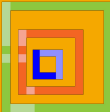




# BUILDING HEALTHY COMMUNITIES: A DECADE IN REVIEW

November 2020

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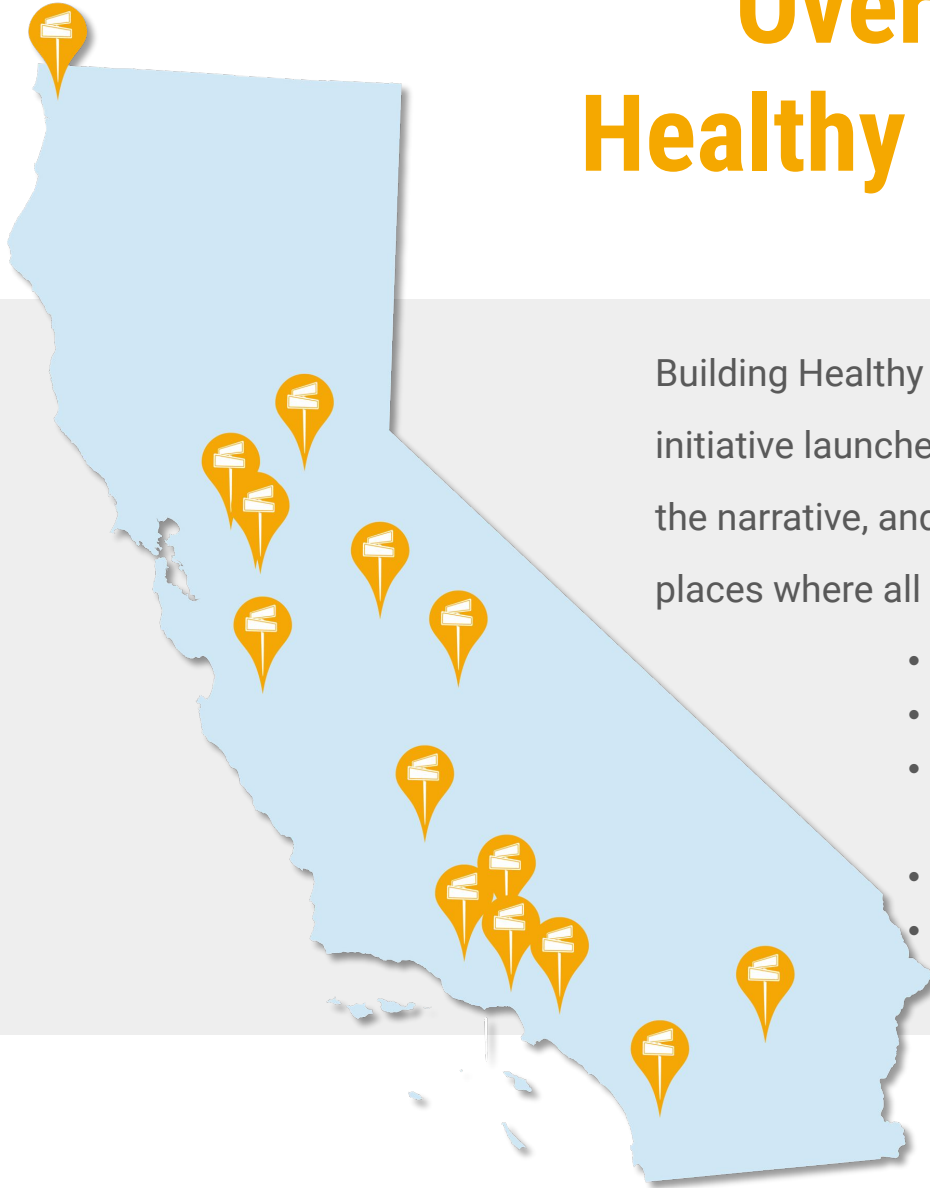


Interactive  
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# Overview of Building Healthy Communities (BHC)



Building Healthy Communities (BHC) is a 10-year, \$1 billion comprehensive community change initiative launched by The California Endowment (TCE) in 2010 to advance statewide policy, change the narrative, and transform **14 of California's communities** devastated by health inequities into places where all people and neighborhoods thrive. This includes:

- Boyle Heights
- Central Santa Ana
- Central/Southeast/Southwest Fresno
- City Heights
- Del Norte and Tribal Lands
- Eastern Coachella Valley
- East Oakland
- East Salinas (Alisal)
- Long Beach
- Richmond
- South Sacramento
- South Los Angeles
- South Kern
- Southwest Merced/East Merced County

# How to use and interpret this report

## PURPOSE:

### Develop a summary that:

- Synthesizes 10 years of BHC efforts focused on high-level storylines for each of the four North Star Goals.
- Lifts up key achievements and challenges of BHC partners, and documents the impact they have had on local communities and the state.

