



Year 10 Report

Evolution of the Sacramento Building Healthy Communities



November 2020

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Introduction

The South Sacramento area is one of the 14 communities that are part of The California Endowment's (TCE) 10-Year, \$1.8 billion Building Healthy Communities (BHC) initiative, where residents, community-based organizations, schools, and local government collaborate to advance racially equitable policies and practices. As TCE and the Sacramento BHC partners reach the end of the first 10 years of the initiative and consider what is Beyond 2020, this compilation serves as an opportunity to reflect and recalibrate.¹ This summary acknowledges and celebrates the power built as the Sacramento BHC Hub evolved into its current form, serving as the foundation for the next ten years of power building and community change in Sacramento County.

This summary² also serves as an introduction to a compendium of 25 Sacramento BHC deliverables created by the local Learning & Evaluation contractor, LPC Consulting Associates, Inc., from September 2011 to May 2020 (see sidebar). The summary narrative explores the extent to which Sacramento BHC Hub fulfilled TCE's original vision for **the Hub to serve as the "central table" through which stakeholders come together** to:

- develop their vision for a healthy community;
- value inclusion and diversity;
- approach the work as a joint effort with other stakeholders;
- try to be as complete as possible in building a healthy community; and
- ensure that the efforts and strategies of various BHC partners do not function separately, but rather in a smooth and coordinated way.³

BHC Local Evaluation Reports & Summaries

Annual Evaluation Reports

- 2011 • Annual Evaluation Report, Year 1
- 2012 • Annual Evaluation Report, Year 2
- 2013 • Annual Evaluation Report, Year 3
- 2014 • Annual Evaluation Report, Year 4
- 2015 • Annual Evaluation Report, Year 5
- 2016 • Annual Evaluation Report, Year 6
- 2017 • Annual Evaluation Report, Year 7
- 2018 • Annual Evaluation Report, Year 8
- 2019 • Annual Evaluation Report, Year 9

Topic-Specific Case Studies

- 2012 • Systems Change and Physical Education in a School District
- 2013 • Health Navigators
- 2013 • Mayor's Gang Prevention Task Force
- 2014 • Food Access Grantees
- 2015 • First 5 Years: Health Happens in SCUSD Schools
- 2015 • Food Access in South Sacramento | A Five-Year Retrospective of the BHC Initiative
- 2017 • BHC Health Access Action Team
- 2017 • Youth Engagement Action Team
- 2018 • Sacramento BHC Boys and Men of Color Case Story
- 2019 • Building People Power

Resident Profiles

- 2018 • Alexandria White
- 2018 • Araiye Thomas-Haysbert
- 2018 • Luis Guerrero
- 2019 • Allegra Taylor

Grantee Profiles

- 2019 • Black Parallel School Board
- 2019 • Hmong Innovating Politics

¹ This summary differs from LPC's Building People Power Case Study completed in May 2020, which describes how the Sacramento BHC shifted from a predominately provision of services approach to restore community health to a model that places emphasis on community organizing to build People Power and disrupt systems of oppression.

² This summary also includes an analysis of along with informal meeting notes taken through August 31, 2020.

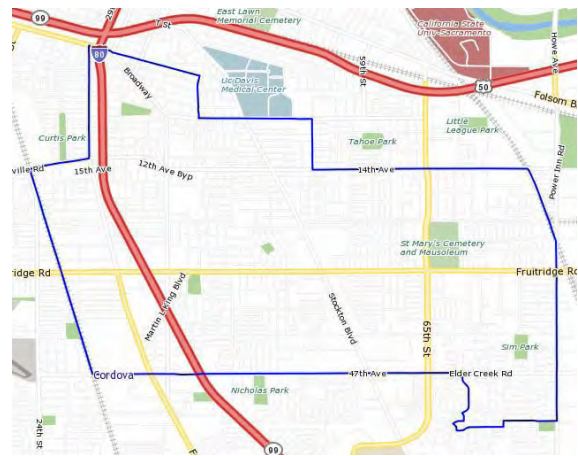
³ Hub RFP

The Sacramento BHC Hub evolved over 10 years from the pre-initiative planning committee’s vision to a dynamic physical space with collaborative and people power to make changes in the city, county, region, and state. At the end of year 10, the Hub is clearly the “central table” envisioned by TCE: a collective community space, inclusive of diverse partners and community members, coordinated around uniquely Sacramento needs, partnerships, and goals.

The Implementation Plan

When the South Sacramento area was selected in 2009 as one of the 14 BHC communities (See Figure 1), a variety of local community-serving organizations engaged in a planning process between June 1, 2009 and March 31, 2010. As originally proposed in 2009, The Sacramento Building Healthy Communities Hub was intended to be “a continually open collaborative group, permitting community residents of all ages and representatives of neighborhood associations, business associations, community-based organizations, government agencies and other stakeholders to join at any time.” This whole collaborative group was to be led by a Steering Committee, comprised of approximately 20 members. Administration and coordination tasks were accomplished through the Hub staff, employed or contracted with the convenor at that time, Asian Resources, Inc. The Sacramento BHC Hub was designed to function as an unincorporated non-profit association, with a Steering Committee empowered to recommend the formation of committees or work groups to carry out various functions of the Hub. Membership in committees was to be open for all Hub participants. The Steering Committee initially formed three work groups to address TCE’s initial priority outcomes:

Figure 1 | The South Sacramento BHC Area



- **Health Access Work Group** *Priority Outcome 2*: Families have improved access to a health home that supports healthy behaviors.
- **Community Infrastructure and Assets Work Group** *Priority Outcome 4*: Residents live in communities with health-promoting land-use, transportation, and community development; and *Priority Outcome 8*, Community health improvements are linked to economic development. This work group also included the Healthy Food Access Committee, which later became a standalone work group.
- **Youth Development Work Group** *Priority Outcome 6*: Communities support healthy youth development.

This basic structure remained in place during the first three years of BHC implementation. The early focus on delivering needed services in the community evolved to base-building and community organizing by the initiative’s midpoint, as TCE and the initiative shifted towards power building across the 14 communities. The structure and functions of the Hub evolved as the work changed, shifting from coordinating service delivery agencies to the convening organizations around a central table to empower community and initiate policy and systems change.

The Evolution of the Hub

TCE initially conceived of the Hub to function as “the anchor for productive partnerships among various organizations, residents, and systems leaders as they work together to change their community.” The Hub was designed to “develop new leaders who take an inclusive approach, are skilled at working across organizational borders, and can make new connections with young people, residents, and organizations.” TCE anticipated that the Hub had to “be willing to grow in order to develop strategies for its collective work at all levels: neighborhood, regional, state, and national.”⁴

As TCE intended the Hub to be in place throughout the BHC initiative, it was safe to predict that community issues and political will would change over 10 years, and that the Hub would serve as an important space for responding to those changes. The Hub needed to develop meaningful structures and principles, which gave residents a voice in the BHC effort, and took into account South Sacramento’s unique factors and history. Sacramento was exceptional across the statewide BHC initiative in that the BHC Hub staff, key leadership, and key contractor partners



remained stable during the entire 10 years, although the fiscal sponsorship changed to the Sierra Health Foundation, Center for Health Program Management in year seven. The initial fiscal sponsor, Asian Resources, Inc. hired Kim Williams as the Hub Manager and Alberto Mercado as Communications Coordinator. Both Ms. Williams and Mr. Mercado had participated actively in the BHC planning process and have remained in their positions throughout the first 10 years of BHC. The Hub team serves as the clearinghouse for all information about and for the Sacramento BHC initiative. Their coordination of the Steering Committee meetings and new member elections translated later into facilitating the Leadership Team. As of February 2020, Hub staff have coordinated 17 Hub Gatherings and 12 all-grantee convenings. The Hub also oversees mini-grant application and award processes, when applicable, and coordinates multiple Action Teams and committees across the BHC. Hub staff provide media and communication oversight, maintain the website, and maintain an active social media presence. One of the Hub staff’s key roles is to educate community members and organizations about the work of the BHC, support the Boys and Men of Color initiative, and represent and advocate for the Sacramento BHC at various community and grantee events.



⁴ Hub RFP

Over the years, the Hub has played an increasingly larger and more prominent role in building community power and fighting for racial equity. Early in year six, the Hub moved from the offices of its first fiscal sponsor, Asian Resources, Inc. (ARI), to its own dedicated space within the former Fruitridge Elementary School, within the heart of the BHC area in South Sacramento. In 2013, Sacramento City Unified School District's Board of Education voted to close seven chronically under-enrolled elementary schools, including Fruitridge Elementary



School on 44th Avenue. This blow to the community was slightly softened in 2015, when the Fruitridge Elementary location re-opened as the Fruitridge Community Collaborative Center (FRCC). The BHC Leadership Team decided to move to this location, which provides dedicated office space for BHC Hub staff, as well as a large, reserved meeting room and access to larger rooms, including the auditorium and multi-purpose room. The Center is a vibrant hub of community activity, including several BHC grantee agencies, arts and culture classes, and summer lunch programs. Prior to this move, the action and Leadership teams bounced among multiple locations for their regularly scheduled meetings. For the past four years, grantees and partners alike have met consistently at the same convenient location, and the space has become a known community resource and gathering spot beyond the BHC initiative.

In addition to providing a known and trusted gathering spot, Ms. Williams, the Hub Director, plays a unique and powerful role in facilitating healing opportunities for communities suffering trauma. In March 2018, Stephon Clark, a 23-year-old Black man, was shot and killed by City of Sacramento police officers in the backyard of his grandmother's home. After the shooting, there was a need for spaces where the community could begin healing, receive mental health resources, and express their grief, pain, and anger. The Hub facilitated BHC partners, such as Sacramento ACT, to provide healing circles and trauma-informed care for residents at community centers and schools. The city also financed a series of pop-up events to provide youth with safe and positive spaces, where they could connect with mentors and allies. Many BHC-funded partners received pop-up funds.

In year seven, the Hub won a competitive grant process, becoming the Fruitridge/Stockton neighborhood Community Incubator Lead (CIL) for the Black Child Legacy Campaign, aiming for 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 Hub as peacemaker and powerful healing force in South Sacramento.

In year eight, with funding from TCE and the Black Child Legacy Campaign, the Hub Director hired a Resident Outreach Coordinator to increase resident awareness of, and engagement in, the Sacramento BHC area. The Specialist organizes "pop-up" outreach events throughout the community to inform residents about the Sacramento BHC initiative. The pop-ups are held at locations with heavy foot traffic and high visibility, such as parks, libraries, and grocery stores. In year nine, the Community Support Specialist started holding the pop-ups at Hiram Johnson High School and Elder Creek Elementary School to connect with youth.

People in positions of power recognize that the BHC Hub can mobilize partner network and residents quickly around an issue. As a result, elected officials, high-powered decision makers and community collaboratives are increasingly seeking input from, and courting the support of, the Hub on state and local policy and community issues. For example, in year nine, the Hub co-hosted Dr. Nadine Burke Harris, California's first Surgeon General, at the FRCC, where Dr. Burke Harris launched her statewide listening tour to learn about health issues related to trauma. Dr. Burke Harris met with health workers and neighborhood residents to discuss ideas for how to reduce chronic disease rates, especially in low-income and communities of color.



Also in year nine, the Sacramento County District Attorney's office announced it was not going to prosecute the officers who shot Stephon Clark, which again escalated the need for community healing spaces. At the request of the City of Sacramento Mayor, the Hub Director participated in a series of meetings with other organizations to develop a resource plan for when the District Attorney announced their decision. The Hub helped implement the plan by mobilizing BHC partners to provide spaces for youth to facilitate healing. Over four days, the spaces provided youth with food, activities, and social workers or members of the faith-based community to provide emotional support.

