

February 2019

# South Sacramento Building Healthy Communities

## Year 8

### Annual Evaluation Report



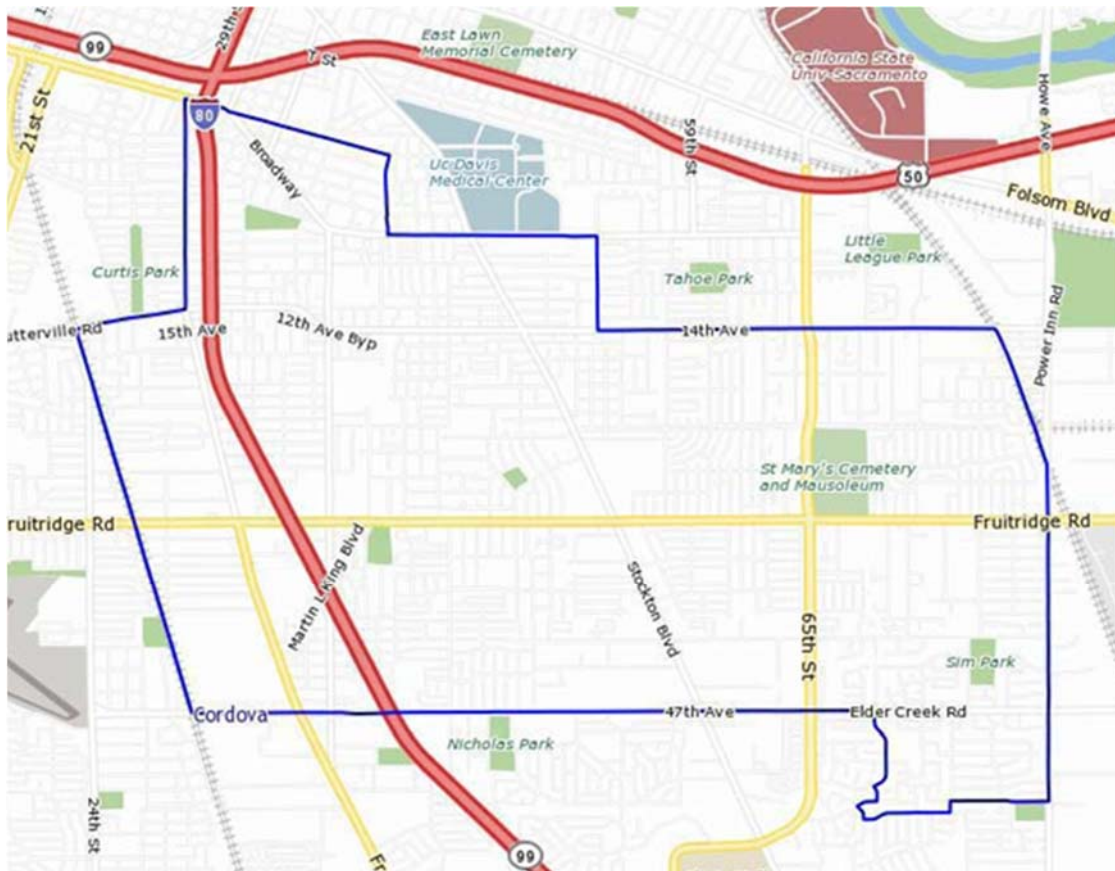
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## Section 1 | Introduction

The 2017/18 fiscal year marked the eighth year of the 10-year Building Healthy Communities (BHC) Initiative - funded by The California Endowment (TCE) - to transform 14 communities characterized by health inequities into places where people thrive. The South Sacramento site (see Figure 1) was selected as one of the 14 BHC communities based on several measures of community health and wellbeing.

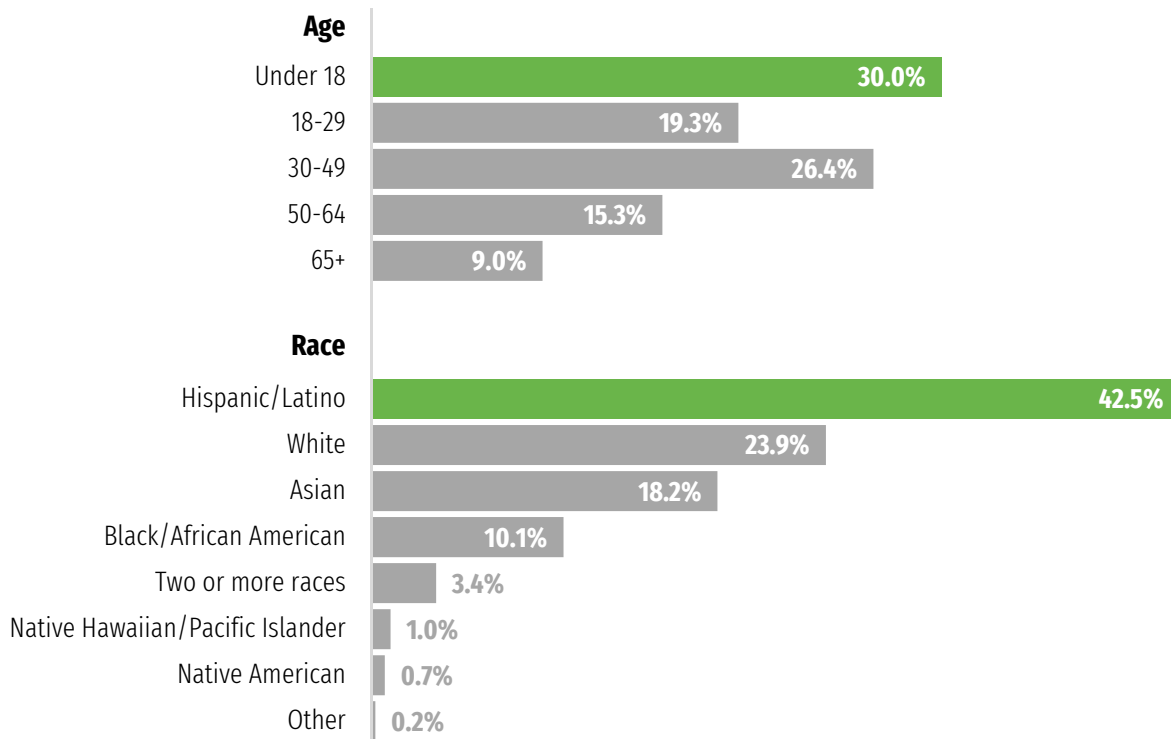
Figure 1 | The South Sacramento BHC Area



Demographic data of this area compiled by TCE (see Figure 2) presents a community with a large percentage of young people; approximately 50 percent of the population is under 30 years of age. Additionally, the area is culturally diverse, and almost half of the residents identify as Hispanic or Latino. According to the Sacramento City Unified School District (SCUSD) website, the students and their families that live in SCUSD – which encompasses the South Sacramento BHC area - speak more than 43 languages, and 38 percent of the students do not speak English at home.

Figure 2 | South Sacramento BHC Area Demographics, 2018 \*

A large percentage of BHC Area residents are **under 18 years-old** and **Hispanic/Latino**.



The focus of the South Sacramento BHC initiative for the first four years was on the development of a structure to support the work, the building of trust among the grantee partners, and engaging residents. The structure and operations of the South Sacramento BHC has developed and stabilized, and year five was a turning point when the individual and collective work of the grantees started culminating in systems level change across a broad spectrum of areas. As the South Sacramento BHC moved into year six, partners started looking to the future, beyond the end of the TCE funding commitment, towards sustainability and a new, healthier, and more collaborative status quo in the BHC area.

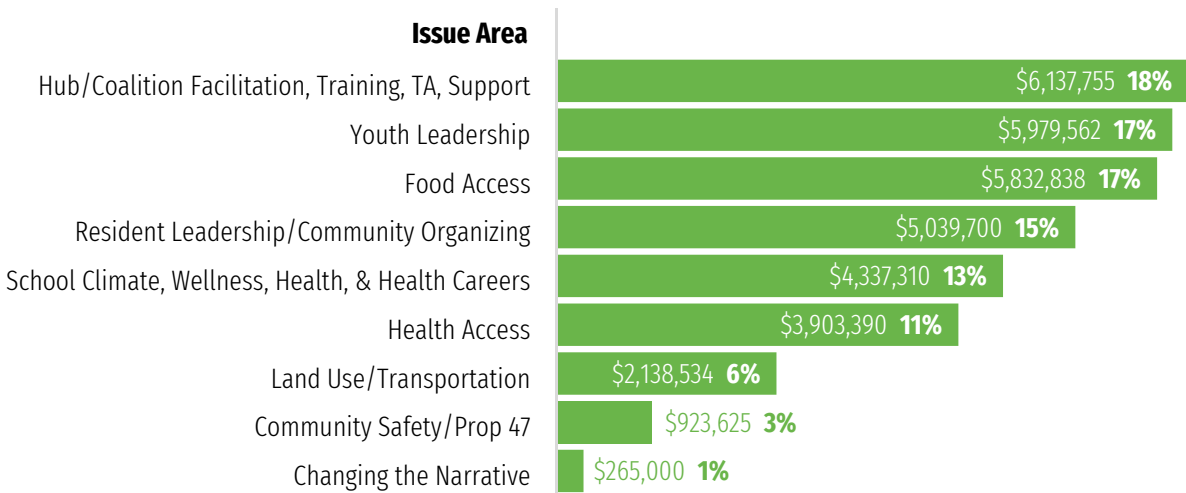
Years seven and eight have been a period of “transition” for the South Sacramento BHC as partners reflected on the work, identified the elements of the BHC initiative that are successful, and began developing strategies to take ownership of, and sustain the initiative beyond the 2020 funding horizon.

Since launching the BHC initiative, TCE has funded more than 70 grantees to implement activities and programs, and to change policy and systems for the betterment of community health. Through the BHC initiative TCE has infused \$34,557,714 of grant funding into South Sacramento to support projects that address several issue areas. Figure 3 below displays the amount and the percent of the total grant funding distributed by issue area.

\* The California Endowment (TCE) provided the demographic data to LPC for this report. The data aggregates “Asians” into one panethnicity masking the racial and ethnic diversity of the South Sacramento BHC area. If TCE, or LPC, updates the South Sacramento BHC demographic profile, the “Asian” category should be disaggregated (e.g., Hmong, Laotian) to accurately describe the residents that live in the South Sacramento BHC area.

Figure 3 | TCE Grants Distributed to the South Sacramento BHC by Issue Area, Fall 2010–December 2018

TCE distributed a total of **\$34,557,714** in grants between Fall 2010 and December 2018.



TCE has made a significant, financial investment in the South Sacramento BHC area and will continue to do so for another two years. The funds have planted seeds that are growing and reshaping the people, and their communities, in subtle and monumental ways to positively impact the health of the area.

## Overview of Report Structure

The year eight evaluation report: (a) describes the structural and operational infrastructure for the BHC, highlighting elements that are robust and areas where momentum is waning; (b) identifies BHC grantees by issue area; (c) examines the ongoing work of action teams and coalitions in which BHC has made its mark; and (e) provides a trend analysis for the resident and youth engagement component of BHC work. The year eight evaluation report sections are as follows:

**Section 2 | Evaluation Approach** Includes an overview of the evaluation approach based on the Collective Impact Framework and the Drivers of Change as defined by TCE.

**Section 3 | BHC Infrastructure** Summarizes how BHC grantees are working in collaboration to achieve systems and policy level change in the BHC at the city and county level, and the role of the Hub in facilitating collaboration and awareness of the initiative.

**Section 4 | Resident & Youth Engagement** Representing the key to sustainability, and marking the sixth consecutive year of reporting, this section provides resident and youth engagement trends as reported by many BHC grantees.

**Section 5 | Community Indicators & Year 8 Evaluation** Presents the plans for the year nine evaluation and for tracking ongoing trends among indicators and measures that are accessible and reflect population level changes that align with TCE goals and objectives.

**Section 6 | Summary & Recommendations** Includes recommendations to bolster the BHC initiative based on year eight data.

## Section 2 | Evaluation Approach

Given the 10-year timeframe and place-based approach of the BHC initiative, the issues, and the resident and grantees response to those issues are always in flux. While the South Sacramento BHC initiative is driven by a health equity framework, as the political climate, economy, and funding priorities shift, so do resident needs and concerns, the grantee campaigns and programs, and the strategies for producing systems-level change. The 10-year initiative allows for changing priorities and adaptations in response to the shifting landscape. Evaluating a place-based initiative is complicated because the work is organic and at any given time the campaigns and programs are at various stages of development necessitating the simultaneous use of a formative, process, outcomes and impact evaluation lens. The South Sacramento BHC evaluation has adapted to the stages of development and implementation for this 10-year place-based initiative by including data measures based on emerging issues, while also including year-to-year measures of ongoing interest to illustrate long-term trends.

The South Sacramento BHC evaluation approach is informed by *Developmental Evaluation*. Developmental evaluation provides guidance for how to conduct an evaluation when the inputs, strategies and targets of change are evolving in relation to the community context, as well as the values, perspectives and relationships of the BHC partners (i.e., residents, grantees and TCE staff). Developmental evaluation focuses on: (a) understanding the interplay between innovation and context; (b) providing data in real time so stakeholders can respond quickly to lessons learned; (c) supporting ongoing decision-making; and (d) being grounded in stakeholders engaging in data assessment. These tenets influence the evaluation team when thinking about how to evaluate the initiative from year to year, the methods used to collect data, and ways in which the data is shared with partners. The **Collective Impact Framework** and the **TCE Drivers of Change**, also guide the South Sacramento BHC evaluation as summarized below.

Collective Impact is the commitment of a group of actors from different sectors to address a common agenda for solving a social problem. This commitment is driven by the actors' recognition that they will have more impact on social change if they work collectively and across sectors as opposed to individually in isolation. Collective Impact has five conditions necessary to build a high functioning collaborative, which are as follows:

Figure 4 | Collective Impact Framework



**Backbone Organization** Supports initiative planning and management and derives a process for effective decision making;

**Continuous Communication** Building trust among partners through regularly scheduled meetings, consistent participation of organizational representatives, and a communications protocol;

**Common Agenda** Agreement of goals, common understanding of the problem, and a joint approach or solution;

**Mutually Reinforcing Activities** Coordination of different activities through a mutually reinforcing plan of action; and

**Shared Measurement System** How success is measured, typically through community and participant level indicators, and providing opportunities for group learning and dialogue.

Although the BHC partners do not use the Collective Impact model to direct the work, Collective Impact Evaluation provides a framework for tracking change over time and recognizes the importance of creating an infrastructure in which collective change can occur. In the context of the Collective Impact Framework the role of the evaluator is to track and report on the evolution of the five core components of collective impact. Table 1 identifies the South Sacramento BHC evaluation components stemming from the Collective Impact model.

Table 1 | The South Sacramento BHC Evaluation Tied to Collective Impact

Collective Impact Condition	Evaluation Method
<b>Backbone Organization</b>	Long-term tracking of the Hub structure and supports
<b>Continuous Communication</b>	Action team attendance tracking, content analysis of action team meeting records, BHC media and communication tracking
<b>Common Agenda</b>	Logic Model development and updates, action team visioning and strategic planning tracking, review of TCE BHC Initiative Framework
<b>Mutually Reinforcing Activities</b>	Action team campaign summaries
<b>Shared Measurement System</b>	Resident and Youth Engagement Logs, Community Indicator tracking, participation in TCE Cross-site efforts

In addition to alignment with the Collective Impact model, the evaluation includes measures derived from the **TCE Drivers of Change** illustrated in Figure 5.

Figure 5 | The TCE Drivers of Change



TCE provided the **five drivers of change** as the framework for identifying how to achieve transformative change in the 14 BHC communities. The **five drivers of change** are defined as follows:

**People Power** Adult residents from traditionally marginalized communities occupy positions of influence and authority in their communities, have voice and power in local government agencies and nonprofit decision-making processes; and pathways and structures are in place to support resident-led organizing.

**Youth Leadership, Development, & Organizing** Youth increasingly advance to hold positions of influence in their communities and are integrated into decision making by public agencies and community-based organizations; public and private funding is increased to promote healthy youth development and structures to support local youth healing, leadership development and organizing.

**Enhanced Collaboration & Policy Innovation** Partners work collaboratively across issue areas to support innovative advocacy approaches to advance policy, systems and social norms change; to establish and pursue shared outcomes and power; to promote equity and participation of historically marginalized populations; and to use an equity lens in policy development and practice.

**Leveraging Partnerships & Resources** Community stakeholders mobilize and secure new forms of private capital, redirect resources to support health equity, and to increase investment of public dollars. Residents are engaged in the implementation and governance of partnership agreements.

**Changing the Narrative** People in power and with influence understand that their social and physical environment influences health, the dominant narrative recognizes historically marginalized communities as valuable members of the community, and formal and informal structures facilitate adult and youth residents to tell their own stories.



Like the Collective Impact Framework, the TCE Drivers of Change shape the design of the evaluation. The role of the evaluator is to track and report on how the Drivers of Change are manifesting in South Sacramento. To that end, the following table details the evaluation metrics that represent the Drivers of Change.

Table 2 | Measuring the TCE Drivers of Change

Driver of Change	Evaluation Method
<b>People Power</b>	Resident and Youth Engagement Logs
<b>Youth Leadership, Development, &amp; Organizing</b>	Resident and Youth Engagement Logs
<b>Enhanced Collaboration &amp; Policy Innovation</b>	Policy record, Social Networking Analysis
<b>Leveraging Partnerships &amp; Resources</b>	Public and private funding tracking
<b>Changing the Narrative</b>	Communications tracking

The South Sacramento BHC evaluation approach draws on these elements to help navigate and redefine the evaluation of this place-based initiative as it evolves. Developmental evaluation acknowledges the role of the evaluator as a strategic partner. Thus, the evaluator guides the level of inquiry - in partnership with South Sacramento BHC stakeholders - with an emphasis on emerging trends, the context shaping the issues, and the response of the system to partner innovation. Developmental evaluation uses evaluation methods that appropriately “tell the story,” whether they be qualitative (i.e., case studies, interviews, participant observation) or quantitative (i.e., resident logs, social network analysis). Lastly, it reminds the evaluator to share the data and the corresponding analysis at regular intervals, and as research is performed, to guide decision making.

The Collective Impact Framework is the tool to measure the elements necessary to achieve true collaborative action. This includes following the development of the structure that shapes the work and the relationship building among partners, to the development of shared visions that articulate the change partners strive to achieve.

The TCE Drivers of Change shape the foundational elements of the evaluation approach, giving rise to understanding how residents are engaged in the BHC initiative, if collaborative connections between grantees are increasing, and the additional funding partners are leveraging to support change efforts, while remaining nimble and responsive to the core elements of change.

## TCE Cross-site Learning | Participation & Contributions

TCE supports site level evaluation in anticipation of aggregating data or shared measures from all 14 BHC sites to discern progress and outcomes of the initiative. For the past eight years the South Sacramento BHC evaluation team has been fully engaged in the affiliated cross-site learning in the following ways:

- Participated in the creation of the cross-site data collection tools (years one and two);
- Administered one or more of the cross-site data collection tools (years two through six);
- Completed the Annual Reporting Template (years four, five and six);
- Attended annual meetings of the Learning & Evaluation (L&E) Specialists (annually);
- Attended annual convenings of the BHC sites (year five); and
- Participated in other ad hoc special projects by request.

The South Sacramento BHC evaluation team continues to participate fully in all cross-site learning opportunities and to support the upcoming state-level evaluation. The L&E team for the South Sacramento BHC will continue to actively participate in the state-level evaluation to be implemented in the final two years of the initiative. This participation will include a combination of North Star Goals and Indicators (NSGIs) data collection; the development of case studies; and capacity building through technical assistance, peer learning, and training for L&Es across the state initiative.