### Guiding principles and aims:

- Provide a brief, visual, and highly synthesized narrative that attempts to capture the complexity, breadth, and depth of the foundation's work.
- Present select data points, measures, case examples, news stories, and anecdotes to support high-level storylines for each of the North Star Goals.
- Extract insights presenting storylines in a digestible and easy-to-understand way, using accessible language in a "landscape format" to be read as a report or "info pack," and not as a traditional PowerPoint presentation.
- Embody a spirit of humility by giving primary credit to BHC partners who led and implemented the majority of the most challenging, on-the-ground work, as well as co-funders of these efforts.

### Caveats and limitations:

- This project **represents only a slice of** the breadth, depth, and complexity of the initiative.
- This project captures how BHC may have contributed to impact; this project does not and cannot attribute, prove, and/or quantify impact of BHC statewide and on its communities.
- TCE conceived of the BHC approach and provided funding to support grantee partners in some of their activities, engaged other funders to support the initiative, and encouraged collaboration and action among local stakeholders using the BHC brand, though not necessarily with TCE funds, to advance health-promoting policies in the BHC places. Participating stakeholders used non-TCE funds for lobbying and any other activities that could not be conducted with TCE funds.

# Executive Summary

- The Ten-Year Building Healthy Communities (BHC) Digital Retrospective project marks the final year of The California Endowment's (TCE) ambitious 10-Year, \$1B effort to build power and organizing capacity locally, advance statewide policy, change the narrative, and transform **14 of California's communities** devastated by health inequities into places where all people and neighborhoods thrive.
- Over the course of the past decade, BHC has had a tremendous impact on its communities, regions, and the state, contributing to **1,200+** wins\* and counting through its vibrant and strong power-building infrastructure comprised of local, regional, and statewide community-based organizations and grassroots coalitions.
- The initiative developed innovative approaches to address the social determinants of health and promote racial & health equity and, along the way, reimaged the role of philanthropy in public health through the creation of a new model—a proof of concept—for effectively supporting communities.
- In doing this, TCE learned that building voice and power via long-term investment is the best and only way to advance health and racial equity in a sustainable fashion.
- At the onset, many of BHC's communities and leaders were highly critical of TCE's initial prescribed approach and, over-time, the Foundation listened and responded with flexibility. TCE is grateful for their candor, as it strengthened and clarified the aims of BHC, which ultimately led to its success.
- Due to this feedback, TCE went against the grain of the broader philanthropic field—debunking long-held grantmaking assumptions and producing a new set of innovative best practices.



\*Includes policy wins, systems changes and tangible benefits (see slide 19)

# Executive Summary, continued

This philanthropic approach provided the necessary support and platform for BHC partners and grantees to lead transformative change and achieve multiple impacts, of which only a select sample is represented below:



## **Building Voice and Power**

BHC partners cultivated a vibrant and dynamic adult, youth, and intergenerational organizing ecosystem that yielded over 1,200 local and state wins. The infrastructure built by BHC will help sustain these wins, while youth voice will continue to play a critical role in leading change for generations to come. BHC partners played a critical role in activating the state's electorate through Integrated Voter Engagement efforts (IVE), as well as transforming public systems, including bringing a racial equity lens to local governance. The initiative also influenced the broader philanthropic field, raising awareness around funding gaps in the Central Valley and boys and men of color, leveraging \$1.4B in public and private funds to BHC-related issues, and responding to the needs of partners and the shifting federal context.



