

Sacramento BHC

Year 9 Evaluation Report



Prepared by LPC Consulting Associates.
March 2020



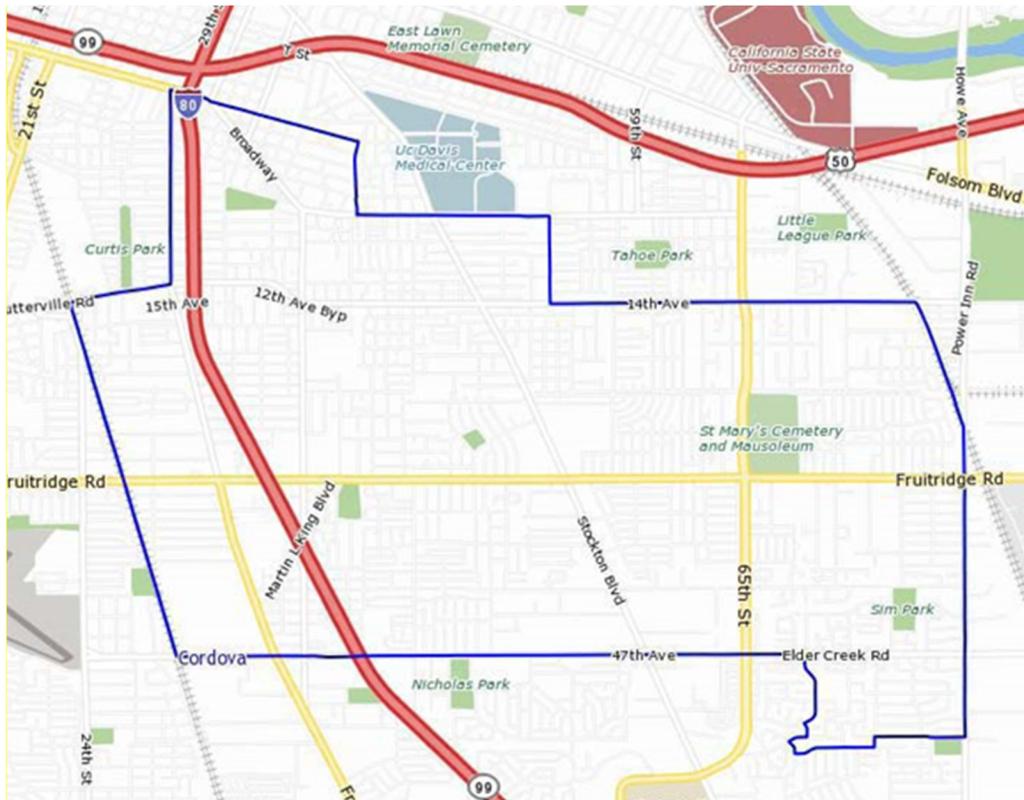
Contents

Section 1 Introduction	1
Section 2 Evaluation Approach	4
Section 3 Sacramento BHC Structure.....	7
Hub Operations & Activities	7
Action Teams	16
Policies Adopted and Systems / Practice Change.....	28
Section 4 Resident & Youth Engagement	33
Section 5 TCE Support.....	36
Section 6 Summary & Recommendations	40
Attachment A Sustainability Session Summaries	42
Attachment B BHC Systems & Policy Changes Years 1-9....	52
Attachment C BHC Resident Profiles	64

Section 1 | Introduction

In 2010, The California Endowment (TCE) launched the Building Healthy Communities (BHC) initiative, a 10-year, \$1 billion program to improve the health of 14 communities in California. The 2018/19 fiscal year marked the ninth year – planning year included – of the BHC initiative. The Sacramento area (see Figure 1) is one of the 14 communities that are part of the BHC initiative, where residents, community-based organizations, schools, and local government collaborate to advance racially equitable policies and practices. The Sacramento area was selected as one of the 14 BHC communities based on several measures of community health and wellbeing.

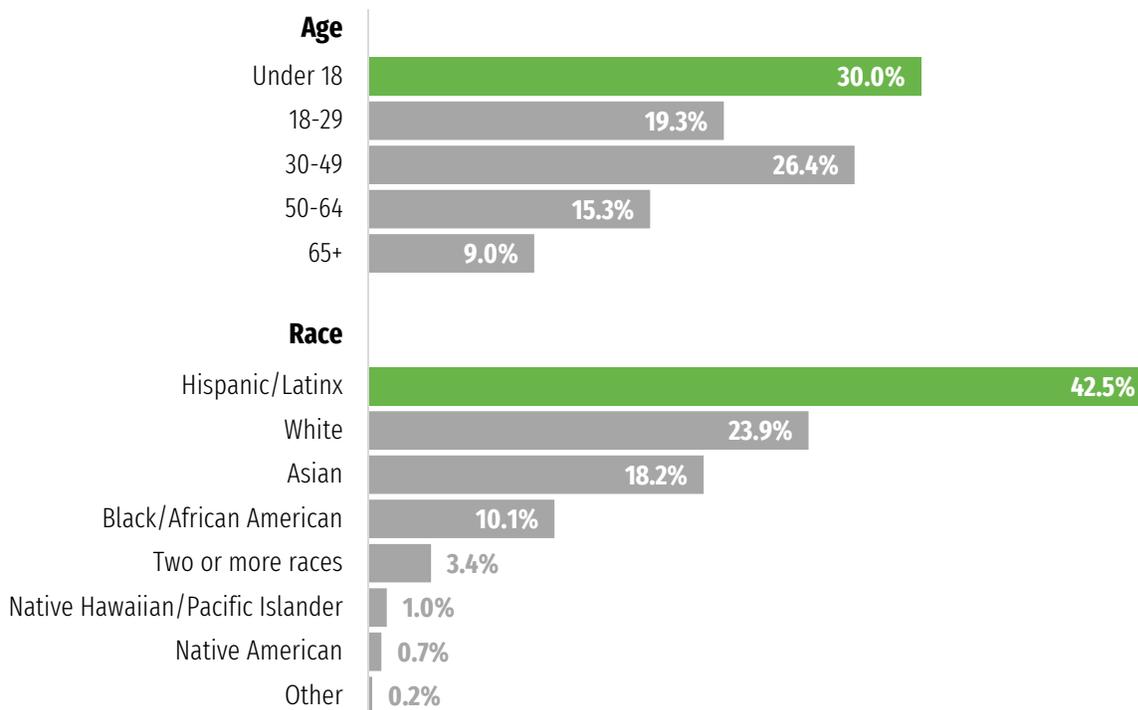
Figure 1 | The Sacramento BHC Area



Demographic data for this area compiled by TCE mid-way through the ten year initiative, depicts a community with a large percentage of young people; approximately 50% of the population is under 30 years of age (see Figure 2). Additionally, the area is culturally diverse, and almost half of the residents identify as Hispanic or Latin-x. According to the Sacramento City Unified School District (SCUSD) website, the students and their families who live in the district speak more than 43 languages, and for 38% of the students, English is not the primary language spoken at home.

Figure 2 | Sacramento BHC Area Resident Demographics

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



Initially, the Sacramento BHC initiative was oriented toward the provision of direct services to improve community health. During the first four years of the initiative, the partners (i.e., BHC grantees, TCE staff and residents). developed a structure to support the work, and to facilitate relationship building among the grantees. Throughout this timeframe, the partners ruminated on how best to involve residents in the Sacramento BHC beyond the provision of services.

Year five was a turning point for the initiative. The structure and operations of the Sacramento BHC solidified and the partners had developed the trust and relationships necessary to fuel increased levels of collaboration. The partners moved away from an emphasis on the provision of services to restore community health, and started focusing on systems level changes to address a broad range of issues. There was also a growing recognition that building people power and mobilizing residents to lead campaigns, was necessary to truly transform systems that negatively impact community health. This resulted in bringing more community organizers to the table.

Year six marked a period of “transition” to building people power for the Sacramento BHC, as community organizers took a larger role in the initiative, and the partners began reflecting on the work to plan how to sustain the initiative beyond the 2020 funding horizon. In year nine, the partners participated in a series of trainings to facilitate the partners centering the work in racial equity. Year nine was also the year when the consistent participation of the partners in a few of the Action Teams and the Leadership Team was less robust than previous years, perhaps signaling an organic transition to sustain the work beyond 2020, rather than following a deliberate and intentionally constructed path forward.

The year nine evaluation report which cover the October 2018 through September 2019 timeframe, tracks the structural components of the initiative that provide support for, and foster collaboration between, the BHC-funded partners. The report also provides an overview of how grantees are raising awareness of systems issues that negatively impact communities and the need for change. The report is intended to be evaluative, while also documenting year nine activities. The intent of the annual reports is to summarize the details of the work, while the case study component of the Sacramento BHC evaluation, portrays the nuances of the work. The year 9 annual evaluation report sections are as follows:

Section 2 | Evaluation Approach: Includes an overview of the guiding frameworks for the evaluation and the evaluation methods.

Section 3 | BHC Infrastructure: Identifies the Sacramento BHC grantees by issue area and summarizes how the grantees are working in collaboration to achieve systems change at the city and county level. This section also describes the role of the Hub in facilitating collaboration and increasing the awareness and the reach of the initiative.

Section 4 | Resident & Youth Engagement: Provides an overview of how resident engagement in the Sacramento BHC initiative has evolved to align with the partners' theory of change for advancing community health.

Section 5 | TCE Support: Presents how TCE has supported the BHC initiative, and TCE's current thinking for post-BHC or "Beyond 2020."

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

Section 2 | Evaluation Approach

Over time, the issues negatively impacting community health change, as do the strategies to mitigate those issues. As the economy, and the federal, state and local political climate change, so do resident needs and concerns. Given the 10-year timeframe of the BHC, evaluating this place-based initiative is complicated because the work is organic, and at any given time the campaigns and programs are at various stages of development. The Sacramento BHC evaluation has adapted to the fluctuating nature of activities by tracking emerging issues, while also including year-to-year measures to illustrate long-term trends.

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

The TCE drivers of change and the collective impact Framework, also guide the Sacramento BHC evaluation. Collective impact is the commitment of individuals from different sectors to solve a social problem with complementary strategies. This commitment is driven by the actors' recognition that they will have more impact on social change if they work collectively and across sectors, as opposed to individually in isolation. Collective impact has five conditions necessary to build a high functioning collaborative, which are as follows:

1. The **Backbone Organization** supports initiative planning and management and derives a process for effective decision making.
2. **Continuous Communication** builds trust among partners and is typically done through regularly scheduled meetings with consistent participation of organizational representatives, and a communications protocol.
3. The partners develop a **Common Agenda** based on a shared understanding of the problem, agreed upon goals, and a joint approach or solution.
4. The partners engage in **Mutually Reinforcing Activities** that are coordinated through a reinforcing plan of action.
5. The collaborative develops a **Shared Measurement System** to measure their progress, typically through community and participant level indicators, and providing opportunities for group learning and dialogue.

The Sacramento BHC partners do not refer to the initiative as a collective impact project. The Collective impact model simply provides a framework for tracking the infrastructure developed by the Sacramento BHC to advance systems change. One thing the collective impact model does not address is equity, which

necessitates: (1) centering the work on those most impacted by the issues that lead to negative health outcomes, and (2) including the communities most impacted as leaders of the work. The five elements of the collective impact model must be informed by residents, to ensure that the partners involved in the initiative, and the change strategies implemented, do not serve to further perpetuate systems of inequality.

Table 1 identifies the Sacramento BHC evaluation components stemming from the collective impact model.

Table 1 | Evaluation Methods Informed by the Collective Impact Model

Collective Impact Condition	Evaluation Method
Backbone Organization	Hub’s activities and support role tracking
Continuous Communication	Hub communication, Leadership Team and Action Team attendance tracking
Common Agenda	All Grantee Convening, Leadership Team and Action Team tracking
Mutually Reinforcing Activities	Action team campaign tracking
Shared Measurement System	Campaign tracking

In addition to alignment with the collective impact model, the evaluation includes measures derived from the TCE drivers of change illustrated in Figure 3.

Figure 3 | The TCE Drivers of Change



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

Resident & Youth Power builds the capacity of residents to be civically engaged, to advocate for policy solutions and systems change to improve community health, and to hold institutions accountable for advancing health equity.

Collaborative Efficacy builds the capacity of systems leaders, community organizations, and residents to work together to advance innovative policy and social change that is sustainable and healthy for everyone.

Leveraging Partnerships is critical to ensuring that private and public capital aligns towards investments that create healthy places and people.

Narrative Change is reshaping the norms and beliefs about who matters in our society, and the necessity of investing in community health for all.

The role of the evaluator is to observe and lift-up how the drivers of change are manifesting in Sacramento. To that end, the following table details the evaluation metrics used in relation to the drivers of change.

Table 2 | Evaluation Methods Informed by the TCE Drivers of Change

Driver of Change	Evaluation Method
Resident and Youth Power	Case Story Profiles
Collaborative Efficacy	Action Team Tracking Case Story
Leveraging Partnerships	Policy Adopted and Systems-Practice Change Inventory
Narrative Change	Communications tracking Case Story

The Sacramento BHC evaluation approach draws upon the TCE drivers of change, the collective impact model, and Developmental Evaluation to navigate the evolving nature of the initiative. Developmental evaluation acknowledges the role of the evaluator as a strategic partner. Thus, the evaluator guides the level of inquiry in partnership with Sacramento BHC stakeholders, with attention to the context shaping the emerging issues, and the response of the system to partner innovation. Lastly, it reminds the evaluator to share the data and the corresponding analysis as research is performed, to guide decision making.

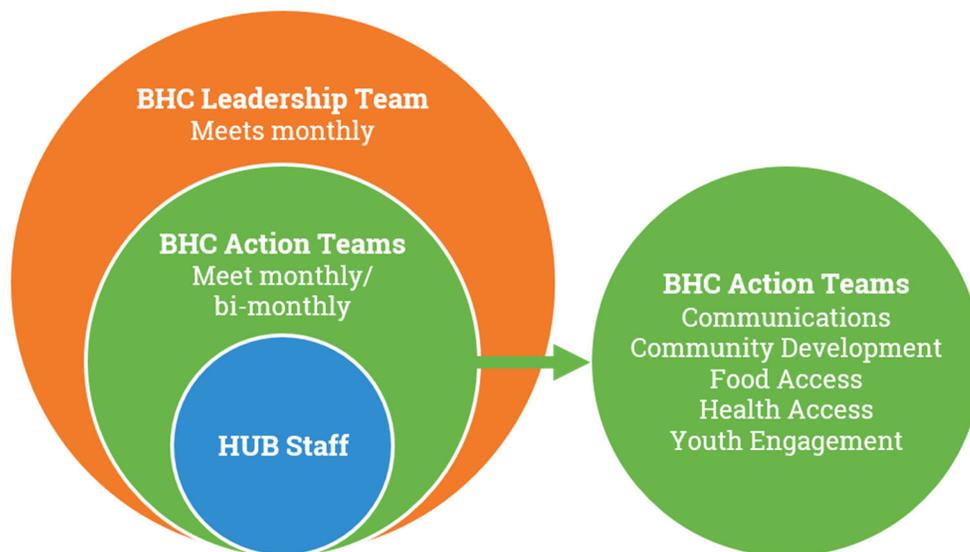
The collective impact framework is a tool for identifying the elements of the BHC that support collaborative action. This includes following the development of the structures that support the work.

The TCE drivers of change focus the evaluation on observing how residents are engaged in the BHC initiative, if collaborative connections between grantees are increasing, and if the partners are leveraging additional funding to support change efforts.

Section 3 | Sacramento BHC Structure

The Sacramento BHC Structure built to support the initiative, is comprised of the Hub, and the Leadership and Action Teams, as presented in Figure 4 below. While a few structural components have come and gone in the past nine years (i.e., Steering Committee, Community Engagement Action Team), most of what comprises the Sacramento BHC structure has remained intact since year one. Hub staff developed the concentric circle graphic model to represent collaboration, communication and collective action over hierarchy. The concentric circles depict the Hub at the core, action teams close to the center of all work, and emanating out is the role of the Leadership Team. However, the graphic model developed in year four does not include the BHC-funded committees and coalitions (e.g., Live Free) that have led campaigns to restore community health, nor does it portray the role of residents who are pivotal in systems change efforts. Interestingly, currently both the coalitions and residents are on the periphery, as they have not been fully integrated into the BHC structure and operations. If sustainability discussions evolve to include the development of a structure to guide the work when the BHC initiative ends, the role of the committees and residents in system change efforts should be considered and incorporated in the planning.

Figure 4 | Sacramento BHC Organizational Structure



Hub Operations & Activities

The Hub is comprised of three staff: Kim Williams, the Hub Manager; Shakeya Bell, Administrative Assistant; and Alberto Mercado, Communications Coordinator. The Sacramento Hub manages communications and dissemination of information related to the BHC initiative; coordinates convenings that bring all the BHC-funded grantees together; provides free access to a meeting room at the Fruitridge Community Collaborative, where the Hub office is located, for grantees and community partners; offers logistical support for TCE-funded trainings; and represents the BHC in the community at large.

Communications

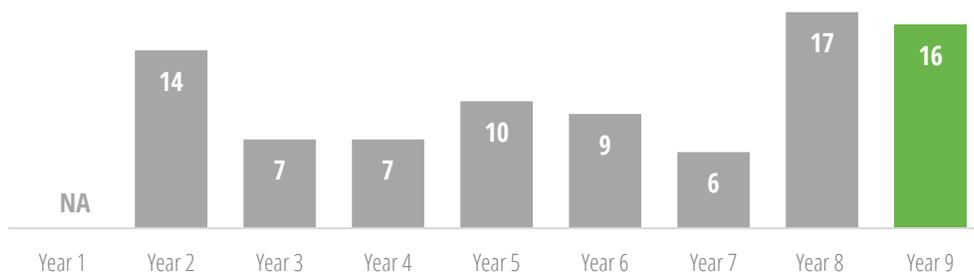
TCE's BHC statewide media campaign has been successful in spreading the message of the BHC initiative. The slogans and hashtags used to communicate BHC policy change initiatives (e.g., #Health4All and #SchoolsNotPrisons), resonate with folks whose values align with the initiative. The TCE Program Manager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

The Communications Coordinator receives technical assistance from Imprenta Communications Group (Imprenta) - a public affairs, ethnic marketing and campaign firm - to expand the reach of Sacramento BHC communications. The technical assistance is largely provided via bi-weekly conference calls. Toward the end of year nine, Imprenta and the Communications Coordinator updated the Sacramento BHC Communications Plan, which outlines the goals and objectives guiding the communications strategy; how to target messaging; and the frequency of the messaging. The plan also provides a brief overview of how and when to use free (e.g., social media) and paid media (e.g., digital banners, radio and print mailers).

The Communications Coordinator drew upon the updated communications plan to provide communications support to BHC-funded organizations, which included photo/video support for the Morrison Creek project, Her Health First, and WALKSacramento. The Coordinator also assisted Self Awareness and Recovery with creating a communications plan, and providing messaging support for the Youth Engagement Action Team #916kidsthesedays and mental health needs campaigns.

The Sacramento Hub initiated the BHC e-newsletter in year two. The newsletters contain information about BHC campaigns and wins, grantee programs, Hub Gatherings, and community events. In year nine, the Hub distributed 16 newsletters to 676 registered emails, and on average, 24% or 160 email subscribers opened the newsletters. Figure 5 depicts the number of newsletters distributed in years two through nine.

Figure 5 | Number of BHC Newsletters Distributed by Year



The second communications strategy managed by the Hub is the Sacramento BHC Facebook, Twitter and Instagram accounts. These social media platforms are primarily used to display photos of Sacramento BHC hosted events, and to share posts from other BHC sites and the TCE statewide campaigns. Social media comprises the bulk of the Sacramento BHC's communication strategy. This past year, on average, the Facebook page received 1,500 daily page views.

