



SOUTH SACRAMENTO BUILDING HEALTHY COMMUNITIES INITIATIVE

YEAR FOUR EVALUATION REPORT

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Table of Contents

Section 1: Introduction and Updates for Year 4.....	5
1.1 Changes in HUB Structure and Operations	5
1.2 Logic Model Update and Selection of Community Indicators.....	8
1.3 TCE Cross-Site Learning Participation and Contributions.....	8
1.4 Overview of the Report Structure	9
Section 2: Workgroup Participation and Action	10
Community Engagement Workgroup.....	10
ACTION = RESIDENT POWER: Get Out the Vote Campaign.....	12
Food Access Workgroup.....	13
ACTION = CHANGING THE NARRATIVE: Urban Agricultural Ordinance	16
Health Access Workgroup	16
ACTION = CHANGING THE NARRATIVE: Indigent Health Care Campaign	18
Land Use Workgroup.....	19
ACTION = RESIDENT POWER: BHC Community Action Plan Charrette	21
Youth Engagement Workgroup.....	22
ACTION = YOUTH LEADERSHIP: Boys and Men of Color Summit	24
Communications Workgroup	25
Leadership Team Workgroup	26
Youth Leadership Team	28
2.1 HUB Gatherings	28
2.2 All Grantee Meetings.....	28
Workgroup Summary	29
Section 3: Resident Leadership Academy.....	31
Resident Feedback.....	33
Summary.....	34
Section 4: Trends for Resident and Youth Engagement.....	35
4.1 Evaluation Log Description	36
4.2 Proportionate representation of residents and youth participation	39
4.2.1 Services Provided.....	39
4.2.2 Planning Products.....	40

4.2.3	Community Action.....	41
4.2.4	Community Changes.....	42
4.3	Changes in Levels of Participation.....	43
4.4	Summary.....	47
Section 5: Community Indicators		48
5.1	Assessing Health Happens Campaigns with Local Community Indicators	48
5.1.1	Health Happens in Prevention.....	49
5.1.2	Health Happens in Schools	52
5.1.3	Health Happens in Neighborhoods	57
Section 6: Conclusions and Recommendations.....		64

Table of Figures

Figure 1 - South Sacramento BHC Organizational Structure, Years 1-3	6
Figure 2 - South Sacramento BHC Organizational Structure, Revised Year Four	7
Table 1 - Community Indicators by Health Happens Campaign	8
Figure 3 - Community Engagement Workgroup Attendance	11
Table 2 - Precinct 45216 Voter Turn Out.....	13
Table 3 - BHC Funded Food Access Grantees	13
Figure 4 - Food Access Workgroup Attendance	14
Table 4 - BHC Funded Health Access Grantees	16
Figure 5 - Health Access Workgroup Attendance	17
Table 5 - BHC Funded Land Use Grantees	19
Figure 6 - Land Use Workgroup Attendance	20
Table 6 - BHC Funded Youth Engagement Grantees	22
Figure 7 - Youth Engagement Workgroup Attendance	23
Figure 8 - Communications Workgroup Attendance.....	25
Table 7 - BHC Workgroup Chairs, Co-Chairs, and Facilitators	26
Figure 9 - Leadership Team Workgroup Attendance	27
Table 8 – Leadership Academy Curriculum	31
Figure 10 - Resident Leadership Academy Attendance.....	32
Table 9 - TCE Drivers of Change, Goals and Community Capacities.....	35
Figure 11 - Number of Youth and Adult Residents Engaged in Service Provision Activities	40
Figure 12 - Number of Youth and Adult Residents Engaged in Planning Product activities	41
Figure 13 - Number of Youth and Residents Engaged in Community Action.....	42
Figure 14 - Total Number of Residents Involved in the Initiative in Year Two and Year Three	43
Figure 15 - Location of South Sacramento BHC grantee events, programs and services	44
Figure 16 - Number of Youth engaged in Year Three and Year Four BHC Activities	45
Figure 17 - Number of Adults Engaged in Year Three and Year Four BHC Activities	45
Table 10 - South Sacramento BHC Drivers of Change Progress	46
Figure 18 - Rate of Health Insurance Coverage in BHC	50
Figure 19 --Kindergartners from BHC Schools with Immunizations	51
Figure 20 - Healthcare Access.....	51
Figure 21 - Hiram Johnson Graduation Rate	53
Figure 22 - Hiram Johnson HS Graduation Rates by Race/Ethnicity	54
Figure 23 - Adjusted Dropout Rate Comparison	54
Figure 24 - Adjusted Grade 9-12 Dropout Rate at Hiram Johnson HS by Race/Ethnicity	55

Figure 25 - Suspension and Truancy Rates.....	55
Figure 26 - Percent of 5th grade BHC area students by Number of Physical Fitness Areas Met.....	56
Figure 27 - Percent of 7th grade BHC area students by Number of Physical Fitness Areas Met.....	56
Figure 28 - Percent of 9th grade BHC area students by Number of Physical Fitness Areas Met.....	57
Figure 29 - Median Income of BHC Area Residents.....	58
Figure 30 - Employment Status of BHC Area Residents.....	59
Figure 31 - Resident and Youth Engagement in Community Volunteer Work.....	59
Figure 32 - Adult and Youth Consumption of Fruits and Vegetables.....	60
Figure 33 - Adult and Youth Consumption of Fast Food.....	60
Figure 34 - Map of Parks Located throughout and Accessible to the BHC Target Area.....	61
Figure 35 - Map of Bicycle Paths, Sacramento County.....	61
Figure 36 - Bus Routes for Regional Transit, BHC Target Area.....	62
Figure 37 - Light Rail Routes and Stops.....	63
Attachment A - Logic Model, Revised 2013.....	65

SECTION 1: INTRODUCTION AND UPDATES FOR YEAR 4

The South Sacramento Building Healthy Communities (BHC) has completed its fourth year, with a marked shift in collaboration among grantees and intentional engagement of residents and youth. The BHC revisited and revised its organizational structure to more closely align with the “*Health Happens*” campaigns and to represent the reality of the grantee work, decision making, and meaningful participation.

The fourth year report represents a time period of October 2013 through September 2014, more or less. Grantee funding is staggered, and site level activities do not adhere to 12 month cycles. Thus, the report presents an overview of key elements of process and developmental changes that are emerging for the Sacramento BHC. It also sets the stage for the next phase of development, based on the stability achieved through multiple year funding for some grantees, and the workgroup’s focus on goals and milestones. Section 1 provides a summary update of the BHC organizational structure; a review of the grantees currently funded; and an introduction for the remainder of the report.

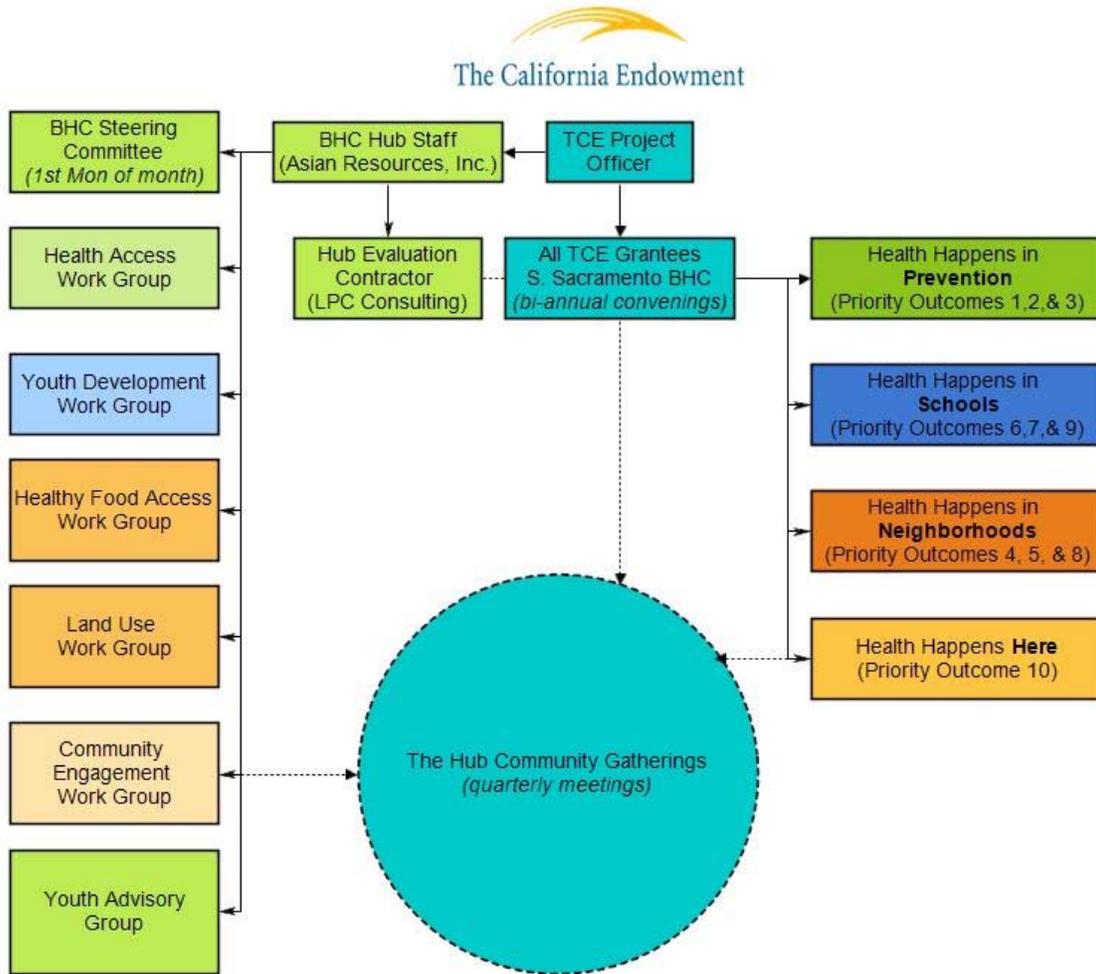
1.1 Changes in HUB Structure and Operations

The South Sacramento BHC has retained elements of the organizational structure that facilitated the planning process in 2009/10. Since the year of planning (2009), the primary workgroups and committees re-emerged in year one of implementation (2010) to provide a structure for meetings among partners and grantees. Intermittently over the last two years the BHC Steering Committee continued to question its role and purpose, and began to revisit alternative approaches to structuring the organization. In January 2014 the Steering Committee began discussions reflecting their concerns and questions about the value of that entity. At about the same time the BHC created Leadership Team comprised of workgroup co-chairs and facilitators. Ultimately the BHC Steering Committee “retired” and the Leadership Team took on the role of leadership and advancing the goals outlined in the South Sacramento BHC Logic Model. The following figures present the former organizational structure (Figure 1) and the current structure (Figure 2) which became operational in mid-2014. The compartmentalized structure of years one through three has evolved into one more akin to concentric circles, or spheres of influence.

In year four, workgroups continued to represent a convening for grantees to network and a forum for mobilizing action and resources. The workgroups that have remained consistent since the planning year are: Health Access, Food Access, and Youth Engagement. In year three the Land Use and the Community Engagement workgroups emerged to focus on specific strategies and drivers of change. The Youth Leadership Team has also developed into a more consistent youth voice for the BHC Hub, and a Resident Advisory group is coming into being as a byproduct of the Resident Leadership Academy that came to fruition in 2014. As year four ends, the workgroups will assume the new title Action Teams, to more accurately reflect their purpose and focus. As a result of these structural development in 2014 the Hub and TCE management are reaffirming the value and importance of grantee participation in workgroups to reinforce collaboration.

In addition, each workgroup is focused on actions that represent their shared objectives (or Health Happens campaign). This focused approach has allowed these groups of grantees to develop more action-oriented campaigns, activities, and strategies that lead to either programmatic or systems level changes. The agendas for monthly meetings are focused on action, and the grantees who attend regularly are mobilizing to tackle systemic barriers, to draft and promote changes in policy and practice, and to galvanize around a single point of change.

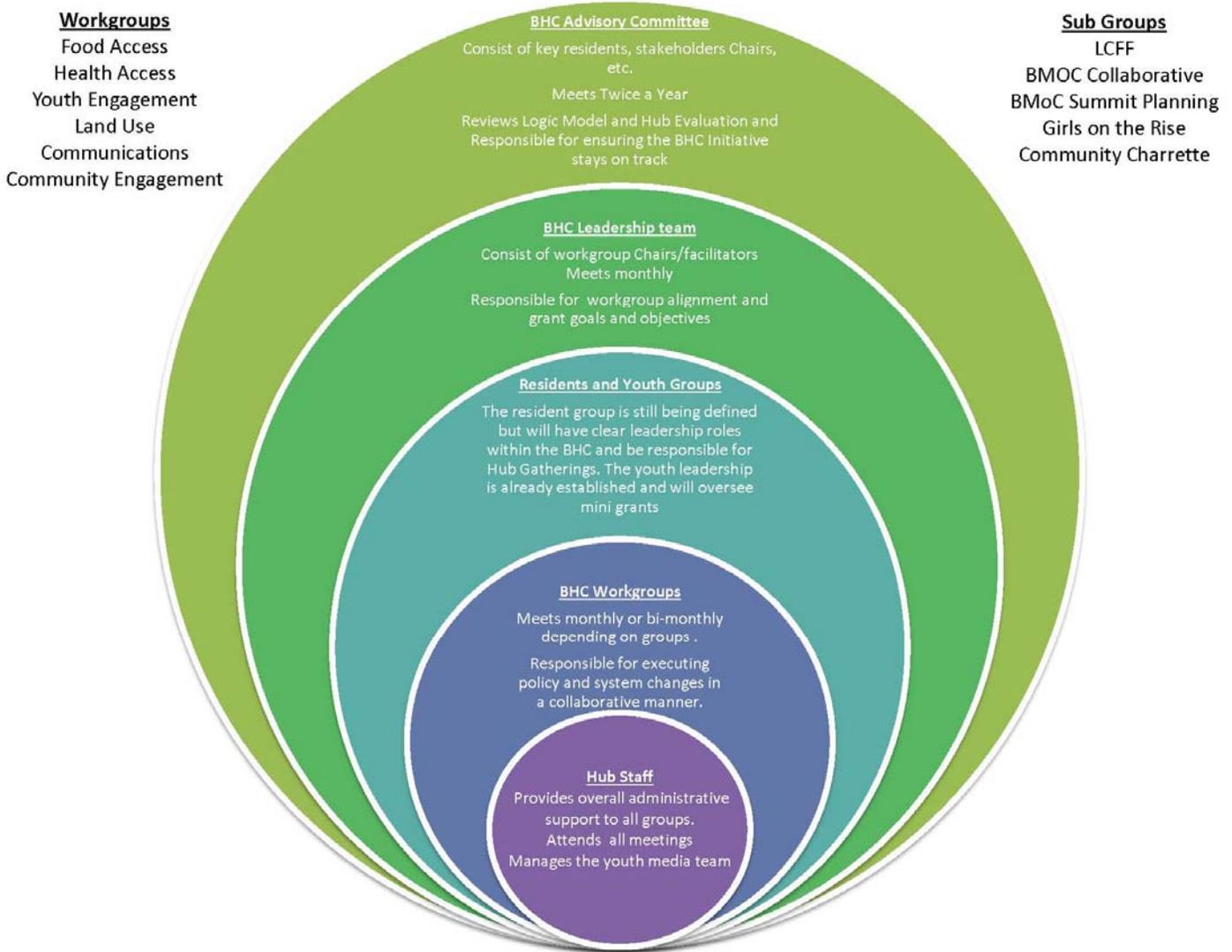
Figure 1 - South Sacramento BHC Organizational Structure, Years 1-3



For example, the newly created Community Engagement workgroup focused on developing and piloting a Resident Leadership Academy to provide direct support for residents to become more engaged in advocacy and community change. The Academy consisted of seven monthly sessions, with grantees and partners stepping up to develop workshop agendas, training content, and processes. The Academy graduated 13 of the original 34 residents who started the series. These graduates have also provided a resource to grantees seeking to engage residents in meaningful ways in community change. Similarly, Food Access workgroup grantees are mobilizing behind the Urban Agriculture Ordinance that is making its way through the Sacramento City administrative process, removing significant institutional barriers to urban gardening.

Finally, there are some layers to the organizational structure of the BHC now. Among these are additional subgroups with specific areas of focus, and a common aim to enhance the five drivers of change through collaboration, changing the narrative, resident power, youth leadership, and leveraging resources. These subgroups include the Local Control Funding Formula, Boys & Men of Color, Girls on the Rise, and the BHC Community Charrette process.

Figure 2 - South Sacramento BHC Organizational Structure, Revised Year Four



Resident and youth groups are in development, with a core group of youth already convening on a regular basis. Youth have become more active and highly visible in activities like the Boys and Men of Color annual summit, as well as its counterpart Girls on the Rise. The Resident group is on target to become established in year five as well as the BHC Advisory Committee. For the most part, workgroups meet monthly or bimonthly, and maintain agendas and minutes to summarize their work; the Leadership Team convenes with TCE and Hub staff; and a small Youth Leadership Team meets at regular intervals. Subgroups also have meetings, though these are less formal and written documentation varies. Hub gatherings are scheduled once or twice a year, and generally represent a community gathering for a specific purpose or to promote various BHC activities and opportunities.

The organizational structure of the South Sacramento BHC depends on a combination of regularly scheduled and ad hoc meetings, individual and mass email distribution, a Hub newsletter emailed quarterly, a Youth Leadership

Team email, and a community calendar or the updated BHC website. Still meetings remain the primary vehicle for communication, planning, collaborating, and direct activities among grantees.

1.2 Logic Model Update and Selection of Community Indicators

The BHC Logic Model was updated in year three, and has guided the identification and selection of community level indicators to track over time. The evaluation team compiled an exhaustive list of community level indicators, clustered for each workgroup. During year four the evaluation team introduced the list of indicators pertaining to each workgroup and solicited input regarding the selection of a few indicators to represent the milestones for change over time. Table 1 presents a summary of the indicators selected by campaign.

Table 1 - Community Indicators by Health Happens Campaign

Health Happens in Prevention	Health Happens in Schools	Health Happens in Neighborhoods
<ol style="list-style-type: none"> 1. Type of insurance 2. Health insurance coverage statistics 3. Immunization status of kindergarten students 4. Did not visit a doctor last year 5. Delayed or did not get medical care 6. Detailed insurance status 7. Visited emergency department last year 	<ol style="list-style-type: none"> 1. Graduation rates 2. Dropout rates 3. Suspension and truancy rates 4. CA physical fitness test results by gender and ethnic group 	<ol style="list-style-type: none"> 1. Median household income 2. Employment 3. Participation in volunteer activities 4. Food consumption patterns 5. Access to green space 6. Access to transportation

Data collected and analyzed for these community level indicators is in Section 5.

1.3 TCE Cross-Site Learning Participation and Contributions

The evaluation for year four of the South Sacramento BHC Hub builds on the findings presented in prior reports, featuring updates and changes. Year 5 will begin with growing focus on resident and youth engagement, through a combination of grantee activities, structural changes, and highly intentional outreach. The highlights from year four are:

- Review and revision of the organizational structure, maintaining the core workgroups and establishing a Leadership Team that consists of workgroup co-chairs and facilitators. Transfer of leadership from the Steering Committee to the Leadership Team.
- Flourishing Community Engagement Work Group, which created and implemented a Resident Leadership Academy;
- Evolution of the Youth Leadership Team, with consistent support and leadership from grantee (People Reaching Out), as well as the revival of the Youth Engagement workgroup after a hiatus of about one year;
- Identification and selection of community level indicators;

- Implementation of TCE Cross-Site Learning Tools and data collection; and
- Increased visibility of systems and policy level changes across all workgroups.

At the conclusion of year four of this 10 year initiative, the South Sacramento BHC has established core strategies that address all 10 priority outcome areas and represent vivid illustrations of the “*Health Happens*” messaging campaigns. Grantees are increasing interest in and willingness to partner outside and beyond their traditional areas of expertise, to mobilize for larger systems level changes, and to share resources, like resident and youth leaders.

Year five will mark the second year of collecting data via the Cross-Site Learning tools from selected grantees. It will also reinforce South Sacramento BHC’s commitment to systems change and resident and youth engagement. The evaluation will provide updated community indicators for tracking trends over time, and continue tracking resident and youth engagement via the logs. In addition, the evaluation will include case study summaries of the Healthy Food for All initiative, as well as School Climate to better understand the collective impact of multiple grantees and funded initiatives on systems level change.