TCE has contracted with a consultant to evaluate TCE's Spread and Scale initiative, which is aimed at expanding the BHC work regionally in four different BHC sites: South Sacramento, East Salinas, Kern, and City Heights. The South Sacramento evaluation team will provide the local assistance needed to evaluate and advance the Spread and Scale evaluation.

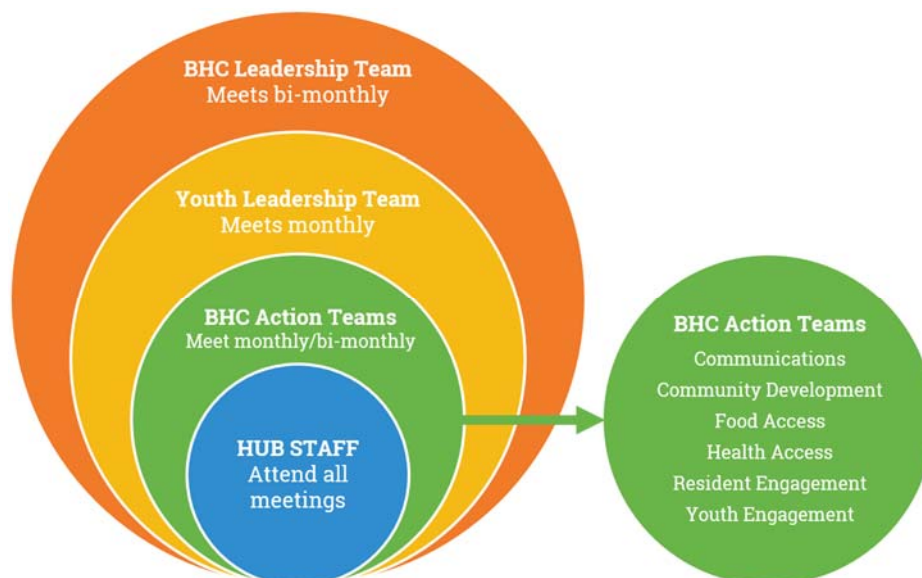
Lastly, TCE has also contracted with a consultant to evaluate the Proposition 47 work in the 14 different communities. As with the Spread and Scale evaluation, the South Sacramento evaluator will work in partnership with the Proposition 47 evaluation team when requested.

## Section 3 | BHC Structure

The South Sacramento BHC Structure is comprised of the Hub, and action and Leadership Teams, as presented in Figure 6 below. While a few structural components have come and gone in years one through eight (i.e., Steering Committee, Community Engagement Action Team) most of what comprises the South Sacramento BHC structure has remained intact since year one. Hub staff developed the concentric circle graphic model to represent collaboration, communication and collective action over hierarchy. For the most part the concentric circles continue to be an accurate depiction of the organizational structure for South Sacramento BHC, with the **backbone infrastructure** at the core, action teams close to the center of all work, and emanating out to roles for residents and youth, the leadership team. However, the graphic model developed in year four does not include the BHC funded committees and coalitions that have become instrumental in moving campaigns forward; such as the Reinvestment Coalition successfully advocating for the County of Sacramento to stop charging fees for families of juvenile offenders and writing off \$23.2 million in uncollected debt from unpaid fees.

In addition, the Reinvestment Coalition, and other BHC grantees, were on the front lines protesting the killing of Stephon Clark, a young black man, who was killed by two City of Sacramento police officers dispatched to the investigate a report of someone breaking car windows. Stephon Clark was unarmed when he was shot by police officers eight times in his grandmother’s backyard. The BHC coalitions and committees have provided the space for the BHC grantees to work in partnership with residents to organize protests calling for the police officers involved in the killing to be fired and charged with murdering Stephon Clark. This is a powerful example of how the committee and coalitions that are part of the BHC structure are actively building **resident power**. Hub staff should consider updating the graphic model to include that portion of the South Sacramento BHC work, as those structural elements may be sustained beyond the 2020 funding horizon, and are integral to the work.

Figure 6 | South Sacramento BHC Organizational Structure



This report section includes an accounting of grantee attendance at the monthly/bi-monthly action team meetings, an overview of Hub directed activities and policy wins derived from collective action in year eight.

## Updates in Hub Operations & Activities

For this Initiative, the BHC Hub fulfills the **backbone role** of the Collective Impact Framework. The BHC Hub provides staff support for the initiative, is the central coordinating body for meetings among all the grantees, manages communications and dissemination of information related to the initiative, and provides free access to a meeting room and auditorium at the Fruitridge Community Collaborative in the BHC area, where the Hub office is located. In addition, the Hub represents the leadership of South Sacramento initiative in the community at large, which includes partnering and collaborating with other collaborations. For example, in year eight, the Hub is collaborating with Build Black, the Sacramento My Brother's Keeper Collaborative, and the Healthy Sacramento Coalition. Working in partnership with other equity and health-based initiatives enhances the work of the BHC by engaging in **mutually reinforcing activities** and **leveraging partnerships and resources** that increase the health outcomes for the South Sacramento area.

In year seven, Sierra Health Foundation, Center for Health Program Management became the fiscal sponsor for the South Sacramento BHC. In addition, the Hub won a competitive grant process, becoming the Fruitridge/Stockton neighborhood Community Incubator Lead (CIL) for the Black Child Legacy Campaign, targeting a 10 to 20 percent reduction of African American children deaths by 2020. As the CIL, the Hub is the lead organization in charge of prevention and intervention efforts towards achieving the goal. This grant was a move toward sustainability by diversifying the funding and expanding the role of the BHC Hub in South Sacramento.

### Sustainability Planning

Discussions about sustainability and leveraging other financial resources began in earnest during year six. L&E staff conducted a focus group with the Leadership Team in October 2016 to formally discuss what sustainability looks like, how it might be achieved, and to detail specific next steps. The Leadership Team affirmed the importance of sustainability planning.

In year seven the Hub Manager formed a Sustainability Team and contracted with a consultant to develop the South Sacramento BHC Sustainability Plan. The plan was presented to the Leadership Team (see overview of the Leadership Team below) who decided that the plan required greater detail to lead to actionable next steps. The Hub Manager acted on this feedback and held a sustainability planning retreat with the Leadership Team. The retreat purpose and outcomes were as follows:

**Purpose:** Determine the HUB's post 2020 direction and configuration.

**Outcomes:** (1) align HUB Narrative and Values, (2) review and vet organization models to guide the Hub post-2020, and (3) clarify direction, roles & responsibilities, and concrete next steps.

The Leadership Team decided to plan for post-BHC guided by a **HUB + organizational model**, which is maintaining the current Hub structure and adding a grant writer and an organizational development consultant.

The retreat discussion revealed that **Hub staff is stretched thin with their current staffing levels**, and various roles and responsibilities. While the South Sacramento BHC initiative has grown over the past eight years, Hub staffing to support the initiative has not. The Leadership Team agreed to provide additional support to the Hub, and to dedicate time outside of their bi-monthly meeting for sustainability planning. To that end, the Leadership Team outlined two **next steps**: (1) review the Hub’s responsibilities and examine how to better align their role with their capacity, and (2) convene at a second retreat scheduled for February 2019.

## Communications

The **statewide marketing campaign by TCE** has been successful in spreading the message of the BHC initiative and various campaigns. Partners have reported that community members recognize and support the slogans and hashtags used to communicate BHC values (e.g., #Health4All and #SchoolsNotPrisons).

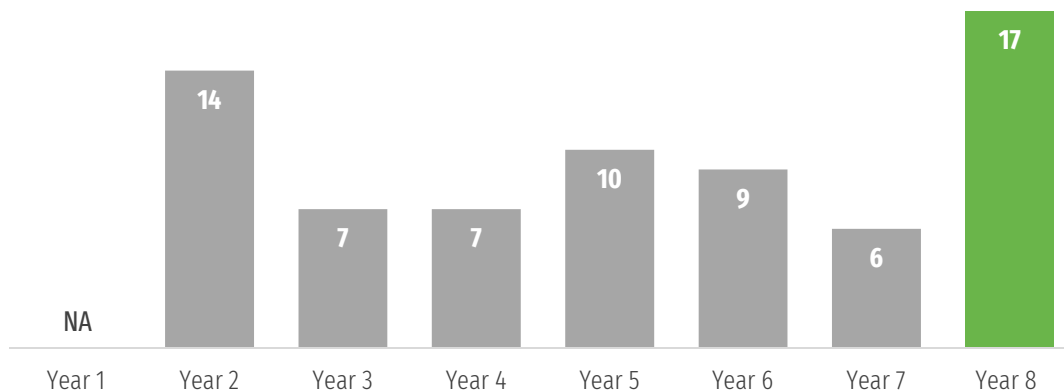
The **TCE Program Manager** for the South Sacramento site, promotes BHC through media buys in the English-language *Sacramento News and Review*. The Hub oversees all other forms of communication, which is comprised of a South Sacramento BHC Facebook page, Instagram account, webpage and email newsletters.

One area that has continued to be an opportunity for enhancement in the South Sacramento BHC initiative is **continuous communication**. In year seven, the South Sacramento Hub Media Communications Coordinator began participating in bi-weekly conference calls with technical assistance provider Imprenta to strengthen communications, which included editing the Sac BHC newsletter template.

The **South Sacramento Hub** initiated the BHC e-newsletter in year two. The newsletters contain information about BHC campaigns and wins, grantee programs, Hub Gatherings, and community events. The number of email subscribers has grown from 120 registered emails in year two, to 586 registered emails in year eight. Figure 7 depicts the number of newsletters distributed in years two through eight.

Figure 7 | Number of BHC Newsletters Distributed by Year

The greatest number of BHC Newsletters were distributed in **Year 8**.



The monthly Hub e-newsletter is written by a BHC grantee funded to develop digital media content. In year eight, the partnership between the BHC Hub and grantee was retooled, which resulted in a substantial increase in the number of e-newsletters distributed.

The second communications platform **managed by the Hub** is the South Sacramento BHC Facebook, Twitter and Instagram accounts. This form of social media is primarily used to display photos of South Sacramento BHC events attended by Hub staff, and to share posts from other BHC sites and the TCE statewide campaigns.

The South Sacramento BHC website is a portal for residents, grantees, funders, and elected officials to learn about the place-based initiative. The website content includes the Hub staff, media links, action team and elected official information, resources, and more. In year eight Hub staff updated the website to include a calendar of events that grantees can append. However, the grantees are not posting events to the South Sacramento BHC calendar. In general, the website is an underutilized resource that went without updates for a few years. **Hub staff will still need to rally the grantees repeatedly** to use the calendar and **undertake a marketing campaign to resurrect the new and improved website** and calendar as a platform for communicating about the BHC.

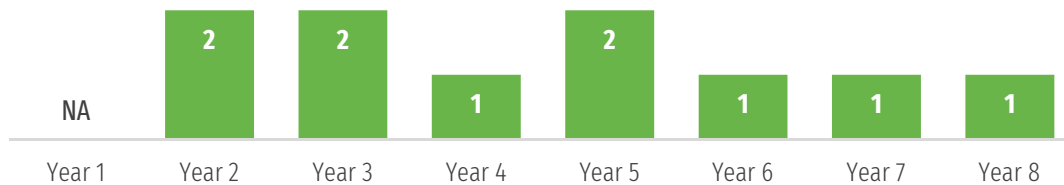
Internal communication among BHC partners is a challenge. While the chairs and coordinators for each action team use email lists to update their members regarding meetings and events, there is no central communication structure for grantees to communicate across action teams. Grantees have expressed frustration with a lack of centralized and facilitated communication structure in the South Sacramento BHC. Given the difficulty for partners to keep track of everything going on within the initiative, it can be assumed that this same issue is amplified for the general community. The variety of communication channels and preferences has challenged the BHC since it began. For residents, organizations, and funders not intimately involved in the BHC work, establishing communication channels is essential for relaying the policy and community changes resulting from the initiative, and ultimately another tool for **changing the narrative**. Hub staff should engage grantees and residents in reviewing the communications plan to review and refine the communication strategy. The communications plan may become more prominent as a component of sustainability in the final two years of TCE funding.

### All Grantee Convening

The All Grantee Convenings facilitate networking among grantees, provide a venue to share information about the work of the action teams, and establish a forum for grantees to solicit the support of all BHC-funded organizations for their campaigns. Without a centralized communications platform, the All Grantee Convenings are the essential link for communication and networking across action teams. The Hub facilitated one All Grantee Convening in year eight. Figure 8 displays the number of All Grantee Convenings for years two through eight.

Figure 8 | Number of All Grantee Convenings by Year

There were a total of **10 All Grantee Convenings** between Years 2 and 8.



The All Grantee Convening held in year eight included action team updates; a presentation about the youth legacy project, Cuportunity; an overview and discussion about the Hub Sustainability Plan; a presentation by the California Urban Partnership about the Equitable Allocation of Marijuana Tax Revenue; and TCE updates from the South Sacramento Program Manager.

A core tenet of achieving Collective Impact is **continuous communication** through regularly scheduled meetings for partners to build trust and develop a **common agenda**. In year eight, the action teams remain siloed and only come together during the All Grantee Convenings for informal exchanges.

The All Grantee Convenings can serve as the venue for building relationships and a collective trust among grantees and across action teams, to spur mobilization around a **common agenda**. Although there are some examples of action teams supporting one another during various advocacy campaigns, the South Sacramento BHC has evolved and should identify opportunities to produce a campaign spearheaded collectively by grantees across action teams to build the strength of the collaborative. For example, in year eight, the Health Access and Community Development Action Teams, and the Reinvestment Coalition advocated with Sacramento County staff and/or the Board of Supervisors to shift funding priorities; however, these requests were made independent of each other and in an uncoordinated way. This is one example of where BHC partners from different issue areas could have leveraged their collective resources and utilized a “strengths in numbers” approach to wield more power and influence over decisionmakers.

The deliberate building of relationships between all the partners is an essential element for sustainability of the South Sacramento BHC beyond the TCE initiative. Additionally, elected officials are becoming aware of the power and influence of the South Sacramento BHC based on issue-focused campaigns. There is enormous potential for the influence and power of South Sacramento BHC to **change the narrative** working collectively for large scale social change that impacts cross-cutting issues simultaneously.

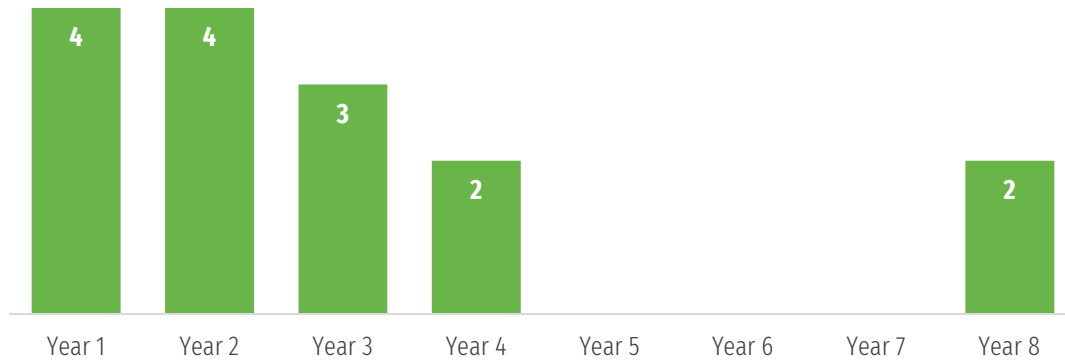
## Hub Gatherings

The Hub began hosting Hub gatherings in year one (see Figure 9). The gatherings are festive events that typically included dinner, and games and activities for families. These gatherings are a venue for introducing BHC resources and grantee projects and programs to the community at large, and to seek input from residents to advance BHC supported campaigns They are labor-intensive for Hub staff and yield few

resident partners or champions. In the end these social gatherings represent a lot of good will, and minimal long-term engagement of residents in the initiative.

Figure 9 | Number of Hub Gatherings by Year

There were a total of **15 Hub Gatherings** between Years 1 and 8.



The Hub did not host a Hub Gathering in years five, six or seven, due to structural changes with the BHC. In year four the Steering Committee - which was responsible for assisting the Hub with planning and implementing the Hub Gatherings - dissolved and directed that the Hub initiate a Resident Engagement Action Team to take over some of their BHC duties (e.g., Hub Gatherings). The Hub Manager made multiple attempts to ignite a Resident Engagement Action Team, but it never gained traction. In year eight, the Hub Manager moved forward with a different strategy to increase resident knowledge of, and engagement in the South Sacramento BHC by hiring a part-time Community Support Specialist (*See Resident Engagement Action Team section below for more information*) and have the Hub reinstitute the Hub Gatherings.

In year eight, the Hub began convening residents and grantees together again at two Hub gatherings. The first event was held in March for approximately 50 attendees. The second Hub gathering was a back to school event, and was advertised through social media, grantee communication channels, and flyers distributed to elementary schools in the immediate vicinity of the Fruitridge Community Collaborative. The Hub provided dinner, BHC t-shirts for adults, 75 backpacks for kids, and a free bike raffle. South Sacramento BHC grantees hosted tables at the event to inform residents about the programs and services they provide. The event was well attended by approximately 200 residents, including many families with young children.

The BHC grantees and the Hub have more substance to show and more compelling opportunities for resident engagement now, compared to the early years of the initiative. In the current form, the gatherings are an informational event for residents. The Hub gatherings could be a strategy for BHC grantees to solicit input from residents on the issues that matter most to them, and to garner resident support for upcoming campaigns. Due to the three-year hiatus, the Hub should seek input from the Leadership Team about their commitment to: (a) solicit and act on the issue identified by residents at Hub Gatherings, (b) work with the Hub staff on increasing resident participation at the gatherings, and (c) use the gatherings as a strategy for meaningfully engaging residents in BHC campaigns.



## Youth Leadership Academy

BHC staff developed and implemented a five-week Youth Leadership Academy (YLA) for 11 youth ages 14-18 to learn civic engagement skills, how to advocate for their needs, and build their awareness of community issues. The YLA included a two-day orientation; five, half-day sessions; and a graduation ceremony for friends and family. Table 3 below includes a brief description of each of the five YLA sessions.

**Table 3 | 2018 Youth Leadership Academy Sessions & Descriptions**

Session	Session Description
<b>1. Political Landscape</b>	Examines various levels of government, from local to national
<b>2. How Does Change Happen</b>	Provides information regarding the processes involved to create change via the power of social media, research, and community assessment
<b>3. Figures &amp; Movements</b>	Presents lessons from history regarding successful movements that created change and the leaders that led them
<b>4. Local Tides</b>	Provides a forum at The Sierra Health Foundation with local organization presenting work they are doing to activate change in Sacramento
<b>5. Put in Work</b>	Culminates in a day in which youth participants work on a real social change campaign

Throughout the duration of the academy, youth discussed social change campaigns in general; two specific campaigns surfaced based on the participants' interests: (1) the tobacco industry's efforts to target advertisements towards youth, and (2) the racial disproportionalities of school suspension rates in Sacramento. The campaigns served as context for youth to apply the lessons learned in each session. When YLA was designed, Hub staff intended for the Youth Leadership Team to move the identified campaigns forward. While, this outcome did not manifest, some of the youth drew upon the skills learned in the program to lead campaigns at their school.

YLA participants from Sacramento Charter High School led a student walk out to advocate for policy and program changes. The students wanted to meet with the St. Hope CEO (the organization that runs the charter school) and Board to discuss their grievances. Prior to the walk out the students requested several times to meet with the CEO and Board but were unsuccessful. The students protested for the following changes: (a) tutoring programs, (b) SAT preparation classes, (c) culturally relevant teaching training for staff, (d) increasing the racial diversity of the teachers, (e) increasing the number of special education teachers, and (f) modify the dress code to allow students to wear shorts given that Sacramento experiences may 90+ degree days, and removing the criteria that students can only wear Sacramento High School emblomed jackets due to the high cost. Because of the student-led protest, the administrators agreed to modify the dress code, implement SAT preparation classes, and meet with students regularly to discuss the other changes requested by students.

