and **opportunities**:

- Existing youth leadership groups/councils and technical assistance provided by youth serving organizations in the area of youth leadership development and advocacy skills training.
- Local city leaders from Council Districts 1 (Blong Xiong), 3 (Oliver Baines), 5 (Sal Quintero), and 7 (Clint Olivier) located within the “BHC Place” have developed relationships with youth groups and are positively responding to the concerns youth bring forward.
- Existing organizations, community groups: BHC Fresno Leaders Advocating for Regional Equity (FLARE) Together, Youth Engagement Team, and others have significant experience engaging and training multi-ethnic communities in a cultural, language and age-appropriate manner to advocate for policy and systems changes at the local level through the City General Plan Alternative A.
- Established youth adult partnerships, youth groups/councils (i.e. Students United to Create a Climate of Engagement Support and Safety, Council for Sustainable Communities, Youth Leadership Institute Advocacy Board) with access to networks of youth who have expressed interest in advocating for increased access to parks/joint-use agreements.

**1.4. System leaders, youth organizers and Boys and Men of Color (BMoC) are fully trained and understand healing and trauma-informed approaches to reducing youth violence.**

This strategy builds upon following **community strengths** and **opportunities**:

- Fresno Alliance for Boys and Men of Color and Fresno BHC have a deliberate partnership in which they share many of the same community-based partners who have also participated on BMOC breakfast briefing panels regarding issues BHC has addressed including improving school discipline policies and public safety. Fresno Alliance for BMOC has a strong working relationship



with boys and young men of color in Fresno who have been trained to advocate at the state level across many issues including increasing investment in the city of Fresno's parks to help reduce crime. Better understanding of trauma-informed approaches and how adverse childhood events (ACE) can impact the health and life trajectories of young men of color are needed to further advance this particular strategy and reduce youth violence.

### Measures of Progress for Reducing Violence

According to the recommended strategies for reducing violence and creating safer communities, BHC Hub has identified sources of measures of progress that represent community level indicators which can be helpful in monitoring trends over time (see Appendix B). Advancement Project's Urban Peace Academy conducted a comprehensive needs assessment for Fresno BHC between 2012 and 2013 which could serve as baseline data for Fresno BHC. Fresno Police Department produces monthly reports on crime and other violence data by precinct and is available on their website.

## Part VI. Health Happens in Schools



**Priority Outcome #6: Communities support healthy youth development**

**Priority Outcome #7: Neighborhood and school environments support improved health and healthy behaviors**

**Overview:** The *Health Happens in Schools* campaign is focused on achieving Priority Outcomes 6 and 7 by the year 2020. Community residents, parents, youth, adult allies and service providers largely informed the proposed change strategies for the next two years (2013-2016). The following describes the collective approach recommended by the various grantees, non-grantees, and participating residents and youth who formed part of the Schools Action Team, attended a community gathering, focus group and youth forum to support the achievement of Priority Outcomes 6 and 7.

Changing school district policies and practices to increase school attendance, reducing suspensions and expulsions as well as enhancing school nutrition is a key focus of the Fresno BHC *Health Happens in Schools* campaign. Boys and young men of color (BMoC) are at the center of the change strategies given the fact that they suffer disproportionately higher suspension, expulsion, and dropout rates compared to the general student population (Restorative Justice Practices in Fresno Unified, Children Now Policy Brief, 2013). Additionally, the social, emotional, and physical health of students is critical to the academic learning experiences and success of all students.

### Priority Outcome 6 and & 7 Change Strategies for 2013-2016

#### **1.1 Communities (residents and youth) advocate for schools and city to provide more training and education programs for youth, boys and men of color in education and those who have had contact with the juvenile justice and foster care systems. (Outcome 6)**

The community expressed the need for schools and the public sector to provide career pathway programs that expose youth to different career options, through career and college readiness programs, job/skill-based training including paid internship opportunities can help prepare youth for life. This strategy includes providing youth and BMoC who have come in contact with one or more system (foster

care and juvenile justice) to provide appropriate referrals to reentry, rehabilitation, health care and job-placement services that help transition individuals back into society.