1.4 Overview of the Report Structure

This report is the culmination of grantee activity and selected evaluation tasks, introduced in the Overview in Section 1. Section 2 presents a summary of workgroup participation and actions; Section 3 presents a summary of findings from the Resident Leadership Academy; Section 4 provides an update on the cumulative trends for resident and youth engagement as documented in logs submitted by BHC grantees over two years. Section 5 presents the community indicators. Section 6 presents plans for the evaluation in Year 5. And Section 7 provides conclusions and recommendations culminating from the year four evaluation of the South Sacramento BHC.

SECTION 2: WORKGROUP PARTICIPATION AND ACTION

The fourth year of the South Sacramento BHC initiative culminated in the work of nearly 40 grantees advancing projects and activities to support the three campaign areas, *Health Happens in Neighborhoods, Schools* and with *Prevention*. The grantee activities included a focus on facilitating access to healthy food; advancing healthy land use through changes in transportation and housing; strengthening youth engagement and advocacy; increasing health care enrollment and assisting residents with finding a health home; and identifying strategies for increasing resident engagement in the initiative.

The BHC structure includes seven different workgroups to assist grantees with executing policy and systems change in a collaborative manner. The workgroups provide a venue for grantees to develop relationships and a shared vision for change in order to strategically drive the BHC initiative forward. In year one workgroup members developed the trust essential to working collaboratively; in year two they focused on developing workgroup visions and plans; and in year three began solidifying how to move forward with their established visions. Year four was the *year of collaboration* as workgroups developed and implemented a variety of collaborative campaigns to move the dial on policy issues and systems change in their respective areas. This section includes a summary of the year four workgroup activities, with a focus on the frequency of meetings, grantee participation, and the collaborative campaigns.

Community Engagement Workgroup

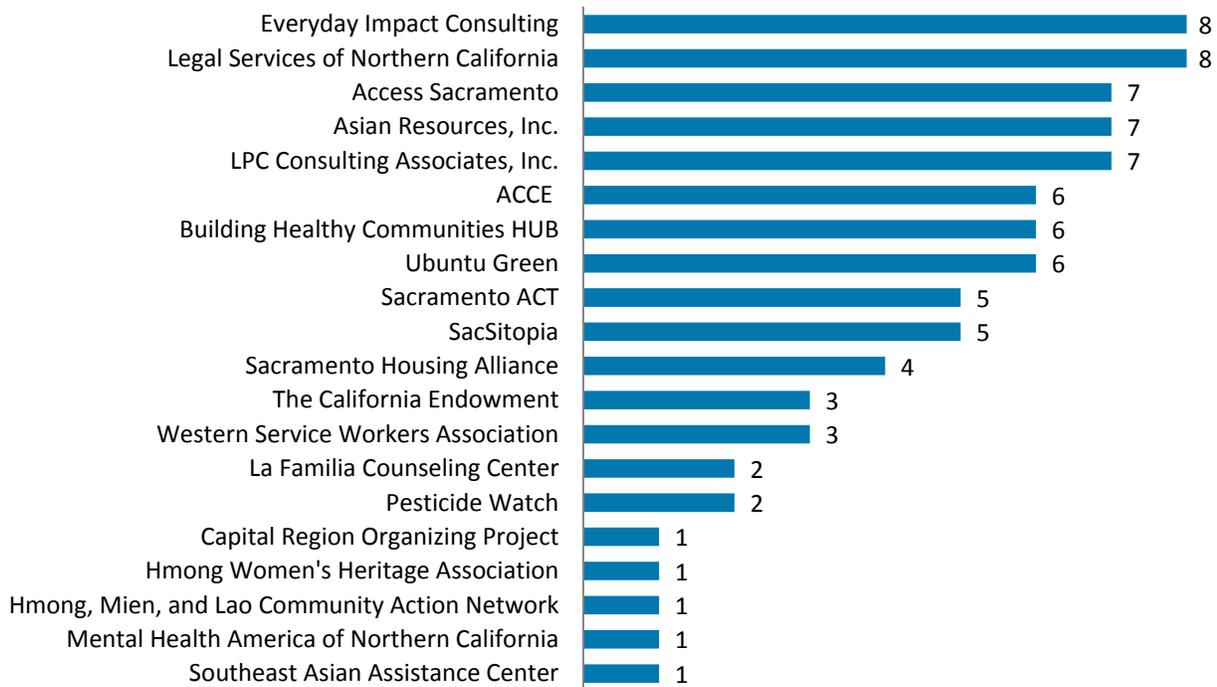
Hub staff established the Community Engagement workgroup in year three to address the conundrum of engaging residents in the BHC initiative. The workgroup is comprised of BHC grantees with a community organizing or civic engagement history, Hub staff, and contractors, all with an interest in increasing the number of youth and adult residents actively engaged in BHC activities and programs. Core workgroup members include the following, although 16 BHC grantees, contractors, and TCE and Hub staff participated in this workgroup to some degree:

- Access Sacramento
- Asian Resources, Inc.
- ACCE
- Legal Services of Northern California
- Sacramento Area Congregations Together (Sac ACT)
- SacSitopia representing Soil Born Farms
- Ubuntu Green
- Everyday Impact Consulting
- Hub Staff

The workgroup met nearly monthly throughout year four, with an immediate focus on the development and implementation of a Resident Leadership Academy. Agendas, sign-in sheets, and minutes chronicle the work of this new workgroup over the year. Representatives from five of the nine core workgroup organizations attended between 55 to 66 percent of the meetings, with the remainder of the core organizations attending between 77 to 88 percent of the meetings. Figure 3 shows meeting attendance by organization, for meetings

with attendance records (*meeting minutes are unavailable for two of the 11 meetings*). In general, the shared planning and work for the Leadership Academy reinforced relatively high levels of participation among the core member organizations.

Figure 3 - Community Engagement Workgroup Attendance



Meeting Activities

The primary focus of the Community Engagement Workgroup during the fourth year of the BHC Initiative was planning and implementation of the Leadership Academy (*detailed in Section Three*). A brief description of the Community Outreach workgroup meetings is below.

October 31, 2013

Meeting minutes not available for this meeting.

November 21, 2013

Workgroup members reviewed the draft curriculum, resident recruitment and outreach, and the provision of childcare for the Leadership Academy set to launch in February 2014.

January 22, 2014

Participants discussed the projected number of Academy participants and reviewed the session one curriculum.

February 27, 2014

The workgroup debriefed the successes and challenges from the first Leadership Academy session, and addressed preparedness issues.

March 27, 2014

The group reviewed the evaluation observations and survey results from the first two Academy sessions. Partners volunteered for different roles for the third session of the Academy, and discussed assigning mentors to Leadership Academy participants.

April 24, 2014

Members brainstormed opportunities for Leadership Academy participants to build skills while engaging in BHC programs, activities, and events.

May 22, 2014

Attendees debriefed session four and discussed evaluation observations and survey results. The workgroup also reviewed the session five curriculum and roles.

June 26, 2014

Meeting minutes are unavailable for this meeting

August 6, 2014

The Workgroup debriefed session six of the Leadership Academy and the facilitation plan for session seven. The workgroup discussed at length which participants should receive a gift card and the monetary denomination of the cards. Members also began planning for a second collaborative effort, and formed a sub-committee to advance a Get Out the Vote campaign.

August 28, 2014

Participants debriefed session seven and the overall Leadership Academy evaluation was presented to the group. Members discussed whether there should be another Academy and decided to review the curriculum before January.

September 25, 2014

This meeting served as an opportunity to review the history and future of the Community Engagement Workgroup, and to update the group on the Get Out the Vote canvassing and events.

At the Community Engagement Workgroup meeting in September, those present discussed the future of the workgroup and the Leadership Academy. Discussions revolved around whether the workgroup should: (1) disband in order for those members with community organizing skills to integrate into other workgroups struggling with resident engagement; or (2) continue to meet occasionally to allow for relationship development and collaboration building. Additionally members discussed the merits of the Resident Leadership Team taking responsibility for conducting the Leadership Academy, or making the Academy a joint effort between the Resident Leadership Team and Community Engagement Workgroup. The Community Engagement workgroup opted to table the discussion until at a future date when meeting attendance is more robust. Year five is sure to advance resident engagement based on many lessons learned from the experience of the Community Engagement Workgroup in year four.

ACTION = RESIDENT POWER: Get Out the Vote Campaign

At the close of the Leadership Academy, the Community Engagement Workgroup launched a Get Out the Vote (GOTV) Campaign to empower community residents by encouraging them to vote in the November 2014 midterm elections. The campaign also focused on broadening the reach of BHC through the recruitment of residents for grantee programs and activities, and information dissemination.

To initiate the campaign, the workgroup members reviewed voter turnout in BHC area precincts for the June primary. Members selected precinct 45216 for GOTV efforts to bolster the 13 percent voter turnout rate from the June 2014 election. Approximately 1, 330 registered voters reside in the precinct located in the Oak Park neighborhood.

A subset of the Community Engagement Workgroup formed a sub-committee that convened via weekly conference calls to plan and implement the GOTV campaign. Organizations active in the weekly calls included Hmong Women’s Heritage Association, ACCE, Soil Born Farms, BHC Hub, Sacramento ACT, Legal Services of Northern California, and Southeast Asian Assistance Center. The subcommittee scheduled two canvassing events – September 27th and October 4th - to connect with residents.

BHC grantees, Hub and TCE staff, and residents volunteered to go door-to-door educating residents about the BHC initiative and the upcoming election, iterating the importance of voting, and inviting residents to attend a BHC Resource Fair on October 15th. In total, the canvassers knocked on 344 doors, had 115 conversations with residents, and secured 101 commitments to vote.

Next, Oakridge Elementary school hosted the GOTV Resource Fair. A number of BHC grantees attended the fair to educate attendees about their programs and services. Resident leaders led small group conversations with attendees to discern the issues negatively impacting BHC neighborhoods, and event organizers discussed the importance of voting.

At the time of this report, election officials were still processing vote by mail and provisional ballots. However, preliminary numbers indicate that voter turnout increased by 68 percent in precinct 45216 from the June to November elections (see table 2), compared to the countywide turnout increase of 62 percent for the same time period (Sacramento County, total number of voters June = 203,850 and November = 330,817).

Table 2 - Precinct 45216 Voter Turn Out

	June	November	Percent Change
Voted in Person	48	94	96%
Vote by Mail	128	201	57%
Total Votes	176	295	68%

Based on the grassroots GOTV campaign in the precinct, the number of personal contacts with and commitments from residents registered to vote and the results on election day, this campaign was regarded as a resounding success to increase resident power.

Food Access Workgroup

The California Endowment supports eleven different organizations with grants for the provision of food access activities and services in the BHC area. Table 3 includes a brief description of the programs offered by each of the e food access BHC grantees.

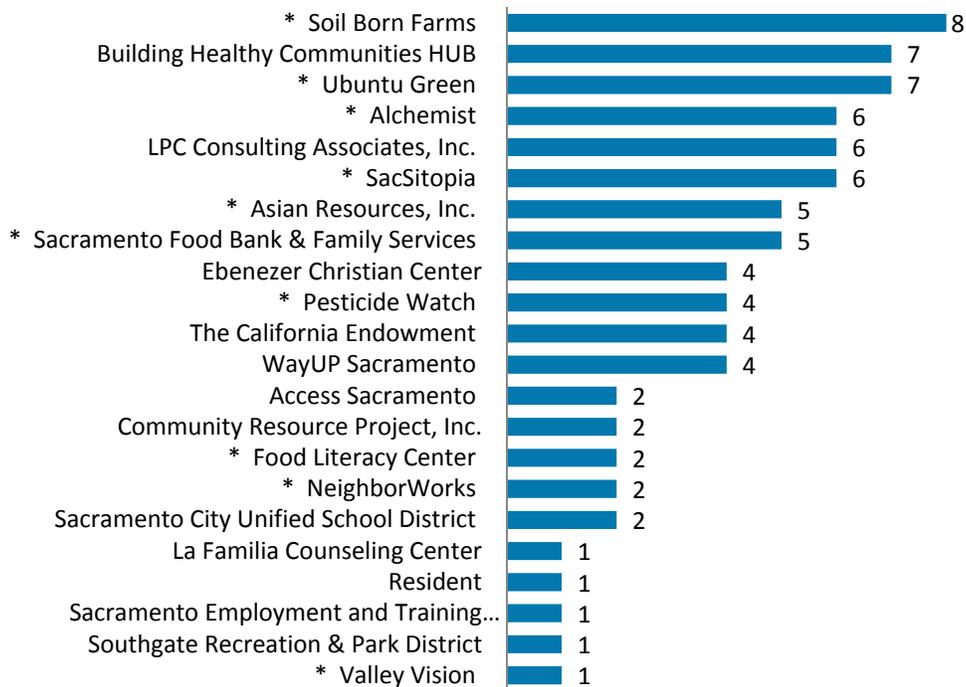
Table 3 - BHC Funded Food Access Grantees

PROGRAM DESCRIPTION	GRANTEE(S)
Create a food system that supports more local food consumption and healthy food education for South Sacramento residents. Development of a “how to” manual for school gardens and curriculum for incorporating school gardens into multiple academic subject areas.	Soil Born Farms (with sub-contractors Alchemist CDC, Asian Resources Inc., Sacramento Food Bank, SacSitopia, Ubuntu Green)

PROGRAM DESCRIPTION	GRANTEE(S)
Strengthen the capacity of residents, youth and community organizations in South Sacramento to advocate for greater access to locally grown, healthy food.	Pesticide Watch
Facilitate the Regional Food Systems Collaborative.	Valley Vision
Expand and further develop the Oak Park Farmers Market and Crop Swap.	NeighborWorks
Train individuals on a food curriculum targeting school age children and youth from limited resource communities.	Food Literacy Center
Conduct a door to door grassroots canvassing effort in BHC target area around food access.	Western Services Workers Association

Soil Born Farms chairs and convened the Food Access Workgroup nine times in year four to promote collaboration and relationship building among food movement stakeholders. The workgroup is comprised of BHC grantees and organizations with an interest in the Sacramento regional food movement. Figure 4 shows Food Access Workgroup meeting attendance by organization (*attendance records are available for eight of nine meetings*). The asterisks indicate organizations funded to do food access work through the BHC initiative.

Figure 4 - Food Access Workgroup Attendance



The Food Access Workgroup has representation from a variety of organizations both directly and in-directly connected to the BHC initiative. Of the organizations that receive grant funds through the BHC Initiative, four organizations attended two or fewer meetings, a second attended half of the meetings, and the remaining organizations (6) attended five or more meetings.

Meeting Activities

In year four the Food Access Workgroup focused on layering services in The Avenues neighborhood as a systematic approach to addressing the food access needs of the BHC area. The most active workgroup members recognize that there was value in bringing multiple strategies together in a targeted neighborhood, as a means of “changing the narrative”. Partners participated in mapping exercises and reviewed year three evaluation results to facilitate collaboration. A summary of the year four meeting content follows:

October 15, 2013

Partners updated a map of activities and programs to illustrate layering and clustering of activities within the BHC boundary, and to identify how and where organizations are working together. Participants also discussed characteristics, successes, and challenges to identifying and supporting the needs of individual BHC neighborhoods.

January 15, 2014

Participants reviewed the year three Food Access evaluation report and discussed the desire for evaluation to incorporate a mapping tool to illustrate where food access activities are occurring in the BHC. Participants discussed the 2014 meeting agenda and ongoing meeting planning and management.

February 3, 2014

The Food Access Workgroup Leadership Team met to define their role as it relates to the larger workgroup, and to discuss the focused neighborhood approach in the BHC area. Participants also discussed “key areas” as outlined in the year three Food Access Report.

February 18, 2014

Participants selected The Avenues neighborhood for focused efforts. The group discussed the need to explore and identify the activities that are currently taking place in the neighborhood in order to identify next steps.

March 18, 2014

The workgroup used this meeting to initiate the new approach of focusing food access work in The Avenues neighborhood. Partners participated in a walk audit through the area adjacent to Pacific Elementary School and discussed community concerns around public safety.

April 22, 2014

Participants discussed a brief history of food access work in the BHC and the need to strategically move through the area by focusing efforts on certain neighborhoods. The group discussed the development of an assessment model to identify community needs and the resources partners could leverage to meet those needs.

May 20, 2014

Participants gathered to discuss use of the new Community Center in The Avenues as a possible hub to facilitate and improve food access activities and resources in the adjacent neighborhood.

July 15, 2014

Workgroup members acknowledged that the BHC initiative is coming up on year five and discussed new food access activities and barriers to advancement. Participants discussed the areas in which they have concentrated efforts in order to gain perspective for next steps.

September 16, 2014

Organizations discussed their current activities and outcomes of their efforts. Participants identified collaborative ways to improve partner activities by layering their services. On reflection partners identified the need for consistent communication that includes notifying others of events and opportunities for engagement.

Soil Born Farms contracted with Solh Resolutions International to co-facilitate the Food Access Workgroup in year five. Solh will guide food access partners through the development of a shared workplan to guide partner activities toward five pre-determined outcomes. Workgroup members will also identify a systematic approach for layering services in other BHC neighborhoods based on the lessons learned through implementing that strategy in The Avenues neighborhood in year four.

ACTION = CHANGING THE NARRATIVE: Urban Agricultural Ordinance

Many of the Food Access Workgroup members convened under auspicious of the Sacramento Urban Agricultural Coalition to shepherd the adoption of an Urban Agriculture ordinance by the City of Sacramento and Sacramento County. The purpose of the Urban Agricultural ordinance is to address existing barriers to residential gardening and food production to permit:

- The cultivation of crops on parcels with land use designations that typically prohibit the development of an urban farm;
- On-site urban agricultural stands to facilitate the sale of produce grown on the parcel;
- Structures to support urban farming (e.g., greenhouses, sheds); and
- Designation of the City of Sacramento as an Urban Agricultural Zone to allow property owners to enter into an agreement with the City to reduce property taxes for on-site urban agriculture.

Members of the Sacramento Urban Agricultural Coalition collectively wrote a draft ordinance, and worked with the City of Sacramento Planning and Design Commission to refine the language. The Planning and Design Commission reviewed and commented on the draft ordinance at their regularly scheduled meeting in September 2014. City staff will incorporate the commission’s comments, and the commission will hear and approve the item at a future date. Once the Planning and Design Commission approves the ordinance, the item is then passed to the City Council for approval. In addition, the Sacramento Urban Agricultural Coalition is also working with Sacramento County to develop a similar urban agricultural ordinance.

Health Access Workgroup

The California Endowment supports 13 different organizations with grants to increase health access for residents residing in the BHC area. Table 4 includes a brief description of the programs offered by the health access BHC grantees.

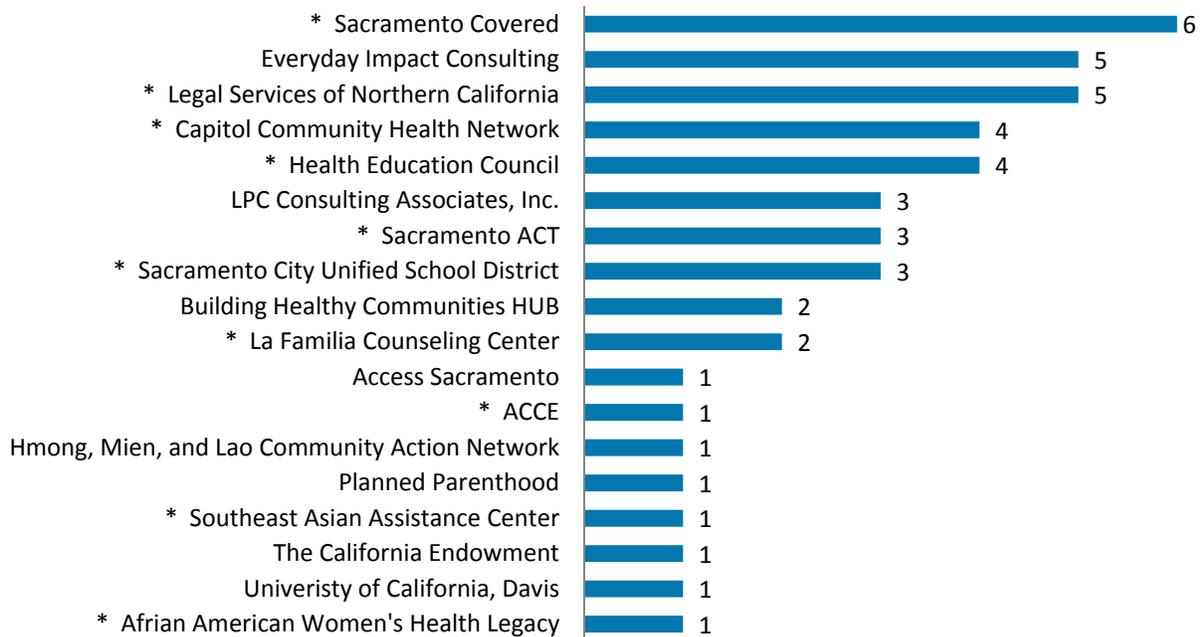
Table 4 - BHC Funded Health Access Grantees

PROGRAM DESCRIPTION	GRANTEE(S)
Strengthen and expand the public/private outreach and enrollment infrastructure by providing outreach, enrollment, retention and utilization services and streamline health coverage applications and referrals to other social service programs through the Department of Human Assistance.	Sacramento Covered
Strengthen the infrastructure of Sacramento City Unified School 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
Provide diabetes and hypertension education for African American women and their daughters.	The African American Women’s Health Legacy

PROGRAM DESCRIPTION	GRANTEE(S)
Improve communication and coordination among health navigators working with Latino communities.	Health Education Council
Develop a strategic plan to reduce African American Child Deaths.	Sacramento County
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
Increase capacity of community leaders from the South Sacramento BHC to advocate for increased access to health homes.	ACCE
Empower residents and congregation leaders of South Sacramento to develop campaigns to improve access to health care including the undocumented, reduce youth violence, provide services for re-entry, expand affordable housing and increase school attendance.	Sacramento ACT
Door to door canvassing around health access.	Western Services Workers Association
Advance culturally appropriate healthcare by recruiting community volunteers to help residents navigate the system.	Capital Community Health Network (with: Hmong Women’s Heritage Association, Southeast Asian Assistance Center, La Familia Counseling Center)

The Health Access Workgroup met seven times in year four. The workgroup is comprised of BHC grantees, organizations interested in health access in the greater Sacramento region, and BHC Hub staff and contractors. Figure 5 shows Health Access Workgroup meeting attendance by organization (*meeting minutes are not available for one of the meetings*). The asterisks indicate organizations funded to do health access work through the BHC initiative.

