

Appendix E:  
Targeted Changes and Change  
Strategies Categorized by Theme

# **CHANGE STRATEGIES & TARGETED CHANGES**

## **Based on final Pre-Congress Version of Logic Model 06-05-2010**

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In total, the logic model includes 35 Targeted Changes and 39 Change Strategies, making it a highly complicated model. However, in reviewing the logic model as a whole it is possible to identify themes that emerge across multiple Momentum Teams.

### **THEMES IN CHANGE STRATEGIES:**

In reviewing all the Change Strategies together six themes emerge, i.e., similar strategies identified by more than one Momentum Team. As can be seen below, two of the themes can be further subdivided into three sub-categories. The themes that emerge are:

1. **Resident Driven Process:** (67% of Strategies) There were three kinds of Change Strategies identified in this category. These are:
  - a. **Resident Organizing:** (18%) Strategies that speak directly to organizing residents to increase their power in the community.
  - b. **Resident Development:** (18%) Strategies that speak directly to providing education, training, technical assistance and material support to residents.
  - c. **Resident Collaboration:** (31%) Strategies that call for residents, including youth, to play a lead role in the development and implementation of plans and policies to address a variety of issues within the community.
2. **Capacity to work with diversity:** (13% of Strategies) Change Strategies in this category include:
  - a. **Language Capacity:** (5%) Strategies focused on developing the ability to communicate in multiple languages and at varied levels of literacy.
  - b. **Cultural Capacity:** (3%) Strategies focused on increasing individual and organizational capacity to work in both multicultural and culturally specific situations.
  - c. **Technology/Communication Capacity:** (5%) Strategies that focus on increasing residents and organizations access to technology and their ability to communicate with the broader community, e.g., people without internet and/or phone, non-English speakers, people new to the country, etc.
3. **Service Coordination:** (8% of Strategies) These are strategies that are focused on increasing communication among service providers for the purpose of better coordinated services and easier access for residents.
4. **Restorative Justice/Practice:** (5% of Strategies) Strategies that speak specifically to issues related to restorative justice and practice.
5. **Job Development:** (5% of Strategies) Strategies focused on creating jobs for City Heights residents.
6. **Media:** (2% of Strategies) Strategies focused on projecting a positive image of City Heights.

## SYSTEMS TARGETED & LEVEL OF CHANGE:

As with the Change Strategies, themes also emerge from the Targeted Changes. In this case the themes emerge as systems to be targeted by the strategies identified above. The level of change called for is also identified. The targeted systems are:

- **Rules of Engagement** (26%) These Targeted Changes are not focused on anyone system but on the process for making decisions.
- **Youth Serving** (23%)
- **Healthcare** (11%)
- **Food System** (11%)
- **Land Use** (8%)
- **Law Enforcement** (6%)
- **Economic System** (6%)
- **Individual attitudes** (6%)
- **Media** (3%)

Level of Change Reflected in Targeted Changes	
Paradigm	9%
Systems	14%
Policy	46%
Organizational	17%
Individual	14%

A review of the 35 *Targeted Changes* shows that the overwhelming majority call for changes at the policy or higher level (69%). Almost half (46%) call for changes at the policy level and 14% call for changes at the systems level while 17% call for changes at the organizational level and 14% at the individual level. A definition of the different levels of change is attached to the end of the document.

**The following pages present the specific Targeted Changes & Change Strategies identified by the Momentum Teams by Category.**

The first set of charts show the specific **Change Strategies** included within the theme, the outcome they were attached to, and the Momentum Team that identified the Change Strategy.

The second set of charts shows the System being targeted, the specific **Targeted Changes** for each system, the level of change being called for, the outcome the Targeted Change is to address, and the Momentum Team that identified the Targeted Change.

