Attachment One:
Proposal Narrative

Proposed collaborative organizational structure
The Sacramento Building Healthy Communities (SBHC) Hub will be a continually open collaborative group, permitting community residents of all ages and representatives of neighborhood associations, business associations, community-based organizations, government agencies and other stakeholders to join at any time. This whole collaborative group will be led by a steering committee, comprised of approximately 20 members. Administrative and coordination tasks will be accomplished through the Hub staff, employed or contracted with the host agency, Asian Resources, Inc. The SBHC Hub will function as an unincorporated non-profit association. The steering committee may recommend the formation of committees or work groups to carry out various functions of the Hub. Such committees will be open with regard to membership for all Hub participants. The steering committee will recommend the formation of two particular committees or work groups that will be focused on (1) resident engagement, participation and leadership development and (2) youth resident engagement, participation and leadership development respectively. (Until these committees or work groups are formed following the election of the steering committee, the health access, resident liaison and youth engagement committees will continue their work in preparation for that transition and to begin the process of developing collaborations for particular work and proposals to carry out the strategies described in the logic model).

Process to be used to determine individual and/or organizational participation on the hub.
The SBHC Hub will permit participation by all of the individuals and organizational representatives described above who agree to abide by the guiding principles set forth by the Hub. Participants must agree to adhere to these core principles in order to ensure that the Hub can function in an atmosphere of mutual respect that values the contributions of all members and the interests of the Hub in working efficiently and effectively. No fewer than fifty percent of Hub participants will be community residents. This threshold will be achieved through continual outreach to residents and engagement of them as participants, rather than by limiting the number of non-resident participants.

The SBHC Hub will largely rely upon its steering committee for decision-making. The steering committee will initially be elected by the SBHC Hub participants and will be comprised of 20 members. (The planning phase steering committee will remain in place for transition issues only and to coordinate April and May meetings of the Hub. In April, the Hub structure will be presented to participants and they will be invited to nominate themselves or others as candidates for election to the steering committee. The participants at that meeting will vote to elect an "election committee" which will develop an application for candidates, explain the role of a steering committee member, create ballots for the election and coordinate the election in May. At the May meeting, applications will be available and the role of the steering committee members will be explained. The election committee will receive applications during the month of May and will nominate a slate of candidates for steering committee that is diverse, represents each major neighborhood and includes the agencies and organizations necessary to progress the work as noted below. Candidates not selected for the slate will still be eligible to be elected. In June, the election committee will coordinate the election and tabulate results to seat the steering committee as soon as possible.) Like the Hub itself, the steering committee will be comprised of
no fewer than 10 residents. One resident member must be 20 years old or younger and one resident member must be 60 years old or older. There must also be one member elected from the following organizations or agencies: Sacramento City Unified School District, Sacramento County Public Health Department, a land use organization or agency, a legal services organization, Sacramento County government, Sacramento City government, a business association, a community based organization. The steering committee, once seated, will vote to elect Co-Chairs, at least one of whom must be a resident. The steering committee will also form an appointment committee that will be responsible for evaluating the diversity of the steering committee, particularly with regard to the factors of age, ethnicity, gender/gender identity, sexual identity, income level and spoken language. The appointment committee will make recommendations for appointments and will receive applications for appointment on a rolling basis. The steering committee will vote to elect future steering committee members based upon the appointment committee's recommendations. Other committees or work groups may be formed by the steering committee and will be staffed by Hub participants. The steering committee will appoint an initial coordinator of each committee or work group for purposes of coordinating an initial meeting and election of a Chair. Committees and work groups will report back to the steering committee at regular intervals and will also provide periodic reports to the Hub along with written minutes or reports on the work of that committee or group.

How guiding principles will be developed
During the collaborative’s winter retreat, SBHC partners began the process of developing shared vision and values. A workgroup continued the work and developed the following draft visionary statements:

- A thriving community where everyone is a participant.
- A community where youth and children are respected, included and are active leaders.
- Local schools are the “hub” and “heart” of the community.
- Education system where curriculum engages and increases retention of students.
- Healthy, clean physical space promotes and inspires peaceful, active living.
- Health, safe, affordable homes that foster community pride.
- Today’s residents have the opportunity to live here, work here and enjoy the benefits of the community.
- Local economy supports residents and youth and they sustain the local economy.
- Everyone has access to affordable, culturally appropriate healthcare in the community.
- Access to local, fresh foods promoting healthy eating.

The workgroup will reconvene to fine tune the vision statements and draw out guiding principles.

How the collaborative will address conflict and tension
The Hub will, during its first quarter of operation and at regular intervals thereafter as determined by the steering committee, provide training and orientation to Hub participants designed to confront identified challenges related to divisions between community residents and stakeholders related to race, ethnicity, culture, sexual orientation, language, immigration status, religion, gender, disability and other characteristics of community members. The guiding
principles will be designed to address the core value of mutual respect held by the Hub. The steering committee will address concerns regarding conflicts and tension and will identify an independent mediator that can accept referrals for significant disputes that arise in the course of the Hub's work.

Youth and adult resident leadership
The Hub’s coordinator will ensure that Hub meetings provide opportunity for leadership and participation by both adult and youth residents by structuring meetings appropriately and providing supports like language interpretation and translation, location of meetings at accessible and familiar sites and child care. The steering committee will consider a youth advisory council, or similar entity, that will focus on capacity-building for organizations to involve young people in their work, provide support for young people to be leaders within organizations and help adults learn how to work with youth and promote youth leadership. (The steering committee will consider using the Youth Leadership Council of the South Sacramento Coalition for this purpose.) The steering committee will work with the current resident liaison group to transition their work to a new committee or work group which will develop networks across the neighborhood associations, target parents in schools, work with community organizers to engage local congregations and design (and utilize existing) resident training academies to prepare residents of all ages for leadership roles.