Figure 5 - Health Access Workgroup Attendance



Health Access Workgroup attendance data indicate that seven of the 13 organizations funded through the BHC initiative attended less than 50 percent of the workgroup meetings. The remaining BHC funded organizations attended 50 percent or more of the meetings, with most attending at least half of the meetings.

Meeting Activities

The primary focus of the Health Access Workgroup during the fourth year of the BHC Initiative was to support healthcare coverage for the undocumented in Sacramento County. A brief description of each Workgroup meeting during year four is presented below.

October 29, 2013

Meeting minutes unavailable

February 25, 2014

Members discussed how to provide ACA education and outreach and the barriers to community enrollment.

April 28, 2014

Members debriefed the State of Safety Net Process and drafted a joint letter in support of increasing funding. The group identified the positives and negatives of that process and identified priority areas.

May 9, 2014

Participants gathered to address the problem of achieving healthcare for the undocumented residents of Sacramento County. The group discussed political strategies, points of leveraging support, and funding.

July 1, 2014

Participants debriefed the Board of Supervisors hearing and discussed drafting a follow-up letter to the Board of Supervisors declaring support for expanding healthcare coverage to include undocumented residents. Members also reviewed BHC health indicators.

August 26, 2014

Members discussed the response to the Board of Supervisors letter. The group continued to identify community indicators of health to track progress over time and issues related to community enrollment in Covered California.

September 25, 2014

Reviewed the Health Access Campaign and the group's actions to support health coverage for the undocumented. The group discussed the different options for healthcare for the uninsured in Sacramento County and next steps for the Workgroup.

The Health Access Workgroup continues to expand the collaborative directed at reversing a decision by the Sacramento County Board of Supervisors in 2009 that effectively barred undocumented individuals from accessing health care through primary care clinics. In year five the workgroup will continue to develop campaign strategies and encourage residents to raise their voices in an effort to obtain health care for all.

ACTION = CHANGING THE NARRATIVE: Indigent Health Care Campaign

Early in 2014, Sacramento County Board of Supervisors proposed to eliminate both services and positions at the county primary care clinic as a result of reduced need correlated with American Care Act (ACA) implementation. Through meetings with policy experts and county staff, workgroup members learned that the county would have a 10-12 million dollar surplus in the Health and Human Services budget due to the proposed changes in the health system. The Health Access Workgroup seized the opportunity to request that the Board of Supervisors reverse their 2009 decision to require proof of citizenship or lawful status to receive urgent health services at primary care clinics. The decision resulted in undocumented individuals losing access to primary and

preventative care, thus depending solely on emergency rooms and free clinics for primary healthcare services. This shift costs millions of dollars each year in unnecessary and preventable emergency room visits.

Workgroup members launched the campaign by drafting a letter requesting that the Board overturn their 2009 decision, and then sought and received the support of 20 non-profit organizations that signed the letter. In addition, workgroup members mobilized and trained 45 community residents and partners to speak at a hearing in support of reversing the 2009 decision. Residents gave passionate testimony regarding their health struggles and why health care is a universal need. At the hearing, Supervisor Serna affirmed the importance of a public hearing on indigent health care for the undocumented and motioned to: (1) convene the Safety Net Committee to consider overturning the 2009 decision; (2) request that the County Executive prepare a fiscal report on the estimated cost of services; and (3) convene a public hearing on the issue.

Two months after the hearing, workgroup members sent each County Supervisor a letter supporting the reversal of the decision and a public hearing. A sub-committee has since formed, and convenes regularly to plan an indigent healthcare campaign drawing upon the resources of the BHC Health Access workgroup. The committee has developed multiple strategies to move the campaign forward, and continues to increase the collaborative by reaching out to and drawing upon the resources of other organizations and stakeholders.

Land Use Workgroup

The California Endowment supports seven different organizations with grants for the provisions of land use activities and services in the BHC area. Table 5 includes a brief description of the programs offered by the eleven land use BHC grantees.

Table 5 - BHC Funded Land Use Grantees

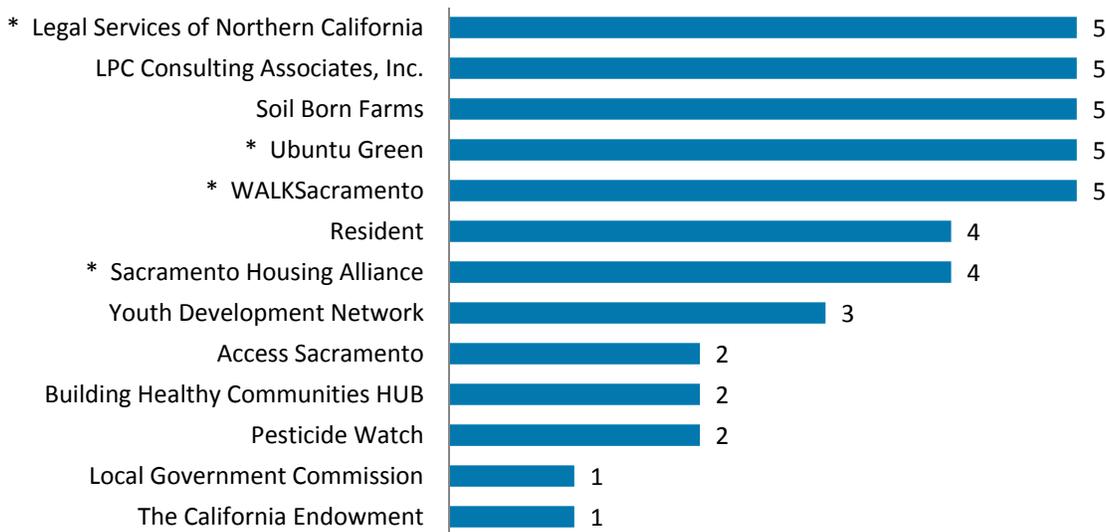
PROGRAM DESCRIPTION	GRANTEE(S)
Strengthen the capacity of residents and youth in South Sacramento to advocate for health promoting land use, transportation and community development policies.	Ubuntu Green (with WALKSacramento)
Support regional policy in the areas of transportation, hunger, regional planning and environmental health. Increase the representation of communities of color and low income communities on boards and commissions through the Boards and Commissions Leadership Institute.	Sacramento Housing Alliance
Convene and facilitate community pedestrian safety meetings to prioritize road improvements needed in the Stockton/Fruitridge area.	WALKSacramento
Increase the number of trees planted along the Stockton and Fruitridge area to reduce speed. Youth will conduct walks to promote the importance of trees to business owners and help plant trees with funding leveraged from SMUD.	Sacramento Tree Foundation
Conduct bicycle facilities assessments along Franklin Boulevard and Stockton/Fruitridge area.	Sacramento Area Bicycle Advocates

Conduct a series of community meetings and door-to-door surveys crucial to gathering information about education, employment, transportation, health, access to healthy foods, and housing.	North Franklin Business Improvement District
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

Ubuntu Green convened the Land Use Workgroup which met five times in year four. Workgroup partners opted to cancel the August 2014 meeting to focus on BHC Community Action Plan activities (see below). The workgroup is comprised of BHC grantees, organizations interested in land use in the greater Sacramento region, BHC residents, and BHC Hub staff and contractors. Figure 6 shows Land Use Workgroup meeting attendance by organization. The asterisks indicate organizations funded to do land use work through the BHC initiative.

Attendance data reveals that the Land Use Workgroup includes residents and organizations not traditionally identified as land use stakeholders (e.g., Youth Development Network). Of the BHC land use grantees, three organizations did not attend Land Use Workgroup meetings in year four, but the remaining attended at least 90 percent of the meetings, with the majority of those attending 100 percent of the meetings.

Figure 6 - Land Use Workgroup Attendance



Meeting Activities

The primary focus of the Land Use Workgroup during the fourth year of the BHC Initiative was implementing a land use workshop as a Charrette primer and strategic plan activity. Workshop members also coalesced around supporting the Urban Agricultural Ordinance campaign. A review of the workgroup meeting content follows:

October 2, 2013

Members reviewed BHC logic model updates and provided feedback. The Local Government Commission presented the updated Public Participation Guidebook to increase community engagement in the planning process. This led to discussion about building resident participation in the Workgroup by reaching out to Neighborhood Associations.

December 4, 2013

Participants reassessed the timeline developed for accomplishments as part of the strategic planning process. Participants presented and discussed different campaign options: the 7-11 Committee, the Urban Agricultural Ordinance, and the Sacramento Neighborhood Coalition (SNC). Members also engaged in planning for Ubuntu Green's BHC Community Plan Charrette in March 2014.

February 5, 2014

Attendees discussed the BHC Community Plan Charrette and identified partners to serve as core team members. Discussion also involved moving forward with activities outlined in the strategic plan: 1) workshops to educate BHC residents about land use issues in advance of the Charrette; and 2) supporting the Urban Agricultural Ordinance.

April 2, 2014

Partners further discussed the Land Use Workshop purpose, format, and content. All agreed that workshops will prepare residents to engage in the Charrette.

June 4, 2014

This meeting involved further discussion of the BHC Charrette Land Use Workshops with participants presenting their final draft outlines to the group. Participants reviewed workshop next steps, and discussed Urban Agricultural Ordinance updates.

ACTION = RESIDENT POWER: BHC Community Action Plan Charrette

Ubuntu Green leveraged their involvement with the BHC initiative to successfully apply for a grant from the Kellogg Foundation to coordinate a charrette to inform the development of a BHC Community Action Plan. A charrette is a multi-day public planning process that seeks the input of community residents and stakeholders toward a defined end (e.g., land use plans, architectural design). Unlike traditional community outreach processes, a charrette seeks public input to inform a project, design or plan prior to development and implementation.

In preparation for the charrette, Ubuntu Green convened a core team comprised of BHC Land Use Workgroup grantees and residents representing various interests (e.g., active transportation modes, housing, urban agriculture, youth voice, policy issues, and economic development). In spring of 2014, the core team completed charrette manager training, which set the stage for the BHC Community Action Plan charrette process initiated in June of 2014.

The core team began convening weekly after the Charrette Manager Training to facilitate planning for and implementation of resident engagement strategies. The team launched the charrette with a public kick-off meeting on June 2nd, followed by a land use learning workshop on July 26th. The core team held a public meeting on August 11th to seek resident input and invite stakeholder and community members to attend the charrette studio open house on August 13th or the charrette studio during the following week. The charrette concluded with a plan presentation meeting on August 17th at which time the core team presented the input received from residents and stakeholders, and the timeline within which they will complete the BHC Community Plan. In addition, Ubuntu Green partnered with MetroQuest to collect resident input via the Internet and community kiosks. Residents provided input via MetroQuest June through October of 2014.

The core team continues to meet bi-weekly and anticipates completing the BHC Community Plan in December 2014, with implementation following soon after. The plan will identify issues and action steps in the following content areas: circulation, urban agriculture, youth engagement, economic development, housing, and the environment.

Youth Engagement Workgroup

The California Endowment supports 17 different organizations with grants for the provision of youth development activities and services in the BHC area. Table 6 includes a brief description of the programs offered by the 17 youth engagement grantees.

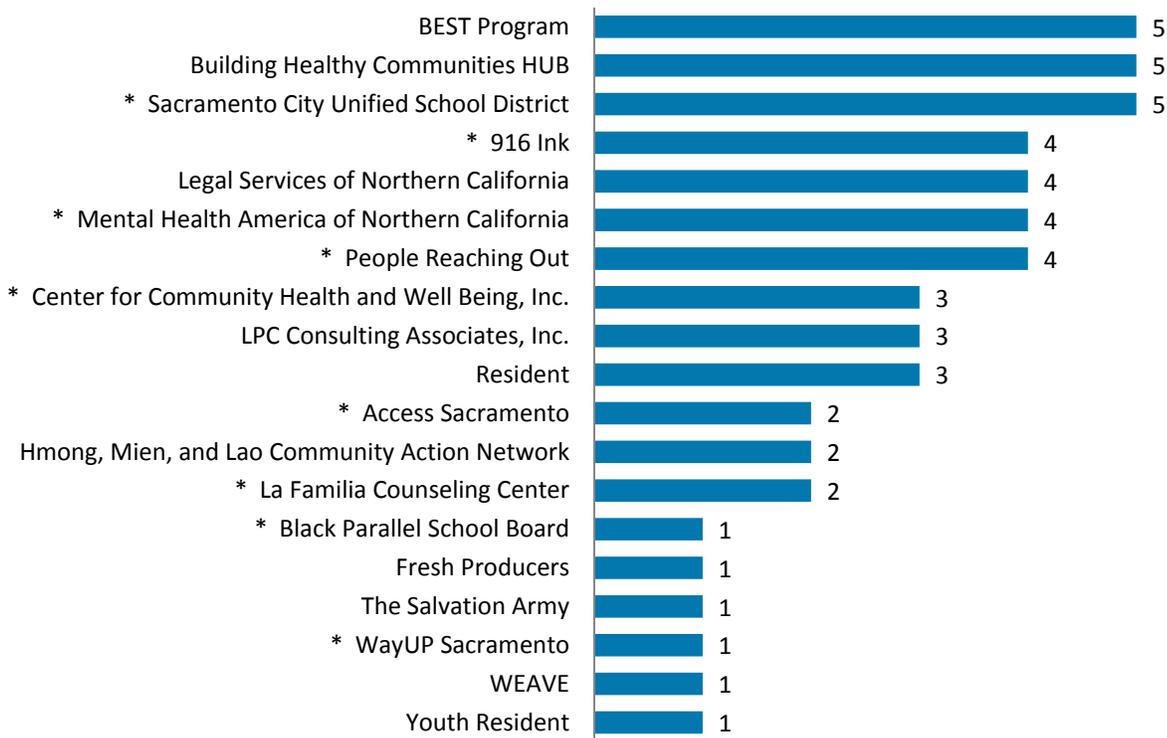
Table 6 - BHC Funded Youth Engagement Grantees

PROGRAM DESCRIPTION	GRANTEE(S)
Develop policy and expand alternatives to school discipline to increase school attendance and safety in schools. Alternatives include Men's Leadership Academy, restorative justice, social emotional learning, and positive behavior instruction support. Develop and expand youth-led violence, harassment and bullying prevention programs.	Sacramento City Unified School District
Improve school climate by developing youth leadership using a strengths-based approach and training teachers on how to work with youth. Facilitate intensive youth leadership program including Summer Youth Leadership Program.	WayUP Sacramento
Through the LGBTQ Youth Collaborative, build the capacity of youth-serving organizations and youth to work together to improve and enhance support to LGBTQ youth and their families in South Sacramento.	Mental Health America of Northern California
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 Counseling Center
Facilitate Youth Leadership Team and establish a core network of foster youth advocating around Local Control Accountability Plan.	People Reaching Out (with UC Davis School of Education)
Improve literacy of youth through creative writing programs.	916 Ink
Support youth in their efforts to develop an education and advocacy campaign on school suspension and expulsion. Coordinate Local Control Accountability Plan coalition.	Sacramento Independent Learning Center/Black Parallel School Board
Expand the Leadership and Empowerment Institute for Girls and Young Women to George Sim Community Center, and work in partnership with local agencies on a conference for girls and young women of color (Girls on the Rise).	Center for Community Health and Well Being
Build leadership among BHC residents and continue to mentor and engage youth on community issues through food, arts and culture.	Freedom Bound Center/Sol Collective
Collect and analyzes chronic absenteeism student level data on students that have had to move from the five closed school sites to new schools through home visits with students.	The Parent Teacher Home Visit Project
Partner with the Sacramento Police Department to 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
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.	HealthCorps

PROGRAM DESCRIPTION	GRANTEE(S)
Build the capacity of youth to implement an advocacy campaign to reduce sugar sweetened beverage consumption and improve school food service menu offerings.	Health Education Council
Promote positive, social, emotional and educational opportunities for young men and boys.	Always Knocking
Increase local reporting on community health issues in South Sacramento by training youth to be media content creators.	Access Sacramento
Improve the health outcomes of Southeast Asians in South Sacramento by engaging residents in actions to improve access to health for their communities and to ensure that their needs are included in the Local Control Accountability Plan for SCUSD.	Hmong Women’s Heritage Association

The Youth Engagement Workgroup convened six times in year four. Figure 7 shows meeting attendance for five of the seven meetings (*meeting minutes are not available for two of the meetings*). The asterisks indicate organizations funded to work on youth engagement issues through the BHC initiative.

Figure 7 - Youth Engagement Workgroup Attendance



With regard to BHC funded grantees, nine of the 17 attended at least one workgroup meeting; of those nine 60 percent attended at least half of the meetings and 40 percent attended one or two meetings. Two of the organizations funded for youth engagement activities could not attend regularly scheduled workgroup meetings due to scheduled programming conflicts and the geographic location of their organization.

Meeting Activities

The primary focus of the Youth Engagement Workgroup during the fourth year of the BHC Initiative was to hone the mission and vision of the Workgroup to facilitate collective impact and action. A sub-committee of members formed a leadership team to assess the trajectory of the group. With outside assistance from an organizational consultant, the leadership team determined that the workgroup would benefit from a focus on direct services from a systematic level of change. The sub-committee developed a new leadership structure that led the group through a series of exercises and discussions to discern the focus of workgroup efforts. With a revamped structure and focus, the group is poised to make great strides in year five. A brief description of each Workgroup meeting during year four follows:

October 22, 2013

The group voted to make LCFF their primary focus of the year, which focuses on cultural diversity, school climate, violence, and bullying. The group discussed mapping community resources and assets in order to identify service gaps.

March 3, 2014

Members addressed challenges and frustrations with working in the youth development and youth engagement field. Members also discussed current initiatives impacting youth.

April 24, 2014

Members revisited the Workgroup's mission and vision and discussed the new structure that includes two co-chairs, and collaboration and action as key outcome components. Members requested identifying specific workgroup projects or campaigns.

May 22, 2014

Meeting minutes not available.

June 25, 2014

Participants gathered to create an inventory of the opportunities available to youth, programs needing more information, and areas missing from the list.

September 18, 2014

Meeting minutes not available.

ACTION = YOUTH LEADERSHIP: Boys and Men of Color Summit

For the past three years, The California Endowment has financially supported a Boys and Men of Color (BMoC) Summit. Each year a group of adult allies and youth plan the summit with coordination assistance from Hub staff. The third annual Boys and Men of Color Summit: Becoming Men of Change occurred on June 26th at Sacramento State University. Approximately 100 young men of color and 50 adult allies from Sacramento area participated in the one day summit. The day opened with a the BMoC purpose and team building activities. Youth then attended a series of workshops:

Respect, Stereotypes & Judgments: Where do I fit in?: This workshop addressed privilege, power, BMoC stereotypes and culture around judgment and the impact on young men.