## **Health Happens with Prevention**

BHC and funding partners played a critical role in supporting the implementation of the Affordable Care Act and ensuring communities enrolled in newly expanded Medi-Cal programs. This effort, supported by the state/local government and other funders, enabled California to become a national model of success. BHC partners also contributed to policies that expanded healthcare access to both children and youth, as well as to undocumented Californians, either through the health exchange, county safety net programs and/or new policies. BHC also seeded programs in Health Homes and Health Workforce, which resulted in millions of federal and state dollars of investment and will ensure better quality of care for Californians in need. Finally, BHC contributed to building prevention and healthcare capacity and infrastructure through CACHI in select communities to promote health equity.

# Executive Summary, continued



## Health Happens in Schools

BHC partners advocated for more equitable funding of California's schools through the Local Control Funding Formula (LCFF) policy, which resulted in much-needed increased per-pupil spending and lower teacher-to-student ratios. Moreover, partners played an important role in implementing the policy to ensure that new dollars directly benefited students and families most-in-need. BHC led a powerful campaign to improve school climate, change the public narrative and raise awareness surrounding the "school-to-prison pipeline" and end harsh and overly punitive school discipline policies. The work yielded a 50% decrease in suspensions statewide, contributing to more in-class time for teaching and learning. This school climate effort may have also contributed to an improvement in school graduation rates.



## Health Happens in Neighborhoods

BHC partners contributed to ending youth incarceration across the state with youth arrests declining by more than 75%. Coalitions also helped reduce mass incarceration through narrative change, the advocacy of critical policies such as Prop. 47, and ensuring strong implementation, which resulted in a marked decrease in the state's adult prison population. Given shifts at the federal level, BHC played a greater role in protecting immigrants and undocumented Californians both at the state- and local-levels. Last, people and community power helped resist displacement and advance equitable community development at the state- and local-levels. BHC sites offer ground-breaking case examples of how community organizing can promote environmental justice and yield improvements in water access and quality, and equitable development of parks and recreation and active transportation infrastructure.

## The work of BHC is far from done.

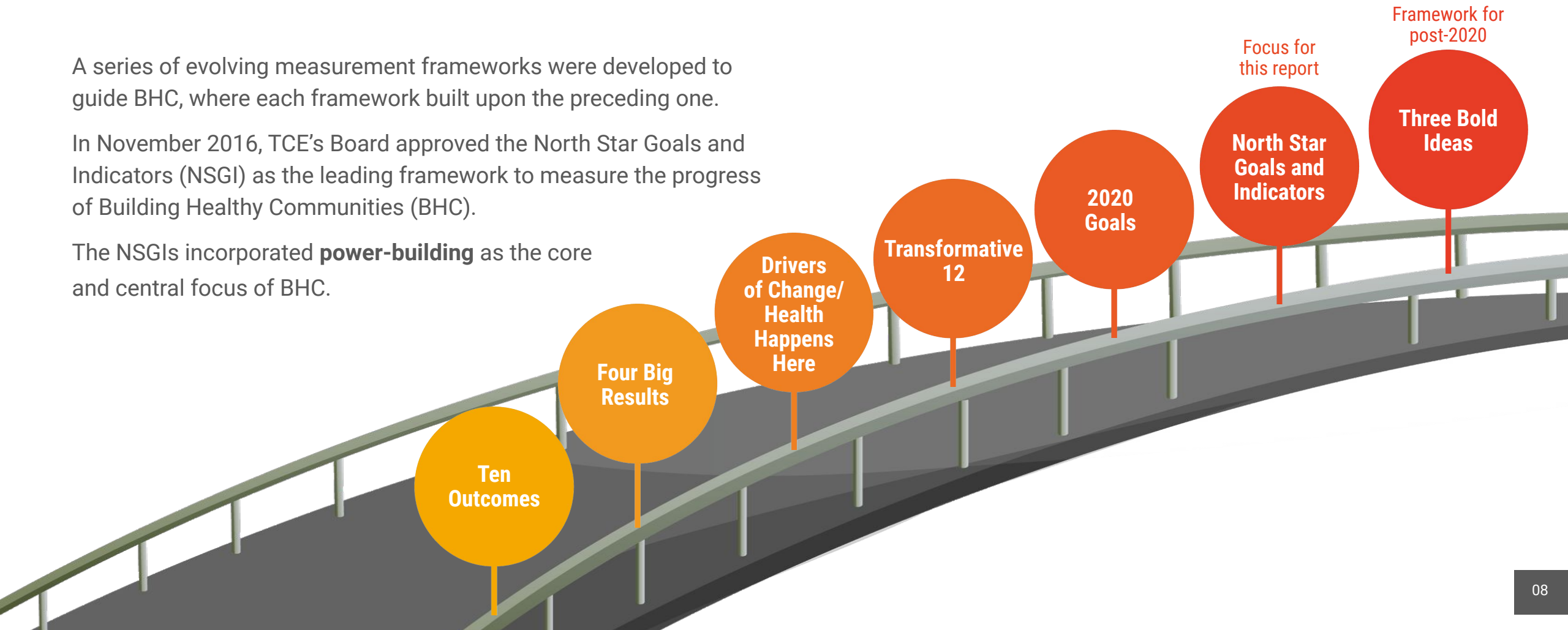
Despite this incredible body of work and resulting achievements, BHC communities and the state have not yet achieved health and racial equity. In conjunction, external factors such as the COVID-19 epidemic, the economic downturn and a federal context that seeks to undo and block BHC's progress impede BHC's current and future efforts. There is more work to be done. TCE remains committed to the BHC vision of racial and health equity beyond the sunset of the initiative and will continue advancing these goals with sustained investment and collaborative partnerships.