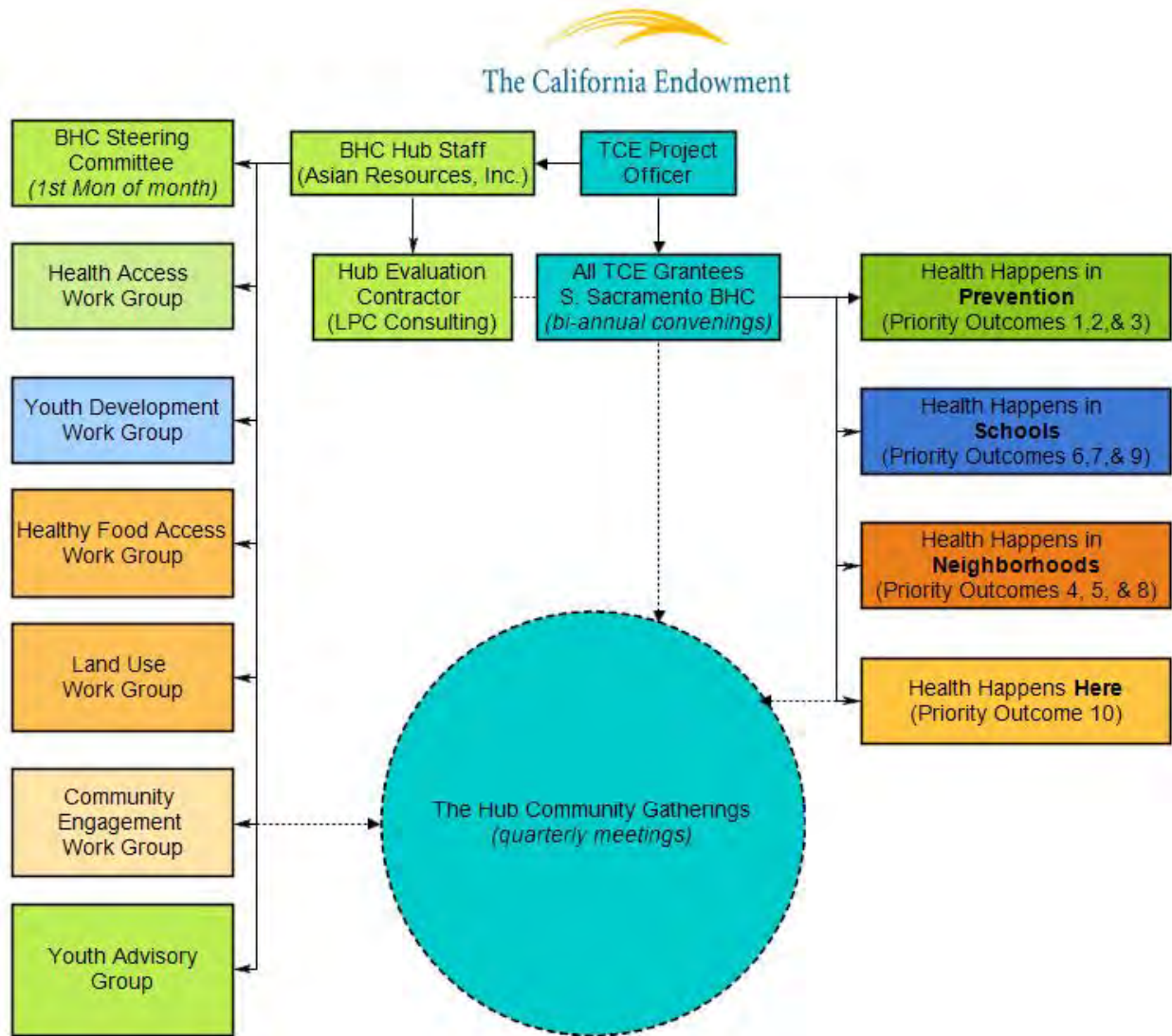
In year ten, the Hub has served as a member of the Sacramento County Complete Count Committee (CCC), formed by the Sacramento Region Community Foundation (SRCF), as part of Census 2020. The SRCF was selected by the State of California to serve as one of ten Administrative Community-Based Organizations (ACBOs), to coordinate a coalition of organizations across a 17-county, northern California region, to encourage residents to complete the Census. The SRCF is leveraging funding from the State of California, County of Sacramento, and TCE to support this role. In Sacramento County, the SRCF formed the CCC to increase awareness about the 2020 census and encourage residents to complete the census questionnaire. The Hub Director is a member of the CCC Community Steering Committee, focused on developing targeted outreach and education strategies for specific populations. The Hub Director chairs the Youth Subcommittee and led ten youth-serving organizations through the development of outreach and education strategies to reach middle and high school age youth. The goal is to educate youth about what the Census is, and how they can both encourage and help their parents to complete the Census online. The subcommittee trained youth ambassadors to lead the Census outreach work. Throughout 2020, the Hub Director supported the subcommittee members through strategy implementation.

Community awareness of the BHC has increased in conjunction with the growth of the initiative. Elected officials and high-powered decision makers are aware of the power the BHC partners bring to the table. This has led to the Hub Director representing the BHC on 30 different committees/coalitions at the request of the high-powered decision makers and elected officials. The Hub Director also participates in quarterly committees/coalitions, develops the strategic direction and agendas for committees that she chairs, and implements committee action plans or strategies to move the committee work forward. The Hub Director's community liaison role has expanded along with, and as a function of, the power built within the Sacramento BHC Hub and partners.

The Evolution of the Sacramento BHC

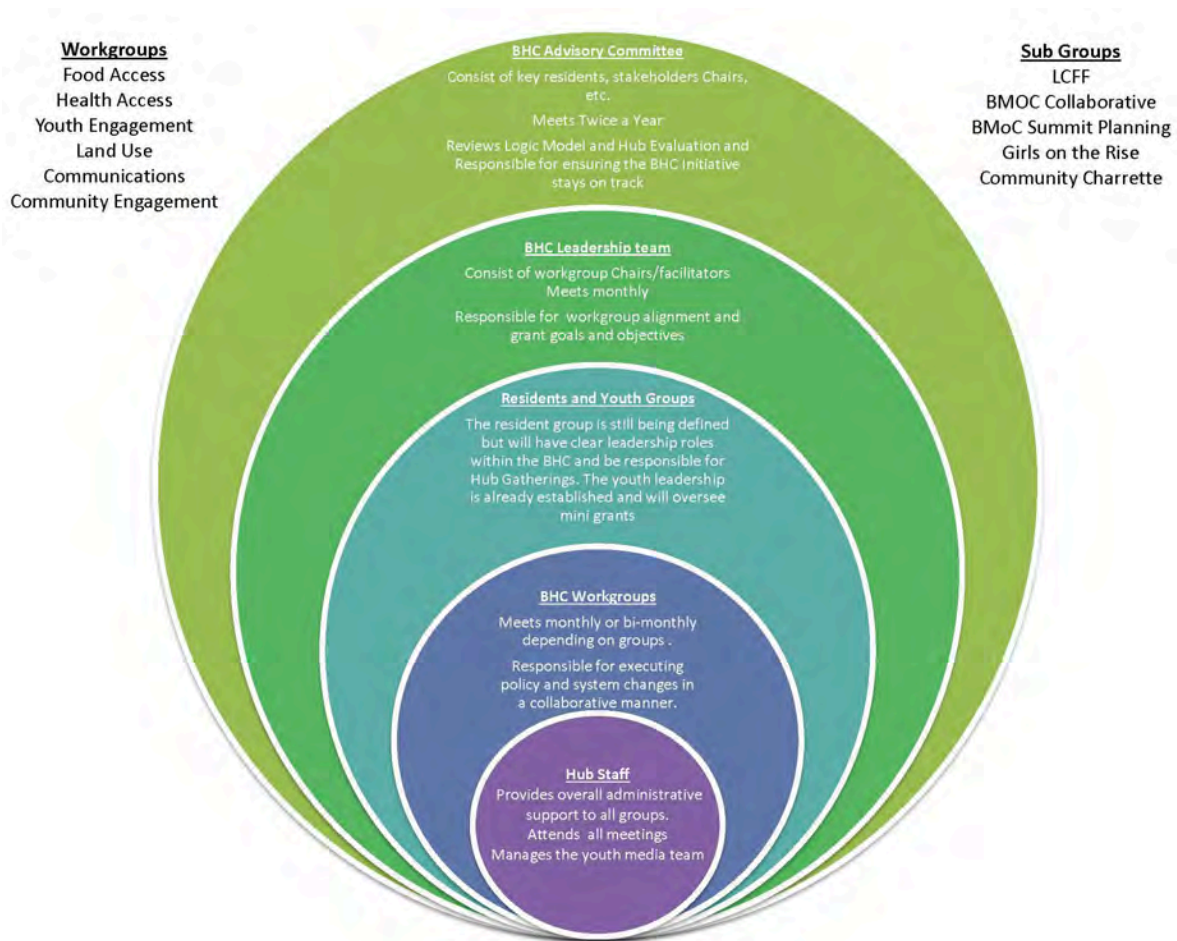
In addition to the evolution of the Hub structure, the focus of the Sacramento BHC initiative evolved over time. When the BHC initiative began, the structure first included three, then six, workgroups to facilitate collaboration amongst the grantees on focused topics, and to inspire the development of shared visions for change to drive the BHC initiative forward. Initially, the Sacramento BHC initiative was oriented toward the provision of direct services to improve community health. The first four years of implementation focused on the development of a structure to support the work, the building of trust among the grantee partners, and the engagement of residents.

Figure 2 | Sacramento BHC Organizational Structure, Year Three



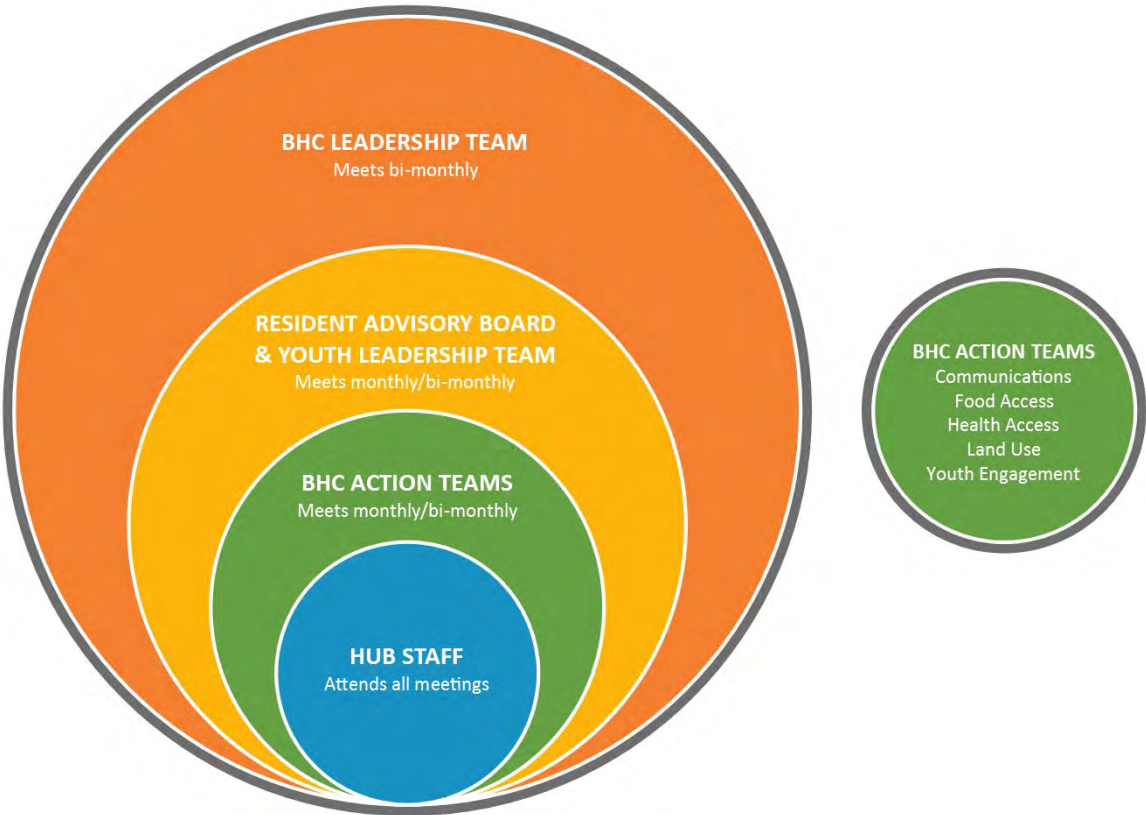
During the **first four years** of the initiative, the partners ruminated on how best to involve residents in the Sacramento BHC beyond the provision of services, and the structure of the BHC Workgroups (later Action Teams) shifted multiple times during these deliberations. By year four, the Steering Committee voted to dissolve itself and integrate into the Leadership Team, which consisted of the chair, co-chairs, or facilitators from each of the six BHC workgroups, Hub and TCE staff, and contractors. The primary focus of the Leadership Team during the fourth year of the BHC Initiative was to enhance communication among the BHC Workgroups by providing ongoing updates regarding the status of the workgroups and current campaign projects. The function of the Steering Committee was replaced by the Resident Advisory Board, an engaged group of residents who actively shape the BHC initiative, which was subsequently restructured into the Resident Engagement Action Team. The compartmentalized structure of years one through three (Figure 2) evolved into one more akin to concentric circles, or spheres of influence; the new organizational structure (Figure 3) became operational in mid-2014.

Figure 3 | Sacramento BHC Organizational Structure, Revised Year Four



Year five was a turning point for the initiative - the six workgroups evolved into six Action Teams, which continued throughout year six. The structure and operations of the Sacramento BHC solidified, and the partners had developed the trust and relationships necessary to fuel increased levels of collaboration. The partners moved away from an emphasis on the provision of services to restore community health and started focusing on systems level changes to address a broad range of issues. There was also a growing recognition that building people power and mobilizing residents to lead campaigns was necessary to truly transform systems that negatively impact community health. This resulted in bringing more community organizers to the table. Year five marked the time when the individual and collective work of the grantees started culminating in systems level change across a broad spectrum of areas. The concentric circles became an even more accurate and relevant organizational structure for the Sacramento BHC, with the backbone infrastructure at the core, action teams close to the center of all work, and power emanating out to roles for residents and youth, the leadership team, and finally any advisory committees or ad hoc groups. The organizational structure remained relatively stable from year four to year five, although the “Workgroups” became known as “Action Teams” and the Community Engagement Workgroup dissolved (See Figure 4, below).