Think Before you Act ...It might Change Your Life: The Scenario: Explored the difficulty of making individual choices when faced with group pressure.

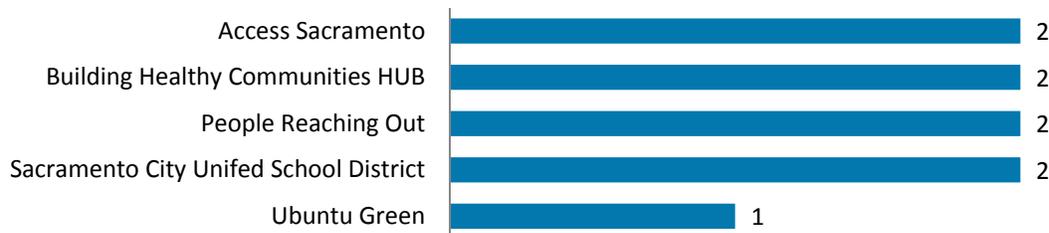
Everyone uses the "N" Word ... so it's ok, Right?????: Designed to help participants develop and understanding of the social impact of the "N" word, and the possible consequences of using the word.

At the summit youth spent time debriefing with mentors, engaging in spoken word, and team bonding. Since the summit, a group of youth participated in the BMoC Select Hearings and a rally on the steps of the Capital. Youth also met with their elected officials to discuss issues negatively impacting boys and men of color. The BMoC Youth Planning Committee and Committee are already meeting to plan the fourth annual summit, which is a testament to the asset of this convening of young men of color and adult allies.

Communications Workgroup

The BHC Hub established the Communications Workgroup to address BHC communication gaps and develop new strategies to better increase awareness of the work. Hub communication staff convened the communication workgroup on three occasions during year four. The workgroup is comprised of organizations with an interest in identifying strategies to increase the flow of information between grantees and BHC residents and stakeholders. Figure 8 displays the meeting attendance for two of three communication workgroup meetings.

Figure 8 - Communications Workgroup Attendance



Meeting Activities

The primary focus of the Communications Workgroup in the fourth year was planning the distribution of BHC newsletter to all of the households in the BHC area. A brief description of each Communications Workgroup meeting follows.

February 26, 2014

This meeting served as an opportunity to revisit avenues for spreading the word about BHC through public service announcements and other non-Internet media. Members reviewed the current BHC communication channels and drafted a cost-analysis for producing and distributing a newsletter.

March 2014

Members reviewed BHC newsletter options and discussed possible format, features, and distribution options. Members also reviewed community asset mapping tools to create newsletter content. The workgroup identified methods for newsletter distribution, and the need to centralize BHC Workgroup meeting dates on a shared calendar.

April 30, 2014

Meeting minutes not available for this meeting.

The communications workgroup plans to utilize the latest in user-friendly and state-of-the-art video teleconferencing technologies to increase the frequency and effectiveness of its meetings to create a BHC communications plan by July 2015. Workgroup members will explore new tools to “tell the story” of the BHC grantees and their programs through more digital content platforms. In addition, the workgroup will oversee an update of the BHC website.

Leadership Team Workgroup

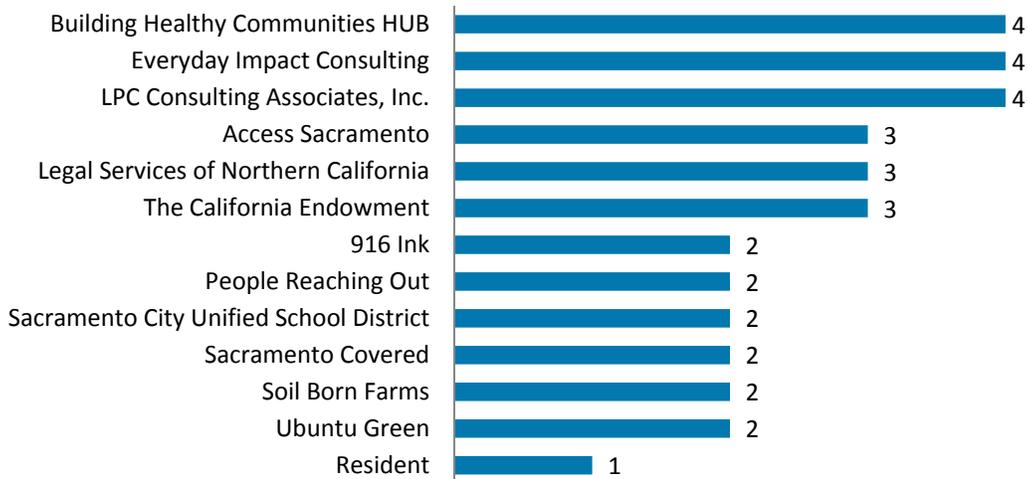
In year four, the BHC Hub established the co-chairs/facilitator workgroup to establish communication and collaboration across the different BHC workgroups. With the evolution of the South Sacramento BHC structure – which included the dissolution of the Steering Committee - the workgroup was renamed the Leadership Team. The workgroup consists of the chair, co-chairs, or facilitators from each of the six BHC workgroups, Hub and TCE staff, and contractors, which are as follows:

Table 7 - BHC Workgroup Chairs, Co-Chairs, and Facilitators

ORGANIZATION	ROLE
Access Sacramento	Co-chair of the Communications Workgroup
Everyday Impact Consulting	Facilitates the Health Access and Community Engagement Workgroups
Hub Staff	Convene the Communications Workgroup Administrative support for the Youth Engagement and Food Access Workgroups
Legal Services of Northern California	Chair of the Community Engagement Workgroup Co-chair of the Health Access Workgroup
Sacramento Covered	Co-chair of the Health Access Workgroup
Sacramento City Unified School District	Co-chair of the Youth Engagement Workgroup
Soil Born Farms	Chair of the Food Access Workgroup
916 Ink	Co-chair of the Youth Engagement Workgroup
People Reaching Out	Convene the Youth Leadership Team
LPC Consulting Associates, Inc.	Evaluation of South Sacramento BHC Initiative
The California Endowment	Program Manager

The Leadership team convened five times in year four. Figure 9 shows meeting attendance for four of the five meetings (*meeting minutes are not available for one of the meetings*). The chairs and co-chairs are committed to the BHC initiative and go above and beyond what is outlined in their grant workplans by leading a workgroup.

Figure 9 - Leadership Team Workgroup Attendance



Leadership Team attendance fluctuated due to the group establishing itself, which included the periodic addition of new members throughout the year. It is anticipated that attendance will increase in year five as the group moves forward with solidifying their BHC role.

Meeting Activities

The Leadership Team is comprised of individuals who are actively guiding BHC change efforts. To date the Leadership Team has not established a chair or co-chair, or developed a shared purpose, action plan, or goals; to date the primary focus of the Leadership Team during the fourth year of the BHC Initiative was enhancing communication among the BHC Workgroups by providing ongoing updates regarding the status of the workgroups and current campaign projects. A brief description of each meeting during year four is presented below.

January 16, 2014

Workgroup chairs provided updates on their respective activities. LPC Consulting Associates, Inc. presented monthly grantee reporting evaluation log trends. This led to discussions around creating a map to identify grantee work by workgroup in BHC neighborhoods.

March 12, 2014

Members provided their workgroup updates to the group. Representatives from The California Endowment and LPC Consulting Associates, Inc. reported out about the annual reporting template and highlighted key community collaborative efforts that took place. BHC HUB staff also announced several initiatives surfacing as opportunities to collaborate.

May 20, 2014

This meeting included workgroup updates from the Chair members. A focus of this meeting was to shift the focus of the meeting from a report out of activities to a space to actively foster collaboration..

July 2014

Members discussed the respective workgroup campaigns. Hub staff relayed that the Steering Committee voted to disband and believed the Leadership Team was the ideal group to lead the initiative.

September 15, 2014

Members provided brief updates on the status of each workgroup, and reviewed the revised structure for the South Sacramento BHC initiative..

Youth Leadership Team

The Youth Leadership Team convened at regularly at the Sacramento City Unified School District Serna Center. Between October of 2013 and September 2014, 18 youth participated in the Youth Leadership Team (YLT) initiatives and trainings. Highlights of the year included the following:

- Putting Youth on the Map Training
- Community Organizing Training
- Local Control Funding Formula Training
- Advocated for restorative justice policy AB 420 during Brothers and Sisters Day at the Capital
- Attended the BHC Northern California Youth Retreat
- Presented a series of youth issues to the Sacramento City Unified School District, Youth Advisory Council Executive Board

The YLT also collaborated with the following BHC grantees and related collaborative efforts: Sacramento ACT, Access Sacramento Youth Reporters, BHC Youth Media Team, SCUSD Men's Leadership Academy, BMoC Alliance, Sisterhood Rising, BHC Northern California Youth Network, and UC Davis Center for Regional Change. In the upcoming year the YLT plans to identify a campaign, and continue recruit additional youth.

2.1 HUB Gatherings

The BHC has hosted Hub Gatherings (more or less quarterly) since the first year of the initiative, 2010. The primary purpose of Hub Gatherings is to bring grantees and the community together, to share information about the BHC and the projects undertaken by the grantees. This has taken the form of grantee exhibits, entertainment by youth, public announcements and information sharing, and a buffet meal for families who attend. The HUB events are festive, with music or spoken word, and a child care room with games, face painting, and videos. The HUB gatherings typically occur on a week night and last approximately three hours, with 100-200 residents in attendance.

In year four Hub staff hosted two HUB Gatherings. The first gathering was the 4th Annual Sacramento Building Healthy Communities Celebration held July 23rd at the Louise A. Perez Community Center and Rainbow Park. The celebration included a Mexican food buffet at the Community Center, and games geared toward youth at the Park. Hub staff raffled grocery gift cards, and provided Hub backpacks for kids.

The second HUB gathering occurred on October 15th and was a Resource Fair and Voter Education Night in conjunction with the Community Engagement Workgroup GOTV campaign. The event included a dinner buffet for attendees, and games and prizes for youth. BHC grantees tabled at the event providing residents with program and activity information, and information about initiatives on the November ballot. The gathering concluded with residents leading small conversations on issues negatively impacting their communities.

2.2 All Grantee Meetings

For the first three years of the South Sacramento BHC initiative, Hub staff convened semi-annual meetings – All Grantee Convening -for BHC grantees. The meetings facilitate networking among grantees, and provide an information sharing venue. At past meetings grantees participated in BHC visioning, reviewed site and cross-site

evaluation findings, learned about media opportunities, networked across workgroups, and learned about grantee campaigns and collaborative efforts. The Hub facilitated one All Grantee Convening in year four.

The convening occurred on December 12th, 2013. The California Endowment Learning and Evaluation staff opened the convening by reviewing the cross-site tools. FSG Social Impact Consultants presented an overview of the the South Sacramento Strategic Review. Grantees broke into small groups to discuss BHC challenges and strategies, and participated in a large group discussion around opportunities for collaboration and the definition of resident power. The meeting concluded with a review of the logic modeling process by LPC Consulting Associates.

Workgroup Summary

The structure of the BHC workgroups remained relatively unchanged during year four, and most of the workgroups met regularly. In the previous three years the workgroups laid the foundation for collaboration, which included a request for facilitation support by two workgroups. All of the workgroups are comprised of BHC funded organizations and individuals from organizations that have a vested interest in the change initiatives identified by the workgroups. There is a range of involvement in the workgroups by BHC grantees, however, the sporadic attendance of some grantees is not impacting the ability of engaged and involved organizations to launch collaborative campaigns. That being said, imagine the possibilities for change if all grantees consistently attended the workgroup meetings bringing their organizational assets to bear.

Year four ushered in a period of workgroup collaboration. BHC grantees launched six different campaigns and for the most part, used workgroup meetings as a platform to develop strategies and identify next steps. The six South Sacramento BHC led campaigns are as follows:

- Changing the Narrative: Indigent Care
- Resident Power: Get Out the Vote
- Resident Power: Leadership Academy
- Changing the Narrative: Urban Agricultural Ordinance
- Resident Power: BHC Community Plan Charrette
- Youth Leadership: Boys and Men of Color Summit

The year four evaluation identified many shining moments, but also surfaced opportunities for project refinement and enhancement. The below recommendations are based on data presented in this section to facilitate and support the achieved momentum of the South Sacramento BHC Workgroups.

Recommendation 1: Convene all of the grantees at least twice a year to encourage collaboration and increase connection and communication around the initiative.

Recommendation 2: Establish a system to track BHC grantee involvement in workgroup campaigns, and campaign strategies and progress.

Recommendation 3: Develop clear guidelines for grantees regarding their level of involvement with BHC workgroups or campaigns. Clearly communicate those guidelines to grantees.

Recommendation 4: Assist the Leadership Team in defining their purpose and establishing an action plan and five year goals.

Recommendation 5: Develop an online repository for workgroup agendas, minutes, and participant information to enforce the value of record keeping and establish a historical archive.

SECTION 3: RESIDENT LEADERSHIP ACADEMY

Community outreach and engagement are a recurring theme for the South Sacramento BHC implementation. Grantees are mindful of the importance of bringing residents and youth into program activities, providing opportunities to foster leadership development, and partner to advocate for meaningful systems change. The Hub established the Community Engagement Workgroup to establish strategies for reaching out to and engaging residents in the South Sacramento BHC initiative. The workgroup is comprised of grantees with community organizing and outreach skills, invested in helping residents become active change agents through education and training.

Early in the formation of the Community Engagement Workgroup members discussed strategies, programs, and activities for bringing a larger number of residents to the BHC table. Through thoughtful and vigorous discussion, the workgroup decided to develop and implement a Resident Leadership Academy. Workgroup members envisioned an Academy that taught individuals community organizing skills to develop “Resident Leaders” who become neighborhood champions in addition to BHC liaisons. After months of planning, the workgroup developed a curriculum and launched the initiative in February 2014.

Workgroup members recruited residents active with their individual organizations for the Resident Leadership Academy, as members believed that individuals with exposure to community organizing would be well suited to evaluate the “pilot” program. The Resident Leadership Academy was a seven month program consisting of six workshop sessions plus the final graduation session). Each month different members of the workgroup taught the class drawing upon their specific areas of expertise and organizational strengths. Table 8 includes a summary of the curriculum.

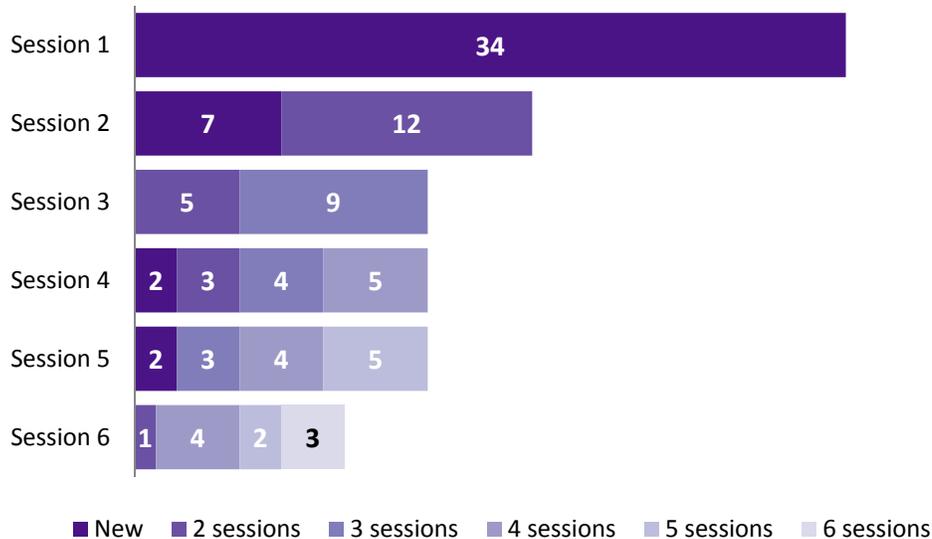
Table 8 – Leadership Academy Curriculum

SESSION	CURRICULUM
Session 1 – February: Orientation/Framework	What is Systems Change Social Determinants of Health Organizing versus Advocacy Cycle of Organizing Tell Our Story One on Ones Identifying Self-interest
Session 2 – March: Mapping the Power Structures that Determine our Health	Leadership Academy Overview and Goals Community Assessment Power Mapping Framing Understanding the Power Structure Working with Large Systems
Session 3 – April: Uniting our Community/Building a Base	Listening Sessions Canvassing
Session 4 – May: Research and Cutting Issues	Issue Cutting Research Power Mapping Part 2 Introduction to Tactics

SESSION	CURRICULUM
Session 5 – June: Strategizing a Campaign	Midwest Strategy Chart
Session 6 – July: Mobilizing our Community	Base Building Build and Manage Public/Private Relationships Free/Low Cost Social Media Tools Networking
Session 7 – August: Evaluation and Next Steps	Evaluation Focus Group Getting Connected/Staying Involved Graduation/Celebration

Each class also included a brief overview of the BHC initiative, and a review of the previous session. When the Leadership Academy concept was developed, workgroup members foresaw individuals attending each session, as lessons would build upon one another. Throughout the six month program, 34 individuals attended one session. Of those 34 individuals, five attended two sessions, three attended three sessions, six attended four sessions, four attended five sessions, and three residents attended all six Resident Leadership Academy sessions. Figure 10 displays the attendance for each of the six content sessions.

Figure 10 - Resident Leadership Academy Attendance



The seventh and last session included a celebration and a ceremony where graduates (13 in total) received a small \$100 stipend and a certificate of completion. Hub staff and grantees also presented graduates with information about upcoming BHC activities, workgroups, committees, and events to apply the skills learned during the Academy. Throughout the program, residents kept notes in binders that included copies of the PowerPoint slides from each session. At the conclusion of the Academy, residents received the binders to keep as a resource for future organizing efforts.

Resident Feedback

During the final session, the graduates participated in a focus group in order for the workgroup members to obtain information about what worked and areas of opportunity for the Resident Leadership Academy. The Focus group response themes are as follows:

1. Why did you decide to participate?

- To help / better the community
- To gain / strengthen leadership skills
- To learn about organizing

2. Did the training meet your expectations?

- 6 identified as having some experience with community organizing and felt a few steps ahead of the training, but appreciated the review of skills
- 6 considered themselves brand new to community engagement and believed the training started in the right place
- Provided hands-on application of skills in the community to reinforce learning
- Without their own resource binders participants cannot study concepts or apply skills outside of the classroom

3. Did the monthly meeting schedule meet your needs?

- Once a month frequency was good due to busy schedules
- Let participants take the binders home to study in-between sessions
- Provide a refresher in-between meetings (e.g., email a question pertaining to the session)
- Two meetings a month was doable (one class session/one application session)
- Child care was a “godsend”

4. Was the length of the session conducive to learning?

- Length was good, any longer would have been too long

5. Did the Academy Increase your knowledge of BHC initiative?

- No
- Didn't seem like a goal of the training – learned about the organizations involved in the training and how they can help us make our community better

6. What worked well about the Resident Leadership Academy?

- Mixing us up into small groups
- Role-playing/practicing with each other
- Checking for understanding/making sure everyone was on the same page before moving forward
- Authenticity of trainers/speakers, they spoke from experience and from the heart
- Translation (especially liked David's ability to present in both English and Spanish)

7. What would you do differently?

- Allow time for debriefing what we learned at the end of each class
- Provide continuity/connector between sessions to keep participants engaged
- Include sessions for the application of skills in the community
- Allow participants to bring binders home
- Encourage more communication/interaction between participants (e.g., contact information/neighborhoods involved in/issues impacting us and opportunities for collaboration/ride share)
- Conduct each session in a different neighborhood
- Improve communication around class location/provide more advance notice on location and schedule changes – avoid To Be Determined
- Provide a brief organizational biography with contact information from the outset of training

Throughout the focus group discussion individuals provided stories about their level of involvement in their communities before and after the training, and the benefits of participating in the Academy. Examples of the residents' sentiment are as follows:

"I have gotten involved in other ways, not necessarily bringing the community together and leading it into something, but being an active member in a community organization that was already there."

"In my neighborhood someone stole in a house and a car and my neighborhood was talking about this event and now they watch in the neighborhood and watch at night and talk with police officers. For me it was good because I didn't talk with other people and I was embarrassed but now I can be in more communication with my community."

"I feel more secure when I speak with someone because before I always talk about some issue we are working on but now I ask them what is it, I'm talking about what are we working for but now I also ask if they something they can share too with us that they worry about. I feel more secure with that and also trying to do more one to ones. So I can know more people not only in my community, Hispanics, but with African Americans and to have more communication in that community."