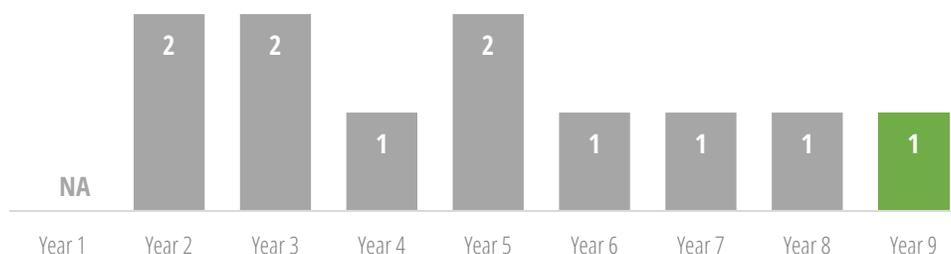
The Sacramento BHC also has a website as a portal for residents, grantees, funders, and elected officials to learn about the place-based initiative. The website content includes Hub staff names, titles and contact information; media links; action team and elected official information; resources, and more. In year eight, Hub staff updated the website to include a calendar of events that grantees can append. However, the grantees are not posting events to the Sacramento BHC calendar, and some of the website content (e.g., Action Team names and meeting schedules) has not been updated in several years. In general, the website is an underutilized resource, and Hub staff should consider reducing and simplifying the website content to provide static information that does not need routine updating.

While there is clear strategies for external facing communication, internal facing communication strategies are less robust, and communication among BHC partners is a challenge. While the chairs and coordinators for each action team use email lists to facilitate communication among the members, there is no central communication structure for grantees to communicate across action teams. Typically, the TCE Program Manager serves as the conduit for communications between all the BHC-funded grantees. The partner network developed through the BHC initiative, is perhaps the biggest outcome of the initiative. Establishing communication between the funded and unfunded partners post-BHC is essential to maintaining the strength of the network. Hub staff should facilitate conversations between interested grantee partners and communication experts about how to facilitate communication between the action teams and grantee partners going forward.

All Grantee Convening

The All Grantee Convenings facilitate networking among grantees, provide a venue to share information about the work of the action teams, and are a forum for grantees to solicit the support of all BHC-funded organizations for their campaigns. Without a centralized communications platform, the All Grantee Convenings are the link for communication and networking across action teams. The Hub facilitated one All Grantee Convening in year nine. Figure 6 displays the number of All Grantee Convenings for years two through nine.

Figure 6 | Number of All Grantee Convenings by Year



The All Grantee Convening held in year nine included: (a) a presentation by Sacramento Housing Alliance, Organize Sacramento and ACCE about their co-led campaign to place a rent control measure on the ballot; (b) an update from Hmong Innovative Politics about their efforts to educate residents about the Voter's Choice Act; (c) updates from Sacramento Kids First about their campaign to qualify a measure for the ballot to create a dedicated funding stream for youth programs; (d) the public release of a series of profiles that

uplift the positive impacts of the BHC on residents and grantees; (e) a budget update from the Superintendent of Sacramento City Unified School District; (f) updates from the TCE Program Manager about TCE funding priorities beyond 2020; (g) an overview of sustainability planning efforts led by the Hub; and (h) a presentation about the results of a survey that solicited input from grantees on three different sustainability scenarios. The meeting concluded with a one-hour presentation by Children Now about a Sacramento County scorecard on statewide indicators of child wellbeing. While the convening provided grantees with an update about the various campaign led by BHC grantees, it did not include a discussion about the intersectionality of the issues being addressed, or an outline of next steps or specific ways the grantee partners could mobilize and support the systems change efforts.

The All Grantee Convening can serve to build relationships and collective trust among the grantees to spur mobilization around a common agenda. Although there are a few examples of action teams supporting other action team campaigns, the Sacramento BHC has not produced a campaign spearheaded collectively by grantees from multiple action teams. Until the partners mobilize collectively, high-powered decision makers and elected officials can pit the various BHC interests against each other by supporting the agenda of one group over another groups, when asked to reform systems through policy change, or provide financial support for programs and services.

The deliberate building of relationships between all the partners is an essential element for sustaining the work and impact of the Sacramento BHC beyond the TCE initiative. There is enormous potential for the Sacramento BHC to increase their voice and power by focusing on the intersectionality of issues when pushing on systems to achieve social change.

Hub Gatherings

The Hub began hosting Hub Gatherings in year one to inform residents about the Sacramento BHC initiative. The gatherings are festive events that typically include dinner, games and activities for attendees. These gatherings provide an opportunity for residents to shape BHC-supported systems change campaigns, and to receive information about grantee projects and programs. Figure 7 illustrates the number of Hub Gatherings held each year.

Figure 7 | Number of Hub Gatherings by Year



The Hub did not host a Hub Gathering in years five through seven, due to structural changes with the BHC. In year four, the Steering Committee - which was responsible for assisting the Hub with planning and implementing the Hub Gatherings - disbanded and directed the Hub Manager to initiate a Resident Engagement Action Team to in-part, assist with planning Hub Gatherings. The Hub Manager made multiple

attempts to ignite a Resident Engagement Action Team, but the team never gained traction. In year eight, the Hub Manager moved forward with a different strategy to increase resident knowledge of, and engagement in the Sacramento BHC, which included reinstating the Hub Gatherings.

In year nine, the Hub convened residents and grantees together at a Hub Gathering focused on homelessness. A few weeks prior to the gathering, the Sacramento County Sheriff cleared a group of homeless individuals from an encampment on a vacant lot on Stockton Boulevard. The residents living at the encampment were not provided with shelter accommodations or an alternative site to establish a camp, and were displaced into the surrounding community. Prior to the disbanding of the encampment, the Hub partners advocated for the county to provide trash bins and portable restrooms at the site, rather than displacing residents without providing an alternative housing option.

The year nine Hub Gathering began with a presentation about the rise of homelessness in Sacramento, the housing crisis, and the Hub's advocacy efforts to prevent the disbanding of the Stockton Boulevard homeless encampment. The approximately 30 attendees then broke into two small groups to discuss: (1) the impact of homelessness on them individually and their community, and (2) solutions to address homelessness. The Hub Gathering closed with a recap of the small group discussions, where attendees identified increased mental health services, job training programs and safe shelters with security facilities, as strategies to address homelessness. Unfortunately, the information solicited from the residents was not used to inform a campaign or action. The Hub Gatherings are labor-intensive for Hub staff, yield few resident partners, and have had minimal impact. Hub staff should discern if they should continue to coordinate Hub Gatherings, or if those financial resources would be best spent supporting specific community outreach strategies for BHC partner led campaigns.

Community Engagement

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

Community Ambassador

People in positions of power recognize that the BHC can mobilize its partner network and residents quickly around an issue. As a result, elected officials, high-powered decision makers and community collaboratives are increasingly seeking input from, and the support of, the Hub, on state and local policy and community issues. For example, the Hub co-hosted Dr. Nadine Burke Harris, California's first Surgeon General, at the FRCC, where Dr. Burke Harris launched her statewide listening tour to learn about health issues related to trauma. Dr. Burke Harris met with health workers and neighborhood residents to discuss ideas for how to reduce chronic disease rates, especially in low-income and communities of color. Table 3 on the following page, lists all the steering committees, collaboratives, and coalitions where the Hub Manager represents the BHC. The list delineates the frequency of the meetings, and on average, the numbers of hours each group meets.

Table 3 | Hub Director Steering Committee, Coalition & Collaborative Membership

Frequency	Committee/Coalition Meeting	# of Hours
Weekly/Bi-weekly		
	SCUSD African American Task Force (Biweekly)	1.5
	Boys and Men of Color Summit Planning	1.0
	Inclusive Economic Development	1.0
	Multi-disciplinary Team, Fruitridge/Stockton Community Incubator Lead	2.0
		Total 5.5
Monthly/Bi-monthly		
	Complete Count Census 2020: Steering Committee	2.0
	Complete County Census 2020: Youth Sub-Committee	2.0
	Black Child Legacy Campaign Steering Committee (Bi-monthly)	2.0
	Fruitridge/Stockton Community Incubator Lead Meeting	2.0
	City of Sacramento Measure U: Committee	2.5
	City of Sacramento Measure U: Priorities Sub-committee	1.5
	City of Sacramento Measure U: Criteria Sub-committee	1.5
	Fruitridge Community Collaborative Tenant Board	2.0
	Geographic Managed Care Steering Committee: Sacramento County	2.0
	Healing the Hood	2.0
	Healthy Sacramento Coalition Steering Committee	2.0
	Kids First Coalition	1.0
	My Brother's Keeper: Coordinating Committee (Bi-monthly)	2.0
	My Brother's Keeper: Healthy Development Committee	2.0
	Priority Coalition	2.0
	Sacramento BHC: Community Development Action Team	2.0
	Sacramento BHC: Health Access Action Team	2.0
	Sacramento BHC: Youth Engagement Action Team	2.0
	Sacramento BHC: Leadership Team	2.0
	Sacramento BHC: Hub Staff Meeting	1.5
	SCUSD Graduation Task Force	3.0
	University of California Davis, Aggie Square Meeting	2.0
		Total 43
Quarterly/Bi-yearly		
	Black Child Legacy Profound Purpose Institute Trainings	6.0
	Boys and Men of Color Alliance	8.0
	Healthy Sacramento Committee Meeting	3.0
	Healthy Partners Advisory	1.5
	TCE BHC: Hub Managers Retreat	24.0
	TCE BHC: Spread and Scale	16.0
	TCE BHC: Learning and Evaluation (Bi-yearly)	16.0
	City of Sacramento Mayor's Workforce Development Meeting	2.0
		Total 76.5

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

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

Facilitating Learning

In year eight, TCE began funding **learning exchanges** between the 14 BHC sites. The learning exchanges are an opportunity for partners from one or more of the BHC sites, to learn about the work occurring in another site, through a site visit. In year nine, the Hub hosted the San Diego BHC partners through a learning exchange in Sacramento, where they learned about: (1) the equitable allocation of marijuana tax revenues through the City of Sacramento Cannabis Opportunity Reinvestment and Equity program that provides business education and permit fee-waivers for individuals who face barriers starting a cannabis business due to the historical, and unequitable enforcement of cannabis crimes; (2) their campaign to get Measure G on the ballot, which would have designated 2.5% of the city budget for youth programs; and (3) police accountability reform. The learning exchange also included a tour of the Sacramento area.

The Hub also arranged for consultants Rosa Gonzales with Facilitating Power, Shiree Teng, and Audrey Jordan, to **facilitate learning sessions to inform Sacramento BHC sustainability planning**. At the first session, Shiree and Audrey guided partners through a reflection exercise to lift-up the core achievements over the past three years, which led into the identification of broad goals to guide the Sacramento BHC beyond 2020. The partners then discussed where the initiative has momentum and what elements to strengthen. The session closed with partners discussing their hopes, fears, and commitments for sustaining the network, and work seeded through the initiative.

For the second session, Rosa Gonzales guided partners through an examination of how equity is manifesting in the Sacramento BHC. Rosa began the session by reviewing a tool she developed to assess the level of participation of impacted communities in the development and implementation of solutions and policy decisions that directly impact them. Rosa led a discussion about how the partners can drive an equity agenda, and then participants broke into small groups to gauge the collective will, and capacity of the Sacramento BHC partners, to strive for racial equity. Attachment A contains the written and graphic summary from both sessions

Youth Leadership Development

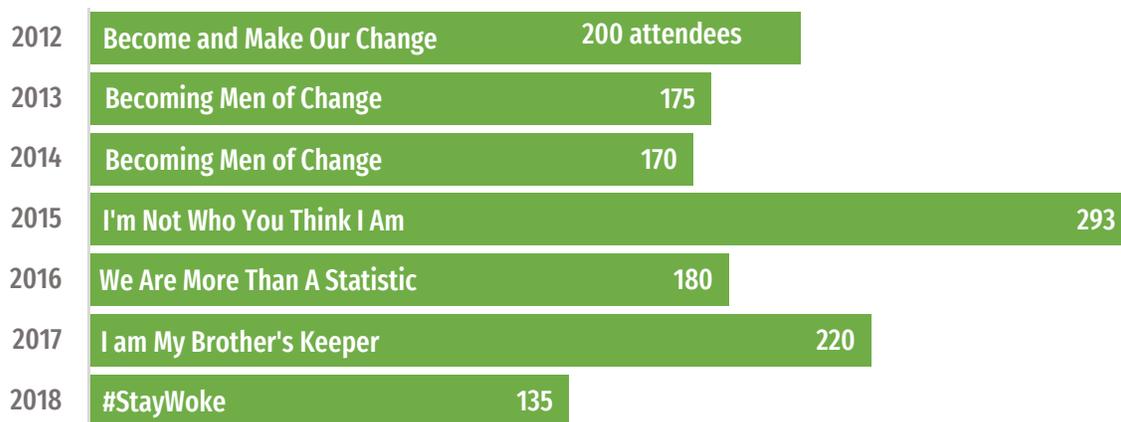
The Hub directly funds or provides logistical support for local youth leadership development programs. The Hub also facilitates Sacramento youth participating in TCE-funded opportunities. In year nine, Hub staff recruited Sacramento youth to attend the following **TCE-funded, annual events/camps**: (1) Women Rising Convening in Fresno where youth learned the importance of inclusion and women’s empowerment; (2) Queer Trans Summit in Sanger, which provides a safe space for youth to talk about, acknowledge and become empowered by their sexuality; and (3) Sisterhood Rising camp, where youth spent a week focusing on self-care, telling their stories, building confidence and exploring gender roles.

In year nine, the Hub arranged for 12 Sacramento youth leaders to attend a **learning exchange** to the Santa Ana BHC, where they learned about Santa Ana’s youth-led, restorative justice in schools campaign. The Sacramento youth also had an opportunity to discuss the campaigns they are working on, and to build relationships with other BHC youth leaders.

The Hub provides financial and logistical support for the annual **Sacramento Boys and Men of Color (BMoC) Summit**. The annual summit brings together high school age youth, community-based organizations, schools, and local government leaders to address the systemic problems that contribute to the inequities and crisis facing boys and men of color, and to promote policies and systems changes to improve their health and success. The summit is a venue for the youth to talk openly and honestly amongst themselves and with adult allies, about how they are impacted by race, power and privilege, and what it means to be a young leader of color. The youth are encouraged to celebrate their culture and their diversity, and to draw upon their strengths to positively impact their communities.

The male youth from the Sacramento City Unified School District’s Men’s and Women’s Leadership Academy (MWLA), Leadership Team plan the annual summit with mentoring and facilitation assistance from the part-time, BMoC Summit Coordinator. The MWLA youth choose the summit theme, workshop topics and plenary speaker(s), in addition to facilitating workshops. Youth from SCUSD and nearby school districts (e.g., Washington, Elk Grove, Twin Rivers, Natomas, and San Juan Unified School Districts) attend the summit. The themes and estimated attendance for each of the annual summits are presented in Figure 8.

Figure 8 | Annual BMoC Summit Themes and Estimated Attendance



In year nine, the Stephon Clark shooting was still fresh on the minds of the youth. As a result, the youth wanted to address the issues they believed other young men were dealing with at the BMoC Summit. The youth chose the summit theme “#StayWoke,” with workshops focused on Know Your Rights, The Oppression of Students of Color, Healing Circles & Overcoming Trauma, and Financial Literacy. The youth planned a resource fair for the afternoon that over 20 agencies attended. Each year the Hub Manager receives feedback from the adults who attend the conference and observe the positive impacts the youth experience. After attending the year nine summit, a high school counselor relayed the following to the Hub Manager via email, “Our students returned from the summit empowered, stronger, focused, and changed to an extent ... I just have three words to say to you about the summit, ‘YOU NAILED IT!!!’”

Leveraging Resources

The Hub has leveraged their role in the BHC to receive other funding to sustain and expand the scope of their work. In year seven, the Hub won a competitive grant process, becoming the **Fruitridge/Stockton neighborhood Community Incubator Lead (CIL)** for the Black Child Legacy Campaign. The BCLC is funded by Sacramento County, and administered by the Sierra Health Foundation. The Hub joined six other CIL’s to reduce African American children deaths by 10 to 20 percent by 2020. As the CIL, through June 2020, the Hub will lead prevention and intervention efforts to reduce child deaths.

For two years, the Hub has supported a **California Violence Intervention and Prevention funded** program that provides funding for Hub staff and the Community Support Specialist to conduct outreach activities to inform residents about community programs, and to work with a first responder team focused on reducing shooting and violent crimes that impact youth.

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

Action Teams

The Sacramento BHC structure includes action teams to foster collaboration among the grantees around a broad issue area, and to advance systems and policy level change to restore community health. The action teams facilitate continuous communication among the BHC grantees through monthly/bi-monthly meetings. This section includes a summary of the year nine Leadership Team and action team activities, with a focus on the campaigns, frequency of meetings, and grantee participation.

Communications Action Team

The Communications Action Team addresses communication gaps and strategies to increase awareness of the BHC initiative, and is chaired by the Hub Communications Coordinator. After taking a year long hiatus in year eight, the team reconvened once in year nine, and will reconvene again when the Leadership Team provides a direction for BHC communications, or revisions to the communications plan.

Community Development Action Team

The California Endowment funded 12 organizations to provide community development/safety-oriented programs in the BHC area in year nine. Table 3 includes a brief description of the programs offered by the BHC community development grantees.

Table 3 | BHC-Funded Community Development Grantees, Year 9

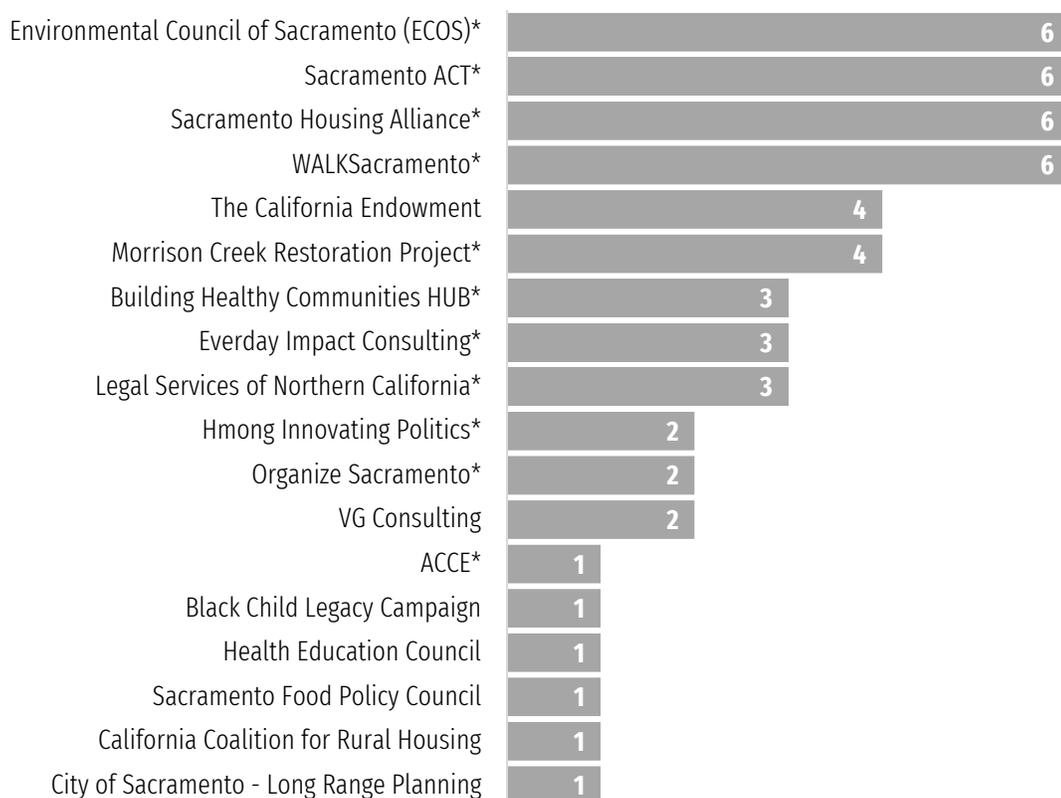
Grantee(s)	Grant Description
ACCE	Train residents to advocate for safe neighborhood environments.
* Build Black	Address the social determinants of health and increase investment in Black neighborhoods and businesses to promote economic well-being.
* California Urban Partnership	Ensure that marijuana tax revenues are equitably allocated towards low-income communities of color, particularly those impacted by the criminalization of drugs.
Environmental Council of Sacramento	Expand the capacity and efficacy of the Community Development Action Team to address land use and transportation issues.
Environmental Justice Coalition for Water	Organize community residents and institutions to transform a mile-long section of Morrison Creek from a fenced-in, storm water channel to a safe, accessible active transportation corridor.
Organize Sacramento	Promote community engagement and advocacy for more equitable public transportation. Support emerging community leaders with election/appointment to boards or commissions.
Sacramento Housing Alliance	Advocate for affordable housing for residents in Sacramento County.
WALKSacramento	Engage parents and youth in opportunities to assess neighborhood routes to school and to advocate for active transportation improvements.
Sacramento ACT	Increase investment in prevention services to through reduced incarceration, criminal justice reform and improved relationships between community and law enforcement.
Sacramento Community Land Trust	Combat displacement and promote equitable development in historically excluded communities of Sacramento.