Figure 4 | Sacramento BHC Organizational Structure, Revised Year 5



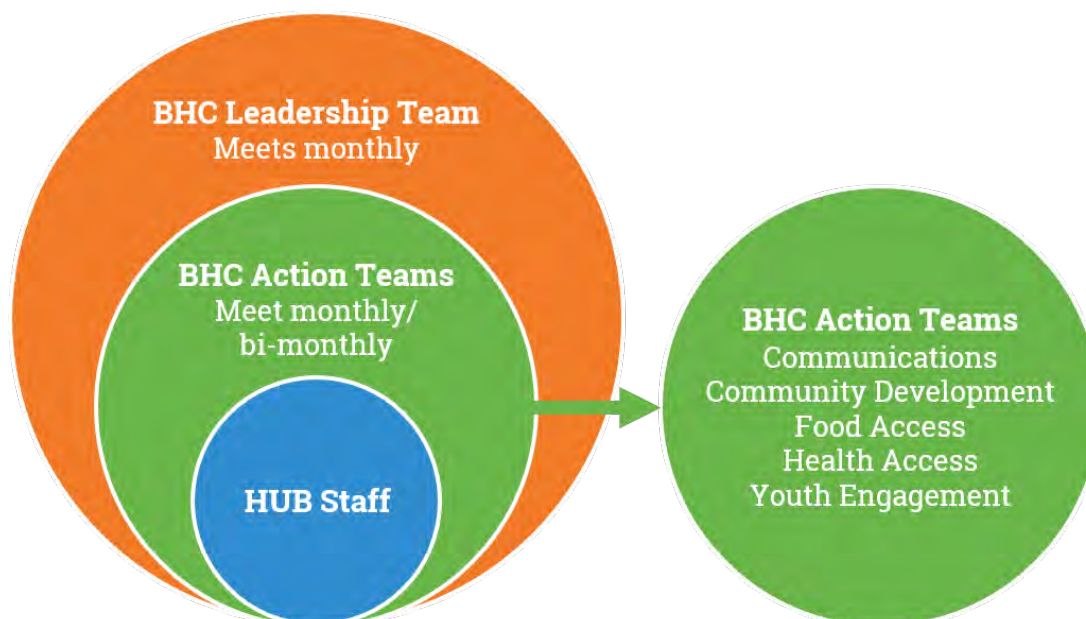
Year six marked another period of evolution towards building people power for the Sacramento BHC, as community organizers took a larger role in the initiative, and the partners began reflecting on the work to plan how to sustain the initiative beyond the 2020 funding horizon. As the Sacramento BHC moved into year six, partners started looking to the future, beyond the end of the first 10 years of TCE funding commitment towards sustainability and a new, healthier, and more collaborative status quo in the BHC area.

Years seven and eight were yet another period of progression for the Sacramento BHC. Partners reflected on the work, identifying the elements of the BHC initiative that are successful and initiating strategy development to take ownership of, and sustain, the initiative beyond the 2020 funding horizon. The grantees continued to work in partnership with residents to build campaign momentum and advocate for systems level change. Because of the increasing trust and cohesion among members and the development of a common agenda, the Action Teams continued to be 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 area. The Action Team structure also continued to serve as the dominant form of communication among the BHC grantees, manifested in the monthly or bi-monthly meetings. Youth became an even stronger driving force in shaping the project that serves as a legacy of the 10-year initiative. As the power of the collective grew, the regional awareness of the BHC continued to gain traction. In addition to instituting Action Teams, TCE funded grantees to convene committees and coalitions to foster youth leadership and provide additional venues for organizations and/or residents to converge arounds issue areas, including BHC-funded youth leadership and issue-oriented committees and coalitions, which in year eight included:

- Boys & Men of Color
- Youth Leadership Team
- Girls on The Rise
- Sacramento Reinvestment Coalition
- Sacramento Priority Coalition
- SCUSD Chronic Absence Learning Collaborative
- SCUSD LBGTQ Task Force
- SCUSD Wellness Committee
- SCUSD School Climate Collaborative (no longer funded through BHC)

In year nine, the partners participated in a series of trainings to facilitate the partners centering the work in racial equity. Year nine was also the year when the consistent participation of the partners in a few of the Action Teams and the Leadership Team was less robust than previous years, perhaps signaling an organic transition to sustain the work beyond 2020, rather than following a deliberate and intentionally constructed path forward. While a few structural components have come and gone over the years (e.g., the Steering Committee, Community Engagement Action Team), the BHC structure has evolved based on the same framework that has remained intact since year one (see Figure 5).

Figure 5 | Sacramento BHC Organizational Structure, Revised Year Nine



The latest graphic depiction of the formal structure of the Hub excludes topic-focused committees and coalitions committees and coalitions (e.g., Live Free) that have led campaigns to restore community health, nor does it portray the role of residents who are pivotal in systems change efforts. While Action Teams remained intact and relatively active, smaller committees and coalitions became instrumental in moving campaigns forward in later years. For example, the Reinvestment Coalition successfully advocated 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 and later, George Floyd and Breonna Taylor. 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 Sacramento 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 embedded in the BHC structure actively built resident power, particularly in years 7-10 of the initiative.

In year ten, the partners built upon years of relationships and advocacy efforts to respond and mobilize in response to the COVID-19 pandemic, community-wide social justice protests, and planning for UC Davis’ planned development, Aggie Square. Grantees and partners raised systems issues that negatively impact communities and demanded change in response to unprecedented times. The work of year ten continues in response to ever-shifting systems, including the conclusion of the California legislative session, disproportionate impacts of COVID-19 affecting each of the BHC Action Teams, demands to reimagine law enforcement, and negotiations with the City and UC Davis to agree to Investment without Displacement, including developing a Community Benefits Agreement with UC Davis. The ten years of growth and development of five BHC Action Teams and numerous committees provide already established spaces to address these unimaginable and unanticipated issues.

The Evolution of the Action Teams

As depicted in the ever-changing diagrams of the Hub structure (Figures 2-5), the five main Action Teams solidified in year five (Communications, Community Development, Food Access, Health Access, Youth Engagement) remained intact by year ten. For many Action Teams, the focus of their work shifted over the years, particularly by turning to emergency response in 2020 (year 10). Despite changes in TCE-funded and non-funded partners, participation, and priorities, the spirit of each Action Team has continued for the last five years. This section presents the evolution of the Action Teams’ work during the years since each groups’ inception.

Communications

TCE’s BHC statewide media campaign has been successful in spreading the message of the BHC initiative. The slogans and hashtags used to communicate BHC policy change initiatives (e.g., #Health4All and #SchoolsNotPrisons), resonate with folks whose values align with the initiative. The TCE Program Manager for the Sacramento site promotes the Sacramento BHC through media buys in the English-language *Sacramento News and Review*. The Hub Communications Coordinator oversees all other forms of communication about the Sacramento BHC initiative. Therefore, the Communications Work Group/Action Team only met intermittently, as needed.

Work Group Activities by Year: Communications	
Year 2	The Communications Work Group was formed in the fall of 2012, coordinated and chaired by Hub staff. The initial purpose of the work group was to: 1) maintain a central channel of communication between TCE, the Hub office, and BHC grantees; 2) establish a communication workflow for disseminating information about the BHC; 3) work with grantees to develop a communications plan; and 4) provide a means for grantees to collaborate on project related media. The 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.
Year 3	The workgroup focused on the BHC website and developing a video PSA. RYSE Center provided technical assistance for grantees that wanted to utilize communication to tell their stories.
Year 4	The Communications Workgroup continued to address BHC communication gaps and develop new strategies to better increase awareness of the work. The primary focus of the Communications Workgroup in the fourth year was planning the distribution of BHC newsletter to all of the households in the BHC area.
Year 5	The Communications Action Team did not meet in year five.
Year 6	The Communications Action Team explored digital content platforms to expand awareness of the initiative, including a “Join the BHC Movement” Campaign with a video PSA and multi-lingual print ad.
Year 7	The Communications Action Team discussed social media approaches for ongoing projects, updating the website, creating a newsletter template, and hosting a UC Davis, Center for Regional Change <i>Putting Youth on the Map</i> training for grantees.
Year 8	The Hub staff chairing the Communications Action Team decided to take a hiatus and not convene the action team. Data collected through year seven and eight sustainability planning efforts identified communication as an opportunity area. Furthermore, an updated communications plan with input

Work Group Activities by Year: Communications

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.

Year 9 After taking a year long hiatus in year eight, the team reconvened once in year nine to create a mission statement for the BHC work now and beyond 2020, as well as solicit blog post ideas to tell the story of the BHC Action Teams.

Community Development (formerly Land Use)

Work Group Activities by Year: Community Development

Year 5 The Land Use Action Team became the Community Development Action Team (CDAT) to expand the focus beyond land use and to be more inclusive of the neighborhood safety grant funded programs.

Year 6 The CDAT met five times to discuss team functioning and address ongoing campaigns. At each meeting, the partners shared “headlines and highlights” of their work and issues of interest. In response to TCE clarification about limits on BHC advocacy, the Action Team created a “frequently asked questions” sheet to inform grantees about how they can advocate for, or oppose city and county policies, while relaying the support of the BHC community, but not qualifying their position as an “official” BHC position.

Year 7 The CDAT was co-chaired by the Sacramento Housing Alliance and Solh Resolutions International.

VG Consulting and the Sacramento Housing Alliance Co-Chaired the Community Development Action Team (CDAT), which met six times to discuss team functioning and address ongoing campaigns:

- Some members of CDAT participated in Sacramento, where both the County and City were updating their general plans and are required to include an Environmental Justice (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 included three BHC grantees, who provided 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.
- Several CDAT participants were members of Housing4Sacramento, 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.

Year 9 The CDAT completed a visioning process to onboard new members and to establish campaign goals. CDAT decided to move forward with an *Investment Without Displacement* platform to guide their collaborative work. The team also launched a campaign to secure a Community Benefits Agreement

Work Group Activities by Year: Community Development

(CBA) for the Aggie Square Expansion of the University of California, Davis (UCD) Medical Center, which is adjacent to neighborhoods that are historically home to communities of color. The Aggie Square project is part of UCD’s plans to double the size of the medical campus in the next decade, and will include research facilities, mixed-use space, and housing for UCD employees and students. CDAT chose to focus on an Aggie Square CBA as their first campaign because it offered the most robust application of the investment without displacement platform.

To initiate their campaign, CDAT members began conducting research meetings with high-powered decision makers to discern their support for a CBA agreement. The members developed a draft list of CBA asks and began engaging with the neighborhood associations adjacent to the Aggie Square development. CDAT also asked Legal Services of Northern California (LSNC) to research effective CBAs. As a result of their research, LSNC concluded that CBAs often go unenforced due to the lack of a legal entity with the ability to sue if the CBA conditions are not met. This led CDAT to initiate formation of a 501(c)(3) comprised of the nonprofit partners, which could, if necessary, sue to enforce compliance of CBAs for both the Aggie Square project, and future development projects in Sacramento. CDAT decided the new nonprofit would be called Sacramento Investment Without Displacement.

In August of 2019, the City Council passed the Tenant Protection and Relief Act becoming the first jurisdiction in the Sacramento Valley to implement protection for renters. The ordinance caps annual rent increases to 6% plus a Consumer Price Index, provides just cause eviction protection to renters who have lived in their homes for more than a year, and creates a rental registry to track rental housing affordability and conditions. While most of the Housing4Sacramento members supported the city’s ordinance, they believe it is only a first step to address housing affordability in the Sacramento Valley. The coalition continues to advocate for mechanisms, programs, and strategies that result in more affordable housing units in Sacramento.

Year 10

The CDAT developed a document detailing its concerns with the proposed Aggie Square development proposed at the UC Davis Medical Center, adjacent to the BHC community and calling for organizations to join the campaign. The lack of plan to prevent the displacement of existing residents and business as Aggie Square is developed resulted in the forming of *Sacramento Investment Without Displacement (SIWD)*, a collaborative non-profit whose first mission is to secure a Community Benefits Agreement (CBA) to require the developer to provide specific amenities and/or mitigations to the local community or neighborhood. The CDAT developed bylaws and logistics for the emerging collaborative nonprofit and the CBA campaign. Unfortunately, the group’s canvassing efforts in early 2020 were truncated by Sacramento County’s shelter-in-place order in March, but the work towards securing a CBA with UC Davis continues in force.

Food Access/Healthy Food For All Collaborative

Work Group Activities by Year: Food Access/ Healthy Food For All Collaborative

Year 1 The work group established guidelines and responsibilities.

Year 2 The work group hired an outside facilitator to conduct an in-depth visioning session. The session resulted in the development of a graphic vision document that served as a food access plan for the group. The Food Access Work Group worked to extend a more collaborative approach to the collective work. Partners identified core services areas in the BHC community to develop momentum in those areas by layering complementary services and activities to create “hotspots” in the targeted community. New activities were jointly planned, guided by group agreement, and delivered strategically. The work group worked to develop collaborative skills and trust among partners.

Year 3 The Healthy Food for All Workgroup built on the visioning session to collaboratively develop the group’s objective and how each partner can contribute to an asset map of resources both within and beyond the South Sacramento BHC area.

Work Group Activities by Year: Food Access/ Healthy Food For All Collaborative

Year 4 The Food Access Workgroup focused on layering services in The Avenues neighborhood as a systematic approach to addressing the food access needs of the BHC area. The most active workgroup members recognized that there was value in bringing multiple strategies together in a targeted neighborhood, as a means of “changing the narrative.” Partners participated in mapping exercises and reviewed year three evaluation results to facilitate collaboration. Many of the Food Access Workgroup members convened under auspicious of the Sacramento Urban Agricultural Coalition to shepherd the adoption of an Urban Agriculture ordinance by the City of Sacramento and Sacramento County.