Diversity and inclusion of differing viewpoints
Honoring values expressed in the core principles, the Hub will take steps to ensure broad access to meetings and other activities for the entire community. These steps may include provision of language interpretation at meetings, use of small group settings to permit Hub participation for those who cannot, for any reason, participate in large group meetings, special outreach to communities who are invited to participate but do not readily engage, ongoing education on issues that promote inclusion and collaborative work. In addition to individual education, the Hub will proactively consider and address institutional frameworks which serve as systemic barriers to inclusion and diversity.

Cultural competency and language access
The Hub, in meetings as well as other activities, will provide translation of written materials. The Hub will also utilize the language and cultural expertise of its participant individuals and organizations. Hub activities will be planned in a way to permit participation by individuals and groups in a variety of activities that are culturally familiar. The steering committee will consider formation of a committee or workgroup that will identify current needs and establish a set of standards for culturally and linguistically competent work.

Participation of local and regional systems leaders
The Hub will consider the appropriate ways to include local and regional systems leaders in its work. The approach may be modified over time. Representatives of a number of systems will participate on the steering committee. The Hub will work to engage systems leaders by educating them about SBHC and communicating with them on a regular basis about progress and needs.

Ongoing planning and priority setting
The steering committee will review the plan at regular intervals and will evaluate progress quarterly. The steering committee will select data and indicators to track progress. The Hub as a whole will be involved in plan review and priority setting periodically. As part of this process, the Hub may wish to convene a “conference for sharing” or other event to share the work of SBHC with participants and others.

Coordination of community events and collaborative activities
A Hub calendar will be maintained by Hub staff and will be updated on an ongoing basis in order to keep posted events current. This calendar will be available in a variety of formats, including on CalConnect, an SBHC website, in print form (distributed to parents through schools) and posted in locations (such as community center bulletin boards) where it is likely to be seen by a large number of community residents. In addition, the Hub will utilize other forms of media, particularly those that will enable the Hub to reach other residents including speakers of particular languages or cultural groups, youth residents, and socially isolated people. The Hub will coordinate with the South Sacramento Coalition and other neighborhood and regional collaborative groups, to ensure SBHC events are scheduled on days and time that complement the work of these other groups.

Implementation and sequencing of BHC strategies
Following the plan submitted to TCE in Spring 2010, the Hub will engage in a process to schedule implementation of the plan work, taking into account those resources provided by TCE through its grant making and the resources already available to Hub participants. The Hub will direct the implementation of the work and sequencing of strategies in accordance with the plan. Hub participants will commit to implementation of aspects of plan that do not require commitment of new resources from TCE or another source. These implementation plans will be shared with the community through a variety of methods intended to reach the greatest number of residents.

Training and capacity building for hub participants
A committee or work group will engage in an assessment of the needs and desires of Hub participants for capacity building. To the extent TCE does not provide funding or direct capacity building for some needs of the Hub participants, the Hub will set aside funds to ensure that those needs can be met. Training or informational events will be scheduled to coincide with Hub meetings or events to maximize participation.

Neighborhood and local-level communications
A committee or work group will design a communication plan that explains how the Hub will communicate with residents who live in particular neighborhoods, on particular blocks, etc. The plan will call for outreach to all community residents and will be detailed enough to permit the Hub to track actual contacts in small geographic units. All effective means of communication will be utilized in accordance with the plan. These means will include but not be limited to home visits, newsletters, communications through neighborhood associations/schools/churches/business associations, phone trees, flyers, blogging, mailing, and posting in public places.

Evaluation and learning
The steering committee will consider formation of a committee or work group review to TCE’s plan for evaluation and make recommendations for evaluation and learning specific to SBHC. The Hub will utilize a local evaluator and will focus on collecting information and conveying information in a way that supplements TCE’s planned evaluation. The Hub will seek evaluation support that includes elements of participatory evaluation and empowerment evaluation to engage resident and youth in the data collection and reporting.

**Tracking and measuring impact**
The steering committee will consider formation of a committee or workgroup to select data to track that will be reviewed annually and to produce a SBHC “report card” that would include annual updates of this data over the 10 years.

**Timely BHC plan modifications and adjustments**
The Hub will await further clarification of the roles of the Hub and steering committee to determine its methods for modification and adjustment of the plan. In any event, the Hub will revisit the plan quarterly.

**Acknowledging and celebrating progress and success**
The Hub will acknowledge and celebrate progress and success. The steering committee will consider establishing an annual award or awards (possibly for a youth resident and in the form of a scholarship underwritten by local businesses).

**How we will learn from best practices and policy changes accomplished by other BHC sites and other community change initiatives across the country**
Hub participants will communicate with colleagues at other BHC sites in order to explore the possibility of developing formal or informal “sister site” relationships and mechanisms for shared learning. Similarly, Hub participants will share information about initiatives they become aware of throughout the nation. The steering committee will consider formation of a committee or work group to formalize this work and develop ways to share information with Hub participants.

**How we will lift up the innovation and policy improvements from SBHC so other BHC sites and/or community change initiatives nationally can benefit**
Building on the relationships developed with individuals and organizations throughout the nation, the Hub will create processes (possibly an annual meeting) to share the progress and learning from the SBHC work. Site visits, publications/reports and join convenings are other methods for communication outside the region regarding the SBHC working. The steering committee will consider formation of a committee or workgroup to coordinate this activity.

**Ideas for using the arts and culture as a means to engage youth**
The Hub will incorporate arts and culture to engage youth residents as well as residents of all ages through events that bring the arts into familiar community settings such as schools. Talent shows, outdoor murals or art in public places, photo documentary projects, art walks, live music events and movie screenings are some of the activities the Hub will utilize.