Grantee(s)	Grant Description
* Safe Passages / Advance Peace	Implementation a strategy that reduces youth violence by providing mental health supports and developing employment skills for young men.
* Self-Awareness & Recovery	Improve health outcomes for youth and the formerly incarcerated through the development of self-expression and social-emotional health, facilitation and healing circles and engagement in advocacy campaigns.
United Latinos	Support Latino resident participation in civic engagement and leadership development.
* Urban Peace Institute	Support efforts to reduce and prevent community violence by providing technical assistance and support to Sacramento BHC to develop and implement comprehensive violence reduction strategies.

* These grantees are either active in the Live Free Coalition, and/or advocates for shifting resources from incarceration to prevention, police accountability, transparency and violence prevention, and are not expected to attend the CDAT meetings. The grantees are included in this section of the report because the Sacramento BHC Organizational structure does not include the BHC-funded coalitions, collaboratives and committees.

In year nine, the Sacramento Housing Alliance and Sacramento ACT co-chaired the Community Development Action Team (CDAT), and convened six monthly meetings and one full-day retreat. Figure 9 shows meeting attendance by organization, with an asterisk indicating organizations that receive BHC funding.

Figure 9 | Community Development Action Team Attendance by Organization, Year 9



*Funded by BHC to support community development.

In year nine, the CDAT completed a visioning process to onboard new members, and to establish campaign goals. CDAT decided to move forward with an Investment Without Displacement platform to guide their collaborative work. The team also decided to launch a campaign to secure a Community Benefits Agreement (CBA) for the Aggie Square Expansion of the University of California, Davis (UCD) Medical Center, which is adjacent to neighborhoods that are historically home to communities of color. The Aggie Square project is part of UCD's plans to double the size of the medical campus in the next decade, and will include research facilities, mixed-use space, and housing for UCD employees and students. CDAT chose to focus on an Aggie Square CBA as their first campaign because it offered the most robust application of the investment without displacement platform.

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

Housing4Sacramento: In year eight, Housing4Sacramento collected more than 44,000 Sacramento County resident signatures to qualify the Sacramento Community Stabilization and Fair Rent Charter Amendment for the 2020 ballot. The ballot measure could have established rent stabilization, just cause eviction protections, and an elected rent board in the City of Sacramento. As a result of the charter amendment qualifying for the ballot, the City of Sacramento City Council began consulting with members of the Housing4Sacramento coalition to develop a local ordinance that would include rent stabilization and eviction protections, but not an elected rent board.

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

Food Access Action Team

Soil Born Farms has convened the Food Access Action Team, now referred to as the Healthy Food for All Collaborative (HFAC) since year one of the initiative, to foster collaboration among the BHC-funded food access grantees, and organizations with an interest in repairing the broken, and unjust food system. In year nine, 10 different organizations received BHC funding to support food access programs. Table 4 includes a brief description of how the food access BHC grantees used their funds to advance food access.

Table 4 | BHC Funded Food Access Grantees, Year 9

Grantee(s)	Grant Description
Food Literacy Center	Educate youth about healthy eating and cooking, train adults on best methods to teach youth to eat and cook healthy foods and promote local and regional food systems that increase access to fresh foods.
Green Technical Education & Employment	Support education and skills development of underserved young people in agriculture and health-promoting equitable food systems.
NeighborWorks	Expand and further develop the Oak Park Farmers Market and coordinate a free resident exchange of produce, and sharing of urban agricultural skills.
Oak Park Sol	Support the development of a community land trust and neighborhood fund in South Sacramento.
Pesticide Action Network	Support staffing for the Sacramento Food Policy Council to advance health-promoting, equitable and ecologically sound food and farming system policies that increase healthy food access for residents.
Soil Born Farms (sub-contractors Alchemist CDC, Sacramento Food Bank, Yisrael Family Farm, Sohl Resolutions International)	Create a sustainable and accessible food system by supporting urban farming and the engagement of residents through garden builds, fruit tree gleaning and healthy food education. Incorporate school gardens into academic curricula.
Valley Vision	Facilitate the Sacramento City Unified School District Wellness Committee and support regional efforts to increase the availability and consumption of healthy food. Create a case study documenting the development of a farm-to-school program within Sacramento schools.

Throughout the years, the HFAC meeting format has evolved to accommodate the changing focus of the BHC grantees. In year seven, HFAC members decided to devote the first hour of the monthly meeting to a Collab Café, and to spend the second hour focused on sustainability planning. During the Collab Café portion of the meeting, HFAC members identify a project or activity they would like to discuss with other partners. Typically, the partners talk about three to four different projects at each meeting. This meeting format continued through year nine.

In year nine, the HFAC members divided into two committees – Best Practices and HFAC 2.0 – for the second hour of the monthly meeting. The HFAC 2.0 Subcommittee was focused on determining the path of HFAC post-BHC, and the Best Practices Subcommittee was focused on documenting the promising food access, education and advocacy strategies implemented by HFAC partners with the support of BHC funding. The HFAC partners could elect to join either subcommittee.

The Best Practices Subcommittee convened three times in year nine. In that short period of time, the subcommittee developed a list of criteria for identifying best practices and used that list to assess the best practices of two HFAC partner activities.

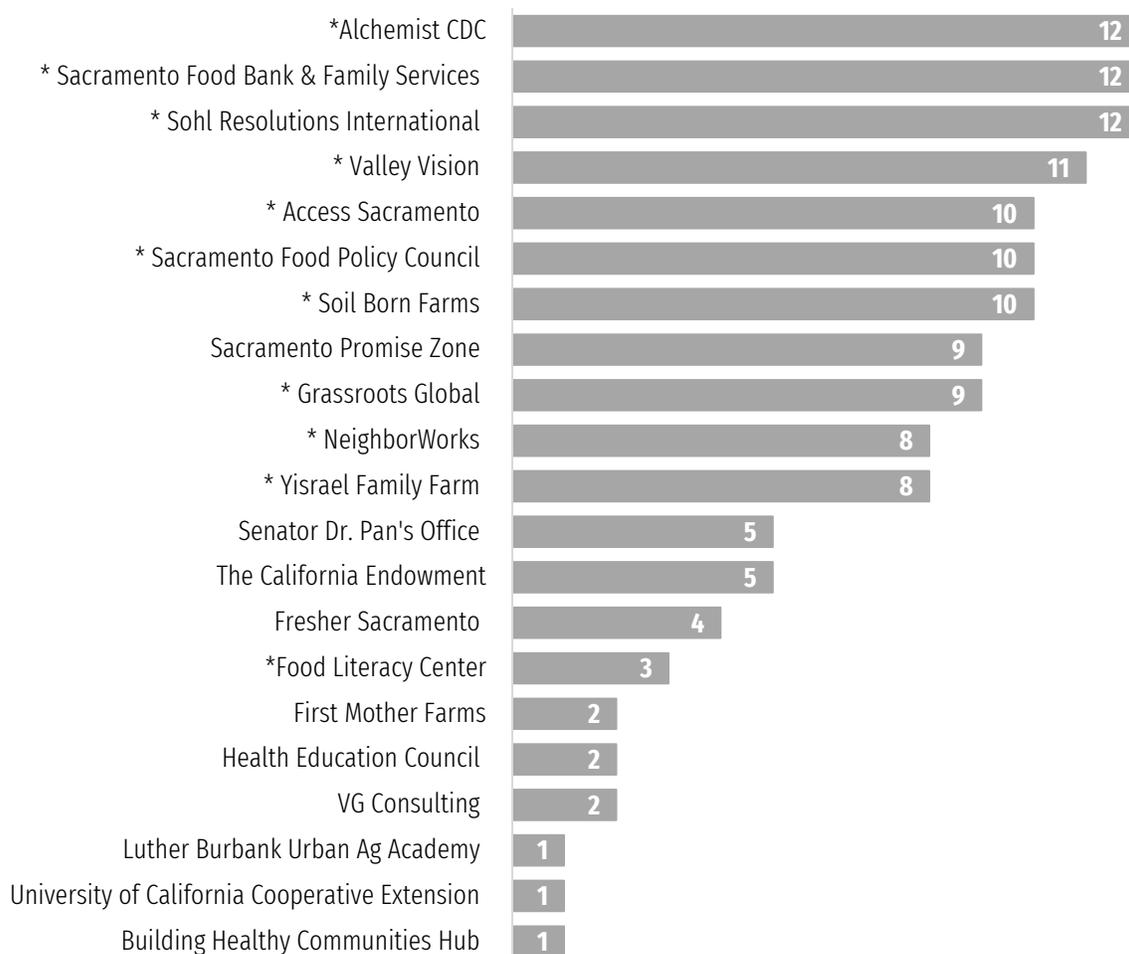
Prior to the annual retreat in April 2019, the HFAC 2.0 Subcommittee convened three times. At the retreat, the partners focused on the development of an HFAC 2.0 structure to guide sustainability planning, and decided to move forward with a regionally focused collaborative that includes policy subcommittees focused on different issue areas. The participants emphasized the need for HFAC 2.0 to have an equity-

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

Following the retreat in April, the partners disbanded the HFAC 2.0 and Best Practices subcommittees, and spent the second hour of the monthly meetings discussing the implementation of the HFAC 2.0 structure. However, at the end of year nine, the partners did not reach a consensus on how to implement the HFAC 2.0 structure, and decided to shift their focus to identifying and documenting best practices from the previous nine years of BHC-funded work. The partners also made the decision to pause the monthly meetings, and to reconvene the HFAC mid-way through year ten, to revisit the implementation of the HFAC 2.0 structure. During the six-month HFAC hiatus, Soil Born Farms and Sohl Resolutions International will take the lead on developing a series of podcasts about food access best practices.

The collaborative met 12 times (monthly) in year nine. Figure 10 shows HFAC meeting attendance by organization. The asterisks indicate organizations funded to provide food access programs through the BHC initiative.

Figure 10 | Healthy Food for All Collaborative (Food Access Action Team) Attendance by Organization, Year 9



*Funded by BHC to support food access.

Health Access Action Team

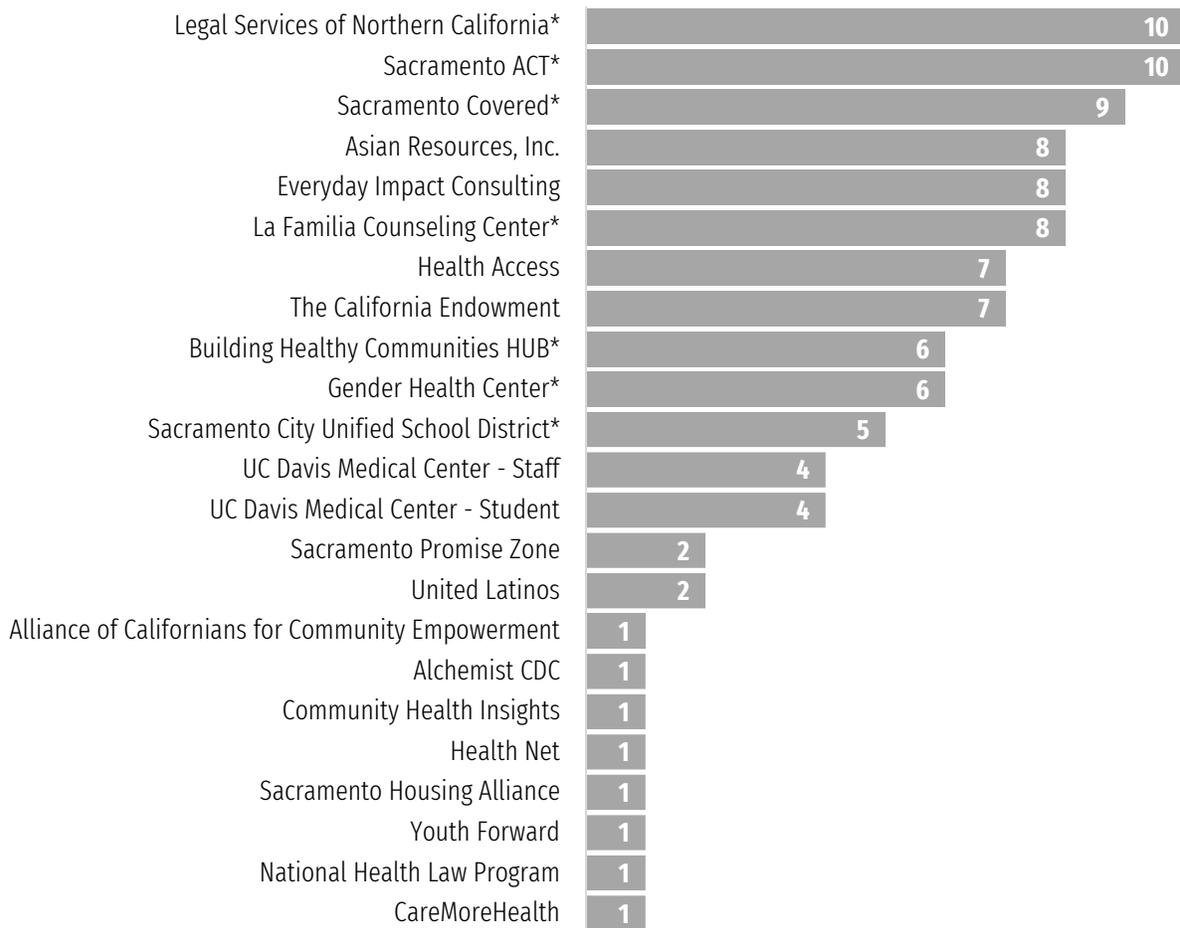
The Health Access Action Team (HAAT) is co-chaired by Legal Services of Northern California and the Gender Health Center, and is staffed by Everyday Impact Consulting. The HAAT is comprised of BHC-funded grantees and organizations invested in increasing access to health care. The California Endowment provided grant funding to seven different organizations to improve community health through increased access to health care. Table 5 includes a brief description of how the BHC grantees used their funding in year nine of the initiative, to expand access to health care.

Table 5 | BHC Funded Health Access Grantees, Year 9

Grantee(s)	Grant Description
Gender Health Center	Provide culturally responsive health outreach and training to professionals and organizations who may work with, or at some point provide services for, transgender and non-binary people.
Legal Services of Northern California	Improve access to health care, housing and transportation by supporting organizations and coalitions, and providing training and assistance to residents.
La Familia Counseling Center	Strengthen the capacity of youth and adult residents to promote health behaviors, navigate the health system and engage in community development projects.
Sacramento ACT	Train and develop faith-based residents and youth leaders to advocate for healthier school environments and strengthened health and safety for undocumented residents. Provide mental health support through culturally competent healing circles in trauma-impacted communities, including Black, Asian-Pacific Islander, Muslim, Latin-x, youth, and multiracial circles.
Sacramento Covered	Support access to health coverage and health services through outreach, education, enrollment and retention services.
Sacramento City Unified School District	Connect students and their parents with accessible health care and mental health supports.
Yes2Kollege	Increase awareness of health disparities and advocate for culturally competent resources and health careers for African American women.

The HAAT focused on two major campaigns during year nine: (1) strengthening the Sacramento County Healthy Partners program, and (2) advocating for a new Medi-Cal Managed Care model in Sacramento County. The HAAT convened ten times in year nine to advance their campaigns. Figure 11 shows HAAT meeting attendance by organization, and the asterisks indicate organizations funded through BHC to provide health access programs.

Figure 11 | Health Access Action Team Attendance by Organization, Year 9



* Funded by BHC to support health access.

Sacramento County Healthy Partners Program: The HAAT continues to monitor and advocate for Sacramento County to strengthen and expand the Healthy Partners Program, a health care program for undocumented residents in Sacramento County. Last year HAAT was successful in getting the Sacramento County Board of Supervisors to: (1) lift the patient age cap allowing residents over the age of 65 to enroll in the program and, (2) expanding program enrollment from 3,000 to 4,000 individuals. In year nine, HAAT continued to monitor the number of residents enrolled in the program, and when the program reaches the enrollment cap, they plan to advocate for the county to base the program enrollment number on the funding available, rather than setting an arbitrary enrollment cap.

County staff also asked HAAT to create a “wish list” of recommendations for how to spend approximately \$1 million of unused Healthy Partners funding. The wish list included: providing transportation assistance for patients via a car share programs (e.g., Uber and Lyft); providing dental, vision and specialty care services; the creation of program outreach materials and media promotions (e.g., radio ads, PSAs); paid healthcare enrollment and navigation services; and an independent evaluation of the Healthy Partners program.

Re-imagining the Sacramento Medi-Cal Managed Care Model: In 2018, Sacramento County appointed a new Director of Health Services, and within weeks of his appointment, HAAT met with the Director to establish a working relationship. The Director had an interest in community partners providing wraparound services for patients at the county’s community clinic. The Director approached HAAT about his vision, and ultimately established partnerships to have staff from Legal Services of Northern California and Sacramento Covered co-locate at the clinic, to connect patients with resources (e.g., transportation vouchers) and programs (e.g. CalFresh, WIC, housing).

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

Youth Engagement Action Team

The youth engagement action team is chaired by a youth-volunteer and a youth development specialist, with staffing support from Everyday Impact Consulting. The California Endowment funded 17 organizations in year nine to provide youth leadership programs, and to advance policy to increase funding for youth programs. Table 6 includes a list of the organizations that received BHC-funding in year nine and a brief description of how they used the funds to provide leadership opportunities for youth.