In addition, youth who participated in YLA from the Sacramento City Unified School District's, Men's and Women's Leadership Academy at West Campus High School, initiated a chronic absence campaign. The youth created a public service announcement and manage an active social media campaign.

## Action Teams

When the BHC began, the structure included six workgroups to foster collaboration among the grantees on focused topics, and to inspire the development of shared visions to drive the BHC initiative forward. In year five, the workgroups evolved into six action teams, and the action team format continued through year eight. Over the last eight years these core action teams have focused on **mutually reinforcing activities**, along with targeted campaigns. Because of the increasing trust and cohesion among members and the development of a **common agenda**, the action teams are the nexus of collective activities and strategies that led to systems and policy level change, and place-based improvements that advance health for residents of the BHC target area. The action team structure also serves as the dominant form of **continuous communication** among the BHC grantees, manifested in the monthly or bi-monthly meetings. This section includes a summary of the year eight Leadership Team and action team activities with a focus on the frequency of meetings, and grantee participation.

### Action Team Goals

- 1 Increase communication among grantees
- 2 Bring together a diverse set of stakeholders
- 3 Increase coordination among grantees
- 4 Improve resource sharing among grantees

### Communications Action Team

The Hub established the Communications Action Team in year four to address communication gaps; to develop new strategies to increase awareness of the BHC initiative and grantee affiliated programs; and to facilitate the flow of information between grantees, BHC residents, and stakeholders. The Hub staff chair the Communications Action Team, and in year eight decided to take a hiatus and not convene the action team. Hub staff will meet with the TCE Program Manager in year nine to determine whether to reconvene the Communications Action Team.

Data collected through year seven and eight sustainability planning efforts, identified communication as an opportunity area. If Hub staff decide to disband the Communication Action Team in year nine, an alternative method for addressing the communication gaps that led the Hub to convene the action team should be implemented. Furthermore, an updated communications plan with input from grantee and resident stakeholders may emerge as a new priority component of sustainability and will require a standing work group to support its design and implementation.

### Community Development Action Team

The California Endowment supported 12 organizations with grants during year eight for the provision of community development programs in the BHC area. Table 4 includes a brief description of the programs offered by the BHC community development grantees.

Table 4 | BHC Funded Community Development Grantees, Year 8

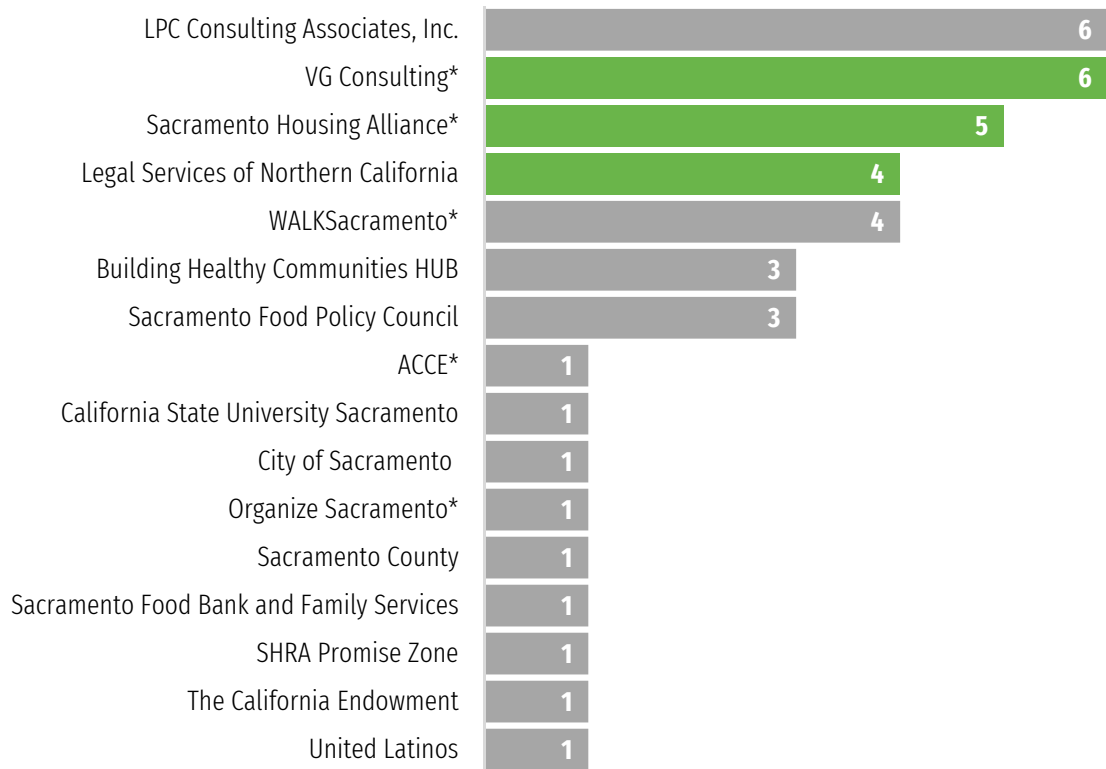
Grantee(s)	Program Description
ACCE	Train residents to advocate for safe neighborhood environments.
California Urban Partnership	Ensure that marijuana tax revenues are equitably allocated towards low-income communities of color, particularly those impacted by the criminalization of drugs.
Capital Region Organizing Project	Develop the capacity of residents and youth to advocate for better public transportation services and walking and biking paths.
Environmental Justice Coalition for Water	Support a community visioning process for the Morrison Creek urban stream revitalization project.
Organize Sacramento	Provide nonpartisan community civic education and power building opportunities for more equitable public transportation funding and priorities.
Sacramento Area Bicycle Advocates	Increase resources for safe and health-promoting active transportation in historically underserved neighborhoods.
Sacramento Housing Alliance	Advocate for affordable housing for residents in Sacramento County. Chair the Community Development Action Team.
VG Consulting	Support resident leadership and placement on public agency boards and commissions by training residents.
WALKSacramento	Engage parents and youth in opportunities to assess neighborhood routes to school and to advocate for active transportation improvements.
* Sacramento ACT	Promote the reinvestment of county resources into community-based prevention from an emphasis on punishment to one that supports health and prevention. Protect the health and safety of immigrants and the Muslim community by creating a rapid response network that will provide support including accompaniment, translation and legal assistance.
* Safe Passages	Improve health outcomes for young men through the implementation of a strategy that has been proven to reduce youth violence by providing mental health supports and developing employment skills for young men.
* Self-Awareness & Recovery	Improve health outcomes for youth and the formerly incarcerated through the development of self-expression and social-emotional health, facilitation and healing circles and engagement in advocacy campaigns.

\* These grantees are active in the Sacramento Reinvestment Coalition focused on community development by shifting resources from incarceration to prevention and are not expected to attend the CDAT meetings. The grantees are included in this section of the report because the South Sacramento BHC Organizational structure does not include the BHC funded coalitions, collaboratives and committees.

In year eight, VG Consulting and the Sacramento Housing Alliance Co-Chaired the Community Development Action Team (CDAT). The CDAT met **six times** to discuss team functioning and address ongoing campaigns. Figure 10 shows meeting attendance by organization, with asterisks indicating organizations that were funded through BHC to provide community development programs. A review of the meeting minutes highlight that five of the nine organizations expected to attend the meetings – or 56 percent - attended at least one action team meeting in year eight.

Figure 10 | Community Development Action Team Attendance by Organization, Year 8

**33% of BHC funded CDAT grantees** attended at least 70% of CDAT meetings in year 8.



\*Funded by BHC to support community development.

In year eight, members of CDAT participated in several initiatives, which are described below.

**SB 1000:** The California State Legislature passed Senate Bill 1000 (SB 1000) in September 2016, which requires that jurisdictions with disadvantaged communities incorporate environmental justice (EJ) components into their general plans. General plans, which are required of municipalities in California, provide planning guidelines to a city or county's future development goals and provide policy statements about how to achieve those developmental goals.

In Sacramento, both the County and City are updating their general plans and are required to include an EJ component. Sacramento County established the Sacramento County Environmental Justice Advisory Committee to assist with developing the EJ components of their General Plan. This committee comprises three BHC grantees, who provide a racial and health equity lens to the EJ work and advise the county on how to include resident input and needs into the plan.

**Housing4Sacramento:** Several CDAT participants are members of Housing4Sacramento, which is a coalition working to create accessible and equitable housing for renters in Sacramento. In August of 2018, Housing4Sacramento collected more than 36,000 Sacramento County resident signatures to qualify the Sacramento Renter Protection and Community Stabilization Charter Amendment for the 2020 ballot. The ballot measure would, according to proponents, protect renters from increasing rent prices and evictions,

specifically by limiting the frequency and amount that landlords can increase the rent, restricting reasons for evicting tenants, requiring relocation assistance for renters evicted without cause, and establishing an elected housing commission to review and rent policies.

**Sacramento Transit Riders Union:** The CDAT supports the efforts of the Sacramento Transit Riders Union (TRU), which is a “member-run union of transit rider organizing for better public transit in Sacramento County and beyond.” Sacramento TRU achieved three notable wins in year eight with the Sacramento Regional Transit (RT) Board’s approval to reduce fares, reinstate transfers which had been previously eliminated, and increase weekend services of the RT light rail.

**Fruitridge Community Collaborative Bike Racks:** WALKSacramento leveraged California Department of Public Health funding to purchase and install a bike rack at the Fruitridge Community Collaborative.

**CDAT Visioning Interviews:** The evaluator and TCE staff conducted interviews with BHC grantees and community development stakeholders to inform the future direction of the action team. The interviews included questions regarding what is working well with the action team and what can be improved, issues CDAT should address moving forward, and which organizations and individuals are best poised to lead potential future efforts. Overall, interview findings highlighted that, although individuals and organizations represented at the table bring social capital and area expertise to the table, additional opportunities exist to engage more partners in CDAT to form a high functioning collaborative focused on systems level changes.

## Food Access Action Team

The Food Access Action Team, or the Healthy Food for All Collaborative (HFAC), is comprised of BHC grantees funded to work on food access and education issues in the BHC area, and organizations with an interest in the Sacramento region food movement. Soil Born Farms and Solh Resolutions International co-chair the Action Team that convened 10 times in year eight to promote collaboration and relationship building among food movement stakeholders. Soil Born Farms has convened this Action Team since year one.

The California Endowment supports 12 different organizations with the provision of food access programs in the BHC area. Table 5 includes a brief description of the programs offered by each of the food access BHC grantees funded in year eight.

**Table 5 | BHC Funded Food Access Grantees, Year 8**

Grantee(s)	Program Description
<b>Burbank Urban Garden</b>	Increase exposure and access to healthy foods and urban agriculture systems for high school students at Luther Burbank High School.
<b>Food Literacy Center</b>	Educate children and youth about healthy eating and cooking, training adults on best methods to teach youth to eat and cook healthy foods and promoting local and regional food systems that increase access to fresh foods.
<b>Green Technical Education &amp; Employment</b>	Expand access to healthy foods through an aquaponics system and skills development program focused on nutrition and health advocacy for students and adult residents.

Grantee(s)	Program Description
<b>NeighborWorks</b>	Expand and further develop the Oak Park Farmers Market and coordinating a free resident exchange of produce and sharing of urban agricultural skills.
<b>Oak Park Sol</b>	Support the development of a community land trust and neighborhood fund in South Sacramento.
<b>Pesticide Action Network</b>	Support staffing for the Sacramento Food Policy Council to advance health-promoting, equitable and ecologically sound food and farming system policies that increase healthy food access for residents.
<b>Soil Born Farms</b> (sub-contractors Alchemist CDC, Sacramento Food Bank, Yisrael Family Farm, and VG Consulting)	Create a sustainable and accessible food system by supporting urban farming and the engagement of residents through garden builds, gleaning and healthy food education in South Sacramento. Incorporating school gardens into academic curricula. Coordination of the Sacramento Urban Agricultural Coalition.
<b>Valley Vision</b>	Facilitate the Sacramento City Unified School District Wellness Committee and support regional efforts to increase the availability and consumption of healthy food.
<b>Yisrael Family Farm</b>	Provide healthy food systems training and education to youth residents of color.

In year seven, the partners decided to change the meeting format to allow structured time for sustainability planning. The first hour of the meeting is devoted to sharing resources and collaborating through a Collab Café. The second hour of the meeting is optional and provides an opportunity for the HFAC members to focus on long-term planning and foundational issues.

In year eight, the HFAC partners participated in an HFAC sustainability planning retreat. Through a series of exercises, the partners identified that the future HFAC will have seven elements:

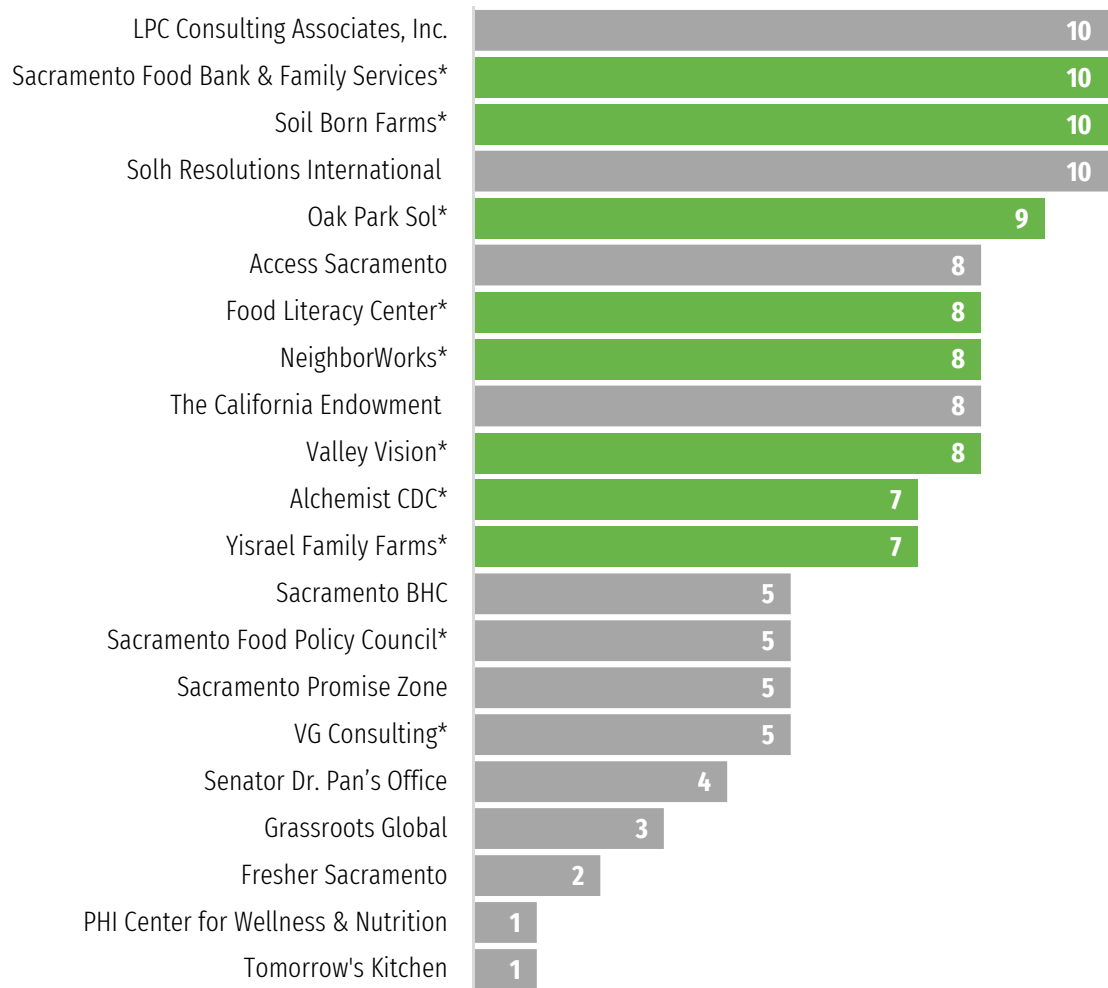
- Holistic, cross-sector strategies
- Sustainable capacity-development
- Clear and effective brand and communication
- Supportive, effective diverse structure
- Expanded and defined impact area
- Community-driven action
- Intentional, productive collaboration

Three main outcomes emerged from the retreat: (1) a dashboard outlining the food-related activities HFAC partners are committed to; (2) an interest in capturing the tools, methods and best practices used to move food access work forward in the BHC over the previous seven years; and (3) a vision to guide detailed, sustainability planning. While the HFAC worked through the above processes, two partners co-created a website to consolidate food access resources and information for partners and residents. The HFAC reviewed the beta website and suggested additional content that the co-creators will incorporate with the goal of finalizing the website early in year nine.

Figure 11 on the following page, shows HFAC meeting attendance by organization. The asterisks indicate organizations funded to provide food access programs through the BHC initiative. Of the 12 organizations that receive BHC grant funds for *food access activities*, all but two organizations attended at least one monthly meetings; 83 percent of the BHC funded grantees (n = 10) attended half or 50 percent of the action team meetings in year eight.

Figure 11 | Healthy Food for All Collaborative (Food Access Action Team) Attendance by Organization, Year 8

**67% of BHC funded HFAC grantees** attended at least 70% of HFAC meetings in year 8.



\*Funded by BHC to support food access.

## Health Access Action Team

The Health Access Action Team (HAAT) is co-chaired by Legal Services of Northern California and Sacramento Covered, and is staffed by Everyday Impact Consulting. The California Endowment supports nine different organizations with grants to increase health access for residents residing in the BHC area. Table 6 includes a brief description of the programs offered by the health access BHC grantees funded in year eight.

Table 6 | BHC Funded Health Access Grantees, Year 8

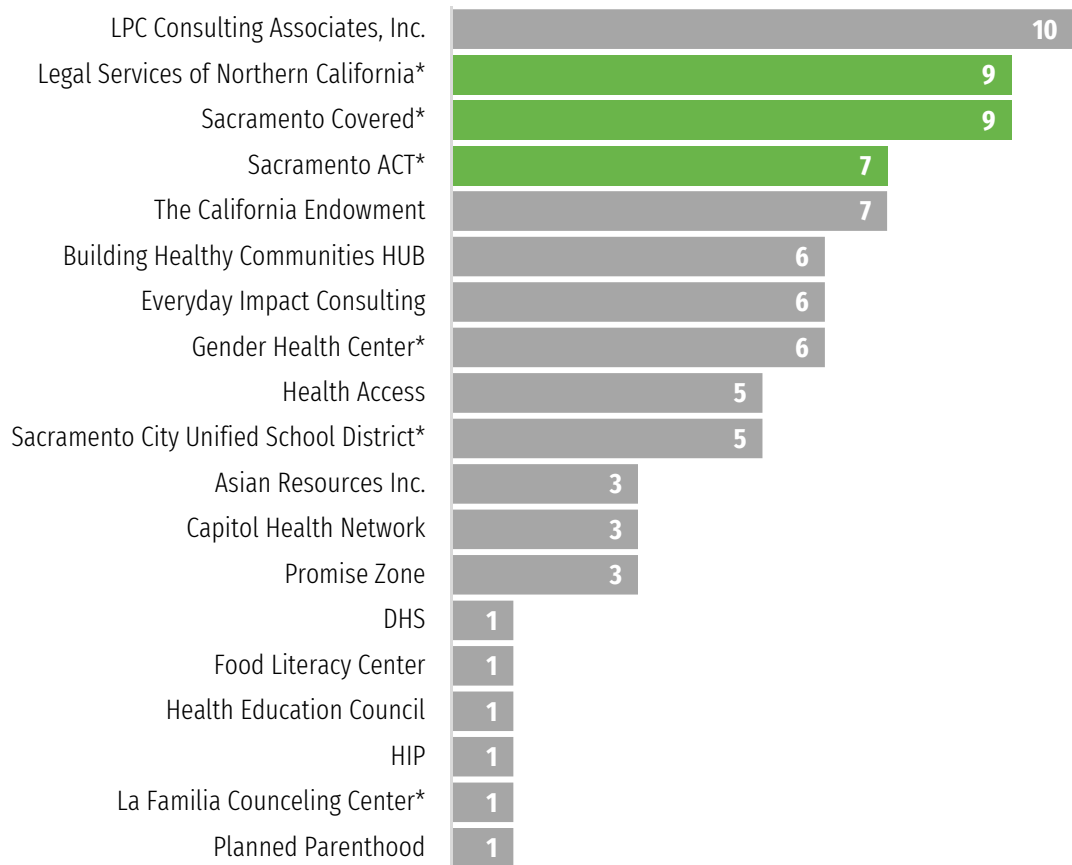
Grantee(s)	Program Description
<b>Gender Health Center</b>	Increase access to culturally competent health and mental health services by increasing the knowledge of health care providers, educators and social workers about the health needs of transgender individuals.
<b>Legal Services of Northern California</b>	Improve access to health care, housing and transportation by supporting organizations and coalitions, and providing training and assistance to residents.
<b>La Familia Counseling Center</b>	Strengthen the capacity of youth and adult residents to promote health behaviors, navigate the healthy system and engage in community development projects.
<b>Sacramento ACT</b>	Train and develop faith-based residents and youth leaders to advocate for healthier school environments and improved access to health and mental health services.
<b>Sacramento Covered</b>	Support access to health coverage and health services through outreach, education, enrollment and retention services.
<b>Sacramento City Unified School District</b>	Connect students and their parents with accessible health care and mental health supports. Conduct an impartial needs assessment to determine where to allocate school health resources.
<b>Yes2Kollege</b>	Increase awareness of health disparities and advocate for culturally competent resources and health careers for African American women.

