



SOUTH SACRAMENTO BUILDING HEALTHY COMMUNITIES (BHC) INITIATIVE

YEAR TWO EVALUATION REPORT

Submitted to:

Asian Resources, Inc.
5709 Stockton Boulevard
Sacramento, CA 95824

-and-

The California Endowment
1414 K Street, Fifth Floor
Sacramento, CA 95814

Submitted by:

LPC Consulting Associates, Inc.
2015 J Street, Suite 205
Sacramento, CA 95811
www.lpc-associates.com

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SECTION 1: INTRODUCTION AND BACKGROUND

The South Sacramento Building Healthy Communities (S. Sac BHC) has added momentum, building upon the development of the HUB infrastructure in year one and the expanded roster of BHC grantees receiving funding from The California Endowment (TCE) throughout year two. The second year of the evaluation for the BHC, continued to document and describe the evolution of the initiative at large, the shifts in structure and organization, and the augmentations that are accelerating the visibility and initial impact of the individual and collective efforts of grantee efforts.

During year two, both the local evaluation team and TCE at the state level introduced tools to measure elements of the BHC initiative. The Cross-Site Learning meetings hosted by TCE provided several opportunities for all BHC sites to be represented in discussions and planning to assess systems change through both policy and practice. S. Sacramento was well represented at these meetings and in the development of tools and pilot testing to finalize measures of shared interest. Still other tools are on the drawing board and TCE expects to finalize up to three more in 2013 with continued input and support from BHC sites. Among the tools introduced in year two were the following:

Event and Ongoing Services Logs: To obtain data pertaining to youth and resident engagement (introduced to grantees by the S. Sacramento BHC evaluation team in January 2012). Both logs include a column for grantees to code each type of activity, and to provide the number of residents in attendance. The codes provide a means for understanding how youth and residents are engaged; the codes are as follows:

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

Media Tracking Tool Event Log: To record activities that have the goal of making systems or community change (introduced to grantees by S. Sac BHC evaluation team in January 2012);

Ongoing Services Log: To gather information about educational, service or training programs being provided by the project partners (introduced to grantees by S. Sac BHC evaluation team in January 2012);

Media Coverage Log: To record information about the media coverage received by a grantee or activity related to BHC funded activities and events (introduced to grantees by S. Sac BHC evaluation team in January 2012).

Resources Generated Log: To report funding and other resources that grantees are acquiring in connection with BHC work (introduced to grantees by S. Sac BHC evaluation team in January 2012).

Production and Distribution of Information/Educational Materials Log: To collect data on the educational and informational materials being generated by grantees (introduced to grantees by S. Sac BHC evaluation team in January 2012).

Collaborative Efficacy Form: To ascertain the level of emerging collaboration followed by a review of scores to target areas for improvement or replication (introduced to work groups by Valley Vision on behalf of TCE in the late summer and early fall of 2012); and

Policy Monitoring tools: To document and describe any policy or systems level changes that have occurred or are in motion (annual summary and in-progress, pilot tested by LPC Consulting Associates, Inc. on behalf of TCE in late 2012).

TCE expects to finalize the Policy Monitoring tools in early 2013 and to then develop an additional reflective reporting tool to facilitate reporting BHC site level accomplishments and to expand opportunities for shared learning and peer exchange of information. These new tools have expanded the capacity for the evaluation team to report on more initiatives and some collective findings for multiple BHC grantees.

The second year evaluation included several months of data collection from the six logs described briefly above. The data reported herein presents trends over time and tallies from each log to describe how residents and youth are engaged, how media coverage is expanding, and the many ways that grantees are reaching into the BHC target community with information, activities, and improved approaches to direct service delivery. The evaluation team provided considerable support to BHC grantees to facilitate completion of the monthly logs, to identify which logs were most applicable to each grantee, and to engage more grantees in collecting this process evaluation information. New grantees received a telephone call and face-to-face meeting to get them started, with ongoing support as needed.

In addition, the second year evaluation report includes sections to describe two of the areas funded by TCE representing the collective efforts of multiple grantees that are driving systems level changes. In 2012 TCE augmented the HUB evaluation budget to expand and include process evaluation reporting related to: (1) access to healthy food, and (2) programs and services to increase physical activity. Though this report includes mostly descriptive findings related to these two areas, preliminary outcomes are provided where available.

The second year evaluation report includes the following sections: (1) Introduction and Background; (2) Advancing the BHC Initiative; (3) BHC Structure; (4) Resident and Youth Engagement; (5) Access to Healthy Food; (6) Activities to Promote and Advance Physical Activity; and (8) Conclusions and Recommendations.

SECTION 2: ADVANCING THE BHC INITIATIVE

In year two, a number of activities were conducted to bring attention to, and raise awareness of the South Sacramento BHC initiative. The activities included quarterly HUB gatherings, and increasing visibility for grantees programs and services. In addition, HUB Staff, TCE and grantees employed print and digital to raise awareness of the initiative at the neighborhood and community levels. This section includes a brief description of the activities conducted in year two to advance the community awareness of the BHC initiative.



2.1 Quarterly HUB Gatherings

The purpose of the quarterly HUB gatherings is to introduce residents to the BHC initiative, and connect residents with BHC grantee programs and services. During the second year of the South Sacramento BHC initiative, there were four HUB gatherings. At the direction of the Steering Committee, there was a concerted effort to make the HUB gatherings festive and inviting for residents.



Toward the end of year one, Steering Committee members expressed a concern that the HUB gatherings were beginning to function and feel “just like another meeting”, which could potentially dampen resident engagement. To mitigate resident disenfranchisement, planners added activities, games and entertainment to the quarterly HUB gatherings, and limited the scope of the informational presentations. HUB staff also experimented with conducting the HUB gatherings at elementary schools located in the BHC area

to increase resident attendance by taking the HUB gatherings to venues where residents and youth were. While Steering Committee members are relatively pleased with the HUB gathering changes implemented in year two, they continue to mull ways in which to sustain the engagement of residents that attend HUB gatherings in the BHC initiative. Table 1 provides a summary of each HUB gathering held in year two.

Table 1 - HUB Gathering Overview

	HUB #1 10-19-11	Hub #2 1-18-12	Hub #3 4-18-12	Hub #4 7-18-12
Time	6-8 pm	5:30 – 7:30 p.m.	5:30 to 7:30 p.m.	5:30 – 7:30 p.m.
Location	Fruitridge Community Center 4000 Fruitridge Road 95820	Camelia Basic Elementary School 6600 Cougar Drive 95828	Earl Warren Elementary School 5420 Lowell Street 95820	Colonial Park 5315 19 th Ave 95820
Attendance (estimated)	75	100	150	145
Child Care (# of children)	20	30	50	30
Translation assistance	Spanish; Vietnamese	Spanish; Vietnamese; Hmong	Spanish; Vietnamese; Hmong	Spanish; Vietnamese; Hmong; Chinese
Program features	<ul style="list-style-type: none"> – G-Squad Presentation – TCE Update – Youth Engagement Update – Grantee Highlights: People Reaching Out, School District, Ubuntu Green, Panacea Services, Legal Services of Northern California, Sacramento ACT – HUB Discretionary Grants announced – Activities, games 	<ul style="list-style-type: none"> – HUB Membership – Healthy-E man presentation – TCE update – Youth Engagement update – Grantee Highlights: Connect Center, Ubuntu Green, Panacea Services, Legal Services, Neighborhood Association, Capital Community Health Network – HUB Discretionary Grants announced – Activities, games 	<ul style="list-style-type: none"> – HUB Overview – Youth Presentation – TCE Update – New Steering Committee Member Vote – Grantee Highlights: Sacramento ACT, Soil Born Farms, Legal Services of Northern California, Capital Community Health Network, Connect Center – HUB Discretionary Grants announced – Activities, games 	<ul style="list-style-type: none"> – HUB Overview – TCE Updates – Grantee Highlights – Performance: Spoken word and dance – Activities, games
Refreshments	Chinese Chicken Salad; Vegetables; Salads; Water	Spaghetti; Salad; Water; fruits	Spaghetti; Salad; water; snacks	Chicken tacos, salad, Water

The changes in year two resulted in steadily increasing attendance, child care for 30 to 50 children and increased access to more non-English speaking attendees.

2.2 Media and Communications

In year two, media played an important role in telling the story of the South Sacramento BHC initiative. In today's digital age emerging media (e.g., digital technology, electronic communications, and social media) plays a vital role in reaching South Sacramento constituents. Grantees, HUB staff and TCE tapped into both emerging and traditional media to communicate with residents, community organizations and policy makers about the work of the BHC. A few grantees proved to be especially adept at using social media and press alerts to generate the interest of media outlets to cover upcoming events and community actions. Below is a brief overview of the expanded role of media in the South Sacramento BHC.

South Sacramento BHC Grantees

Grantees used social and print media, television, radio, newsletters, flyers and brochures to communicate with residents about their programs, services and events. Most grantees maintain an active presence on the social media site Facebook. The social networking site is used by grantees to advertise upcoming events, program and services; post photos of events; share testimonials about how residents have benefited from TCE funded programs and services; recruit volunteers; share noteworthy news stories and publications; and promote other organizations events, services and programs. In addition to social networking, grantees such as AccessSacramento, Ubuntu Green, Soil Born Farms, Sacramento City Unified School District, and Regional Food Systems collaborative also utilized electronic newsletters to communicate with residents and partners organizations.

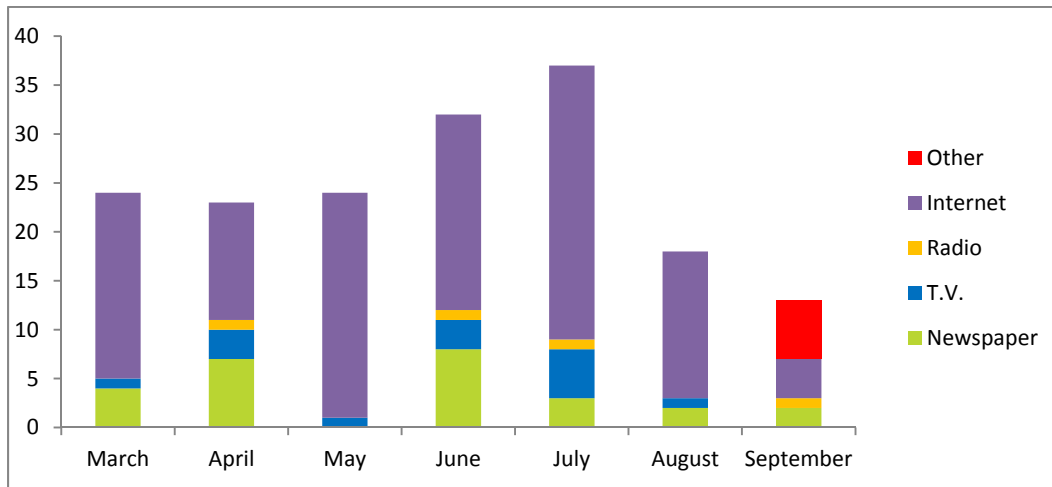


Typically, grantees emailed newsletters to members monthly and included information pertaining to past and upcoming activities, regional affairs, and links to stories of interest. Occasionally a grantee provided a link to video posted on YouTube, highlighting youth and resident engagement at BHC related community events. Between February and September of 2012, grantees emailed 4,825 newsletters to residents, partners, policy makers and organizational representatives (see table 2 below).

In January 2012, the evaluation team introduced to South Sacramento BHC grantees a log for tracking media coverage (newspaper, T.V., radio, Internet, other). The log provides a means for grantees to track the media coverage they received about TCE funded program, services and activities. The below graphic depicts the media exposure received by BHC grantees March through September of 2012.

In January 2012, the evaluation team introduced to South Sacramento BHC grantees a log for tracking media coverage (newspaper, T.V., radio, Internet, other). The log provides a means for grantees to track the media coverage they received about TCE funded program, services and activities. The below graphic depicts the media exposure received by BHC grantees March through September of 2012.

Figure 1 – Types of Media Coverage for BHC Grantees



Between March and September, the majority of BHC grantee media coverage was via the Internet. Within Internet media, AccessSacramento ran the largest number of stories related to the BHC. Below is a list of the various media outlets that ran BHC related stories.

- *Newspaper – Sacramento Bee, Sacramento News & Review, Inside East Sacramento, Sacramento Business Journal, Modesto Bee, Sacramento Observer*
- *Television Stations – KTXL Fox 40, Access Sacramento, KVIE Public Television, KCRA Channel 3, KUVS Univision Channel 19, KXTV Channel 10, KQCA Channel 58*
- *Radio – KFBK 92.5 FM / 1530 AM, KXJZ Capital City Radio 90.9*
- *Internet – Sacramento Press, AccessLocal.TV, The California Report, News10.net, ranSACKmedia.com, Sacramento Business Journal Blog, Capradio.org, YouTube*
- *Other – Sacramento Magazine, CSUS Multicultural Center Bulletin, Sacramento Optimist Club, Immaculate Conception Church Bulletin, All Hallows Church Bulletin, Mosaic Law Congregation Bulletin*

Besides traditional forms of electronic, print and broadcast media, grantees also used flyers, brochures, written reports, videos and informational packets to inform and educate residents about BHC programs, services and activities. Flyers and brochures were routinely used by grantees when tabling at events. They used informational packets primarily when conducting one-one-one outreach with residents. Table 2, includes information pertaining to the type and volume of educational and informational materials distributed by BHC grantees between February and September of 2012.

Table 2 - Educational and Informational Materials Distributed by Grantees

Month	Newsletter	Flyer	Brochures	Reports	Video	Information Packet
February 2012	801	500	200			
March 2012	316	408	30		1	
April 2012	2714	76	1019		6	
May 2012	314	625	40			250
June 2012		470	378			
July 2012	318	41	40			460
August 2012		323	154			3
September 2012	352	109	712	104	18	
October 2012	10	155	389	20		
Total	4,825	2,707	2,962	124	25	713

The BHC South Sacramento HUB

In year one, the Steering Committee selected a South Sacramento BHC logo and color scheme with the assistance of two local communication and marketing firms. In year two, HUB staff set out to create awareness of the South Sacramento initiative by distributing backpacks, water bottles, iced drink cups, bracelets, binders, t-shirts, sweatshirts, car window decals and pedometers with the HUB logo to



residents and BHC initiative partners. HUB staff also used Facebook, Twitter, two web pages and a monthly newsletter to raise awareness of the initiative, and keep residents and project partners informed about the South Sacramento BHC. In general the branding promotion and awareness raising efforts increased exponentially in year two.

HUB staff posted to the Sacramento BHC Facebook page at least once, if not multiple times throughout the day. They used the page to post photos of BHC grantee events, to share information about policy hearings, and to provide links to interesting articles and resources relevant to local and statewide BHC efforts. The Facebook page has seen an increase number of “likes”, from approximately 75 in 2011 to 150 in 2012. HUB staff also communicated with residents via the photo sharing site Instagram. Staff uploaded photos frequently of BHC events, activities and merchandize frequently to increase awareness and interest in the initiative. Social media saturation is achieved through the South

Sacramento BHC Twitter account. Currently, South Sacramento BHC has approximately 210 Twitter followers.

In addition to social media, HUB staff email a bi-monthly newsletter to 224 Sacramento residents and partners. The newsletter typically includes a grantee spotlight, highlights of BHC related events (e.g., HUB gatherings, health fairs) that have occurred over the past two weeks, and community links (e.g., business organizations, elected officials, education, health care, public agencies, and community organizations). Similar to Facebook page followers, the number of newsletter subscribers increased from less than 100 in 2011, to 242 in 2012. HUB staff supplements the above outreach with two webpages, discussed below.

One webpage (sacbhc.org) is solely focused on the South Sacramento BHC. The website content is oriented toward community residents and partners and contains: the mission and history; list of staff and steering committee members; work group descriptions; HUB job openings; contact information; list of partners; resources; event calendar; photos; and statistics related to the focus areas. The second website is relatively new and contains information about all 14 BHC sites, statewide.

During year two, HUB staffer Alberto Mercado was part of a committee charged with developing a new website “BHC Connect” powered by Google to replace the former site (Calconnect). BHC Connect contains information about all 14 BHC sites. Some of the content is oriented toward the TCE Learning and Evaluation Specialists, HUB and TCE staff (e.g., logic models, internal documents), while some content is oriented towards residents (e.g., newsletters, calendar). Content on the site includes: BHC announcements, event calendar, community description with a list of elected officials, BHC documents, link to the GIS mapping tool *Healthy City.org*, discussion boards, description of the HUB structure and committees, social media links, priority outcomes and logic models, short list of BHC partners, photos and videos and newsletter. The site is relatively new, and HUB staff continues to update and add relative content to the site. South Sacramento HUB staff actively contributed to advancing the statewide BHC initiative.



To connect with a younger demographic, South Sacramento HUB staff managed the development of a comic book aimed at children between the ages of six and 12. The *Health-E-Man & Champions of the Chewniverse* comic book project seeks to teach children about the importance of healthy eating. The pivotal character Health-E-Man, fights to protect the people of Eat-ernia from Junk-E-Tor’s evil plans. The Health-E-Man comic book was unveiled at a HUB gathering, with a special appearance from Health-E-Man himself. Finally, in the summer of 2012, HUB staff implemented a summer internship for youth interested in media. Youth

used video and social media to engaged and educate the community about the work of the BHC. The pilot was a success and three interns will be hired to tell the story of the BHC in year three. Each of these projects actively engaged youth in different aspects of the BHC initiative.

The California Endowment (TCE)

The California Endowment sponsored numerous ads in the Sacramento area during the second year of implementation. The purpose of the ads was to raise awareness of the initiative among Sacramento area residents, and to reach lawmakers with the Health Happens Here message. Below is a brief overview of the video, newspaper, web, radio, television and outdoor/billboard ads sponsored by TCE.

Television / Radio

In the second year of implementation, four different TCE sponsored commercials aired on television stations throughout the greater Sacramento area. The television ads included:

- 1) *Are Our Kids Disposable?* - an animated commercial about the negative impact of School Discipline policies on students and the number of California youth adversely effected,
- 2) *Thankful for Obamacare* - a personal testimony by a woman battling stage three breast cancer who wouldn't have received treatment if not for the Affordable Care Act
- 3) *Do You Know Where Health Happens* – a message about life expectancy being tied to where you live and our ability to change the issues that impact health, and
- 4) *You Can* – highlights the ability to change the environmental conditions that cause illness as opposed to just treating the symptoms.

TCE also championed the benefits of health school lunches through their *New Healthier School Lunches* radio campaign.

Newspaper

TCE advertising appeared in both the *Sacramento Bee* and the *Sacramento News & Review (SN&R)*. Bi-monthly full page ads appeared in the *SN&R* highlighting South Sacramento BHC activities and statewide policy work. The ads focusing on South Sacramento emphasized the involvement of residents in BHC grantee programs and services. State ads underscored the lack of access to clean drinking water in schools and the need to invest in Boys and Men of Color for California's prosperity.

TCE ran four full page ads were run in the *Sacramento Bee*. One ad touted the benefits of the Affordable Care Act, focusing on the percentage of Californians that will have access to health insurance. In addition, three full page ads ran in the *Sacramento Bee* with a graphic illustrating the differences in life expectancy between two zip codes and a statement of thanks to California leaders working to improve the health of Californians. The ads included a list of assembly and senate bills that, if passed, would improve the health and well-being of California constituents.

Billboard /Video

For the past year, TCE has rented a billboard at gate B18 in the Sacramento airport. For half of the year, the billboard had an ad with the *Health Happens Here message*, juxtaposing the life expectancy for two different zip codes. The second half of the year, the billboard contained a message about the lack of access to clean drinking water in schools. TCE videos were promoted online in the Sacramento market.

The videos topics included: the over-the-top marketing of junk drinks, alternatives to school push-out policies and benefits of healthy school lunches.

Health Happens Here Exhibit

The *Health Happens Here* Exhibit is a signature exhibit at the California Museum that takes visitors on an interactive journey through all the places, and all the ways that health happens in California. The exhibit was developed in partnership between The California Endowment and The California Museum. To advertise the exhibit The Endowment ran ads in the *Sacramento Bee* and placed outdoor advertising on bus shelters and billboards.