**Resident Driven Process:**

<b>CHANGE STRATEGIES: RESIDENT ORGANIZING (18%)</b>		
<b>Specific Strategy</b>	<b>Outcome</b>	<b>Momentum Team</b>
Identify a group of resident leaders who will act as organizers/popular educators with the responsibility for informing and engaging residents in BHC activities.	<b>10</b>	<b>Resident</b>
A community-wide, resident driven process for planning and evaluation is developed and implemented that is used to direct programs and resource allocation within City Heights.	<b>10</b>	<b>Resident</b>
Develop and implement a comprehensive grassroots campaign to modify local laws and regulations regarding issues of food production, preparation and distribution, density of food franchises, etc. for the purpose of increasing local food production and greater access to affordable, healthy, culturally appropriate foods.	<b>7</b>	<b>Food Justice</b>
Convene the community regularly in the form of Town Hall meetings, forums, etc. to inform and engage the residents in policy development/implementation, community-wide celebrations, etc.	<b>5</b>	<b>Peace Promotion</b>
Develop/support/implement the means for community-wide, resident driven collaboration that address large systems issues	<b>5</b>	<b>Peace Promotion</b>
Develop and implement a plan for enhancing the infrastructure required to support the community organizing necessary for fostering multicultural understanding	<b>5</b>	<b>Peace Promotion</b>
Develop and implement a comprehensive grassroots campaign advocating for making health insurance understandable and more accessible	<b>2</b>	<b>Access to Healthcare</b>

<b>CHANGE STRATEGIES: RESIDENT DEVELOPMENT (18%)</b>		
<b>Specific Strategy</b>	<b>Outcome</b>	<b>Momentum Team</b>
Develop and implement on-going education/training program for resident leaders acting as organizers/popular educators.	<b>10</b>	<b>Resident</b>
Develop and implement on-going education, training and technical assistance program or process that provides resident access to technical knowledge and information as it relates to issues in City Heights.	<b>10</b>	<b>Resident</b>
Develop and implement on-going education, training and technical assistance program or process that provides resident access to the knowledge and skills necessary for strengthening resident engagement in BHC.	<b>10</b>	<b>Resident</b>
Develop and implement on-going program or process that provides residents with the capacity to share their talents, knowledge and skills with other residents	<b>10</b>	<b>Resident</b>
Develop and implement a popular education campaign designed to engage residents in backyard and/or community gardening/farming that includes the importance of food justice.	<b>7</b>	<b>Food Justice</b>
Develop & enhance youth programming that creates and supports opportunities for youth to engage in the community and develop youth leadership.	<b>5</b>	<b>Peace Promotion</b>
Conduct a popular education campaign informing residents of the laws regulating health insurance, immigration & housing and on how to advocate for improved legal protection for all residents.	<b>2</b>	<b>Access to Healthcare</b>

<b>CHANGE STRATEGIES: RESIDENT COLLABORATION (31%)</b>		
<b>Specific Strategy</b>	<b>Outcome</b>	<b>Momentum Team</b>
Develop and implement a plan for increasing the collaboration and communication between neighborhood schools and the community, including youth.	7	School Attendance
Advocate for more funding for schools in order to have smaller class sizes and the capacity to hire parents and students as community liaisons.	7	School Attendance
Develop and implement a plan for creating innovative ways of building and strengthening relationships between students and teachers and providing academic support for students.	7	School Attendance
Each school in City Heights creates opportunities for students to do projects that engage them in the community and develop leadership skills.	7	School Attendance
Develop and implement a plan for increasing access to schools for and by the community.	7	School Attendance
Develop and implement agreements with local institutions (schools in particular) and businesses on providing access to healthy, culturally appropriate food.	7	Food Justice
Work with local food support programs to advocate for more coordination and easier access for residents.	7	Food Justice
Develop and offer education/training on how to create and sustain youth adult partnerships.	5	Peace Promotion
Develop and implement a plan to increase access to educational support for youth within schools [e.g. mentors, tutoring, engaged counselors, bilingual]	5	Peace Promotion
Develop and implement a plan create family focused health programs that use local cultural brokers, support health starting at prenatal care and extending to quality early childhood programs	5	Peace Promotion
Develop and implement a plan that emphasizes prevention and wellness, including education and access to the basic requirements and/or places they need to obtain and maintain optimal health.	2	Access to Health Care
Develop collaborative relationships between all agencies serving the healthcare needs of the community.	2	Access to Health Care