"We're part Fruitridge Manor and just with the knowledge we learned from this class I just joined another neighborhood to help support dumping so that was pretty interesting. To take this info and share with others and they can start implementing it and hopefully they can form a neighborhood association, just a few concerned neighbors about the trash. It was kind of nice to see. Jen and I both went out and supported that group. We told them about the academy too."

Summary

The Community Engagement Workgroup successfully developed and launched the Resident Leadership Academy. In year five, Hub staff will recruit Academy graduates to join the Resident Advisory Group. In addition, the evaluator plans on following up with the graduates at different intervals in year five to discern how they are applying the skills learned in through the Resident Leadership Academy and their level of involvement in the South Sacramento BHC initiative.

SECTION 4: TRENDS FOR 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. The Endowment has established campaign goals for the investment areas that serve to define the work or the “*what*” of the initiative. In conjunction with the campaign goals, the Endowment also established five Drivers of Change, or the core strategies for “*how*” to achieve change. Affiliated with each Driver of Change are goals and community capacities, excerpts of which are in table 9.

Table 9 - TCE Drivers of Change, Goals and Community Capacities

1. Resident Power

- Increase by 30% the number of residents actively organizing on health issues.
- Develop community organizing efforts that engage at least 200 adult residents in public decision-making processes in support of BHC.

2. Youth Leadership

- Engage 1,000 more young people in organizing on health issues.
- Form healthy advocacy teams of at least 50 youth to bring youth voice to policymakers in each of the 14 sites by March 2014.

3. Changing the Narrative

- Challenge the conventional understanding of health; health does not just happen in a doctor’s office.
- Lift up the leadership of young men of color: change the perceptions of policymakers.

4. Leveraging Partnerships

- Establish partnerships among TCE, the Federal Reserve and major non-profit health systems/hospitals.
- Establish 21 corporate partnerships.
- Implement a national philanthropic alliance focused on boys & men of color.

5. Collaboration

- Community stakeholders in divested neighborhoods mobilize and secure new forms of private capital by building community development skills and fostering new relationships.
- Local residents are directly engaged in the implementation and governance of partnership agreements to reinforce their power and to maximize the potential for sustainability.

In January of 2012 during the second year of the initiative 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 adult residents are involved in those 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 and leaders of the healthy communities’ revolution. While building the individual and collective capacities of residents is an important component of a social change initiative, residents must be encouraged and provided with opportunities to utilize those capacities to organize and advocate for systems change. While BHC grantees play an instrumental role in resident skill building, ultimately community residents must be

equipped to apply their individual and collective capacities without grantee assistance. Thus, among the most valuable lessons learned from the BHC initiative are those that relate to the ways in which residents are engaged in the BHC initiative.

The data collected via the evaluation logs provides a means for assessing resident and youth engagement to discern the progress toward achieving the goals and capacities affiliated with two of the five drivers of change – **Resident Power and Youth Leadership**.

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

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

By asking strategic 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, the data can track short-term outcomes measures used to evaluate the initiatives progress.

Short-term outcome measures are the community changes affiliated with the South Sacramento BHC initiative, and are benchmarks of 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 make multiple and varied changes. While long-term outcomes (i.e., achieving priority outcomes) are an important evaluation measure, short-term outcomes are an important part of the evaluation because they illustrate whether or not the initiative is working in advance of achieving long-term outcomes. The road to “people power” is a journey of steps from services to planning to community action, culminating in community level change.

In summary, the purpose of collecting this data is to:

- Stimulate discussions among those involved in the BHC initiative about the level at which youth and adult residents are included in activities that will ultimately result in attaining the priority outcomes;
- Track and promote awareness of major events and accomplishments; and
- Understand the progress of the BHC initiative, for the place, South Sacramento.

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 community and its health.

4.1 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*. The logs used to collect data from the South Sacramento BHC grantees include the following:

- Event Log: To record those activities occurring on an infrequent basis.
- Ongoing Services Log: To gather information about routine and regularly conducted grantee activities.
- Media Coverage Log: To record information about the media coverage received by a grantee program or event.
- Resources Generated Log: To report funding and other resources that grantees are acquiring and/or leveraging in connection with BHC work.
- Production and Distribution of Information/Educational Materials Log: To collect data on the educational and informational materials produced by grantees.

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

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

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

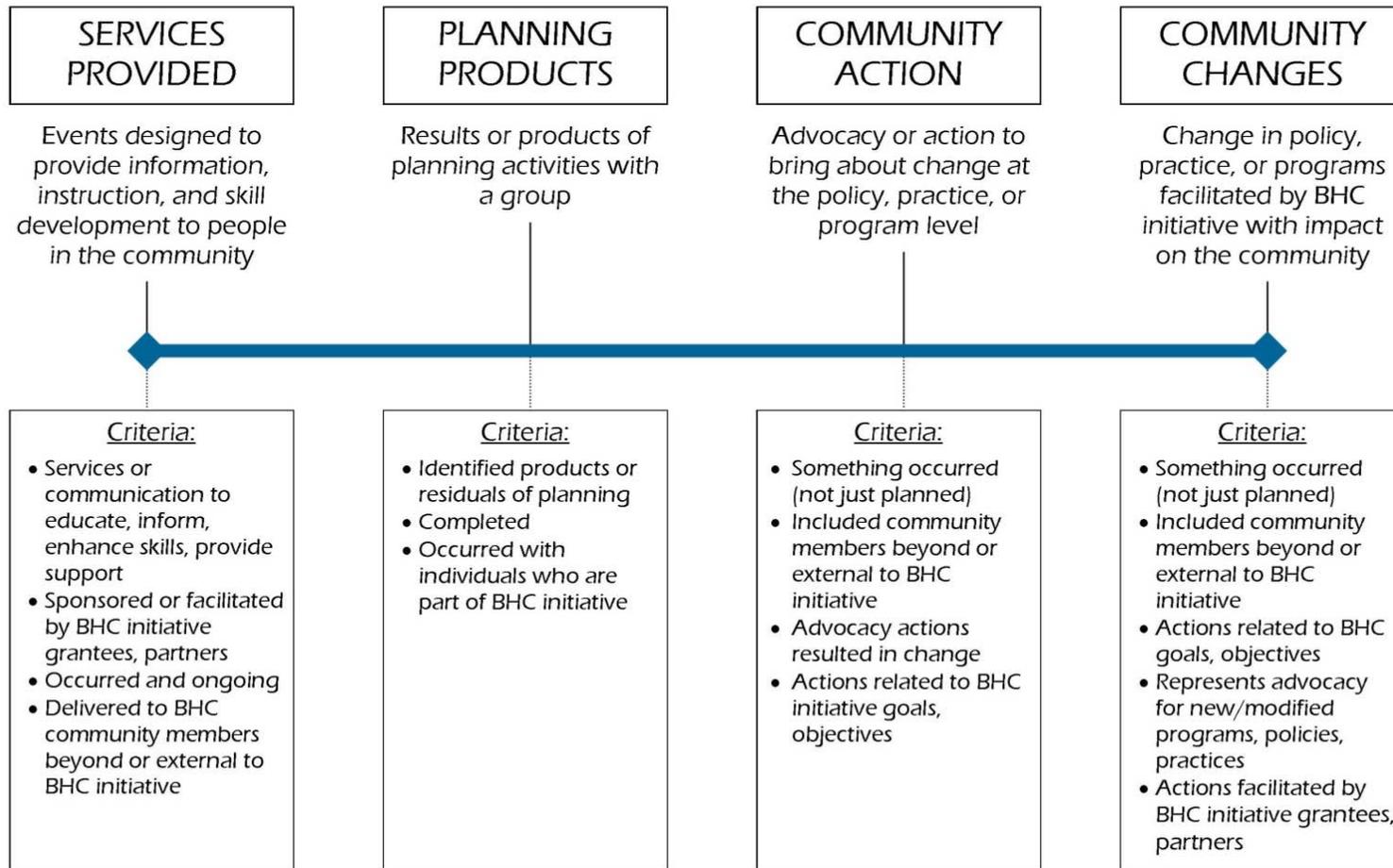
As stated above, service provision activities provide information or instruction to develop the skills of residents, whereas community actions are activities that serve to mobilize community members or to bring about community change. While building the individual (e.g., confidence, leadership skills)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

The continuum below illustrates the path that residents might take from being initially engaged in service provision activities through the involvement in community change activities. The continuum includes a description of the four types of activities, with the criteria that must be present to quality each category.



CONTINUUM OF RESIDENT & YOUTH

BHC Initiative, South Sacramento



4.2 Proportionate representation of residents and youth participation

The data presented herein, pertains only to South Sacramento BHC grantee affiliated events and activities. Most of the grantees submit evaluation logs on a monthly basis, but not all. For example, the Sacramento City Unified School District receives funding to implement district level changes related to obesity reduction, bullying prevention, and resource referrals. These systems change activities occur district-wide, and the exact number of youth reached through policy change programs is undetermined. Additionally a few grantees provide programs for the same youth and adult residents on a month-to-month basis and the data presented in this report does not account for duplication of clients¹. Data presented in Figures 11 through 13, 16 and 17 only includes the data for activities where grantees reported the number of residents involved in activities by age. Figure 14 illustrate the data for resident attendees both classified and unclassified by age, to produce a total number of residents involved in BHC funded activities, events and services.

While inexact, the data helps address questions related to the initiative with the intent of actively shaping efforts to achieve the BHC vision and the ten priority outcomes identified by TCE. The log data provides a snapshot of the types of grantee facilitated activities occurring and the ways in which youth and adult residents participate in BHC funded initiatives. The following section provides a brief overview of the evaluation log data that pertains to services provided, planning products, community action, and community change activities.

4.2.1 Services Provided

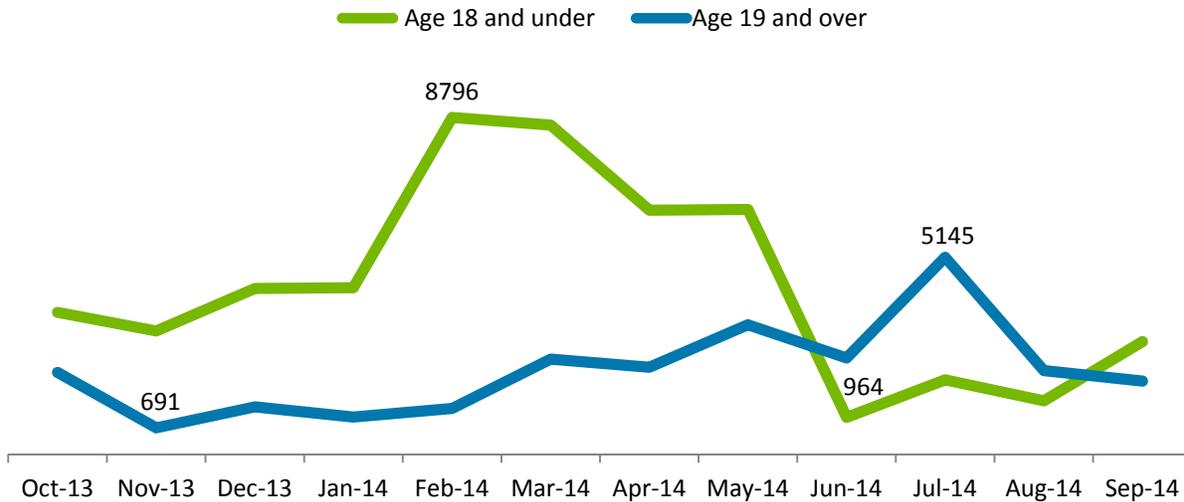
Activities categorized as *services provided* typically include such activities as health insurance screenings, informational presentations, service referrals, classes, or food distribution. During year four a total of 2,285 service provision activities occurred, which is an increase from the year three total of 1,561 activities. Examples of services provided as part of the BHC initiative are as follows:

- HealthCorps provided a variety healthy lifestyle lessons to students at Hiram Johnson, American Legion, and Sacramento High Schools.
- The Connect Center provided a range of support services for students and families.
- 916 Ink held a book release party for the *Enchanted Noise of Crooked Names*.
- Foreign Native hosted open-mic and spoken word events.
- Ubuntu Green held a two part *Structural Racialization* training with partner Jesse Mills for BHC grantees and residents.
- Harvest Sacramento conducted food gleaning and redistributed citrus among Food Bank clients, and others.
- Sacramento Youth Leadership Program (SYLP) and People Reaching Out (PRO) engaged with youth and connect with SCUSD in school climate activities.

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

Figure 11 illustrates the number of youth and adult residents involved in *service provision* activities.

Figure 11 - Number of Youth and Adult Residents Engaged in Service Provision Activities



The number of youth involved in service provision activities peaked in the February (8,796) through April 2014. The uptick of youth involved during that timeframe was in part due to a WayUp Sacramento health coverage campaign, and a HealthCorps coordinated health fair at Hiram Johnson High School. The number of adults reached through service provision activities peaked in July of 2014 (5,145) in part due to Capital Community Health Network outreach events, and resident attendance at the Oak Park Farmers market. The figure illustrates that the total number of youth (53,021) outpaced the number of adults (26,127) engaged through service provision activities for the majority of the year four timeframe.

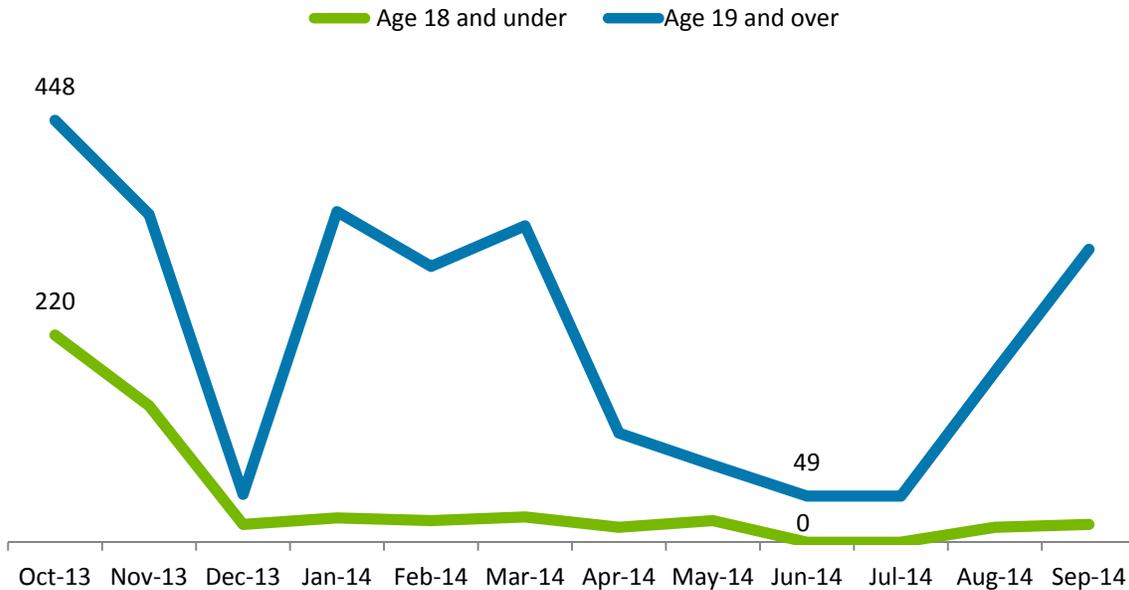
4.2.2 Planning Products

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 October 2013 through September 2014, there were 234 different instances of adult and youth residents being involved in planning pursuits. Examples of South Sacramento BHC planning products include:

- The BHC Youth Leadership Team decided to initiate a “Grades Up Campaign” and develop teams to focus on conceptualizing components of the campaign.
- The Oak Park Community Organizing Committee decided what strategies to employ for recruiting new members and moving forward with the vacant lots campaign.
- The Youth BMoC Planning Summit convened to plan the next summit.
- The Avenues Community Collaboration designated duties for the second annual block party.
- The Avondale Glen Elder Transportation Task Force selected strategies and planned actions in their campaign to restore public transportation in their community.

Figure 12 below demonstrates the number of adult and youth residents involved in *planning activities*.

Figure 12 - Number of Youth and Adult Residents Engaged in Planning Product activities



As shown in the figure 12, the number of youth involved in *planning activities* remained relatively stable throughout December 2013 through September 2014, whereas the number of adults fluctuated. The number of adults engaged in making decisions to drive the BHC initiative varied in relation to Local Control Funding Formula (LCFF) activities. The figure also illustrates that consistently more adults (2,615) than youth (534) were engaged in planning related activities in year four of the initiative.

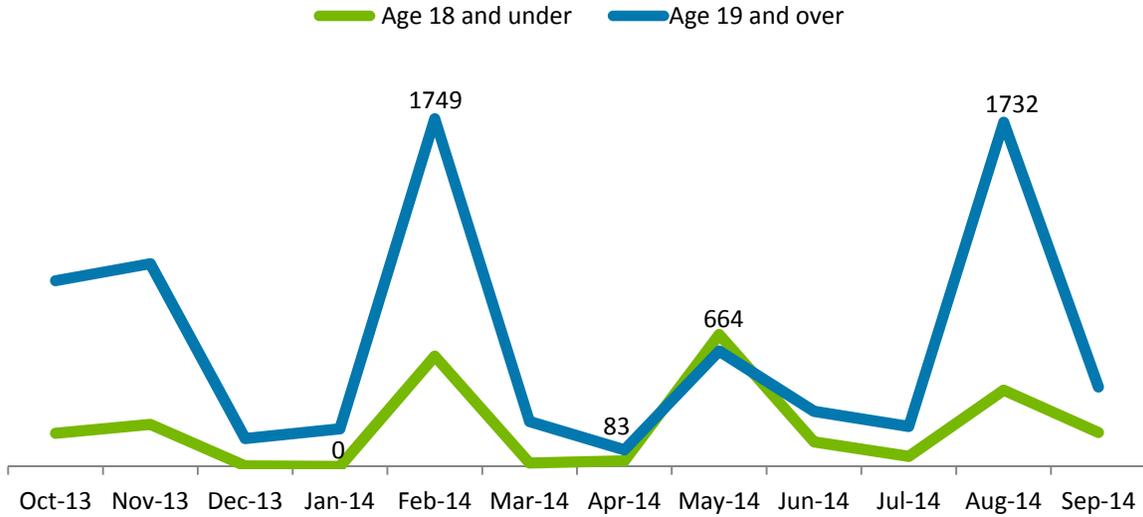
4.2.3 Community Action

Community action activities include actions to bring about new or modified program, policy, or practice related to any of the 10 BHC priority outcomes. Folks involved in these types of activities are acting directly to bring about changes in the community. From October 2013 through September of 2014 grantees logged 168 different community action events and activities. Example of community action activities include:

- Residents called registered voters to request support for Proposition 47.
- Youth attended the BHC Charrette Youth Input Session to provide input on the community issues important to youth for incorporation in the BHC Community Action Plan.
- Youth and adult residents attended a community workshop to provide input on the needs and assets of the North Franklin community for incorporation into the North Franklin Community Economic Development Plan and Strategy.
- Parents and students attended a Sacramento City Unified School District Board Meeting and testified during LCFF hearings.
- Residents canvassed the Oak Park neighborhood to ascertain resident concerns and mobilize individuals to take collective action.

Figure 13 illustrates the number of residents ages 18 and under and 19 and over that participated in community action.

Figure 13 - Number of Youth and Residents Engaged in Community Action



The cumulative number of youth (2,369) and adults (7,530) involved in the BHC initiative through *community action* activities oscillated throughout year four. Youth numbers ranged from 664 active youth in May 2014 to zero in January 2014. The increased involvement of youth in May is in relation to Sacramento City Unified School District *Men’s Leadership Academy Social and Emotional Rubric and Community Partnership* activities and events. The largest number of adults mobilized as part of BHC funded activities in February and August 2014. The increase is attributed to resident-led health and Deferred Action for Childhood Arrivals campaigns supported by Sac ACT.

4.2.4 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: (1) early evidence that the BHC initiative is moving closer to achieving the identified goals; and (2) evidence of what can be accomplished in a community when resources are levied to provide residents with leadership skills, and the assistance to use those skills to advocate for a healthy community. In total, five resident-driven community changes affiliated with the BHC initiative occurred in year four; the five community changes are as follows:

- California enacts first-in-the-nation law AB 420 to place limits on the use of “willful defiance” school discipline. The law eliminates in-school and out-of-school suspensions for children in grades K-3 for disruptive behavior under Education Code section 489009(k) and bans all expulsions for this same reason for 3.5 years.
- Public ceremony to formally activate a traffic signal that community campaigned for in response to the tragic death of High School teen Michelle Murigi. The ceremony included a walk to the intersection by West Campus students.
- The Sacramento City Unified School District allocated \$200,000 for restorative justice through the Local Control Accountability Plan(LCAP) budget process.