The HAAT convened **ten times** in year eight, and is comprised of BHC grantees, organizations interested in health access in the greater Sacramento region, and BHC Hub staff and contractors. Figure 12 shows HAAT meeting attendance by organization, and the asterisks indicate organizations funded through BHC to provide health access programs. HAAT meeting attendance records indicate that three of the seven organizations funded to increase health access in Sacramento attended 70 percent or more of the meetings. All but two health access grantees attended at least one meeting in year eight.



Figure 12 | Health Access Action Team Attendance by Organization, Year 8

**43% of BHC funded HAAT grantees** attended at least 70% of HAAT meetings in year 8.



\*Funded by BHC to support health access.

The Health Access Action Team focused on two major campaigns during year eight: strengthening the Sacramento County Healthy Partners program that provides healthcare for undocumented residents, and reinstating Medi-Cal managed care at University of California Davis (UC Davis) Medical Center.

### Sacramento County Healthy Partners Program

A major focus of the HAAT was monitoring the implementation of the Sacramento County Healthy Partners Program (which HAAT successfully campaigned the County to create) and advocating for program improvements to expand access to care. In year eight HAAT was successful in getting the Sacramento County Board of Supervisors to: (1) lift the patient age cap allowing residents over the age of 65 to enroll in the program, and, (2) expanding the program cap from 3,000 to 4,000 individuals. HAAT monitors how many residents are enrolled in the program and if residents over the age of 65 are being enrolled into the program. HAAT has also begun advocating that the County spend all the money they have budgeted toward this program on patient care, rather than withholding funds.

### Medi-Cal Medical Home Campaign

In January 2015, the University of California Davis Medical Center (UC Davis) ended their Medi-Cal Managed Care contract with Health Net, forcing about 3,700 patients to find new providers. In year seven, the HAAT created the Health Equity Action Team (HEAT), an alliance with UC Davis medical school resident physicians, to launch a campaign to pressure UC Davis Medical Center to reinstate primary care services for Medi-Cal insured patients. The team launched a public advocacy campaign that garnered the support of Senator Pan. The UC Davis administrator agreed to meet with the HEAT members, which initiated the two groups meeting on a regular basis. Toward the end of year seven, UC Davis contracted with UnitedHealthcare (United) to provide Medi-Cal services, but in year eight, United pulled out of providing Medi-Cal Managed Care. HAAT pressed on UC Davis to aid the approximately 900 residents that enrolled in the program with finding alternative care, and for UC Davis to enter into another Medi-Cal contract with Health Net.

### Youth Engagement Action Team

The California Endowment supported 14 organizations or individuals with grants during year eight for the provision of youth development programs in the BHC area. Table 7 includes a brief description of the programs offered by the BHC youth engagement grantees.

Table 7 | BHC Funded Youth Engagement Grantees, Year 8

Grantee(s)	Program Description
East Bay Asian Youth Center	Reduce health disparities by training Southeast Asian youth leaders to become health advocates, and by informing adults, youth and local policy makers about options for public funding for youth services.
Freedom Bound Center/Sol Collective	Support a statewide and local event series designed to raise awareness of California's punishment and incarceration systems and to promote programs that improve health, prevention and education for families and communities.
Her Health First (Formally Center for Community Health & Well-Being)	Coordinate the Girls on The Rise Leadership Program.
Hmong Innovative Politics	Create healthy school and neighborhood environments by building the advocacy skills of Southeast Asian youth and parents so that they will be able to advocate for positive school climates that will lead to better health outcomes for youth.
Hub South Sacramento	Support youth with planning and implementing an annual youth summit.
We Leverage	Increase the civic engagement and advocacy capacity of youth to participate in local school, neighborhood and juvenile justice policy discussions that affect health outcomes.
Isaac Gonzalez	Recruit, train, and support area youth in the production of digital media content on community health issues.
PRO Youth & Families	Improve the capacity of youth to advocate for healthier school environments by developing leadership and policy analysis skills.
Sacramento City Unified School District	Improve the long-term health and educational outcomes for K-12 students by promoting preventive health measures, improving social and emotional skills, and developing youth leadership and advocacy skills. Strengthen the health career pathway infrastructure by expanding work-based learning opportunities in health and public health and by incorporating social

Grantee(s)	Program Description
	and emotional learning and the understanding of the social determinants of health into the curricula. To empower young women and men to become lifelong learners and globally competitive leaders through the Men’s and Women’s Leadership Academies.
The Center	Improve youth knowledge about healthy eating and physical activity and engage youth in the development and implementation of school wellness policies.
Sacramento LGBT Community Center	Promote safe and healthy environments for lesbian, gay, bisexual, transgender, queer and questioning youth by establishing a network of LGBT-affirming adults and youth to form the LGBT youth team.
Sacramento Independent Learning Center/Black Parallel School Board	Improve health outcomes for young mem of color by supporting efforts to develop youth leadership and improve school climate through the implementation of restorative justice practices in Sacramento City Unified School District.
University of California, Davis	Promote health by documenting and sharing effective strategies to reduce chronic absence among students in Sacramento City Unified School District.
916 Ink	Improve literacy of youth through creative writing programs.

The Youth Engagement Action Team (YEAT) is chaired by the Youth Leadership Team Coordinator, and The Center, with staff support from Everyday Impact Consulting. During year eight, the YEAT started their Change the Narrative Campaign. This youth-led campaign aims to change misconceptions of youth of color in Sacramento and is in the planning and development stage. The campaign hopes to achieve three key outcomes: (1) change public perceptions about youth of color in Sacramento; (2) help create best practices to improve cultural competency of school teachers and staff working with youth of color; and to (3) have school teachers and administrators value youth voice and use disciplinary best practices, including discipline prevention and intervention methods.

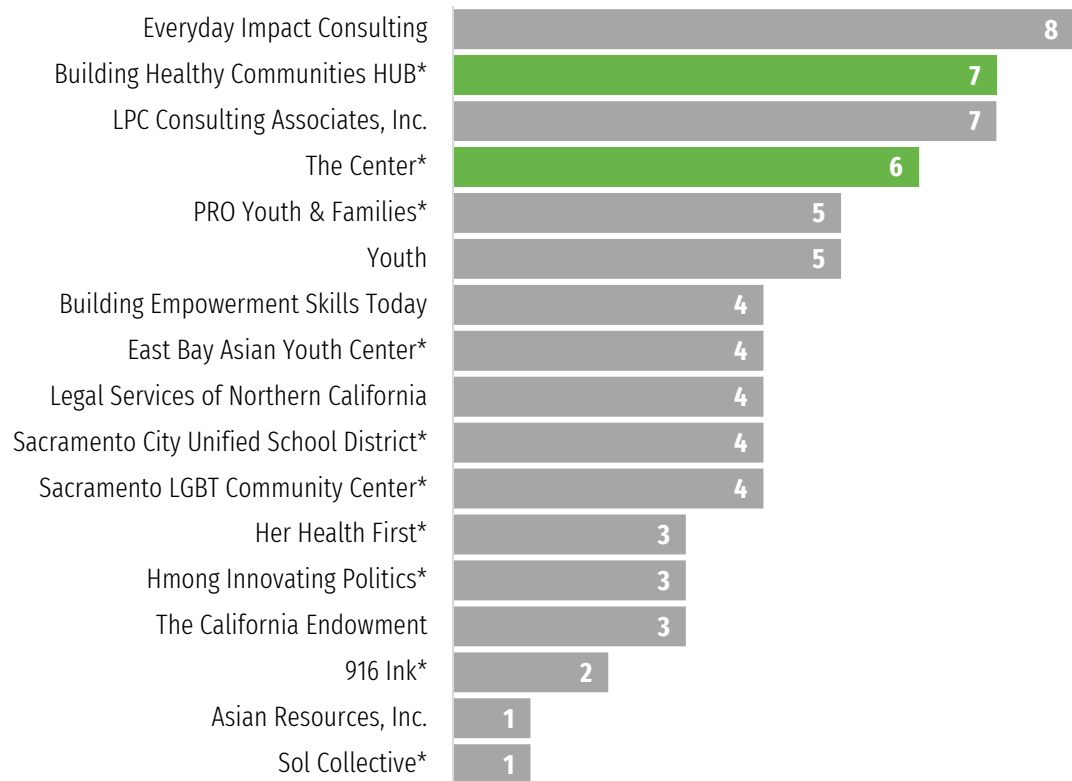
YEAT also supported the Sac Kids First Coalition in year eight. Sac Kids First is leading a campaign to create a Children and Youth Fund in the City of Sacramento. This Fund would require the City to allocate 2.5 percent of its general fund or unrestricted revenues annually - approximately \$12 million - for children and youth services, with at least 90 percent of this funding allocated for direct services for children and youth.

The Sac Kids First Coalition is in the process of collecting 50,000 City of Sacramento resident signatures to qualify the measure for the March 2020 Ballot. The YEAT meetings include campaign updates and opportunities for YEAT youth to get involved.

The Youth Engagement Action Team convened **eight times** in year eight. The YEAT does not meet from June to August due to youth being out of school during those months. Figure 13 shows meeting attendance by organization, and the asterisks indicate organizations funded through BHC to provide youth programs. A review of the meeting minutes revealed that all but four of the organizations that received BHC youth development grants in year eight, attended at least one Action Team meeting.

Figure 13 | Youth Engagement Action Team Attendance by Organization, Year 8

**14% of BHC funded YEAT grantees** attended at least 70% of YEAT meetings in year 8.



\*Funded by BHC to support youth engagement.

Regarding youth attendance, the number of youth varied greatly from meeting to meeting, as well as the individual youth who attended. The current chairs are committed to making the youth-oriented approach work and are meeting collectively to develop strategies to engage a consistent group of youth.

### Leadership Team

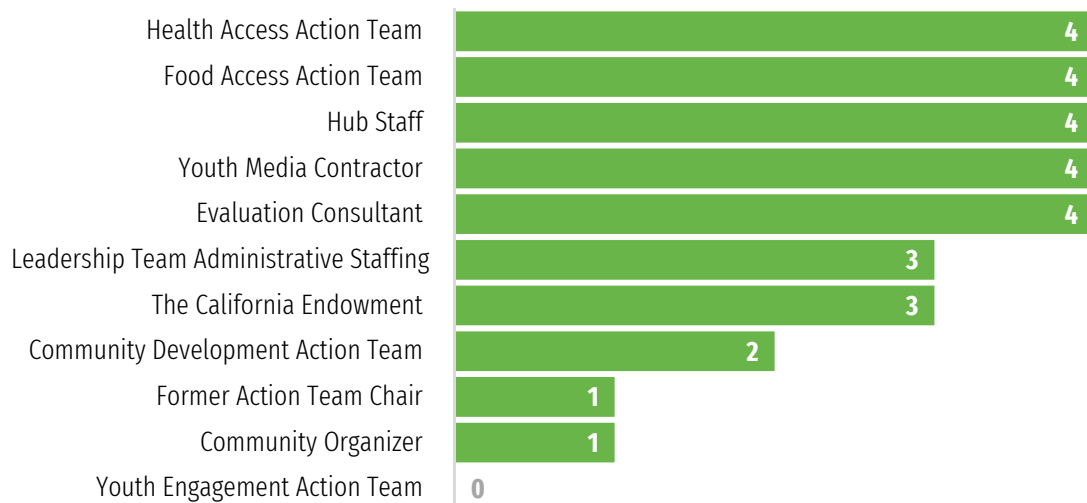
In year four, the BHC Hub established the Leadership Team to facilitate collaboration across the different BHC action teams. The Leadership Team is comprised of the action team chairs; former action team chairs, Hub and TCE staff; contractors; and the L&E team, as shown in Table 8.

Table 8 | BHC Action Team Chairs, Co-Chairs, &amp; Facilitators, Year 8

Organization	Role
Hub Staff	BHC backbone organization Convenes the Communications Action Team
ACCE	Community Organizer
Access Sacramento	Former co-chair of the Communications Action Team Writes the e-newsletter
Everyday Impact Consulting	Administrative support for the Health Access and Youth Engagement Action Teams and Leadership Team
Soil Born Farms	Co-chair of the Food Access Action Team
Solh Resolutions	Co-chair of the Food Access Action Team
Legal Services of Northern California	Co-chair of the Health Access Action Team
Sacramento Covered	Co-chair of the Health Access Action Team
916 Ink	Former Youth Engagement Action Team Co-chair
Sacramento ACT	Chair of the Reinvestment Coalition
Sacramento Housing Alliance	Co-chair of the Community Development Action Team
The Center	Co-chair of the Youth Engagement Action Team
LPC Consulting Associates, Inc.	Learning and Evaluation Specialists
The California Endowment	Program Manager

The Leadership Team meetings primarily serves as a venue for sharing information, as opposed to fostering collaboration among and between action teams. Each meeting included time devoted to providing updates on the BHC action teams and affiliated campaigns, the South Sacramento BHC evaluation, and sustainability planning. The Leadership Team typically meets bi-monthly, but the team met **four times** in year eight because two meetings were canceled. Figure 14 illustrates meeting attendance by Sacramento BHC role (e.g., action team chair, contractor, staff).

Figure 14 | Leadership Action Team Attendance by South Sacramento BHC Role, Year 8



Hub staff, the youth media contractor, two of the four action teams active in year eight, and the evaluation team had a representative at all four Leadership Team meetings. The Leadership Team meetings are an opportunity for members to set the direction of the South Sacramento BHC, strategize how to work collectively across action teams on joint campaigns, and to inform and guide sustainability planning. Many of the action team chairs have participated in the BHC since the planning years, have a strong understanding of how issues intersect all the action team interests, know how to leverage resources, and have relationships with city and county governing boards. *This team is the epicenter of using **Collective Impact** to manifest the **TCE Drivers of Change** and should deliberately drive and facilitate collaboration across action teams and make strategic decisions to bolster the sustainability of the initiative.*

## Resident Engagement Action Team

In years one through four, the BHC structure included a Steering Committee comprised of BHC grantees and South Sacramento residents. In year four the Steering Committee dissolved and directed the formation of a Leadership Team and a Resident Engagement Action Team to provide a venue for organizations and residents to convene. The Resident Engagement Action Team was to be comprised of community members to actively shape the BHC initiative. The plan was for the Leadership Team and Resident Advisory Board to meet quarterly to work collaboratively. This structure has yet to manifest due to unforeseen difficulties securing a Resident Engagement Action Team Chair, and consistent resident membership and participation.

Twice the Hub Manager has selected a Chair for this Action Team after lengthy deliberations, and both times the new Chair resigned when other opportunities arose, and they could no longer fulfill the role. Unfortunately, neither reboot of the Resident Engagement Action Team gained traction prior to disbanding, as the Chairs struggled with recruiting a core group of residents to attend the monthly meetings.

The Hub Manager did not reconvene the Resident Engagement Action Team in year eight, but instead hired a Community Support Specialist to engage residents. The Community Support Specialist is responsible for coordinating community engagement activities, which can include volunteer opportunities, site visits, or community meetings on relevant issues. The Community Support Specialist held nine “pop-up” outreach events at seven locations in the BHC. The events were held at locations with heavy foot traffic and high visibility. At these events, the Community Support Specialist provided information about the Hub and its purpose. According to the community support specialist, she first engaged residents by beginning a conversation about what healthy communities look like:

*I tell them about BHC and ask, “What does a healthy community look to you?” And that is how I get them. They tell me, and we start a conversation. And they say, ‘I could use that or this,’ [and] I tell them about the Hub, how it started, and give them pamphlets.”*

In year nine, the Hub plans to expand on the resident outreach efforts, by holding a series of “resident meetings” to inform residents about, and engage residents in, the South Sacramento BHC initiative.

## Systems & Policy Level Achievements Over 5 Years

There have been several successful campaigns led by BHC grantees in the past eight years that resulted in community change through shaping the local, regional, and state policy agendas. At this point in the initiative, not only are there some great illustrations of grantee work, but within each of the Health Happens campaigns, South Sacramento's BHC has amassed a roster of accomplishments that are designed to mitigate systemic barriers and impediments to change to advance healthy living. Table 9 provides a summary of policy wins, and grants awarded to BHC grantees to build on or expand their BHC funded work. Both are indicators of **Policy Innovation** accomplished through **enhanced collaboration** and **leveraging** the work of the BHC to obtain additional financial **resources** as outlined in the **BHC Drivers of Change**. For a complete list of systems and policy level changes see Attachment A.