Year 5 Soil Born Farms contracted with Solh Resolutions International to co-facilitate the action team. Through the course of the year, Soil Born Farms and Solh Resolutions led BHC grantees through the development of a shared work plan to align partner activities toward action team goals developed in year two. Healthy Food For All Collaborative (HFAC) members also initiated the development of a Neighborhood Roadmap to strengthen their approach to providing coordinated services in identified neighborhoods. Food access grantees concluded that they required additional information about the neighborhoods to make informed decisions, which resulted in Soil Born Farm’s convening a subset of grantees to develop a mapping tool to provide the information to guide action team planning.

Year 6 Healthy Food For All Collaborative members gave a well-received presentation at the annual statewide BHC convening in April 2016 about their work to date. The HFAC had a specific desire to develop new collaborative partnerships with BHC neighborhood residents. Towards that end, the HFAC tried a new meeting format during the summer of 2016, using a community-level micro-level focus (e.g., individual and agency vs. food system) and at the food-related issues that were surfacing at that level.

Year 7 The partners implemented a new meeting format to allow structured time for long-term and collaboration planning. The first hour of the meeting was devoted to sharing resources and collaborating through a Collab Café. The second hour of the meeting was optional and provided an opportunity for the HFAC members to focus on long-term planning or foundational issues.

The HFAC partners participated in a sustainability planning retreat. Through a series of exercises, the partners identified that the future HFAC would have seven elements:

- 1. Holistic, cross-sector strategies
- 2. Sustainable capacity-development
- 3. Clear and effective brand and communication
- 4. Supportive, effective diverse structure
- 5. Expanded and defined impact area
- 6. Community-driven action
- 7. Intentional, productive collaboration

Year 8 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.

The HFAC members divided into two committees – Best Practices and HFAC 2.0 – for the second hour of the monthly meeting. The HFAC partners could elect to join either subcommittee.

Year 9 The HFAC 2.0 Subcommittee was focused on determining the path of HFAC post-BHC. The partners developed an HFAC 2.0 structure to guide sustainability planning and a regionally focused collaborative that includes policy subcommittees focused on different issue areas. The participants emphasized the need for HFAC 2.0 to have an equity-centered approach, to integrate smaller

Work Group Activities by Year: Food Access/ Healthy Food For All Collaborative

organizations and resident voices, to become an influencer with elected officials to effect regional decision-making, and to balance regional connections with local impact.

The Best Practices Subcommittee focused on documenting the promising food access, education and advocacy strategies implemented by HFAC partners with the support of BHC funding.

After April, the partners subcommittees disbanded the subcommittees to focus on implementing the HFAC 2.0 structure. However, at the end of year nine, the partners did not reach a consensus on how to implement the HFAC 2.0 structure, and decided to shift their focus to identifying and documenting best practices from the previous nine years of BHC-funded work. The partners also made the decision to pause the monthly meetings, and to reconvene the HFAC mid-way through year ten, to revisit the implementation of the HFAC 2.0 structure.

Year 10 During the six-month HFAC hiatus in the first half of 2020, Soil Born Farms and Sohl Resolutions International worked to develop a series of podcasts, Food For All, about food access best practices. The facilitation team provided electronic updates to keep partners abreast of progress, and reconvened the group in summer 2020, to share snippets from the podcasts, discussing the roll out plan, and revisit the conversation about HFAC 2.0. When the HFAC reconvened in August 2020, focus turned to the need for a collaborative response to the closure of the local Food Source store. In addition, the group discussed emergency food response during COVID, acknowledging the tension between direct service and future planning. Ironically, COVID-19 has required the HFAC to employ the power, relationships, and trust that has been built in the last 10 years into equitable food access in emergency and epic proportions.

Health Access

Work Group Activities by Year: Health Access

Year 1 The Health Access Workgroup started meeting in May 2011 to focus on obtaining health coverage for all children. The work focused on access to a health home that supports healthy behaviors, and a shift in resources toward prevention.

Year 2 In December 2011, the Workgroup developed a matrix that outlined problems/issues, the proposed solutions, and the partners necessary to mitigate the issue. In July of 2012, the Health Access Workgroup took part in a collaborative efficacy assessment that resurfaced the group’s desire for a vision to guide the collaborative. As a result of the assessment, a subset of workgroup members participated in a facilitated process to develop a purpose, tactics, and goals. The group also developed a resource and technical assistance request letter that they submitted to TCE, to solicit staff support for meeting coordination and logistics.

Year 3 The Health Access Workgroup reconfigured in a more scaled back version in year three. The group engaged in discussions around visioning, accomplishments, indicator data, and progress in individual grantee workplans. The Workgroup also started focusing on outreach and application work by Health Navigators to enroll BHC residents in the ACA.

Year 4 ACA enrollment activities became a clear priority, with outreach and engagement events to inform BHC partners and residents about ACA events and activities. In alignment with ACA-specific enrollment, the Health Access Workgroup supported healthcare coverage for undocumented residents in Sacramento County. The Health Access Workgroup continued to expand the collaborative directed at reversing a decision by the Sacramento County Board of Supervisors in 2009 that effectively barred undocumented individuals from accessing health care through primary care clinics.

Year 5 The Health Access Action Team developed campaign strategies and encourage residents to raise their voices in an effort to obtain health care for all through the Indigent Health Care Campaign.

Work Group Activities by Year: Health Access

In 2009, Sacramento County Board of Supervisors eliminated both services and positions at the county primary care clinic as a byproduct of county budget cuts. Through meetings with policy experts and county staff, workgroup members learned that the county would have a 10 to 12-million-dollar surplus in the 2014/15 Health and Human Services budget due to increased revenue post-recession and the proposed changes in the health system. The Health Access Action Team seized the opportunity to request that the Board of Supervisors reverse their 2009 decision to require proof of citizenship or lawful status to receive urgent health services at primary care clinics. Since the loss of the county safety net, undocumented individuals lost access to primary and preventative care, and depended solely on emergency rooms and free clinics for primary healthcare services costing millions of dollars each year in unnecessary and preventable emergency room visits. This was the basis of the Health Access Action Team mobilizing and organizing a campaign to restore the health care for indigent and undocumented residents of Sacramento County.

Year 6

The Health Access Action Team focused on two major campaigns during year six: providing healthcare for undocumented residents through the Healthy Partners Program, and reinstating Medi-Cal managed care at UC Davis. The HAAT created the Health Equity Action Team (HEAT), an alliance with UC Davis medical school Residents and students, to launch a campaign to pressure UC Davis Medical Center to reinstate primary care services for Medi-Cal insured patients.

Year 7

The Health Access Action Team continued its focus on two major campaigns: 1) continuing to expand the Sacramento County Healthy Partners Program by lifting patient and age caps, and 2) reinstating Medi-Cal managed care at University of California Davis (UC Davis) Medical Center through the Health Equity Action Team. The HEAT continued to meet outside of the regularly scheduled HAAT meetings, a testament to the commitment of HAAT partners who spent many hours meeting with partners to develop campaign strategies.

Year 8

The Health Access Action Team continued to focus on its two major campaigns: 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. 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 monitored how many residents are enrolled in the program and if residents over the age of 65 are being enrolled into the program. HAAT also started advocating that the County spend all the money they have budgeted toward this program on patient care, rather than withholding funds.

Year 9

The Health Access Action Team continued to focus on its two major campaigns: (1) strengthening the Sacramento County Healthy Partners program, and (2) advocating for a new Medi-Cal Managed Care model in Sacramento County. Advocacy in year eight led to County staff asking the HAAT to create a “wish list” of recommendations for how to spend approximately \$1 million of unused Healthy Partners funding. The wish list included: providing transportation assistance for patients via a car share programs (e.g., Uber and Lyft); providing dental, vision and specialty care services; the creation of program outreach materials and media promotions (e.g., radio ads, PSAs); paid healthcare enrollment and navigation services; and an independent evaluation of the Healthy Partners program.

In the previous year, the County Health Services Director and Senator Dr. Richard Pan launched an effort to identify an alternative Medi-Cal Managed Care model for Sacramento County. Coincidentally, HAAT had already been exploring an alternative model because the existing model acts as a barrier to timely and quality health care provision. HAAT shared their proposed model with the Director, which prompted him to convene stakeholders around the issue. The Health Services Director invited HAAT to join a coalition comprised of County administrators, and hospital and clinic system representatives, tasked with working together to develop a proposal for revamping Sacramento’s existing model, to better serve Sacramento’s most vulnerable communities.

Work Group Activities by Year: Health Access

Year 10 The Action Team continued its work to create a more effective healthcare system in Sacramento County for Medi-Cal patients. As the COVID-19 pandemic hit, the Action Team advocated for health equity, including drafting a letter in March 2020 to the Sacramento County Department of Public Health Services with specific recommendations and coordinating an action in the Board of Supervisors Meeting. The Action Team partnered with Sacramento Investment Without Displacement group (See Community Development Action Team) on a Community Benefits Agreement with UC Davis regarding its Aggie Square development plan. The Health Access Action Team also advocated for equitable distribution of CARES Act funding for basic needs: rental assistance, food, and COVID testing.

Youth Engagement

Work Group Activities by Year: Youth Engagement

Year 2 In November of 2011, the group began breaking into Youth Action Teams to target discussions around issues impacting youth, (i.e., transportation, youth employment and career/college readiness, health/mental health and wellness, violence prevention/safe places, and educational success). Ultimately the discussions led members to invite youth to a meeting in February of 2012 to discuss ways to get youth involved in BHC and youth outreach approaches. The March and May meetings included a youth input debrief, but there was little traction around youth engagement.

Year 3 In October of 2012, the agenda included a group discussion around the purpose of the work group. However, that discussion was postponed due to an upcoming collaborative efficacy assessment.

Year 4 The primary focus of the Youth Engagement Workgroup during the fourth year of the BHC Initiative was to hone the mission and vision of the Workgroup to facilitate collective impact and action. A sub-committee of members formed a leadership team to assess the trajectory of the group. With outside assistance from an organizational consultant, the leadership team determined that the workgroup would benefit from a focus on direct services from a systematic level of change. The sub-committee developed a new leadership structure that led the group through a series of exercises and discussions to discern the focus of workgroup efforts.

Year 5 With a revamped structure and focus, the focus for the Youth Engagement Action Team in 2015 was on youth employment, based on a review of multiple options and a general consensus of the most critical unmet need for youth. Meetings featured discussions of need, estimated scope and costs, approaches, and partnership development with the City of Sacramento. Looking toward a campaign to develop a revenue stream from a proposed local tax, this Action Team will provide support for youth employment. The group also hosted presentations from experts on raising revenue dedicated to support youth programs, as well as local economic development opportunities and funding sources.

Year 6 The Action Team implemented a new online project management system – Basecamp – which centralized communication and information sharing among member organizations. (The YEAT moved away from the system in year seven.) Additionally, the team decided to make a few changes to the monthly meetings to shift toward a youth-focused lens.

Year 7 The YEAT chairs stepped down and a new tri-chair system was implemented. Rather than meet in the morning, the Action Team moved the monthly meetings to the afternoon in an effort to be accessible to youth. Finally, the partners made a commitment to bring youth to the meetings in hopes that the youth would drive the meeting agendas. The changes did result in youth attending the meetings. However, the number of youth varied greatly from meeting to meeting, as well as which youth who attended. The YEAT chairs hoped for a core group of youth at each meeting to effectively orchestrate a youth driven approach.

Work Group Activities by Year: Youth Engagement

Year 8 The YEAT started a *Change the Narrative* Campaign. This youth-led campaign aimed to change misconceptions of youth of color in Sacramento. The campaign hoped 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 lead 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 YEAT focused on implementing the narrative change campaign they initiated in year 8: #916KidsTheseDays. TCE-funded consultant Youth Opportunity California led the team through a series of workshops to solidify the campaign purpose and outcomes. YEAT members named the campaign “Sac Youth Rising,” and use the media hashtag #916KidsTheseDays as a means of challenging the mainstream and typically negative views of youth. YEAT invited consultant Isaac Gonzales to a meeting to discuss how to use social media effectively, and 916 Ink trained youth on how to tell their story in a compelling way.

The YEAT launched their campaign in the summer of 2019 with a #916KidsTheseDays Instagram contest. Youth could enter the competition by creating a 30-60 second video describing the importance of youth of color using their voice. However, YEAT suspended this portion of the campaign due to a lack of youth participation they attributed to summer break. Once youth and adult members realized the campaign strategies were not effective, they reached out to BHC-funded community organizing partners for assistance. The community organizers are teaching YEAT about key components of an effective campaign, establishing clear goals, and implementing corresponding strategies.

The YEAT continued to learn about Sacramento Kids First, a coalition of grassroots organizations leading a campaign to establish a Children’s Fund to support youth programs. YEAT devoted meeting time in year nine for sharing updates on the campaign, as well as calling for partners to support critical campaign activities (e.g., collecting signatures, canvassing to educate voters).

Finally, a coalition of community organizations – which includes BHC youth grantees – have been advocating for School Resource Officers to be removed from Sacramento area schools. The coalition believes that police do not facilitate safe, nurturing, and supportive learning environments, especially for youth of color, who research shows are three times more likely than their white peers to be arrested on school grounds. In year nine, the coalition convinced SCUSD to reduce the number of school resource officers on school campuses from eight to three district wide, and for the police department to provide consistent data on the number of arrests and citations.