- The Sacramento City Unified School District passed Discipline and School Climate resolutions which provide a framework for implementing alternative alternatives to discipline and developing a positive school climate.
- The Board of Supervisors revised the housing ordinance by raising the fee builders pay into the housing trust fund from \$1.50 to \$2.50 a square foot with no cap.

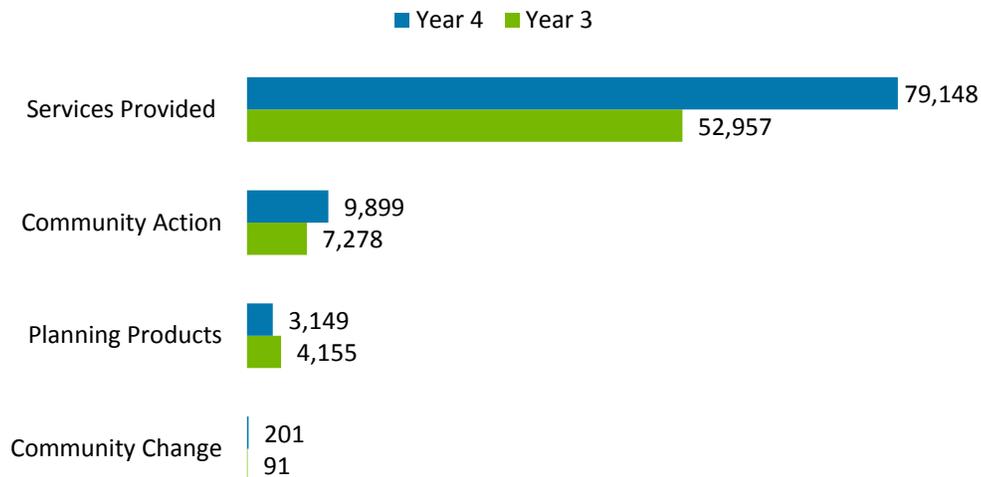
4.3 Changes in Levels of Participation

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

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

Four years into the initiative residents are active in community change, community action, planning products and service provision activities. The data reveals that overall a higher number of residents were involved in BHC related activities in year four (92,397) in comparison to year three (64,481). Figure 14 illustrates the total number of residents involved in the four different activity types during years three and four of the initiative

Figure 14 - Total Number of Residents Involved in the Initiative in Year Two and Year Three



The map on the next page (Figure 15) illustrates where grantee activities took place in relation to the BHC target area. Activities outside of the BHC boundary include regularly scheduled meetings at grantee offices, residents advocating for community change with policy makers and elected officials, and events targeting the Sacramento community at large, such as health insurance enrollment events. The map includes services provided, planning products, community action, and community change activities. The map provides a means to quickly reflect on geographic areas with high levels of activity, in relation to areas where fewer grantee facilitated activities occurred. In general, grantees provided a range of activities and program throughout the BHC area

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

Four years into the initiative residents were engaged in a range of activities. The data tracking allows for a comparison of the number of youth involved in the four different activity types for years three and four of the initiative, see figure 16. The number of youth involved in the initiative in year four (55,938) increased by 107 percent from year three (26,922). Of the 55,938 youth engaged in year four, 95 percent were involved in the BHC initiative through service provision activities.

Figure 16 - Number of Youth engaged in Year Three and Year Four BHC Activities

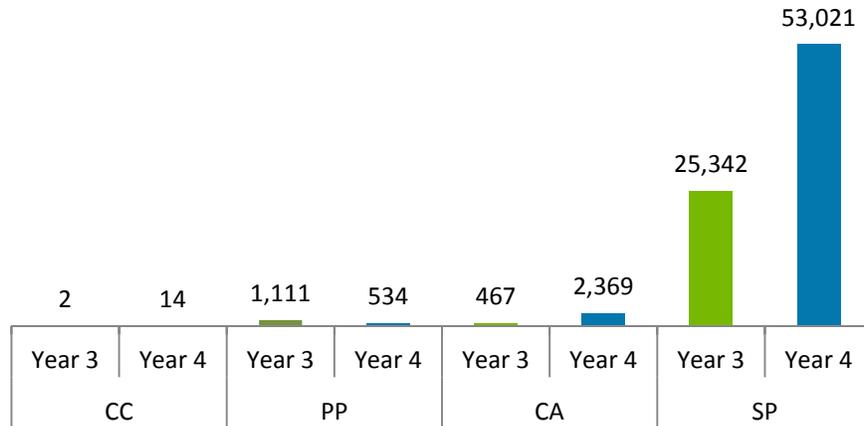
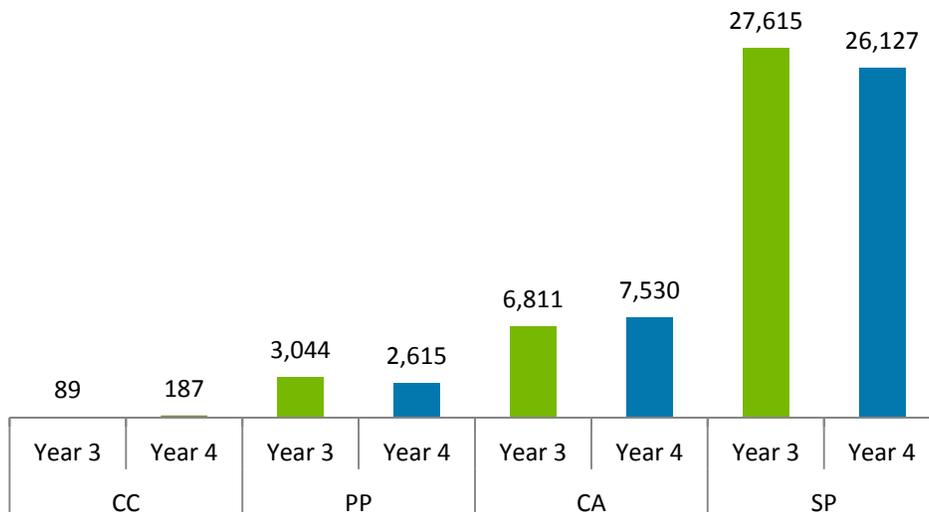


Figure 17 shows data related to the number of adults involved in BHC activities for years three and four of the initiative. The number of adults reached in year four (36,459) decreased by 3 percent from the previous year (37,559). Similar to youth, the largest percentage of adults involved in the initiative in year four (72%), engaged through service provision activities. Generally service provision is a gateway to engagement, as youth and adults become involved in the BHC as beneficiaries of services. These experiences are a likely precursor to higher levels of participation.

Figure 17 - Number of Adults Engaged in Year Three and Year Four BHC Activities



As the initiative progresses the engagement of residents through community action and planning products should increase, as those are the types of activities that will ultimately yield a shift in the health narrative and a comfort in becoming active change agents. In addition, while the number of youth involved in the initiative rose substantially from year three to year four, there are still a relatively small number of youth active in community change and planning product products in relation to their adult counterparts.

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

The California Endowment developed Drivers of Change goals and community capacities as a means to measure progress towards achieving the “how” of the initiative. Table 10 includes a few of the goals and community capacities affiliated with two of the five Drivers of Change and South Sacramento’s progress with those benchmarks.

Table 10 - South Sacramento BHC Drivers of Change Progress

DRIVER OF CHANGE	GOALS AND STATUS	PROGRESS
People Power	<p><i>Goal: Increase by 30% the number of residents actively organizing on health issues.</i></p> <p>Status: The number of residents engaged in the BHC initiative increased by 104% due to the increase of youth residents. When looking specifically at planning products and community change activities – which are indicative of ‘residents actively organizing’ – the number of youth increased by 83 percent from year three to four, and the number of adults increased by 3 percent.</p>	◐
	<p><i>Goal: Develop community organizing efforts that engage at least 200 adult residents in public decision-making processes in support of BHC.</i></p> <p>Status: In year four, 7,530 adults engaged in community action activities.</p>	●
Youth Leadership	<p><i>Goal: Engage 1,000 more young people in organizing on health issues.</i></p> <p>Status: The number of youth organizing on health issues increased from 1,578 in year three to 2,903 in year four.</p>	●
	<p><i>Goal: Form healthy advocacy teams of at least 50 youth to bring youth voice to policymakers in each of the 14 sites by March 2014.</i></p> <p>Status: 2,369 were involved in using their voice as a vehicle for change.</p>	●

● = Met ◐ = In Progress ○ = Needs Work

4.4 Summary

Sacramento showed marked progress this year, by achieving several affiliated with the People Power and Youth Leadership BHC Drivers of Change. The initiative succeeded in getting a larger number of South Sacramento youth engaged in BHC activities. The annual log data also reveals that most residents are involved in the initiative through the provision of services. Funding for the provision of services is a necessary component of a place-based initiative as it serves to address resident needs that if left unmet can become obstacles to community change, and can begin to address systematic practices. The California Endowment has intentionally funded grantees for the provision of services, especially in the area of health insurance outreach and enrollment, and mentoring for young men of color. Through the BHC initiative, The California Endowment is also funding grantees that are changing institutional practices through services provides activities that are not captured in the evaluation logs – The Connect Center and Men’s Leadership Academy. Action and change oriented activities provide an important opportunity for residents to apply those skills acquired through service provision activities and are a critical component in residents becoming active change agents for healthy communities. Beyond those receiving services, BHC partners will need to facilitate opportunities in planning products and community action activities for a larger number of residents in order to continue meeting their program benchmarks.

Recommendation 6: Retain tracking logs from grantees, and work towards electronic tracking forms.

Recommendation 7: Provide targeted technical assistance - workplan assistance and activity coding - to support grantees in reporting transitions to higher levels of community engagement.

SECTION 5: COMMUNITY INDICATORS

Given the importance of community indicators in TCE's selection of South Sacramento as a BHC site, one of the components of the ongoing local level evaluation is to track selected measures of change that reflect targets outlined in the South Sacramento BHC plan. In this summary report we present community indicators that align with both TCE's vision for change, and the South Sacramento targets for change. This report will present indicators in the form of trends over time, starting with a baseline (2009 or earlier) and annual rates where available. We will continue to track the selected community indicators throughout the 10 year funding period, revealing trends over time. The indicators represent those selected by the evaluation team in collaboration with grantees in work groups that align with TCE's Health Happens campaigns: (1) Health Happens in Prevention; (2) Health Happens in Schools; and (3) Health Happens in Neighborhoods. Attachment A is a spreadsheet of the indicators as a reference document for the BHC Hub and its current work groups.



5.1 Assessing Health Happens Campaigns with Local Community Indicators

Community indicators were instrumental in the selection of the BHC site in South Sacramento, and throughout the planning process in 2009. Topical work groups identified community indicators in the planning process to document areas of high need and potential for change through the BHC initiative. The evaluation team has collected and maintained a directory of community level indicators for the purpose of tracking trends over time and to have specific indicators "ready to go" for periodic check in and status reports. The logic model for the South Sacramento BHC was updated in 2013, and illustrates the relationship between the following: (1) 10 Priority Outcomes identified by TCE in 2009; (2) Health Happens Campaigns launched in 2012; and (3) the strategies currently funded and underway. Attachment A includes a copy of the most current logic model, revised in 2013.

In addition to the outcome areas and campaigns the strategies funded for the S. Sacramento BHC reflect target areas for advancing the Drivers of Change. The current logic model illustrates how the Health Happens campaigns represent overarching strategies and approaches for systemic change, clustered as follows:

- Health Happens in Prevention (Outcomes 1,2, 3)
- Health Happens in Schools (Outcomes 4, 5, 8)
- Health Happens in Neighborhoods (Outcomes 6, 7, 8)

In S. Sacramento, the logic model clusters all five Drivers of Change as Community Capacity building (outcome 10). Thus, changing the narrative, resident power, youth leadership, leveraging partnerships, and collaboration transcend all health happens campaigns, core strategies, and grantee activities and services.

The remainder of this section presents a summary of the community indicators identified for tracking over time. As TCE continues to provide site-specific summaries of community level indicators, the evaluator will integrate these into periodic updates of the community indicators for S Sacramento BHC progress and achievements.

5.1.1 Health Happens in Prevention

There are numerous indicators of “health happens in prevention” that will enhance understanding of changes in the BHC target area. The focus of the funded initiatives is on improving access to health insurance; facilitating access to the health care system, by addressing cultural and language barriers; increasing reliance on primary care over emergency room care as the source of health care; and advancing the concept of “medical home,” and improving rates of access to health insurance. By 2020 the priority outcomes for the strategies funded under the BHC initiative are:

- Priority Outcome #1: All children will have health coverage;
- Priority Outcome #2: Families have improved access to health home that supports healthy behavior; and
- Priority Outcome #3: H health and family focused human services shift resources toward prevention.

Targeted Changes
Established network of health and dental outreach, education, screening, centers based in existing neighborhood institutions, resource centers, and schools.
Sustained referrals to primary care from ER/urgent care.
Established network & referral system with follow up and specialty services.
Maintained links between residents and primary care providers.
Increased enrollment & retention in health insurance.
Established prevention health education and health promotion.

Change Strategies
Collaborate with meaningful linkages with health networks and coalitions.
Provide access to managed care including provider education and awareness.
Target direct contact with hard-to-reach populations without a health home, to link up with primary care.
Facilitate eligibility, enrollment, retention/renewal in insurance programs.
Make community level changes to facilitate access to health care and a health home.
Intentionally create links among community-based public health and prevention initiatives.

Among the indicators of change that will be presented and tracked over time for the BHC target area² are:

1. Type of Insurance
2. Health insurance coverage statistics
3. Immunization status of kindergarten students
4. Did not visit a doctor last year
5. Delayed or did not get medical care
6. Detailed insurance status
7. Visited emergency department last year

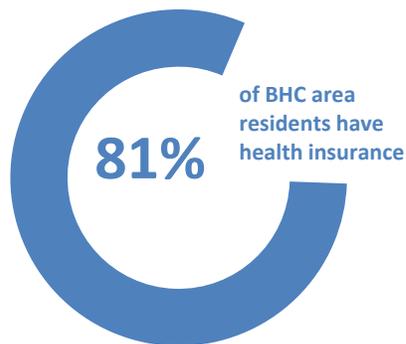
² The evaluation team has compiled an annotated list of 88 health indicators, including sources or websites for the data, and the jurisdiction for the data available. For the BHC the selection of indicators was based on both content of the measure, and availability of data at the zip code level to permit analysis for the BHC target area. The Health Access Work Group helped with the selection of the best community indicators to track over time, after consideration of their targets for change and the strategies funded for prevention.

The following are highlights of findings for the community indicators related to health happens in prevention:

- 81% of BHC area residents have health insurance (averaged over 5 years, 2008-2012). This is a baseline for reassessing rates following the strategic enrollment activities of 2014 and beyond.
- 20% of Adults in the BHC are uninsured;
- Less than 2% of Youth in the BHC are uninsured;
- Approximately 90% of all kindergartners entering school in the BHC area are immunized; the range has been from 84% to 92%, the highest rate to date;
- As many as 87% of all youth in the BHC have visited a doctor in the prior year, compared to 76% of adults (baseline year 2009); will update with new CHIS survey data and oversampling in BHC target area;
- 81% of all CHIS survey respondents in the BHC have visited a dentist in the previous year; will update with new CHIS survey data and oversampling in BHC target area;
- 31% of all CHIS survey respondents in the BHC delayed getting prescription drugs or medical care in the previous year; and
- 14% of BHC residents visited an emergency room in the previous year.

These indicators suggest that when the BHC initiative started, many residents have some linkages to health care. Those linkages are greater for youth compared to adults. Though some rates are good, there are some specific areas targeted for improvement and change. The next oversampling for the CHIS survey will provide a second point in time, subsequent to the BHC start up in 2010, as a basis for showing changes over time for these measures.

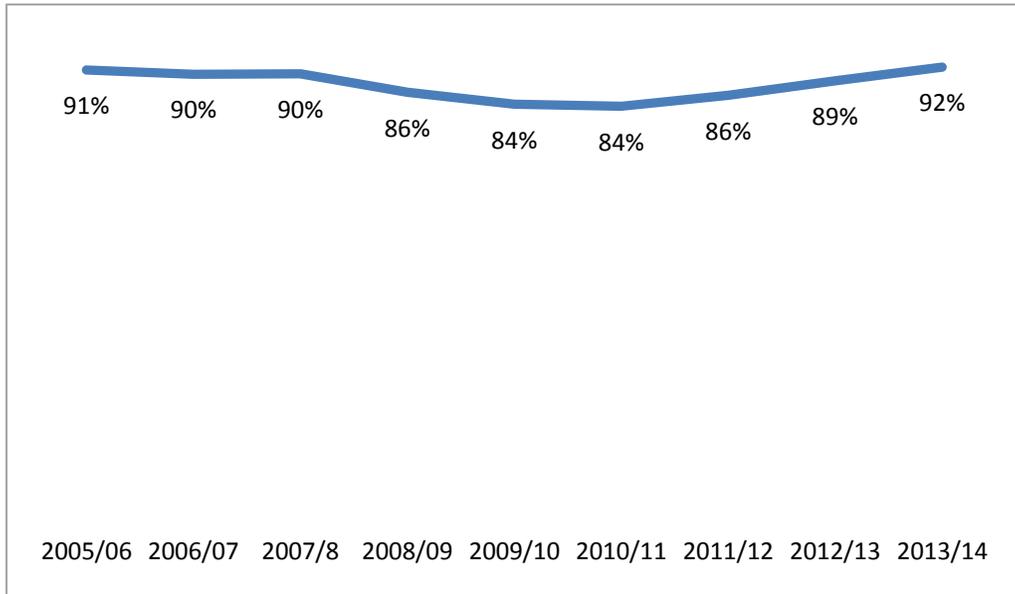
Figure 18 - Rate of Health Insurance Coverage in BHC³



**Source: 2008-2012 American Community Survey 5-Year Estimates (n=78,075)*

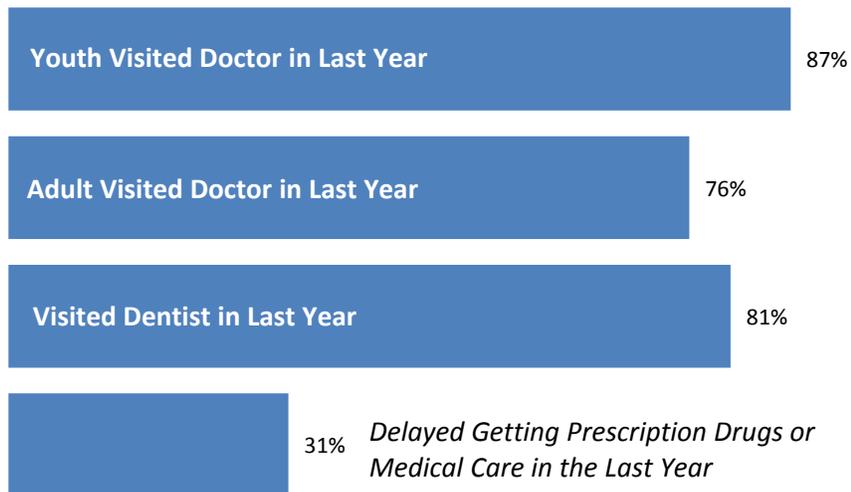
³ Updated reports will include trend line as future survey data is released, as well as a better breakdown of the type of insurance: private or public and whether employed or not

Figure 19 --Kindergartners from BHC Schools with Immunizations



**Source: California Department of Public Health*

Figure 20 - Healthcare Access



**Source: 2009 California Health Interview Survey*

5.1.2 Health Happens in Schools⁴

The “health happens in schools” campaign recognizes that “the place” for youth development is where youth aged 6-18 spend most of their time, in and around school. BHC funding for youth development has focused on several projects and initiatives that are either directly or indirectly related to the school day, the school year, and the schools located in and adjacent to the BHC target area. Sacramento City Unified School District (SCUSD) has been an active and engaged partner in the BHC work. Among the priority outcomes targeted for this campaign, are: (1) Communities support healthy youth development; (2) neighborhood and school environments support improved health and healthy behaviors; and (3) health gaps for boys and young men of color are narrowed. Projects funded include the Men’s Leadership Academy, the Boys and Men of Color (BMoC) summit, as well as HealthCorps, school gardens, and a standardized physical education teacher training and curriculum.

The strategies funded through the S. Sacramento BHC Initiative align with both TCE's priority outcomes 6, 7 and 9 and the targeted changes for in the target area, summarized below:

- Priority Outcome #6: Communities support healthy youth development.
- Priority Outcome #7: Neighborhood and school environments support improved health and healthy behaviors.
- Priority Outcome #9: Health gaps for boys and young men of color are narrowed.