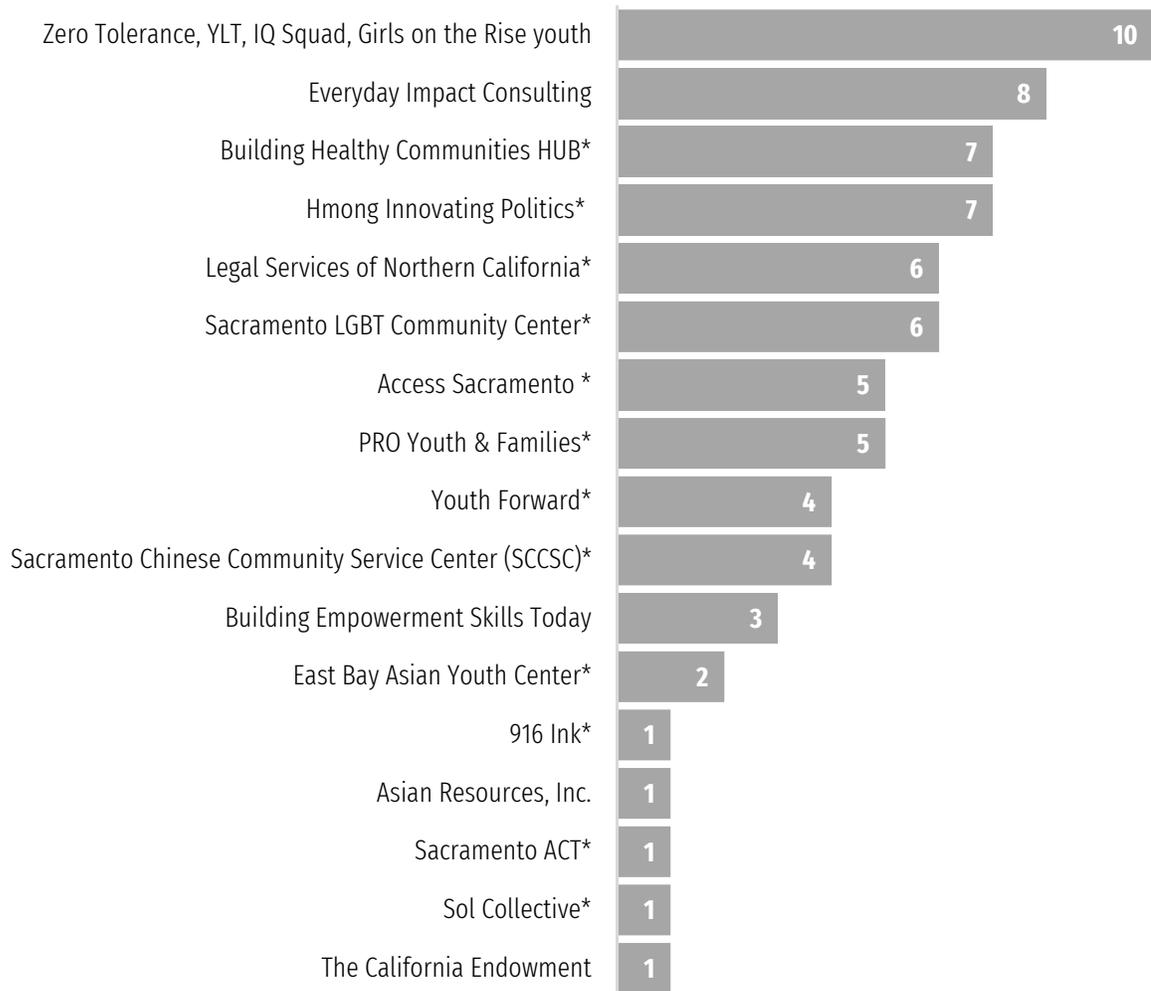
Table 6 | BHC Funded Youth Engagement Grantees, Year 9

Grantee(s)	Grant Description
East Bay Asian Youth Center	Reduce health disparities by training Southeast Asian youth leaders to become health advocates, and by informing adults, youth and local policy makers about options for public funding for youth services. Convene a coalition promoting dedicated funding for youth programming by engaging youth in a youth-driven campaign.
Her Health First	Coordinate the Girls on The Rise Leadership Program.
Hmong Innovative Politics	Create healthy school and neighborhood environments by building the advocacy skills of Southeast Asian youth and parents to advocate for positive school climates that will lead to better health outcomes for youth.
Sacramento Community Cable Foundation	Recruit, train, and support area youth in the production of digital media content on community health issues.
PRO Youth & Families	Improve the capacity of youth to advocate for healthier school environments by developing leadership and policy analysis skills. Create a pathway for young residents in the Sacramento Area Council of Governments region to understand the impacts of transportation and land use planning on the built environment and public health.

Grantee(s)	Grant Description
Sacramento ACT	Train and develop faith-based residents and youth leaders to advocate for healthier school environments and improved access to health and mental health services.
Sacramento City Unified School District	Improve the long-term health and educational outcomes for K-12 students by promoting preventive health measures, improving social and emotional skills, and developing youth leadership and advocacy skills.
Sacramento Chinese Community Service Center, Inc.	Improve the health outcomes of youth by increasing their knowledge about healthy eating and physical activity and engaging them in the development and implementation of school wellness policies.
Sacramento LGBT Community Center	Promote safe and healthy environments for lesbian, gay, bisexual, transgender, queer and questioning youth by establishing a network of LGBT-affirming adults and youth to form the LGBT youth team.
Sacramento Independent Learning Center/Black Parallel School Board	Improve health outcomes for young men of color by supporting efforts to develop youth leadership and improve school climate through the implementation of restorative justice practices in Sacramento City Unified School District.
Sol Collective	Promote youth leadership and community health through arts and culture, media programming and community-led projects.
University of California, Berkeley	Support community and education leaders in strengthening project-based learning opportunities for eight health career pathway middle and high school students.
University of California, Davis	Provide support to the Men’s and Women’s Leadership Academy.
Voices of Youth	Provide support and training opportunities for boys and young men of color to build skills, work to strengthen youth development efforts and address inequalities impacting health and wellness.
Youth Forward	Support a youth-led campaign to establish a dedicated funding stream for youth programs.
916 Ink	Improve literacy of youth through creative writing programs.

The YEAT is co-chaired by Nakeya Bell, who has a long history serving as a mentor to youth, and Araiye Thomas-Haysbert (see profile in attachment C) a youth who has been involved with the Sacramento BHC for a number of years, and in that capacity has served as a peer-mentor and youth advocate. The Youth Engagement Action Team members include BHC-funded grantees and affiliated youth, and youth development stakeholders. YEAT convened ten times in year nine, and focused on a narrative change campaign and supporting the Sacramento Kids First Coalition. YEAT took a brief hiatus in July and August because members believed youth would not attend the regularly scheduled monthly meeting during their summer break from school. Figure 12 shows meeting attendance by organization or organizational affiliation, and the asterisks indicate the organizations that received BHC funding in year nine.

Figure 12 | Youth Engagement Action Team Attendance by Organization, Year 9



* = Funded by BHC to support youth engagement

#916KidsTheseDays: The YEAT focused on implementing the narrative change campaign they initiated in year eight. TCE-funded consultant Youth Opportunity California led the team through a series of workshops to solidify the campaign purpose, and outcomes. The decided upon purpose of the campaign is to build youth power and voice to change people’s perceptions of young people of color, and improve resources for youth in schools and the community. YEAT members named the campaign “Sac Youth Rising,” and use the media hashtag #916KidsTheseDays as a means of challenging the mainstream and typically negative views of youth. YEAT invited consultant Isaac Gonzales to a meeting to discuss how to use social media effectively, and 916 Ink trained youth on how to tell their story in a compelling way.

The YEAT launched their campaign in the summer of 2019 with a #916KidsTheseDays Instagram contest. Youth could enter the competition by creating a 30-60 second video describing the importance of youth of color using their voice. However, YEAT suspended this portion of the campaign due to a lack of youth

participation they attributed to summer break. Once youth and adult members realized the campaign strategies were not effective, they reached out to BHC-funded community organizing partners for assistance. The community organizers are teaching YEAT about key components of an effective campaign, establishing clear goals, and implementing corresponding strategies.

Sacramento Kids First: Sacramento Kids First is a coalition of grassroots organizations leading a campaign to establish a Children’s Fund to support youth programs. In 2018, the coalition began circulating a voter petition to create the Children’s Fund. In early 2019, the coalition delivered 39,000 valid signatures to qualify the measure (Measure G) for the March 2020 ballot. If passed by voters, Measure G would have required the City of Sacramento to allocate 2.5% of its general fund or unrestricted revenues annually – estimated to be approximately \$12 million - for children and youth services. YEAT devoted meeting time in year nine for sharing updates on the campaign, as well as calling for partners to support critical campaign activities (e.g., collecting signatures, canvassing to educate voters).

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

Census 2020: A few of the YEAT youth members are serving as youth ambassadors for the Census, educating their peers about how they can encourage and support their parents in completing the online Census.

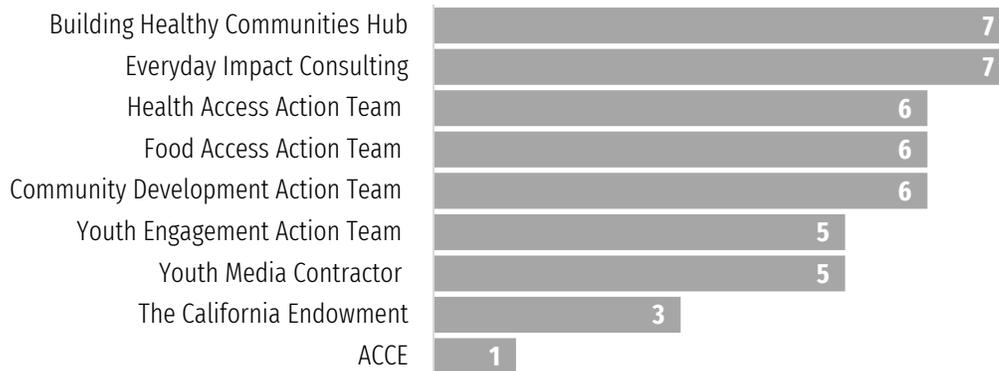
Leadership Team

The Leadership Team is comprised of the action team chairs, Hub staff, and the TCE Program Manager. The Leadership Team primarily serves as an information sharing venue, with each meeting having agenda items allotted for Hub, TCE and action team updates.

Through the Leadership Team: (1) the TCE Program Manager provides updates on how TCE will transition funding when the ten-year BHC initiative ends, and TCE-funded training opportunities, (2) the Hub Manager keeps the action team chairs up to date on events and activities the Hub coordinates through the BHC (e.g., Hub Gatherings, All Grantee Convenings), and the work the Hub is engaged in through the Black Child Legacy Campaign and Census; and (3) the action team chairs provide information about the campaigns their teams are actively involved in. The Leadership Team is also the platform for LPC to provide evaluation updates and reports to BHC partners. While important updates are provided at the Leadership Team meeting (i.e., TCE post-BHC planning, campaign action events), at this time the information is not filtering down to the individual action team members.

The Leadership Team moved from a bi-monthly, to a monthly meeting schedule in year nine, and convened the monthly meeting seven times. One month the regularly scheduled meeting was replaced by a Hub sustainability planning retreat, and four times the meeting was canceled due to low-attendance and scheduling conflicts. Figure 13 illustrates meeting attendance by Sacramento BHC role (e.g., action team chair, contractor, staff).

Figure 13 | Leadership Action Team Attendance by Sacramento BHC Role, Year 9



Sustainability Planning: In year six, the Leadership Team began engaging in Hub sustainability planning. In year seven the Hub Manager contracted with a consultant to develop a Sacramento BHC Sustainability Plan, but the Leadership Team decided the plan required greater detail to lead to actionable next steps. The Hub Manager acted on this feedback and held a sustainability planning retreat with the Leadership Team at the outset of year nine.

At the retreat, a facilitator guided the Leadership Team through a series of exercises to assist with determining the Hub’s post-2020 direction and configuration. The Leadership Team decided to plan for post-BHC guided by a “HUB+” organizational model, which is maintaining the current Hub structure and adding a grant writer and an organizational development consultant. The retreat discussion revealed that Hub staff is stretched thin with their current staffing levels, and various roles and responsibilities. While the Sacramento BHC initiative has grown over the past nine years, Hub staffing to support the initiative has not. The Leadership Team agreed to provide additional support to the Hub, and to dedicate time outside of their monthly meeting for sustainability planning. To that end, the Leadership Team outlined three next steps: (1) review the Hub’s responsibilities and examine how to better align their role with their capacity, (2) convene at a second retreat scheduled for February 2019; and (3) have LPC administer a survey to discern what Hub role the Sacramento BHC partners support for post-2020 direction.

LPC drafted the Sacramento BHC Sustainability Survey and revised the survey questions and response categories based on feedback received from the Leadership Team; 25 of the 35 grantees completed the survey (a 71% response rate). A clear majority of respondents believed the Hub should continue to provide meeting space, and little less than two-thirds believed the Hub should continue to facilitate Hub Gatherings and All Grantee Convenings. A little over half of the respondents supported the Hub remaining a program of Sierra Health Foundation’s The Center. Based on the feedback received from the Leadership Team and through the sustainability survey, the Hub drafted their recommendations for the Hub structure post-BHC.

The Hub’s recommendation is for the Hub to remain under The Center for an undetermined period, with the goal of continuing to lead policy, systems change and movement building efforts in Sacramento County with an emphasis on racial equity and social justice. The Hub would also continue to provide meeting space for the action teams and communication support for the work. The Hub structure would evolve to include additional staff – Vice President of Power Building and Advocacy, Chief of Staff, Director of Community Organizing, and a grant writer – and a Leadership Advisory Team co-led by residents and grantees. Early in

year ten, the Hub Manager will discern if Sierra Health Foundation’s leadership is amendable to continue supporting the Hub, and if yes, in what capacity.

Policy and Systems Change

There have been several successful BHC-led campaigns that led to new policy, or changes in systems and practices to advance community health. In addition, the grantees have leveraged their BHC work to receive funding from other agencies. The Sacramento BHC has a roster of accomplishments or “wins” outlined in Table 7. In some cases, the grantees involved in the win are identified in parenthesis. For a complete list of systems and policy level changes see Attachment B.

Table 7 | Policies Adopted, Systems/Practice Change, & Resources Leveraged by BHC Grantees, Year 9

Health Happens in... Schools Policies Adopted & Systems/Practice Change
Increased Supports for LGBTQ Youth
2019: SCUSD adopts LGBTQ Youth Day (June).
Improving School Climate
2019: SCUSD approves a new safety plan which reduces the number of school resource officers (SRO) from 8 to 3 and removes SROs from campuses. The \$1.4 million proposal, called Reimagine School Safety, aims to increase training around implicit bias, restorative practices, and PBIS for staff and secure more funding for mental health supports for students. SCUSD also committed to include community hiring panels for the new Director of School Safety and the SROs. (BPSB, Sac ACT, Brown Issues)
Increased Attendance & Graduation Rates/Reducing Suspensions & Expulsions
2018: SCUSD creates an African American Achievement Taskforce, comprising community leaders and advocates, to change outcomes for African American students on a variety of key district student outcome indicators, including grade level readiness, graduation, A-G completion, and college and career readiness measurements. (Sac BHC Hub, BPSB)
2019: As part of the City of Sacramento’s Vision Zero Action Plan, it plans to complete a School Safety Study of 20 schools along the High Injury Network to identify recommendations for infrastructure improvements. As a result of walk audits completed by schools in partnership with WALKSacramento to promote safety and reduce chronic absenteeism, the City was able to identify segments at schools that qualify for speed reduction. WALKSacramento has been an instrumental member of the Vision Zero Task Force since 2016.
2019: Schools that participate in WALKSacramento’s Safe Routes to School program are now eligible to earn a SCUSD transportation badge which provides schools with a transportation-related incentive such as new bike racks or EV charging stations.
Increasing Access to Health & Mental Health Care
2019: Sacramento ACT and Sacramento City, San Juan, Twin Rivers and Natomas school districts develop an ad hoc coalition to advocate for mental health services in schools. The coalition gains support from the Superintendent of the Sacramento County Office of Education, and Director of the Sacramento County Department of Health Services to launch a stakeholders table of school board members, activists and policy experts to increase mental health funding for schools. The County has agreed to direct some funding towards this effort.
Strengthening Youth Workforce Readiness
<i>Other Resources & Tangible Benefits</i>
2019: SCUSD School to Career Director invests \$400,000 for 2 years to bring Y-PLAN to scale across all 7 high school career pathways –Arthur A. Benjamin Health Professions; Hiram Johnson’s Health Medical Science, Business, Housing and Criminal Justice; Luther Burbank’s Urban Agriculture; Rosemont’s Food & Culinary Arts; and Carver School of Arts and Science. All work is being modeled on the work funded by TCE that focused on health career pathways.
Reducing the School-to-Prison Pipeline
<i>Other Leveraged Resources & Tangible Benefits</i>
2019: County Supervisor Kennedy allocates funds to assess mental health supports in schools in the County.

Health Happens in... Neighborhoods | Policies Adopted & Systems/Practice Change

Advancing Racial Equity through Government Policies

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

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

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

Improving Opportunities for Youth

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

Improving Transportation Access & Air Quality

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

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

Increasing Access to Fresh Foods

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

Other Leveraged Resources & Tangible Benefits

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

Vote!

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

Promoting Healthy Neighborhoods through Land Use Decisions

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

Promoting Safe, Quality Affordable Housing

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

Health Happens in... Neighborhoods | Policies Adopted & Systems/Practice Change

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

2019: The Sacramento City Council unanimously approved the Sacramento Affordable Housing Trust Fund Framework including establishing a Trust Fund for the development of critically needed affordable homes. The Framework dedicates 80% of the funds to produce new homes affordable to the most vulnerable families and individuals (those with extremely low and very low incomes). The Framework continues the City's commitment to issue a \$100 million housing bond as well as to seek funds from other sources to provide enough gap funding to build affordable homes.

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

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

Other Leveraged Resources & Tangible Benefits

2019: Six organizations that are tenants of the Fruitridge Community Collaborative where the Sac BHC Hub is also located joined together to apply for and receive a \$649,850 California Community Reinvestment grant. The proceeds from this grant opportunity originate from marijuana tax revenues. Grant funds will be used to connect community members, especially those involved with the justice system, with social and emotional supports and job skills, and help them with job placement. Sac BHC grantees that are part of this grant include Self-Awareness and Recovery, Green Technical Education and Employment, and PRO Youth & Families (the applicant).

Improving Neighborhood Safety

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

2019: In response to the community trauma following the killing of Stephon Clark by police in March 2018, Sacramento ACT and partners developed Safe Black healing circles, which was expanded to circles in Latin-x, API, youth and multi-cultural communities. They also trained over 100 faith leaders to be mediators in protest spaces between community protesters and law enforcement. Many of these faith leaders along with lay leaders joined together in March for to urge stricter laws regarding police use of deadly force.

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

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

Implementing Justice Reform

Other Leveraged Resources & Tangible Benefits

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

Health Happens in... Neighborhoods | Policies Adopted & Systems/Practice Change

2019: Sac County Public Defender receives a 3 year \$750K grant from BSCC to hire 2 – 3 social workers. Partnership with Sheriff's Office.

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

Other Leveraged Resources & Tangible Benefits

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

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

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

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

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

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

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Improving Access to Healthcare

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

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

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

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

Other Leveraged Resources & Tangible Benefits

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

Section 4 | Resident & Youth Engagement

People power is a necessary condition for a healthy community. Intrinsic to the BHC initiative is training and support for residents to gain the knowledge, skills, and confidence to be change agents. While building the individual and collective capacities of residents is an important component of a 10-year place-based initiative, residents must be encouraged and provided with opportunities to utilize those capacities to organize and advocate for systems change. While BHC grantees play an instrumental role in resident skill building, ultimately community residents must be equipped to apply their individual and collective capacities without grantee assistance. Thus, among the most valuable lessons learned are those that relate to the ways in which residents acquire leadership skills and are engaged in the BHC initiative. However, the road to People Power is a different journey for each individual, and includes twists and turns that make it difficult to measure.

When the Sacramento BHC began, the initiative was grounded in the provision of direct services to restore community health. The partners identified the provision of those services as the gateway for introducing residents to, and engaging them in, the Sacramento BHC initiative. During the second year of the initiative LPC unveiled a series of tracking logs for describing the ways in which youth and adult residents were engaging in the Sacramento BHC grantee facilitated activities. At that time, the questions guiding the evaluation of adult and youth resident engagement in the initiative were as follows:

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 Sacramento BHC achieving the resident power and youth leadership drivers of change?