Year 10 The YEAT discussed the many challenges faced by youth with the sudden shift to distance learning, including feeling alienated from school, limited internet and computer access, and limited communication from the school and counselors. The YEAT strategized and implemented the SacKidsTheseDays mental health campaign, including developing a #SpeakYoMind916Survey survey completed by over 90 people. Finally, a few of the YEAT youth members served as youth ambassadors for the California Complete Count Census 2020 campaign, educating their peers about how they can encourage and support their parents in completing the online Census. As the COVID-19 shutdown and distance learning extended, youth experienced frustration, challenges, and also demonstrated powerful resilience and action.

What's Next in the Hub's Evolution?

At the end of year ten, it is clear that the Sacramento BHC Hub has evolved into the central table for wielding the power that has been built envisioned over a decade ago by The California Endowment. The Hub Director and BHC partners are central players in the work towards health equity and racial justice across Sacramento. As evidenced by the events organized by the Hub and the multiple tables the Hub Director is invited to, stakeholders do come together to develop their vision for a healthy community. The expansion of the work to topic-focused committees and coalitions, including the most recent efforts of the Sacramento Investment Without Displacement group, demonstrates the values of inclusion and diversity. As evidenced by the power building trajectory of several BHC residents described in multiple Resident Profiles (see [Appendix 2](#)), the Hub and BHC partners approach the work as a joint effort with residents and other stakeholders. The Hub represents the leadership of the Sacramento BHC initiative in the community at large, which includes partnering and collaborating with other collaborations. For example, in year eight, the Hub began 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 enhanced the work of the BHC by engaging in mutually reinforcing activities and leveraging partnerships and resources that increase the health outcomes across Sacramento. Partnership with BHC and membership in Action Teams and committees is open to anyone with a desire to build a healthy and beloved community. For over ten years, throughout various iterations, and re-imaginings, with new players and old, the Sacramento BHC Hub has evolved into a robust and efficient structure to ensure that the various BHC efforts and strategies function a smooth and coordinated way.

Looking to the future, the Hub's post-2020 direction and goals are to lead policy, systems change, and movement-building efforts in Sacramento County with an emphasis on racial equity and social justice. The Hub plans to continue to provide meeting space in the FRCC for the Action Teams and coordinate communication support for the work. The Hub also plans to continue evolving its structure to include additional staff, potentially including a Vice President of Power Building and Advocacy, a Chief of Staff, a Director of Community Organizing, and a grant writer, and a Leadership Advisory Team co-led by residents and grantees. While the details of The California Endowment's Beyond 2020 plans continue to emerge, the Sacramento Hub plans to continue building resident and youth power, exercising and using the power that has been built over the past 10 years, and expanding that power within individuals and organizations to influence and make decisions, shape the public narrative, and change policies and systems to create an equitable, beloved community, grounded in racial and social justice and health for all.

Appendix 1:

List of Policy & Systems Change Accomplishments (2010-2020)

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Increased Supports for LGBTQ Youth

2011: SCUSD adopts an anti-bullying policy to better support students particularly LGBTQ students. This was a recommendation that came about after a mental health needs assessment was completed with TCE funding which focused on the needs of LGBTQ students. A new position Bullying Prevention Specialist is created. (SCUSD)

2013: SCUSD adopts a policy clarifying guidelines and protects transgender/gender non-conforming students. (SCUSD Connect Center)

2016: SCUSD created a Name and Gender Update Form to enable a student to change his/her name and gender marker in Infinite Campus (student database). (SCUSD Connect Center)

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: After 5 years, 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. (SCUSD Connect Center)

2019: SCUSD adopts LGBTQ Youth Day (June).

Improving School Climate

2011: SCUSD establishes the Connect Center. The Connect Center concept emerged from a 2-year planning process funded by TCE to develop a district wide approach to serving the mental health needs of students. TCE and Kaiser provide funds to start up the Connect Center and bullying prevention work (\$50,000 in 2011).

2012: TCE supports SCUSD in beginning a 5-year initiative to integrate social emotional learning throughout SCUSD. Novo Foundation provides \$1.5M to SCUSD from 2013-2018.

2014: SCUSD adopts positive school climate and school discipline policies to reduce suspensions and expulsions. (BPSP, Zero Tolerance Youth Team, SCUSD)

2015: SCUSD becomes the 5th and largest school district to add an ethnic studies course for high schools and implementing it as a graduation requirement by 2020. In 2019, SCUSD approves the Ethnic Studies' graduation requirement as a SCUSD policy. The requirement was previously approved as a resolution to be fully implemented by 2019. (Hmong Innovating Politics)

2015: SCUSD creates a new position for Assistant Superintendent of Equity and Access.

2016: SCUSD adopts a resolution to designate itself a Safe Haven School District where the district reaffirmed its focus on promoting and elevating tolerance, inclusiveness and kindness to all students, families and staff at all district school sites regardless of their national origin, immigration status, ethnicity race, religion, or sexual orientation. It also restricts Immigration and Customs Enforcement's access to the district's site and property and the sharing of student files. (Sac ACT)

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.

2018: SCUSD Board adopts The Immigration Enforcement Activities policy. The District is also engaged in partnerships with the city of Sacramento's F.U.E.L Network, California Rural Legal Assistance Foundation, the Mexican Consulate and others to provide trainings, workshops and supports for students and families, as well as for staff that support them. (Sac ACT)

2018: SCUSD adopts a Suicide Prevention Policy on suicide prevention, intervention and postvention. Staff and interns of Legal Services of Northern California were members of the SCUSD Board Policy Suicide Prevention Task Force which was tasked to develop the policy in partnership with community partners. (LSNC)

2019: SCUSD approves a new safety plan which reduces the number of school resource officers (SRO) from 7 to 3 and removes SROs from campuses. The \$1.4 million proposal, called Reimagine School Safety, aims to increase training around implicit bias, restorative practices, and PBIS for staff and agreed to secure more funding for mental health supports for students. SCUSD also

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committed to include community hiring panels for the new Director of School Safety and the SROs. (BPSB, Sac ACT, Brown Issues)

2020: SCUSD unanimously votes to approve a budget that does not include an SRO contract with the police, and sets aside \$600,000 for an Alternative Safety Strategy Task Force which includes a cross section of community members who will help design the SCUSD community safety plan. About 280 public comments were submitted in support of this issue for the second meeting in addition to the 320 comments submitted in support during the first meeting. Coalition members included Sac ACT, Black Parallel School Board, Hmong Innovating Politics (HIP), Brown Issues, Blacks Making a Difference, The Village Advocates, and SCTA.

Other Leveraged Resources & Tangible Benefits

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)

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)

Increased Attendance & Graduation Rates/Reducing Suspensions & Expulsions

2012: SCUSD launches their Men's Leadership Academy to target boys at risk of not graduating with TCE funding. WLA launches in 2014. As of school year 2018/19, M/WLA is now in 17 high, middle and elementary schools serving 4th through 12th graders. In 2016 and 2017, the M/WLA curricula receives approval as courses that fulfill the a-g UC requirements to apply for and be accepted into the UC system.

2013: SCUSD launches its Restorative Justice Committee to examine the high rates of suspensions and expulsions for young men of color. This work ultimately led to the passage of SCUSD's positive school climate and school discipline policies in partnership with BHC partners including youth participating in MLA. In 2014/15, SCUSD allocates \$200,000 for school climate/restorative justice implementation; 2015/16, SCUSD allocates \$950,000; 2016/17, SCUSD allocates \$1.5M; 2017/18, SCUSD allocates \$1,866,545. (BPSP)

2014: SCUSD establishes the Chronic Absenteeism Learning Collaborative with 4 schools (elementary and middle) and slowly expands to more schools including a high school. In 2017, SCUSD receives a 3-year California Learning Community School Success Program (Prop 47) grant in the amount of \$1,707,854 that focusing on reducing chronic absenteeism. (UCD)

2015: SCUSD announces that the District will roll back kindergarten and grades 1-3 class sizes next fall to 24 students per teacher (1 of 3 priorities of the Sacramento Community Priority Coalition aka the LCAP Coalition).

2018: SCUSD Board adopts a Safe Routes to School Policy to promote walking, bicycling, and other forms of alternative transportation to and from school in order to encourage active lifestyles, enhance student learning, and reduce vehicle traffic and air pollution. WALKSacramento worked with the District to identify best practices and sample policy language to develop the strongest and most effective policy possible. The City has also committed through its Vision Zero program to plan roadway safety improvements near K-12 schools. The City is using WALKSacramento's walk audit reports to plan improvements along MLK Boulevard (Oak Ridge Elementary) and Stockton Boulevard (Nicholas Elementary).

2018: SCUSD creates an African American Achievement Taskforce, comprising community leaders and advocates, to change outcomes for African American students on a variety of key district student outcome indicators, including grade level readiness, graduation, A-G completion, and college and career readiness measurements. (Sac BHC Hub, BPSB)

2019: As part of the City of Sacramento's Vision Zero Action Plan, it plans to complete a School Safety Study of 20 schools along the High Injury Network to identify recommendations for infrastructure improvements. As a result of walk audits completed by schools in partnership with WALKSacramento to promote safety and reduce chronic absenteeism, the City was able to identify segments at schools that qualify for speed reduction. WALKSacramento has been an instrumental member of the Vision Zero Task Force since 2016.

2019: Schools that participate in WALKSacramento's Safe Routes to School program are now eligible to earn a SCUSD transportation badge which provides schools with a transportation-related incentive such as new bike racks or EV charging stations.

Other Leveraged Resources & Tangible Benefits

2016: 916Ink awarded AmeriCorps planning grant.

Increasing Access to Health & Mental Health Care

2015: SCUSD establishes its 1st school-based health center in the Sacramento region at Hiram Johnson High School. In FY2013/14, SCUSD receives a \$500K federal HRSA capital improvement grant for the clinic. TCE funded technical assistance to apply for the grant.

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2019: Sacramento ACT and Sacramento City, San Juan, Twin Rivers and Natomas school districts develop an ad hoc coalition to advocate for mental health services in schools. The coalition gains support from the Superintendent of the Sacramento County Office of Education, and Director of the Sacramento County Department of Health Services to launch a stakeholders table of school board members, activists and policy experts to increase mental health funding for schools. The County has agreed to direct some funding towards this effort.

2020: The Sacramento County Office of Education (SCOE) and Public Health announces that they are launching a groundbreaking partnership that over the next several years will place mental health clinicians in every school in the county and help make schools “centers of wellness” in their communities. To address student mental health, clinicians will provide direct mental health services and work with school staff to integrate social-emotional learning and relationship building strategies into the entire school community.

Other Leveraged Resources & Tangible Benefits

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

Strengthening Youth Workforce Readiness

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.

2017: Students in the Health Academy at Hiram Johnson High School are now able to take Advancement Placement courses. Students identified that as a weakness of the Academy through an assessment funded by TCE.

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.

Other Resources & Tangible Benefits

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

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

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

2016/2017: The California Employment Training Panel voted 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 (almost all BHC schools) with internships designed as pathways to long-term careers.

2019: SCUSD School to Career Director invests \$400,000 for 2 years to bring Y-PLAN to scale across all 7 high school career pathways –Arthur A. Benjamin Health Professions, Hiram Johnson’s Health Medical Science, Business, Housing and Criminal Justice, Luther Burbank Urban Agriculture, Rosemont’s Food & Culinary Arts, and Carver School of Arts and Science. All work is being modeled on the work funded by TCE that focused on health career pathways.

Promoting Healthy Eating

2010: SCUSD establishes the Healthy Foods Task Force which focused on three areas: food quality and taste; the climate and culture of school cafeterias; and teaching students about food through campus gardens. The Task Force was a partnership

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between community-based organizations, many with funding from TCE and SCUSD’s nutrition services department. In 2017, the Healthy Foods Task Force merged with and into the District’s Wellness Committee and continues to be facilitated by a TCE grantee. (Valley Vision, Soil Born Farms, Sac Chinese, Food Literacy Center)

2012: Soil Born Farms partners with 5 BHC elementary and middle schools to establish their Growing Together program which aims to incorporate school gardens into academic curricula across the district. In 2015, SCUSD, Soil Born Farms, and Food Literacy Center receive an 18 month \$100K USDA Farm to School to include procurement of fresh vegetables, garden education, and nutrition education initially in three BHC elementary schools and then beyond. In 2016, Dignity Health provides 2 years of funding at \$100K/year to continue the expansion of Growing Together with subcontracts to Soil Born (garden education) and Health Education Council (parent education). In 2017, Soil Born Farms receives a 3 year \$225K grant from Sprouts to advance the program. City of Rancho Cordova also contributes \$30K/year to expand Growing Together into Rancho Cordova.

2015: SCUSD offers its campuses up to \$10,000 each if they raise free and reduced lunch meal application rates to 90% of enrollment. SCUSD receives approximately \$1.1 million in additional state funds for each percentage-point increase in free and reduced lunch meal eligible students.

2016: SCUSD approves Food Literacy Center to serve as program manager of a 2.5-acre urban farm on the 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. The project is made possible because of the first ever collaboration between an adjacent development project that will provide annual funding for operations from development fees, the City of Sacramento Parks and Recreation Department, and SCUSD (expected to commit \$2.5M). The kitchen will serve 600 elementary and high school students, add school day curriculum in addition to existing after school programs. Construction of a 5,000sq ft kitchen is expected to begin 2019.

