

JASPER CONSULTING

October 8, 2018

Kim Williams, SACBHC Director
Sacramento Building Healthy Communities
4625 44th Street, Suite 10
Sacramento, CA 95820

Dear Ms. Williams:

Sacramento Building Healthy Communities “SACBHC” engaged Jasper Consulting to provide the following services:

- 1) Research and identify sustainability models applicable to the SACBHC and their long-term goals and objectives
- 2) Gather pertinent information from each model and present in a format that enables SACBHC leadership and various committees to effectively compare and vet models, and
- 3) Present plan to leadership team at designated date.

Jasper Consulting completed the following activities:

- 1) Conducted initial meetings with Kim Williams, SACBHC Director and Elaine Abelaye, member of the leadership team. Jasper Consulting continued to check in with Ms. Williams at various points throughout the project to obtain additional input/feedback on work product.
- 2) Met with entire leadership team via phone on August 7, 2018. During this meeting, Wendy J. Petko of Jasper Consulting, updated leadership team on research conducted thus far, feedback from them on what information they felt they needed to help them make an informed decision and obtained their thoughts at the moment on what SACBHC should do. That feedback is provided in the attached document entitled **“Leadership Team Feedback-August 7, 2018”**.
- 3) Conducted a review and side-by-side comparison to SACBHC of the following models (see attached documents entitled **“Dudley Street Neighborhood Initiative Comparison to SACBHC”** and **“Chicago Neighborhood Initiative Comparison to SACBHC”**):
 - a) Dudley Street Neighborhood Initiative
 - b) Chicago Neighborhood Initiative
- 4) Reviewed general information on the following organizations who are also part of the California Endowment’s Building Healthy Communities (BHC) 10-year comprehensive community initiative:
 - a) Long Beach BHC
 - b) Fresno BHC

Both these organizations are in very similar circumstances as SACBHC; thus, a side-by-side comparison was not conducted. Doing so would not significantly contribute information to help SACBHC determine next steps. However, Jasper Consulting felt that the Long Beach Cochella and Fresno BHC were more effective at communicating how their efforts resulted in change in the communities they serve.

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- 5) Conducted an analysis for SACBHC on the following scenarios (see attached document entitled “*SACBHC Scenario Analysis*”):
 - a) SACBHC Remains the Same (under SHF as fiscal agent w/same functions)
 - b) SACBHC Functions Change (under SHF as fiscal agent w/modified functions)
 - c) SACBHC Modifies Functions (Into its own non-profit)
 - d) SACBHC Becomes For-Profit Entity to Provide Community Back-Bone Support (Fee for Service Model-Similar to previous Non-Profit Resource Center)

Based on the research and analysis completed thus far, Jasper Consulting has the following recommendations for next steps for SACBHC:

- **Task:**
Obtain consensus from advisory committee on what overarching scenario they would like to pursue for the SACBHC.
Recommendation:
This initial decision should be whether the leadership team wants to immediately become their own non-profit/for-profit or stay under Sierra Health Foundation. Any decision related to whether SACBHC continues with the same functions vs. modified functions should be tabled at this time to allow proper time to fully evaluate the feasibility of specific transition/sustainability plans.
- **Task:**
Take steps to develop strategic plan and obtain core operating support to support efforts.
Recommendation:
Secure funding to hire a full-time staff member to focus on day-to-day activities to enable director to lead strategic planning efforts and investigate opportunities to obtain funding to support these same efforts. The addition of this staff member will also enable the organization to address the need for succession planning particularly, if there is an unexpected vacancy of the SACBHC Director. Currently, the SACBHC Director holds most of the knowledge around organizational history and the history of the non-profits it supports, long established relationships based on trust with community organizations/members, and knowledge of processes and procedures many of which are not documented.
- **Task:**
Reach agreement with The California Endowment and Sierra Health Foundation to clarify relationship and support to be provided during this transition period (through 2020).
Recommendation:
SACBHC should explore an opportunity to work with The California Endowment and Sierra Health Foundation to develop and implement a sustainable model. While this is being developed, the parties should ensure that they document this information so that it can be used to develop a fact-based decision model. Many non-profits that have received funding from The California Endowment will also struggle to sustain affected programs. It is critical to send a message that this 10-year initiative was a launching pad to creating long-term support for the community. To do this, it is critical that SACBHC and those funded are transitioned to a model that is sustainable so that community support continues. That will make this 10-year investment a true success.

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- **Task:**

Update SACBHC website to clearly state role, purpose, successes.

- **Recommendation:**

The websites should clearly articulate to the community and potential partners the benefit that SACBHC brings to the community. Fresno BHC and Long Beach BHC are examples of this. Their website clearly shows what specifically they have done to make a difference in their community. Additionally, there is an opportunity to ensure all information is streamlined to make the presentation of information more appealing to visitors.

- **Task**

Address branding.

- **Recommendation:**

The official name of the organization needs to be clear. The organization is referred by members of the community as SACBHC, BHC, and The HUB is confusing.

SACBHC is clearly viewed as a trusted resource by members of the non-profit industry and the community at large. This is a strength that is not typical to the extent that SACBHC has been able to achieve. This strength should not be underestimated and should be leveraged as it moves forward in partnership with key stakeholders and the Sacramento community on the development and implementation of plans to ensure sustainability and continued community support.

Sincerely,

Wendy J Petko

Wendy J. Petko, M.B.A.