2.3 Grant Making from TCE

In the fall of 2011, TCE unveiled the ‘Health Happens Here’ messaging campaign (*Health Happens with Prevention, Health Happens in Schools, and Health Happens in Neighborhoods*). At the heart of the message is the notion that health largely depends on the conditions of where we live, learn, work and play; therefore it is important that we build communities that help us maintain our health. The campaign coincided with TCE’s move from ten broad outcomes to three core clusters of work, i.e., prevention and health system, healthy schools and youth investment and healthy neighborhoods. The three outcome areas encompass the ten BHC outcomes, and represent TCE priorities supported through grant making.

In the second year of implementation, Christine Tien, Senior Program Officer with TCE, worked with various potential grantees to discuss their proposed ideas and refine grant proposals to insure they reflected the five priority outcomes identified in Sacramento’s plan. Grant funding was awarded to several organizations and collaborative partnerships to implement strategies that advance the outcomes. The following section provide an overview of the grant funded programs by the three core clusters of work as outlined by TCE.

Health Happens with Prevention

The primary goal of prevention driven work is connecting low-income Californians with prevention centered health care and education about the benefits of the Affordable Care Act. The prevention campaign aligns with TCE outcome two, *families have improved access to a health home that supports healthy behaviors*. Health care disparities guided the planning process for the South Sacramento BHC and as a result, TCE outcome two was identified as a priority outcome.

In South Sacramento, TCE outcome two was selected as a priority outcome during the planning process. BHC partners identified strategies to increase resident access to a health home that emphasized capitalizing on existing partnerships, expanding provider networks, expanding venues to access health care insurance enrollment assistance, and targeting residents in need of a health home. The strategies guided grant proposal development and ultimately program funding. Table 3 includes a list of prevention related grantees and a brief program description.

Table 3 – Health Happens with Prevention Grantees

Program Description	Grantee(s)
Provide healthcare in the Oak Park Community Health Center	The Effort
Streamline health coverage applications and referrals of other social service programs	Sacramento Covered, <i>formally Cover the Kids</i>
Advance culturally appropriate healthcare by recruiting community volunteers to help residents navigate the system	Capital Community Health Network (sub-contractors: Hmong Women’s Heritage Association, Southeast Asian Assistance Center, La Familia Counseling Center)
Provide diabetes and hypertension education for African American women and their daughters	Yes 2 College
Improve communication and coordination among health navigators working with Latino communities	Health Education Council
Empower residents and congregation leaders of South Sacramento to improve health care	Sacramento Area Congregations Together
Doing door to door grassroots canvassing in BHC target area around health access	Western Services Workers Association
Assist residents on legal issues, including access to health care	Legal Services of Northern California
Increase the capacity of community leaders from the Sacramento BHC to advocate for increased access to health homes, and issues surrounding the implementation of ACA and LIHP	ACCE

Health Happens in Schools

The work under this campaign is focused on creating positive environments for the social and emotional learning of young people. Understanding the important role that schools play in the physical, social and emotional health of children, it is necessary to have access to healthy food, physical activity and responsible and respectful school discipline policies in the school environment. Two of the ten BHC outcomes cluster in this area, and they are as follows:

Outcome five: Children and their families are safe from violence in their homes and neighborhoods

Outcome six: Communities support healthy youth development

During the planning phase, the South Sacramento BHC selected outcome six was as a priority outcome to guide change efforts in Sacramento. The Youth Development Work Group identified change strategies to improve youth well-being that focused on: increasing the physical and emotional health of

youth; reducing the risk for violence, bullying, and harassment; and engaging youth in meaningful ways through school, community and employment opportunities. Table 4 illustrates programs that have been funded in the South Sacramento BHC that directly impact the school environment.

Table 4 – Health Happens in School Grantees

Program Description	Grantee(s)
Develop and expand youth led violence, harassment and bullying prevention programs	Sacramento City Unified School District (sub-contractors: WEAVE)
Partnership between the Sacramento Kings, TCE and SCUUSD to educate students, their family members and the community on the importance of maintaining a healthy lifestyle through physical activity and healthy eating	Sacramento City Unified School District
Create a template for schools and the district that identifies students who are chronically absent and then develop strategies to focus on health and health-related resources in high need areas and identify potential systematic changes	Sacramento City Unified School District
Strengthen the infrastructure of the district to increase school attendance and safety in schools by becoming a portal for health, wellness and human services for students and their families	Sacramento City Unified School District
Support youth in their efforts to develop an education and advocacy campaign on school suspension and expulsion	Sacramento Independent Learning Center/Black Parallel School Board
Support a health education and peer mentoring program at Hiram Johnson and American Legion High Schools to inspire students and their families to become neighborhood ambassadors for healthy eating and active living. Also provides coordinators at Sacramento High School, C.K. McClatchy High School, and American Legion Continuation School.	HealthCorps
Implement a comprehensive, capacity-building project to expand officer skills for working with youth and promoting best practices for preventing, intervening and reducing school violence	Strategies for Youth
Build the capacity of youth to implement an advocacy campaign to reduce sugar sweetened beverages consumption and improve school food service menu offerings	Health Education Council

Health Happens in Neighborhoods

The Healthy neighborhood campaign aims to change the conversation around land use, healthy food access, community safety and economic opportunity in order to build neighborhoods by keeping health in mind. The goal is to increase neighborhood parks, grocery stores, bike paths and safe places. BHC outcomes four and seven cluster under this campaign, and they are as follows:

Outcome four: Residents live in communities with health-promoting land-use, transportation and community development

Outcome seven: Neighborhood and school environments support improved health and healthy behaviors

BHC partners selected outcome four in the planning phase as a priority outcome for South Sacramento BHC efforts. The strategies of change identified for that outcome focused on policies and systems change to support healthy food access; as economic development through land use, transportation and mixed-use development. TCE grant making supported the strategies outlined during the planning phase. Table 5 includes a list of neighborhood grantees and a brief program description.

Table 5 – Health Happens in Neighborhood Grantees

Program Description	Grantee(s)
Food Access	
Increase the capacity to locally grown fresh food to limited income communities by building the capacity of a diverse coalition of stakeholders	Valley Vision
Create a food system that supports more local food consumption and healthy food education for South Sacramento residents	Soil Born Farms (sub-contractors: Ubuntu Green, Asian Resources, Alchemist CDC, Sacramento Food Bank)
Strengthen the capacity of residents, youth and community organizations in South Sacramento to advocate for greater access to locally grown, healthy food	Pesticide Watch
Fostering youth to create youth-run businesses that deliver fresh fruits and vegetables to the BHC target area	Fresh Producers
Expand and further develop the Oak Park Farmers Market and Crop Swap	Neighbor Works
Increase consumption of healthy food in healthy disparity “hot spot” communities through youth leadership development, skill workshops, community actions, and communal dinners	Freedom Bound Center / Sol Collective
Train youth and residents on environmental justice with an emphasis on urban agriculture	Freedom Farms
Door to door grassroots canvassing in BHC target area around food access	Western Services Workers Association

Program Description	Grantee(s)
Land Use and Transportation	
Strengthen the capacity of residents and youth in South Sacramento to advocate for health promoting land use, transportation and community development policies	California Capital Development Corporation (sub-contractors: Ubuntu Green, WALKSacramento, Asian Resources, Legal Services of Northern California)
Support the Coalition on Regional Equity’s work around regional policy in the areas of transportation, hunger, regional planning and environmental health	Sacramento Housing Alliance
Convene and facilitate community pedestrian safety meetings to prioritize road improvements needed in the Stockton/Fruitridge area	WALKSacramento
Strengthen and expand mechanisms for linking individual health, housing and transportation problems in South Sacramento to policy and systematic changes in the local Sacramento area and statewide	Legal Services of Northern California
Safety	
Empower residents and congregation leaders of South Sacramento to develop campaigns to reduce youth violence	Sacramento ACT
Build up the capacity of the Mayor’s Gang Prevention Task Force	City of Sacramento (sub-contractors: Sacramento Employment and Training Agency)
Provide technical support to local partners to implement the Safe Community Partnership	Public Health Institute
Reduce violence in Sacramento through the Safe Community Partnership program	Sacramento Employment and Training Agency
Youth Development (excluding of food access)	
Coordination of Summer Youth Leadership Program to create a healthy South Sacramento neighborhood environment that supports children and young adults from elementary school to early adulthood	WayUp (sub-contractor: Youth Development Network)
Through the LBGTQ Youth Collaborative build the capacity of youth-serving organizations and youth to work together to improve and enhance support to LBGTQ youth and their families in South Sacramento	Mental Health America of Northern California

Program Description	Grantee(s)
Build the capacity of youth from high risk, underserved populations in South Sacramento to become leaders and advocates for reductions in youth violence and increased safety	La Familia
Train youth to use media to expose a community or personal issue	People Reaching Out (sub-contractors: UC Davis)
Work with youth to create daily posts or blog pages about South Sacramento	Access Sacramento (sub-contractors: UC Davis, Isaac Gonzelez)
Improve the literacy of youth through creative writing programs	916 INK
Promote positive, social, emotional and educational opportunities for young men and boys	Always Knocking
Train youth serving organizations on creating and fostering healthy and supportive environments for youth living in South Sacramento	Youth Development Network
Organize Sacramento High School students to advocate for code enforcement and transit changes that will positively impact youth	Sacramento ACT
Leadership Development	
Convene a Sacramento Boys and Men of Color summit	Asian Resources / BHC HUB
Train a core group of API residents to better engage local stakeholders and decision-makers about issues and needs specific to the API communities	Asian Resources Inc.
Build the capacity of the Hmong, Mien, and Lao communities to strengthen their relationships with each other and to work with government agencies to improve health outcomes and prevent youth violence in their communities	Hmong Women’s Heritage Association (sub-contractors: United Iu-Mien Community, Inc., Sacramento Hmong Mediation Inc., Sacramento Asian American Minority, Inc.)
Increase the representation of communities of color and low income communities on board and commissions in the Sacramento region	Sacramento Housing Alliance
Resident Tools	
Develop and implement cutting edge data tools to inform the planning, organizing and advocacy for social equity for all communities within the Sacramento region	Community Link
Direct media productions to develop a more coordinated and unified effort to highlight Sacramento BHC accomplishments	Center for Multicultural Cooperation

2.5 Summary of Outreach and Awareness Raising in Year Two

BHC partners experimented with a variety of methods to raise awareness of the South Sacramento BHC initiative in year two. The quarterly HUB gatherings provided a venue for 470 residents to get acquainted with the BHC initiative. Grantees utilized Internet media, social media, radio, television, newspaper, and church bulletins to increase resident knowledge of TCE funded events, programs and services. HUB staff cultivated HUB logo familiarity with Sacramento residents through the distribution of utilitarian items embellished with the HUB logo. The California Endowment employed a variety of media methods with health messaging to reach residents and state lawmakers. Finally, the project work performed by BHC grantees touched thousands of residents directly and indirectly. While the exact impact of the outreach activities is not known at this time, it can be assumed that BHC awareness has increased on some level. Through the continuous use of outreach and awareness raising activities, additional residents will be drawn into the initiative and/or understand the importance of healthy communities.

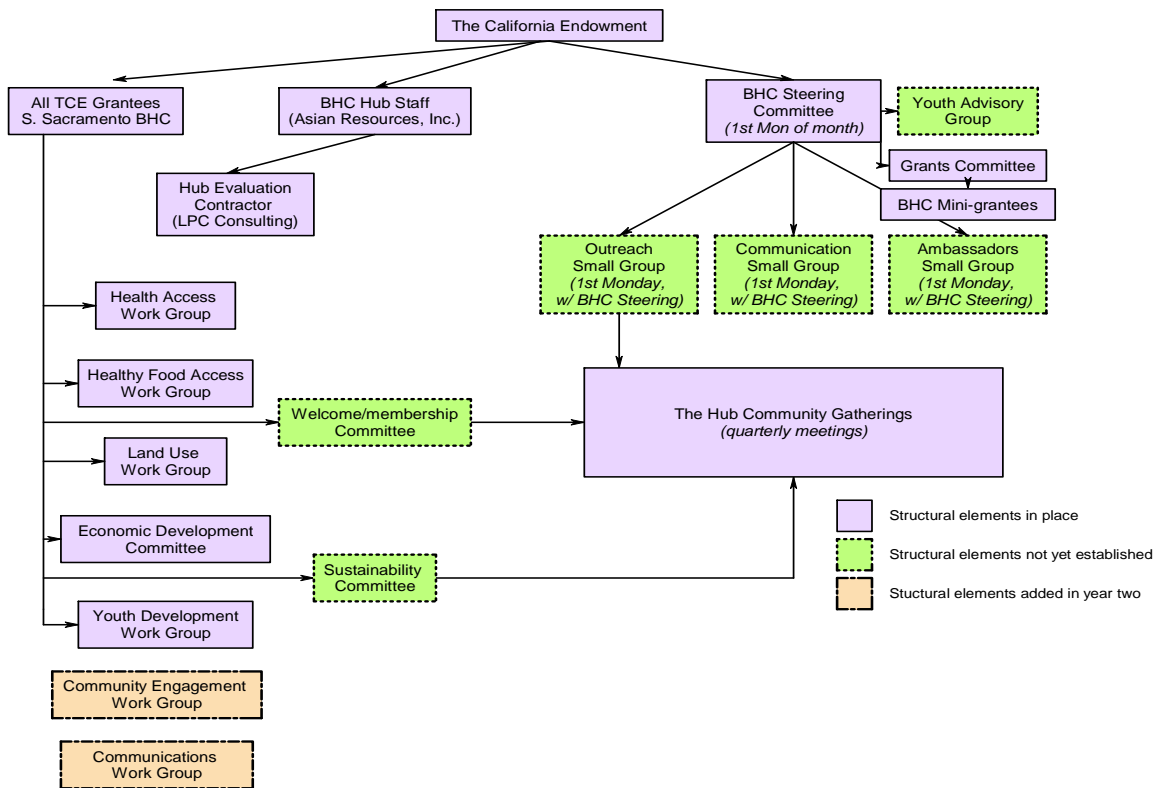
SECTION 3: BHC STRUCTURE

During the planning phase, the BHC HUB created an organizational structure to provide a foundation for the South Sacramento BHC initiative. In year one of the initiative, implementation began in earnest. BHC partners received grants to support project work, committees and work group established during the planning phase were resumed, new partners joined the effort, and generally folks were finding their niche within the organizational structure. In year two the BHC Steering Committee and work groups were fully operational, and continued to come together around the organizational structure outlined during the planning phase.

In year two, the Steering Committee’s primary functions included mini-grant distribution and HUB Gathering oversight, while the work groups served as information sharing forums for BHC grantees and partners. While the collective capacity of collaborating was understood, partners began to question the purpose and function of the informally led collaboratives (i.e., work groups) implemented in year one. Through a collaborative assessment process, a few “ah ha” moments were realized with regard to why folks were coming together that ultimately served to invigorate the directionality of the Health Access and Healthy Land Use work groups. Two new collaborations, a communications and a community engagement work group were introduced in year two; however, the organizational structure of the initiative remained relatively unchanged from the structure created in year one.

The structural elements carried over from year one included: 1) the Steering Committee, 2) HUB staff, 3) five work groups and 4) quarterly HUB gatherings. Figure 2 outlines the evolution of the organizational structure based on the structure outlined in the year one evaluation report.

Figure 2 – Evolution of the Organizational Structure



The boxes with a solid outline represent organizational structures implemented in year one that continued into year two. The boxes with a dash and dotted outline are structural elements implemented in year two. Finally, the boxes with the dotted outline are organizational elements outlined during the planning and year one implementation phase that have yet to be implemented.

The structural elements not yet in place at the conclusion of year two, evolved from various planning and implementation activities. At a BHC retreat in February of 2010 the focus of conversation was the organizational structure of the initiative as it transitioned from planning to implementation. At that retreat the need for a *Welcome/membership Committee* to welcome new folks to the BHC and a *Sustainability Committee* for expanding resources and assets available to the BHC was visualized. The catalyst for the addition of the *Outreach, Communications and Ambassadors Small Groups* was a discussion at a Steering Committee retreat in April of 2011. While initially the small groups met independently, the Steering Committee members agreed to use their monthly meetings to address the work of the small groups; September of 2011 was the last time small group work was discussed at the Steering Committee meeting. In addition, at the end of year one, the youth Steering Committee members began seeking others to serve on a *Youth Steering Committee*. The impetus for establishing the Youth committee was to provide a venue for regular and consistent youth input for the BHC initiative. As evidenced by the addition of two new work groups, the organizational structure of the initiative will continue to evolve over the remaining eight years. Table 6 below provides a brief overview of the South Sacramento BHC organization elements present in year two.

Table 6 – Organizational Structure of South Sacramento BHC initiative, year two

Steering Committee	Comprised of no fewer than 15 and no more than 23 members that represent the diversity of the community residents and service providers and include the faith community and economic development expertise.
HUB Staff	A HUB Manager and a HUB Coordinator that direct the Steering Committee, HUB gatherings and the grantee convening’s; coordinate the Youth Development Work Group; oversee media and communications; and oversight for mini-grants.
HUB Gatherings	Quarterly gatherings that serve to connect resident to BHC activities, services and programs.
Work Groups	Health Access: Convened around priority outcome one: all children will have health coverage; and priority outcome three, families have improved access to a health home that supports healthy behaviors.
	Healthy Food Access: Focused on priority outcome four: residents live in communities with health promoting land use, transportation, and community development; and priority outcome seven, neighborhood and school environments support improved health and healthy behaviors.
	Land Use: Concentrating on priority outcome four: residents live in communities with health-promoting land use, transportation, and community development.
	Youth Development : Engaged around priority outcome five: children and families are safe from violence in their homes and neighborhoods; priority outcome six, communities support healthy youth development; and priority outcomes nine, health gaps for young men and boys of color are narrowed.
	Economic Development: Centered on priority outcome eight: community health improvements are linked to economic development.
	Community Engagement: Focused on deepening the level of resident engagement in the BHC.
	Communications: The purpose of the communications work group is to: 1) consolidate and maintain internal and external channels of communications between TCE, HUB office, grantees and residents.

3.1 South Sacramento BHC HUB Staff

In year two, Asian Resources, Inc. (ARI) continued to serve as the lead agency for the BHC initiative. Kim Williams, HUB Manager and Alberto Mercado, HUB Coordinator continued to staff the initiative. The HUB Manager and Coordinator: 1) serve as the clearinghouse for all information about and for the BHC South Sacramento initiative, 2) coordinate Steering Committee meetings and new member elections, 3) coordinate HUB gatherings, 4) oversee grantee convening's, 5) oversee mini-grant application and award processes, 6) provide media and communication oversight, 7) educate community members and organizations about the work of the BHC, 8) maintain the website, 9) maintain an active social media presence, 10) assist with the Boys and Men of Color initiative, 11) represent the South Sacramento BHC at various community and grantee events, and 12) coordinate the Youth Development Work Group. In addition, ARI continues to provide considerable support for the HUB. With a capacity for translation in multiple languages, the agency works in close partnership with other grantees to insure printed materials and community meetings have adequate translation support. Primarily the languages represented include Spanish, Hmong, Vietnamese, and Mien.



3.2 BHC Steering Committee

In year two the composition of the Steering Committee continued to reflect the diversity targets identified in year one. On average the committee was consisted of 16 members representing residents, city and county government agencies, and representatives from public health, education, legal services, land use and community based organizations. Per the Steering Committee bylaws, membership never dropped below 15 members at any given time, nor did the committee reach its maximum capacity (i.e., 23 members). The table below provides the year two Steering Committee roster.