### **Dealing with Diversity:**

<b>CHANGE STRATEGIES: LANGUAGE CAPACITY (5%)</b>		
<b>Specific Strategy</b>	<b>Outcome</b>	<b>Momentum Team</b>
Create the capacity to support working with multiple languages and varied levels of literacy that is available and affordable for community use.	7	Food Justice
Develop and implement the means for providing cultural and linguistic support for community organizations and agencies.	2	Access to Healthcare

<b>CHANGE STRATEGIES: CULTURAL CAPACITY (5%)</b>		
<b>Specific Strategy</b>	<b>Outcome</b>	<b>Momentum Team</b>
Develop and provide training and education on how to work in both multicultural and culturally specific situations with a particular focus on teachers and school staff.	7	School Attendance

<b>CHANGE STRATEGIES: TECHNOLOGY – COMMUNICATION (3%)</b>		
<b>Specific Strategy</b>	<b>Outcome</b>	<b>Momentum Team</b>
Facilitate and support community gardening/farming by identifying & cataloging available spaces, connecting gardeners/farmers with landowners, etc.	7	Food Justice
Develop and implement a plan to increase access to information and technology, including Health Information Exchange, in culturally specific ways.	2	Access to Healthcare

**Other:**

<b>CHANGE STRATEGIES: SERVICE COORDINATION (8%)</b>		
<b>Specific Strategy</b>	<b>Outcome</b>	<b>Momentum Team</b>
Identify the role of neighborhood schools in coordinating and facilitating access to social and health services for families.	7	School Attendance
Nutrition education programs create greater coordination of services.	7	Food Justice
A plan for increasing access to health care services is developed, e.g., improving the <i>no wrong door policy</i> , creating safe environments, providing transportation, locating clinics in the schools & community centers, use mobile clinics, etc.	2	Access to Healthcare

<b>CHANGE STRATEGIES: RESTORATIVE JUSTICE/PRACTICE (5%)</b>		
<b>Specific Strategy</b>	<b>Outcome</b>	<b>Momentum Team</b>
Develop/enhance and regularly offer training and education on: how to work in multicultural and culturally specific situations with a particular focus issues of culture and communication; conflict resolution and Restorative Justice/Restorative Practice.	5	Peace Promotion
Advocate for the implementation of restorative justice policies and practices throughout the community, e.g., home, school, juvenile justice system, etc.	5	Peace Promotion

<b>CHANGE STRATEGIES: JOB DEVELOPMENT (5%)</b>		
<b>Specific Strategy</b>	<b>Outcome</b>	<b>Momentum Team</b>
Develop and implement a plan for local economic / job development focused on supporting existing local businesses, encouraging new businesses, and providing job training and placement for residents	5	Peace Promotion
Develop and implement a plan to educate and support City Heights residents in community-based health care cultural brokers and other healthcare jobs	2	Access to Healthcare

<b>CHANGE STRATEGIES: MEDIA (2%)</b>		
<b>Specific Strategy</b>	<b>Outcome</b>	<b>Momentum Team</b>
Create means for working with media to accurately tell the story of City Heights and its residents	5	Peace Promotion