# Evolution from Four Big Results to North Star Goals and Indicators (NSGIs)

A series of evolving measurement frameworks were developed to guide BHC, where each framework built upon the preceding one.

In November 2016, TCE's Board approved the North Star Goals and Indicators (NSGI) as the leading framework to measure the progress of Building Healthy Communities (BHC).

The NSGIs incorporated **power-building** as the core and central focus of BHC.





# North Star Goals and Indicators (NSGIs)



## Building Voice and Power for a Healthy and Inclusive California



### GOAL 1

**Historically excluded adults and youth residents have voice, agency, and power in public and private decision making to create an inclusive democracy and close health equity gaps.**

- |  |  |  |   |
|--|--|--|---|
| <p><b>1</b> Strengthened leadership, organizations, collaborations, networks, and learning mechanisms are in place to engage community members in organizing in cross-race, issue, and sector campaigns, both locally and statewide.</p> | <p><b>2</b> The dominant cultural narrative has changed to one of inclusion and equity, recognizing traditionally excluded adult and youth residents as assets to their communities and prioritizing prevention over punishment.</p> | <p><b>3</b> Adult and youth residents have voice and power in local and state government and private sector decision-making processes affecting policies and resource distributions.</p> | <p><b>3.5</b> Public systems, structures and leaders are transformed to change cultural norms / practices / policies / resource allocation to achieve equitable outcomes for all.</p> |
|--|--|--|---|



## Health Happens With Prevention

### GOAL 2

**Californians have ready access to a health system that prioritizes prevention and coverage for all.**

- |  |   |
|--|---|
| <p><b>4</b> Local health systems have integrated preventive care with increased investment in public health and social and community services in an equitable and comprehensive fashion.</p> | <p><b>5</b> Low-income and hard-to-reach populations have access to and are enrolled in health insurance or affordable, quality health care programs.</p> |
|--|---|



## Health Happens in Schools

### GOAL 3

**California public schools provide positive and supportive learning environments that promote lifelong health and wellness for all students.**

- |  |   |
|--|---|
| <p><b>6</b> Schools implement positive discipline practices and provide supportive learning environments centered on trauma-informed principles to promote health and healing.</p> | <p><b>7</b> Students stay in school, maintain their attendance and experience academic success.</p> |
|--|---|