This strategy builds upon the following **community strengths** and **opportunities**:

- Existing partnerships with workforce development and job training organizations (Fresno Workforce Investment Board, State Center Community College District) that offer job training to general population and in particular boys and men of color.
- Existing organizations that offer youth skill-based training and exposure to careers (i.e. Sunnyside Doctor's Academy, Men's Alliance) can be replicated in other schools and expanded to middle schools for early exposure.
- Existing Fresno Boys and Men of Color central table which includes various agencies, systems, community organizations, faith-based leaders collectively advocating for policy and system changes that "ban the box" and expand employment opportunities to previously incarcerated individuals.

### **1.2 Communities advocate for increased civic and leadership opportunities for youth to serve on city and school commissions, councils and committees that support healthy youth development programs. (Outcome 6)**

Youth recommended having "more voice" in city and school decisions that support healthy youth development and the allocation of physical activity programs and services including sports that they believe are more suited for young people. Youth forum participants expressed their interest in participating in planning processes at all levels that determine sports programs at parks, recreation, neighborhood and community centers. One youth stated with regard to expanding parks and recreation programming and services, "*to keep kids out of trouble*" and "*get to know your neighbors*" as some youth stated. For example, a school committee related to the Restorative Justice policy within FUSD can ensure that schools work in partnership with community (i.e. parents, youth, community and youth-serving organizations) to develop policies and procedures to enforce an inclusive and effective implementation of the policy.

This strategy builds upon the following **community strengths** and **opportunities**:

- Mobilized existing resident and youth park resident groups from Holmes and Romaine parks who can provide ongoing feedback to parks and recreation department staff to ensure the programming and services are culturally and age-appropriate for children, youth, and families.

### **1.3 Communities and youth have increased opportunities to have meaningful roles in all levels of planning decisions and advocate for changes that improve neighborhood design to improve safety and accessibility. (Outcome 6)**

This strategy builds upon the following **community strengths** and **opportunities**:

- Fresno BHC Neighborhoods Action Team is actively engaged in the planning and implementation of the City General Plan Alternative A to ensure decisions regarding infrastructure including access to parks benefits the neighborhoods in central, southeast and southwest Fresno.

**1.4 Embed career readiness learning principles in all schools to introduce youth, in particular boys and young men of color to opportunities that will increase high school graduation rate. (Outcome 7)**

This strategy builds upon the following **community strengths** and **opportunities**:

- Expanding existing programs such as Men's and Women's Alliance and other Leadership classes which are known to reduce suspensions can improve student academic success.
- Existing Fresno Boys and Men of Color central table and partners within can help connect potentially at-risk males with tutoring, mentoring, and available community service-learning programs such as State Center for Community College District and other colleges and universities.

**1.5 Communities advocate for better coordination between schools and public/private mental health providers and establish partnerships with Fresno County Behavioral Health department to support the social, emotional and behavioral health needs of students. (Outcome 7)**

Identifying reasons for absenteeism due to health issues and help identify root causes and provide appropriate health referrals. Between 2008 and 2010, one in four (28%) Fresno Unified 7<sup>th</sup> grade students reported that in the previous year, they had felt so sad or hopeless almost every day for two weeks or more that they stopped doing some usual activities (Kidsdata.org). Better coordination between agencies can help identify vulnerable youth who may be at risk for depression.

This strategy builds upon the following **community strengths** and **opportunities**:

- Increased and sustainable funding available through private and public health insurance and the Mental Health Service Act (MHSA) can improve access to care early on.

**1.6 FUSD fully implements 'Early Identification Programs' (early warning system) via confidential data sharing project between law enforcement and school district to identify appropriate cases and provide a wrap-around services to achieve 100% student graduation rate. (Outcome 7)**

Connecting students to resources based on needs to prevent absenteeism in the first place. A recommendation stated by youth and community included providing teachers with adequate training regarding absenteeism prevention that includes behavioral pre-cursors/markers to suspension and expulsion and helps identify at-risk students and prevent them from dropping out.