Table 7 – Steering Committee Roster

Name	Organization or Sector	Representing
Bender, Emily	Sacramento Mutual Housing Association	CBO
Cabral, Rose	Resident	Resident
Dworkis, Bobbe	Sacramento County Parks & Recreation	County government
Flores-Santoyo, Erica	Resident	Resident
Gutierrez, Francisco	Resident (co-chair)	Resident
Gutierrez, Nancy	Youth resident	Youth
Johnson, Terrence	Oak Park Business Association (co-chair)	Business
Kronick, Barbara	Sacramento City Unified School District	Education
Minnick, Michael	Resident	Resident
Orozco, Irvis	Resident	Resident
Ryan, Jessie	Resident	Resident
Saffold, Sharon	Department of Health and Human Services	County Public Health
Vang, Dolly	Resident	Resident
Williams, Amy	Legal Services of Northern California	Legal Services
Wimberly, Kris	City of Sacramento	City government
Yniguez, Celia	Sacramento Housing and Redevelopment Agency	Land use
<i>Gutierrez, Brenda</i>	<i>Youth resident</i>	<i>Youth</i>
<i>Slider, Constance</i>	<i>Coalition on Regional Equity</i>	<i>Land Use</i>

The two individuals in italics are no longer serving on the BHC Steering Committee due to shifting responsibilities and competing demands on time.

The Steering Committee met 13 times between September 1, 2011 and September 30, 2012 with an average attendance of nine members. While originally conceived as part of a two-tiered approach to community engagement, in the second year, the Steering Committees core tasks included the following:

- Discretionary grant review and award selection;
- Provided input on quarterly HUB gathering logistics; and
- Stayed up-to-date on work group and grantee activities

The following matrix provides an overview of each Steering Committee meeting, with the dates, attendance, primary agenda items, and action items throughout year two.

Table 8 – Year Two Steering Committee Meetings

Date	# Present	Agenda Items	Action Items
9/12/11	11 of 16	Reviewed new BHC Sacramento HUB website Discretionary grant review Small group report out	Approval of changes to two small discretionary grants Discretionary grant awarded to Franklin Blvd Partnership
10/3/11	8 of 16	Residents shared their appreciation for support they have received from BHC, i.e., provided funding for community events and programs that benefit and bring residents together. Update on technical assistance TCE will provide to BHC and introduction of the new campaign with 3 slogans “Health Happens Here, School, neighborhoods.” HUB gathering updates Discretionary grant discussion Evaluation update Discussed the Steering Committee coalition effectiveness evaluation	Discretionary grants awarded to 5 organizations. Extend Steering Committing meeting to two hours, as opposed to one. Approved new Steering Committee member.
11/14/11	11 of 16	Discussion about vacant Steering Committee seats designated for community residents Discussed the Steering Committee coalition effectiveness evaluation and next steps	No action items
12/5/11	11 of 16	Update from TCE annual convening Discussed the Steering Committee coalition effectiveness evaluation and next steps Reviewed the need to develop questions for monthly grantee update Work group updates Discussed how to recruit residents to fill the six vacant Steering Committee seats	No action items
1/9/12	12 of 16	Work group updates Announcement of a Steering Committee members resignation and need to fill vacant seat AmeriCorps members presented the initial ideas for a youth oriented event in the summer Community updates Councilmember Jay Schenirer made presentation about the WayUp initiative Presentation by BHC grantees: Connect Center and Legal Services of Northern California	No action items
2/6/12	7 of 15	Work group updates Community updates Presentation by BHC grantees: Community Link Review of all grantee convening held in January Announcement about conflict resolution training in March	No action items
3/5/12	9 of 15	Appointment of new Steering Committee co-chair Valley Vision presented Steering Committee coalition effectiveness recommendations Steering Committee discussed coalition effectiveness next steps Presentation by BHC grantees: Sacramento ACT, Ubuntu Green, Presentation on Home Cash Market’s application to sale liquor – the store that has been	Approval of new Steering Committee co-chair Motion to deny support for liquor license

Date	# Present	Agenda Items	Action Items
		<p>the site of two BHC grantee programs, prompting Steering Committee review of the license</p> <p>BHC updates: Boys and Men of Color, Health Solutions program and School Push out Policy</p> <p>Work group updates</p> <p>Community updates</p>	
4/9/12	9 of 15	<p>Work group updates</p> <p>Community updates</p> <p>Approval of discretionary grants</p> <p>Presentation by BHC grantee Capital Community Health Network</p> <p>Discussed Steering Committee application</p> <p>Review of Sacramento BHC logic model</p> <p>BHC HUB updates</p>	<p>Discretionary grants awarded to 5 organizations</p> <p>Approval of new Steering Committee member</p>
5/7/12	11 of 16	<p>Official welcome of new Steering Committee member</p> <p>Work group updates</p> <p>Community updates</p> <p>BHC updates</p> <p>HUB gathering debriefing</p> <p>Distribution of remaining discretionary funds</p> <p>Presentation by BHC grantee Coalition on Regional Equity</p> <p>Discussed Steering Committee terms ending and upcoming elections</p> <p>Reviewed South Sacramento BHC logic model</p>	<p>Allocation of remaining discretionary funds for youth stipends and HUB gathering</p>
6/11/12	6 of 16	<p>Promise Neighborhood Grant presentation</p> <p>Work group updates</p> <p>Community updates</p> <p>Avondale / Glen Elder neighborhood Sacramento Natural Gas Storage Project presentation</p> <p>HUB grant renewal</p> <p>California state wide immigration conference presentation</p>	<p>Submit an MOU for the Promise Neighborhood grant</p> <p>Vote to submit a letter to California Public Utilities Commission in opposition of the project</p>
7/9/12	9 of 16	<p>Work group updates</p> <p>Community updates</p> <p>SHINE Self-Wellness Expo presentation</p> <p>Discussion about upcoming HUB gathering</p> <p>Review of Steering Committee elections, vacant seats and how to recruit new members</p>	<p>Vote to support SHINE Self Wellness Expo in concept</p>
8/6/12	9 of 16	<p>Work group updates</p> <p>Community updates</p> <p>Safe Grounds presentation</p> <p>Presentation by BCH grantee Panacea Services Public Health Solutions Internship Program</p> <p>Presentation by Fruitridge Manor residents</p>	<p>Cover the registration costs for six Fruitridge Manor residents to attend the National Community Leaders Institute</p>

Date	# Present	Agenda Items	Action Items
		California Endowment BHC updates Discussion about Steering Committee elections and areas of the BHC with and without resident representation	
9/10/12	10 of 16	Work group updates Community updates North Franklin Business Association, La Familia Counseling Services and Jesus Hernandez presentation about business owner opposition to Safe Ground project Youth Media presentation Review of 2012/2013 HUB work plan BHC updates	No action items

3.3 BHC Work Groups

Three work groups functioned during the planning phase of the South Sacramento BHC, which are as follows: Health Access, Community Infrastructure and Assets (currently Healthy Land Use), and Youth Development. Once the South Sacramento BHC logic model and the organizational structure had been developed, the work groups went into hiatus until grants were awarded at the outset of year one. During the first year the work groups evolved as co-chairs were established and additional project grants were awarded. The work group evolution continued, and in year two culminated with the addition of two new work groups, bringing the total number of active work groups to seven. To date most work groups function as an information sharing forum for members. Below is a brief description of each work group, which includes highlights from year two.

Health Access

The Health Access Work Group met four times in year two of the initiative and is comprised of BHC grantees and other health care organizations working to advance health care access for Sacramento residents. Initially the meetings were organized, chaired and facilitated by two BHC grantees, Legal Services of Northern California and Cover the Kids, but in March of 2012 work group members made the decision to rotate the meeting coordination and facilitation between members.

In December 2011, the work group developed a matrix that outlined problems/issues, the proposed solution and the partners necessary to mitigate issue. The matrix was the topic of conversation at the December and January meetings with the underlying premise of better collaborating to improve health care access in South Sacramento. Then in March of 2012 the group began discussing the purpose of the work group and the function of the collaboration. Ultimately, the group did not come to any conclusions regarding purpose, but agreed to reduce the meeting frequency to bi-monthly until a clear purpose was established.

In July of 2012, the Health Access Work Group 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 work group 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. The group presented their resource request to TCE and is currently in hiatus until January 2013.

Youth Development Work Group

The Youth Development Work Group is coordinated by Kim Williams, the HUB Manager. The group is co-chaired by Emily Bender, Program Manager with Sacramento Mutual Housing and Zenae Scott, Coordinator II, Youth Development and Sacramento Unified School District. The Youth Development Work Group met six times, or approximately bi-monthly, the September 2011 through September 2012 timeframe. Primary agenda items included: partner program updates, organizational needs, the Boys and Men of Color initiative, and youth engagement in BHC generally.

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. 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.

Healthy Land Use Work Group

The Healthy Land Use Work Group is convened by BHC grantee Ubuntu Green. The group meets monthly, and met a total of 11 times in year two. Membership is primarily comprised of grantees working on the Healthy Land Use Engagement project (i.e., Ubuntu Green, WALKSacramento, California Capital, Asian Resources and Legal Services of Northern California). There is a set agenda for the meetings that includes: 1) an Ubuntu Green billing and reports update, 2) an interpretation and translation update by Asian Resources Inc., 3) a Legal and Advocacy update by Legal Services of Northern California, 4) evaluation update by LPC, 5) the identification of leadership development opportunities, 6) an update on the different initiative being led by Ubuntu Green, 7) an update on the neighborhood meetings being held as part of the Healthy Land Use Engagement project, and 8) mapping updates.

At the end of the year, the Healthy Land Use Work Group participated in a collaborative efficacy assessment. During the assessment, participants realized that half of the members believed that they were meeting as part of the Healthy Land Use Work Group, whereas the other half believe the monthly meeting was related to the Healthy Land Use Engagement project. In the upcoming year, the group will meet bi-monthly as the Healthy Land Use Work Group and will set group goals and priorities accordingly.

Economic Development Work Group

The Economic Development Work Group evolved from the Community Infrastructure and Assets Work Group that was convened during the South Sacramento BHC planning phase. Members include representatives from California Capital, the Stockton Boulevard Partnership, the North Franklin District Business Association and the City of Sacramento Redevelopment Agency. Initially, work group members coalesced around the goal of developing a regional economic development strategy for south Sacramento. The group submitted grant applications to local funders to realize their goal, but they were unsuccessful in obtaining funds and went into hiatus. Economic Development Work Group members are now attending South Sacramento Working Group meetings.

The South Sacramento Working Group is convened by the Sacramento Area Council of Governments (SACOG) as part of a U.S. Department of Housing and Urban Development planning grant. Through the grant, SACOG was partnering with the Sacramento Housing and Redevelopment Agency on planning related to properties owned by the city in the Fruitridge and Stockton area. When Redevelopment agencies were dissolved in the State of California, SACOG sought another partner and project in the Fruitridge and Stockton area to meet the grant deliverables. Through TCE and HUB Staff, SACOG connected with California Capital, who agreed to be a project partner. While grant funds will be used to support a WALKSacramento project, SACOG will continue to facilitate the group when the grant expires. The group has expressed interest in reviving efforts to locate funds to support the creation of a community level economic development plan.

Food Access Work Group

The Food Access Work Group is convened and facilitated by BHC grantee Soil Born Farms. The work group meetings are attended by agencies and organizations addressing healthy food access issues within the target BHC community. In year one, the work group established guidelines and responsibilities. In

year two the primary focus of the group shifted to collaborative visioning and planning to develop a plan for moving forward. The Food Access work group met four times during year two of the BHC initiative.

In February of 2011, 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 serves as a food access plan for the group. The next steps for the Food Access Work Group includes working from the visioning document generated in year two, and extending a more collaborative approach to the collective work. Partners will identify 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 will be jointly planned, guided by group agreement, and delivered strategically. The work group will also work to develop collaborative skills and trust among partners.

Community Engagement Work Group

The Community Engagement Work Group met for the first time at the end of the second year, in August of 2012. The work group is convened by a consultant, Elaine Abelaye (former ED of ARI), and chaired by BHC grantee Legal Services of Northern California. Work Group members include BHC community organizing grantees that are engaging residents beyond the provision of services. The work group formed to address the need to engage residents at a deeper level, and to develop a stronger culture of organizing and advocacy in the BHC area. As the group evolves, the purpose and goals will be defined by the members, with the intent to include residents at some future point.

Communication Work Group

The Communications Work Group also formed in the fall of 2012 and as a result, only met once in the second year of the initiative. The work group is coordinated and chaired by HUB staff. The initial purpose of the work group is to: 1) maintain a central channel of communication between TCE, 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 work group is in the process of recruiting members and setting a regular meeting schedule.

The work groups for the South Sacramento BHC represent the work of BHC grantees all providing opportunities for networking, information sharing and joint planning. These groups have emerged as the working structure of the BHC, supported by HUB staff. In addition, all-grantee meetings are beginning to provide a venue for more comprehensive, systematic information sharing and networking among grantees.

3.4 Collaborative Efficacy: Tool Development and Pilot Testing

In January of 2011, The California Endowment convened the learning and evaluation specialists from the 14 different BHC communities in Los Angeles. Endowment staff unveiled a proposal to develop shared measurement tools (i.e., collaborative efficacy, policy change, resident power) for the 14 BHC sites in order to learn about the initiatives progress at the state level. Shared measurement provides a means to obtain baseline data, improve data quality, track progress towards attaining shared goals, and support coordination and collaborative learning, which ultimately allows for informed decision making. The intent of shared measurement is not to compare one site to another, but to establish baseline data about the BHC collaborative strengths and challenges. At the meeting, learning and evaluation volunteers and TCE staff formed a committee to develop the first shared measurement instrument, The Collaborative Efficacy Assessment.

The committee collected a series of collaborative assessment tools. Questions from various tools were compiled and then modified by the committee to address the core ingredients of collaboration that are critical to the BHC. The six core ingredients of collaborative efficacy measured by the tool include:

1. **Common goals, shared responsibility and mutual accountability** – Understanding the common goals of the collaborative, if there is a sense of responsibility to achieve these goals, and if the people and organizations working together hold themselves accountable to achieving these goals.
2. **Synergy and efficacy of collaborative process** – the extent to which partnership can do more than any of its individual participants, and how involvement in this group may lead to new working relationships.
3. **Leadership that promotes shared power** – How the administration and management of the collaborative functions in terms of decision-making, leadership development, inclusiveness and self-worth for its members.
4. **Collaborative function** – Assessment the processes that take place within your collaborative, including communication practices, overall management of activities and collaborative work.
5. **A knowledgeable, organized and engaged BHC Collaborative** – Ensuring that community members have an equal voice and skill building opportunities are taking place within your collaborative structure and activities.
6. **Group skills among collaborative members** – The ability of BHC collaborative members to engaged effectively in shared analysis, conflict resolution and decision-making and to see how the skills of collaborative members change over time.

Once the collaborative efficacy tool was developed, South Sacramento volunteered to pilot the draft instrument. The decision was made to administer the tool with the four established work groups (i.e., Health Access, Healthy Land Use, Youth Development and Healthy Food Access) and Valley Vision was contracted to do the collaborative efficacy assessment. To pilot the tool, Valley Vision developed an interactive workshop titled the “Collab Lab”.

The Collab Lab includes a presentation on collaborations, collaborative efficacy and the collaboration development continuum. The concept of “wicked mess” is introduced in the context of, the more wicked the problem, the higher the degree of interdependence that will be required of the collaborative. Attendees engaged in discussions around their experiences with collaborations, the goals of the work group and the outcomes they hoped to accomplish. Prior to attending the Collab Lab workshop, attendees completed an on-line collaborative assessment from the work group perspective. The Collab Lab workshop concluded with a brief review of the assessment results and next steps to guide the work group forward. To date, the Health Access and Healthy Land Use work groups have participated in the Collab Lab and both groups are in the process of redefining themselves, their purpose and vision for the future.

The Health Access Work Group was debating the purpose and the function of the group prior to participating in the interactive workshop. After participating in the Collab Lab the group was invigorated to find direction, and participated in a meeting facilitated by Valley Vision to define shared goals, outcomes and indicators of success. The work group discerned that they needed additional resources to

complete all of the goals outlined, and they submitted a formal request to TCE for staff support. The group is currently in hiatus while TCE responds to their request.

In November of 2012, the Healthy Land Use Work Group completed the collaborative assessment workshop. Through the process, members discovered that they were divided as to the purpose and function of the group; half of the members believed they were meeting to discuss project based work, while the others believed they were functioning as a BHC work group. The misunderstood purpose was not apparent to work group members prior to completing the assessment. Beginning in year three, the work group members will split into two groups based on purpose; the Healthy Land Use Engagement Project and the Healthy Land Use Work Group. Beginning in year three, both groups will work to refine their purpose, recruit additional members, and set a regular meeting schedule.

While the potential impact of the Collab Lab on the organization structure of the South Sacramento BHC is still unknown, the process has provided clarity around the importance of shared goals and purpose to the members of two work groups. The Collab Lab also provided a means for work group members to understand the amount of energy and resources needed to support the different types of collaborations. The work groups are in a position to chart a new path that completely departs from one they have been on, decide to stay the course, or disband. Since implementation the work groups have been left to their own devices, and the Collab Lab is helping them find their way. With the remaining work groups and Steering Committee slated to complete the Collab Lab in year three, it could be an interesting year with regard to the structure and function of the BHC.

Finally, year two has presented two opportunities for all BHC grantees to connect at semi-annual meetings. The purpose of these meetings is to highlight the individual and collective strategies that represent the BHC work in South Sacramento. Grantees introduce their respective projects, exchange ideas for accessing human resources and strategic partners, and begin to realize where there are opportunities for resource sharing. The retreats will continue to bring grantees together, to build a shared identity and recognize the scope and breadth of all BHC work in South Sacramento.

SECTION 4: RESIDENT AND YOUTH ENGAGEMENT

The Building Healthy Communities (BHC) initiative is a prevention-driven, place based initiative with the goal of creating healthy communities through investments in health care, schools and neighborhoods. Through shifting the health narrative of youth and adults living in the BHC area, The California Endowment (TCE) is “aiming at nothing less than a revolution in the way all of us think about and support health for all Californians.”¹ In order to spark a “healthy communities” revolution, youth and adult residents must be active participants in community change activities. Intrinsic to the BHC initiative is the provision of resources in order for residents to gain the knowledge, skills and assets necessary to be active change agents. Thus, among the most valuable lessons to be learned from the BHC are those that relate to the engagement of youth and residents. Ultimately, changing the narrative will be assessed by who is driving the change.



While building the individual and collective capacities of residents is an important component of a social change initiative, it isn't the only component necessary to bring about systems change; residents must be encouraged to utilize those capacities. The initiative must provide a variety of resident activities, ensuring that residents are provided opportunities to gain leadership skills and actively organize and advocate for systems change. While BHC grantees play an instrumental role in resident skill building, ultimately community residents must be equipped to organize and advocate without grantee assistance.

In January of 2012 LPC Consulting Associates unveiled a series of evaluation logs for documenting and describing the South Sacramento BHC grantee facilitated activities, and the ways in which youth and residents are involved in those activities. Ensuring that residents are engaged in empowering activities that contribute to the “healthy communities” revolution can only be achieved through understanding resident participation in various manifestations. The data collected via the logs can be used by those involved in the BHC initiative to comprehend resident involvement, and to assist in shaping the initiative in ways that achieve the South Sacramento BHC vision and the priority outcomes identified during the planning phase.

Data collected via the evaluation logs will help address questions such as:

1. How are youth and residents engaged in the initiative?
2. Are youth and residents engaged in an appropriate range of activities?
3. Do youth and resident activities align with their vision and work toward accomplishing identified outcomes?
4. Do residents and youth have opportunities to gain leadership skills that can be applied to community organizing and advocating for systems change?
5. Are community change efforts being defined and led by community residents?

By asking inquisitive questions and using the evaluation log data to inform the answers, BHC partners can distinguish if resident engagement is advancing the goals of the initiative. In addition to providing an understanding of the ways in which youth and residents are involved, the log data is also used to track process and short-term outcome measures used to evaluate the initiatives progress.

Process measures include not only the number of youth and residents involved in the initiative and the ways in which they are participating, but also media coverage (see section two of this report) and resources generated as a byproduct of the initiative. Short-term outcome measures are characterized as the community changes affiliated with the South Sacramento BHC. Both process and short-term outcome measures can reveal the effects the initiative is having on the community.