**Table 9 | Policies Adopted, Systems Changes, & Resources Leveraged by Health Happens Campaign, Year 8**

Health Happens in... Schools	
<b>Policies Adopted</b>	<b>2018:</b> SCUSD adopts a Safe Routes to School Policy to promote alternative forms of transportation to and from school to encourage active lifestyles, enhance student learning, and reduce vehicle traffic and air pollution.
	<b>2018:</b> SCUSD Board adopts The Immigration Enforcement Activities policy developed to support students, families, the community and staff in understanding the District's protections against immigration enforcement on District property, and to outline the process and protocols if requests are made for information from immigration enforcement officials.
	<b>2018:</b> SCUSD Board updates their Transgender and Gender Non-Conforming Student Policy to better protect and support transgender students including allowing students to choose which fitness gram test to take and how to be identified in the school district's database rather than by their assigned gender at birth.
	<b>2018:</b> SCUSD Board adopts a comprehensive suicide prevention policy.
<b>Systems Changes</b>	<b>2017:</b> The FACES for the Future program launches in partnership with Dignity Health at Health Professions High School. The program, the first of its kind in SCUSD and the greater Sacramento region, will provide a multi-year healthcare internship and leadership development program for students, and support entry into healthcare professions through internships, workshops, academic support, college preparation and wellness support.
	<b>2017:</b> The Y-Plan (Youth-Plan, Learn, Act, Now!) civic work based educational strategy, originally from UC Berkeley Center for Schools + Cities, is implemented at two high school health academies in partnership with public agencies, including Sacramento Housing and Redevelopment Agency (SHRA) and the City of Sacramento Mayor's Office. The program partners students with agencies to seek youth input and to provide policy recommendations in areas such as: Promise Zone initiative, affordable housing, and land use.
	<b>2017:</b> Luther Burbank High School launches the only Urban Ag Academy within SCUSD and the greater Sacramento region. This builds upon the work already underway with the existing Burbank Urban Garden as well the beginning of a K-12 urban agriculture pathway infrastructure with the incorporation of school gardens into academic curricula at five elementary and middle schools (Growing Together) that feed into Burbank High School.
	<b>2018:</b> The number of Gender and Sexualities Alliances (GSA) at SCUSD continues to grow at high and middle schools (17 schools) and there is interest from an elementary school to establish one. (SCUSD Connect Center)
	<b>2018:</b> The Health Academy at Hiram Johnson High School revises their CTE courses so they are now UC a-g approved and changed their academy from a biotech focus to a patient care focus.
	<b>2018:</b> All pathways within SCUSD are now registered with the Linked Learning Alliance Certification and Analytics System which will be used to evaluate and monitor progress of student outcomes. Health Professions High School is now certified at the silver level.
	<b>2018:</b> SCUSD adopts the Growing Together curriculum which aims to incorporate school gardens into academic curricula. SCUSD funds Soil Born Farms to provide curriculum support for all teachers within SCUSD that have an interest and are paying teachers to attend trainings for 1 year.
	<b>2018:</b> At the urging of Sac ACT, SCUSD creates a new position called the ELL Specialist to work with counselors at district high schools to develop tools and strategies to work with ELL students and families.

### Health Happens in... Neighborhoods

#### Policies Adopted

- 2017:** Sacramento adopts a series of reform measures, including a more restrictive use-of-force policy, training and issuing of less lethal weapons to all officers, funding for body cameras, and a new requirement that video from officer-involved shootings be made public within 30 days.
- 2017:** A package of state bills passed aim to solve some of the state's housing problems. Sacramento Housing Alliance supported bills that protected or addressed issues for low-income or homeless residents.
- 2018:** Sacramento Area Council of Governments votes to start a regional youth development program that would engage youth (2 per jurisdiction) in SACOG decision making processes.
- 2018:** Governor Brown signs SB481 (championed by Senator Pan) which authorizes the Sacramento Housing and Redevelopment Agency to dispose of a vacant lot off of a major thoroughfare in the heart of the Sac BHC target area (Old San Juan Motel site on Fruitridge and Stockton) for an amount less than fair market value if the property is used for housing affordable to, and occupied by, persons and families of low or moderate income and very low income and extremely low income households and include an enforceable covenant to that effect.
- 2018:** Governor Brown signs Senate Bill 1294, the California Cannabis Equity Act, into law. SB 1294 incorporates many of the recommendations of the California Urban Partnership. SB 1294 provides legitimate pathways for individuals to operate lawfully and ensures that California's legalized cannabis industry is inclusive and diverse.
- 2018:** Governor Brown signs Assembly Bill 1793, a marijuana convictions measure, strongly championed by the California Urban Partnership and Youth Forward team. AB 1793 will lead to the automatic resentencing or expungement of past marijuana convictions.
- 2018:** The Sacramento Community Stabilization and Fair Rent Charter Amendment qualifies for the 2020 ballot. Over 44,000 registered voters in the City of Sacramento – nearly 20% of all voters – signed the petition. This is the first time a grassroots-led measure has qualified in the City of Sacramento since 1989.
- 2018:** Sacramento Police Department changes policies and orders rank-and-file officers to keep their body worn cameras and microphones on until the investigative or enforcement activity involving a member of the public has concluded, with fewer exceptions, after community outcry of the Stephon Clark police shooting.
- 2018:** Sacramento County Board of Supervisors votes not to renew a five-year-old contract (\$6.6M per year) that the county had with the U.S. Department of Homeland Security and Immigration and Customs Enforcement to detain immigrants in county facilities (Rio Cosumnes Correctional Center) while they awaited deportation proceedings.
- 2018:** County Supervisors unanimously adopted a proposal that strengthened independent oversight of the Sheriff by stating that the Inspector General (IG) must “monitor” significant use of force incidents, including officer involved shootings and in-custody deaths, within the sheriff's department and report to the board.

#### Systems Changes

- 2017:** Sacramento County establishes an Environmental Justice Advisory Committee to provide the county with advice and technical expertise as they update their general plan in accordance with the newly enacted SB1000.
- 2018:** The City of Sacramento reorganizes the Parks Department to the new Department of Youth, Parks & Community Enrichment with an explicit focus on empowering youth.
- 2018:** Sacramento's District Attorney agrees to start an effort to reclassify or expunge the records of 6,000 people with previous marijuana convictions in the County. She has also agreed to work with Corrections to review cases of those currently incarcerated for marijuana convictions.
- 2018:** City Council approves the implementation plan for the Cannabis Opportunity, Reinvestment and Equity Program (CORE). CORE ensures that populations most harmed by marijuana arrests and jail sentences are able to participate in and benefit from the Sacramento region's \$4 billion legal marijuana industry.
- 2018:** City develops and adopts the Vision Zero Action/Implementation Plan to eliminate traffic fatalities and serious injuries.
- 2018:** The Sacramento County Probation Department's Youth Detention Facility receives the 2018 Performance-Based Standards Barbara Allen-Hagen Award. The Youth Detention Facility is being recognized for innovative programming resulting in most improved culture change, practice, and performances, increased safety, and the ability to sustain those changes. Some BHC grantees provide programming within and outside the facility, for youth to transition upon reentry.
- 2018:** Sacramento Regional Transit votes to reduce fares for the first time in its half-century history. RT also is bringing back 25-cent transfers – allowing passengers to take a second bus or light rail train within 90 minutes – which it nixed in 2009. Earlier this year, the board also lowered the cost of student passes from \$55 a month to \$20 a month.



**2018:** The Sacramento City Council votes to establish a Community Workforce Training Program which requires the hiring of Priority Apprentices from designated Zip Codes in the City for all publicly funded construction projects over \$1 million. The program also requires targeted hiring for those who have a criminal record, for veterans, youth emancipated from Foster care and others often left out of the hiring process.

**2018:** Because of the city's \$300K funding for an immigrant legal defense fund in 2017, Family Unity, Education and Legal (FUEL) Network was created in February. FUEL provides legal representation in court for residents and works in partnership with community-based organizations to conduct trainings and education. The raid response network with support from TCE is also part of this network.

**2018:** SACOG creates their first Equity Working Group which includes representatives from the nonprofit, private, public and university sectors to help SACOG staff develop a plan including metrics that can better address the needs of marginalized communities as SACOG develops their updated 2020 Metropolitan Transportation Plan/Sustainable Communities Strategy.

**2018:** The California Air Resources Board (CARB) launches the Community Air Protection Program, a first-of-its-kind effort to improve air quality in local communities that face the worst impacts of air pollution. The Board selected the first 10 communities that will be the focus of targeted actions to monitor and improve air quality, including the South Sacramento-Florin neighborhood.

**2018:** The County Board of Supervisors approved a Public Health Fee that will be added to the other fees applicants pay as part of their Development Application. The Design for Active Sacramento Coalition which consists of BHC grantees and partners were instrumental in getting this approved.

**2018:** Sacramento develops and adopts a citywide youth development campaign plan and creates a new position called the Youth Development Policy Manager to implement the plan.

**2018:** Sierra Health Foundation's Center for Health Program Management receives a CAL-VIP grant to develop and implement a response that will focus on third-party homicides in African American youth.

**2018:** Code for America selects Sacramento as 1 of 3 to 5 pilot sites to help equip the County with the capability to proactively clear all eligible criminal records, starting with those eligible under Proposition 64. Clear My Record uses technology, built by Code for America, that reads a state criminal record, determines eligibility for dismissal or reduction, and automatically generates the motion that is filed in court with the goal to clear 250,000 eligible convictions by 2019.

**2018:** The My Brother's Keeper (MBK) Community Challenge is providing strategic support and a total of more than \$5 million in select communities nationwide. As part of a two-year partnership, the Sacramento MBK Collaborative will receive \$425,000 from the MBK Alliance and \$75,000 from the California Funders for Boys and Men of Color to help jump-start initiatives, build capacity and attract additional resources and partners.

**2018:** Funding is secured to convert a vacant lot in Oak Park (3601 Pansy Ave), originally owned by SHRA, into a park/play space for kids, community garden and neighborhood gathering space. SHRA transferred the property to Alchemist CDC. The site plan was determined after an extensive community engagement process. Alchemist CDC also received \$42K in Community Development Block Grant funding to help pay for large infrastructure development and site resources. Expected completion date in 2019.

### Resources Leveraged

### Health Happens in... Prevention

### Policies Adopted

**2018:** UCDMC signs a contract with Health Net for up to 5,000 Medi-Cal beneficiaries to be assigned to UCDH.

**2018:** Sacramento County Board of Supervisors votes to raise the cap of the Healthy Partners Program which provides health care to undocumented residents from 3,000 to 4,000 and eliminates the age restriction of 64.

**2018:** Sacramento Mayor Darrell Steinberg establishes a public health advisory committee to provide recommendations to the City Council on local cannabis policy to protect children and youth from cannabis marketing. The City of Sacramento has the greatest number of cannabis businesses in California.

## Section 4 | Resident & Youth Engagement

Intrinsic to the BHC initiative is the provision of resources for residents to gain the knowledge, skills, and assets necessary to be active change agents and leaders of the healthy communities' movement. While building the individual and collective capacities of residents is an important component of a 10-year place-based initiative, residents must be encouraged and provided with opportunities to utilize those capacities to organize and advocate for systems change. While BHC grantees play an instrumental role in resident skill building, ultimately community residents must be equipped to apply their individual and collective capacities without grantee assistance. Thus, among the most valuable lessons learned are those that relate to the ways in which residents acquire leadership skills and are engaged in the BHC initiative.

Community changes are the short-term outcome measures and are benchmarks of success. A large or increasing number of community actions indicate that partners are advocating for change, and community change activities are early evidence that the initiative is moving closer to achieving the goals. While long-term outcomes (i.e., achieving priority outcomes) are a necessary evaluation measure, short-term outcomes are an important part of the evaluation because they illustrate whether the initiative is moving the dial in advance of achieving long-term outcomes. The road to **People Power** is a journey of steps from services to planning to action, culminating in community change.

In January of 2012, during the second year of the initiative, the L&E. unveiled a series of tracking logs for describing the South Sacramento BHC grantee facilitated activities, and the ways in which youth and adult residents are involved in those activities to documenting the short-term outcomes.

The data collected via the tracking logs provides a means for assessing resident and youth engagement to discern the progress toward achieving two of the **Five Drivers of Change – People Power** and **Youth Leadership**. Data collected via the evaluation logs help address questions such as:

1. How many youth and adult residents are engaged in the BHC initiative?
2. Are youth and adults engaged in an appropriate range of activities?
3. Is South Sacramento BHC achieving the resident power and youth leadership drivers of change?

By asking strategic questions and using the log data to inform the answers, BHC partners can distinguish if resident engagement is advancing the goals of the initiative. In addition, the data can track short-term outcome measures used to evaluate the initiative's progress. The purpose of collecting this data is to:

- Stimulate discussions among those involved in the BHC initiative about the level at which youth and adult residents are included in activities that will ultimately result in attaining the priority outcomes; and
- Understand the progress of the BHC initiative for building **people power**.

By presenting this data, the L&E team hopes to inspire critical reflection and provide a tool for gauging the active participation of youth and adult residents in shaping and changing their community and its health.

## Resident & Youth Engagement Log Description

Initially, the evaluation team developed five different logs to collect data from South Sacramento BHC grantees. The logs were adapted from an evaluation process described in the Centers for Disease Control and Prevention manual, *Evaluating Community Efforts to Prevent Cardiovascular Disease*. In year five, the evaluation team reduced the number of logs collected from five to three to reduce the burden on grantees reporting data, and to cease collecting data that was not used for the evaluation. The logs used to collect data from the South Sacramento BHC grantees include the following:

- Resources Generated Log: To report funding and other resources that grantees are acquiring and/or leveraging relating to BHC work
- Event Log: To record those activities occurring on an infrequent basis
- Ongoing Services Log: To gather information about routine and regularly conducted activities

Data pertaining to youth and resident engagement is included on the *Event* and *Ongoing Services Logs*. Both logs include columns for grantees to list the total number of residents in attendance at a given activity, as well as a break-down of attendees by age (i.e. youth and adult), in addition to a code for each activity recorded. The codes provide a means for understanding the ways in which youth and residents are involved in the BHC initiative. The codes are as follows:

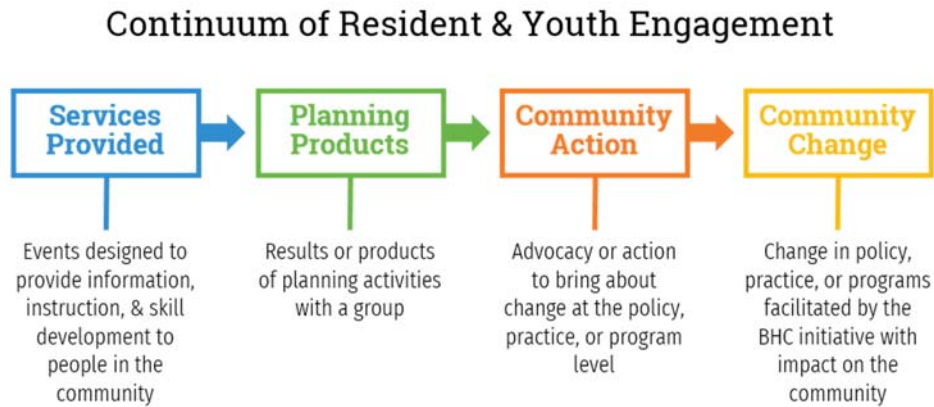
- Community Change (CC): New or modified programs, policies, or practices in the community facilitated by the initiative that relate to the BHC outcomes
- Community Action (CA): Action taken to mobilize the community, bring about change in the community, or bring about a new or modified program, policy, or practice related to the BHC outcomes
- Planning Products (PP): The results or products of planning activities within the group
- Services Provided (SP): Events that provide information about services, or instruction to develop skills of community residents

Coding activities is useful for understanding both the evolution of the initiative and the types of activities that involve youth and adult residents. For example, one would anticipate the provision of services for residents throughout the lifespan of the initiative. However, as the initiative evolves, one would expect: (1) a larger number of residents involved in the initiative, and (2) increased resident participation in planning and advocacy related activities (i.e., community action and community planning).

As stated above, service provision activities provide information or instruction to develop the skills of residents, whereas community actions are activities that serve to mobilize residents or to bring about community change. While building the individual (e.g., confidence, leadership skills) and collective (e.g., collective identity, representation, voice) capacities of residents is an important component of a social change initiative, it is not the only component necessary to bring about systems change. The initiative must include activities that serve to assist residents with moving beyond skill building into the application of those skills. Resident engagement is necessary at all levels, from skill building to active participation in decision making bodies to ensure community transformation. Hence, the number of youth and adult residents actively involved in service provision, planning, community action, and community change events is a bellwether of the initiative success.

The continuum below illustrates the path that residents might take from being initially engaged in service provision activities through the involvement in community change activities.

Figure 15 | Continuum of Resident & Youth Engagement



## Proportionate Representation of Residents & Youth Participation

The data presented herein pertains only to South Sacramento BHC grantee events and activities. Approximately three-fourths of the grantees submit logs bimonthly. For example, the Sacramento City Unified School District receives funding to implement district-wide policies and programs, and the exact number of youth reached through policy change programs is undetermined. Additionally, a few grantees provide programs for the same youth and adult residents on a month-to-month basis, and the data presented in this report does not account for duplication of clients<sup>1</sup>.

While inexact, the data continue to help address questions related to the initiative with the intent of actively shaping efforts to achieve the BHC vision and two of the **Five Drivers of Change** identified by TCE, **People Power** and **Youth Engagement**. The log data provides a snapshot of the types of grantee-facilitated activities occurring and the ways in which youth and adult residents participate in BHC funded initiatives. The following section provides a brief overview of the log data trends.

The data presented is a measure for gauging an essential element of the initiative – the ways in which adults and youth are engaged in the BHC Initiative – by comparing the rates of resident participation in the four different activity areas from year three to eight. Through the analysis of data and critical dialogue, BHC partners can discern if changes are required to adapt to the ways in which youth and residents are involved in the initiative. The change over time from years three through eight are addressed in three distinct questions.

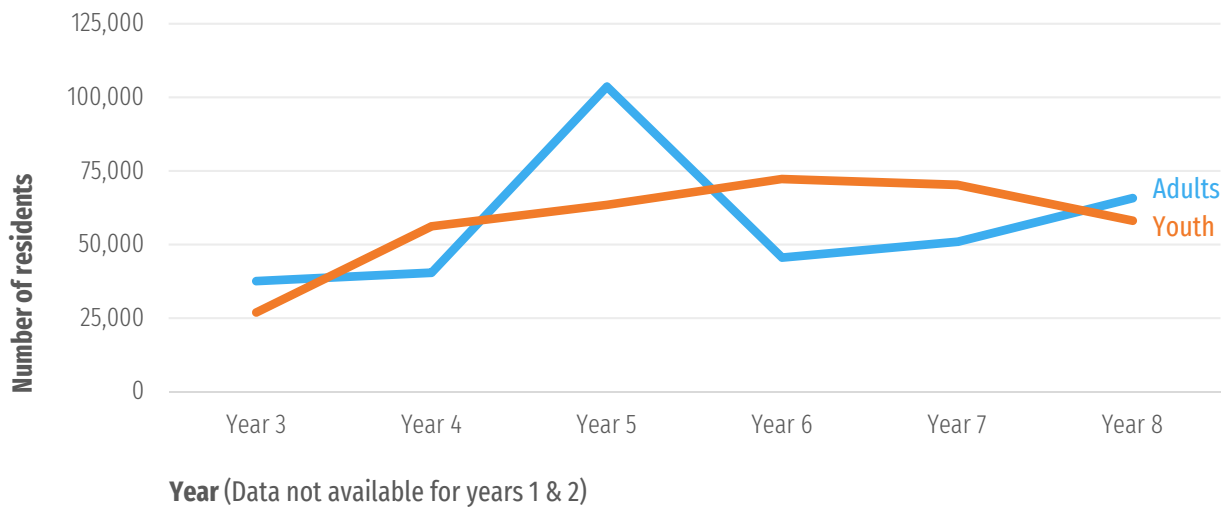
<sup>1</sup> While data collection procedures support the ability to track duplication of clients, the evaluation funding impedes that level of analysis. Hence, the numbers reported through the evaluation logs are an imprecise impression of trends. At times, grantees are unable to differentiate the age of residents receiving services and as a result submit data pertaining to the total number of residents, without differentiating resident attendees by age.

### 1. How many residents are engaged in the BHC initiative?

Youth and adult residents remain active in the South Sacramento BHC initiative, as illustrated in Figure 16. While the number of adults peaked in year five, a higher number of adults were involved in the initiative in year eight as compared to year three. Similarly, a larger number of youth are participating in the South Sacramento BHC in year eight as compared to year three, although there was a slight decrease in the number involved in year eight from year seven. The data reveal that as expected, the number of youth and adults involved in the BHC has increased over time.