This strategy builds upon the following **community strengths** and **opportunities**:

- FUSD pilot project (Early Identification System) has demonstrated to be effective at intervening early and helping students get the necessary supports they need to remain in school and on target to graduate.

**1.7 Communities advocate for increased programming for parks and recreation to provide youth with more opportunities to be physically active; and more resources for park upkeep and maintenance of recreational facilities, schools and community centers. (Outcome 7)**

The community shared their wishes to live walking distance to nearby parks, playgrounds and green space that are safe and offer creative programs and activities for age-appropriate children, youth and families. This strategy includes residents advocating for increased funding for neighborhood parks, recreational facilities, schools and community centers that are poorly maintained, lack basic park amenities including picnic tables, shading, working facilities and sports equipment.

**1.8 Parents and students are actively involved in all decision making processes including Local Control Funding Formula (LCFF) that ultimately reduce suspensions/expulsions and increase graduation, attendance and improve school climate. (Outcome 7)**

This strategy builds upon the following **community strengths** and **opportunities**:

- Fresno BHC *Health Happens Here in Schools* Team have begun to hold preliminary discussions with parents and youth about the new Fair School Funding law (signed by Gov. Jerry Brown on July 1, 2013) and what it means for local students and schools. With support from TCE, Fresno BHC co-hosted the “School Success Express Forum” on November 7, 2013 as part of a TCE statewide School Success Express Tour across 12 BHC communities. At the Fresno-based forum, parents, students and others shared their ideas about how the \$15 million allocation for Fresno Unified schools should be spent to support student academic achievement and more.

**Measures of Progress for Healthy Youth Development**

Based on the recommended strategies for priority outcomes 6 and 7, Appendix B provides examples of measures of progress that represent school level indicators that can be helpful in monitoring trends over time. The best available data for Fresno Unified School District is by the California Department of Education, California Healthy Kids Survey, Children Now, and Kidsdata.org which provides a county and regional comparison of child and youth related indicators. Partners who form the *Health Happens in Schools* team will help to inform the appropriate measures of progress for local evaluation purposes.

**Part VII. HUB Collaborative as a Learning Community**

Fresno Building Healthy Communities collaborative will implement a formative evaluation methodology and strive to become what TCE has defined as a “Learning Community”. A “Learning Community is one that practices inquiry routinely, ‘hits the pause button’ and makes necessary adjustments to strategies and approaches that meet the current community needs. The *Health Happens Here* action teams which include residents, youth, community leaders, advocates, and system leaders are the drivers of the BHC work and will be instrumental in identifying challenges and making appropriate adjustments to the design and implementation of change strategies. As a reminder, this Community Action Plan, a living document will continuously be revised according to the changing community context, priorities and needs that surface. The Fresno BHC *Health Happens Here* action teams will be encouraged to seek learning and capacity building support from Hub staff to help support the advancement of campaigns aimed to achieve organizational, policy and systems changes.

The following formative evaluation methods are highly recommended and beneficial with assessing the progress and modifying change strategies according to the changing community needs, priorities and context. The various methods are useful in capturing the various BHC-related activities each action team is engaged in while advocating for policy and system changes for each campaign. The reports and logs

help document key advocacy efforts/events, resources leveraged, challenges and opportunities while fostering an ongoing learning and capacity building process.

- Action Team Reports at Hub Committee Meetings – Teams provide updates regarding progress, challenges, learning and capacity building needs as well as seek expertise, support and feedback from Hub Committee and Hub Staff.
- Quarterly reports/Logs of BHC-related activities:
  - o Policy & System Change Process Log (to be completed during or immediately following a Fresno BHC Health Happens Here Action Team meeting for the purpose of providing an update on the level of progress related to a specific policy or system change)
  - o Event (i.e. youth or resident participation, by race/ethnicity, age, event objective)
  - o Media (i.e. coverage, news stories, op eds, press conferences)
  - o Resources Generated (i.e. donations, in-kind, leveraged resources)
  - o Informational/educational materials produced (i.e. type, specific languages, distribution)

The California Endowment’s “Drivers of Change” are essentially the guiding principles behind Building Healthy Communities initiative that are believed to help sites achieve long-term sustainable change.