With youth and resident data, process and short-term outcomes data can assist with initiative planning, but the measures can also be used as benchmarks of initiative’s success. For example, community change activities are early evidence that the initiative is moving closer to achieving the goals; a large or increasing number of community actions indicate that the project is attempting to create a large number of changes. While long-term outcomes (i.e., achieving priority outcomes) are an important evaluation measure, process and short-term outcomes are an important part of the evaluation because they illustrate whether or not the initiative is working long before long-term outcomes are achieved.

In summary, we collect evaluation log data to:

1. Stimulate discussions amongst those involved in the BHC initiative about the level at which youth and adult residents are included in activities that will ultimately result in attaining the priority outcomes;
2. Track and promote awareness of major events and accomplishments; and
3. Understand the initiative.

By presenting this data, we hope to inspire critical reflection and provide a tool for gauging the active participation of youth and adult residents in shaping and changing their environment.



Evaluation Log Description

The evaluation team developed five different logs to collect data from South Sacramento BHC grantees. The logs were adapted from an evaluation process described in the Centers for Disease Control and Prevention manual *Evaluating Community Efforts to Prevent Cardiovascular Disease*. We collect logs from grantees generally the first Friday of every month and then review the data provided. If necessary, we follow up with grantees to clarify or correct miscoded log entries. We then enter the log data into a database for aggregate analysis and reporting. The logs used to obtain data from South Sacramento BHC grantees include the following:

- *Event Log*: To record activities that have the goal of making systems or community change.
- *Ongoing Services Log*: To gather information about educational, service or training programs being provided by the project partners.

- *Media Coverage Log*: To record information about the media coverage received by a grantee or activity related to BHC funded activities and events.
- *Resources Generated Log*: To report funding and other resources that grantees are acquiring in connection with BHC work.
- *Production and Distribution of Information/Educational Materials Log*: To collect data on the educational and informational materials being generated by grantees.

The Event and Ongoing Services Logs are used to obtain data pertaining to youth and resident engagement. Both logs include a column for grantees to code each type of activity, and to provide the number of residents in attendance. The codes provide a means for understanding how youth and residents are engaged; the codes are as follows:

- *Community Change (CC)*: New or modified programs, policies, or practices in the community facilitated by the initiative that related to the BHC outcomes.
- *Community Action (CA)*: Action taken in the community to mobilize the community, bring about change in the community or bring about a new or modified program, policy, or practice related to the BHC outcomes.
- *Services Provided (SP)*: Events that are designed to provide information or instruction or to develop skills of community residents.
- *Planning Products (PP)*: The results or products of planning activities within the group.
- *Other(X)*: Items for which no code or definition has been created.

Coding activities is useful for understanding both the evolution of the initiative and the types of activities in which youth and residents are engaged. For example, one would anticipate residents being engaged in service provision activities throughout the lifespan of the initiative. However, as the initiative evolves, one would expect: 1) a larger number of residents involved in the initiative, and 2) increased resident participation in organizing and advocacy related activities (i.e., community action and community change events).

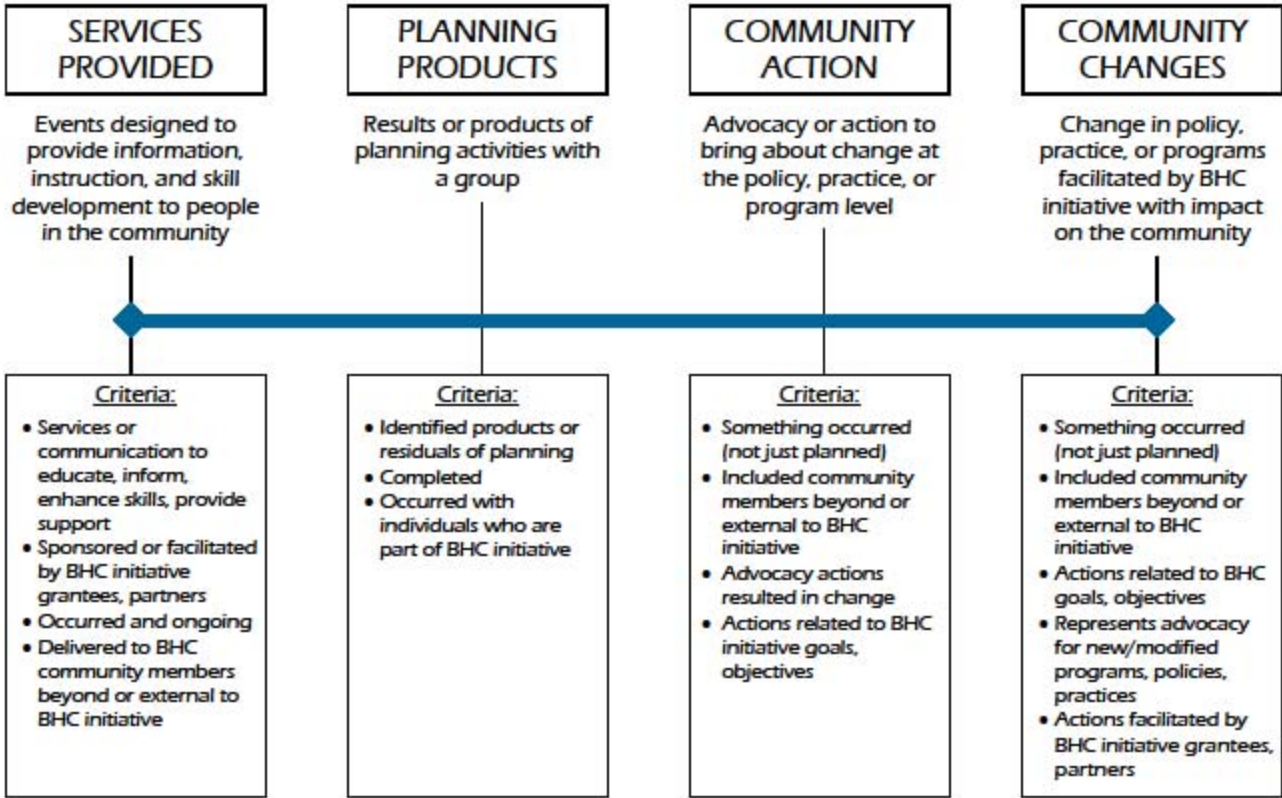
As stated above, service provision activities are designed to provide information or instruction to develop the skills of residents, whereas community actions are activities that serve to mobilize community members or to bring about community change. While building the individual (e.g., confidence, leadership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

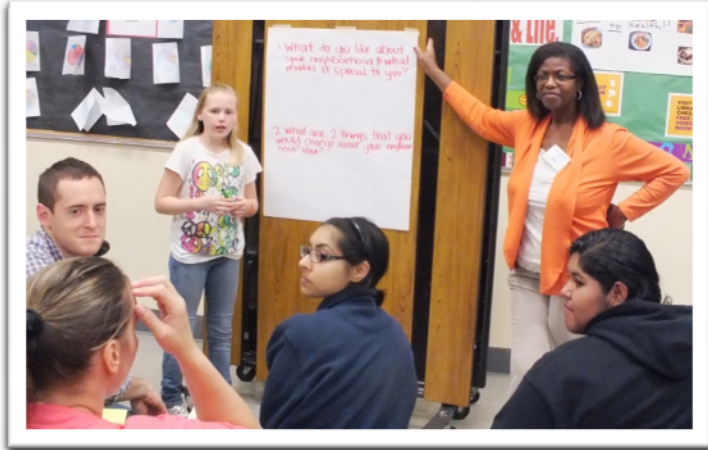
The continuum on the following page outlines the path that residents might take from being initially engaged in service provision activities through the involvement in community change activities. The continuum includes a description of the four types of activities, with the criteria that must be present to qualify for that category.



CONTINUUM OF RESIDENT & YOUTH ENGAGEMENT

BHC Initiative, South Sacramento





The data presented herein, pertains only to South Sacramento BHC grantee affiliated events and activities. Although most of the grantees submit evaluation logs on a monthly basis, a few grantees choose not to participate. Hence, the numbers reported likely under represent resident and youth engagement to an undetermined extent. In addition, we introduced the evaluation log system in January of 2012 during the second year of the initiative. As a result, community changes associated with the South Sacramento BHC initiative that occurred

in the first year are not included in this summary.² Data collection began as individual grantees began to use the logs and to find value in recording this information. Approximately by March of 2012, grantees were reporting monthly. The data provides a snapshot of the types of grantee facilitated activities occurring as part of the BHC initiative and the ways in which residents are being engaged. While not precise, the data helps address questions related to the initiative with the intent of actively shaping efforts to achieve the South Sacramento BHC vision and the ten outcomes identified by TCE.

The following section provides a brief overview of the evaluation log data that pertains to community change, community action, planning products and services provided activities.

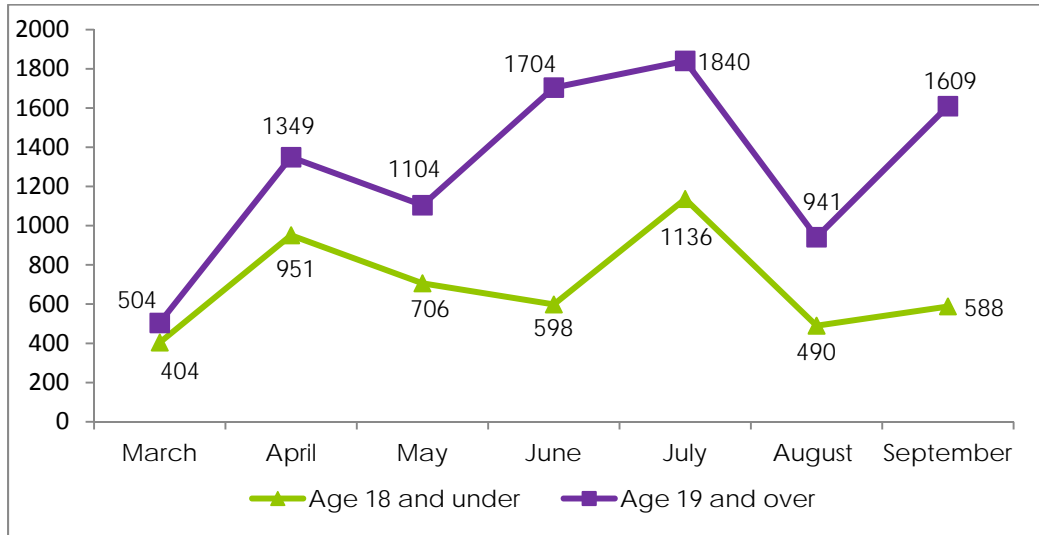
Services Provided

Activities categorized as services provided are events that are designed to provide information or instruction, or to develop the skills of community residents. Service provision activities typically include workshops, health insurance screenings, presentations, service referrals and classes. During the March through September time period, a total of 527 service provision activities were conducted. Figure 3 below illustrates the number of youth and adult residents involved in service provision activities.

Overall there has been a gradual increase in the number of adults engaged through the services provided by BHC grantees. The spike in youth engagement in April was the result of events aimed toward educating youth about summer programming options. Youth participation in BHC grantee services in July was the result of summer programming such as the Sacramento Youth Leadership Program at Sacramento State.



Figure 3 - Number of Youth and Adult Residents Engaged in Service Provision Activities



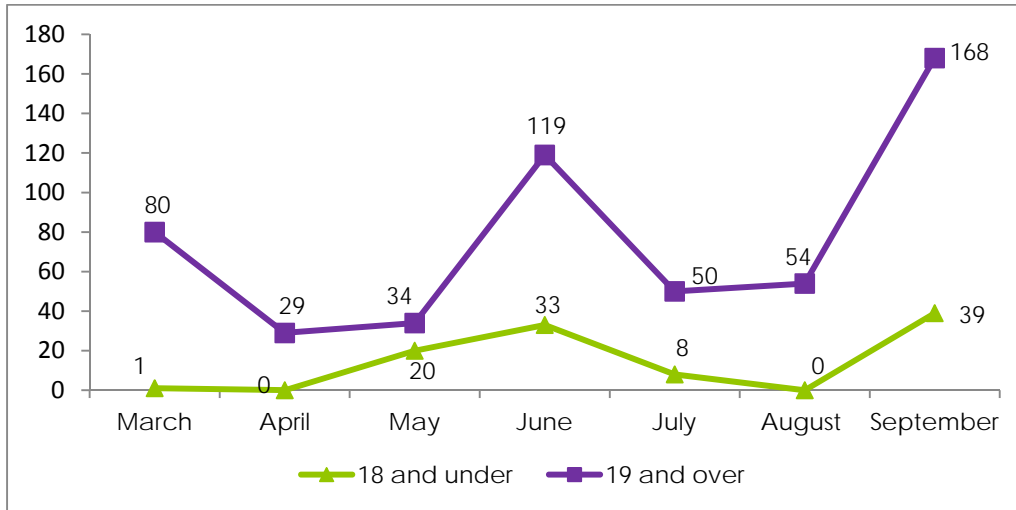
Examples of services provided as part of the BHC initiative are as follows:

- Cover the Kids provided health insurance application assistance
- Legal Services of Northern California provided legal services to domestic violence sufferers
- Fresh Producers taught youth how to cook nutritious meals
- La Familia in partnership with Access Sacramento provided youth media training
- South Sacramento BHC hosted HUB Gatherings at Earl Warren Elementary School and Colonial Park
- Sacramento Housing Alliance conducted the Boards and Commissions Leadership Institute program for nine residents.
- Ubuntu Green educated youth G-Squad members about composting and organic gardening
- The Sacramento City Unified School District Connect Center provided parent and student referrals, including but not limited to: employment and financial assistance, health insurance enrollment, transportation assistance, parenting classes, after school programming, and tutoring.
- Neighborworks coordinated the Oak Park Farmers Market
- Valley Vision convened the Food Systems Collaborative
- Capital Community Health Network trained community members to act as Community Health Navigators to promote health awareness and prevention among the residents of their community. They assisted residents with accessing health services and connecting with a health home.
- Community Link increased the data available on the HealthyCity website.
- Freedom Farms educated youth on environmental justice issues and nutrition.

Planning Products

Planning Products are the result or products of planning activities within a group and generally serve to guide the initiative. Planning products can include hiring of staff, establishing a committee or task force or adopting a strategic plan. For the March through September of 2012 time frame, there were 91 different instances of adult and youth residents being involved in planning pursuits. Figure 4 below demonstrates the number of adult and youth residents involved in planning activities.

Figure 4 - Number of Youth and Adult Residents Engaged in Planning Product activities



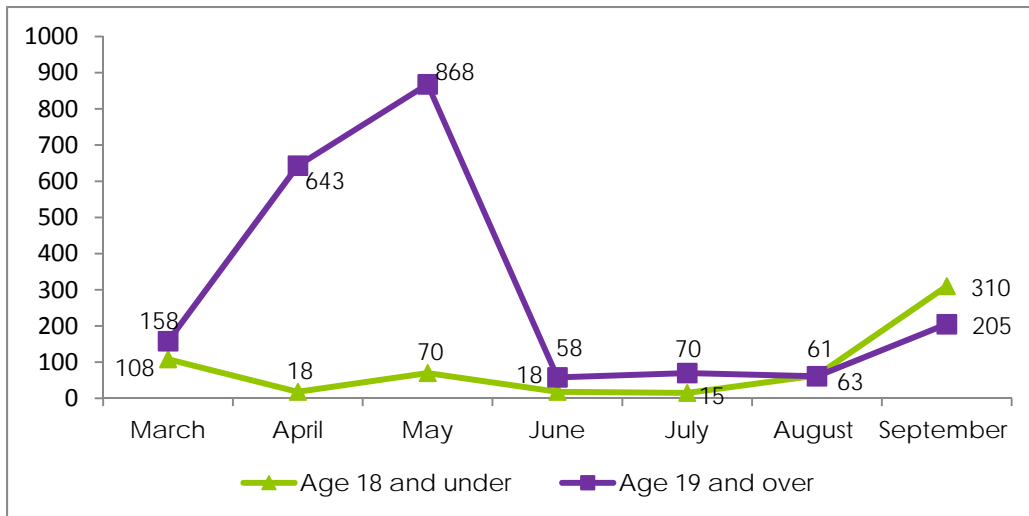
As shown in the graph, an increased number of youth and adults were involved in planning activities in May, June and September. The upsurge in youth and adult activity is related to campaign planning led by Pesticide Watch, and Boys and Men of Color (BMoC) proceedings facilitated by the Black Parallel School Board and the African Research Institute and planning related to gathering pedestrian and bicycle counts in the vicinity of the Stockton Boulevard and Fruitridge intersection for a WALKSacramento project. Examples of South Sacramento BHC planning products include:

- Valley Vision facilitated Food Systems Collaborative Steering Committee Meetings where a Food Systems Collaborative member survey and administration plans were finalized.
- Legal Services of Northern California met with University of California Davis students to plan a medical-legal partnership for low-income Sacramento residents.
- Sacramento ACT convened meetings with clergy members to plan for increased church participation in Ceasefire efforts.
- 916 Ink worked with volunteers to develop literacy measures for the Colonial Heights program.
- Mental Health America of Northern California convened a meeting of the LGBTQ collaborative where a committee formed to increase youth participation in the collaborative.

Community Action

Community Action is defined as: actions to bring about new or modified program, policy, or practice related to the 10 BHC outcomes. Folks involved in these types of activities are acting directly to bring about changes in the community. From March through September grantees logged 58 different community action events and activities. Figure 5 illustrates the number of residents ages 18 and under and 19 and over that participated in community action.

Figure 5 - Number of Youth and Residents Engaged in Community Action



In the months of April and May, there was a noticeable increase in the number of adults engaged in community action oriented activities. The upturn is correlated with Sacramento ACT engaging clergy in community advocacy related to the expansion of the Ceasefire program. Additional examples of community actions residents and BHC grantee were involved in include:

- WALKSacramento and residents met with Councilmember McCarty and Department of Transportation representatives to advocate for pedestrian and bicycle safety enhancements in Fruitridge and Stockton Boulevard area, following the tragic loss of high school student Michelle Murigi in a pedestrian-auto fatality.
- The Black Parallel School Board and African Research Institute worked with youth and adult residents to advocate for school policy reform both locally and statewide via such actions as submitting petitions to state leaders, testifying at Senate hearings and developing ethnic hubs to build capacity.
- ACCE providing one-on-one leadership development training with residents advocating for the preservation of critical health and social services both locally and statewide.
- Ubuntu Green and WALKSacramento led a walk audit with residents in The Avenues neighborhood. The residents identified issues to be mitigated and then prioritized those issues for inclusion in an action plan.
- WayUp, Ubuntu Green and Soil Born Farms helped residents build raised beds in backyards and community garden spaces.

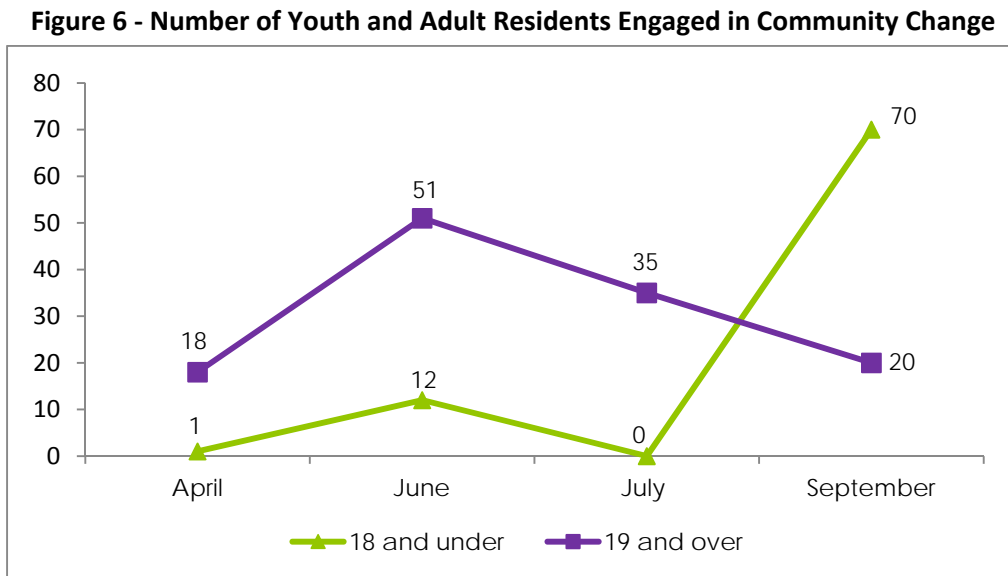
- Sol Collective – Freedom Bound Center assisted with the planting of 28 fruit trees at the Language Academy of Sacramento.
- Western Service Workers Association held advocacy sessions to prevent utility shut-offs, evictions and to organize medical and legal resources for members.
- People Reaching Out worked with youth to identify, examine and document conditions in their neighborhoods.
- Pesticide Watch provided organizing training to 20 students at Hiram Johnson High School working on the establishing a community garden on campus.