## Health Happens in Neighborhoods

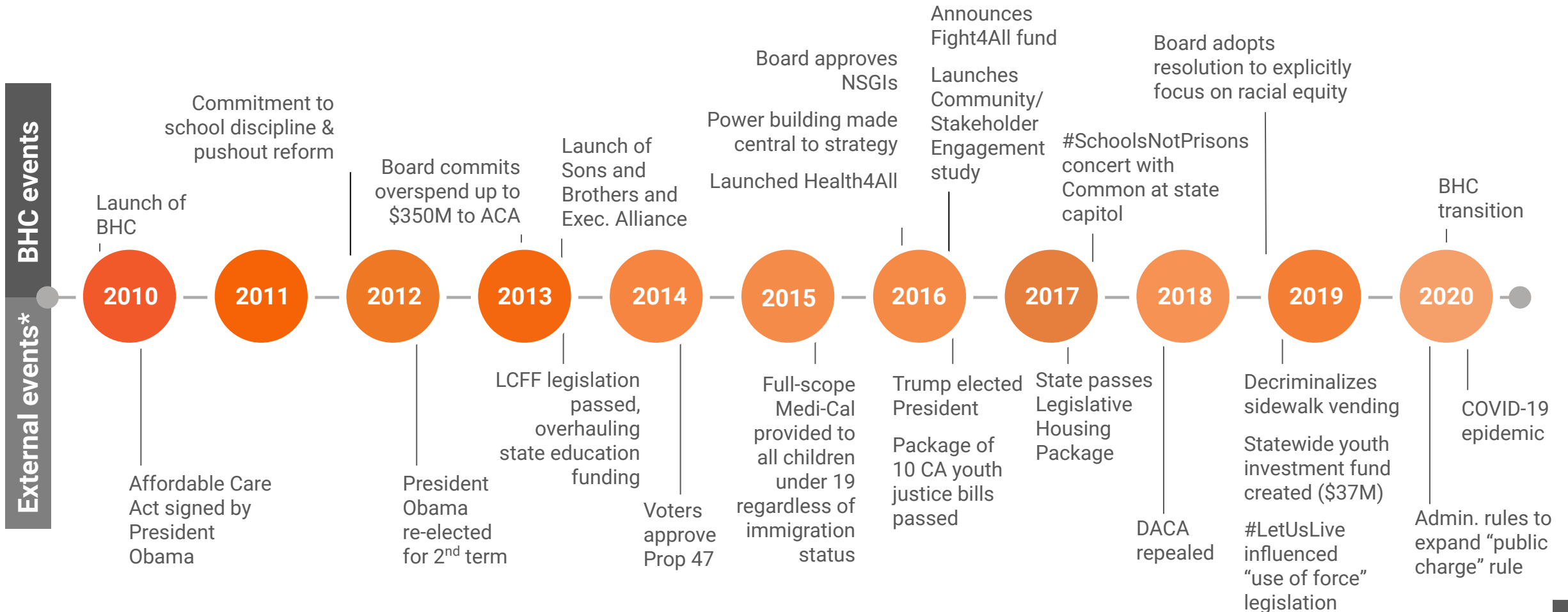
### GOAL 4

**California cities and counties, with state and tribal partners, build health into land use decisions, stabilize neighborhoods and shift resources from punishment to prevention.**

- |  |  |   |
|--|--|---|
| <p><b>8</b> Cities and counties, with state and tribal partners, include health in land use planning and policies, make health-promoting physical improvements in neighborhoods and create safe, stable communities.</p> | <p><b>9</b> Cities and counties, with state and tribal partners, recognize the toxic effects of trauma, prioritize youth development and resilience and shift the balance of public investment from punishment and incarceration to health and prevention.<br/><i>This indicator also applies under Goal 3</i></p> | <p><b>10</b> Youth and adults experience more positive connections and health benefits from living in their communities, avoid involvement in the justice system and, for the formerly incarcerated, successfully re-enter into community life.</p> |
|--|--|---|

# Key events over past 10 years

highlight that BHC has operated in a highly complex and dynamic environment and taken action to be both proactive and responsive to this shifting context



Source: Data synthesized and collated by CORE, 2019-20.

\*This only represents a fraction of key statewide/federal events; local events and wins are highlighted throughout the remainder of the report.

# Board made explicit commitment to racial equity

in August 2018

***WHEREAS**, pursuant to its mission and core values, The California Endowment has dedicated its resources to advancing the health of underserved communities and promoting diversity, equity, and inclusion in our grant making and organizational work; and*

***WHEREAS**, the legacy of racial injustice and racial inequality continue to impede progress and exacerbate divisiveness across the nation, resulting in poor health outcomes for people across our nation and California;*