The drivers of change are:

1. Building Resident Power - *Bringing people together to solve common community problems.*  
When large numbers of residents bring their experience, stories and discussed shared issues and concerns to the public debate and influence policy decisions.
2. Fostering Youth Leadership -*Creating young leaders...Everywhere*  
Whether in our schools or neighborhoods, focusing on youth leadership will mean kids grow up into stronger, happier, more successful adults, and that is at the core of prevention.
3. Improved and strengthened collaborations and partnerships -*Creating stronger and more efficient and better partnerships.*  
Health crosses many boundaries, so when community groups work with policymakers who work with law enforcement who work with school administrators, social service organizations, and advocates, ensuring that everyone involved is getting the most out of shared data, analysis and goals.
4. Creating a new narrative about Central, Southeast, and Southwest Fresno-*Painting the WHOLE picture of what determines how healthy we are.*  
A much larger picture is needed to understand how our surroundings and environment affect our health and how health happens in neighborhoods, schools and with prevention.

Participation in annual cross-site TCE assessments that are focused on these drivers will be required by all BHC grantees as part of their grant contract. The following tentative schedule is outlined for Fresno BHC Hub’s participation in these cross-site assessments.

- o Youth Leadership (August 2013)
- o Building Resident Power (October 2013)
- o Enhancing Collaborative Efficacy (November 2013)
- o Annual Policy Advocacy Assessment (February 2014) – partners can also use Policy Monitoring Advocacy Tool every 6-months or as needed for strategy modification.

## Conclusion

The Fresno BHC Hub collaborative and Hub committee are well-positioned to address the community needs and priorities outlined in this Community Action Plan, a living document that will continuously be modified. The attached Logic Model and detailed tables for each *Health Happens Here* team will be used to guide the implementation of the various change strategies according to the *Health Happens Here* (in Schools, in Neighborhoods, and with Prevention) campaigns for Fresno BHC between 2013 and 2016. The priority outcomes and change strategies are inter-related and should be viewed as a package with each strategy fitting accordingly and complementary into the broader goals of Fresno BHC. As a whole, the change strategies from each campaign are aimed to change “business as usual” and improve service delivery so that it is more responsive to the needs of children and families. Equally important are mutual strategies across teams that meaningfully engage residents and youth in decision making processes that bring long term sustainable community changes in Central, Southeast and Southwest Fresno.

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Appendix A: Process and Timeline for Updating Logic Model (Community Action Plan)

Activity	Who	Timeline
Develop process for revising logic model/plan and timeline	Hub ELS and Hub Manager	December 2012
Share process for revising logic model with Hub Committee, Work Groups and gather feedback on methods, timeline	Total: 38 Hub Committee, Work Groups -Neighborhood: Land Use/Built Environment Team - Neighborhoods: Reducing Youth Violence Team - Schools Team -Prevention Team	January 15, 2013
Community Gatherings	February All BHC Quarterly Meeting - Residents, Youth, BMoC, BHC partners (50)  May All BHC Quarterly Meeting – “Communities in Action” (100)	February 21, 2013  May 21, 2013
Work Group Logic Model Sessions	Total: 91 -Neighborhood: Land Use/Built Environment & Reducing Youth Violence (22) -Prevention Team (12) -Schools Team (14) All Grantee Meeting (Total 43)	March 6, 2013  April 12, 2013 May 10, 2013 May 13, 2013
Youth Forum	Total: 40 youth and BMoC In partnership with Youth Engagement Team, “Speak up Speak Out Youth Forum”	April 13, 2013
Focus Groups	Total: 59 In partnership with BHC partners	April 26, 2013 May 7, 2013 May 28, 2013
Share draft with Hub Committee	Hub Committee	July 16, 2013
Narrative finalized with input and recommendations	Action Team leads, Hub Committee	July 16 – September, 2013
Plan shared with Community	Hub Collaborative (All BHC Quarterly meeting)	August 27, 2013
Plan Revision Submitted to TCE	Hub Manager and Hub ELS	TBD