Resident & Youth Engagement Logs

The resident and youth engagement logs developed for the Sacramento BHC, 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, completed by grantees, included columns for each grantees to list: (1) the total number of residents in attendance at a given activity, (2) a break-down of attendees by age (i.e. youth and adult), and (3) a code for each activity recorded. The codes provided a means for understanding the ways in which youth and residents were involved in the BHC initiative. The codes were as follows:

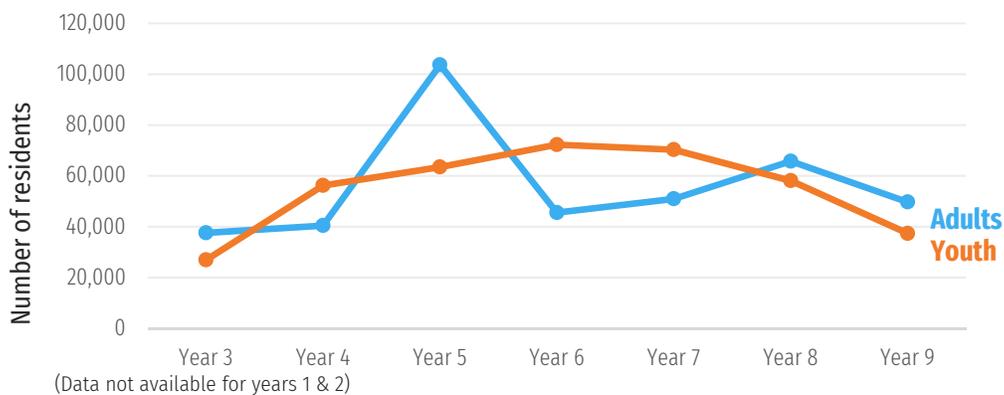
- Community Change (CC): New or modified programs, policies, or practices in the community facilitated by the initiative that relate to the BHC outcomes.
- Community Action (CA): Action taken to mobilize the community, bring about change in the community, or bring about a new or modified program, policy,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

The logs and affiliated coding of activities was used to test the hypothesis that through the course of the initiative, a larger number of residents would be engaged in the BHC through the provision of direct services, and would then move into planning and advocacy related activities. Each year LPC would compile the data collected through the logs and produce a series of graphs and corresponding analysis in response the research questions, as follows.

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

The number of adults engaged in the initiative peaked in year five, whereas youth engagement in the initiative peaked in year six. While there has been a gradual decrease in the number of residents involved in the initiative since years five and six,

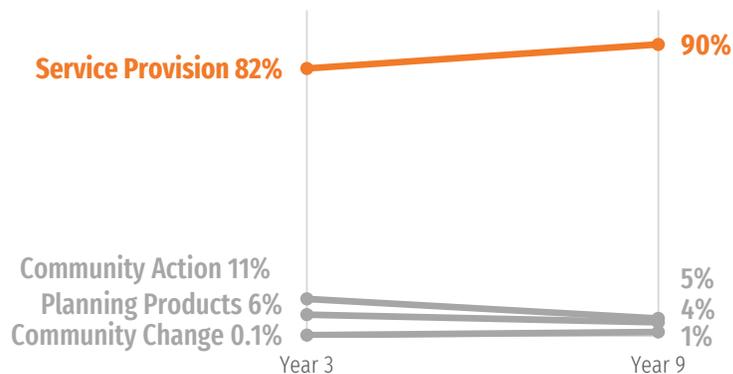
Figure 14 | Number of Youth & Adult Residents Reached Through BHC Grant Funded Programs, Years 3-9



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

As shown in Figure 15, the number of residents involved in service provision activities has increased, but the number of residents actively shaping the initiative through planning and action-oriented activities has decreased. The data reveals that service provision is essential, and an important component of a place-based initiative. While it was expected that the number of residents engaged in planning and action activities would increase year to year, the data reveals that this is not the trend.

Figure 15 | Number of Residents Engaged by Activity Type, Years 3-9



Year after year, the log data illustrated that while the initiative was engaging adult and youth residents, the residents were primarily engaged via the provision of services. However, the data was not reflecting what was being observed in the BHC, which was an increasing number of residents mobilizing in partnership with the BHC-funded community organizers, and waging successful systems change campaigns. Over time, it became apparent to LPC and the folks monitoring the evaluation, that the logs were not capturing how the BHC initiative was building people power.

What the logs did not capture was the evolution of the Sacramento BHC from a change model focused on the provision of direct services, to a systems-change model with an emphasis on community organizing to achieve policy wins. As the BHC shifted, so did the constellation of grantees. Over time the Sacramento BHC network included more organizations focused on building people power and fewer organizations focused solely on the provision of direct services.

For direct service organizations that provide classes or programs on a scheduled basis, the Sacramento BHC logs were an applicable and straightforward way to track resident engagement. However, for organizations with a people power building agenda, the logs oversimplified how they facilitate skill building and empowering residents. In addition, for community organizers the logs were burdensome to complete, because those organizations interact with residents on multiple levels, through virtually every activity or event they are part of. The data collected was also imprecise because the system used to track when residents were engaged on a repeat basis, was based on a direct service delivery model, which does not translate to the ways in which community organizers engage with residents. As a result, in year nine, the logs were discontinued in favor of using qualitative methods initiated in year eight for understanding how the Sacramento BHC was building people power.

In year eight, LPC began developing a series of resident and grantee profiles to provide a nuanced and in-depth understanding of how residents are positively impacted by the BHC initiative, and how BHC-funded organizations are working in partnership with residents. In year nine, one resident, and two grantee profiles were developed (see Attachment C). The profiles describe the connection between participation in the BHC and: (1) a resident gaining skills and becoming an empowered change agent, and (2) organizations increasing their capacity to engage with residents.

Additionally, LPC drafted two case stories that lift-up how people power is manifesting in the BHC. The first case story, titled Sacramento BHC Boys and Men of Color, sheds light on a facet of the Sacramento BHC initiative that addresses the systems of oppression that negatively impact boys and men of color by (1) empowering youth, (2) dismantling the school-to-prison pipeline, and (3) shifting government resources from incarceration to prevention.

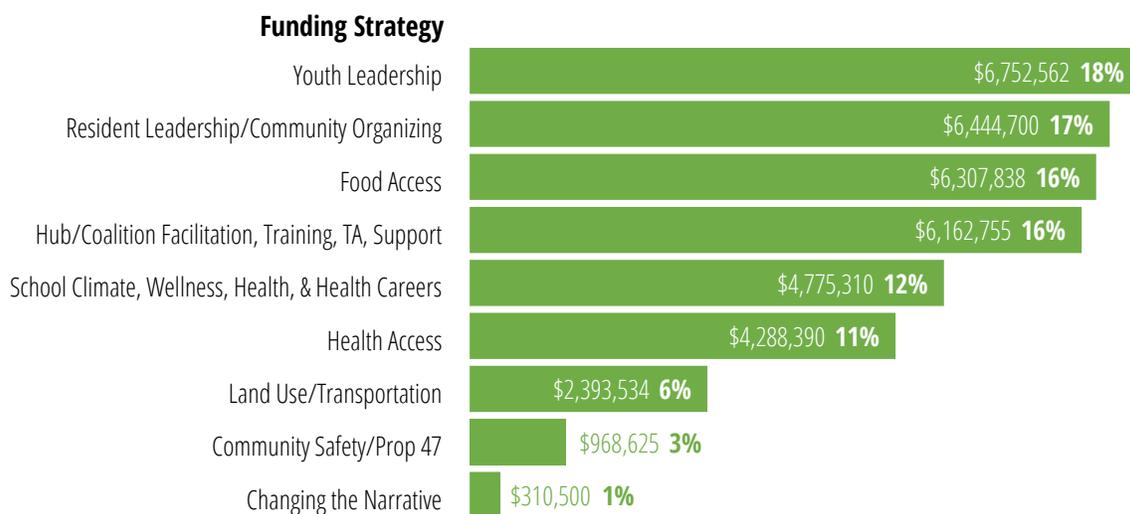
The second case story describes how the Sacramento BHC shifted from a predominately provision of services approach to restore community health, to a model that places emphasis on community organizing to build People Power and disrupt systems of oppression.

Section 5 | TCE Supports

Since launching the BHC initiative, TCE has funded approximately 100 organizations in Sacramento to implement activities and programs, and to change policy and systems for the betterment of community health. Through the BHC initiative, TCE has infused \$38,404,214 of grant funding into Sacramento. Figure 16 below displays the amount and the percent of the total grant funding distributed by issue area.

Figure 16 | TCE Grants Distributed to Sacramento BHC by Issue Area, October 2010-January 2020

TCE distributed a total of \$38,404,214 in grants between October 2010 and Spring 2020.



TCE has made a significant, financial investment in the Sacramento area, and is committing to continuing to do so through the BHC initiative for another year. The funds have planted seeds that are growing and reshaping the community, in subtle and monumental ways to positively impact the health of the area.

Spread & Scale

As the BHC initiative comes to an end, TCE is assessing what capacities are needed to sustain the work beyond BHC. The foundation has collected information to inform their grantmaking strategy by building on the capacities and approaches that have made BHC successful. These capacities include achieving policy and systems change using a racial equity framework through building People Power, supporting grassroots organizing, and building capacity of organizations. For the past two years, TCE’s Enterprise Department has been supporting the “spread and scale” of the effective strategies from the local, to the county level.

Through a funding partnership with four BHC counties - Sacramento, Monterey, Kern and San Diego – the spread and scale effort seeks to: (1) cultivate an ecosystem of leadership across all four counties; (2) support efforts to implement policy wins and support changes at the systems level; and (3) continue to deepen the

practice and competency of the partners, to move to a health and racial equity approach and framework. The Enterprise funds are expanding the Sacramento BHC work throughout the county using a racial equity framework. The following five Sacramento BHC-funded grantees receive spread and scale Enterprise funding:

California Urban Partnership: Strengthen and expand a coalition of youth and adult community leaders to advocate for the equitable allocation of marijuana tax revenues towards reentry, youth development, health services and prevention.

Hmong Innovating Politics: Strengthen and expand the Ethnic Studies Now Sacramento Coalition to other Sacramento County schools, as a foundation for the successful implementation of more effective social and emotional learning and restorative practices in schools.

Alliance of Californians for Community Empowerment: Build a powerful community coalition of tenants and housing advocates working to raise awareness of renters' rights and options, and to leverage the power of many to advocate for better, more stable housing opportunities.

Sacramento Area Congregations Together: Strengthen and expand the Sacramento Reinvestment Coalition by building leadership among residents to advocate for increased resources towards prevention and intervention, and the implementation of violence reduction strategies like Advance Peace and Sac ACT's Live Free campaigns.

East Bay Asian Youth Center: Organize and sustain a multiracial, multi-sector citywide coalition (Sacramento Kids First Coalition), that is dedicated to establishing a sustainable public funding stream for children and youth services that improves the capacity of local public system leaders to partner with coalition leaders, and improves public systems' capacity to better support communities of color, and under-invested communities across Sacramento.

TCE has partnered with Race Forward to provide training and guidance for the spread and scale grantees in the application of a racial equity lens. To this end, Race Forward met with BHC partners receiving the spread and scale funds to surface goals and next steps in advancing racial equity in Sacramento County. The partners expressed an interest in: (1) connecting with Sacramento's Government Alliance on Race and Equity (GARE) cohort, or developing another GARE cohort within Sacramento with external facing departments, (2) advocating for racial impact assessments of government budgets and new and existing policies, (3) advocating for an Office of Race and Equity in Sacramento, (4) receiving assistance in strengthening multi-racial/ethnic/cultural alliances, and (5) strengthening a common understanding of racial equity and how to center the work around racial equity across all BHC partners. Based on the partners' interests, Race Forward will provide a racial equity training for Sacramento BHC partners, and city and county staff in year ten, to build a common understanding of racial equity.

Building Power Fellowship

Enterprise funds are being leveraged to support training for two cohorts of leaders from both Sacramento and San Diego counties. The goal of the fellowship is to further advance racial equity throughout their respective counties, while also learning from each other. Two cohorts (12 individuals in each cohort) of Sacramento leaders participated in a yearlong Building Power Fellowship Leadership Training Program coordinated by the Rockwood Leadership Institute. The training supports leaders to skillfully and collaboratively shift the local and state health policy landscape using a racial equity framework. The Sacramento cohorts included individuals: (1) affiliated with spread and scale grantees either as staff, board members or members, or (2) who work in coalition with spread and scale grantees and/or Rockwood Fellows through campaigns.

Government Alliance on Race and Equity

TCE also provides funding for local, government employees to join the California cohorts of Government Alliance on Race & Equity (GARE). Through GARE the cohorts receive tools and resources to focus on normalizing conversations about race, developing and implementing new behaviors and policies within government, and working alongside community to advance and achieve racial equity.

BEYOND 2020

In year nine, TCE announced the three “Bold Ideas” that will guide their strategy post-BHC or “Beyond 2020,” which are as follows:

People Power, providing pathways for civic engagement and the raising up of voices of all communities, through youth and adult leadership and action to promote belonging, and change community conditions for better health for all.

Reimagining our Institutions by identifying structural and institutional changes needed to champion equity and support healthy environments and healthy development.

Creating a 21st Century “Health for All” System that prioritizes prevention and promotes community wellness and access to quality health care for all Californians.

The BHC initiative is grounded in building the skills of those historically excluded from having voice, agency, and power, to create systems change and restore community health. However, a preliminary assessment of the California Health Justice for All Power-Building Landscape conducted by the University of Southern California Program for Environmental and Regional Equity (PERE) point outs, there are multiple levels of decision making to advance systems change. Furthermore, a broad coalition or ecosystem of organizations is needed to advance community health for all. The ecosystem must include complementary organizations with diverse capacities, skills and expertise. Based on PERE’s research, TCE developed a power flower to guide partner development for Beyond 2020, see figure 17 on the next page.

Figure 17 | TCE Power-Building Ecosystem Power Flower



Over the past nine years, like the Sacramento BHC partners, TCE has come to understand the significance of people power, and collaboration among partners to achieve systems-level changes for the betterment of community health. As BHC is winding down, TCE is lifting-up this valuable lesson to guide their strategy development and funding for Beyond 2020. The three big bold ideas and the power flower in-part illuminate what TCE hopes to achieve in Beyond 2020; it is expected that TCE will announce within the year the path forward for supporting the bold ideas and fostering a power-building ecosystem.

Section 6 | Summary & Recommendations

Systems change requires collaboration among community-based organizations and residents. Those involved in the systems change work need to have a common understanding of the problems caused by the system, agreement on how to fix the system, and an action plan to strategically coordinate partner activities and eliminate duplication. One or more organizations needs to support the collaborative by convening the partners and guiding effective decision making and the selection of indicators to measure the success of the collaborative efforts. Additionally, the partners need to meet regularly and have a consistent presence at the table to develop the trust necessary for effective collaboration.

The Sacramento BHC action teams are the venue for the grantees to develop common goals, and are the spaces that foster relationships and trust building among grantees. The action teams have resulted in the grantees collaborating and leveraging resources, and mobilizing in partnership with residents and youth to advocate for change. As the BHC enters its final year, the partners must move from an “ongoing implementation” of the work mindset, to one of sustaining the collective activities and practices. The BHC should capitalize on the collective grantee spaces to advance and sustain the work of the initiative, and the elements of the Sacramento BHC structure that support change campaigns.

While the Sacramento BHC initiative has had various levels of impact, the year nine evaluation suggests that there are opportunities for refinement and enhancement. The following recommendations are based on the evaluation and are intended to inform opportunities to support the continued momentum and growth of the Sacramento BHC initiative.

Recommendation 1 | Increase Hub Staff Capacity

Community awareness of the BHC has increased in conjunction with the growth of the initiative. Elected officials and high-powered decision makers are aware of the power the BHC partners bring to the table. This has led to the Hub Manager representing the BHC on 30 different committees/coalitions at the request of the high-powered decision makers and elected officials. These committee/coalition appointments account for 65 hours of the Hub Manager’s time per month. This does not take into consideration: (1) the Hub Manager’s participation in quarterly committees/coalitions; (2) the time the Hub Manager spends responding to committee/coalition affiliated emails, or driving to and from those meetings; (3) developing the strategic direction and agendas for committees chaired by the Hub Manager; or (4) implementing committee action plans or strategies to move the committee work forward. Although the Hub Manager community liaison role requires a great deal of time, the Hub staffing structure and corresponding duties have remained static. Consideration should be given to re-defining the Hub staff’s roles, and delegating coalition/committee attendance to either the Hub Communications Coordinator or Administrative Assistant to support the Hub Manager. With an increase in the time committed to amplify the BHC values in different committee/coalitions spaces, it would behoove the Hub staff to use their time effectively to increase the Hub’s capacity to fully engage with all the Hub’s current committee/coalition obligations. If Hub staff roles cannot be reassigned, the Hub Manager should look to other BHC partners and discern their interest in serving on a few of the committees/coalitions where a BHC presence has been requested. The current time commitments are unsustainable without additional support for the Hub Manager.

Recommendation 2 | Refocus or disband the Leadership Team

The Leadership Team could be the nexus of collective power, unifying the action teams in a cross-cutting campaign, or making strategic decisions about the Sacramento BHC initiative. In its current form, the Leadership Team serves as an information sharing venue only, and attendance at the monthly meeting is waning. In addition, the action team chairs do not relay the information they receive at the Leadership Team meetings to their action teams. In the last year of the BHC initiative, the Hub Director should consider using the monthly Leadership Team meetings to finalize the sustainability planning effort launched in year six, or disband the Leadership Team in order to use that time more effectively.

Recommendation 3 | Use Hub Gathering Resources as Extension of Campaigns

The Hub Gatherings provide a venue for connecting residents to the work of the BHC or ascertaining community issues. However, the events are labor intensive for Hub staff and lack meaningful engagement of BHC partners. For the remainder of the Sacramento BHC initiative, the Hub should consider leveraging the Hub Gathering funds to support partner campaigns. When the BHC partners want to conduct a community forum/outreach event, they can partner with the Hub on the activity. Funds allocated for Hub Gatherings can support the purchase of food for the event and reserving space at the FRCC, and the BHC-funded partner can take responsibility for planning and facilitating the event, and getting residents to attend. Leveraging Hub Gathering and grantee resources could result in time savings for the Hub, and greater campaign impacts. This type of partnership could also be a sustainability strategy to keep Hub and grantee networks intact post-BHC.

Recommendation 4 | Grow Youth Organizing

Through the past nine years, the Sacramento BHC has embraced a system change model that includes building resident power. While the number of BHC-funded organizations that build the power of adult residents has increased, the number of organizations that build the power of youth has not increased to the same extent. The youth who work in partnership with BHC-funded organizations have had large roles in BHC campaigns that have achieved wins, and flourished in an environment where they are receiving the support to realize their strengths, gain skills, and exercise their power. For greater long-term success and impact, the BHC should grow the youth organizing component of the work.

Recommendation 5 | Connect Partners to Build a Larger Network

For the past two years through the BHC and spread and scale efforts, TCE has been building the capacity of individuals from organizations and local government to advance racial equity. However, those efforts are largely happening in isolation. Systems change efforts in the Sacramento area would benefit from the Rockwood, GARE and BHC partners developing one large, interconnected network. Resources should be leveraged to bring these partners together in an intentional way to: (1) build the relationships and trust necessary to work collaboratively, (2) develop a shared vision of racial equity, and (3) launch joint campaigns grounded in racial equity that leverage the skills, talents and resources of the network.