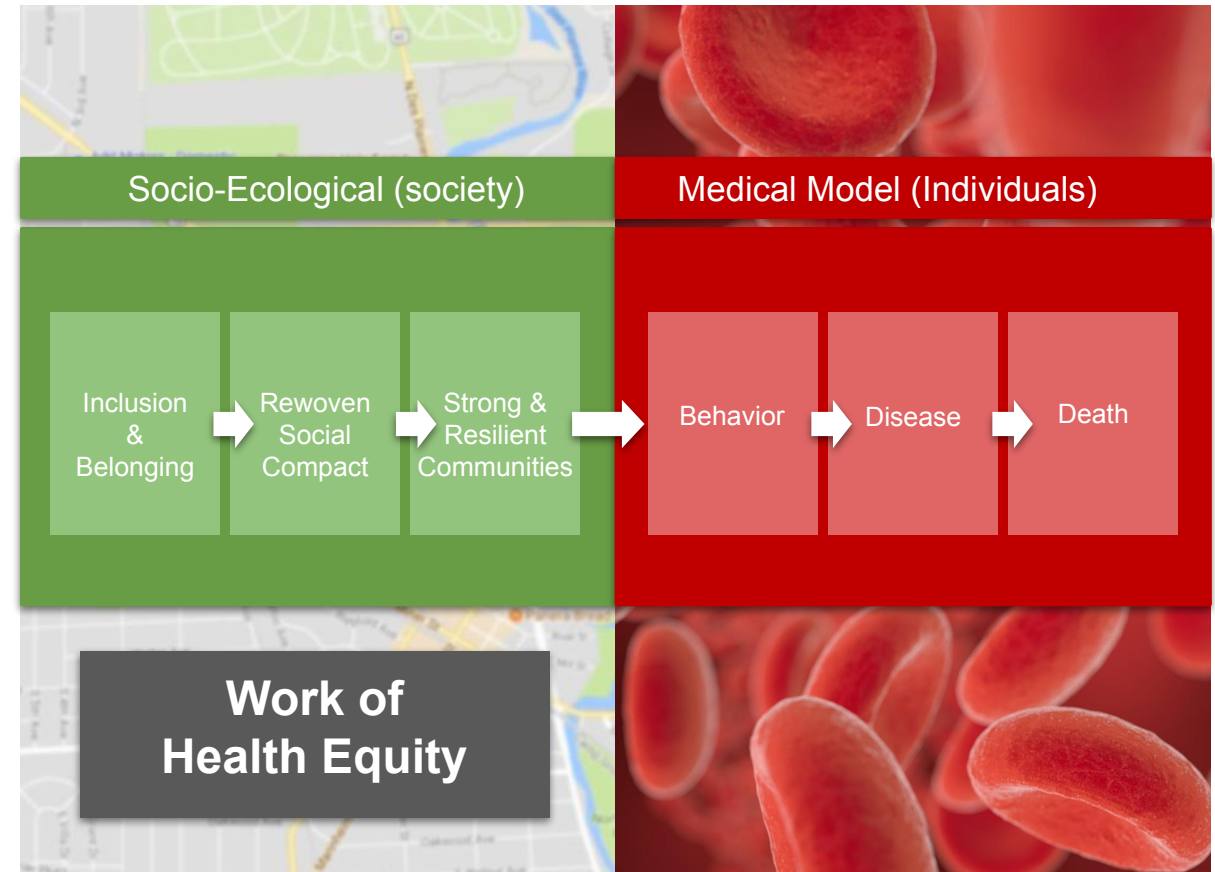
***WHEREAS**, that the Board of Directors, commits itself and the organization to engage in a deeper understanding of the interconnectedness of race and health, and to a more assertive and consistent application of a racial equity, racial justice, and racial healing lens to our work in the decade to come. We aspire to serve as an organizational model of such action for the field of philanthropy and the nonprofit sector and we commit to racial justice, health, and equity for all people.*

***RESOLVED**,  
that The California  
Endowment Board of  
Directors shall  
promote the use and  
adherence of these  
tools in conducting  
the business of The  
California  
Endowment.*

# BHC embodied an innovative philanthropic approach

by addressing the social determinants of health via community change

- Building on initiatives and foundations' lessons learned prior to BHC, TCE focused on addressing upstream approaches—the “social determinants of health” and prevention.
- Along the course of BHC, TCE learned that building voice and power (e.g. “people power) is one of the most critical ways to operationalize and actively address the social determinants of health and create lasting change.
- People power became both the means (the “how”) and the end (the “what”) of BHC: Policy wins and individual campaign achievements were impactful, but insufficient to sustain the work.
- Although many of the issues have been priorities for local communities for decades, BHC investment in the organizing infrastructure helped spur momentum, hastened change, and offered legitimate voice to their causes.