Figure 16 | Number of Youth & Adult Residents Reached Through BHC Grant Funded Programs, Years 3-8

#### Years 3-8 | Resident Engagement Activities Youth (18 & under) & Adults (19 & over)

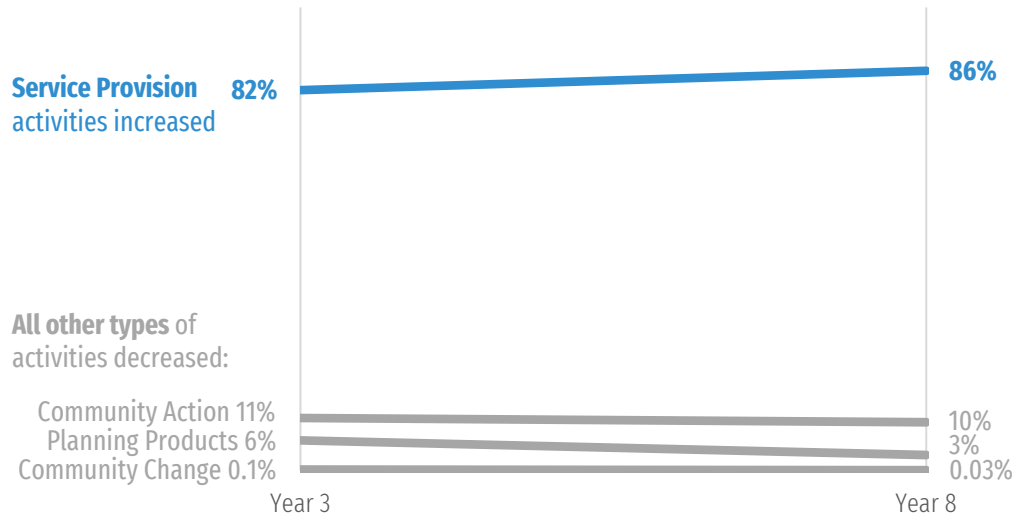


### 2. Are youth and adult residents engaged in an appropriate range of activities?

Seven years into the BHC Initiative, residents continue to be engaged in a range of activities. The data tracking allows for a comparison of the number of youth and adults involved in the four different activity types, shown in Figure 17. The number of residents involved in service provision activities has increased, but the number of residents actively shaping the initiative through planning and action-oriented activities has decreased. The data reveals that service provision is essential and an important component of a place-based initiative. However, it also illuminates that while youth and adults are involved in a range of activities, the numbers participating in the remaining three activity types is modest.

While it was expected that the number of residents engaged in planning and action activities would increase year to year, the data reveals that this is not the trend. However, with a few more years remaining in the initiative, and a concerted effort by the partners this trend could shift.

Figure 17 | Number of Residents Engaged by Activity Type, Years 3-8



### 3. Is South Sacramento BHC meeting the goals and capacities of the Resident Power and Youth Leadership Drivers of Change?

While the number of youth involved in the initiative has grown substantially since year three, there are still a relatively small number of youth and adults active in community action and planning. The California Endowment developed **Drivers of Change** to identify the key ingredients for community health. One measure of the drivers is the engagement of residents through community action and planning. The number of community members participating in those activities should increase, as those are the types of activities that will ultimately cultivate **People Power**.

## Resident Profiles

Although the number of residents involved in advocacy and initiative planning has not increased, there are residents involved in those activities. BHC grantees such as Sacramento ACT; Black Parallel School Board, Zero Tolerance Youth Leadership Team; and SCUSD Men's and Women's Leadership Academy, are working with adult and youth residents to build their advocacy and leadership skills and create **people power**. To lift up where power building is occurring, and to provide a more nuanced and in-depth understanding of how residents are positively impacted by the BHC initiative, the L&E Team began creating resident profiles in year eight (see appendix). The profiles explore how the BHC is building **People Power**, which is one of BHC's legacies. The L&E will develop ten profiles by 2020, and while each will be molded by the individual story, the common thread connecting each profile will be the personal impact the resident attributes to the BHC initiative.

## Section 5 | Community Indicators & Year 8 Evaluation

For the past three years the annual evaluation report included a summary of indicators to track changes toward a healthier community, and by proxy, the progress of the BHC initiative. The indicators (see Table 10) are a combination of baseline and emerging trends that were updated annually as new data became available.

**Table 10 | Community Indicators by Action Team**

Action Team	Community Indicator	Level
<b>Community Development</b>	Median household income	BHC only
	Unemployment rate	BHC, Sacramento County, California
<b>Food Access</b>	Percent of adults/youth that consumed fruits and vegetables three or more times a day	BHC only
	Percent of adults/youth that consumed fast food less than three times a week	BHC only
<b>Health Access</b>	Uninsured rate	BHC, Sacramento County, California
	Percent of adults/youth who visited a doctor	BHC only
	Percent of youth who visited a dentist	BHC only
	Percent of adults/youth that delayed getting prescription drugs or medical care	BHC only
	Kindergartener vaccination rate	BHC, SCUSD, California
<b>Youth Engagement</b>	High school drop-out rate	BHC, SCUSD, Sacramento County, California
	Graduation rate	BHC, SCUSD, Sacramento County, California
	Suspension rate	BHC, SCUSD, Sacramento County, California
	Percent of 5 <sup>th</sup> and 7 <sup>th</sup> grade youth that met four or more physical fitness standards	BHC, SCUSD, Sacramento County, California

In year seven, the L&E Team decided to pause on updating the community indicators in response to statewide learning and evaluation planning initiated by TCE. For the remainder of the BHC initiative, the statewide evaluation will develop and update measures for site- and statewide indicators.

In year six the TCE Learning and Evaluation staff released the North Star Goals and Indicators and hired a consultant team to design the statewide learning and evaluation plan. The statewide evaluation and learning process will result in an overarching evaluation framework that includes shared measures or indicators. The TCE Learning and Evaluation team anticipates releasing the evaluation framework and indicators toward the conclusion of year nine. At that time the South Sacramento BHC evaluation team will guide the action teams through a process of reviewing the statewide and local indicators and selecting which indicators to monitor in the remaining two years of the BHC initiative. The South Sacramento L&E Team will encourage grantees to consider tracking additional county level trends given that the BHC area

cuts across zip codes and encompasses portions of both the City and County, making it difficult to obtain data for indicator tracking within BHC boundaries.

The refresh process initiated by TCE comes at an opportune time for the South Sacramento BHC. Since selecting the indicators in year three, the action teams have refined their **common agenda**. The South Sacramento action teams can take a cue from the statewide team to pause and reflect on the lessons learned, and then determine which indicators reflect the evolution of the South Sacramento BHC and vision for change, and to guide efforts post-2020.

## Evaluation Plans for Year Nine

The BHC evaluation will sustain the core elements – resident engagement logs, and action team and structure tracking - to document and describe trends over time, while also continuing to introduce new elements when warranted. A systems and policy change focus will continue, particularly as it occurs across action teams and in partnership with residents and other allies. The South Sacramento evaluation approach is nimble and adapts to the changing needs of a long-term, place-based initiative. The L&E Team projects that the year nine evaluation will include the following components:

### Maintain Resident & Youth Engagement Logs

The BHC evaluation has tracked resident and youth engagement since year three, based on an assumption that residents would primarily engage in the BHC through grantee led programs. The evaluation will continue to administer the logs as an ongoing measure of the resident engagement opportunities provided by grantees, and the ways in which residents are participating in the BHC. The evaluation team will explore the feasibility of collecting data to ascertain the number of residents and/or youth employed by BHC grantees, to complement the grassroots engagement measures. The resident and youth engagement data also provides a way to measure the progress toward achieving two of the **Five Drivers of Change – People Power** and **Youth Leadership**.

### Document Participation in & Collective Efforts of Action Teams

The action teams of the BHC are the focal point of **continuous communication** and **mutually reinforcing activities**. The action teams represent the locus of **common agendas** specific to the issue areas. The evaluation in year nine will continue to document and describe the frequency of, and grantee attendance at the action team meetings. While the grantees are not required to attend the action team meetings, they do provide a regularly scheduled venue for mobilizing for collective action, and thus are a cornerstone of the initiative. The action teams (and their subcommittees) have been the source of most, if not all, systems and policy level change to date. The action teams are the nexus of where the drivers of change are bringing about change that will advance community health and wellbeing.

### Participate in the Statewide Evaluation

The statewide evaluation plan continues to evolve. In year nine, the South Sacramento L&E Team will complete a case study – as requested by all 14 sites - to inform the state-level evaluation and attend the statewide Learning and Evaluation Convenings.



## Emerging Trends

Every year the evaluation includes a different line of research to respond to evolving trends. In year nine the evaluation will include the development of resident and organizational profiles that highlight significant change contributed to participating in the South Sacramento BHC initiative. The L&E Team will also interview key stakeholders about infusing an equity lens into the evaluation.

## Section 6 | Summary & Recommendations

The past eight years have led to the development of a South Sacramento BHC structure that has fostered **Collective Impact** and the **Five Drivers of Change**. The structure includes a venue for developing common goals, leveraging resources, and mobilizing grantees in partnership with residents and youth to advocate for change. The structure is sufficiently nimble to support the place-based work and provides opportunities for collecting data to “tell the story” of systems level change.

As the BHC enters the final years, the shift will move from “ongoing implementation” of the work, to sustaining collective activities and practices. Established partnerships will build on the trust developed to identify what can and should be sustained. The BHC elements that have always posed a challenge (e.g., communication and robust resident engagement) must manifest into new and different ways of doing things, to advance and sustain the work of the initiative, and the *entire* South Sacramento BHC structure.

While the South Sacramento BHC initiative has resulted in several positive outcomes, L&E findings suggest that there are continuing opportunities for refinement and enhancement. The following recommendations are based on the evaluation and are intended to inform opportunities to support the continued momentum and growth of the South Sacramento BHC initiative. Many of the below recommendations are carried over from the year seven report, as data indicates they are still valid for strengthening the BHC initiative.

### **Recommendation 1 | Reward Action Team Attendance**

Action team attendance records indicate that some grantees do not attend, or rarely attend action team meetings, while other grantees are consistently present. The action teams are the venues for grantees to develop a **common agenda**, orchestrate **mutually reinforcing activities**, and to leverage their relationships and partnership to impact systems-level change that will ultimately change the dominant narrative. When grants are up for renewal, there should be recognition about the organizations level of involvement in the collective that is tied to funding. Examples of the success of the most vibrant action teams may inspire inactive grantees to engage in collective activities with other grantees and bring their talents and assets to bear.

### **Recommendation 2 | Appoint a Grantee(s) Chair or Co-Chair of the Leadership Team**

Community awareness of the BHC has increased in conjunction with the growth of the initiative. As a result, the Hub Manager spends a great deal of time in the community as the “face” of the South Sacramento BHC initiative. Although the Hub Manager community liaison role requires time spent making presentations about the South Sacramento BHC and representing the BHC on boards and commissions (e.g., SCUSD Graduation Task Force), her BHC duties have not realigned since year one to accommodate that increased time commitment. To alleviate some of the burden on the Hub Manager, a grantee(s) should assist with convening the Leadership Team, setting the agenda, and driving the work of that group forward. In addition, all the action teams and BHC funded committees, and coalitions are chaired by BHC grantees. Appointing a BHC grantee as the co-chair or chair of the Leadership Team would align the structure of this group with the structure of the other action teams. Finally, the Leadership Team only met four times in year

eight, and most meetings were largely report-outs, and did not include time for the action team chairs to strategically guide the direction of the BHC. A grantee chair can provide additional bandwidth that may increase the meeting frequency and strengthen strategy development. Consideration should be given to Legal Services of Northern California and/or Sacramento ACT filling this role, as those organizations are active in multiple action teams, and have experience working across issues, and driving campaigns forward.

### **Recommendation 3 | Elevate the work of the Leadership Team**

While most of the action teams have completed successful campaigns, the South Sacramento BHC has yet to produce a campaign that involves multiple action teams. Given the intersectionality of issues that impact health, the Leadership Team could serve as the nexus of collective power that could manifest from all grantees united in a cross-cutting campaign. At this time the Leadership Team meetings serve only as an information sharing venue, even though the Leadership Team is comprised of strategic thinkers with a long-history of involvement in the BHC initiative and an ability to mobilize collective action. In year eight the Leadership Team must elevate and facilitate collaboration among action teams to move the BHC initiative forward in a new and profound way, to have a larger impact on systems level change, and to sustain the entirety of the BHC collective beyond 2020.

### **Recommendation 4 | Determine the Commitment to Engage Residents & Build Power**

The log data show that the BHC is not increasing the number of residents engaged in power building activities. The Leadership Team should discuss whether the BHC initiative should invest time and energy into developing new strategies for engaging residents with two years remaining in the initiative, or re-visit former strategies such as the Resident Leadership Academy. New strategies will require that all grantees to understand, and buy into, the importance of, and a shared definition of people power. The L&E Team conducted a series of interviews with residents and BHC grantees in year seven to explore how to build people power that could aid in moving this recommendation forward.

### **Recommendation 5 | Establish a Hub Gathering Planning Team**

The Hub gatherings provide a venue for connecting many residents to the work of the BHC or ascertaining community needs. However, the gatherings are labor intensive to organize, and typically do not result in tangible outcomes. Establish a Hub Gathering Planning Team comprised of grantees with experience in, and a successful history of, holding events for community residents. Grantees with community organizing experience, and residents receiving stipends should also be considered. The Hub Gathering Team can work with the Leadership Team to determine the purpose for conducting Hub gatherings and then set a target for the number of Hub gatherings each year to achieve to define outcomes, while maximizing new connections with community residents. Shifting this responsibility to the grantees is also a way to begin reallocating Hub staff work load expectations developed in year one when the South Sacramento BHC required different forms of support, and when Hub staff has fewer explicit responsibilities.

### **Recommendation 6 | Bolster BHC Communications**

There are now numerous campaign wins achieved through BHC grantee and resident partnerships. Action Teams have mobilized, and they have engaged and organized residents to advocate for changes to improve the health and well-being of the schools and neighborhoods of the BHC. Continuing to communicate these successes, and the ones to follow, will become increasingly important for maintaining the momentum and sustaining any element of **Collective Impact** beyond TCE funding. Therefore, the next

few years should include a highly intentional and focused plan for communication about BHC work, both internally and externally, with input from BHC grantees in each action team area.

The internal communications will assure that each action team and all grantees participate as “ambassadors for the BHC.” This will increase their ability to communicate about their individual and collective successes, while also implementing a means for grantees to send “calls to action” and leverage collective resources.

The external communications will increase general awareness among the residents of the BHC, elected officials, and others in positions of power to recognize the value and power of the South Sacramento BHC work. Communications work will influence the drivers of change, particularly as it relates to **changing the narrative**. For example, the Food Access Action Team is developing a website to serve as a landing page for residents and community organizations interested in the food access work done through the BHC initiative. When the website is completed, the other action teams should be made aware of their website, as it will serve as a communications model that is sustainable beyond 2020. Consideration should also include hiring additional Hub staff to oversee communications, to manage and implement strategies described in a communication plan. A strong BHC brand is essential to leveraging additional resources when BHC initiative funds end.

#### **Recommendation 7 | Build Evaluation Oversight and Use of Evaluation Findings**

The All Grantee Convenings are the venue for sharing the evaluation findings with grantees. Unfortunately, All Grantee Convenings happen once a year, there is a wealth of information to disseminate, and not enough time to solicit feedback or input on the direction of the evaluation. In addition, the venue may not be the ideal format for soliciting evaluation input. With two years remaining in the initiative, evaluation can play a role in guiding sustainability efforts and strengthening the South Sacramento BHC initiative. Hub staff should consider establishing a committee to: (a) oversee and guide the evaluation, (b) make decisions about which annual report recommendations to implement, (c) hold the evaluator accountable to the values of the BHC, and (d) assist with making the evaluation results digestible and user friendly.

The year eight recommendations are aligned with the focus on sustainability of the BHC and grantee work when TCE funding ends in 2020. The local L&E Team will continue to respond to the changing policies and need for the BHC and adapt the local evaluation accordingly and participate in the overarching evaluation to be commissioned by TCE for the full initiative.

# Attachment A | **BHC Systems & Policy Changes Years 1-8**

### Health Happens in...Schools

#### Policies Adopted

- 2011:** SCUSD adopts Anti-bullying policy
- 2013:** SCUSD adopts guidelines to clarify and protect transgender and gender variant students
- 2014:** SCUSD adopts school climate and discipline policies to reduce suspensions and expulsions
- 2016:** SCUSD adopts resolution to designate itself a Safe Haven School District that restricts Immigration and Customs Enforcement's access to the district's school sites, property, and the sharing of student files.
- 2016/2017:** The California Employment Training Panel votes to conceptually approve and provide financial support for a first-of-its-kind pilot program in that could supply up to \$950,000 to train and pay up to 500 students from five SCUSD high schools with internships designed as pathways to long-term careers.
- 2017:** SCUSD Board approves land acquisition for centralized food kitchen.
- 2017:** SCUSD Board votes to adopt a revised School Wellness Policy to establish a school culture that eliminates junk food options and educates students about exercise and eating vegetables.
- 2018:** SCUSD Board adopts a Safe Routes to School Policy to promote walking, bicycling, and other forms of alternative transportation to and from school to encourage active lifestyles, enhance student learning, and reduce vehicle traffic and air pollution.
- 2018:** SCUSD Board adopts The Immigration Enforcement Activities policy developed to support students, families, the community and staff in understanding the District's protections against immigration enforcement on District property, and to outline the process and protocols if requests are made for information from immigration enforcement officials.
- 2018:** SCUSD board updates their Transgender and Gender Non-Conforming Student Policy to better protect and support transgender students including allowing students to choose which fitness gram test to take and how to be identified in the school district's database rather than by their assigned gender at birth.

#### Systems Changes

- 2010/11:** SCUSD Healthy Food Task Force created (2010); cafeterias add salad bars; adds PE curricula & standards (2011)
- 2011:** SCUSD launches Connect Center, for health & mental health services
- 2012:** SCUSD launches Men's Leadership Academy
- 2013:** SCUSD launches Restorative Justice Committee.
- 2014:** SCUSD establishes Chronic Absenteeism Learning Collaborative
- 2015:** SCUSD establishes 1<sup>st</sup> school-based health center in region at Hiram W. Johnson High School
- 2015:** SCUSD creates new position for Assistant Superintendent of Equity and Access
- 2015:** SCUSD becomes the 5<sup>th</sup> and largest school district to add and implement as a graduation requirement an ethnic studies course for high schools by 2020
- 2015:** SCUSD announces it will roll back kindergarten and grades 1-3 class sizes in the fall to 24 students per teacher.
- 2016:** SCUSD is now able to change a student's name and gender marker in Infinite Campus (student database)
- 2016:** SCUSD approves Food Literacy Center to serve as program manager of a 2.5-acre urban farm on Leataata Floyd Elementary School campus. The site will include indoor teaching kitchens and a production agriculture parcel with the goal of providing food for the elementary school cafeteria. Construction of the kitchen is expected to begin 2019.
- 2017:** Men's Leadership Academy curriculum received A through G classification to count toward College Entrance Requirements
- 2017:** The FACES for the Future program launches in partnership with Dignity Health at Health Professions High School. The program, the first of its kind in SCUSD and the greater Sacramento region, will provide a multi-year healthcare internship and leadership development program for students, and support entry into healthcare professions through internships, workshops, academic support, college preparation and wellness support.
- 2017:** The Y-Plan (Youth-Plan, Learn, Act, Now!) civic work based educational strategy, originally from UC Berkeley Center for Schools + Cities, is implemented at two high school health academies in partnership with public agencies, including Sacramento Housing and Redevelopment Agency (SHRA) and the City of Sacramento Mayor's Office. The program partners students with agencies to seek youth input and to provide policy recommendations in areas such as: Promise Zone initiative, affordable housing, and land use.
- 2017:** Luther Burbank High School launches the only Urban Ag Academy within SCUSD and the greater Sacramento region. This builds upon the work already underway with the existing Burbank Urban Garden as well the beginning of a K-12 urban agriculture pathway infrastructure with the incorporation of school gardens into academic curricula at five elementary and middle schools (Growing Together) that feed into Burbank High School.