Attachment A | Sustainability Session Summaries

Sustainability and Evolution Strategy Session, 9/30/19

Accomplishments

Welcoming, Inclusive Spaces

- Proud of welcoming spirit of BHC
- Proud of the creation of the community space (Fruitridge and Maple)

Capacity

- Capacity-building
- Organizational technical support
- Long-term sustainability
- Local practices impacted by endowment and partners
- Advocacy capacity
- Funding

Collaboration and Interdependence

- Interdependency that leads to folks doing what they do best
- Solid relationship building across organizations
- Varied interests, common purpose
- Cultivating a safe space for collective transparency, strategies development and implementation
- Proud of the collective vision of all BHC partners

People Power

- Empowerment
- Community outreach and engagement
- Leadership development for youth, community members and organizations
- Impact of youth engagement and youth leadership
- Community engagement

Outcomes/Wins

- Jobs creation/pipeline
- Courage in messaging
- Seven CA bills signed on suspension and expulsion
- Community wins: Healthy Partners and 58th Street light
- Strong Oak Park Farmer's Market
- Health for Sacramento undocumented immigrants
- Policy development and policy change

Key Learning

Center community/youth

1. Active listening (what does community tell you they need, not what we think)
2. Collaboration with residents is important
3. Importance of community driven (giving voice to youth/community)
4. Centering people who can center the problems using their lived experience
5. Switch from adults leading the youth work to youth leading
6. Opportunity to build new, youth leadership in the field

Strengthening the partnership

1. Start with building trust
2. Cohesion among grantee partners (the hub)
3. Consistent leadership
4. Messy with purpose is OK
5. Opportunity for policy, advocacy and direct services to work together
6. Importance of multi-year funding commitments

Systems Change/structural lens

1. Reliance on community BHC partners to create a holistic environment to demand systems change
2. Progression from services to systems change work
3. Deeper understanding of systems change

Lean into Power

1. Explicitly bold and intentional – push work forward
2. Recognizing our hidden power as a collaborative
3. Collective change is possible and powerful

Social determinants of health lens

1. Solutions for healthy environment require solutions for healthy people
2. How challenging it is to import understanding of the intersectionality of issues
3. Health is much broader than medical issues

Equity focus

1. Equity vs. Equality
2. Elevating conversations at every level in region about community demands for equity

Moving Forward

Strengthen Communication and Collaboration

1. Understanding each other's strengths and weaknesses
2. Mindful collaboration
3. Intentional interconnectedness
4. Bringing advocacy policy change and direct services together
5. Work on better transitions within organizations of knowledge and community work

6. Exchanging of skills
7. More intentionality of intersectionality of issues
8. Collaboration between direct service providers and advocacy groups continues
9. Intentional collaboration between all the teams and organizations
10. Unbreakable collective power
11. Keep the momentum

Emphasis on Youth

1. Building pipeline of youth and young professionals of leaders in organizations
2. Moving forward with youth voice and leadership
3. Continue the efforts around youth justice, policy and systems change
4. Preparing the next generation of leaders while working alongside them in a culture of shared learning

Healing and Trauma-informed care

1. Sustainable holistic care for direct service providers
2. Integrating trauma-informed practice and healing into work (job descriptions, campaigns)
3. Sustainable healing for our youth and adults doing the work for systems change

Economic focus

1. Investment without displacement
2. Uniting inclusive economic projects
3. Continue centering those we serve in the work and consider compensating them in new ways

Themes (from the Gallery Walk of Moving Forward):

- Lots of similarity – youth engagement, empowering those we serve so their voices are centered
- Policy/system change – changing systems and structures
- Collaboration and intersectionality
- Collective power
- Greater connections between direct services and policy advocacy
- Being intentional, planful about all things
- Centering healing and taking care of ourselves and each other
- Making sure we capture history and learning as people come and go.
- Using inclusive language that brings people in and includes them

Hopes (after pair walk outside)

- Looking at change holistically
- Build with one another – and keep focus on youth
- Preparing the handoff to the youth
- Create a true pipeline of leaders from our community
- We slow down and listen to one another – walk together, be in nature
- Wed environment and equity in our work
- Community shows up powerfully for each other so it is clear that those who are against equity know our power and we will win.

Sustainability and Evolution Strategy Session, 10/10/19

Health Equity Vision:

In community outcomes:

- ♥ A healed community – health care not prison
- ♥ Quality care for all
- ♥ Stable home for everybody
- ♥ Healthy food for all
- ♥ New forms of economic systems that work for more people

In our power:

- ♥ Building and maintaining a countervailing force of power against traditional forces that promote inequity
- ♥ New more accurate form of education where our people learn who they are – who we are

In the way we do things:

- ♥ Getting to root causes rather than dwelling on symptoms
- ♥ Dismantled school to prison-pipeline

Circles – what does it mean to stand in circle?

- Unity
- Inclusiveness
- No beginning, no end to work
- History, present and future connected
- See everyone – no one is invisible
- No one is front or back
- Seeds/eggs with infinite potential/possibility

Power Discussion

What we mean by power is relational power (not power-over). To us it means:

- ✓ Resources flow
- ✓ We determine our own destinies
- ✓ Raise up representatives from our communities
- ✓ It is intergenerational and self-sustaining
- ✓ A sense of competence, mastery that we bring to the table and others do the same
- ✓ Making room for other competencies
- ✓ Silos with boundaries shift to connected capacities
- ✓ We don't limit ourselves – mental barriers removed
- ✓ Purpose clarity – my purpose matters and your purpose matters – this drives us.
- ✓ Political power – put pressure on institutional leaders and elected representatives to change
- ✓ We do not duplicate the oppressive power that limited us
- ✓ “Recovering Powerless Victim” – 12 steps to relational power (not instant or easy)
- ✓ Transforming our local democracies and the structures in which power is exercised

The Movement Finale – in the middle of the Circle – says: *Expanding your heart, sharing with/in community and kick ass!*

Desired qualities of the Partnership (after the integrating movements exercise)

- Encouragement; Laughter
- Embracing the Unknown; Chaos about who we are, to reflection, to identify formation and new order
- Go through the discomfort
- Stretch imagination – Be creative; Get outside the box – break the rules
- Decentralized leadership; Shared ownership, inclusivity
- Expanding into bigger but maintaining intimacy

The Tableau of What's True Now – one word or short phrase

- Here – Present; ready
- Strength
- Connected, Better together
- Determination
- In the Middle
- Listening
- Potential
- Invited

Small Group Reflections of BHC-Sac Partnership, Tableau and Rubric ratings NOW

- Stepping together but just getting started
- We must break from working in silos
- In our group, we had to work through our disagreements and not settle on a “weasel number”
- Our group felt like we’re not at hand-holding yet
- When new people come in, have to start over and realize the collaborative is all of us

Shift that is possible in One Year (Rubrics rating, one year from now) – Second Tableau

- ✓ Momentum
- ✓ Actionable
- ✓ Acting on potential
- ✓ Young people of color at center supported by male and white allies
- ✓ Intention
- ✓ Agreeing on Direction
- ✓ We all have responsibility and we all are accountable to the Collaborative

What's missing from rubric?

- *Labor*, on the back page ecosystem graphic
- The word *authentic* is missing – many people fake these elements
- Promising, meaningful solutions are brought to scale, ideally; danger is not just tokenizing people, also tokenizing programs
- Spread, scale and *sustainability* – all three are important
- Rubric suggests more order and linearity than is true in real life; it is meant as a common reference point for the collaborative

- Self-awareness and self-care – collaborative can’ be healthy if we are not – should be on the scale, too.
- Fun! Being human together must also be part of the journey.

Ratings on Wall: At-a-Glance

- 1 = Awareness
- 2 = Learning
- 3 = Some Willingness to Act
- 4 = Evidence of Action
- 5 = Normative Practice

Element on Rubric	Baseline (Now)	One Year from Now
Purpose Clarity	2-3	3-5
Racial Equity Analysis	1-2	3
Shared Vision & Strategy for Racial Equity	1-2	3
Trust & Relationships	3-4	3-5
Value Unique Roles	2-3	3
Inclusion of Diverse Perspectives and Leadership	1-3	2-3
Strategically Placed Leadership	2-3	2-5
Equitable Decision-making	1-3	3
TCE Practices	1-2, 4	3
Diverse Resource Development (two rated)	1-2	2-5

Example Quotes from post-its for each element:

- Purpose Clarity: Before - “there is an awareness of the collaborative but there is no real coordinating of it” and “lack of group cohesion” and “orgs involved need more alignment around Racial Equity and strategies moving forward (CDAT)”. After - “schedule alignment meeting” and “have been making progress on shared purpose and should reach within a year (CDAT)” and “if we keep collaborating like today.”
- Racial Equity Analysis: Before – “need trust: willingness to be uncomfortable, release of defenses” and “racial equity analysis learning – just beginning to work and learn collaboratively.” After - “Beginning to plan” and “funding this work, clearly stated” and “intentional decisions and facilitation.”
- Shared vision & strategy for RE: Before - “not a common strategy yet” and “may have been discussed among individual organizations but is not shared among partners” and “need to further define RE and have a shared understanding.” After – “working together to come up with shared understanding and common language” and “commitment to prioritizing strategies based on RE analysis.”
- Trust & Relationships: Before – “progress and some slide back” and “self awareness” and “pushed through challenges.” After – “two steps forward, one step back” and “now more groups are getting on the bandwagon.”
- Value Unique Roles: Before – “still assessing my own role and that of my organization” and “new partners and faces still coming in, still defining roles” and “silos are preventing more

progress now.” After – teams meet and plan together regularly, and TCE provides a regular report on actions and activities of all groups” and “lots of enthusiasm toward partnership.”

- Inclusion of Diverse Perspectives and Leadership: Before – “awareness but have not built into the work” and “unclear who leadership includes” and “goals outlined but need further articulation (CDAT).” After – “built into workplan; learning” and “more intentional practices” and “identified pathways.”
- Strategically-placed Leadership: Before – “unsure where to bring-in leaders/residents to the table” and “need more information about the structure.” After – “have a purpose, plan and roadmap” and “have more information about BHC core team.”
- Equitable Decision-making: Before – “may be at action teams but not at all organizations” and “we’re discussing because funding is ending” and “silos prevent/limit broader decision-making across teams.” After – “removed silos.”
- TCE Practices: Before – “general philanthropy” and “TCE needs more staff support to take to next level” and “TCE is super engaged.” After – “if they continue, work on establishing clear criteria for getting support” and “not sure if/how they influence other funders – would like to know.”
- Diverse Resource Development (added): Before – need to change; we know it’s a big driving factor.” After – “beginning to learn to do as collaborative and bringing back to our orgs.”

Observations of Ratings posted on the Wall on post-its, Now and One Year from now

- Differences in our perceptions, based on:
 - Time in collaborative
 - Experience
 - Focus area
 - Information/Communication
- Some rated their own organization, not BHC partnership overall
- Trust and relationship is stronger – higher ratings
- Centering Race Equity needs more work

Strengths

- + Inspiration that comes from our wins
- + Lots of willingness to learn and grow
- + Commitment to the Change work and forward movement

Challenges

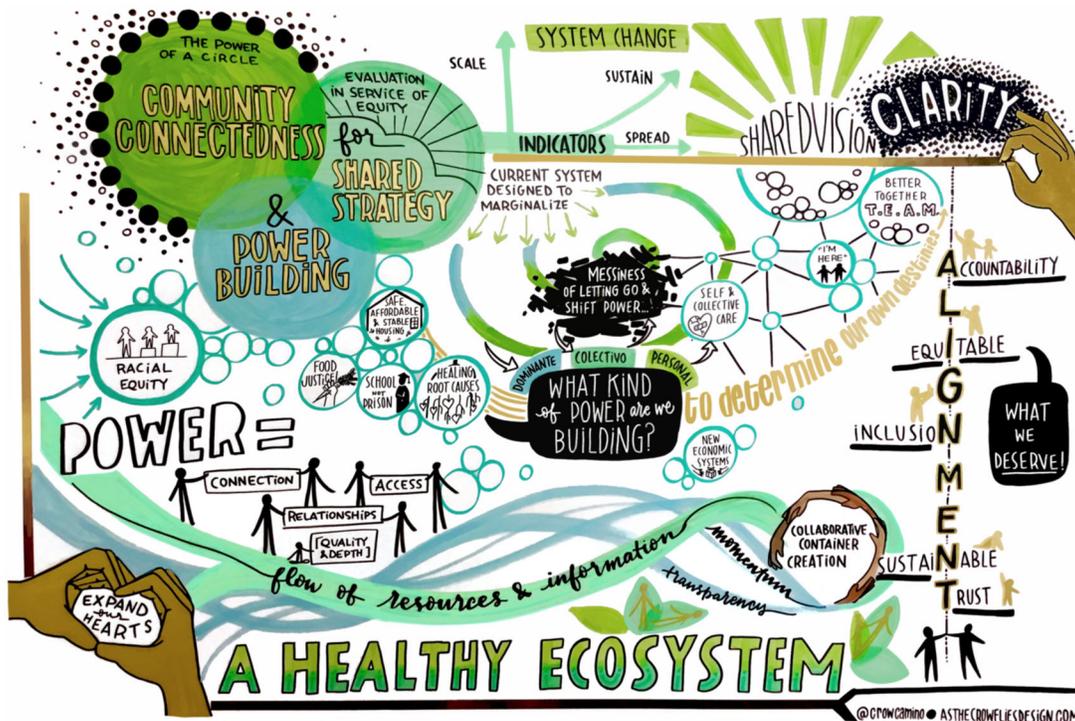
- Need better information flow
- It would be nice to have a visual that maps where we are and our on-going progress toward the solutions we’ve prioritized
- Need more capacity to share and reflect
- More resources needed
- Kim put herself in the middle, but many of us feel on the outside in silos
- Someone needs to hold the container for us all
- Leadership team can be supported to be holding the container more effectively (e.g., build a communication loop from action team meetings; be more transparent about its function)

Suggestions/Recommendations

1. Make time for action team sharing and information needs in meetings
2. Transparency about leadership team functions and decisions
3. Special Session to talk about what we're working on and find areas of convergence, divergence, gaps
4. Clarify our ToC and common language
5. Do the work to define race equity and what it means, where is our own work (each org) on the rubric and what are opportunities to collaborate

Closing – One Word, One Phrase: To Question – What's next?

- Excited about connecting with organizations
- Continued work on communication
- How to make evaluation more useful to the partnership?
- Intention, action and shared vision
- Greater shared understanding of what's next
- Courage to go after what we deserve
- Contemplation followed by action
- Dissemination of information
- Dedication with open mind
- Accountability
- Love and more love
- Faith
- Focus
- Intention
- Commitment
- Time
- Clarity
- Honest
- More conversation
- Learning
- Self-reflection
- Knowledge of partners
- Fun

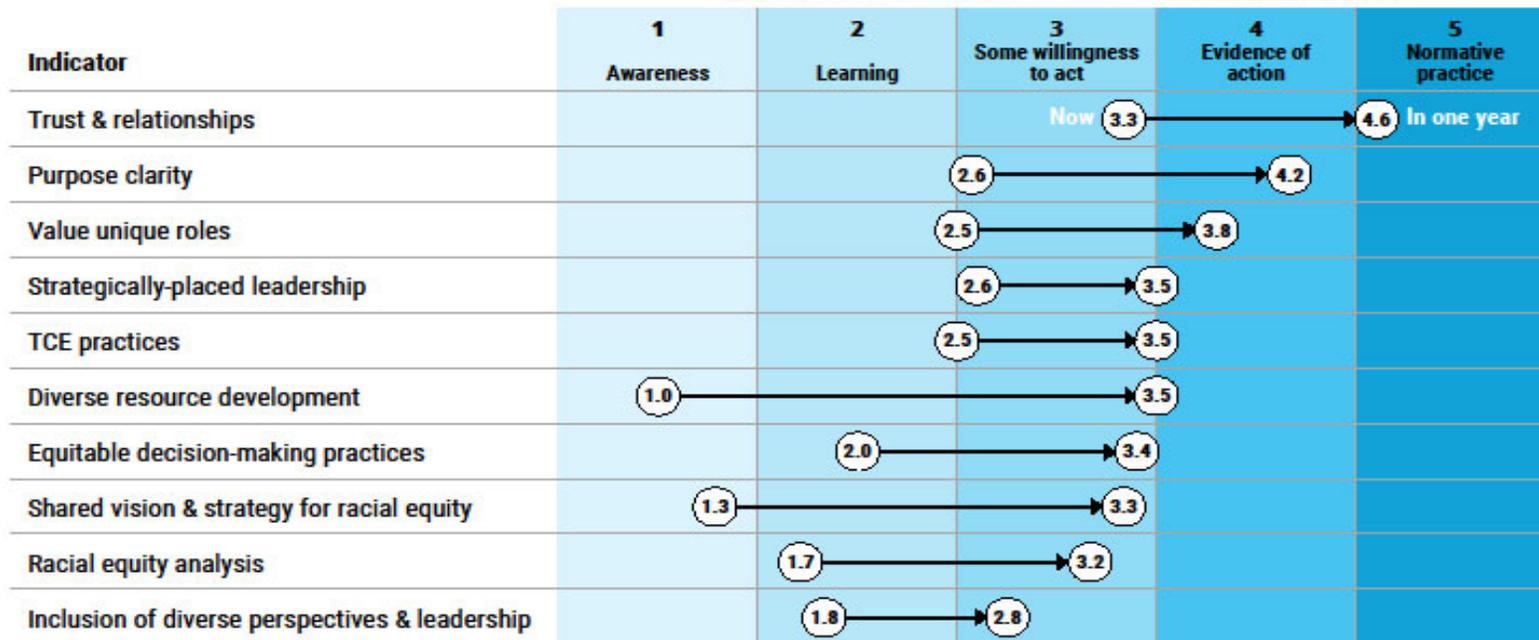


Reflecting on Racial Equity in the Sacramento BHC

Where are we now? Where will we be in one year?

In October 2019, the Sacramento BHC partners used the Spread and Scale Ecosystem Assessment Rubric to guide a conversation about racial equity. Using the rubric, the partners reflected on their partnerships, collective will and capacity to strive for racial equity 'now', and in 'one year.' The graphic illustrates the average of partner perceptions, which vary widely in-part due to an individual and/or organization's length of engagement in the BHC, and knowledge of racial equity.

Continuum of Dimensions: Awareness → Willingness → Action



Spread & Scale | Ecosystem Assessment Rubric

This graphic provides a point of reflection when the BHC partners convene again to develop a shared vision and strategy for advancing racial equity in Sacramento.

Attachment B | Policy & Systems Change Years 1-9

Health Happens in... Schools | Policies Adopted & Systems/Practice Change

Increased Supports for LGBTQ Youth

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

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

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

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

2018: After 5 years, SCUSD board updates their Transgender and Gender Non-Conforming Student Policy to better protect and support transgender students including allowing students to choose which fitness gram test to take and how to be identified in the school district's database rather than by their assigned gender at birth. (SCUSD Connect Center)

2019: SCUSD adopts LGBTQ Youth Day (June).

Improving School Climate

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

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

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

2015: SCUSD becomes the 5th and largest school district to add an ethnic studies course for high schools and implementing it as a graduation requirement by 2020. (HIP)

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

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

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

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

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

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

Other Leveraged Resources & Tangible Benefits

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

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

Health Happens in... Schools | Policies Adopted & Systems/Practice Change

Increased Attendance & Graduation Rates/Reducing Suspensions & Expulsions

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

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

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

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

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

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

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

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

Other Leveraged Resources & Tangible Benefits

2016: 916Ink awarded AmeriCorps planning grant.

Increasing Access to Health & Mental Health Care

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

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

Other Leveraged Resources & Tangible Benefits

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

Strengthening Youth Workforce Readiness

2017: The FACES for the Future program launches in partnership with Dignity Health at Health Professions High School. The program, the first of its kind in SCUSD and the greater Sacramento region, will provide a multi-year healthcare internship and leadership development program for students, and support entry into healthcare professions through internships, workshops, academic support, college preparation and wellness support.

2017: The Y-Plan (Youth-Plan, Learn, Act, Now!) civic work based educational strategy, originally from UC Berkeley Center for Schools + Cities, is implemented at two high school health academies in partnership with public agencies, including Sacramento Housing and

Health Happens in... Schools | Policies Adopted & Systems/Practice Change

Redevelopment Agency (SHRA) and the City of Sacramento Mayor's Office. The program partners students with agencies to seek youth input and to provide policy recommendations in areas such as: Promise Zone initiative, affordable housing, and land use.