# BHC grew and evolved

moving from a foundation initiative to supporting the building of a movement...

## Design principles of a place-based strategy

1. Define the population group and the system's boundaries
2. Identify the right partners and services
3. Develop a shared vision and objectives
4. Develop an appropriate governance structure
5. Identify right leaders and develop a new form of leadership
6. Agree how conflicts will be resolved
7. Develop a sustainable financing model
8. Create a dedicated team
9. Develop systems within systems
10. Develop a single set of measures

## Key elements and capacities for supporting movement building

### Elements

1. A vision and a frame
2. An authentic base in key constituencies
3. A commitment to the long-haul
4. An underlying and viable economic model
5. A vision of government and governance
6. A scaffold of research
7. A pragmatic policy package
8. A recognition of the need to connect local, regional, and statewide efforts for policy and systems change
9. A recognition of the need for scaling up and related strategy
10. A willingness to network with other movements

### Capacities

1. The ability to organize a base constituency
2. The capacity to research, frame, and communicate
3. The ability to strategically assess power
4. The capacity to manage large and growing organizations
5. The capability to engage and network with others
6. The ability to refresh organizational vision and organizational leadership

*TCE believes philanthropy can only facilitate and/or support movement building's elements and capacities*

...while also debunking key assumptions surrounding historical philanthropic approaches (Part 1)

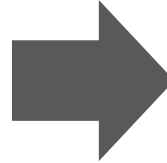
### From a philanthropic approach that...

Invests in a **traditional, place-based strategy** with a focus on **geographical boundaries** and a **saturation of social services** in order to advance quick, population-based outcomes for a small, defined population.

Utilizes **top-down methods** that **solely engage communities** in order to garner their input and feedback on a prescribed grantmaking strategy.

Invests in **short-term, strategic opportunities** to **seed** an issue area, hopes for impact to bloom, and **leaves within 1-4 years** in the spirit of “catalyzing” change and targeting “low-hanging fruit.”

**Avoids collaboration with and investment in local and state government**, and works in parallel with their efforts.



### To one that that...

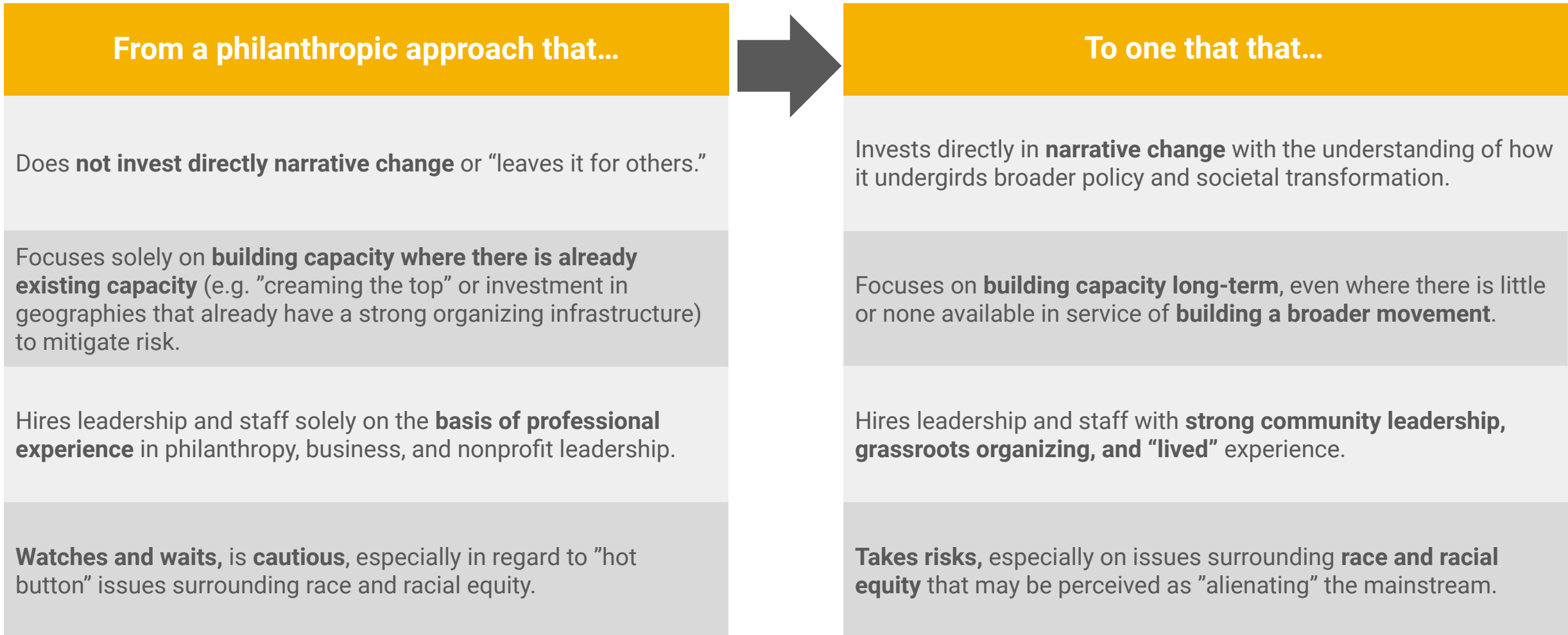
Invests in a **movement-building** strategy with a focus on **building voice and power** of **grassroots organizations** and **leaders** who serve as **architects** and **drivers** of **sustainable change** for marginalized communities statewide.