<b>TARGETED CHANGES: RULES OF ENGAGEMENT (26%)</b>			
<b>Specific Targeted Change</b>	<b>Level</b>	<b>Outcome</b>	<b>Momentum Team</b>
An open, democratic and inclusive resident run network is functioning that brings residents together regularly for the purposes of informing/educating residents, creating dialogue among community residents, building awareness of issues confronting the community and how to address them, developing mutual respect and sense of oneness throughout the community, and taking action in the name of the community.	<b>Systems</b>	<b>10</b>	<b>Resident</b>
Well resourced means and mechanisms for supporting and developing resident leadership and capacity are created and implemented in partnership with residents.	<b>Policy</b>	<b>10</b>	<b>Resident</b>
Community programs, events and public spaces are safe, clean, well funded and designed to encourage and facilitate the convening of residents across all differences to breakdown fear and isolation and build a sense of "community oneness."	<b>Policy</b>	<b>2</b>	<b>School Attendance</b>
Agencies, organizations and local businesses have developed the capacity to work effectively in multicultural and culturally specific situations.	<b>Organizational</b>	<b>7</b>	<b>Food Justice</b>
Agencies, organizations and local businesses have developed the capacity to work effectively with residents in multiple languages and at varied levels of literacy.	<b>Organizational</b>	<b>7</b>	<b>Food Justice</b>
All organizations & agencies demonstrate mutual cultural understanding & respect and are competent in multicultural and culturally specific situations.	<b>Organizational</b>	<b>2</b>	<b>Access to Healthcare</b>
Means and methods for working in multiple languages and varying levels of literacy are developed and accessible to agencies and community	<b>Organizational</b>	<b>2</b>	<b>Access to Healthcare</b>
The means of disseminating knowledge/information and communicating appropriately with the community-at-large have been developed and implemented. This includes access to medical records between healthcare providers and for patients, e.g., electronic health record.	<b>Policy</b>	<b>2</b>	<b>Access to Healthcare</b>
Increased accountability and expanded access to services are created as duplication is eliminated and more expertise is applied to evaluating outcomes.	<b>Systems</b>	<b>2</b>	<b>Access to Healthcare</b>

<b>TARGETED CHANGES: YOUTH SERVING SYSTEM (23%)</b>			
<b>Specific Targeted Change</b>	<b>Level</b>	<b>Outcome</b>	<b>Momentum Team</b>
Shifts are occurring in the structure of education such that the voice of residents, including youth, is being incorporated into decision making in the neighborhood schools.	<b>Systems</b>	<b>7</b>	<b>School Attendance</b>
Community institutions [schools in particular] have successfully developed and implemented the means for communicating with the community and have built positive, mutual relationships with families and youth.	<b>Policy</b>	<b>7</b>	<b>School Attendance</b>
Curriculum is regularly reviewed and assessed for its relevance and how well it meets the needs of students.	<b>Policy</b>	<b>7</b>	<b>School Attendance</b>
Schools facilitate youth leadership development by engaging students in the community.	<b>Policy</b>	<b>7</b>	<b>School Attendance</b>
Values underlying the measurement of success in school shifts to reflect the diversity within the community and the importance of collaboration, resilience, community engagement, equal access to resources.	<b>Paradigm</b>	<b>7</b>	<b>School Attendance</b>
Schools are playing a central coordinating role for services for families.	<b>Policy</b>	<b>7</b>	<b>School Attendance</b>
Adultist policies and practices that limit resources for and the involvement of youth have been replaced with those that encourage, support and invest in the development of youth-adult partnerships at all levels	<b>Paradigm</b>	<b>5</b>	<b>Peace Promotion</b>
There is an increased level of connection, coordination and investment in youth services among the elements of the systems for youth, e.g., youth, youth serving institutions, law enforcement, etc.	<b>Policy</b>	<b>5</b>	<b>Peace Promotion</b>

<b>TARGETED CHANGES: HEALTHCARE SYSTEM (11%)</b>			
<b>Specific Targeted Change</b>	<b>Level</b>	<b>Outcome</b>	<b>Momentum Team</b>
Laws and healthcare coverage policies that limit access to health care are identified and changed.	<b>Policy</b>	<b>2</b>	<b>Access to Healthcare</b>
Awareness of the negative impact of systemic discrimination and stereotyping on people's health is increased.	<b>Individual</b>	<b>2</b>	<b>Access to Healthcare</b>
The means of empowering City Heights residents to achieve wellness are developed, in place and utilized.	<b>Systems</b>	<b>2</b>	<b>Access to Healthcare</b>
Organizations have the capacity to ethically engage the residents as partners in creating health homes for children, youth adults and senior citizens that support wellness.	<b>Organizational</b>	<b>2</b>	<b>Access to Healthcare</b>