Targeted Changes
Socially, Emotionally, Physically Healthy Youth. Improved physical health and well being among youth; improved social & emotional support services for youth and their families.
Safe and stable communities. Increased sense of safety at school and in the community; increased awareness and self-confidence, and acceptance of youth culture and diversity.
Youth Empowerment Skills and Opportunities. Empower and prepare youth for success in changing global economy; increase the rate of graduation from high school.

Change Strategies		
<i>Social and Emotional Health</i>	<i>Leadership Development</i>	<i>Physical Health</i>
Reduced risk of violence; bullying prevention policies and practices	Engage BHC youth in leadership development, advocacy, career development, residential and community gardens, walk audits, media and reporting	Physical education curriculum and standards; Improve health outcomes
Raise awareness of disparities for Boys and Men of Color (BMoC) and girls and young women of color		Improved nutrition via offerings at the school cafeteria
Engage youth in meaningful ways with school, community, and employment opportunities to ensure successful outcomes		Healthy Food Task Force

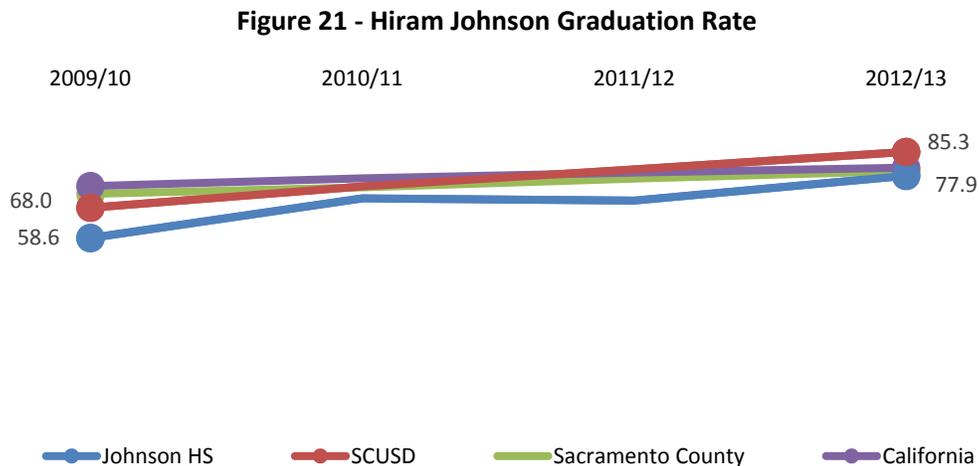
⁴ There were originally 14 elementary schools serving students in the BHC, four of which closed in 2013. These elementary schools are the feeder schools to Will C. Wood Middle School and Hiram Johnson High School. In addition there are 3 open enrollment and continuation schools, and 4 charter schools serving the BHC target area. The District includes a total of 81 schools, about one quarter of which are considered in the BHC target area.

The BHC initiative supports a multi-pronged approach to improve overall youth development, with emphasis on keeping young people engaged in school and community life. By aiming for improved school attendance and graduation rates, BHC projects seek to reduce risk for dropping out for many youth with fewer advantages and opportunities. Furthermore, these targets for improvement will extend to decrease the disparities for boys and young men of color, who are at greater risk for “the pipeline to prison” and for dropping out of school. The Youth Engagement Work Group and grantees will track the following measures, representing a diverse array of outcomes and potential areas for change over time.

1. Graduation Rates
2. Dropout rates
3. Suspension, and truancy (school & district)
4. CA physical fitness test results by gender and ethnic group

Among the primary measures of youth development are two key indicators of school engagement. These include truancy and suspensions. Each of these measures is a proxy for behavioral and/or disciplinary issues at school, and may ultimately impact rates of dropping out before graduation. Conversely, graduation rates represent the rate at which a cohort of students entering high school actually completes high school and acquires a diploma. Rates for each of these measures may vary by race/ethnicity and gender, both of which illustrate the overrepresentation of boys and young men of color. The following graphs illustrate how these rates have varied in recent years, showing trends that the BHC-funded projects may impact over the 10 year initiative for Hiram Johnson High School, which represents most of the students who have attended feeder schools from the BHC or students who reside in the BHC.

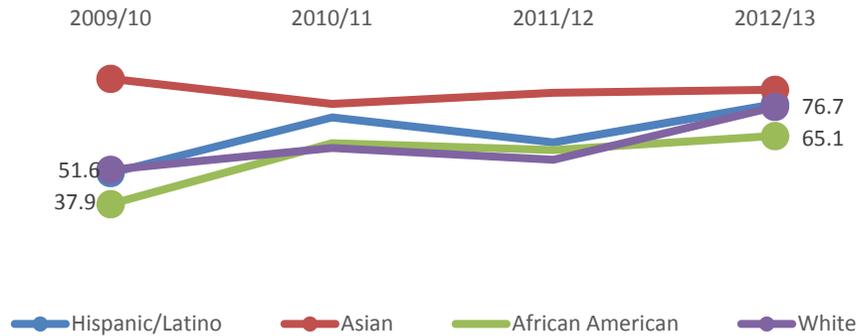
Since 2009/10, schools throughout California, Sacramento County, and Sacramento City Unified School District have been improving. For example, the rate of graduation has improved from 68% to 85.3% statewide, from 2009/10 through 2012/13. The rate for Hiram Johnson High School has improved at a similar pace, starting with 58.6% in 2009/12 and increasing to 77.9% in 2012/13 (shown in Figure 21).



*Source: California Department of Education

Given the disparities in graduation rate among students of color, it was important to track rates by each group as shown in Figure 22. Over the same time period (2009/10-2012/13) the rates of graduation were striking for African American students, from 37.9% to 65.1%; and for Hispanic students, from 51.6% to 76.7%. The improvements for these two groups accounted for most of the overall improvement for Hiram Johnson's graduation rate.

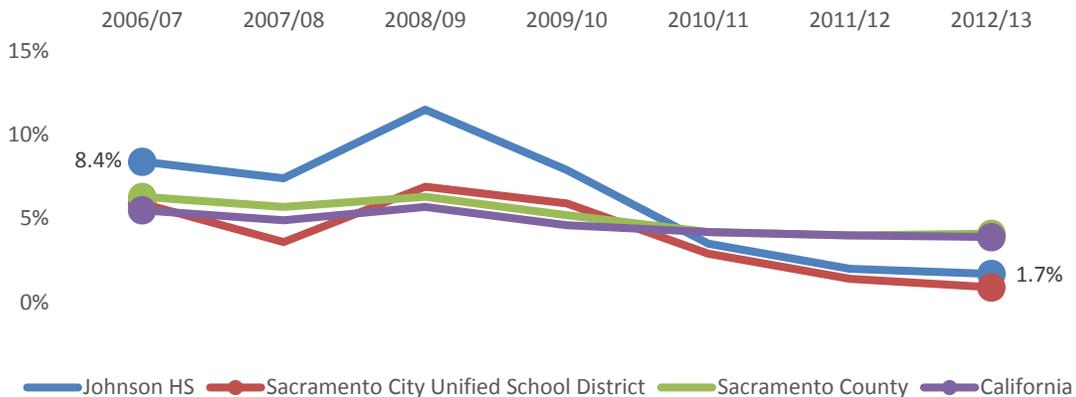
Figure 22 - Hiram Johnson HS Graduation Rates by Race/Ethnicity



**Source: California Department of Education*

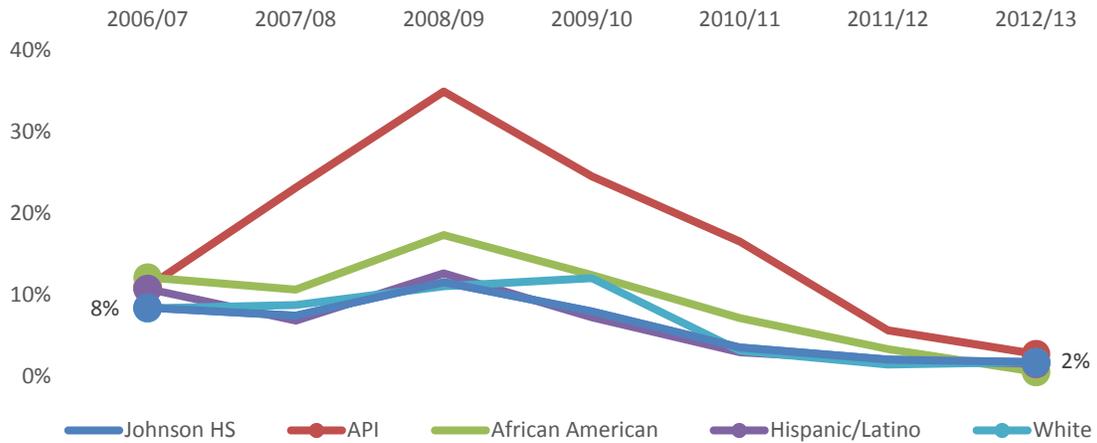
Conversely, dropout rates have been on the decline over the same reporting period as shown in Figure 23. Again, Hiram Johnson High School had a dropout rate that exceeded the District, County, and state rates in 2006/07 with a rate of 8.4%. By 2012/13 Hiram Johnson High School was reporting a dropout rate of 1.7%, which was even better than either the state or county dropout rates. Figure 24 presents an adjusted dropout rate by race/ethnicity, illustrating the disparities that contribute to a variety of negative health and social outcomes.

Figure 23 - Adjusted Dropout Rate Comparison



**Source: California Department of Education*

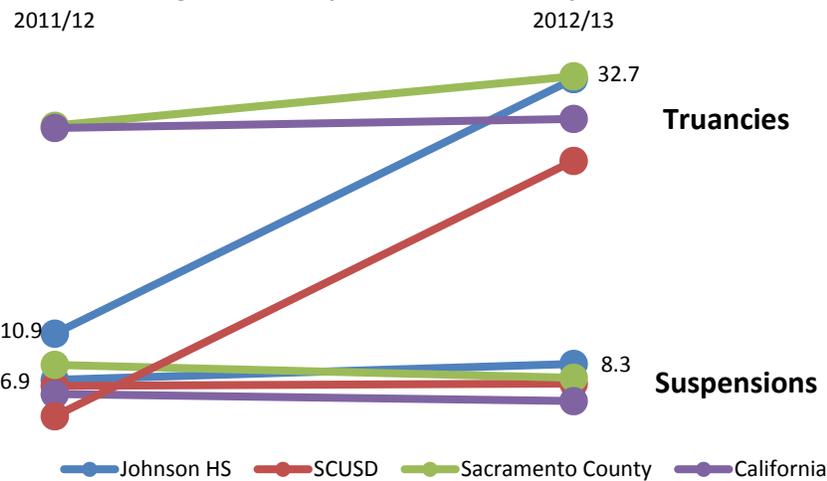
Figure 24 - Adjusted Grade 9-12 Dropout Rate at Hiram Johnson HS by Race/Ethnicity



**Source: California Department of Education*

Because behavioral issues are often associated with dropping out of school, the rates for truancy and suspensions show how those rates are more volatile from year to year.⁵ Suspensions have remained relatively stable at the state, county and district level as well as at Hiram Johnson over just a two year period (6.9 and 8.3, respectively). In contrast, trancies have fluctuated dramatically with substantial increases for Hiram Johnson (from 10.9 to 32.7) the District rate has been similar, though lower overall. Both the county and state rates have been more stable in the 20-30 range. These trends are limited in scope due to changes in reporting these incidents prior to 2011/12; thus this limited view of two points in time will reveal more about the overall incidence of trancies and suspensions in subsequent years.

Figure 25 - Suspension and Truancy Rates



**Source: California Department of Education*

⁵ Due to the California Department of Education switching data systems to California Longitudinal Pupil Achievement Data System (CaLPADS), in 2011/12, data prior to this is not comparable.

The introduction of standards for physical education activities and teacher training have become integral component of whole-student education and development throughout Sacramento City Unified School District (SCUSD). Using the multi-dimensional "Fitness Zone" criteria, Figures 8-10 present trends over the last three school years (2010/11, 2011/12, and 2012/13) for measures at 5th, 7th, and 9th grade.

- 5th grade students: increased from 46% to 57% who met 4-6 of the six fitness standards; as many as 63% achieved 4-6 standards in 2011/12;
- 7th grade students: increased from 53% to 57% who met 4-6 of the six fitness standards; as many as 71% achieved 4-6 standards in 2011/12;
- 9th grade students: increased from 46% to 57% who met 4-6 of the six fitness standards; as many as 63% achieved 4-6 standards in 2011/12.

Overall, there has been steady improvement for students at each of these grade levels. There was a spike in the middle year of this three year trend, and subsequent annual rates will likely reveal a more telling trend over time. Similarly, trends by gender and by race/ethnicity will be explored in more depth as there are more years of data.

Figure 26 - Percent of 5th grade BHC area students by Number of Physical Fitness Areas Met

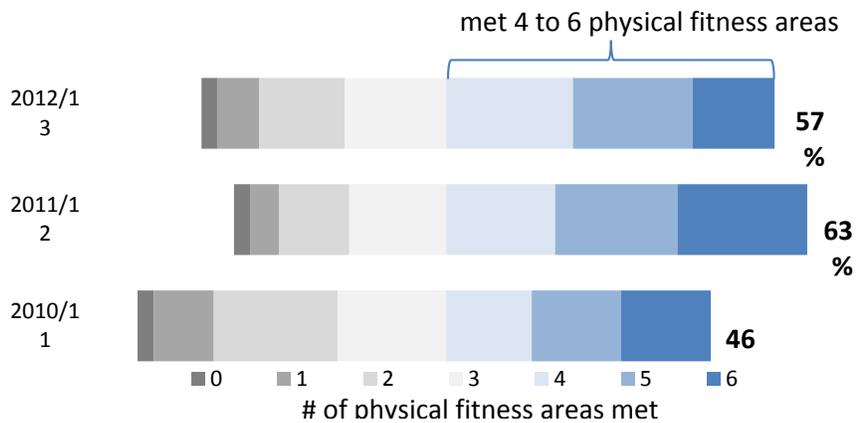


Figure 27 - Percent of 7th grade BHC area students by Number of Physical Fitness Areas Met

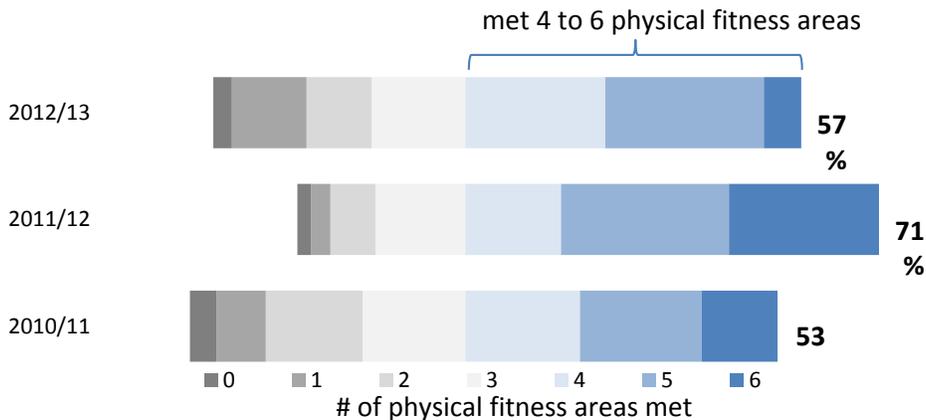
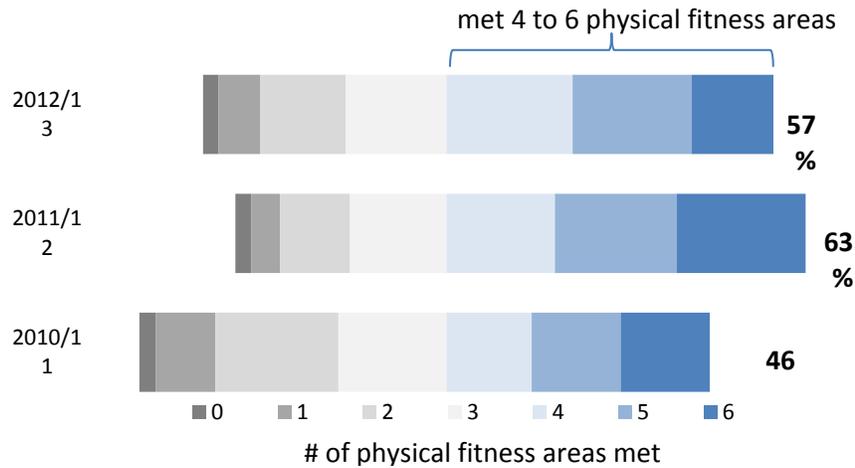


Figure 28 - Percent of 9th grade BHC area students by Number of Physical Fitness Areas Met



Source: California Department of Education

5.1.3 Health Happens in Neighborhoods

The BHC target area consists of several neighborhoods with shared issues and unique attributes and assets. Neighborhood environments are a major component of "the place" for the BHC place-based initiative, with priority outcomes, targets for change, and change strategies that align for visible and concrete improvements in quality of life and health promoting living. The priorities outcomes for this campaign are:

- Priority #4: Residents live in communities with health-promoting land use, transportation, & community development.
- Priority #5: Children and their families are safe from violence in their homes and neighborhoods.
- Priority #8: Community health improvements are linked to economic development.

Targeted Changes
Sustainable food system via expanded access to healthy food;
Improved community health via access to healthy food, food literacy, nutrition education; more usable green space, urban gardening;
Community-driven advocacy and participation in planning for green development, land use, and transportation policy and resource allocation;
Improved resident access to policy & planning for community development;
Unified economic development strategy; training and jobs for youth and adults; focus on neighborhood based small businesses.

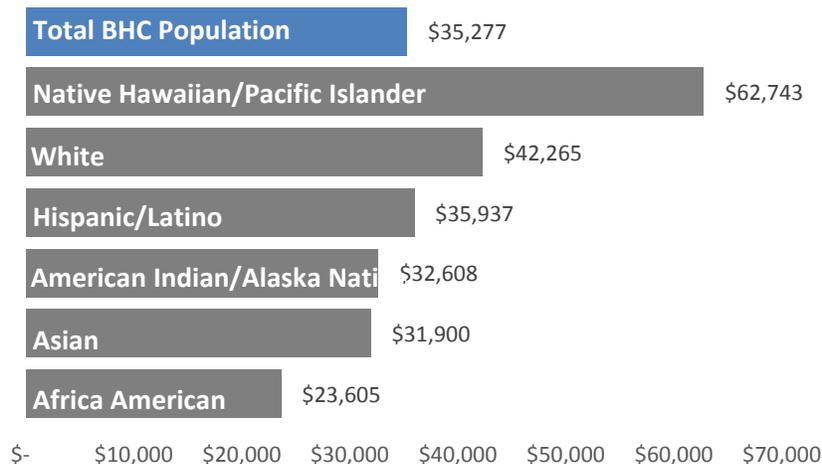
Change Strategies		
<i>Access to Healthy Food for All</i>	<i>Land Use</i>	<i>Economic Development</i>
Systems change to improve access to healthy food;	Building edible landscapes and improve access to safe, affordable, fresh, healthy food;	Development of community based food economy, via farmer's market, mobile markets, use of vacant space for gardening;
Residential, school and community gardening, food gleaning;	Engagement of youth and adults residents in healthy land use, safe transportation, and food system development projects;	Address economic and community development through expanded opportunities in commerce, culture, transportation, and land use.

The community indicators for neighborhood health are a combination of measures of improved access to healthy food, and economic and safety measures.

Figures 29 and 30 presents a summary of Income and Employment (five year average, no trends over time yet), as summarized below:

- \$35,277 was the median household income for BHC residents (2008-2012);
- Native Hawaiian/Pacific Islander and White residents had higher average incomes, \$62,743 and \$42,265 respectively;
- Hispanic household incomes on average were slightly higher than the overall BHC area, at \$35,937;
- \$23,605 was the average annual household income for African American residents of the BHC, followed by Asian households (\$31,900) and American Indian/Alaskan Native households (\$32,608).