2017: Luther Burbank High School launches the only Urban Ag Academy within SCUSD and the greater Sacramento region. This builds upon the work already underway with the existing Burbank Urban Garden as well the beginning of a K-12 urban agriculture pathway infrastructure with the incorporation of school gardens into academic curricula at five elementary and middle schools (Growing Together) that feed into Burbank High School.

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

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

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

Other Resources & Tangible Benefits

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

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

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

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

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

2016/2017: The California Employment Training Panel voted to conceptually approve and provide financial support for a first-of-its-kind pilot program in that could supply up to \$950,000 to train and pay up to 500 students from five SCUSD high schools (almost all BHC schools) with internships designed as pathways to long-term careers.

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

Promoting Healthy Eating

2010: SCUSD establishes the Healthy Foods Task Force which focused on three areas: food quality and taste; the climate and culture of school cafeterias; and teaching students about food through campus gardens. The Task Force was a partnership between community-based organizations, many with funding from TCE and SCUSD's nutrition services department. In 2017, the Healthy Foods Task Force merged with and into the District's Wellness Committee and continues to be facilitated by a TCE grantee. (Valley Vision, Soil Born Farms, Sac Chinese, Food Literacy Center)

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

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

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

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

Health Happens in... Schools | Policies Adopted & Systems/Practice Change

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

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

Other Leveraged Resources & Tangible Benefits

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

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

Reducing the School-to-Prison Pipeline

Other Leveraged Resources & Tangible Benefits

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

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

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

Health Happens in... Neighborhoods | Policies Adopted & Systems/Practice Change

Advancing Racial Equity through Government Policies

2018: SACOG creates their first Equity Working Group which includes representatives from the nonprofit, private, public and university sectors to help SACOG staff develop a plan including metrics that can better address the needs of marginalized communities as SACOG develops their updated 2020 Metropolitan Transportation Plan/Sustainable Communities Strategy. Manuel Pastor of USC's PERE program also was asked to present to the SACOG Board about the importance of inclusion and equity to improve low income, communities of color.

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

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

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

Improving Opportunities for Youth

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

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

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

2018: The City of Sacramento reorganizes the Parks Department to the new Department of Youth, Parks & Community Enrichment with an explicit focus on empowering youth. The mission of the new Department of Youth, Parks, & Community Enrichment is to empower youth, strengthen neighborhoods, and provide life-enriching programs for a beautiful livable community.

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

Health Happens in... Neighborhoods | Policies Adopted & Systems/Practice Change

Improving Transportation Access & Air Quality

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

2018: Sacramento Regional Transit votes to reduce fares the first time in its half-century history. The board agreed to cut the base fare from \$2.75 per ride to \$2.50 and the monthly pass from \$110 to \$100. RT also is bringing back 25-cent transfers – allowing passengers to take a second bus or light rail train within 90 minutes – which it nixed in 2009. Earlier this year, the board also lowered the cost of student passes from \$55 a month to \$20 a month. Student ridership had plummeted from 6 million in 2004 to 1.5 million in 2017-18. (Organize Sac and Sac Transit Riders Union)

2018: The California Air Resources Board (CARB) launches the Community Air Protection Program, a first-of-its-kind effort to improve air quality in local communities that face the worst impacts of air pollution. The Board selected the first 10 communities that will be the focus of targeted actions to monitor and improve air quality, including the South Sacramento-Florin neighborhood, which is disproportionately exposed to air pollution burden from cars, trucks, and other sources. The neighborhood will receive additional air quality monitoring and community engagement efforts to identify sites and opportunities for mitigation measures.

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

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

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

Increasing Access to Fresh Foods

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

2011: The Oak Park Farmer's Market was the first farmer's market in this region to accept EBT. Others followed suit through the facilitation of Alchemist CDC. The Oak Park Farmer's Market also receives grants from Rabobank to do a dollar for dollar match up to \$20 for EBT participants. In 2016, Oak Park Farmer's Market receives a 1 year \$52,000 market promotion grant from USDA.

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

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

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

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

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

Other Leveraged Resources & Tangible Benefits

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

Health Happens in... Neighborhoods | Policies Adopted & Systems/Practice Change

Improving Juvenile Hall

2018: The Sacramento County Probation Department's Youth Detention Facility receives the 2018 Performance-Based Standards Barbara Allen-Hagen Award. The Youth Detention Facility is being recognized for innovative programming resulting in most improved culture change, practice, and performances, increased safety, and the ability to sustain those changes.

Protecting the Rights of Undocumented Immigrants

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

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

2018: Sacramento County Board of Supervisors voted not to renew a five-year-old contract (\$6.6M per year) that the county had with the U.S. Department of Homeland Security and Immigration and Customs Enforcement to detain immigrants in county facilities (Rio Cosumnes Correctional Center) while they awaited deportation proceedings.

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

Vote!

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

Promoting Healthy Neighborhoods through Land Use Decisions

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

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

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

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

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

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

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

2017: Sacramento County establishes an Environmental Justice Advisory Committee to provide the county with advice and technical expertise as they update their general plan in accordance with the newly enacted SB1000.

2018: Sacramento Area Council of Governments votes to start a regional youth development program that would engage youth (2 per jurisdiction) in SACOG decision making processes.

Health Happens in... Neighborhoods | Policies Adopted & Systems/Practice Change

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

Promoting Safe, Quality Affordable Housing

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

2017: A package of state bills passed that aim to solve some of the state's housing problems. Sacramento Housing Alliance supported bills that protected or addressed issues for low-income or homeless residents.

2018: Governor Brown signs SB481 (championed by Sen. Pan) which authorizes the Sacramento Housing and Redevelopment Agency to dispose of a vacant lot off of a major thoroughfare in the heart of the Sac BHC target area (Old San Juan site on Fruitridge and Stockton) for an amount less than fair market value if the property is used for housing affordable to, and occupied by, persons and families of low or moderate income and very low income and extremely low income households and include an enforceable covenant to that effect. This legislation was pushed by BHC residents.

2018: The Sacramento Community Stabilization and Fair Rent Charter Amendment qualifies for the 2020 ballot. Over 44,000 registered voters in the City of Sacramento – nearly 20% of all voters – signed the petition. This is the first time a grassroots-led measure has qualified in the City of Sacramento since 1989. Signature gathering was coordinated by the Housing 4 Sacramento coalition which consists of TCE grantees including SHA, Organize Sacramento, and ACCE. Specifics of the measure include annual rent increases cannot be greater 5 percent; increased tenant protections, and rental assistance of at least \$5,500 to relocate a tenant if the owner wants to do substantial repairs, move in, take the unit off the housing market or demolish it.

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

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

2019: The Sacramento City Council unanimously approved the Sacramento Affordable Housing Trust Fund Framework including establishing a Trust Fund for the development of critically needed affordable homes. The Framework dedicates 80% of the funds to produce new homes affordable to the most vulnerable families and individuals (those with extremely low and very low incomes). The Framework continues the City's commitment to issue a \$100 million housing bond as well as to seek funds from other sources to provide enough gap funding to build affordable homes.

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

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

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

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

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

2018: City Council approves the implementation plan for the Cannabis Opportunity, Reinvestment and Equity Program (CORE). CORE ensures that populations most harmed by marijuana arrests and jail sentences can participate and benefit in the Sacramento region's \$4 billion legal marijuana industry. CORE participants will receive \$1M in application technical assistance; business application processing at no cost (compared to an \$8K to \$40K range); fully equipped business operating space at no charge for 2 years, or greatly reduced rent for 4 years; opportunities to contract with major marijuana companies who must buy no less than 51% of their direct marijuana products and services from CORE participants in order to get priority processing; pathways to obtain a 33% ownership share in major marijuana

Health Happens in... Neighborhoods | Policies Adopted & Systems/Practice Change

companies; and priority for new retail store licenses (which currently have no Black or Latino ownership). The CORE program's priority processing rules require that 30% of the workforce be people linked to negative impacts of the Drug War – such as arrests and poverty. The City has committed to a goal of awarding fifty (50) percent of all cannabis business licenses to CORE eligible participants.

2018: The Sacramento City Council votes to establish a Community Workforce Training Program which requires the hiring of Priority Apprentices from designated zip codes in the City for all publicly funded construction projects over \$1M. The program also requires targeted hiring for those who have a criminal record, veterans, youth emancipated from foster care, and others often left out of the hiring process. This ordinance is modeled after the Community Benefit Agreement for the Kings Arena which BHC partners helped create.

2018: Governor Brown signs Senate Bill 1294, the California Cannabis Equity Act, into law. SB 1294 incorporates many of the recommendations of the California Urban Partnership. SB 1294 provides legitimate pathways for individuals to operate lawfully and ensures that California's legalized cannabis industry is inclusive and diverse. It allows for the distribution of grants to cities with local cannabis equity programs – such as Los Angeles, Oakland, Sacramento, and San Francisco. The grants will provide equity applicants and licensees with business loans or grants, licensing fee waivers, technical assistance, and other supportive services. The bill is also a major starting point in California's recognition of the damaging impacts of decades of racialized marijuana law enforcement on communities of color, and African Americans in particular. 2019: The Sacramento Economic Growth and Equity Coalition is formed. It consists of local developers, tourism interests, philanthropies and nonprofits working to promote racial equity through inclusive economic development. Coalitions that include the private sector and nonprofits working together to advance racial equity is rare.

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

Other Leveraged Resources & Tangible Benefits

2019: Six organizations that are tenants of the Fruitridge Community Collaborative where the Sac BHC Hub is also located joined together to apply for and receive a \$649,850 California Community Reinvestment grant. The proceeds from this grant opportunity originate from marijuana tax revenues. Grant funds will be used to connect community members, especially those involved with the justice system, with social and emotional supports and job skills, and help them with job placement. Sac BHC grantees that are part of this grant include Self-Awareness and Recovery, Green Technical Education and Employment, and PRO Youth & Families (the applicant).

Expungements & Elimination of Fees

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

2018: Sacramento's District Attorney agrees to start an effort to reclassify or expunge the records of 6,000 people with previous marijuana convictions in the County. She has also agreed to work with Corrections to review cases of those currently incarcerated for marijuana convictions.

2018: Governor Brown signs Assembly Bill 1793, a marijuana convictions measure championed by the California Urban Partnership and Youth Forward team, into law. AB 1793 will lead to the automatic resentencing or expungement of past marijuana convictions. This legislation requires the state Department of Justice to identify people eligible for resentencing or expungement of records under Proposition 64, no later than July 2019. By July 2020, local District Attorney's will be required to have completed a review of those cases. Following July 2020, the courts will be responsible for resentencing or clearing records. Advocates are also now working with Code for America, a nonprofit that is developing an online process that promises to dramatically speed up the expungement process.

Improving Neighborhood Safety

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

2017: Sacramento City Council approved a three-year, \$1.5 million contract for Advance Peace, a mentoring and intervention approach to gun violence that will target about 50 African American young men from the ages of 18 to 28 suspected of being responsible for most gun violence in the city. TCE funds are being leveraged grant to implement Advance Peace. 2018: City of Sacramento receives a \$500K California Violence Intervention and Prevention grant from BSCC to implement and expand the Advance Peace strategy to a cohort of 25

Health Happens in... Neighborhoods | Policies Adopted & Systems/Practice Change

youth between the ages of 12–17 who are gang involved and are identified as being at the highest risk of being perpetrators or victims of gun violence.

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

2019: In response to the community trauma following the killing of Stephon Clark by police in March 2018, Sacramento ACT and partners developed Safe Black healing circles, which was expanded to circles in Latino, API, youth and multi-cultural communities. They also trained over 100 faith leaders to be mediators in protest spaces between community protesters and law enforcement. Many of these faith leaders along with lay leaders joined together in March for a to urge stricter laws regarding police use of deadly force.

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

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

Other Leveraged Resources & Tangible Benefits

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

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

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

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

2018: Sierra Health Foundation’s Center for Health Program Management receives a CAL VIP grant to develop and implement a response that will focus on third-party homicides in African American youth. The Steering Committee on Reduction of African American Child Death (now the Black Child Legacy Campaign, or BCLC) selected seven Community Incubator Leaders (CILs), one of which is the Sacramento BHC Hub. These CILs will implement the proposed violence prevention, intervention, and family services program to reduce third-party homicides.

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

Strengthening Police Accountability

2017: After the killing of Joseph Mann, an African American Man suffering from mental health issues, Sacramento adopts a series of reform measures, including a more restrictive use-of-force policy, training and issuing of less lethal weapons to all officers, funding for body cameras, and a new requirement that video from officer-involved shootings be made public within 30 days.

2018: Sacramento Police Department changes policies and orders rank-and-file officers to keep their body worn cameras and microphones on until the investigative or enforcement activity involving a member of the public has concluded, with fewer exceptions, after community outcry of the Stephon Clark police shooting.

2018: County Supervisors unanimously adopted a proposal that strengthened independent oversight of the Sheriff by stating that the Inspector General (IG) must “monitor” significant use of force incidents, including officer involved shootings and in-custody deaths, within the sheriff’s department and report to the board. Supervisors can now also request independent investigation. A few months

Health Happens in... Neighborhoods | Policies Adopted & Systems/Practice Change

earlier, the Sheriff unilaterally fired the IG after the IG was critical of the Sheriff's Department and said deputies fired an "excessive" and "unnecessary" number of rounds during a fatal shooting in 2017. The Sheriff blocked the IG from county premises and went to the board with a proposal to strip the IG of his ability to launch misconduct or use-of-force investigations of the department.

Promise Zone Designation Improves Chances of Obtaining a Federal Grant

Other Leveraged Resources & Tangible Benefits

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

2016: SMUD offers energy upgrades to qualified residents in Promise Zone neighborhood for up to \$50K, as well as some needs-based scholarships for STEM.

Reducing the Carbon Footprint

Other Leveraged Resources & Tangible Benefits

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

Implementing Justice Reform

Other Leveraged Resources & Tangible Benefits

2018: Code for America selects Sacramento as 1 of 3 to 5 pilot sites to help equip the County with the capability to proactively clear all eligible criminal records, starting with those eligible under Proposition 64. Clear My Record uses technology, built by Code for America, that reads a state criminal record, determines eligibility for dismissal or reduction, and automatically generates the motion that is filed in court. This removes the burden from the individual with the criminal record in having to navigate the complex petition process, particularly helping those who don't have resources to petition the court. The goal of the project is to clear 250,000 eligible convictions in 2019. Sac BHC partners (Youth Forward and Sac ACT) were instrumental in pushing for the expedited expungement process. As of middle of April 2019, the DA was successful in dismissing/reducing 5303 cases for 4831 people.

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

2019: Sac County Public Defender receives a 3 year \$750K grant from BSCC to hire 2 – 3 social workers. Partnership with Sheriff's Office.

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

Other Leveraged Resources & Tangible Benefits

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

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

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

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

Health Happens in... Neighborhoods | Policies Adopted & Systems/Practice Change

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

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

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

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

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

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

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

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

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

Improving Access to Healthcare

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

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

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

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

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

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

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

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

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

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

Other Leveraged Resources & Tangible Benefits

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

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

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

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

Attachment C | **BHC Resident Profiles**



Allegra Taylor

Sacramento Building Healthy Communities Resident Profile

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

Allegra Taylor, an active BHC resident, was born and raised in San Francisco's Mission District. While living in the Potrero projects, a San Francisco public housing complex built in the 1940s, she became involved in a rent strike opposing a change to the garbage collection system that required tenants to take their garbage to large bins in the parking lot, rather than placing their trash in personal garbage cans next to their front doors for pick-up. Children were often given the chore of taking out the garbage, and the tenants believed that the large bins were dangerous, so they launched the rent strike to maintain safety for the children. Allegra did not participate in the rent strike initially, but that changed when:

I went to empty the garbage one night [and] I heard something moving in the garbage bin and lo and behold, it was a little boy who dropped his garbage can in the bin. He fell in the bin and was trying to run from a rat. I helped the boy out of the bin and went to [the organizer's] house and said, "I am joining the rent strike!"

Allegra became active in the rent strike and helped to arrange a tour of the housing complex for then Mayor of San Francisco, Dianne Feinstein. The group's efforts were successful, and ultimately, "we won our rent strike. We won our right to have our personal garbage cans back." In the 1980s, Allegra and her two children relocated from San Francisco to the Oak Park neighborhood in Sacramento, after visiting a junior high school friend Sharon Ellis, who lived in the area.

Allegra Taylor | Resident Profile

Allegra continued to **advocate against injustices** in her life, focusing on her two children and the difficulties they were experiencing in school. According to Allegra, “my advocacy work turned into advocating for whatever my kids needed to be successful in school. I had to stay on top of things with the district.” For example, based on test results her oldest daughter was placed in a remedial reading class. After her daughter insisted the school had made a mistake, Allegra advocated that her daughter be tested again. The school eventually complied, administered the test again, and then pulled Allegra’s daughter out of the remedial reading class. Some years later Allegra’s daughter (Lauretta Casimir-Mahoney) would represent her high school at a journalism conference in Washington D.C., as well as becoming a successful business woman and starting her own business named, The Queen of Finance.

Allegra eventually moved to the Fruitridge Manor neighborhood in the Sacramento BHC area and opened the R.G. Henderson House, which provides interim housing for veterans and formally incarcerated individuals. Through the Fruitridge Manor Neighborhood Association she became involved with the BHC and **expanded the breadth and scope of her advocacy**.

Community Advocacy through the BHC

Allegra has been part of **many community advocacy efforts** through the BHC. Her first connection to the Sacramento BHC was through the Resident Leadership Academy, which taught residents community organizing skills to empower them to become active change agents. Allegra’s neighbor Stephanie Francis, who was active in both the Fruitridge Manor Neighborhood Association and the Sacramento BHC, informed Allegra about the Academy. After completing the Academy in August 2014, Allegra became involved with the BHC Get Out the Vote Campaign.

BHC grantees and Leadership Academy graduates launched a Get Out the Vote campaign to increase voter turnout for the November 2014 midterm election. The partners targeted their efforts in the BHC precinct with the lowest voter turnout (13% of registered voters) in the previous election. Grantees and residents went door-to-door encouraging folks to vote. The campaign was successful as 22 percent of registered voters in that precinct voted in the midterm election, which was higher than overall voter turnout for the county. Although Allegra was not aware of the BHC until 2014, she was involved in other BHC supported campaigns through her Neighborhood Association.

In January 2012, 15-year old high school student Michelle Murigi was struck by a car and killed while crossing at the Fruitridge Road and 58th Street intersection. Allegra was part of a coalition of neighborhood residents and BHC grantees that successfully advocated for a stoplight at the intersection to improve bicycle and pedestrian safety. The stoplight was installed in the spring of 2014.



▲ Allegra speaking at a protest for prisoners’ right to sleep after the California Department of Corrections and Rehabilitation implemented welfare checks of incarcerated individuals every 20 minutes, depriving prisoners of sleep.

Community Advocacy through the BHC

Allegra has participated in walk audits of Stockton Boulevard and Fruitridge Road facilitated by BHC grantee WALKSacramento. Walk audits provide a space for residents to voice their concerns about pedestrian and bicycle safety, and to develop infrastructure solutions to improve active transportation. WALKSacramento compiled the information collected through the walk audits into reports that residents use to advocate for safety improvements.

Most recently, Allegra became a **Leader with BHC grantee Sacramento Area Congregations Together** (Sac ACT) – a community organizing nonprofit – and is active with their Live Free Committee and Reinvestment Coalition. The Sac ACT Live Free Committee focuses on increasing police accountability, and violence prevention. Allegra has been a vocal advocate for police reform in the wake of a string of City of Sacramento police shootings of unarmed black men. In 2017 the committee successfully advocated for the Sacramento Police Department to adopt a use-of-force policy and requirements for release of police officer body camera video from officer-involved shootings. Unfortunately, in 2018 Stephon Clark, a 22-year old unarmed Black man was shot at 20 times by two police officers and killed in his grandmother’s backyard. Allegra and her fellow Leaders continue to advocate for elected officials to implement police policy reform.