Community Changes

Community changes are new or modified programs, policies, or practices facilitated by the initiative and related to the goals of BHC. Community change activities are early evidence that the BHC initiative is moving closer to achieving the identified goals. In total, four resident-driven community changes affiliated with the BHC initiative occurred between April and September of 2012; the four community changes are as follows:

- The Planning Commission denied a conditional use permit necessary for the development of a double drive-thru McDonald’s on 2nd Avenue and Stockton Boulevard;
- The City Council upheld the Planning Commission decision to deny a conditional use permit for the development of a double drive-thru McDonald’s on 2nd Avenue and Stockton Boulevard;
- California Public Utilities Commission rejected a proposal to store eight billion cubic feet of natural gas three-quarters of a mile beneath 700 homes in the Avondale/Glen Elder neighborhood; and
- Regional Transit Route 51 service span and frequency increased.

Figure 6 below illustrates the number of residents engaged by month.



Adult participation in community change activities peaked in June. The increased activity is the result of advocacy efforts to block the development of a double drive-thru McDonalds in the Oak Park neighborhood. September saw the greatest number of youth engaged in community change activities. In September the frequency of Sacramento Regional Transit (RT) route 51 was increased in part due to the advocacy of youth engaged in BHC funded projects.

The above listed changes are affiliated with the BHC initiative because BHC grantees assisted residents with attaining the changes they desired. Following are brief case studies that describe two BHC grantee and community resident partnerships affiliated with community change.

Sacramento ACT: Regional Transit Route Changes

In 2011 the Sacramento High Youth Action Group (SHYAG) convened by Sacramento ACT, and the District 5 Youth Leadership Council (D5YLC) convened by District 5 staff, teamed up to advocate for public transit changes aimed at youth needs. Both groups have approximately eight core students trained in all aspects of the organizing model: listen, research, and action. In the course of advocating for public transit improvements, students learned valuable organizing skills and sharpened those skills through practical application.

The transit advocacy campaign originated when D5YLC convened a forum at American Legion High School to identify issues impacting youth and transit emerged as an issue. Coincidentally Sacramento Regional Transit (RT) was in the process of updating the *Transit Renewal 2012-2017* plan, and D5YLC asked SHYAG to collaborate and advocate for the inclusion of transit changes in the plan that would benefit youth.

Both groups administered 400 surveys to high school students from McClatchy, American Legion, Hiram Johnson, and with Sacramento High School and Sacramento City College students to identify transit issues. In addition, D5YLC youth conducted an inventory of 40 bus stops, making note of the amenities or lack thereof. Key transit concerns identified through data analysis included: 1) frequency/timeliness of bus service; 2) safety and cleanliness of buses; 3) bus stop amenities, like benches and overhead covers; and 4) youth input into future planning. Students then scheduled meetings with stakeholders.

Students met with Councilmembers Ashby, Councilmembers Cohn, the Regional Transit (RT) General Manager/CEO and Chief Operating Officer, and Sacramento City Unified District (SCUSD) Superintendent to discuss the issue and advocate for increased frequency for routes 51, 56 and 58 and the reinstatement of route 83. At a collaboration organized community forum on March 15th, 2012 the students again advocated for public transit changes and got commitments from:

- SCUSD Superintendent to create a youth council to work on a regular basis with RT;
- RT CEO to work with a youth committee on future transit changes; and
- Councilmember Schenirer to support the student's proposal at the RT Board hearing.

At the RT Board hearing on March 26, 2012 youth advocated for transit changes, which facilitated the inclusion of route 51 frequency and service extensions in the *Regional Transit Renewal 2012-2017*. Both D5YLC and SHYAG continue to collaborate on public transit issues by meeting with RT to discern if they are working with youth regularly, and to advocate for requested changes not included in the plan.

Pesticide Watch: Land Use and Fast Food Outlet

Pesticide Watch Education Fund (PWEF) worked with approximately ten Oak Park residents concerned about the proposed development of a double drive-thru McDonalds at 2nd Avenue and Stockton Boulevard, to establish Healthy Development for Oak Park (HDOP). PWEF taught HDOP grassroots organizing techniques and provided advocacy, leadership and media messaging training in order to establish an effective campaign to stop the McDonalds development. As part of the campaign, HDOP held a community visioning session, collected over 2,000 petition signatures, met with local decision makers (i.e. City Council members and Planning Commissioners) to advocate for denial of the conditional use permit, developed an educational video and social media campaign, phone banked and distributed over 350 flyers encouraging residents to attend the Planning Commission and City Council hearings, and alerted press to upcoming Commission and Council hearings. In addition to assisting residents step-by-step with the above mentioned tasks, PWEF reached out to other BHC grantees to garner support for the resident driven campaign. Ultimately, the HDOP campaign was successful, as both the Planning Commission and City Council denied the request for a conditional use permit to establish a double drive thru McDonalds on 2nd Avenue and Stockton.

Summary

The data presented above is a measure for gauging an essential element of the initiative. Through the analysis of data and critical dialogue, BHC partners can discern if changes need to be made to way in which youth and residents are involved in the South Sacramento BHC. In addition, the data can be used to answer evaluation questions that should be asked periodically by project partners.

1. *How are youth and residents engaged in the initiative?*

Youth and adult residents have been engaged in a variety of BHC grantee supported activities. Two years into the initiative, residents are involved in community change, community action and planning endeavors. When looking at the four types of activities tracked with the evaluation logs, it is evident that the majority of residents are involved with BHC through the provision of services. Figures 7 and 8 contrast the number of youth and adults engaged in four types of activities (e.g., community change, community action, planning products, services provided). The graphs provide an easily understood visual representation of the data and provide a means for understanding the collective capacity of youth and resident engagement in the BHC.



Figure 7 - Youth age 18 and under BHC involvement

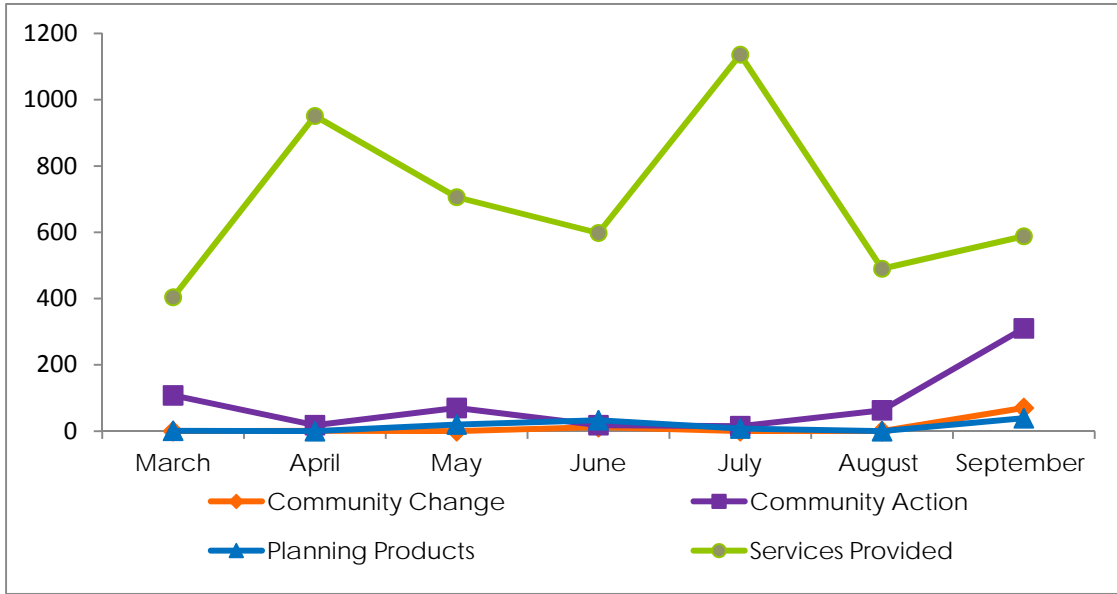
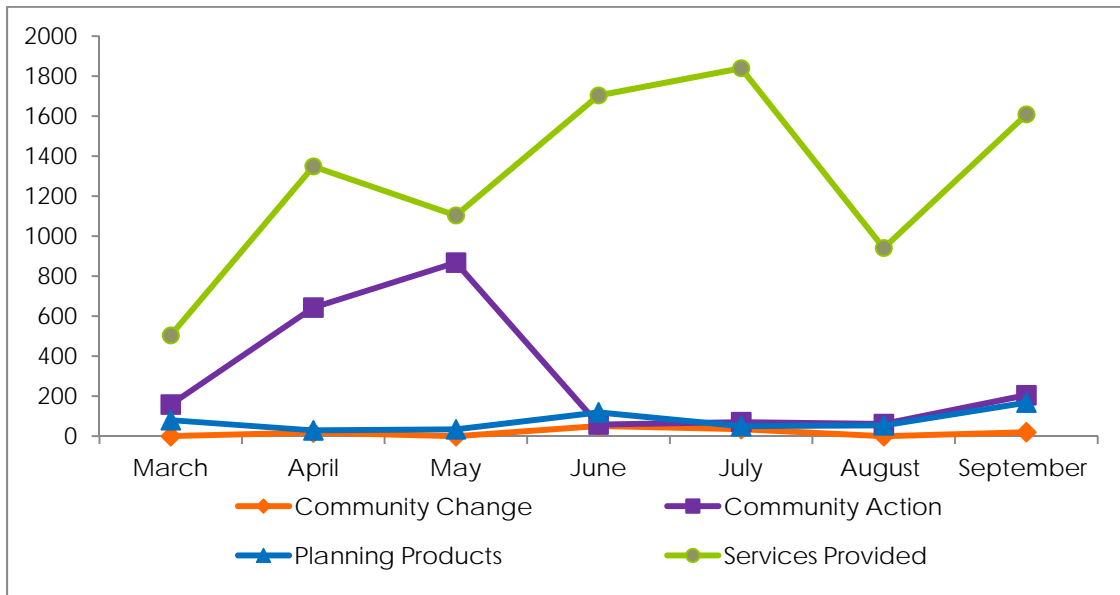


Figure 8 - Adults age 19 and over BHC involvement



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

Two years into the initiative, youth and residents are engaged in a range of activities, although predominately engaged through service provision. As the initiative progresses, BHC partners should be mindful of facilitating additional community action opportunities for residents. While the provision of services will always be an essential element of the initiative, action and change oriented activities provide a mechanism for the application of skills acquired through BHC funded activities. Community

action and community change events and activities are indicative of the narrative shift necessary for a social movement or healthy community revolution.



3. *Do youth and resident activities align with their vision and work towards accomplishing identified outcomes?*

Resident input was sought in the planning phase of the South Sacramento BHC. That input was used to develop a logic model and identify priority outcomes. The funding of BHC grantee activities is in part aligned with the change strategies and resource needs identified in the logic model. In addition to supporting more community action activities, BHC partners need to make concerted efforts to reach out to residents periodically to validate the South Sacramento BHC vision. Subject to input received,

activities should be reviewed and if necessary, refined to align with the vision.

4. *Do residents and youth have opportunities to gain leadership skills that can be applied to community organizing and advocating for systems change?*

Residents and youth are receiving increasing opportunities to gain leadership skills that are applied to community organizing and advocacy. Those opportunities include:

- Sacramento Housing Alliance provided nine residents with leadership and board and commission training through the Board and Commissions Leadership Institute.
- Sacramento Act educated eight youth on the organizing model and finding opportunities for youth to apply the skills they are learning.
- Pesticide Watch worked with a group of 20 youth, teaching them the basics of organizing and guiding them through the practical application of those skills in advocacy efforts aimed at the development of a community garden on Hiram Johnson's campus.
- Through the Youth Block Report, People Reaching Out provided youth with advocacy skill training. Youth will be using those skills to advocate for change in areas identified during the previous project.
- Black Parallel School Board and the African Research Institute worked with youth to advocate for changes to the school disciplinary policy.

The BHC also includes opportunities for the acquisition of skills, with practical application of those skills to organizing and advocacy activities to follow at a later date. Those opportunities include:

- ACCE provided one-on-one leadership development to community residents who will advocate for health reform.
- La Familia offered leadership and job training skills to youth.
- WayUp sponsored 380 youth to attend a Youth Leadership Program in the summer of 2012. From that initial group, 80 have been selected to attend a leadership camp in November of 2012 that will focus on leadership skill development and the identification of a change to make happen on their school campus.
- Freedom Farms provided environmental justice education to youth that will culminate in an action event in November 2012.

These individual opportunities are serving to enhance the skills of area residents. Still there should be additional opportunities for residents to access those services, which may be facilitated by the increased organizational capacity of BHC grantees.

5. Are community change efforts being defined and led by community residents?

BHC grantees led the four community changes reported for the March through September 2012

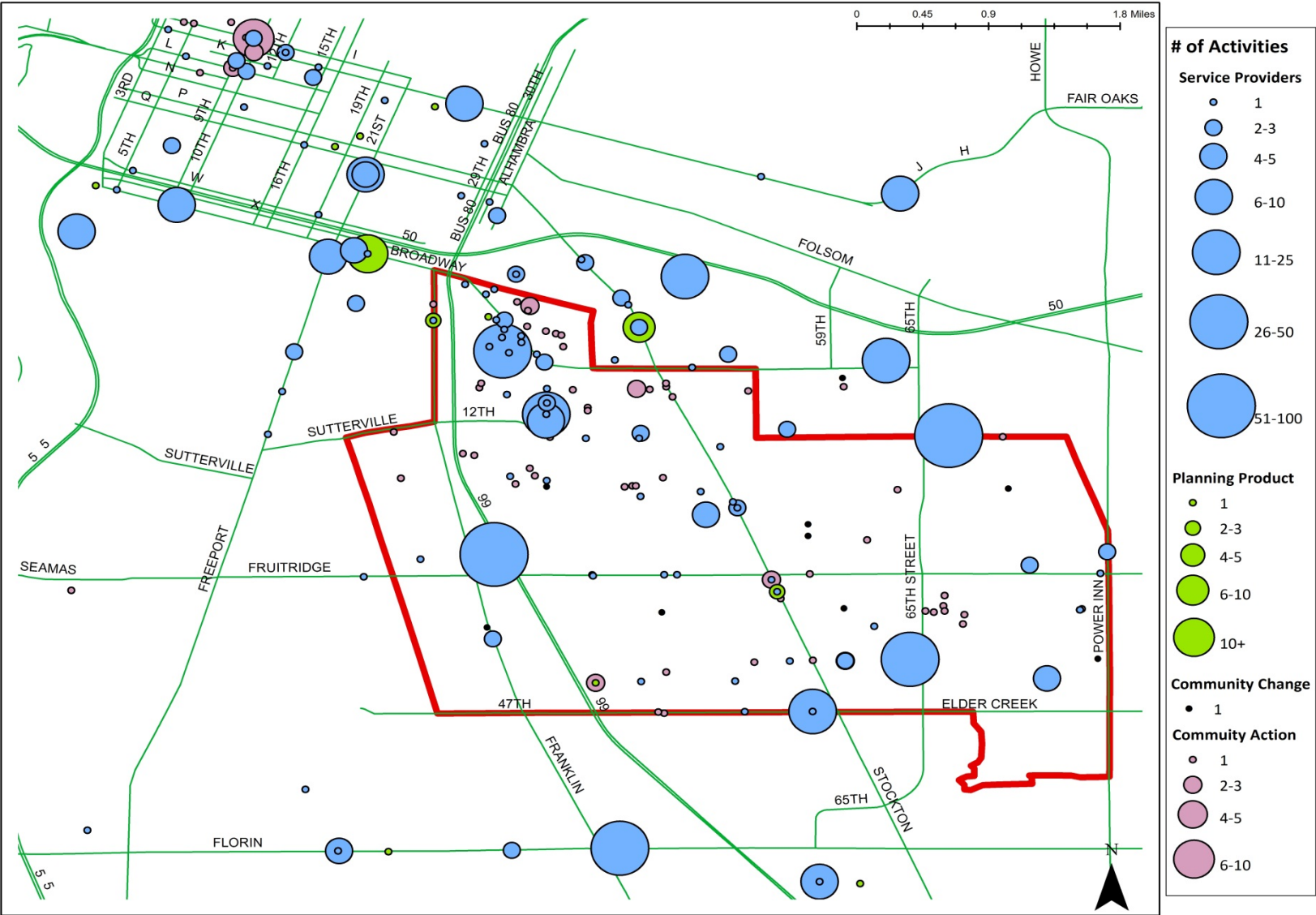


timeframe. The McDonald's, youth transit advocacy and natural gas campaigns resulted from community members identifying facets of their community they wanted to change and/or keep intact. All of the campaigns were initiated prior to BHC grantees involvement. However, with highly visible participation for BHC grantees both direct and indirect resources leveraged through TCE were a factor in the success of each campaign.

The map on the next page illustrates where grantee activities took place in relation to the BHC boundary. The map includes activities coded as services provided, planning products, community change and community

action on the monthly evaluation logs submitted by grantees.

Figure 9 - Location of South Sacramento BHC grantee events, programs and services



Data pertaining to youth and resident involvement in the BHC is collected to provide an understanding of a critical component of the initiative. In order for the prevention-driven place-based initiative to evolve into a healthy city revolution, change must be resident driven. Residents must have both the individual and collective capacities to be change agents, and access to decision making bodies in order to effectively shape their environment. A component of the initiative is the provision of resources to different non-profits and community organizations to provide resident leadership and skill building activities. However, those organizations must also be mindful of creating and finding opportunities for residents to identify targets of change for the application of acquired skill sets and to promote civic engagement. While it is important to build organizational capacity, it is absolutely essential to also build resident power.

SECTION 5: ACCESS TO HEALTHY FOOD

Access to healthy food is a core element of any healthy community. Many low income neighborhoods are at a distinct disadvantage with regard to healthy nutrition due to the travel distances to major grocery stores, higher costs associated with fresh produce, and proximity to fast food outlets with highly competitive pricing for a full meal or a family pack. The South Sacramento BHC identified access to healthy food as a priority outcome in 2009 as shown in the logic model submitted with the BHC 10-year plan. The California Endowment funded numerous grants to address ways to improve access to healthy food beginning in 2010. Table 9 presents an overview of these grant initiatives,³ illustrating the grant objectives and targets for change aligned with BHC priority outcomes 4 and 8:

Table 9 - Overview of TCE Grants for Improving Access to Healthy Food

<i>Priority Outcome #4: Residents live in communities with health-promoting land-use, transportation, and community development</i>			
<i>Priority Outcome #8: Community health improvements are linked to economic development</i>			
Grantee	Grant objective(s)	Start date	Targeted Changes
California Capitol Financial Development Corporation and Ubuntu Green	To strengthen capacity of residents and youth to advocate for health promoting land use, transportation, and community development policies	10/15/10	Develop a common economic development strategy for the S. Sacramento area
Valley Vision	To strengthen the capacity of the Sacramento Region Food Systems Collaborative to affect policy and systems change	10/15/10	
Pesticide Watch Education Fund	To remove policy and systemic barriers to accessing healthy food, by providing education and community organizing support to residents	12/15/10	
NeighborWorks	To strengthen and expand the Oak Park Farmers' Market and Oak Park Crop Swap	01/01/11	Local growers have access to local distribution center
Soil Born Farms (with CDC Alchemist, Sacramento Food Bank, and Ubuntu	To increase the capacity of local growers to supply fresh produce to BHC residents	10/01/10	

<i>Priority Outcome #4: Residents live in communities with health-promoting land-use, transportation, and community development</i>			
<i>Priority Outcome #8: Community health improvements are linked to economic development</i>			
Grantee	Grant objective(s)	Start date	Targeted Changes
Green)			
Fresh Producers	To engage youth in healthy food access, nutrition education, and advocacy	10/15/10	Residents, growers & food distributors collaborate to develop a lasting food system
Walk Sacramento	To improve pedestrian and bicycle safety and build capacity to advocate for transportation improvements	05/15/12	Increase the availability of usable green space for recreation, education, and food access
	<i>No grantees addressing the built environment as yet</i>		Increase sustainable green, healthy, equitable building and infrastructure standards and development
Soil Born Farms	To change policy for school meals to expand access to fresh produce via Food Task Force	05/15/12	Increase organizational capacity to develop an edible city (especially in schools)
Sacramento City Unified School District			
Western Service Workers Association	To provide supplemental food distribution relief, featuring fresh produce to low income families	04/15/12	

The collective impact of these strategies is already beginning to change the landscape for South Sacramento, as described in the comprehensive evaluation report for Soil Born Farms’ Healthy Food Access grant with multiple partners.⁴ Though the summary of these initiatives presented herein is far from comprehensive, it begins to illustrate how changes in access to healthy food are already starting to manifest visible shifts in neighborhoods and schools. The focus of the following summary is on five of the more prominent examples of systems change with regard to improving access to healthy food: (1) California Capital Development Fund and Ubuntu Green’s Healthy Land Use Project; (2) Valley Vision’s Regional Food Systems Collaborative; (3) NeighborWorks and the expansion of the Oak Park Farmers’ Market; (4) Soil Born Farms and Healthy Food Access initiative; and (5) SCUSD’s Healthy Food Task Force and the introduction of salad bars in all District school cafeterias.