<b>TARGETED CHANGES: FOOD SYSTEM (11%)</b>			
<b>Specific Targeted Change</b>	<b>Level</b>	<b>Outcome</b>	<b>Momentum Team</b>
Public institutions [schools in particular] and local businesses that provide food offer healthy, culturally appropriate food.	<b>Organizational</b>	<b>7</b>	<b>Food Justice</b>
Residents have increased access to affordable, healthy, culturally appropriate food.	<b>Policy</b>	<b>7</b>	<b>Food Justice</b>
Residents have increased awareness of and participation in existing food and nutrition/nutrition education programs.	<b>Individual</b>	<b>7</b>	<b>Food Justice</b>
There is an increase in community-wide awareness of what food justice is and how it can be achieved.	<b>Individual</b>	<b>7</b>	<b>Food Justice</b>

<b>TARGETED CHANGES: LAND USE (8%)</b>			
<b>Specific Targeted Change</b>	<b>Level</b>	<b>Outcome</b>	<b>Momentum Team</b>
Public policies on the use of public and private land for agricultural uses are modified to reduce restrictions on and increase capacity for local food production.	<b>Policy</b>	<b>7</b>	<b>Food Justice</b>
Residents and local government have created a process for strengthening the role of residents in setting local land-use policy.	<b>Systems</b>	<b>7</b>	<b>Food Justice</b>
There is an increase in the number of community gardens/farms throughout City Heights.	<b>Policy</b>	<b>7</b>	<b>Food Justice</b>

<b>TARGETED CHANGES: LAW ENFORCEMENT (6%)</b>			
<b>Specific Targeted Change</b>	<b>Level</b>	<b>Outcome</b>	<b>Momentum Team</b>
Policies and practices related to addressing violence within the community have shifted focus from one of control and punishment to prevention, restorative justice, and community collaboration	<b>Paradigm</b>	<b>5</b>	<b>Peace Promotion</b>
Law enforcement policies and practices related to youth are transformed from ones focused on control and punishment to ones that focus on youth as community assets.	<b>Policy</b>	<b>5</b>	<b>Peace Promotion</b>

<b>TARGETED CHANGES: ECONOMIC SYSTEM (6%)</b>			
<b>Specific Targeted Change</b>	<b>Level</b>	<b>Outcome</b>	<b>Momentum</b>

			<b>Team</b>
Policies and practices that encourage, support and invest in increased economic opportunity and eliminate discrimination are in place and enforced.	<b>Policy</b>	<b>5</b>	<b>Peace Promotion</b>
Systems changes to economic barriers to families and cultural competency for healthcare organizations are explored and implemented.	<b>Policy</b>	<b>2</b>	<b>Access to Healthcare</b>

<b>TARGETED CHANGES: ATTITUDE (6%)</b>			
<b>Specific Targeted Change</b>	<b>Level</b>	<b>Outcome</b>	<b>Momentum Team</b>
Levels of fear, mistrust and disconnect among residents and institutions in the community have declined.	<b>Individual</b>	<b>5</b>	<b>Peace Promotion</b>
General sense of negativity, despair and fear throughout the community is replaced with a sense of empowerment, security, and hope	<b>Individual</b>	<b>5</b>	<b>Peace Promotion</b>

<b>TARGETED CHANGES: MEDIA (3%)</b>			
<b>Specific Targeted Change</b>	<b>Level</b>	<b>Outcome</b>	<b>Momentum Team</b>
The media accurately portrays City Heights and its residents – especially its youth	<b>Policy</b>	<b>5</b>	<b>Peace Promotion</b>