Allegra also **participates in the Reinvestment Coalition**, comprised of Sac ACT leaders and community organizations who advocate for programs and services to assist the formally incarcerated with re-entry into their communities. Coalition members advocated for the passing of Proposition 47, which was approved by California voters in 2014, and reclassified nonserious and nonviolent property and drug crimes from a felony to a misdemeanor and permitted re-sentencing for folks incarcerated for the reclassified offenses. The coalition is advocating that the City and County of Sacramento use the money saved from Proposition 47 to provide mental health services, affordable housing, and job development services for formally incarcerated individuals and their families.

In addition to volunteering with Sac ACT, Allegra is a **board member for the Black Youth Leadership Project, and the “visionary and co-founder” of The Village Advocates of Sacramento**. According to Allegra, “The Village, advocates from the classroom to the Capital and everything in-between. We advocate for Black and Brown and marginalized youth.” The Village Advocates of Sacramento **support families in all of the Sacramento area school districts**. Through advocacy they develop relationships with students and their parents to help them navigate through issues they are experiencing with the school district. Allegra is a **trained facilitator for safe Black spaces, and a mental health crisis responder**. Allegra and the Volunteer Village developed a portable, healing retreat space that the Village Advocates “pop-up” at Kindergarten through twelfth grade schools, and college campuses, in addition to private group gatherings. The retreats provide a space for, “youth and adults to distress from trauma, process what is happening, restore, to be empowered and start the healing process.”



▲ Allegra speaking at a Sacramento ACT press conference after the District Attorney’s announcement of findings from the investigation of the murder of Stephon Clark by police officers.

The Impact of BHC

Allegra attributes her involvement in the BHC with **expanding the scope of her advocacy** and **connecting her with a community of activist leaders**. Community advocacy is integral to Allegra's being, which aligns strongly with the focus of the BHC on building resident power:

When I look at injustice or see an unfair playing ground, or when I see privilege, I feel that somebody needs to speak about it ... it is in my blood, it is in my heart, it is in my spirit, to speak up for injustice.

Prior to becoming active with the BHC, Allegra's advocacy was focused on, "whatever my kids were going through, their school, their district only, I was focused on the vets in the home." Allegra believes that the BHC was the catalyst to her expanding the scope of her advocacy work by realizing:

You have got to know what is going on in the community outside of your house, I learned that from the BHC. They [BHC] were promoting community and beyond what I knew on my little street. Getting involved with the streetlight really sparked it. Doing the Get Out the Vote canvassing that helped me find out more about the community. Getting involved in the BHC, made me look at the larger picture of my community, instead of just on my block. It was then that I got more involved in what was happening in the City of Sacramento, not just in Fruitridge Manor.

Allegra also credits the BHC with connecting her to community-based organizations and activist leaders, which has given her a community to draw upon, and stand in solidarity with, when advocating for issues. According to Allegra:

Since being a part of the BHC directly, we have had the honor of joining forces with other organizations that are part of the BHC, and connecting on issues in and around our communities, is very empowering. The BHC is the hub that brings us together. Some of us might not benefit directly as grantees, but for those of us that do not benefit directly, we benefit from the community that is being organized. The BHC staff and members are the center of the growth and change in our community.

Working with BHC grantee Sacramento ACT, Allegra gained skills that have made her a stronger advocate and community leader. The synergy of skills and "being educated about the political process, the bills, measures and propositions that will affect our community... has given me more knowledge so when I speak, I am not just speaking out of emotion, I am speaking from an informed view."

Allegra is a strong force for justice and equity, and in her role as co-founder of The Village Advocates of Sacramento, Boots on the ground for BYLP, and as a Sacramento ACT leader, she is empowering others to advocate for themselves and their communities. Allegra understands the transformative strength derived from standing in solidarity with others, and leveraging the community's collective voice:



▲ Allegra and her husband Charles Taylor, CEO of *The Village Advocates of Sacramento*.

When you give the power to the people, the people make changes. When the people understand their power, and when they step into that power without fear ... we can get some things done. We can really make some changes.



Black Parallel School Board

Sacramento Building Health Communities (BHC)

Grantee Profile

In 1854 the Sacramento school commissioners opened the first public school and did not admit Black students.¹² In 1954, the United States Supreme Court ruled in *Brown versus the Board of Education of Topeka*, that racially segregated schools were unconstitutional. However, in Sacramento white flight to the suburbs and racially restrictive covenants led to segregated communities and as a byproduct, segregated schools. By 1965, the quality of education for Sacramento Black students had noticeably deteriorated.³

Between 1965 and 2007, reports were written about the poor quality of Black students' education, and initiatives were started to address the issue. Both had little to no effect, as the gap between Black and white students' educational outcomes became wider. In 2007, the Sacramento Area Black Caucus released a report titled *The State of Black Students' Education*. The report included a set of recommendations, one of which was to establish a parallel school board for the Sacramento City Unified School District (SCUSD) Board of Education.⁴

Founded in 2008, the Black Parallel School Board (BPSB) is a community organization that supports the educational growth and achievement of Black students. The BPSB was developed to work parallel to the SCUSD Board of Education by monitoring all SCUSD educational activities and programs to assure they are compatible with and supportive of the needs of Black students.

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

Black Parallel School Board Programs

The BPSB has been an active Sacramento BHC grantee since 2010. In October 2011, Sacramento was one of four BHC sites that participated in a “virtual rally” to raise awareness of school discipline policies that disproportionately impact students of color. After successfully mobilizing youth for the rally, BPSB garnered a reputation within TCE as an organization that could connect Sacramento’s local school discipline work to larger statewide efforts around school discipline reform. This recognition, paired with a growing statewide school discipline reform movement, further strengthened BPSB’s partnership with TCE and the Sacramento BHC initiative and led to an increase in BHC grant funds for the organization. BPSB used those resources to build the organization’s capacity, increase their involvement in school discipline policy reform efforts at the local and state level, and to develop and expand the programs described below.

Zero Tolerance Youth Leadership Team

In 2011, the BPSB created the Zero Tolerance Youth Leadership Team as a pipeline for creating “**the next generation of movement builders.**” The team is comprised of high school age youth who receive leadership training, and advocate for school discipline policy and practice reforms, with school boards, and local and state elected officials.



Restorative Justice Collaborative

In 2013, SCUSD established the Restorative Justice Collaborative to improve school climate and reduce suspensions and expulsions for students of color. The Collaborative – which included BPSB - drafted two policies that were adopted by the SCUSD Board in 2014: (1) the Whole Child Policy aimed at reducing racial disparities, and (2) a revised Discipline Policy that outlined a framework for implementing equitable discipline practices and minimizing the excessive use of willful defiance as a reason to impose in-school and off-campus suspensions.

When a new SCUSD Superintendent was hired in 2014, school discipline policy reform was no longer a priority and the District disbanded the Restorative Justice Collaborative. In 2015, BPSB reconstituted the Collaborative with a grassroots focus. While SCUSD made noteworthy progress with policy reform, the district-wide implementation of those policies remains a challenge.

The reconstituted Restorative Justice Collaborative advocates for SCUSD to implement the policies passed in 2014 by providing Positive Behavioral Interventions and Supports (PBIS) for students and Restorative Justice professional development for staff. In September 2018, the BPSB – and the Sacramento BHC Hub Director - joined the newly formed SCUSD African American Achievement Initiative Advisory Taskforce, which is responsible for developing and guiding action steps to reduce African American student suspension rates and increase their attendance and graduation rates.

Community Priority Coalition

The BPSB launched the Community Priority Coalition in 2013 as a vehicle for educating and engaging the community in SCUSD’s Local Control Accountability Plan (LCAP). To provide more resources for school districts that have a high number of low-income, foster youth and English Language Learners, and to give communities the ability to customize education programs to meet those students’ needs, the California Legislature upended the K-12 finance system that was in place for 40 years, by enacting the Local Control Funding Formula in 2013. Each school district must submit a LCAP, or a three-year plan that outlines goals and budget expenditures to support student outcomes that address state and local priorities. Each year the Coalition engages parents and students to develop priorities for LCAP funding, and then creates an alternative district budget that is submitted to the SCUSD Board of Education to close the opportunity gap that exists between white students and students of color.

Black Parallel School Board Programs

Central Valley Movement Building

BPSB became involved in the Central Valley Movement Building (CVMB) in 2014. The CVMB is a coalition of community-based organizations in the Central Valley that works to dismantle the school to prison pipeline. BPSB received funding from TCE to provide technical support and training to build the capacity of the movement, in part by replicating the BPSB in other Valley communities. Carl Pinkston (Pinkston), with the BPSB, believes that CVMB is having an impact by fostering solidarity across the Central Valley:

“[Our work] has had a significant impact. We have seen suspension rates drop. A lot of these communities are getting organized ... When we give them a roadmap, it is so empowering to them. And probably the most powerful piece, they no longer feel alone, they feel connected to the Central Valley, to them that is so powerful.”

The Impact of BHC Support on the Organization

Pinkston believes that **BPSB has transformed from a grassroots organization** to a professional organization because of the partnership with TCE through the BHC initiative. With BHC funding BPSB shifted from being a volunteer run organization to having three paid staff, which according to Pinkston:

“Expanded our [BPSB] capacity in terms of resources. Before, my concern was we [BPSB] were all volunteers. The problem with volunteers is they give you so much and move on. TCE funding gave us stability for key people who can work with Black Parallel School Board on a consistent basis.”

Full-time staff increased the organization’s capacity and provided greater flexibility to engage in issues as they arise. Pinkston relayed that with paid staff, “you can shift and change if something happens.” With volunteers, “you cannot say, ‘hey, I need you to come to the Capitol,’ because they say, ‘no, I have to work, or I cannot do this.’ It limits our capacity to focus principally on critical work.”

In addition to full-time staff, **BPSB’s capacity has grown because of the networks the organization has formed within, and beyond Sacramento.** BPSB’s involvement in the BHC resulted in the organization having access to, “resources we did not have before,” and “partners across the state and in the community,” including legal and data experts that the organization can draw support from. The BHC provided BPSB with:

“Connection to the Capitol [California State Capitol] in a much different way. There are people at the Capital who are policy wonks who live and die there. We [BPSB] do not. But they [TCE] put us in touch with people from Children Now and ACLU ... we can draw on them to help us develop the kinds of policy to impact and enforce the [school] Districts to do the right thing.”

Impact of BHC Support on Organizational Capacity

The support received through the BHC initiative, **elevated BPSB into a lasting institution with the capacity to mobilize, and provide resources and assistance to community residents:**

“If someone asked me, where would you have been if TCE did not exist, we would still be grassroots chugging along part-time, and doing it because someone is fired up or pissed off and then you disperse, as opposed to a consistent presence. Now we are a keeper of knowledge ... The Black Parallel School Board is an institution, it does not rise and fall with every issue that comes along.”



Within Sacramento, BPSB has **developed collaborative relationships with other BHC grantees.** BPSB has drawn on those relationships to move campaigns and programs forward. Pinkston considers the BHC instrumental in developing those relationships:

“Without the BHC, we [BHC grantees] would not be talking too much together. It serves as the tissue to come bring us together, to communicate online and offline ... I think it [collaborative relationships] would exist, but not in a way that is nourished by BHC, that constantly brings us back together.”

Pinkston credits TCE with understanding the importance of community organizing and movement building rather than taking a **“very narrow approach”** focused solely on **“numbers”** and outcomes. BPSB with the support received through BHC will continue to push for systems level change to positively impact educational outcomes for Black students and students of color, upending years of institutional racism.

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Hmong Innovating Politics

Sacramento Building Healthy Communities

Grantee Profile

Hmong Migration to the United States

The Hmong people have a long history of residing in China and mountainous regions of Southeast Asian, including Vietnam, Laos and Thailand and Myanmar.¹ Today there is a large Hmong population in the United States (U.S.) due to displacement caused by the U.S.-led Secret War, which lasted from 1959-1975. The conflict is known as the Secret War because the U.S. did not publicly declare war or engage U.S. troops, but rather covertly trained 30,000 Hmong recruited by the U.S. Central Intelligence Agency to battle North Vietnamese soldiers Pathet Lao insurgents. The war ended with Pathet Lao taking control of the Royal Kingdom of Laos in 1975, which led to open hostility toward the Hmong that aided the U.S.²

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

Hmong Migration to the United States

In part, to resettle the Hmong that aided the U.S. in the Secret War, the U.S. passed the Indochina Migration and Refugee Assistance Act in 1975, which provided refugee status to approximately 130,000 people from South Vietnam, Laos, and Cambodia and led to the first wave of Hmong immigration to the U.S.³ The second wave of Hmong immigration to the U.S. occurred in the 1980s and included the family members of those who were previously resettled in the U.S. Contrary to the perception that Southeast Asian refugees were welcomed to the U.S. because of their involvement in the war, in a CBS News/New York Times poll the following month after the act was passed, 62% of Americans did not support the resettlement of refugees. This action by President Carter did not go without its political ramifications.⁴

California is home to the largest Hmong population in the country, with the largest concentration of the Hmong population residing in Fresno and Sacramento. While the second wave of Hmong immigrants drew upon family members for support, the first wave of Hmong immigrants did not receive housing or job location assistance and faced downward mobility in a country where no one spoke their language and the economic and health care systems were radically different. In Sacramento, many Hmong resettled in the South Sacramento area, which due to historic systems of oppression is an underinvested and low-income community of color. According to Cha Vang (Vang), Executive Director of Hmong Innovating Politics (HIP), Southeast Asian folks living in the U.S. have a cultural identity grounded in not only the locations of which they have resettled to, but also how long they have resettled in the U.S. for, which has led to the Southeast Asian community having a different lived experience than the East Asian community.

Our history, and resettlement from our history, is different than East Asians. Our struggles are not linked to the Asian American populations that have a longer history in the U.S. who have established socio-economic status as opposed to Southeast Asians that are newer refugees ... our struggles of survival are closer to Black and Latino folks than East Asian folks.

The recognition of how history and place-based inequality can impact an ethnic community, was a catalyst to the founding of HIP. The founders realized that in the U.S. the Asian Pacific Islander (API) panethnicity – to which Hmong and other Asian and Pacific Islanders ethnicities are assigned regardless of their different histories, countries of origin and lived experience - trivialized the Southeast Asian community. The HIP founders saw a need to disaggregate the API panethnicity (i.e., Southeast Asian, East Asian, Pacific Islander) to accurately tell the story of each ethnic community and begin building the power of the marginalized ethnicities.

Founding of Hmong Innovating Politics (HIP)

In 2011, then California Assemblymember Roger Dickinson, convened ethnic-based advisory committees to inform his legislative agenda. Vang joined the Southeast Asian Advisory Committee to provide feedback about the sizeable Hmong populations in the Assembly district. As part of her work on the committee, Vang recognize that community members were able to identify many of the issues and harms impacting the community but lacked the experience and capacity to articulate policy solutions that would address the root causes of those issues. Moreover, Vang understood that community members felt disenfranchised by the existing power structures and many felt like they were on the outside looking in when critical decisions about the community were being made without them.

“... that is why we created HIP, to build power so we could utilize the access to power or push when the access is not there.”

- Cha Vang, HIP

Founding of HIP (continued)

Thus, HIP formed as a power building initiative to help residents envision and articulate solutions to improve their communities and build the power infrastructure to ensure that historically disenfranchised immigrant communities would always have a seat at the table, as Vang explained:

The Southeast Asian Advisory Committee members had access to people in power, but that did not mean we had power in our community ... so we can make change ... that is why we created HIP, to build power so we could utilize the access to power or push when the access is not there.

Due to the realization that access did not equal power, Vang and her colleagues founded HIP with the mission to “strengthen the political power of Hmong and disenfranchised communities through innovative civic engagement and strategic grassroots mobilization.”⁵ While HIP strives to strengthen the power of the Hmong community, the organization intentionally engages in crosscutting social justice issues. Vang describes HIP’s organizing philosophy and strategy as centering on the most marginalized communities in their work, even if those communities are not Hmong:

With some of the issues, the Hmong community is not the most marginalized. But, if we strengthen and center the most marginalized communities, that will strengthen the Hmong community and also benefit everyone.

Vang gave a poignant example when discussing HIP’s support for the Movement of Black Lives.

“If we can center young black men and stop police brutality and over-policing in our low-income communities, that will strengthen the Hmong communities because we live in those communities and because we are also impacted by police brutality.”



According to Vang, Integrated Voter Engagement (IVE) is “the core of what HIP does,” and how the organization uses civic participation to build people power. Vang describes IVE as “constantly building relationships and building them long-term, instead of just when our communities need to vote.” HIP works with both adults and youth, and believes “young people are our future, but they are also our present. Their voices and their vision are essential to the progress of our community.” HIP used their initial BHC grant to launch the HIP Organizing Academy. Since then, HIP led a **voter engagement initiative** to inform residents about the California Voter’s Choice Act (VCA) meant to provide greater flexibility and convenience for voters. Sacramento was one of five California counties that piloted VCA during the June 2018 primaries. Voter turnout increased by 70% in the 2018 primary and 78% for the 2018 general election.⁶



BHC as a Catalyst to Organizational Growth

HIP also played a central role in the **Ethnic Studies Now Coalition**, which successfully advocated for ethnic studies as a high school graduation requirement for students in the Sacramento City Unified School District (SCUSD). The coalition is currently working with Elk Grove Unified School District (EGUSD) to implement an Ethnic Studies graduation requirement. HIP is also co-leading an effort in the SCUSD to **end the use of School Resource Officers** (SRO), or school police. In February 2019, SCUSD renewed the SRO contract through June 2019 with the goal of removing SROs from SCUSD schools in the 2019/20 academic year pending Board approval of an alternative school safety plan. HIP is a member of the collaborative working on the development of the safety plan.

Vang firmly believes that HIP has benefited from being part of the Sacramento BHC. According to Vang, through the BHC she learns what other nonprofits are working on and can draw on the many BHC nonprofit partners for support.

There are so many partners in the BHC initiative that I can always reach out to any one of them and get some expertise that I do not have.

Vang also believes that the BHC “has become a force” in Sacramento, which provides leverage when advocating with policy and decision makers. For example, when HIP advocates with decision makers the organization directly benefits because, “there is some political power behind ‘we are part of the BHC,’ that has some weight behind it.” Vang also noted that HIP indirectly benefits because, “we are part of work that is trying to bring equity to our communities,” which benefits not only the Hmong, but all marginalized communities.

The focus on equity has led BHC partners to be mindful of the communities that are, and are not, at the table, and to recommend that the partners not represented are invited to be part of the conversation. According to Vang this has increased HIP’s visibility and grown the organization’s reputation. Vang believes one of the biggest impacts of being a BHC partner is the growth of the organization’s reputation and visibility. Because of the BHC, HIP is:

...included in things that otherwise people would not remember. That has been able to help us grow and get name recognition ... HIP does not have a lot of capacity to be everywhere but being part of BHC and having the partners say “HIP is part of the BHC initiative and that we should be able to be at the table” has been such a huge help in having us be more visible.

The organization’s capacity has also grown through their involvement in the BHC. Vang believes BHC funding was a “game changer” for the organization. Vang relayed that when HIP was first formed:

We [founders] all had full time jobs, so we did not have the capacity to fundraise for our organization. To the credit of [BHC], [they were] the first one to invest in [HIP].

When asked where HIP would be without BHC’s support, Vang stated that:

We would still be working from a shoebox under the bed. That [was] literally us... we had this small little budget and had all our funding in a shoebox under someone’s bed. Definitely without BHC, we would not have been able to build the capacity for the power of our communities and to grow our organization

Through the BHC, HIP has increased the organization’s capacity and has become connected to statewide organizations and other BHC sites. HIP receives funding from the Fresno, Merced and Kern BHC sites to be a partner in the **Central Valley United for Power**, a coalition comprised of 12 organizations, to build a resident leadership pipeline in the Central Valley and increase civic participation. Vang believes that because of the BHC:

We have been able to connect the two largest Hmong communities in California – Sacramento and Fresno – to build political power throughout the Greater Central Valley.

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