2017: SCUSD Board approved land acquisition to construct a new centralized food kitchen via a property exchange with private developer Cresleigh Homes. Expected completion of the food kitchen is 2021. (Sac Food Policy Council)

2017: SCUSD Board adopts a revised School Wellness Policy to establish a school culture that eliminates junk food options and educates students about exercise and eating vegetables; teachers rewarding students with stickers instead of candy; parents helping kids raise money for prom by selling fruit instead of cookies; and administrators paying for nutrition and wellness programs. (Valley Vision)

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.

Other Leveraged Resources & Tangible Benefits

2016: Food Literacy Center receives \$273,314 to support 30 AmeriCorps members who will deliver food literacy programs to elementary school children in after-school programs in SCUSD schools. For the 2017 school year, 17 FT AmeriCorps are placed in 13 schools.

2017: Soil Born Farms receives \$225K grant from Sprouts to advance Growing Together program.

Reducing the School-to-Prison Pipeline

Other Leveraged Resources & Tangible Benefits

2010: SCUSD receives 2 federal grants to help prevent and reduce the school to prison pipeline. The SAMHSA grant allowed SCUSD to implement Good Behavior Game (GBG) for all students in 1st and 2nd grades at 5 high risk elementary schools. GBG is a classroom behavior management strategy to create positive school environments for elementary age students. The \$1.2M grant from US Dept of Ed allows SCUSD to establish mental health counseling services in 6 underserved elementary schools (many of them in the BHC target area). Sac BHC target area data were used in both applications with the intent to leverage TCE funding.

2015: Sutter provides \$1M 3-year grant to WayUp (supported by TCE in the past) to improve educational outcomes for youth in Oak Park.

2019: County Supervisor Kennedy allocates funds to assess mental health supports in schools in the County.

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Advancing Racial Equity through Government Policies

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. Manuel Pastor of USC’s PERE program also was asked to present to the SACOG Board about the importance of inclusion and equity to improve low income, communities of color.

2019: City of Sacramento joins Government Alliance on Race and Equity. The city will work to ensure that the principles of diversity, equity, and inclusion is integrated into decision making, planning and implementation, throughout all structures, services, policies, practices, and procedures through the development of a Race & Gender Equity Action Plan (2019-2024).

2019: An Equity Technical Advisory Committee consisting of BHC partners like WALKSacramento and United Latinos is established as part of the Mayors of Sacramento and West Sacramento’s Climate Commission to reduce greenhouse gas emissions.

2020: Race Forward completes 2 sessions of Racial Equity 101 for over 100 public agency (city and county) and nonprofit staff.

2020: During a public meeting to approve a proclamation of emergency allowing the County to request reimbursement and future funds from the state to offset expenses associated with the protests resulting from the killing of George Floyd, Supervisor Serna named "institutional racism" as the reason why the protests continue. He said that the county needs to advance racial justice and that Mr. Floyd is just the "latest," due to systemic racism which is ever-present, and the County should responsibly address it. Over 500 residents submitted comments, the majority opposing the militarization of the county.

2020: Sacramento ACCE has worked on the implementation of new local ordinances and the call for new equitable and fair policies through the Sacramento city council and Sacramento County Board of Supervisors. They helped ensure community participation in the Sacramento City Council meetings and County Board of Supervisors meetings by engaging 807 people to send 11,350 emails. In the recent months, it has been even harder than usual for community members to provide public comment at the city, county, and statewide level. To counteract, ACCE invested in a community engagement tool called One Click Politics, and worked with partners to conduct community outreach through email blasts and social media. ACCE helped connect and educate community members to the Sacramento city and county budgets and focused our efforts on ensuring the priority was investment in the community. 5,615 emails were sent by concerned community members to call on Sacramento City Council and Mayor on the issue of voter suppression in regards to suppressing qualifying rent control ballot initiative, and to call for a local rental/housing assistance program from the \$89 million CARES Act funding to help tenants who have fallen behind on housing payments due to COVID-19. And 1,486 emails were sent to the Sacramento Board of Supervisors for the county’s \$181 million CARES Act funding to keep people housed by advocating for sheltering of the unhomed, providing at least \$10 million toward rental assistance, expanding local tenant protections, and maintain and support the region’s stock of regulated affordable rental communities and the affordable housing development industry. After the tenant moratoriums were extended, ACCE held Know Your Rights trainings around the new ordinance to ensure that tenants complied to the regulations and could get the support they needed to avoid eviction. This was just one of the ways that ACCE kept community members, ACCE leaders, advocates, tenants, and landlords engaged and educated on local programs and policy needs.

Improving Opportunities for Youth

2012-2020: Youth have planned and facilitated an annual Boys and Men of Color Summit, which brings together high school age youth, community based organizations, schools and local government leaders to address the systemic problems that contribute to the inequalities and crisis facing boys and men of color, and to promote policies and systems changes to improve their health and success.

2015: City provides funding for Oak Park’s 1st Summer Night Lights program

2016: Sierra Health Foundation awards \$15,000 to Gender Health Center for speakers’ bureau.

2016: Youth were part of a Measure Y campaign which would have increased the tax on marijuana cultivation and manufacturing businesses from 4% to 5%, with the increase in revenue devoted to children and youth services. While Sacramento voters narrowly rejected Measure Y, that led to the launch of the successful youth-led and grassroots-led campaign for the Sacramento Children’s Fund Act which qualified for the 2020 ballot. **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: 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.

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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. The mission of the new Department of Youth, Parks, & Community Enrichment is to empower youth, strengthen neighborhoods, and provide life-enriching programs for a beautiful livable community.

2019: The Sacramento Children’s Fund Act of 2020 (to establish a Sacramento Children’s Fund within the City’s general fund and to create a fund planning and oversight commission) qualifies to be placed on a ballot in 2020. Over 39,000 residents signed the petition. This is the 2nd resident led campaign to qualify since 1989 after last year’s qualification of the rent stabilization measure. Primary BHC partners that were behind this effort included East Bay Asian Youth Center (Sacramento chapter) and Youth Forward.

2020: Sacramento City Council votes to allocate at least \$7.1 million of the total \$89 million COVID stimulus funds towards youth-focused investments: \$2 million for Youth and Community Pop-Ups; \$2.25 million to support summer learning programs and summer youth jobs; \$1.3 million for youth mental health, including a youth-led mental health effort on 10 high school campuses; \$1.5 million to support families with digital access for distance learning (computers, wifi); \$500,000 for youth jobs; and \$10,000 for social media and a website for youth outreach. In addition, the Council approved about \$800,000 in funding from the regular city budget to support the free youth pass for RT.

2020: Council dedicates about \$9 million from the federal stimulus funds to youth services for youth jobs, youth mental health, pop-ups and other services. (Youth Forward)

Improving Transportation Access & Air Quality

2015: Sacramento Regional Transit District reinstates bus route 8 now 65 in BHC after an effective advocacy effort is launched by residents and in 2016 intituted Y-PLAN recommendations to improve bus stops. (CROP) **2018:** City develops and adopts the Vision Zero Action/Implementation Plan to eliminate traffic fatalities and serious injuries. (WALKSacramento)

2018: Sacramento Regional Transit votes to reduce fares the first time in its half-century history. The board agreed to cut the base fare from \$2.75 per ride to \$2.50 and the monthly pass from \$110 to \$100. 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. Student ridership had plummeted from 6 million in 2004 to 1.5 million in 2017-18. (Organize Sac and Sac Transit Riders Union)

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, which is disproportionately exposed to air pollution burden from cars, trucks, and other sources. The neighborhood will receive additional air quality monitoring and community engagement efforts to identify sites and opportunities for mitigation measures.

2018: The County Board of Supervisors approved a Public Health (PH) Fee that will be added to the other fees applicants pay as part of their Development Application. Very few if any counties have a fee like this for public health. This new fee will be utilized by the Sacramento County Department of Health and Human Services, Division of Public Health to provide public health expertise on specific application types like use permits, development permits, design review, and general plan amendments. The Design for Active Sacramento Coalition which consists of BHC grantees and partners were instrumental in getting this approved. This started with Design 4 Active Sacramento and WALKSacramento working together to incorporate Active Design strategies into the County’s Comprehensive Building Design Guidelines and 2014 General Plan Update.

2019: Beginning in October, Sacramento Regional Transit will provide free transit passes to all K-12 students living in Sacramento or are attending schools in Sacramento. Thanks to the passage of Measure U in 2018, City of Sacramento will provide \$1 million from its general fund to help offset RT’s costs the first year. BHC grantees including WALKSacramento and UC Davis Center for Regional Change advocated for better access to transportation to reduce chronic absenteeism. Sac Transit Rider’s Union also supported this effort.

2019: Sacramento Transit Riders Union were successful in pushing Sacramento Regional Transit (RT) to present the purchase of new ticket machines to the Mobility Advisory Council (MAC) rather than after the purchase. In the past, RT would first make the procurement, and then present what they purchased to the MAC. This systems change averted purchases that would not have worked for the visually impaired.

Increasing Access to Fresh Foods

2011: City Council adopts an ordinance that would allow community gardens on private vacant lots.

2011: The Oak Park Farmer’s Market was the first farmer’s market in this region to accept EBT. Others followed suit through the facilitation of Alchemist CDC. The Oak Park Farmer’s Market also receives grants from Rabobank to do a dollar for dollar match

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up to \$20 for EBT participants. In 2016, Oak Park Farmer’s Market receives a 1 year \$52,000 market promotion grant from USDA.

2014: Bank of America makes \$200K Neighborhood Builders Award to Soil Born Farms.

2015: City council adopts an urban agriculture ordinance that would allow the on-site sale of produce on urban farms at home and from community gardens.

2015: City and County ordinances passed to authorize tax incentives for vacant parcels that support urban agriculture. Owners of vacant lots will be eligible for tax breaks if they use the land for agriculture for 5 years.

2017: County Board of Supervisors adopts an urban agriculture ordinance that would allow the on-site sale of produce on urban farms at home and from community gardens.

2019: The County agrees to establish a Food System Advisory Board. The food system advisory board will be established at the same time as the launch of the food system assessment. (Sacramento Food Policy Council)

Other Leveraged Resources & Tangible Benefits

2019: California Wellness Foundation issues a 3 year \$150K grant to expand Soil Born Farm’s food system action planning work to targeted disadvantaged communities.

Improving Juvenile Hall

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.

Protecting the Rights of Undocumented Immigrants

2016: Rio Cosumes Correctional Center (RCCC) improves physical conditions and access to legal services for undocumented persons under ICE contract

2017: City of Sacramento allocates \$300,000 to help undocumented immigrants fight deportation (through grants to nonprofits) and strengthened its sanctuary city status by enacting an ordinance that makes it illegal for city employees, including police, to inquire unnecessarily about immigration status. The Sacramento community develops creates a network called Sacramento Family Unity Legal and Education (FUEL) and as of summer of 2019 have trained 270 legal observers and worked on over 80 cases of deportation proceedings and asylum cases.

2018: Sacramento County Board of Supervisors voted 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 Cosumes Correctional Center) while they awaited deportation proceedings.

2018: As a result 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 rapid response network with support from TCE is also part of this network.

Vote!

2014: Sacramento BHC partners launched a targeted Get Out the Vote Campaign to empower community residents by encouraging them to vote in the November 2014 midterm elections. Voter turnout increased by 68 percent in precinct 45216 from the June to November elections.

2018: Sacramento is one of only five counties in California — and, by far, the most populous — to pilot the Voter’s Choice Act (VCA) process to increase overall participation by letting people go to any voter center (some of which will remain open for several days including weekends) to turn in their mail ballots, or register to vote and cast a ballot on the same day. The 2014 general election voter turnout was 38.28%, whereas in 2018, the voter turnout increased to 68.32%.

Promoting Healthy Neighborhoods through Land Use Decisions

2011: The city votes to oppose the construction of a double drive through McDonald’s after much advocacy from Healthy Development in Oak Park (a resident coalition) with support from Pesticide Watch Education Fund.

2012: The California Public Utilities Commission denies authorization of Sacramento Natural Gas Storage to store approximately 8 billion cubic feet of repressurized natural gas under a residential neighborhood at the southeastern corner of Sacramento after tremendous neighborhood opposition launched by residents with support from LSNC and SHA.

2013: Sacramento establishes the Neighborhood Livability Initiative to improve public and private property in unincorporated parts of the County. The County includes 3 additional code enforcement officers in their budget to staff this program. (ACCE)

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2015: Sacramento County Board of Supervisors updates County Design Guidelines, which emphasize Active Design to encourage walking and biking, and to improve access to public transit. The use of the word "health" and "healthy communities" is now embedded in the code and guidelines. The CA Chapter of the American Planning Assn gives a \$150,000 to the Design 4 Active Sacramento Coalition (D4AS was selected as one of 17 teams in the nation to participate in the CDC funded Plan4Health Program, led by the American Planning Association and the American Public Health Association) to support efforts to integrate planning and public health in Sac County. WALKSacramento receives funding to provide technical assistance to planners and public health professionals throughout the SACOG region. (WALKSacramento, County, SACOG)

2016: Sacramento City Council votes to create a task force to help the city develop policies for a Vision Zero Action Plan aimed to reduce pedestrian and bicyclist fatalities and injuries on streets. (WALKSacramento)

2016: Sacramento County provides \$25k to WALKSacramento to help strengthen community engagement in the Avenues.

2016: Sacramento City Council rejects an effort to lift a ban on small-store alcohol sales in Oak Park after widespread neighborhood opposition.