During year two of the Building Healthy Communities initiative, the Healthy Food for All grantees convened to engage in a visioning exercise and to rearticulate collective goals and objectives for the next funding cycle. The figure on the following page represents the vision that emerged from a facilitated workshop. The vision illustrates many of the individual activities and projects funded under this banner, and provides a cohesive look at the sum of the parts that make up the Healthy Food for All work group. This work group has evolved from the more modest partnership of Soil Born Farms and its

subcontractors, to include all of the grantees listed above. They continue to meet quarterly to remain in communication and to share information about their individual and collective efforts.

The remaining subsections of this section provide additional information about accomplishments among the more visible systems changes occurring under this initiative.

Figure 10 – Healthy Food For All Graphic Vision



5.1 Healthy Land Use Engagement Project: Planning and Assessment (California Capital, Ubuntu Green, and WALKSacramento)

The Healthy Land Use Engagement Project was a collaboration between California Capital Development Corporation, Ubuntu Green, and WALKSacramento. The project aimed to bring together a variety of stakeholders and organizations with interest in healthy land use issues at regular intervals. These organizations and interest groups met monthly over the course of the last two years to review their individual and collective efforts, and to identify space in the community for potential repurposing (e.g., community gardens, recreational space). In addition, the strategy included a series of planning and organizing meetings in eight (8) defined neighborhoods within the BHC, to engage residents in the identification of and planning to address specific issues of importance to them. This strategy included “engagement and visioning” sessions, advocacy training, and development of neighborhood action plans. At the conclusion of two years the Healthy Land Use Project hoped to engage at least 100 residents and CBO leaders in the neighborhood level planning process, and to have identified priorities for change in the following neighborhoods:

- North Oak Park
- Central Oak Park
- South Oak Park
- Tahoe Park
- Fruitridge Manor
- Avondale-Glenn Elder
- The Avenues
- North and South Farms

This Project also used mapping for different features of the BHC target area, by neighborhood, which was the focal point for monthly meetings among a variety of organizations and stakeholders. Ultimately the Project was designed to integrate a grassroots approach to engaging residents and youth in identifying issues and bringing issues to policy and decision making bodies, like SACOG, Sacramento City Council and Sacramento County Board of Supervisors, Sacramento Housing and Redevelopment Agency, Sacramento Metropolitan Air Quality District, Regional Transit, and other public agencies.

The Healthy Land Use Project was part of an evaluation study for almost two years, beginning a few months after it was funded by TCE. The full evaluation report presents a more comprehensive description of this Project, its accomplishments, barriers and challenges, and the lessons learned to date.

5.2 Sacramento Regional Food Systems Collaborative (Valley Vision)

In the fall of 2010 the Regional Food Systems Collaborative (FSC) received a grant from The California Endowment’s Building Healthy Communities initiative to create a forum for sharing information and to advocate for change as it relates to health disparities and access to healthy food. Valley Vision staffs the FSC, coordinates the agenda and presentations for quarterly meetings, and produces a quarterly online newsletter to communicate with the FSC membership of approximately 70 organizations. The quarterly meetings bring together a diverse group of advocates and experts to discuss current issues and to showcase projects and activities that align with the mission of the FSC. The meetings routinely provide a forum for review of changes in policy and legislation that impacts food systems, announcements of

events and opportunities to support specific activities, and networking among a wide range of individuals and organizations interested in the regional food systems.

Mission Statement: The Sacramento Region Food System Collaborative links rural and urban efforts working towards a viable and inclusive food system in the six-county region.

Although the FSC has been funded through the Building Healthy Communities (BHC) initiative since the fall of 2010, the concept began in 2008 when The California Endowment and Valley Vision staff began discussions about the relationship between health disparities and access to healthy food. At about the same time, Valley Vision participated in SACOG⁵'s Rural-Urban Connections Strategy (RUCS) workshop, followed by topical work groups and tours of specific areas throughout the region. Among the economic opportunities that emerged from this process was the identification of growth potential related to linking local agricultural markets with local restaurants and farmer's markets. The FSC enhanced "community engagement" for the RUCS, sustaining the momentum of those work groups.

Valley Vision, Soil Born Farms and others advocated for a Regional Food Systems Collaborative, in part to assess the regional agriculture assets and opportunities. The examination of a regional food system was a perfect complement to the emerging BHC, and provided a unique forum for a wide range of producers, advocates, and experts to participate in the FSC. Proximity to both the state capitol and the center of the agricultural production for the state, and the nation, have resulted in panel discussions with key leaders and advocates for improving access to healthy food.

The FSC consists of more than 100 participants, 65 of whom are registered in the online FSC membership directory. Among the key milestones of the past two years have been the following:

- Adoption of a Food Charter for the Sacramento Region, asserting the values of having access to healthy food and supporting local agriculture (adopted in Sacramento County, 2010);
- Creation of a Steering Committee and organizational structure to sustain the FSC beyond BHC funding;
- Development of a structure for operations and focused activities (Outreach and Networking, Infrastructure and Fundraising, Visioning, S. Sacramento Food Access, and Policy);
- Development of a website; and
- Identification of best practices for engaging food access advocates and promotional activities, to increase visibility for locally grown products.

The quarterly meetings have provided a forum for bringing in experts and practitioners to share information about their individual and collective work, to address issues of importance, and to highlight new opportunities to expand the work.

Table 10 presents an overview of the 65 FSC members with entries in the online directory, as well as representation of attendees who have not logged into the directory but attended one or more meetings. Sometimes meeting attendance was influenced by the topic of a presentation. By subject areas, the following are represented:

Table 10 - Participants in FSC Quarterly Meetings

Areas Represented <i>(more than one area may apply to some participants)</i>	Online Directory Membership (n=65)	Ad Hoc Attendees (n=41)
Community Development	11	4
Community Gardens/School Gardens	2	5
Distribution	2	2
Economic Development	1	9
Education (K-12)	5	9
Education (post-secondary)	5	8
Environment	3	4
Farming	10	5
Health/nutrition	6	11
Hunger/food security	10	4
Land preservation	1	0
Marketing/retail	11	4
Production Agriculture	2	1
Public Policy/Government	8	19
Urban Agriculture	4	2

Community Development, Marketing/Retail, Farming, and Hunger/Food Security are the dominant areas represented by the registrants in the FSC Directory, followed closely by Public Policy/Government entities. The remaining organizations reflect the diversity of sectors interested in access to healthy food policy and practices. Among the ad hoc attendees there were several representatives from the general community.

The monthly newsletters provided yet another venue for exchanging information and sustaining communication among members and partners of the Food Systems Collaborative.

Table 11 - Summary of FSC Newsletters

Issues and/or Dates	Highlights	Upcoming Events
#1 and #2	(missing from online archive)	(missing from online archive)
#3 April 2011	<ul style="list-style-type: none"> • Sac Co-Op Ranked #1 for Sustainable Food • Update: FSC Governance • San Francisco Raises the Bar on Urban Ag • Energy Upgrade for California 	<ul style="list-style-type: none"> • Sacramento Mobile Food Festival • SLUG Urban Farm Stand • Energy Upgrade CA Kickoff • Bryte & Broderick Community Kickoff • Farm to Table Spring Feast • Think Globally, Act Locally: An Evening with Visionaries • Homeless Connect • A Day on the Farm • Sunday Supper to Support Soil Born Farms • Food, Fun(ds), and Farmstands
#4 May 2011	<ul style="list-style-type: none"> • Food Deserts in Sacramento • Update: FSC Governance Workgroup • LEED Convergence 2011 • Sacramento City Community Garden Ordinance 	<ul style="list-style-type: none"> • SLUG Urban Farm Stand • Sunday Supper to Support Soil Born Farms • Food System Collaborative Quarterly Meeting • Food, Fun(ds), and Farm Stands • Dirt The Movie Film Screening • 3rd Annual Urban Ag Fest
#5 June 2011	<ul style="list-style-type: none"> • House Approves Ag Funding Bill • Summary of Current State Ag Legislation • SHA Awarded Congressional Fellows • Update: FSC Governance Workgroup 	<ul style="list-style-type: none"> • SLUG Urban Farm Stand • King of Feasts Food and Wine Luau • Sunday Supper to Support Soil Born Farms • Peach Farmer’s Daughter – Reading & Reception • Slow Food Film Night: The End of the Line
#6 July 2011	<ul style="list-style-type: none"> • NEW! FSC Action Alert System • Organic and Sustainable Agriculture Select Committee • Tell Us What You Think • Alchemist Farm Stand is Open 	<ul style="list-style-type: none"> • Sunday Supper to Support Soil Born Farms • Slow Food Film Night: The End of the Line • Sacramento Hunger Coalition Quarterly Meeting • Community Garden Grand Opening • Sunday Supper to Support Soil Born Farms
#7 August 2011	<ul style="list-style-type: none"> • UC Davis Releases CSA Report • Community Garden Ordinance • West Sacramento Youth Resource Coalition • FSC Action Alert System 	<ul style="list-style-type: none"> • Slow Food Sacramento Mixer • Community Garden Grand Opening • Sunday Supper to Support Soil Born Farms • Heirloom Bean Tour, Talk, & Picnic with Paolo di Croce • Managing Food Plots Seminar • Day of Action \$5 Meal • Autumn Equinox Festival • Sunday Supper to Support Soil Born Farms • Hoes Down Harvest Festival

Issues and/or Dates	Highlights	Upcoming Events
<p>#8 September 2011</p>	<ul style="list-style-type: none"> • Announcing the FSC Directory • Hunger Project Draft Findings • Partner Profile: Preserving a Sense of Place • Food Day is October 24th! • Introducing the CA Garden Project 	<ul style="list-style-type: none"> • Slow Ride through Oak Park • Picnic with Leopold • Sunday Supper to Support Soil Born Farms • Slow Food Sacramento Mixer • Organic Heroes: Amigo Bob Cantisano • Hoes Down Harvest Festival • South Sacramento Good Food Celebration • Slow Ride through Oak Park • Village Alchemy: Permaculture Strategies for Transforming the Urban Environment • Alchemist 501c Day • Health Education Council Celebrates 20 Years! • Taste of Capay • Food Day • Run to Feed the Hungry
<p>#9 Oct 2011</p>	<ul style="list-style-type: none"> • New Ag Commissioner Appointed for Sac County • Marysville Opens Community Garden • CalFresh Bills Signed by Governor Brown • Partner Profile: Slow Food Sacramento 	<ul style="list-style-type: none"> • Pizza Party with Rick Mahan • Sunday Supper to Support Soil Born Farms • Local for the Holidays • Slow Food Harvest Dinner • 4th Annual Turkey Drive • Running of the Turkeys • Run to Feed the Hungry
<p>#10 Nov 2011</p>	<ul style="list-style-type: none"> • “Community Garden Month Awareness Month” Resolution • Schenirer Introduces WayFresh • Farm-to-School Program -Launched in Yolo County • Partner Profile: Fresh Producers 	<ul style="list-style-type: none"> • 4th Annual Turkey Drive • Mandarin Festival • Running of the Turkey • Food Rights Film Festival • Run to Feed the Hungry • FSC Governance Workgroup Meeting
<p>#11 Dec 2011</p>	<ul style="list-style-type: none"> • FSC Governance Workgroup Update • Partner Profile: Food Banks Getting Ready for Holidays 	<ul style="list-style-type: none"> • Public hearings on the Draft MTP/SCS and Draft EIR • Slow Food Sacramento Mixer • Sacramento Hunger Coalition Quarterly Meeting • The Last Crop & the Future of California Agriculture
<p>#12 Jan 2012</p>	<ul style="list-style-type: none"> • Steering Committee Applications Being Accepted • Update: Healthy Food Task Force • Partner Profile: Camptonville Community Partnership 	<ul style="list-style-type: none"> • Sunday Supper to Support Soil Born Farms • The Last Crop & the Future of California Agriculture • 2012 PlacerGrown Food & Farm Conference • Slow Food Sacramento General Membership Meeting • Dinner on the Farm • Sunday Supper to Support Soil Born Farms • Pig Day Breakfast • Sacramento Food Film Festival

Issues and/or Dates	Highlights	Upcoming Events
		<ul style="list-style-type: none"> • Sunday Supper to Support Soil Born Farms • Earth Day Celebration
#13 Feb 2012	(missing from online archive)	(missing from online archive)
#14 Mar 2012	<ul style="list-style-type: none"> • WayUp Sacramento Garden Program • UPDATE on Next Economy: A Focus on Food & Ag • NEW FSC Working Groups • Partner Profile: Green Restaurant Alliance Sacramento 	<ul style="list-style-type: none"> • Sunday Supper to Support Soil Born Farms • Food Day Planning Meeting • Ubuntu Green Spring Celebration • Earth Day Celebration • Hunger Action Day 2012 • Alchemist Annual Fundraiser
#15 Apr 2012	<ul style="list-style-type: none"> • Hunger Action Day 2012 • Food Day 2012 • Earth Day Events a Success • Partner Profile: California Food Literacy Center 	<ul style="list-style-type: none"> • Wild & Scenic Film Festival: Food, Water, Wildlife, & Fun! • Apple Blossom Festival • May is Bike Month • Celebrate Compost Awareness • Jubilee Farms Pig Roast • Hunger Action Day 2012 • 12th Annual Blue Goose Food Extravaganza • Soil Born Farms Day on the Farm • Bryte & Broderick Community Kick-Off • Urban Ag Fest • Alchemist Annual Fundraiser
#16 May 2012	<ul style="list-style-type: none"> • Hunger Action Day 2012 • Hunger Hits Home Report Released • New Locations for Two Sacramento Area Food Banks 	<ul style="list-style-type: none"> • Luther Burbank Farmers' Market • 13th Bi-Annual UC Davis Farm-to-College • Street Food Rodeo • Bryte & Broderick Community Kick-Off • Urban Ag Fest • Farm Bill Workshop • Alchemist Annual Fundraiser
#17 Jun/Jul 2012	<ul style="list-style-type: none"> • Yolo & Solano Counties developing farmbudsperson position • Rice Farmers Write Farming • Food Literacy Fair celebrating Food Literacy Month in September 	<ul style="list-style-type: none"> • Luther Burbank Farmers' Market • Food Literacy Fair • CORE Convening
#18 Sept 2012	<ul style="list-style-type: none"> • Agriculture & Air Quality: An Incentive Program • Food Literacy Month Celebration • Fresh Food Access Funding Opportunity 	<ul style="list-style-type: none"> • Fall Plant Sale • Slow Food Sacramento's "Back to School Gardens" • Hoes Down Harvest Celebration • CORE Convening • Harvest Sunset Celebration

Issues and/or Dates	Highlights	Upcoming Events
		<ul style="list-style-type: none"> • Ready, set, kids... cookoff!
#19 Nov 2012	<ul style="list-style-type: none"> • State of the Science Report: Pesticides and Children’s Health • Farm Bill 2012 • Partner Profile: Humble Roots Community Supported Agriculture • Food Literacy Academy to Take Applications in New Year • Community-Driven School Wellness in Yuba County, CA • USDA Farm to School Grant Application – December 11 Webinar 	<ul style="list-style-type: none"> • Holiday Arts and Crafts Fair • 27th Annual Holiday Meal • State of the Food System

The FSC has relied on Valley Vision staff to develop and maintain communications, to reach out to potential partners and members, and to facilitate the meetings. In order to develop an organizational structure that will survive beyond the BHC funding, the FSC formed a Steering Committee. Additional work groups may evolve to round out the structure for a sustainable collaboration.

FSC Vision: We envision a regional food system that embraces our diverse cultural heritage and unique agricultural assets to provide healthful food for all in a secure, economically viable, environmentally sound, and socially equitable manner.

Consistent with the networking and communications roles of the FSC, there have been some additional accomplishments that were enhanced through the participation of FSC members, representing their organizations and the FSC. Among those accomplishments were the following:

- Valley Vision provided staff support for the Sacramento City Unified School District (SCUSD) Healthy Food Task Force prior to paid position at the District;
- Advocacy for and passage of the Community Gardens Ordinance (Sacramento City Council);
- FSC partnered with SCUSD, Center for Land-based Learning, City Councilman Jay Shenirer, with California Assembly member Bonilla to introduce AB 2367, allowing for sale of produce from school-site community gardens, and to provide new farmers with experience maintaining school gardens during non-school months;
- Advanced grant applications to USDA for “Farm to School Grant” program; and
- Provided updates on pending Farm Bill and impact on federal funding for small farming.

In addition, topical presentations at each quarterly meeting raised general awareness about topical issues, and stimulated discussion among the 25-30 attendees at each quarterly meeting. Topics for the panel discussions have included:

- Presentation from President of the California Board of Food and Agriculture (April 2011)
- Presentation on “Hunger and Homelessness” Report (April 2011)

- Discussion of changes in federal farm bill, and implications for the region (September 2011)
- Presentation from California Farm Academy on new program roll out (January 2012)
- Presentation from Way Up Sacramento (January 2012)
- Presentation on “The Next Economy” (September 2012)

The networking value of the FSC has reinforced working relationships between and among core members, such as Valley Vision, Soil Born Farms, Sacramento City Unified School District, Center for Land-Based Learning, SACOG, Way Fresh Campaign (City Councilman, Jay Shenirer), Ubuntu Green, Placer County Board of Supervisors, and Yolo County Food and Agriculture Alliance. Valley Vision’s role with the FSC and links to other regional planning efforts has positioned them to be a liaison with “The Next Economy” Food and Agriculture Cluster Work Group. Sacramento based FSC members have been leveraging opportunities to expand their work together and separately.

5.3 Healthy Food for All Initiative

Soil Born Farms has begun its third year of the Healthy Food for All Initiative, with subcontractors CDC Alchemist, Sacramento Food Bank and Family Services, and Ubuntu Green. This initiative is a constellation of projects that are all designed to increase access to healthy food. Table 12 presents an overview of the five targeted outcomes and the individual projects designed to change access to healthy food in South Sacramento.