**Health Happens in...Schools****Systems Changes (continued)**

**2018:** The number of Gender and Sexualities Alliances (GSA) at SCUSD continues to grow at high and middle schools (17 schools) and there is interest from an elementary school to establish one. (SCUSD Connect Center)

**2018:** The Health Academy at Hiram Johnson High School revises their CTE courses so they are now UC a-g approved and changed their academy from a biotech focus to a patient care focus.

**2018:** All pathways within SCUSD are now registered with the Linked Learning Alliance Certification and Analytics System which will be used to evaluate and monitor progress of student outcomes. Health Professions High School is now certified at the silver level.

**2018:** SCUSD adopts the Growing Together curriculum which aims to incorporate school gardens into academic curricula. SCUSD funds Soil Born Farms to provide curriculum support for all teachers within SCUSD that have an interest and are paying teachers to attend trainings for 1 year.

**2018:** At the urging of Sac ACT, SCUSD creates a new position called the ELL Specialist to work with counselors at district high schools to develop tools and strategies to work with ELL students and families.

**Resources Leveraged**

**2010:** SCUSD receives SAMHSA grant for Good Behavior Game, using BHC target area data to define need

**2010:** SCUSD receives \$1.2M from US Department of Education to provide mental health counseling at 6 schools, using BHC target area data to define need

**2013/14:** Federal capital improvement grants for school-based health clinic

**2015:** SCUSD and EGUSD receive \$6M Career Pathway Trust Grant from California

**2015:** WestEd receives \$3 M grant (3 years) from US Department of Education to support ELL in SCUSD (and Fresno Unified) for training (plus TCE in-kind for \$30k)

**2015:** CA Department of Education funds college and career planning grant (Get Focused, Stay Focused)

**2015:** SCUSD receives additional state funds (approximately \$1.1M) for each percentage-point increase in “free and reduced meal” eligible students. SCUSD offered campuses up to \$10,000 each if they raise application rates to 90% of enrollment.

**2016:** SCUSD receives \$200k in funding for student garden and food literacy center at BHC elementary school

**2016:** UoP providing 1-2 scholarships for Oak Park students (\$44k)

**2016:** SMUD provides STEM scholarship funds (\$50k)

**2016:** CSUS \$5M grant to provide k-12 STEM education and college to career readiness via SCUSD, including Oak Park students

**2016:** 916Ink awarded AmeriCorps planning grant

**2016:** USDA awards Farm to School grant to SCUSD, Soil Born Farms, and Food Literacy Center, starting with 3 BHC elementary schools

**2017:** SCUSD receives a 3-year California Learning Community School Success Program grant in the amount of \$1,707,854.

**2011-present:** Kaiser: Connect Center

**2012-18:** NOVO Foundation: Social-emotional learning

**2014-18:** SCUSD: \$200k funding for school climate, restorative justice implementation (2014/15); \$950k (2015/16); \$1.5M (2016/17); over \$1.8M (2017/18)

## Health Happens in...Neighborhoods

## Policies Adopted

- 2011:** City Council adopts an ordinance for community gardens on vacant lots
- 2013:** Sacramento establishes the Neighborhood Livability Initiative to improve property in unincorporated County
- 2015:** City Council adopts urban agriculture ordinance that allows on-site sale of produce from home urban farms and community gardens
- 2015:** City and County pass ordinances to authorize tax incentives for vacant parcels that support urban agriculture
- 2015:** Board of Supervisors update County Design Guidelines, emphasizing Active Design, health, & healthy communities
- 2015:** City Council approves gradual increase in minimum wage into perpetuity, linked to Consumer Price Index and provision for employer paid health care
- 2016:** Rio Consumes Correctional Center (RCCC) improves physical conditions and access to legal services for undocumented persons under ICE contract
- 2016:** City Council created task force for a Vision Zero Action Plan, including 2 HUB partners
- 2016:** City Council rejects an effort to lift ban on small-store alcohol sales in Oak Park after widespread neighborhood opposition.
- 2017:** County Board of Supervisors adopt an urban agriculture ordinance that allows on-site sale of produce from home urban farms and community gardens.
- 2017:** Sacramento County Board of Supervisors vote to stop charging fees to families of juvenile offenders and writes off as much as \$23.2M in uncollected debt.
- 2017:** City of Sacramento devotes \$300,000 to help undocumented immigrants fight deportation and enact an ordinance making it illegal for city employees, including police, to inquire unnecessarily about immigration status.
- 2017:** Sacramento City Council approves a 3-year, \$1.5 million contract for Advance Peace, a mentoring and intervention approach to gun violence that will target about 50 young men.
- 2017:** Sacramento City Council approves the 2-year Cannabis Equity Program that provides financial and technical assistance and preferences in licensing for eligible minorities when retail sales of marijuana become legal statewide on 1/1/18.
- 2017:** Sacramento adopts a series of reform measures, including a more restrictive use-of-force policy, training and issuing of less lethal weapons to all officers, funding for body cameras, and a new requirement that video from officer-involved shootings be made public within 30 days.
- 2017:** A package of state bills passed aim to solve some of the state's housing problems. Sacramento Housing Alliance supported bills that protected or addressed issues for low-income or homeless residents.
- 2018:** Sacramento Area Council of Governments votes to start a regional youth development program that would engage youth (2 per jurisdiction) in SACOG decision making processes.
- 2018:** Governor Brown signs SB481 (championed by Sen. Pan) which authorizes the Sacramento Housing and Redevelopment Agency to dispose of a vacant lot off of a major thoroughfare in the heart of the Sac BHC target area (Old San Juan site on Fruitridge and Stockton) for an amount less than fair market value if the property is used for housing affordable to, and occupied by, persons and families of low or moderate income and very low income and extremely low income households and include an enforceable covenant to that effect.
- 2018:** Governor Brown signs Senate Bill 1294, the California Cannabis Equity Act, into law. SB 1294 incorporates many of the recommendations of the California Urban Partnership. SB 1294 provides legitimate pathways for individuals to operate lawfully and ensures that California's legalized cannabis industry is inclusive and diverse.
- 2018:** Governor Brown signs Assembly Bill 1793, a marijuana convictions measure, strongly championed by the California Urban Partnership and Youth Forward team. AB 1793 will lead to the automatic resentencing or expungement of past marijuana convictions.
- 2018:** The Sacramento Community Stabilization and Fair Rent Charter Amendment qualifies for the 2020 ballot. Over 44,000 registered voters in the City of Sacramento – nearly 20% of all voters – signed the petition. This is the first time a grassroots led measure has qualified in the City of Sacramento since 1989.
- 2018:** Sacramento Police Department changes policies and orders rank-and-file officers to keep their body worn cameras and microphones on until the investigative or enforcement activity involving a member of the public has concluded, with fewer exceptions, after community outcry of the Stephon Clark police shooting.
- 2018:** Sacramento County Board of Supervisors votes not to renew a five-year-old contract (\$6.6M per year) that the county had with the U.S. Department of Homeland Security and Immigration and Customs Enforcement to detain immigrants in county facilities (Rio Cosumnes Correctional Center) while they awaited deportation proceedings.
- 2018:** County Supervisors unanimously adopted a proposal that strengthened independent oversight of the Sheriff by stating that the Inspector General (IG) must “monitor” significant use of force incidents, including officer involved shootings and in-custody deaths, within the sheriff's department and report to the board.



### Health Happens in...Neighborhoods Systems Changes

- 2011:** The Oak Park Farmer's Market is the first farmer's market in this region to accept EBT. Others followed suit through the facilitation of Alchemist CDC. The Market also receives grants from Rabobank to do a dollar for dollar match up to \$20 for EBT participants.
- 2015:** Sacramento Regional Transit District reinstates bus route 8 (now 65) in BHC after resident advocacy.
- 2016/17:** City of Sacramento, for the first time ever, issues \$680K (2016) and \$940K (2017) in new grants to non-profits through the Gang Prevention & Intervention Task Force.
- 2017:** Sacramento County establishes an Environmental Justice Advisory Committee to provide the county with advice and technical expertise as they update their general plan in accordance with the newly enacted SB1000.
- 2018:** The City of Sacramento reorganizes the Parks Department to the new Department of Youth, Parks & Community Enrichment with an explicit focus on empowering youth.
- 2018:** Sacramento's District Attorney agrees to start an effort to reclassify or expunge the records of 6,000 people with previous marijuana convictions in the County. She has also agreed to work with Corrections to review cases of those currently incarcerated for marijuana convictions.
- 2018:** City Council approves the implementation plan for the Cannabis Opportunity, Reinvestment and Equity Program (CORE). CORE ensures that populations most harmed by marijuana arrests and jail sentences are able to participate and benefit in the Sacramento region's \$4 billion legal marijuana industry.
- 2018:** City develops and adopts the Vision Zero Action/Implementation Plan to eliminate traffic fatalities and serious injuries.
- 2018:** The Sacramento County Probation Department's Youth Detention Facility receives the 2018 Performance-Based Standards Barbara Allen-Hagen Award. The Youth Detention Facility is being recognized for innovative programming resulting in most improved culture change, practice, and performances, increased safety, and the ability to sustain those changes.
- 2018:** Sacramento Regional Transit votes to reduce fares for the first time in its half-century history. RT also is bringing back 25-cent transfers – allowing passengers to take a second bus or light rail train within 90 minutes – which it nixed in 2009. Earlier this year, the board also lowered the cost of student passes from \$55 a month to \$20 a month.
- 2018:** The Sacramento City Council votes to establish a Community Workforce Training Program which requires the hiring of Priority Apprentices from designated Zip Codes in the City for all publicly funded construction projects over \$1 million. The program also requires targeted hiring for those who have a criminal record, for veterans, youth emancipated from Foster care and others often left out of the hiring process.
- 2018:** Because of the city's \$300K funding for an immigrant legal defense fund in 2017, Family Unity, Education and Legal (FUEL) Network was created in February. FUEL provides legal representation in court for residents and works in partnership with community-based organizations to conduct trainings and education. The raid response network with support from TCE is also part of this network.
- 2018:** SACOG creates their first Equity Working Group which includes representatives from the nonprofit, private, public and university sectors to help SACOG staff develop a plan including metrics that can better address the needs of marginalized communities as SACOG develops their updated 2020 Metropolitan Transportation Plan/Sustainable Communities Strategy.
- 2018:** The California Air Resources Board (CARB) launches the Community Air Protection Program, a first-of-its-kind effort to improve air quality in local communities that face the worst impacts of air pollution. The Board selected the first 10 communities that will be the focus of targeted actions to monitor and improve air quality, including the South Sacramento-Florin neighborhood.
- 2018:** The County Board of Supervisors approved a Public Health Fee that will be added to the other fees applicants pay as part of their Development Application. The Design for Active Sacramento Coalition which consists of BHC grantees and partners were instrumental in getting this approved.
- 2018:** Sacramento develops and adopts a citywide youth development campaign plan and creates a new position called the Youth Development Policy Manager to implement the plan.

### Resources Leveraged

- 2011:** Sacramento Kings, USDMC, and Wells Fargo fund installation of running path at Will C. Wood Middle School
- 2012:** City of Sacramento receives \$455k CA Gang Reduction Intervention and Prevention (CALGRIP) funding to implement Project Ceasefire
- 2013:** City of Sacramento and state funding via Prop 84 award \$3.184M for improvements at McClatchy Park in Oak Park, enhancing Farmers' Market
- 2013:** \$2.5M funded for construction of 41st Avenue Community Center (SHRA \$200k, CBDG \$1.2M, plus loans)
- 2013:** \$2.7M funded Franklin Boulevard Streetscape Improvement Project
- 2011-14:** City of Sacramento receives \$200k Community Oriented Policing Services grant, with TCE match (\$180k)

### Health Happens in...Neighborhoods Resources Leveraged (continued)

- 2014:** SCUSD and City provide funding to install traffic signal
- 2014:** Bank of America makes \$200k Neighborhood Builders Award to Soil Born Farms
- 2014:** HEC receives \$1.1M from US DHHS to implement Sacramento Minority Youth Violence Prevention Project
- 2014:** CA Strategic Growth Council provides funding to SACOG to revitalize and repurpose closed school site, Maple Elementary, into a community center
- 2014:** The Sacramento Kings: Priority Apprenticeship Program to train & employ
- 2015:** Sacramento receives Promise Zone designation in second round
- 2015:** CalFire grants \$1M over 4 years (to Sacramento Tree Foundation, Soil Born Farms, and Sacramento Regional Conservation Corps) to expand urban forest, including one BHC zip code
- 2015:** City provides funding for Oak Park's 1st Summer Night Lights program
- 2015:** CDC awards \$150k Plan 4 Health grant to Design 4 Active Sacramento Coalition
- 2015:** WalkSacramento receives funding to provide technical assistance on Active Design to planners and public health professionals throughout SACOG region
- 2015:** Sutter Community Benefit Foundation awards \$1M to WayUp to improve educational outcomes for Oak Park youth
- 2016:** The Oak Park Farmer's Market receives a 1-year \$52,000 market promotion grant from USDA.
- 2016:** Sacramento Regional Transit District reinstates bus route 8 (2015); instituted Y-PLAN recommendations to improve bus stops
- 2016:** City of Sacramento Gang Prevention Task Force awarded \$680k to 18 organizations working towards gang prevention and intervention services
- 2016:** USDA grants \$52,000 to NeighborWorks in support of Oak Park Farmers Market marketing and promotion
- 2016:** 8 Green Tech students complete Intensive Home Builders Institute training and certification via contributions from Education Credit Management Corporation
- 2016:** TomKat Foundation donates Green Technical Education & Employment grant (\$150k) to continue Teaching Urban Farming and Aquaponics (TUFA) program
- 2016:** California Food Literacy Center receives AmeriCorps grant to extend food literacy throughout SCUSD
- 2016:** SACOG issues \$443k and City issues \$450k to develop streetscape and traffic plan for more pedestrian and bicycle friendly Franklin Boulevard
- 2016:** SMUD offers energy upgrades to qualified residents in Promise Zone neighborhood for up to \$50k, as well as some needs-based scholarships for STEM
- 2016:** City of Sacramento issues \$650K in grants to create opportunities for youth and promote safety.
- 2016:** Sacramento County provides \$25k to WALKSacramento to help strengthen community engagement in the Avenues.
- 2016:** SCUSD, Soil Born Farms, and Food Literacy Center procure USDA Farm-to-School grant in the amount of \$100k to support 3 BHC schools over 18 months
- 2017:** Soil Born Farms receives \$225k grant from Sprouts to advance Growing Together program.
- 2018:** Sierra Health Foundation's Center for Health Program Management receives a CAL VIP grant to develop and implement a response that will focus on third-party homicides in African American youth.
- 2018:** Code for America selects Sacramento as 1 of 3 to 5 pilot sites to help equip the County with the capability to proactively clear all eligible criminal records, starting with those eligible under Proposition 64. Clear My Record uses technology, built by Code for America, that reads a state criminal record, determines eligibility for dismissal or reduction, and automatically generates the motion that is filed in court with the goal to clear 250,000 eligible convictions by 2019.
- 2018:** The My Brother's Keeper (MBK) Community Challenge is providing strategic support and a total of more than \$5 million in select communities nationwide. As part of a two-year partnership, the Sacramento MBK Collaborative will receive \$425,000 from the MBK Alliance and \$75,000 from the California Funders for Boys and Men of Color to help jump-start initiatives, build capacity and attract additional resources and partners.
- 2018:** Funding is secured to convert a vacant lot in Oak Park (3601 Pansy Ave), originally owned by SHRA, into a park/play space for kids, community garden and neighborhood gathering space. SHRA transferred the property to Alchemist CDC. The site plan was determined after an extensive community engagement process. Alchemist CDC also received \$42K in Community Development Block Grant funding to help pay for large infrastructure development and site resources. Expected completion date in 2019.

**Health Happens in...Prevention****Policies Adopted**

- 2015/16:** Board of Supervisors approved funding for healthcare for the undocumented (2015); implementation in practice (2016)
- 2017:** Sacramento County Board of Supervisors votes to release \$44M in Mental Health Services Act (MHSA) funds over 3 years to support a community-wide response to homelessness, matching the City of Sacramento's \$64M Whole Person Care (WPC) grant from the CA Department of Health Care Services.
- 2018:** UCDCM signs a contract with Health Net for up to 5,000 Medi-Cal beneficiaries to be assigned to UCDCM.
- 2018:** Sacramento County Board of Supervisors votes to raise the cap of the Healthy Partners Program which provides health care to undocumented residents from 3,000 to 4,000 and eliminates the age restriction of 64.
- 2018:** Sacramento Mayor Darrell Steinberg establishes a public health advisory committee to provide recommendations to the City Council on local cannabis policy to protect children and youth from cannabis marketing. The City of Sacramento has the greatest number of cannabis businesses in California.

**Systems Changes**

- 2010:** Health Navigators: Facilitate primary care among immigrant communities
- 2011:** Medical-Legal partnerships as resource for healthcare advocacy
- 2013:** Highway to Health event (at Hiram Johnson HS) for free health screenings, dental and eye exams, flu shots, and other health and fitness resources
- 2015:** School based health center at Hiram Johnson High School
- 2015:** Sacramento County convenes stakeholder group that includes BHC Hub partners to design and work through healthcare program implementation for the undocumented.

**Resources Leveraged**

- 2014/15:** 159,825 new Medi-Cal enrollees in Sacramento County
- 2015:** First 5 Sacramento awards \$918k (3 years) to support Sacramento Covered for health and dental navigation
- 2015:** Dignity Health funding (\$150k) for a health navigation kiosk Oak Park Community Center
- 2015:** Sutter Health funding to expand Sacramento Covered Health Navigators
- 2016:** Sac BHC named one the Community Incubator Leads in the Reducing African American Child Deaths in Sacramento County initiative
- 2016:** Greater Sacramento Urban League relocating to Oak Park for workforce training
- 2016:** Sierra Health Foundation awards \$15,000 to Gender Health Center for speakers' bureau
- 2016:** Food Literacy Center awarded funding for 30 AmeriCorps Service Members to help inspire kids to eat their veggies
- 2016:** WIC school expected to be built in BHC target area

# Attachment B | **BHC Resident Profiles**



# Luis Guerrero

## South Sacramento Building Health Communities (BHC) Resident Profile

In 2010, The California Endowment launched the Building Healthy Communities (BHC) initiative, a 10-year, \$1 billion program to improve the health of 14 challenged communities in California. The South Sacramento area is one of the 14 communities where residents, community-based organizations, local government, and public institutions collaborate to reverse the socioeconomic, environmental and systems challenges that contribute to the poor health of their community. The Sons & Brothers 7-year, \$50 million dollar initiative was part of the BHC and focused on providing opportunities for young people of color to help them reach their full potential.

Luis Guerrero, 27, was raised in the South Sacramento Building Healthy Communities (BHC) area. After graduating from high school, he went on to obtain a Bachelor of Science in Electrical Engineering from California State University, Sacramento (CSUS) and is currently enrolled in the CSUS teaching credential program. Luis earns a living as a Sound Engineer, and DJ. He is actively involved in the South Sacramento BHC through the boys and men of color (BMoC) work, specifically in his role as the Lead Youth Facilitator. He supports youth in planning, coordinating and implementing the annual BMoC summit, which provides an opportunity for young men of color to learn about, and become empowered to change the critical issues that impact their lives directly.

Luis's involvement with the BMoC and BHC **changed his narrative** of the systematic issues affecting boys and men of color, allowed him to see the power and necessity of **youth leadership**, was a catalyst to him becoming an **engaged resident**, and ultimately led him to change his career trajectory to positively impact the lives of youth of color.