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: 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.

2019: Sacramento County adopts an Environmental Justice element for the 1st time as required under SB1000 as part of its general plan. Also included in this element is the development of a 1st ever Food System Action Plan following a Food System Assessment where everyone has access to healthy food, fair economic opportunity, and a clean environment.

2020: Sacramento BHC partners establish a new nonprofit called Sacramento Investment Without Displacement to support the health and stability of neighborhoods impacted by development; increase the economic and racial equity in these neighborhoods; and provide long term stability to these residents and community institutions. The key strategy is to negotiate comprehensive Community Benefits Agreements with major project sponsors, developers, and investors.

Promoting Safe, Quality Affordable Housing

2015: Sacramento County Board of Supervisors dedicates 20% of former redevelopment funds (boomerang funds) toward the County's Affordable Housing Trust Fund.

2017: A package of state bills passed that 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: 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. This legislation was pushed by BHC residents.

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. Signature gathering was coordinated by the Housing 4 Sacramento coalition which consists of TCE grantees including SHA, Organize Sacramento, and ACCE. Specifics of the measure include annual rent increases cannot be greater 5 percent; increased tenant protections, and rental assistance of at least \$5,500 to relocate a tenant if the owner wants to do substantial repairs, move in, take the unit off the housing market or demolish it.

2019: Sacramento City Council voted to approve the Tenant Protection and Relief Act, which caps rent increases at 6% plus the Consumer Price Index (CPI) annual increase, gives just cause eviction protections to renters who have lived in their home for more than a year, and creates a rental registry to track rental housing affordability and quality across the City. These protections extend to all rental units built before February 1, 1995, unless exempt under the statewide Costa-Hawkins Rental Housing Act, such as single-family homes. These are the first tenant protections of their kind in any Sacramento Valley community. This historic victory is the result of years of collaboration between Sacramento Housing Alliance, Organize Sacramento and others through the Housing 4 Sacramento coalition.

2019: Governor signs the Tenant Protection Act of 2019. AB 1482 will cap annual rent increases at 5% plus CPI (Consumer Price Index), with a max of 10%, and provide 8 million renters with Just Cause eviction protections after 1 year of tenancy. (ACCE)

2019: The Sacramento City Council unanimously approved the Sacramento Affordable Housing Trust Fund Framework including establishing a Trust Fund for the development of critically needed affordable homes. The Framework dedicates 80% of the funds to produce new homes affordable to the most vulnerable families and individuals (those with extremely low and

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very low incomes). The Framework continues the City's commitment to issue a \$100 million housing bond as well as to seek funds from other sources to provide enough gap funding to build affordable homes.

2020: The city and county of Sacramento unanimously adopt an emergency ordinance temporarily banning the eviction of tenants unable to pay rent due to a loss of income caused by COVID-19.

Creating More Living Wage Jobs and Inclusive Economic Development Opportunities for All

2014: The Sacramento Kings launches the Priority Apprenticeship Program that trains and employs at least 70 low income and disadvantaged residents from priority zip codes to help build the new arena.

2015: Sacramento City Council votes to raise the minimum wage to increase to \$10.50 an hour on Jan. 1, 2017, \$11 an hour in 2018, \$11.75 in 2019 and \$12.50 in 2020, with increases after that date linked to the Consumer Price Index. Employers can pay \$2 an hour below the minimum wage if they provide health care to workers. Businesses and nonprofits with fewer than 100 employees would have to pay the new minimum wage one year after other businesses.

2016: 8 Green Tech students complete Intensive Home Builders Institute training and certification via contributions from Education Credit Management Corporation. TomKat Foundation donates \$150K Green Technical Education & Employment grant to continue Teaching Urban Farming and Aquaponics (TUFA) program.

2017: Sacramento City Council approved the 2-year Cannabis Equity Program that will provide financial and technical assistance and preferences in licensing for eligible minorities when retail sales of marijuana become legal statewide on Jan. 1.

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 can participate and benefit in the Sacramento region's \$4 billion legal marijuana industry. CORE participants will receive \$1M in application technical assistance; business application processing at no cost (compared to an \$8K to \$40K range); fully equipped business operating space at no charge for 2 years, or greatly reduced rent for 4 years; opportunities to contract with major marijuana companies who must buy no less than 51% of their direct marijuana products and services from CORE participants in order to get priority processing; pathways to obtain a 33% ownership share in major marijuana companies; and priority for new retail store licenses (which currently have no Black or Latino ownership). The CORE program's priority processing rules require that 30% of the workforce be people linked to negative impacts of the Drug War – such as arrests and poverty. The City has committed to a goal of awarding fifty (50) percent of all cannabis business licenses to CORE eligible participants.

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 \$1M. The program also requires targeted hiring for those who have a criminal record, veterans, youth emancipated from foster care, and others often left out of the hiring process. This ordinance is modeled after the Community Benefit Agreement for the Kings Arena which BHC partners helped create.

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. It allows for the distribution of grants to cities with local cannabis equity programs – such as Los Angeles, Oakland, Sacramento, and San Francisco. The grants will provide equity applicants and licensees with business loans or grants, licensing fee waivers, technical assistance, and other supportive services. The bill is also a major starting point in California's recognition of the damaging impacts of decades of racialized marijuana law enforcement on communities of color, and African Americans in particular. **2019:** The Sacramento Economic Growth and Equity Coalition is formed. It consists of local developers, tourism interests, philanthropies and nonprofits working to promote racial equity through inclusive economic development. Coalitions that include the private sector and nonprofits working together to advance racial equity is rare.

2019: Sacramento City Council voted 8-1 to approve the Mayor's "Inclusive Economic Development Framework" which designates Measure U sales tax (passed in 2018) revenues to investments that promote jobs and economic equity. More than 200 people packed the Council chambers including Sac BHC partners. The plan earmarks a total of \$200 million over the next five years for job creation, youth and workforce development, affordable housing and neighborhood projects. It also contains a much needed \$100 million in bonds for new affordable housing construction. The funding is crucial for Sacramento to compete for \$6 billion in affordable housing bonds that California voters approved last year.

Other Leveraged Resources & Tangible Benefits

2019: Six organizations that are tenants of the Fruitridge Community Collaborative where the Sac BHC Hub is also located joined together to apply for and receive a \$649,850 California Community Reinvestment grant. The proceeds from this grant opportunity originate from marijuana tax revenues. Grant funds will be used to connect community members, especially those involved with the justice system, with social and emotional supports and job skills, and help them with job placement.

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Sac BHC grantees that are part of this grant include Self-Awareness and Recovery, Green Technical Education and Employment, and PRO Youth & Families (the applicant).

Expungements & Elimination of Fees

2017: Sacramento County Board of Supervisors votes to stop charging fees to families of juvenile offenders and writes off as much as \$23.2 million in uncollected debt.

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: Governor Brown signs Assembly Bill 1793, a marijuana convictions measure championed by the California Urban Partnership and Youth Forward team, into law. AB 1793 will lead to the automatic resentencing or expungement of past marijuana convictions. This legislation requires the state Department of Justice to identify people eligible for resentencing or expungement of records under Proposition 64, no later than July 2019. By July 2020, local District Attorney’s will be required to have completed a review of those cases. Following July 2020, the courts will be responsible for resentencing or clearing records. Advocates are also now working with Code for America, a nonprofit that is developing an online process that promises to dramatically speed up the expungement process.

2019: Sacramento County Board of Supervisors reject an \$89 million proposal from the Sheriff to expand the county jail. (Decarcerate Sacramento) **2020:** The County Board again votes to reject the Grand Jury’s recommendation that the County accept the state loan to expand the county jail.

2020: Advocates working with the Sacramento County Public Defender are successful in reducing the county jail population by 34% due to COVID.

2020: The City and County of Sacramento are part of 10 communities across the nation to be selected to be in the inaugural cohort of Cities & Counties for Fine and Fee Justice grantees. This nation-wide selection process was led by PolicyLink, the San Francisco Financial Justice Project, and the Fines and Fees Justice Center. The grant includes \$50,000 to implement an 18-month project on fines and fees justice, significant technical assistance, and likely, a higher profile for the grantees involved. (Justice to Jobs, NAACP, Youth Forward, and Sac Justice League)

2020: The Sacramento County Probation Department receives a grant in the amount of \$1,690,542 to accept funding from the California Health Facility Financing Authority Community Services Infrastructure Grant Program for the purpose of creating a Jail Diversion Treatment and Resource Center (JDTRC) located at 711 G St.

Improving Neighborhood Safety

2011: Sacramento County Supervisor establishes a Blue Ribbon Commission on Disproportionate African American Child Deaths. TCE contributes \$20K. In 2013, the County votes to develop a strategic plan which ultimately led to the funding and creation of the Black Child Legacy Campaign (BCLC) which is managed by Sierra Health Foundation. BCLC is focused in 7 geographic areas throughout the County, one of which is led by the Sac BHC Hub. Areas of focus also include the development of crisis response protocols in partnership with Urban Peace Institute (funded by TCE) to prevent third party homicides, and child abuse and neglect due to homicides.

2017: Sacramento City Council approved a three-year, \$1.5 million contract for Advance Peace, a mentoring and intervention approach to gun violence that will target about 50 African American young men from the ages of 18 to 28 suspected of being responsible for most gun violence in the city. TCE funds are being leveraged grant to implement Advance Peace. **2018:** City of Sacramento receives a \$500K California Violence Intervention and Prevention grant from BSCC to implement and expand the Advance Peace strategy to a cohort of 25 youth between the ages of 12–17 who are gang involved and are identified as being at the highest risk of being perpetrators or victims of gun violence.

2019: Sacramento Police Department creates a new policy for tracking racial profiling complaints. Eight months prior, the state Department of Justice released a report critical of the department’s inconsistent process for investigating complaints. The new policy also comes after police reported zero racial or identity profiling complaints in 2018. The policy creates a new category specifically for racial profiling complaints rather than rolling it in with other discrimination-based complaints and establishes a category for complaints that allege profiling on the basis of “actual or perceived race, color, ethnicity, national origin, age, religion, gender identity or expression, sexual orientation, or mental or physical disability when deciding to subject a person to law enforcement activities.”

2019: In response to the community trauma following the killing of Stephon Clark by police in March 2018, Sacramento ACT and partners developed Safe Black healing circles, which was expanded to circles in Latino, API, youth and multi-cultural communities. They also trained over 100 faith leaders to be mediators in protest spaces between community protesters and

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law enforcement. Many of these faith leaders along with lay leaders joined together in March for a to urge stricter laws regarding police use of deadly force.

2019: Sac PD in partnership with University of San Diego and CSU Sacramento conducts a first of its kind community survey to measure community perceptions of safety and law enforcement. Police and community were surveyed. The project was jointly funded by Sac PD, TCE, Wellness Foundation and Sierra Health Foundation.

2019: Safe Black Space was formed by a coalition of community groups, including Sacramento ACT following the killing of Stephon Clark in 2018 to address community trauma. In November 2018, 30 leaders completed their training to conduct Emotional Emancipatory (Healing) Circles. Over the next year, they held 12 Safe Black Space circles serving 300 number of people. Crissy Gallardo led 7 healing circles for Latinx leaders. Each circle had a maximum of sixteen participants. Circle members also began conversations about their concerns around immigrant rights and education for youth in local Sacramento schools. Kevin Fong led 7 healing circles and 2 train the trainer sessions for the AAPI community with a total of 75 participants. These AAPI healing circles have created a team of healers who hope to continue to further the work of racial and social justice. The findings from these healing circles were healing is essential for justice and equity work and social transformation cannot happen without the healing.

Other Leveraged Resources & Tangible Benefits

2011: City of Sacramento receives \$200K Community Oriented Policing Services grant to train law enforcement on effective ways to work with youth including education on the impacts of adverse childhood trauma on youth. TCE matches \$180K from 2011 to 2014.

2012: City of Sacramento receives \$455K of CA Gang Reduction Intervention and Prevention funding to implement Ceasefire, a violence reduction strategy. TCE funds the technical assistance to launch the ceasefire strategy in Sacramento.

2014: HEC receives \$1.1M 3-year grant from US DHHS to increase coordination of local efforts, services and resources to reduce minority youth violence.

2016/17: The City of Sacramento for the first-time awards grants to nonprofits (\$680,000 in 2016; \$940,000 in 2017 and 2018) as part of the Gang Prevention & Intervention Task Force pilot program to create opportunities for youth and to promote safety.

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. The Steering Committee on Reduction of African American Child Death (now the Black Child Legacy Campaign, or BCLC) selected seven Community Incubator Leaders (CILs), one of which is the Sacramento BHC Hub. These CILs will implement the proposed violence prevention, intervention, and family services program to reduce third-party homicides.

2018: The 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.

Strengthening Police Accountability

2017: After the killing of Joseph Mann, an African American Man suffering from mental health issues, 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.

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: 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. Supervisors can now also request independent investigation. A few months earlier, the Sheriff unilaterally fired the IG after the IG was critical of the Sheriff’s Department and said deputies fired an “excessive” and “unnecessary” number of rounds during a fatal shooting in 2017. The Sheriff blocked the IG from county premises and went to the board with a proposal to strip the IG of his ability to launch misconduct or use-of-force investigations of the department.