Table 12 - Healthy Food for All Project Overview

<i>Increase capacity to supply healthy food</i>	<i>Increase access to healthy food</i>	<i>Increase knowledge about cooking and eating healthy food</i>	<i>Develop a sustainable food system</i>	<i>Engage youth</i>
Sacramento Valley Food Aggregation Hub	Food Box Program	Sacramento Food Bank Mobile Markets	Food Access Plan and Food Hub Business Plan	Harvest Sacramento Volunteer Program
Grower Outreach and Technical Assistance	Community Farm Stands	Garden Education	Institutional Purchasing Policies and Systems	Ubuntu Green G-Squad
Business Plan and Pilot Project for Corner Store Conversions	Gleaning Program	Community Gatherings	Food Access Workgroup and Partner Collaboration	
	Residential and Community Garden Builds			
	Local Produce in School Cafeterias			

These projects were coordinated through monthly/bimonthly or quarterly meetings among all of the organizations with contracts to implement various components listed above. Soil Born Farms was the prime contractor and subcontracts with: (1) CDC Alchemist (corner store conversions); (2) Sacramento Food Bank and Family Services (for mobile markets and recipient of gleaning); and (3) Ubuntu Green (garden builds, garden education, and youth engagement). In addition to coordinating and facilitating

the collaborative meetings, Soil Born Farms addressed issues related to the local infrastructure (e.g., planning for food aggregation hub; grower outreach and support; and participating in SCUSD's Healthy Food Task Force to develop institutional purchasing systems.) Soil Born staff also engaged in grassroots activities like food boxes, community farm stands, and organizing seasonal gleaning.

During year two of this project, Soil Born convened all of the grantees who were engaged in improving access to healthy food, for a day of visioning. A byproduct of this session was agreement to continue meeting as a work group to sustain the momentum of their individual and collective efforts, and a shared vision for all efforts that address access to healthy food. The quarterly meetings continue to thrive under the leadership of the Director of Soil Born Farms.

Figure 11 – Healthy Food For All Outcomes and Assumptions



Assumptions, Givens...

- Everyone is here because you have a commitment to improving the lives of this community; to build a healthier community through food access, production & education.
- To create deep and abiding change, we must work together to layer in services in specific geographic areas.
- To effectively work together, we must communicate deeply and honestly with each other about which activities and areas of expertise will move us toward the change we want to see in our community.
- Today is about our activities, not our organizations. Today is about what we do, not who is doing what.

5.4 Access to Healthy Food: Oak Park Farmers’ Market (NeighborWorks and Oak Park Neighborhood Association)

The Oak Park Farmers’ Market opened in 2011 to an enthusiastic welcome from a neighborhood that had been planning and preparing for this milestone. The groundwork for the expanded and enhanced market began years earlier, with leadership from the Oak Park Neighborhood Association and residents. In 2009, neighborhood leaders recognized that NeighborWorks was the organization best positioned to shepherd the original 2009 farm stand into the present-day regional attraction. Through NeighborWorks long history of working with residents through the federal “Weed and Seed” and other resident engagement efforts, Neighborhood had established a neighborhood forum approach for vetting problems and issues. Through successful partnerships, like Cops & Coffee and Weed & Seed, neighborhood meetings were able to focus less on neighborhood safety and more on neighborhood improvement. New projects and activities in Oak Park, including Celebrate Oak Park, an annual event that started in 2007, and the Crop Swap, which started in 2008 in McClatchy Park, were successful in engaging neighbors. These new activities helped demonstrate to policymakers that the community was ready for more. The roots of the Oak Park Farmer’s Market had begun to take hold.



The concept of a farmer’s market began to materialize when the Oak Park Neighborhood Association reached out to its counterpart on the other side of Highway 99, the Sierra-Curtis Neighborhood Association, to explore the feasibility of a market that would serve both communities. Through existing partnerships, a shared elementary school, a collaborative project to improve safe passage through an underpass connecting the two neighborhoods, the original planners found mutual interest in a farmers’ market in close proximity to both neighborhoods. The pursuit of grant funding allowed

for gradual planning and development of milestones, culminating in the support from The California Endowment to improve access to healthy food via the BHC. In the spring of 2011, the expanded Oak Park Farmers’ Market began at its new location at McClatchy Park. TCE funding supported a Manager for the Oak Park Farmers’ Market, who campaigned tirelessly to bring in both new consumers and new vendors to expand and grow the market as a destination. She also reached out to other farmers’ markets in the region (e.g., Davis, Downtown, W St. and other regional markets) to identify potential vendors and to learn more about the overall operation.

The evolution of the Oak Park Farmers’ Market included numerous incremental steps and occasional challenges. NeighborWorks worked an Oak Park leader and other residents to navigate the bureaucracy, to leverage in-kind resources, to draft proposals for grant funding, and to assess the interest in and marketability of a farmers’ market to serve the residents in Oak Park and the adjacent neighborhoods of Curtis Park, Mid-Town, Tahoe Park, South Sacramento and other neighborhoods. Similarly, NeighborWorks and residents reached out to experts and partners to learn how to manage a farmers market, to recruit more local producers, and to facilitate the expansion of the weekend market into a community event to attract and sustain a steady customer base.

The following milestones for the growth and development of the Oak Park Farmers' Market over the last two years illustrate how this grassroots initiative has become an institution of this neighborhood:

- Oak Park residents began expressing a strong desire for greater food access in Oak Park, including advocating for community gardens and a farmers market.
- NeighborWorks hosted a group of Oak Park residents interested in food access in the spring of 2008 to develop strategies to move forward. At that meeting, residents developed the idea of a "Crop Swap" where neighbors could swap organic, home-grown produce.
- The Crop Swap started in McClatchy Park in the summer of 2008, with weekly swaps, presentations on gardening topics, and special events, and has continued each summer.
- Oak Park Neighborhood Association continued their partnership with adjacent Sierra-Curtis Neighborhood Association, including co-hosting a bicycle "hood hop" in September 2008.
- In 2009, NeighborWorks and residents began to pursue feasibility for a farmers' market, in response to interest from Oak Park residents.
- Ongoing pursuit of funding, in-kind support, expertise and key partners to launch the Oak Park Farmers' Market (spring of 2010);
- Opening weekend resulted in enormous response from the community ("thousands of people, and six vendors");
- Market expanded from six vendors in 2010 to more than 24 at the end of the 2012 season;
- Introduced EBT incentive match at end of 2010 to encourage greater participation at the Farmers Market for families participating in EBT.
- Worked with the City Councilmember and City Parks and Recreation Department to implement Improvements to the infrastructure of McClatchy Park, to facilitate traffic and improve food safety for the weekly market; first phase completed in spring 2011, second phase to be completed in 2013.
- EBT revenue (with match incentive for vendor participation) increased from an average of \$100 per week in 2010 to \$500 a week in 2012;
- Well over 140,000 pounds of fresh produce from local vendors has moved through the Oak Park Farmer's Market in the last three years (2012).

The Oak Park Farmers' Market is a testimony to the power of a grassroots movement to make fresh produce available and affordable to communities with low income families, and to expand markets for local producers and small farmers. This market has become a pillar of the social fabric of Oak Park, and has enhanced the public perception of this neighborhood. The individuals and organizations who brought about this remarkable achievement exemplified sound planning, resourcefulness, tireless pursuit of funding, and a persistent approach to addressing bureaucratic challenges and barriers. The Oak Park Farmers' Market has experienced increasing success each year, and is a shining example of how residents and organizations and institutions can partner to bring about systems change. Health happens in neighborhoods!

5.5 School Cafeteria and School Gardens, Sacramento City Unified School District (Soil Born Farms and SCUSD, plus partners on SCUSD Healthy Food Task Force

In the spring of 2010 the District Superintendent created a Healthy Food Task Force (HFTF) to guide the systemic changes that were related to improving the nutrition of students attending SCUSD schools. The HFTF focuses on: (1) food quality, taste and the climate and culture of school cafeterias; (2) Nutrition Education (3) teaching students about food through gardening on campus. The HFTF includes

members of the school board, the community at large, a nurse, the chef, school principals, and community based organizations (some of which are BHC grantees). The HFTF meets quarterly and has been instrumental in the following achievements:

- Introduced “Go Green. Eat Fresh” salad bars in all 81 schools;
- Serving fresh fruit and produce from local growers;
- Expanding menus to include more “made from scratch” entrees;
- Involving students in taste-testing new menu items; and
- Launching a “Breakfast First” initiative to increase participation in the SCUSD breakfast program.

In early 2011 the newly promoted Manager for the Nutrition Services Department for Sacramento City Unified School District (SCUSD) received the task of expanding the salad bar program from a few schools in to all 81 schools in the District by June 2011. Her experience with similar initiatives in Vacaville and Chico helped her prepare for “the roll out” and she leveraged funding from The California Endowment to shift the culture and thinking among the 220 staff who prepare and serve food to more than 47,000 students in District schools. The new Superintendent of Schools was implementing multiple changes throughout the District to improve student health, and better quality and healthier food options were a cornerstone of these systemic changes.



The conversion of the school food service began on a modest scale with a few schools, before it went to scale throughout the District. Partners on the HFTF played instrumental roles in facilitating the linkages between purchasing and local growers, developing and modifying the infrastructure to accommodate storage, preparation, and serving fresh fruit and vegetables. Salad bars were the most visible change, and even some schools found that replacing old salad bar stations with newer equipment made the new offerings more enticing. Students have greatly increased opportunities to make better food choices with

up to four entrée options, compared to the single option that was available before systemic change began. Though there are many logistical challenges associated with overhauling school menus, storing, preparing, and serving fresh produce the schools have all adapted.

To accomplish the full scale conversion, the Nutrition Services Department provided seven (7) in-service training sessions with all food service staff, from front-line servers to management. The culture has shifted as more food service staff and a growing number of school administrators and staff recognize the link between healthy eating and school performance. There is consensus that the changes are “for the kids” and that all staff are making a concerted effort to improve student health. “We’re all about feeding kids, ensuring they have time to eat what we offer and doing so cost efficiently.” The District receives subsidy from USDA and the increased interest in school food has resulted in more students opting in, and growing revenue from the USDA. The introduction of fresh and healthy food has been part of a strategic campaign that has been well received by the students. They have more options, all of which are healthier and more nutritious. Schools are monitoring consumption and making adjustments

in response to student demand, and maintaining a balance of healthy options. Similarly, food service staff work with nutrition services administration to communicate student likes and most chosen options now serving two hot and two cold entrée choices daily at K-6 and K-8 sites. The diversity of equipment and kitchen set-up allows for individualized approaches by school, so that they can feed the volume of children within the time parameters allowed. Barriers and challenges have been addressed by the Manager of the Nutrition Services Department, with support from the Superintendent, and ongoing support and problem solving with the HFTF.

The accomplishments of SCUSD's Nutrition Services have dovetailed with the new USDA guidelines for healthier meals for children. New menus have resulted in the concerted introduction of fresh fruits and vegetables; an expanded selection and variety of fruits and vegetables from which students may choose; increased emphasis on the healthiest vegetables; increased offerings of food comprised of whole grains; a shift toward no use of trans fats; exclusive serving of lower fat milk options; and limited sodium per meal.

Finally, the wholesale and system-wide changes in the food service for SCUSD complement the growing trends in the community, to emphasize healthy eating and to capitalize on the availability of fresh and varied produce generated by the local farming and agriculture community. The District found additional support in the revised USDA guidelines, and the Building Healthy Communities (BHC) initiative which provided both direct funding (e.g., for staff training) and access to a network of expertise and in-kind resources. As the BHC enters its third year of implementation, the District is launching a pilot program for introducing school gardens at five schools, using a model developed by one of its own elementary schools. Educators and gardeners are providing yet another form of reinforcement for healthy eating, and integrating classroom with hands-on education for elementary school age students.

5.6 Improving Access to Healthy Food in South Sacramento

The individual and collective efforts of multiple BHC grantees have begun to make enormous inroads for improving access to healthy food in South Sacramento. At the policy level, the Regional Food Systems Collaborative has convened a wide variety of stakeholders to examine policies and practices that encourage or impede access to healthy food, and to develop an agenda to guide regional decisions to advance the resources at hand. The Healthy Food for All Work Group has convened multiple community based organizations that are applying the principles and practices in the neighborhoods that make up the BHC target area, with numerous projects and opportunities for resident and youth engagement. The corner store conversion, building residential gardens, fruit tree gleaning, and mobile markets have all improved general access to healthy food. The Oak Park Farmers' Market is a glowing example of a new and highly successful venue for getting fresh produce. This milestone is a source of pride and the focus of enthusiasm from the residents and organizations that shepherded this project to its successful launch, and its continued growth and expansion. And the Sacramento City Unified School District has overhauled its approach to feeding students in 81 schools, as it proceeds to integrate school gardens in the curriculum and to reinforce healthy nutrition. These efforts reflect systemic changes at the regional, neighborhood, and district level. There are more grantees whose efforts complement these larger systems level initiatives, generating considerable enthusiasm and demonstrating a lasting commitment to improving access to healthy food in the target area of the South Sacramento BHC.

SECTION 6: ACTIVITIES TO PROMOTE AND ADVANCE PHYSICAL ACTIVITY (SCUSD)

Part of the SCUSD Student Wellness Policy (Board Policy 5030) addresses both healthy nutrition for and physical activity for all 47,000 students in the District. The policy was recently revised by the District’s Coordinated School Health Committee (CSHC) and passed by the Board in September 2012. The Policy rationale is based on:

A coordinated approach to school health improves students’ health and their capacity to learn through the support of families, schools and communities working together. While improving students’ health, the coordinated school health approach also improves academic success in an efficient and cost effective manner. Agenda Item #9.1 for Sacramento City Unified School District Board of Education meeting, August 16, 2012

This policy represents the District’s compliance with the Healthy, Hunger-Free Kids Act of 2010 (P.L. 111-296) which mandates a district-wide school wellness policy. The policy provisions address food service and the child nutrition program as well as physical education and activity, as well as comprehensive health education.

There were two prominent initiatives to advance physical activity among students throughout the Sacramento City Unified School District. These initiatives complement the wholesale change in nutrition services for the District, rounding out the Superintendent’s objectives to improve student health as part of a comprehensive education.⁶ These activities featured a standardized approach to physical education in the District, augmented by a health promotion campaign and supplemental activities with the Sacramento Kings professional basketball team. This section features those two initiatives, both of which served students in SCUSD. Their respective grant objectives and targeted changes are in Table 13 below.

Table 13 - Overview of TCE Grants for Promoting Physical Activity

Grantee	Grant objective(s)	Start date	Targeted Changes
SCUSD	Implement a standardized approach to physical education throughout the District	9/1/11	To increase physical activity among students by creating a new, comprehensive and standardized PE program within SCUSD.
SCUSD	Implement the “Get Fit Program”to reduce childhood obesity rates in collaboration with the Sacramento Kings and The California Endowment; to communicate and educate students, their family members and the community on the importance of maintaining a healthy lifestyle through physical activity and eating healthy foods.	2/1/11	To improve the health status of students at three target schools (k-12), incorporating a daily structured physical activity time, improving scores on FITNESSGRAM tests, and establishing links between improved fitness and reduced disciplinary incidents.

Over time the measures of change associated with the efforts to increase physical activity and improve the consumption of healthy food among students throughout the SCUSD, will be reflected in the scores on the FITNESSGRAM. Module H of the California Healthy Kids Survey (CHKS) was designed for BHC sites includes several questions related to both eating behaviors and physical activity; however, it has not been integrated in the administration of the survey in the District. The evaluation of these collective programs would be enhanced greatly with the addition of Module H to the CHKS for SCUSD. The following sections provide a description of each of these initiatives with preliminary findings related to specific performance indicators and self reported changes in behavior.

6.1 Physical Education Program for SCUSD

Since the arrival of the new Superintendent in 2009, and the new federal mandate issued in 2010, SCUSD has been gearing up for change to its approach to physical education (PE). A long-time advocate and PE teacher in the District has emerged as the champion for District wide change, to raise the standards for PE instruction in all schools, for all children attending SCUSD schools. With funding support from The California Endowment the position of Physical Education (PE) Coordinator has evolved from a part-time to a full-time position, making it possible to implement systems level changes.

The PE Coordinator brought her experience of 11 years teaching PE, combined with ongoing research into evidence-based PE curricula, and her own pursuit of continuous education into the newly expanded role. She has been an active participant in local and state level professional networks; she has engaged colleagues in the District in her quest for system wide changes; and she has elevated the stature of PE as an essential component of comprehensive education, including regular reporting to the District Board of Education—an unprecedented achievement for PE instruction. She also drew upon the support of other PE teachers and principals, to form the Articulation Physical Education Committee (APEC) to review District policies and procedures toward the advancement of PE objectives. The support from the Superintendent, and the authority of both federal legislation and standards have reinforced the value of PE for students.

After a three year search (2007-2010) SCUSD adopted the Exemplary Physical Education Curriculum (EPEC) as its standard approach to teaching PE. A key to the success of this change has been ongoing training for PE staff, and outreach and PE promotion among teaching staff and principals. The PE Coordinator is a tireless advocate for the importance of physical activity for students, and uses site visits and presentations to reinforce the connections between physical wellness and academic and behavioral performance. This includes presentations at Principal Meetings and to the SCUSD Board of Education. With three additional instructors, she is actively training the PE staff at all 81 schools prior to each school year (3 day training) and she regularly visits school sites to reinforce and model good PE instruction using the EPEC. The PE Coordinator has also posted resources on the District website for both school personnel and parents, to make information readily available and to demonstrate the District's commitment to this systems change.

The targets for compliance with the federal mandate is part of the education and information sharing throughout the District. These standards are aligned with the EPEC and more and more schools are achieving compliance each year; one year into the implementation of these changes, the District reported that the rate of schools in compliance with new PE standards had increased from 3 to 41 percent. The PE Standards by grade level are:

Grades 1-6	200 minutes of activity every 10 days (e.g., 20 minutes per day)
Grades 6-8	400 minutes of activity every 10 days (e.g., 40 minutes per day)
Grades K-8	200 minutes of activity every 10 days (e.g., 20 minutes per day)
Grades 9-12	400 minutes of activity every 10 days (e.g., 40 minutes per day)

The changes described below represent the culmination of both human and financial resources, as well as a timely combination of the following key factors: (1) the PE Coordinator’s indefatigable approach to insuring quality physical education for SCUSD students; (2) alignment with the goals and priorities of new district leadership; and (3) strategic identification of existing and new resources, both in-kind and financial, to implement wholesale change.

- Creation of a fulltime Physical Education Coordinator position;
- Advocacy for professional development standards among physical education faculty;
- Identification of an evidence-based physical education (PE) curriculum;
- Mobilization of PE teachers to participate actively in curriculum selection, standards implementation;
- Identification of other champions among District leadership, including the Superintendent, one or more school Principals, and school board members;
- Development of a 5 year plan in accordance with the 2005 California Association for Health, Physical Education, Recreation and Dance, with support from the California Department of Education;
- Strategic and opportunistic networking to garner support from existing and newly identified partners and stakeholders, including both in-kind and funding resources;
- Presentations to “connect the dots” between physical education and academic performance for a variety of audiences;
- Training, training, and more training, both among PE and other faculty; and
- Integration of the Student Wellness Policy into District level policy, representing school board buy-in (approved 9/6/12).

As a result, schools are implementing an approved PE curriculum with a cadre of trained PE teachers, introducing “Family Fitness Nights,” administering the FITNESSGRAM assessment for physical fitness, are updating equipment and hardscape on selected campuses, and working toward achievement of higher standards for PE activity for elementary, middle, and high school. The PE Coordinator has compiled a list of the steps toward taking a standardized approach to PE to scale, as follows:

Steps to Creating Systemic Change in Physical Education in the SCUSD

1. Start with a Champion in the District!
2. Mobilize “like minded” people to advance physical education. Work with the curriculum department, the teachers’ union, PE teachers, and others in committees as needed.