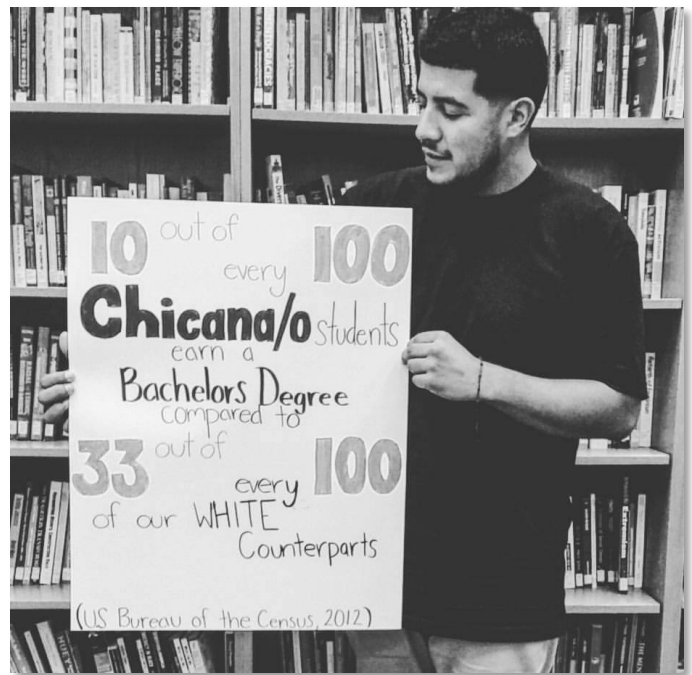
# His Path to the BHC

Luis's path to civic engagement started at a young age when he and his family would regularly volunteer with their church. While attending CSUS, Luis learned that high school boys of color have the highest failure rate in science, technology, engineering, and mathematics (STEM) classes. Due to the low number of students of color entering STEM fields, he and a colleague started a math and science tutoring program at Health Professions High School that attracted young men of color. Luis posted about the tutoring program on his personal Facebook page, and a former high school advisor suggested that he reach out to La Familia, a nonprofit organization active with the South Sacramento BHC BMoC work.

Through a referral from a nonprofit organization, Luis became involved with the BMoC work by planning, and DJing at, the first annual summit. After showing dedication to the BMoC work and an ability to mentor young men of color, South Sacramento BHC Hub staff recruited Luis to be the Lead Youth Facilitator and Co-Coordinator of the annual BMoC summit, a role he has continued for the past six years.

In his role as Lead Youth Facilitator, Luis helps youth plan the annual BMoC summit. According to Luis, he has a natural ability to connect with youth, in part because of sharing similar lived experiences with the young people in the program.

“ When I see this work and I see the students, I see myself. I used to be in [their] shoes. It is very easy for me to do this work because I was that student. ”



Luis's mentoring approach begins with asking youth to identify one or two issues that are salient to their everyday experience and using these issues as workshop topics for the annual summit. By learning about and talking through the issues in preparation for planning and facilitating the summit, the youth build skills and become empowered change agents. When discussing his strategy for empowering youth, Luis relayed:

**“[Empowerment] allows the young men to take a leadership role in discussing critical issues that affect them more personally. It allows them to talk about social issues that they do not get to talk about in classrooms and families... to identify social ills and be advocates for change.”**

# BHC as a Catalyst of Change

“ If you would have asked me what I wanted to do in life, back then (pre-BHC), I would say I wanted to be an electrical engineer. But now, I would say,  
**I want to end the school-to-prison pipeline.** ”

While Luis was having a positive impact on the boys and men of color he mentored, the BMoC work was also having an impact on him. Specifically, Luis’s involvement in the BMoC helped him see how the issues affecting boys and men of color are shaped by larger systems, in contrast to being exclusively related to individual experience.

**“Before, I saw [BMoC] disparities in isolation. I was not attaching it to this larger systemic issue ... being involved in BMoC work let me see beyond the issue, beyond my little square box. It allowed me to see [that] it is not just institutions, it is everywhere...”**

The BMoC work led to Luis **changing his narrative** about the systematic oppression of people of color rather than being fed a narrative that benefits the system. Luis stated, “you can have narrative change, or you can be given narrative, and that is how it was for me.”

Through mentoring youth for the past six years, Luis also came to realize the power and necessity of **youth leadership** in systems change work:

**“The whole idea behind BMoC work: [youth] are the future, but [BMoC youth] are the future that is being mostly incarcerated, that is being left behind. So, reinvesting in youth has to be at the center of changing these systems. Huey Newton says, ‘the young shall inherit the revolution’ – it is future driven work, so it is revolutionary work, so it is youth work. I did not realize youth could have such an impact. I did not realize their influence. It has politicized me, it made me literally question my career path.”**

Through Luis’s process of becoming “socially and politically awakened,” he decided to **change his career path** from engineering to education. Luis contemplated whether he could continue his work with boys and men of color in a transformational way, while remaining in the engineering field. The decision to change his career path from engineering to teaching was not easy, and he contemplated the decision for three years because, “in a capitalist society ... it is all about money ... it is hard to recondition yourself to go from money to purpose.” Luis decided to enroll in the teaching credential program at CSUS to become a high school math teacher. Eventually, Luis plans to become a college professor to instruct teachers how to engage youth in a culturally competent way to address the underrepresentation of boys and men of color in the STEM field, and to disrupt the school-to-prison pipeline. Luis shared how BMoC has changed him,

**“I am definitely more politically engaged because of the BMoC work in Sacramento and throughout the state ... without BMoC, I do not think I would be as civically engaged as I am now ... being involved in the BMoC work has politicized me, it has opened me up to the politics behind certain issues [and] behind systems change ... it definitely shaped me and how I view my life and what I want to do with my life.”**



# Araiye Thomas-Haysbert

## South Sacramento Building Health Communities (BHC) Resident Profile

In 2010, The California Endowment (TCE) launched the Building Healthy Communities (BHC) initiative, a 10-year, \$1 billion program to improve the health of 14 communities in California. The South Sacramento area is one of the 14 communities where residents, community-based organizations, local government, and educational institutions collaborate to advance racially equitable policies and practices.

Araiye Thomas-Haysbert, 19, was born in Sacramento, and moved with her family to Arizona when she was in the fifth grade. She and her family moved back to Sacramento her freshman year of high school and experienced homelessness for two years before moving into the Greenway housing community in the South Sacramento BHC area. While living at Greenway, Araiye became connected to the South Sacramento BHC through PRO Youth and Families (PRO), a nonprofit organization and BHC grantee focused on youth development.

Via the South Sacramento BHC Araiye has participated in the annual Sisterhood Rising Leadership Retreat and the Queer and Trans Youth Summit for the past three years, completed the YO! California Emerging Leaders Organizers' Fellowship, was a member of the Zero Tolerance Youth Leadership Team, was a facilitator for the South Sacramento BHC Hub Youth Leadership Academy, is a member of the Youth Engagement Action Team, and is the Junior Youth Mentor for the South Sacramento BHC Youth Leadership Team (YLT).

Araiye is a sophomore and Sociology major at Cosumnes River College. She is employed as a Youth Engagement Coordinator for PRO. Araiye believes that her involvement in the BHC led her to become a **youth leader** who is **confident in her identity** as a woman of color and member of the LGBTQ community.



# Path from Participant to Leader

Araiye remembers vividly the day in the summer of 2015, when shortly after moving into the Greenway housing community, she was invited to the Sisterhood Rising Leadership Retreat. Sisterhood Rising is a six-day retreat for cisgender and transgender women, and gender non-conforming youth from the 14 BHC sites to develop their leadership skills, increase their understanding of social emotional health, and become empowered through the application of a gender and racial justice lens to frame their personal narrative. During this time, Araiye recalled being at a crossroads in her life:

**“In my mind I was like I need to figure out when I go to high school what I want to do and become. I can go this way or that way – this way is drugs and fast cash or sit over here and be productive and not get in trouble ... Alondra [a PRO employee] came in and asked if we want to go to this camp called Sisterhood Rising.”**

According to Araiye, “young women often see each other as competition.” Through Sisterhood Rising, Araiye learned the value of sisterhood and to “see people in a different light, which allowed me to change myself and how I was acting.” For Araiye, being in a space predominately comprised of women of color fostered a sense of belonging and empowerment that prompted her to return to Sisterhood Rising the following years.

**“That is what caused me to go back for the next two years – I saw women like me, women of color, teaching powerful stuff...that is [like] nothing I was seeing in my everyday life.”**

Overall, the invitation to Sisterhood Rising shaped Araiye’s future trajectory and inspired her to become a youth leader.

With an awakened sense of self, Araiye became immersed in several BHC activities such as the Queer and Trans Youth Summit and the YO! California Emerging Leaders Organizers’ Fellowship, as well as the YLT and Zero Tolerance Youth Leadership Team.

In May of 2017, Araiye attended the Free Our Dreams event with the Zero Tolerance Youth Leadership Team. This BHC funded event occurs annually and is an opportunity for youth to learn about social injustices and receive training in preparation for legislative visits with lawmakers. Through this event the youth have an opportunity to use their leadership skills toward changing and advancing policy. In 2017 the youth advocated for the passage of SB 607, which would have expanded the existing law prohibiting schools from suspending students in kindergarten through third grade for “willful defiance” to students in the fourth through twelfth grade, but the bill was vetoed by the Governor in September 2018. For Araiye, willful defiance was an issue she experienced personally in high school:

**“A [teacher] accused me of sagging my pants. He told me to lift my shirt up in front of the class and I refused, [so] he sent me out of the class. He would then send me out every day, five days a week. I had over 30 referrals from him because of willful defiance. He kept putting 0’s in my gradebook, and I had an F in his class ... it ruined my ability to go to a California State University because I could not use his class as an “A-G” transfer. That is why I was behind SB 607. It [willful defiance] messed with me, my grades, and ruined my education – it really affected me.”**

According to Araiye, the Free Our Dreams experience gave her confidence to speak to public officials and decision makers: “after [Free Our Dreams], I was like, I got this, I can talk to anyone, regardless of [their] title.” Araiye is now in a youth leadership role in the BHC, as a Junior Youth Mentor for the YLT. Araiye attributes the BHC as the “spark” that unlocked her strengths and gave her a **sense of purpose**:

**“If I would have not connected with the BHC at all, I probably would not be in any type of leadership [positions]. I would probably be...not really utilizing my talents ... instead of doing the work that I really feel empowered in.”**

# Empowerment through BHC

According to Araiye, the skill building and leadership opportunities provided by BHC helped Araiye **secure a job as a Youth Engagement Coordinator** with PRO. Araiye was asked to co-facilitate a South Sacramento BHC All Grantee Convening due to her leadership role with the YLT. A PRO employee saw Araiye facilitate at the convening and encouraged her to apply for a job with his organization. According to Araiye, “seeing how they [BHC adult allies] do it [facilitate workshops] helped me get that position at PRO.” Araiye also attributes her **strong sense of identity** to BHC:

**“Prior to being in BHC, I did not feel comfortable at all. I grew up in a very religious household... [there was] a lot around my sexuality that they felt was wrong ... Without BHC, I would not be comfortable enough to go out and be like, ‘hey I am gay, and I do not really care what you say about that.’ But prior to that, I was always in a box. I did not really want to disclose who I was because I was not comfortable with who I was... but now, I feel that I am sure of myself, that I am a leader ... I know who I am.”**

Ultimately, BHC has provided a nurturing environment for Araiye to become a **youth leader**.

“ [Being a youth leader] gave me the opportunity to have my voice heard and also be the voice for those who often go voiceless. ”

In her leadership capacity, Araiye brings back what she learns at BHC events to **inspire other youth to become leaders**, and to use their collective power to make change. Because of her lived experience, Araiye understands that a lot of BHC youth are, “so stuck in the bubble of thinking that their voice does not matter and that they are not cared about.” Araiye shared what she tells BHC youth to inspire them to dream and become advocates for change:



**“Even though statistics say you are not going to go nowhere, do not listen to them because they are just trying to keep you at the same spot. Those are your oppressors trying to keep you oppressed.”**

When asked what will sustain the BHC beyond 2020 or the end of the ten-year timeframe of the initiative, Araiye was quick to proclaim **youth leadership**:

**“The youth that they [BHC] have impacted. I believe that the BHC has a lot of resources that we [youth] are definitely going to utilize beyond 2020 even if it is not physical resources. I am going to use it. I am going to take those resource and knowledge and spread it.”**

# Alexandria White

## South Sacramento Building Health Communities (BHC) Resident Profile

In 2010, The California Endowment (TCE) launched the Building Healthy Communities (BHC) initiative, a 10-year, \$1 billion program to improve the health of 14 communities in California. The South Sacramento area is one of the 14 communities where residents, community-based organizations, local government, and educational institutions collaborate to advance racially equitable policies and practices.

Alexandria White (Alex) moved to Sacramento from the Bay Area in the fall of 2016 with her husband, 3-year-old son, and 2-day-old daughter. Alex and her husband wanted to buy a home as a financial investment, and after researching the home values in Oakland, they decided to move to Sacramento for greater buying power:

**“Property is huge for wealth transference. For African Americans, income and equality is huge. For every \$100 a white family has, we have \$5 ... having a master’s degree in literature, we are still trying to build our resources up as a family because we do not have the same access to capital and all that stuff that other families have. So, it was a huge financial and economic investment.”**

Since moving to the South Oak Park neighborhood in Sacramento, Alex and her family have settled into their home, and Alex has become civically engaged in her neighborhood and accepted an Associate Professor of English position at Sacramento City Community College (SCC). Alex’s path to civic engagement began when she received a garden through Yisrael Family Urban Farm, Urban Roots Garden Build program.

Prior to moving, Alex explored Sacramento-based activities for her and her family to ease the transition from the Bay Area and discovered the Yisrael’s and their garden program. Alex had a vegetable garden in Oakland, had become accustomed to eating fresh, organic, locally grown produce, and wanted to continue gardening in Sacramento. In addition, Alex knew that she would be caring for her children full-time rather than seeking paid employment after moving to Sacramento and “wanted to try to grow some portion of our vegetables,” because “we were going to be broke but I still wanted to have a certain standard of eating for my family.”

Shortly after moving to Sacramento, Alex saw Judith and Chanowk Yisrael, owners and operators of Yisrael Family Urban Farm, at the house next door to hers. She immediately recognized them as the “garden people,” ran outside, got Judith’s contact information and started the process of applying for a garden. In March 2017, the Yisrael’s brought approximately 30 volunteers to Alex’s house for the garden build. The Yisrael’s developed the Urban Roots Garden Build program to include hands-on learning for garden recipients and volunteers. According to Alex, as the volunteers installed the garden, Chanowk would describe the purpose and benefits of what they were doing. For example, as the volunteers laid down cardboard and then applied a mulch layer, “Chanowk explained that everywhere that we did the cardboard and mulch, next year you will be able to use that to grow food.” A year later, Alex followed Chanowk’s tutelage, tilled the mulched areas into the soil, and expanded her vegetable garden.



# Urban Agriculture Leading to People Power

The Yisrael's strongly encourage folks who receive a garden to volunteer at a subsequent build to cultivate community through civic engagement. Alex took this expectation to heart and began volunteering almost daily at the Yisrael Family Urban Farm or the Fruitridge Community Collaborative (FRCC) community garden shepherded by the Yisrael's, both of which are in the South Oak Park neighborhood. By volunteering, Alex continued to learn from Judith and Chanowk through their dynamic and individualized teaching style:

**"[The Yisrael's] use an engaged pedagogy, it is active and theoretical, but they actually apply everything they theorize about, and that is a lot of wisdom, a lot of mentorship. I have been mentored by them in a lot of different ways."**

**" They show what needs to be done rather than just talking about it. They really show what we need to do to become empowered. They are not trying to leave this neighborhood, they are trying to change it from the inside out and that is really powerful. "**



The Yisraels use urban agriculture to awaken residents' critical consciousness to inspire them to become civically engaged to affect change. For Judith and Chanowk, this includes developing resident leaders for long-term and sustainable impact.

Prior to moving to Sacramento, Alex was an adjunct professor at an Oakland college, and taught about the industrial food system. When volunteering, Alex observed the Yisrael's educating others and was struck by how they connect with people and make complicated issues such as the food system "accessible," especially for youth of color:

**"What I like about Chanowk and Judith is they can speak to youth of color. The city kids, they can identify with Chanowk and Judith. There is nothing out there to connect with urban kids in terms of curriculum and books around food systems."**

In their quest to use urban agriculture to empower residents, the Yisrael's are also building community in the Oak Park neighborhood. Alex imparted that all folks came from communal origins but that people of color, "thrive in communal environments, village-like spaces." The Yisraels are using the farm and affiliated programs to build an environment for folks to thrive. According to Alex, the Yisraels:

**"... help create a village energy, a community energy. They are not old enough to be elders yet, but they are like the unspoken leaders of this [Oak Park] village."**

# Community Roots through Civic Engagement

The Yisrael's have a strong, "sense of social responsibility," that inspired Alex to seek out other opportunities for civic engagement. When Alex attended her first South Oak Park Community Association (SOPCA) meeting and saw Chanowk, she felt as though, "I know someone in this space, so I can be here too ... it made me more comfortable that I had a connection with somebody there." Over time Alex became a SOPCA board member and volunteered to coordinate the KaBOOM! Playground installation at Jack Davis Park. Alex also joined the Soil Sisters who are focused on healing each other, "while we are healing the soil and our community."

Occasionally, folks ask Alex the point of volunteering when she is not getting paid. Alex identified the "deficit mindset" as a problem that prevents people from seeing that, "giving and receiving are the same thing ... the act of giving opens up the space for receiving." She explained that this is especially true for folks with limited financial means because, "our inner resources are so connected to our outer resources that they do not feel like they have anything to give." But for Alex, "being engaged in community, it is currency, it is a type of capitalism, but people are throwing it away and do not see the benefit and I feel like that is why communities suffer."

Eventually Alex sought employment and was hired as the Project Coordinator with the Fruitridge Stockton Community Incubator Lead (CIL) for the Black Child Legacy Campaign (BCLC), a community-driven movement to reduce the premature death of African American children in Sacramento County. The Fruitridge Stockton CIL is located at the FRCC, and when Alex volunteered at the FRCC community garden, she became familiar with the organizations involved in the BCLC Campaign. Alex believes that she was hired for the BCLC Project Coordinator position in-part because she "had familiarity with the operations out of this space [FRCC]." Alex went through the BCLC and SCC hiring process simultaneously. A few weeks after accepting the BCLC Project Coordinator position, she was offered the SCC Assistant Professor job and attributes her volunteer experience as a factor in the decision to hire her. When Alex interviewed with the President of the college he told her, "you are bringing added value to this department because of your community work." Even though Alex was, "a little sad" to leave the BCLC position, she is looking forward to bringing her community connections into the classroom and exposing her students to the rewards of civic engagement. Alex summed up the path from volunteering with the Yisrael's to working at SCC:

**"I just feel like everything was a chain reaction, working with [Judith and Chanowk Yisrael], getting involved with SOPCA, then doing the KaBOOM! build ... then building up to working for BCLC, and then to the city college. It has been a chain reaction that [Judith and Chanowk Yisrael] were the catalyst of ... it has been awesome, it has been amazing. I have learned so many things ... I feel like I have been initiated into something else."**

The Yisrael's are creating an inclusive, "village vibe," which Alex believes is foundational to building a thriving community for people of color. Alex has become integral to the South Oak Park community fabric and is having a significant and meaningful impact on the neighborhood. Alex and her family are flourishing in Sacramento, and the Yisrael's are a factor in her family's successful transition to Sacramento from the Bay Area:

**"We would not have survived here without our connection to [Judith and Chanowk Yisrael] or other community members. Roots take time to build, and our roots are getting pretty established. Our taproots are going back to the Bay, that is where my mom lives, my sisters live. I grew up there. But we are also trying to establish a strong root system here and [Judith and Chanowk Yisrael] are definitely part of that root system that feed us as a family."**