Figure 29 - Median Income of BHC Area Residents

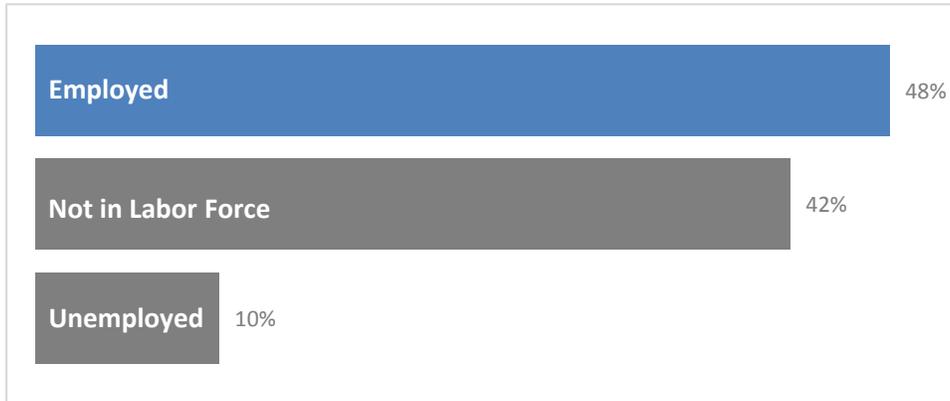


Source: US Census Bureau, 2008-2012 American Community Survey

Figure 30 illustrates that:

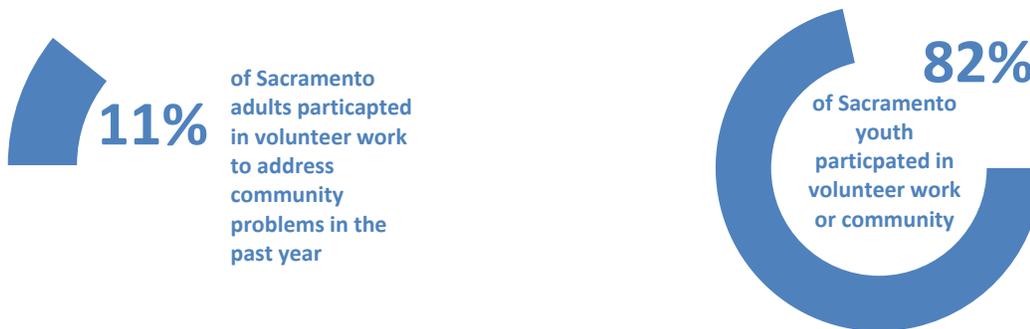
- Nearly half (48% of the residents 16 and older) were employed;
- Slightly fewer (42%) were not in the labor force; and
- 10% were unemployed

Figure 30 - Employment Status of BHC Area Residents



Source: US Census Bureau, American Community Survey (this information is for the population that is 16 years and older, n=59,744)

Figure 31 - Resident and Youth Engagement in Community Volunteer Work



Source: 2009 California Health Interview Survey

Health indicators revealed that:

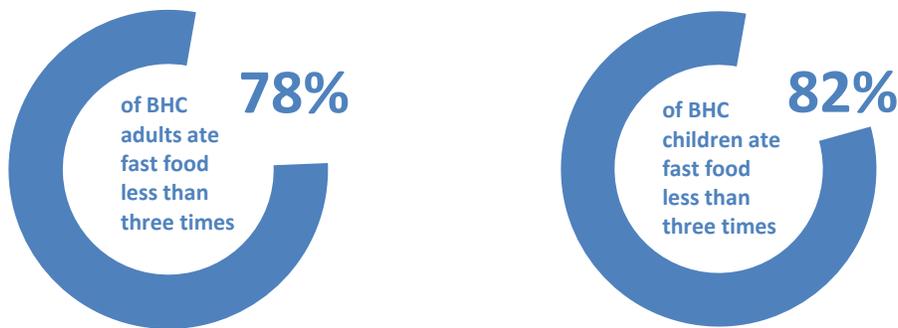
- 29% of BHC adults consumed fruits and vegetables 3+ times a day
- 31% of BHC children consumed fruits and vegetables 5+ times a day
- 78% of BHC adults ate fast food less than 3 times a week
- 82% of BHC children ate fast food less than 3 times a week

Figure 32 - Adult and Youth Consumption of Fruits and Vegetables



Source: 2009 California Health Interview Survey

Figure 33 - Adult and Youth Consumption of Fast Food



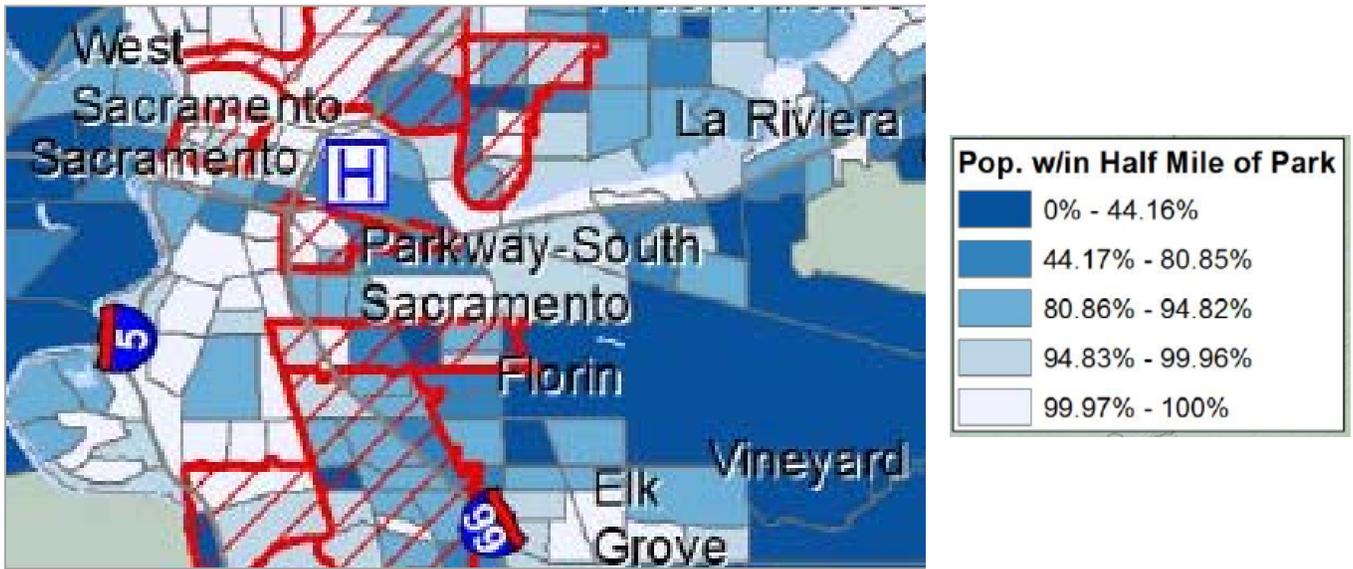
Source: 2011/2012 California Health Interview Survey

The environmental features of the community are presented in the following land use and transportation maps:

- The percent of the population within a half mile of a park
- Sacramento bikeways in the BHC
- Regional transit bus lines
- Regional transit light rail stations and routes

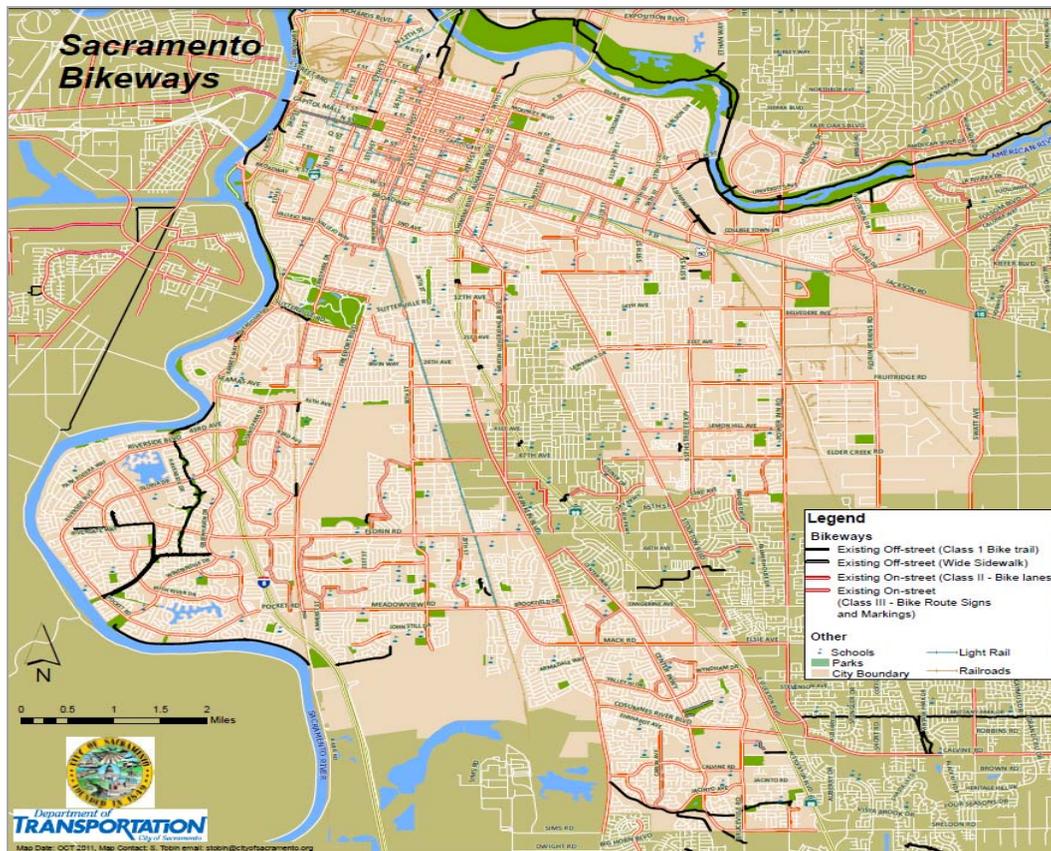
All of these maps provide a baseline visual assessment of green space used for parks, and various modes of transportation with an emphasis on healthy alternatives to individual ridership. Maps will be updated for the duration of the BHC initiative, with side by side comparisons over time. In addition to these indicators, there are program and project-specific measures presented in reports associated with healthy food access.

Figure 34 - Map of Parks Located throughout and Accessible to the BHC Target Area



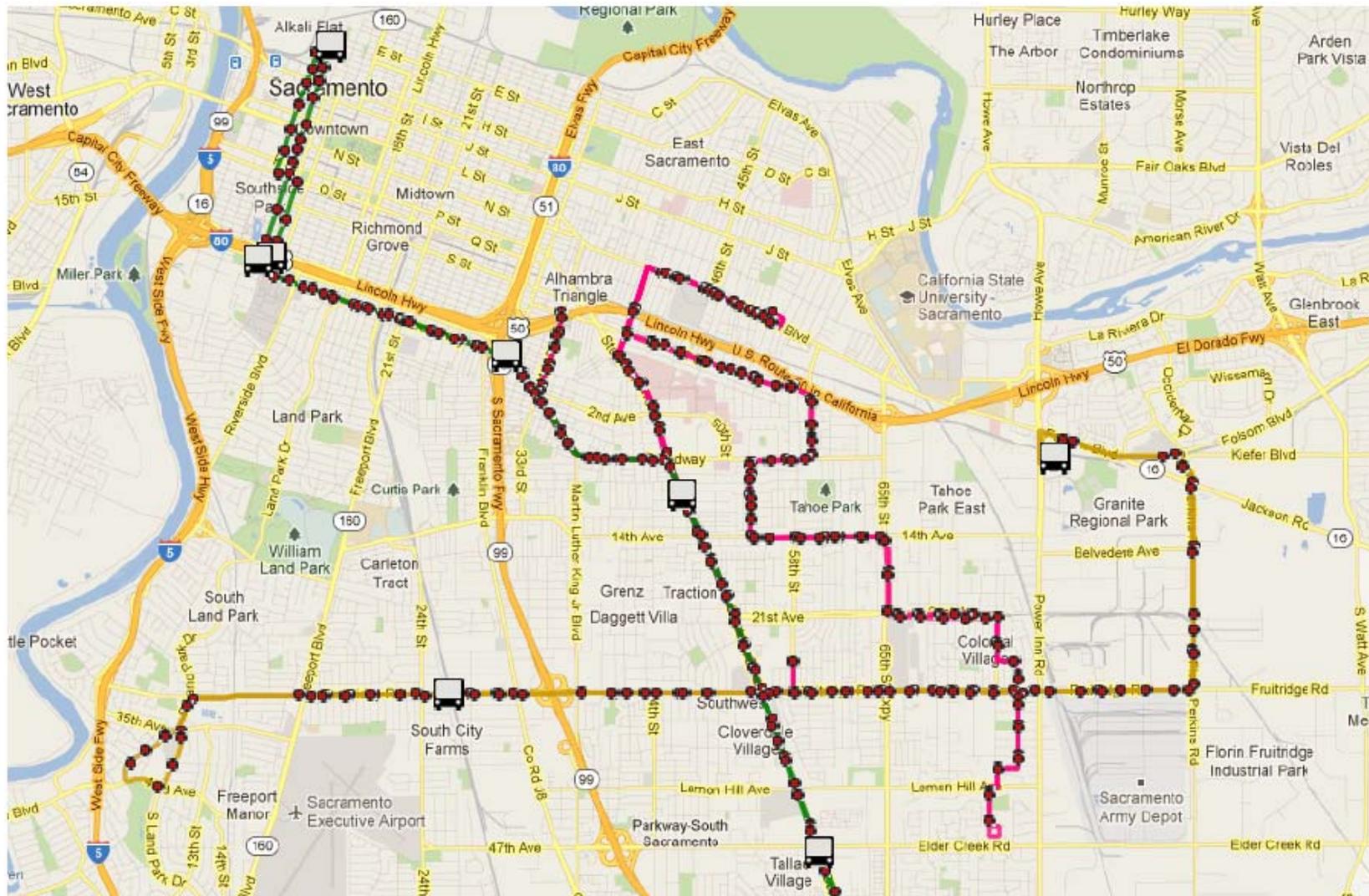
Source: 2013 Mercy General Hospital Community Health Needs Assessment

Figure 35 - Map of Bicycle Paths, Sacramento County



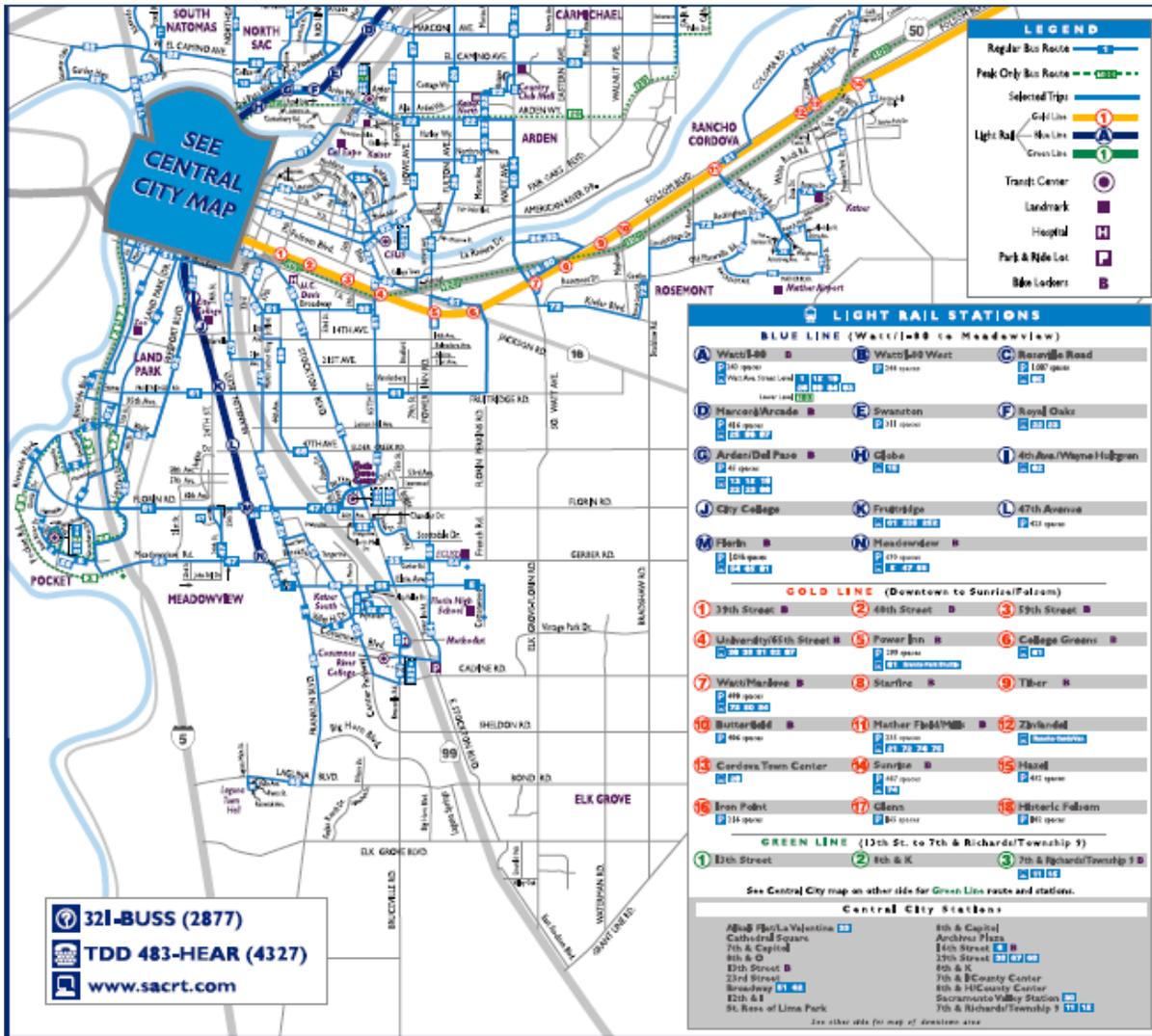
Source: City of Sacramento Department of Transportation

Figure 36 - Bus Routes for Regional Transit, BHC Target Area



Source: Sacramento Area Regional Transit

Figure 37 - Light Rail Routes and Stops



Source: Sacramento Area Regional Transit

SECTION 6: CONCLUSIONS AND RECOMMENDATIONS

The structure of the BHC initiative began to evolve in year four. Hub staff convened the workgroup chairs and facilitators to form the BHC Leadership Team. Concurrently, the Steering Committee began discussing their role in the initiative and voted to disband, believing the Leadership Team was well positioned to determine the strategic direction of the South Sacramento BHC initiative.

The workgroups evolved to include not only BHC grantees, but individuals from organizations that have a vested interest in the change initiatives identified by workgroups. Year 4 of the South Sacramento BHC was the year of collaboration. The workgroups used the momentum from taking time to pause and reflect in year three, to launch six different campaigns that speak to the five Drivers of Change. In large part, the workgroups served as the venue to develop campaign strategies and identify next steps.

Grantees succeeded in getting a larger number of residents involved in the initiative through a variety of activities, and met a few of the goals and community capacities affiliated with the two of the five Drivers of Change, *People Power and Youth Leadership*. Similar to year three, the majority of residents in year four, continued to be engaged in the initiative through service provision activities. While building a base of community engagement begins with individuals engaged in direct services, the growth of the initiative is dependent upon individuals using their voice to in community change efforts.

In the upcoming year Hub staff will begin integrating residents in the South Sacramento BHC initiative through the development of a Resident workgroup that will bi-annually meet with the Leadership Team. The evaluator will continue providing technical assistance to support grantee understanding of the differences in the tiers of engagement and how that is tied to five Drivers of Change. The evaluation will also examine changes in School Climate and the collective work of the Healthy Food for All Coalition, representing the more prominent examples of systems change to date.

While year four was successful on most levels, the evaluation surfaced opportunities to enhance and refine the initiative. The below recommendations are directed at facilitating and supporting the continued momentum of the South Sacramento BHC initiative.

- *Recommendation 1:* Convene all of the grantees at least twice a year to encourage collaboration and increase connection and communication around the initiative.
- *Recommendation 2:* Establish a system to track BHC grantee involvement in workgroup campaigns, and campaign strategies and progress.
- *Recommendation 3:* Develop clear guidelines for grantees regarding their level of involvement with BHC workgroups and or campaigns. Clearly communicate those guidelines to grantees.
- *Recommendation 4:* Assist the Leadership Team in defining their purpose and establishing an action plan and five year goals.
- *Recommendation 5:* Develop an online repository for workgroup agendas, minutes, and participant information to enforce the value of record keeping and establish a historical archive.
- *Recommendation 6:* Retain tracking logs from grantees, and work toward electronic tracking forms.
- *Recommendation 7:* Provide targeted technical assistance – work plan assistance and activity coding – to support grantees in reporting transitions to higher levels of community engagement.

Attachment A - Logic Model, Revised 2013

SACRAMENTO BUILDING HEALTHY COMMUNITIES
LOGIC MODEL Revised 12-2-13