3. Identify and adopt existing standards for physical education for students, in the context of a 3-5 year planning process. Build a training plan around these standards, and solicit support from the California Department of Education.
4. Create an identity for the planning and implementation committee, with both a name and a memorable acronym, to facilitate communication about its work and elevate its stature amid other working committees.
5. Seek financial and in-kind resources from both traditional and non-traditional sources. SCUSD received a one-time block grant for Physical Education, Music and Arts to pay for equipment, supplies, and professional development. SCUSD retained 25% of the grant funding to support District wide implementation of the 3-5 year plan.
6. Search for and adopt a comprehensive, research –based k-12 curriculum to establish standards and training, in a uniform approach throughout the District schools (paid for with block-grant). A committee of PE teachers and a principal spent up to 3 years looking for the curriculum that SCUSD has adopted.
7. Reach out to high level District leadership to enlist support and authority to proceed with the plan. The new Superintendent for SCUSD (in 2009) was bringing a health focus to his reform agenda. Shamelessly show off site-specific activities and promotional events.
8. Commit to ongoing professional development for PE teachers, continuously and over time. Take full advantage of outside training opportunities to enhance the adopted curriculum and to demonstrate the commitment to and reinforce the importance of physical education.
9. Create a position at the District level to model the standards; to solicit and engage new partners; to develop and showcase highly visible events and activities; to develop and sustain presentations both within and outside the District; and to raise awareness about the importance of physical education and District and school-site level changes.
10. Give the champion a title worthy of this endeavor! People respond to the title and it reinforces that physical education is a priority for the District.

In summary, the key elements of this early success story include: a champion for change; a commitment to high standards; ongoing professional development; and support from leadership and funders. The California Endowment provided funding for two years to support the fulltime position, to accelerate and enhance the changes that were underway. This funding complements other BHC initiatives that are advancing healthy behaviors at BHC school sites, and beyond.

6.2 Get Fit: A Collaborative Effort between SCUSD, the Sacramento Kings, and The California Endowment (TCE)

The partnership between SCUSD, the Sacramento Kings, and TCE brought the “Get Fit” Program to 5th grade students at Earl Warren Elementary School, 7th grade students at Will C. Wood Middle School, and 9th grade students at Hiram Johnson High School. The program combined health education and lessons on the importance of maintaining good physical fitness habits plus healthier eating. A FITNESSGRAM provided a measure of change for fitness among the program participants.

In addition, the Kings organization developed video presentations and commercial ads for display at home games, visited each school for an introductory rally, and supported Family Fitness Nights at each school, including giveaways for more than 3,400 tickets to Sacramento Kings home games in the first year and 1,500 in the second year. In addition, as many as 60 students participated in pre-game break

dancing routines following lessons from the Kings Breakers Crew. Students have a variety of opportunities to participate actively in physical fitness activities at Power Balance Pavilion (115 from all 3 schools), followed by a tour of the facility. The Kings organization provided speakers to promote healthy living through physical activities and sports, and recognized students whose FITNESSGRAM scores improved on 5 of the 6 domains. A basketball clinic also provided as many as 100 students with opportunities for additional Get Fit physical activities hosted by the Kings. Overall student participation has increased over the two years of the Get Fit Program.

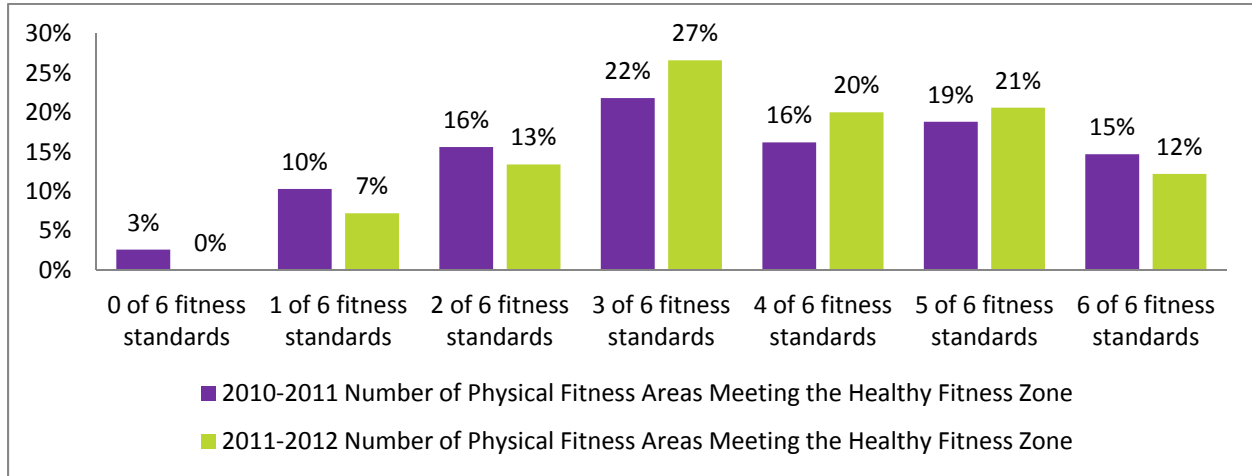
The PE Coordinator for SCUSD played an instrumental role in this working collaborative, to complement the District level changes to PE instruction and integration with the academic curricula. In addition to targeted activities at the selected schools representing the BHC target area, the funding from TCE to support this component of improved physical activity brought in new equipment and hardscape to upgrade and improve the resources at school sites. Among these physical improvements and activities were the following, by school:

- *Earl Warren Elementary School:*
Administration of the FITNESSGRAM testing for physical fitness
Family Fitness Night (125 attended in FY11/12)
Provided for PE instruction by hiring a student from CSU-Sacramento (funded by a local church) to teach intermediate students (in the absence of a fulltime PE teacher)
- *Will C. Wood Middle School:*
Administration of the FITNESSGRAM testing for physical fitness
Built a new running track as part of Cesar Chavez Day of Volunteerism, with the students and partners
Family Fitness Night (200 attended in FY11/12)
Met standards for mandated PE Requirements (400 minutes every 10 days)
Implemented a “Healthy Schools” program through the Alliance for a Healthier Generation
Implemented the EPEC (Exemplary Physical Education Curriculum) with fidelity
- *Hiram Johnson High School:*
Administration of the FITNESSGRAM testing for physical fitness
Family Fitness Night (350 attended in FY11/12)
Met standards for mandated PE Requirements (400 minutes every 10 days)
Implemented a “Healthy Schools” program through the Alliance for a Healthier Generation
Implemented the EPEC (Exemplary Physical Education Curriculum) with fidelity

The following figures present FITNESSGRAM scores for 9th grade students at Hiram Johnson High School, comparing the rates from 2010/11 with 2011/12. Though the improvements are modest, the graphs present encouraging preliminary findings.

Figure 12 presents a summary of the rate at which 9th grade students at Hiram Johnson High School have met the standard for any of the six components of the FITNESSGRAM. These areas are: (1) aerobic capacity; (2) body composition; (3) abdominal strength and endurance; (4) trunk extensor strength and flexibility; (5) upper body strength; and (6) flexibility. The data presented below shows the rate of students meeting one or more of the six standards.

Figure 12 - Proportion of 9th Grade Students by Rates of Compliance with Six Fitness Standards



In the relatively short time period shown, fewer students are meeting low standards and more students are achieving a higher number of the six standards. The tipping point seem to be a decline in meeting 0-2 of the 6 standards, and an increase in the rate at which students are meeting 3-5 of the 6 standards. While there was a slight decline in the rate at which students were meeting all six standards, the incremental increases are moving in the desired direction.

Figure 13 provides a summary of findings related to the rate of students who fall in the “needs improvement” category. Overall, these rates have remained consistent for the last two years. There were gains in the decline in “needs improvement” for trunk extension strength and a modest gain for upper body strength. Aerobic capacity, abdominal strength, and upper body strength are the three areas needing the most improvement.

Figure 13 - Proportion of 9th Grade Students Needing Improvement

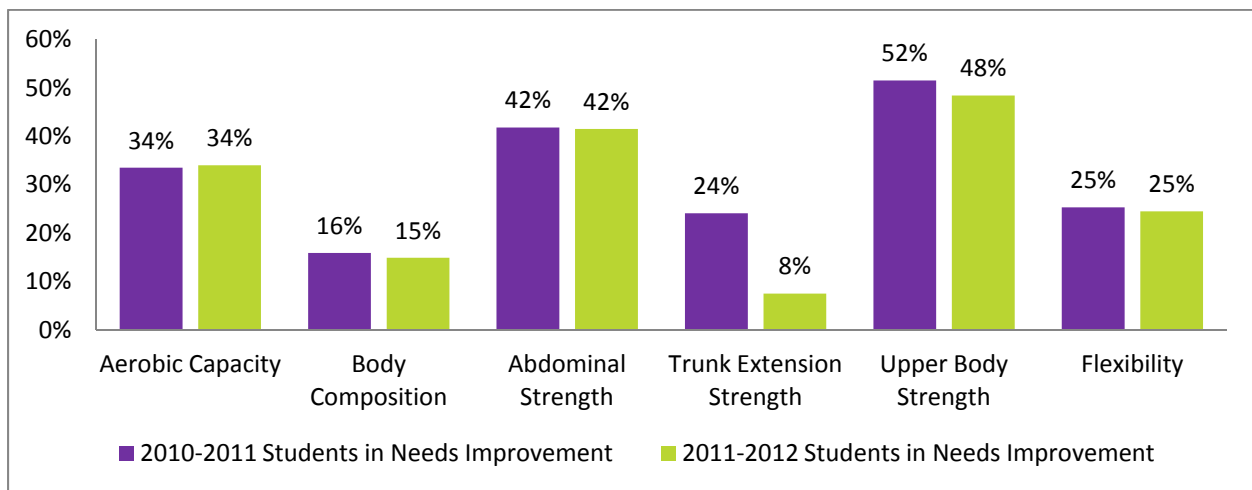
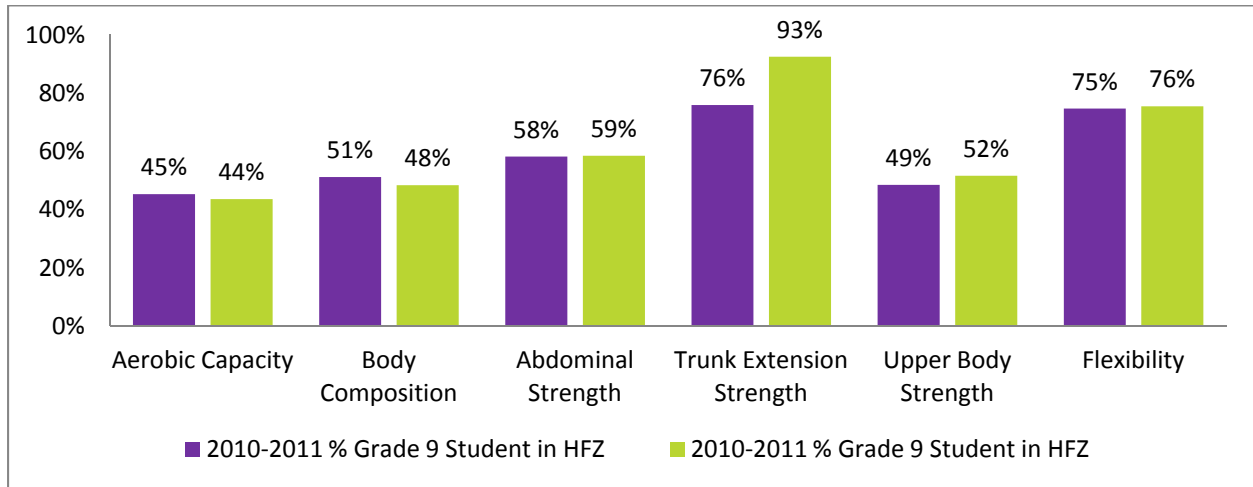


Figure 14 presents a summary of the rate at which 9th grade students at Hiram Johnson High School have met the standard for the Healthy Fitness Zone by each of the six areas. The areas showing slight improvement were: (1) abdominal strength increased from 58% to 59%; (2) trunk extension strength increased from 76% to 93%; (3) upper body strength increased from 49% to 52%; and (4) flexibility increased from 75% to 76%. Though the improvements are modest from one year to the next, the value

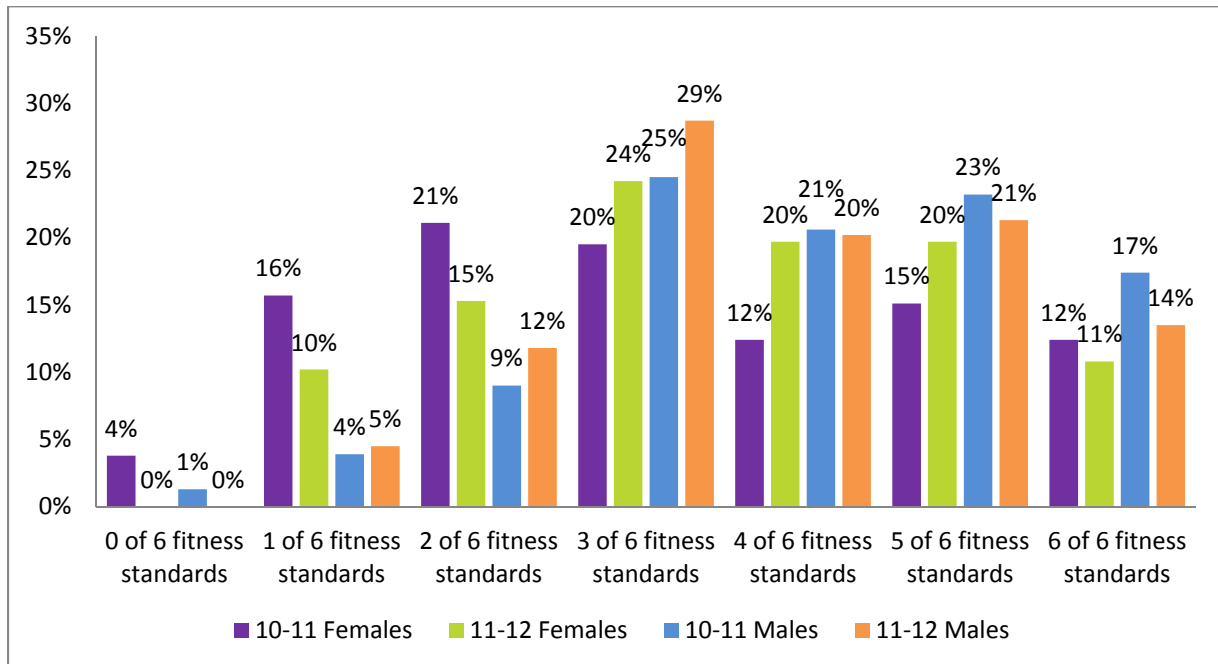
of having a baseline and annual FITNESSGRAM scores will increase over time as trends begin to reflect wholesale changes in physical activity (and nutrition) throughout the District.

Figure 14 - Proportion of 9th Grade Students in the Healthy Fitness Zone (HFZ)



Finally, Figure 15 shows rates for meeting Healthy Fitness Zone standards by gender for 9th grade students at Hiram Johnson High School. In general, males outperform females with slightly higher rates of having met more of the six standards. Females are showing improvement over time, with higher rates achieving 3-5 of the 6 standards in 2011/12. Tracking these changes by gender will also be an important component of assessing the impact of the District’s commitment to student wellness, particularly as a function of implementation of the EPEC PE curriculum.

Figure 15 - Proportion of 9th Grade Students who met Healthy Fitness Zone by Gender



In conclusion, SCUSD has taken major steps toward the implementation of a standardized approach to PE instruction, including an ongoing campaign to shift the culture to include student health and well-

being as an integral component of education. Principals, teachers, and PE teachers alike are aligning with the health goals of the District and engaging parents in the education and awareness about the interface between physical activity and school behavior and academic performance. Though the findings are preliminary, the early findings from the FITNESSGRAM data show promise for improvement. It would be even more powerful to have data from Module H of the CHKS to complement the findings from the FITNESSGRAM, to further reinforce the District's value of all changes in both nutrition and physical activity programs and services. The District's accomplishments to date represent systems level change, with signs that wholesale changes are underway and outcomes are beginning to reflect those changes.

SECTION 7: CONCLUSION AND RECOMMENDATIONS

Year two of the S. Sac BHC initiative was a year of building momentum and the realization of collective efforts that were beginning to manifest changes in systems and practices. The evaluation took a step back to ascertain universal measures of systemic change, identifying resident and youth engagement as a key driver of change for this BHC site. In addition, the BHC Hub structure expanded and responded to changing needs among the grantees and partners. Both the local HUB staff and the evaluation team have participated in the TCE state level, cross-site learning and information exchange activities, both as contributors and beneficiaries of lessons learned to date.

Though the S. Sacramento BHC continues to explore ways to engage residents and youth in more meaningful ways, the exponential growth of media use and the increasing opportunities for inter-grantee work have begun to yield results. State and local level media is more visible and has provided more opportunities for grantees and partners to share information with community members. The “Health Happens” campaign has begun to generate more conversation in more sectors about health disparities in communities.

Similarly, there is emerging traction from at least two of the clusters of grantee work. Health Happens in Schools is becoming more visible throughout Sacramento City Unified School District, with the advent of new policies and practices that are making healthy food choices and physical activity more accessible to students in 81 schools. The access to healthy food movement as also emerged as a prominent driver of change, by mobilizing agriculture and economic development at the regional level and implementing numerous highly visible projects at the neighborhood and school level. The work of the grantees engaged in these two areas is beginning to impact systems and institutional practices in ways that will become more visible in the next year.

Recommendations for 2013/14

- Continue to shift BHC focus toward engaging residents and youth in meaningful ways. Develop a roster of opportunities for residents and youth to participate in activities funded by TCE and BHC grantee work.
- Introduce and provide support to grantees to document work related to policy level and systems change, for each Health Happens campaign (e.g., in prevention, in schools, in neighborhoods). Use Policy Monitoring tools developed by TCE Cross-Site Learning and Evaluation task force.
- Document interface between BHC and elected officials and high level decision makers who are in positions to reinforce and/or enact policy and systems change.
- Promote BHC featuring Health Happens messages, vignettes, and examples of grantee work and efforts demonstrating resident and youth engagement.
- Continue to explore ways to increase visibility of grantee work with support from Communications work group, via media, branding, and at intra-site learning opportunities (e.g., cross-grantee learning, convenings).
- Disseminate materials (“swag”) with BHC logo, branded gear, as part of raising community awareness campaign.
- Use BHC Steering Committee retreat in 2013 to review purpose, structure, roles and responsibilities, and bylaws for governance.
- Sustain the Event and Ongoing Service tracking logs with technical support and quarterly/annual summary of findings for grantees, the BHC Hub, and TCE.

- Reassess Collaborative Efficacy annually as the basis for addressing needs and areas to improve. Advance technical assistance and training related to collaborative work and community organizing.
- Feature two new focus areas to address in the 2013/14 BHC Hub evaluation (e.g., Health Navigators and Project Ceasefire).
- Revisit the BHC logic model, in collaboration with the work groups, BHC Hub staff, and TCE staff. Revise as needed.
- Identify community level indicators by work group, to gauge systems level change over time. Community indicator selection should be collaborative process among grantees and with evaluator and CommunityLink as supportive resources.

The evaluation for year two of the S. Sacramento BHC has elevated the visibility and importance of the individual and collective work of the grantees. Many grantees are participating in data collection and reporting that reflects their individual and collective work. As TCE's Cross-Site Learning Task Force continues to generate products that will facilitate data collection among all BHC communities, the evaluation team will promote and support data collection and analysis that informs TCE and its Board of Directors. We will also continue participation in the Cross-Site Learning convenings to insure representation from S. Sacramento BHC.

¹ http://www.calendow.org/healthycommunities/pdfs/BHC_Overview.pdf, October 16, 2012

² In 2011 the Sacramento City Council passed an ordinance that allows privately owned, residentially-zoned vacant lots to be turned into community gardens. The Council also passed an ordinance that allows city residents to own up to three egg laying chickens per household.

³ These are the primary grantees funded during year one, who have all had up to two years of implementation time for this reporting period.

⁴ LPC Consulting Associates, Inc. *Building Healthy Communities. Healthy Food for All Project. Year One Evaluation Report*, October 2011; and *Building Healthy Communities. Healthy Food for All Project. Year Two Evaluation Report*, October 2012

⁵ SACOG is the Sacramento Area Council of Governments

⁶ The California Healthy Students Research Project has reported that student health has a direct impact on drop out rates, attendance, academic performance and school revenues. This study was conducted by Gregory Austin, Ph.D. (WestEd) and Claire Brindis, Dr. P.H. (UCSF) and funded by The California Endowment, The James Irvine Foundation, and the William and Flora Hewlett Foundation. May 2011.