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Promise Zone Designation Improves Chances of Obtaining a Federal Grant

Other Leveraged Resources & Tangible Benefits

2015: Sacramento receives the U.S. Department of Housing and Urban Development’s Promise Zone (PZ) designation for certain areas of Sacramento which includes the BHC target area. The Promise Zone designation gives local leaders proven tools to improve the quality of life in Sacramento’s most vulnerable areas and gives designees extra points when they apply for federal grants. BHC partners are on various PZ committees and PZ staff attend BHC action team meetings.

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.

Reducing the Carbon Footprint

Other Leveraged Resources & Tangible Benefits

2015: CalFire (Cap and Trade funds) issued a \$1M grant (4 years) to a partnership between the Sacramento Tree Foundation, Soil Born Farms, and the Sacramento Regional Conservation Corps to expand and maintain a healthy urban forest in South Sacramento. Grant funds were used to leverage TCE funding like the installation of trees at a Growing Together school site. In 2019, this grant was renewed for 2 more years through 2021. Soil Born Farms will receive \$85K/year.

Implementing Justice Reform

Other Leveraged Resources & Tangible Benefits

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. This removes the burden from the individual with the criminal record in having to navigate the complex petition process, particularly helping those who don’t have resources to petition the court. The goal of the project is to clear 250,000 eligible convictions in 2019. Sac BHC partners (Youth Forward and Sac ACT) were instrumental in pushing for the expedited expungement process. As of middle of April 2019, the DA was successful in dismissing/reducing 5303 cases for 4831 people.

2019: Judicial Council of California approved \$9.5 million dollars in grant funding to Sacramento County Courts and Probation to support the implementation of a two-year Pretrial Release Pilot Program. The first phase of the pilot project will focus on individuals booked into custody for relatively low-level offenses, property and drug crimes.

2019: Sac County Public Defender receives a 3 year \$750K grant from BSCC to hire 2 or 3 social workers that would assess the mental health capacity of individuals booked into custody. They are working with the Sheriff’s Office to prevent jail time for these individuals.

Construction of Shelters, Community Centers, Open Space, and Transportation Improvements

Other Leveraged Resources & Tangible Benefits

2011: Running path at Will C Wood Middle School constructed through partnership with Sac Kings, UCDMC, and Wells Fargo.

2012: TCE helps fund the development of an economic development plan for the North Franklin Business Improvement District. In 2013, the County allocates \$2.7M for streetscape improvements. In 2014, the CA Strategic Growth Council funds SACOG to work with Portland State University to transform a closed school site (Maple Elementary) into a community center. In 2016, SACOG issues a \$443,000 grant and the City of Sac issues a \$450,000 grant to develop a streetscape and traffic plan. In 2017, SACOG issues an additional grant (\$77,000) to the District to develop a compete street plan which includes a road diet from 4 to 2 lanes, bike lanes, and bus route. Expected completion 2022. In 2018, a \$170K TCC planning grant is awarded to do further outreach and research on the needs of the businesses and neighborhood communities on how to improve the District and how to best tackle issues the district is facing regarding greenhouse gas reduction and economic development.

2013: City of Sacramento and State Grants through Prop 84 issue \$3.184M for park improvements at McClatchy Park in Oak Park. Improvements include a shade structure, landscaping and walkways for the Oak Park Farmer’s Market, new playground, small golf course, skate park, pavilion, picnic tables, basketball courts, and butterfly garden.

2013: SHRA and CBDG funds contribute to the construction of the 41st Ave Community Center: Total cost: \$2.5M—SHRA:\$200K; CBDG: \$1.2M; rest are loans

2014: SCUSD and the City work together to jointly fund the installation of a traffic signal at 58th and Fruitridge (nearly \$500,000 investment) after a local high school student was killed trying to cross a 6-lane street and an effective campaign was subsequently launched by youth and residents.

2018: Funding secured for beautification project 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

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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 pay for large infrastructure development and site resources. Expected completion date in 2019.

2019: California Department of Transportation awards \$872K to a complete streets and school safety project in South Sacramento. WALKSacramento, along with Sacramento County, Supervisor Patrick Kennedy, school staff, students, and residents, partnered to identify barriers to walking and biking for Fern Bacon Middle School students. Proposed improvements include adding green markings to signal bike conflict zones between 41st and 48th Avenues, adding new crosswalks at 48th Avenue and MLK Jr. Boulevard and at 49th Avenue at Cuny and Wesley, and adding sidewalks from 48th to 49th Avenue to Cuny on Wesley – the main route for students walking and biking to school. The Franklin Boulevard Business District is using this grant as leverage to pursue a multi-million-dollar Transformative Climate Communities grant through the State’s Cap and Trade program.

2019: The County receives 2 Caltrans Sustainable Transportation Planning Grants. The first \$500,000 grant is to develop a Countywide Active Transportation Plan. WALKSacramento worked in partnership with the County through their Safe Routes to School program. The second \$350,000 grant is to develop a community transportation and sustainability plan for the West Arden Arcade community. While not within the BHC target area, this project involved the successful advocacy of Sac ACT and WALKSacramento (both BHC partners) to push for environmental justice policy and implementation.

2019: Pacific Elementary establishes a 4-way stop at an intersection in front of the school. The intersection was included as one of the opportunities for improvement within the school’s walk audit report, based off program recommendations from the 2017-18 school year.

2019: SHA, Sac ACT and other CBOs have spent years working together advocating for housing for the homeless. Their efforts led to the opening of a Capitol Park Temporary Shelter which will eventually become permanent affordable homes developed by SHA member Mercy Housing; the approval of a no-barriers shelter on Broadway and Alhambra under the W/X Freeway and a shelter for women and children in Meadowview.

2019: Sac BHC partners (Environmental Justice Coalition for Water and WALKSacramento) have been supporting residents for several years on their advocacy campaign to improve the natural habitat around Morrison Creek while also creating a safe, recreational environment for the community. Local community groups and residents are now able to play a key role in the design of the Morrison Creek Revitalization Project as a result of a \$697,000 grant for planning and continued community outreach from the CA Department of Water Resources Urban Streams Restoration Program. The Department of Water Resources (DWR) is assisting with project design and technical and environmental assistance.

2019: Dignity Health approved a collaboration between LSNC, Sacramento Covered, and Sacramento Native American Health Center to provide 10+ rooms for unhoused patients leaving the hospital with mental and physical health needs. All the funding will go to housing costs. According to LSNC, this type of collaboration only exists because of Sac BHC. The lack of affordable and safe housing is the number one need in Sacramento pursuant to stakeholder surveys and legal work focusing on the BHC (over 50% of LSNC cases include housing advocacy).

2020: The Morrison Creek Revitalization Project receives a \$697,000 grant for planning and continued outreach with the Sacramento Community Land Trust from the California Department of Water Resources Urban Streams Restoration Program. Additional partners include residents living adjacent to the Creek and the City. The planning will also include the development of a community master plan to begin identifying and implementing strategies to prevent displacement of residents.

2020: Sacramento City Council adopts a resolution approving plans for the Sim Center Signal Crossings Project, which would install a high visibility crosswalk on Lemon Hill Avenue and a signalized intersection at the intersection of Elder Creek Road and Logan Street. The George Sim Community Center is located on Logan Street and is the site of Elder Creek’s walking school bus. This project would help improve pedestrian access to the community center and to the school, as well as calm traffic along both of these high-speed thoroughfares. (Walk Sacramento)

Health Happens with... Prevention | Policies Adopted & Systems/Practice Change

Improving Access to Healthcare

2015: Sacramento County Board of Supervisors voted unanimously for a budget which includes funding for healthcare for 3,000 undocumented residents in Sacramento County but restricts eligibility to residents between 19 and 64 years of age.

2015: Sacramento County convenes a Stakeholder Group that includes BHC Hub partners to design and work through the implementation of the healthcare program for the undocumented.

2017: While Sacramento County opted not to apply for a \$64 million Whole Person Care (WPC) grant from the CA Department of Health Care Services, City of Sacramento did and became the only city in the state to get grant. The WPC pilot is projected to provide supportive services for 3,250 vulnerable Medi-Cal patients to improve their health outcomes and reduce utilization of high-cost services. After much public pressure, Sacramento County Board of Supervisors subsequently (and reluctantly) voted to release \$44 million in Mental Health Services Act (MHSA) funds over three years to support WPC through a community wide response to homelessness.

2018: In January 2015, the UC Davis Health System cancels its Medi-Cal Managed Care contract with HealthNet. After more than two years of advocacy from Sac BHC partners to push UCD to serve Medi-Cal patients for primary care, UC Davis contracts with United HealthCare who expects to enroll up to 500 Medi-Cal beneficiaries. A year later in 2018, United agrees to expand to cover up to 3,000 Medi-Cal managed care enrollees but then shortly after withdraws from the contract. A few months later, UCDCM signs a contract with Health Net for up to 5000 Medi-Cal beneficiaries to be assigned to UCDCM.

2018: Sacramento County Board of Supervisors votes to raise the cap of the Healthy Partners Program (HPP) which provides health care to undocumented residents from 3,000 to 4,000 and eliminates the age restriction of 64. In 2019, county staff recommended a \$500K reduction in HPP but Sac BHC partners were successful in pushing the county to maintain HPP at current levels.

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

2019: The County Board of Supervisors approves a collaborative partnership between Sacramento County and UC Davis Health to deliver whole person care including primary care, behavioral health, and some specialty services to 5,000 Medi-Cal enrollees at the County-run Federally Qualified Health Center at Broadway and Stockton Boulevard.

2019: The federally qualified Sacramento County Primary Care Center enters into partnerships with social service organizations including Sac BHC partners to provide on-site services including housing assistance, job placement, legal assistance, Medi-Cal system navigation and eligibility, and care coordination to clients of the clinic. One of these partnerships is a medical-legal partnership (MLP) with Legal Services of Northern CA (LSNC). As part of this agreement, UC Davis physicians who will see patients at the Center will be trained to spot potential legal issues impacting the patient. LSNC also has existing MLPs with Gender Health Center and SCUSD's Connect Center.

2019: The new Director of Sac County's Dept of Health Services requests an independent audit of the County Primary Care Center. An independent audit has never been requested before. For the last several years, Sac BHC's Health Access Action Team have been advocating to obtain information about the total patient capacity and operational costs of the clinic. The clinic often seemed empty and appeared to have additional capacity to serve more patients and provide more services.

2020: The Director of Sacramento County's Dept of Health Services agrees to establish an Immigrant/Refugee Advisory Group to advise county on culturally-responsive outreach and education.

2020: Since 1992, Sacramento County's current geographic managed care (GMC) system has failed to yield better results for patients and providers alike. Currently, members of the GMC stakeholder advisory committee do not have a formal role in the contracting or oversight of the process. After years of advocacy, state legislation was introduced that would establish a health authority in Sacramento County to create a Medi-Cal Oversight Commission.

Other Leveraged Resources & Tangible Benefits

2015: First 5 Sacramento awards \$918K (3 years) to support Sacramento Covered for health and dental navigation.

2015: Dignity Health contributes \$150,000 for a health navigation kiosk at the Oak Park Community Center. (Sac Covered)

2015: Sutter provides \$1M 3-year grant to Sacramento Covered for Outreach and Enrollment.

2019: In 2017, Sacramento was the only city in California that was approved to implement the Whole Person Care (WPC) Pilot. The City's WPC initiative is called "Pathways to Health + Home" and focuses on individuals at risk or experiencing homelessness and presenting with complex health and behavioral needs. Sacramento Covered (SC) was identified as a key partner in the pilot through their proven experience in outreach, engagement, enrollment, and retention services. In July 2017, SC was awarded a sole source contract for early engagement implementation of the pilot and in December 2017, they were also awarded a sole source contract to build upon SC's existing care management system to become the data management and reporting entity for the initiative. Since inception, over 1,460 individuals have been served.

Appendix 2:

Compendium of Evaluation Reports & Summaries Developed by LPC (2011-2020)

The following 25 Sacramento BHC evaluation reports and summaries present the story over time. Several of the Topic-Specific Case Studies and Profiles appear as Appendices in the corresponding Annual Evaluation Report. Each case study and profile is included separately here as an important, valuable, and standalone story of the Sacramento BHC initiative.

Annual Evaluation Reports

- 2011 • Annual Evaluation Report, Year 1
- 2012 • Annual Evaluation Report, Year 2
- 2013 • Annual Evaluation Report, Year 3
- 2014 • Annual Evaluation Report, Year 4
- 2015 • Annual Evaluation Report, Year 5
- 2016 • Annual Evaluation Report, Year 6
- 2017 • Annual Evaluation Report, Year 7
- 2018 • Annual Evaluation Report, Year 8
- 2019 • Annual Evaluation Report, Year 9

Topic-Specific Case Studies

- 2012 • Systems Change and Physical Education in a School District
- 2013 • Health Navigators
- 2013 • Mayor's Gang Prevention Task Force
- 2014 • Food Access Grantees
- 2015 • First 5 Years: Health Happens in SCUSD Schools
- 2015 • Food Access in South Sacramento | A Five Year Retrospective of the BHC Initiative
- 2017 • BHC Health Access Action Team
- 2017 • Youth Engagement Action Team
- 2018 • Sacramento BHC Boys and Men of Color Case Story
- 2019 • Building People Power

Resident Profiles

- 2018 • Alexandria White
- 2018 • Araiye Thomas-Haysbert
- 2018 • Luis Guerrero
- 2019 • Allegra Taylor

Grantee Profiles

- 2019 • Black Parallel School Board
- 2019 • Hmong Innovating Politics