Utilizes community-leadership methods to support a **power-building infrastructure** that leads and executes on a **grassroots-driven agenda** and strategy.

Invests over the **long-term with patient capital (10+ years)** to develop and sustain a **power-building ecosystem with capabilities** to drive big policy change, transform the electorate, implement policy, and hold systems accountable so that the impact will last a generation and/or longer.

Focuses on **collaboration** and also opportunistically invests directly in **government** and its efforts in order to **leverage** dollars and provide strategic influence to ensure sustainability.

...while also debunking key assumptions surrounding historical philanthropic approaches (Part 2)





# Key insights and learnings

from BHC's powerbuilding work (1 of 2)

<i>BHC evolved across these key areas...</i>	<i>...which unfolded into the following ways...</i>
<b>Strategy development and implementation</b>	<ul style="list-style-type: none"> <li>• Power-building was an original component of BHC's Theory of Change, manifesting itself initially in most BHC sites as civic engagement.</li> <li>• As communities strengthened organizing and base-building, site leaders and Program Managers advocated for greater emphasis on power, and in conjunction with equity partner organizations, supported a further shift to a power-building approach within the Foundation.             <ul style="list-style-type: none"> <li>◦ 83% of all BHC grants were considered power-related.</li> <li>◦ Power-building investments between 2010 and 2019 amounted to over \$1.4 billion.</li> <li>◦ Over half of these investments were at least partially in support of Organizing and Base-Building (57.6%).</li> </ul> </li> <li>• TCE expanded its knowledge of the efficacy and techniques of power-building through successive investments in ACA, IVE, Boys and Men of Color, and the various Health Happens Here campaigns.</li> </ul>
<b>Key drivers and approaches</b>	<ul style="list-style-type: none"> <li>• Youth organizing was recognized as a strong driver of local power-building efforts. Young people lifted up as local priorities issues with schools and restorative justice that directly affected their lives. Youth organizing provided a pipeline of youth leadership development that was capable of enriching communities for years to come.</li> <li>• Local power-building often began in BHC as issue-specific. Over time, it was recognized as even more effective when it is intergenerational, intersectional (reaching across different policy domains), and trans-local (bridging interests of multiple communities).</li> <li>• As TCE's and partners' understanding of power-building deepened, the goal of BHC at the local and state levels became to help build and support a sustainable power-building ecosystem focused on racial and health equity. The ecosystem needed to respond flexibly and opportunistically as community priorities developed and policy opportunities emerged.</li> </ul>

# Key insights and learnings

from BHC's powerbuilding work (2 of 2)

<i>BHC evolved across these key areas...</i>	<i>...which unfolded into the following ways...</i>
<b>Role of the foundation</b>	<ul style="list-style-type: none"> <li>• BHC and TCE add value to the power-building ecosystem in many ways: supporting organizational growth; expanding needed capacities (including communications and digital capacities); supporting leadership organizations to mount campaigns; and providing stability through multi-year funding.</li> <li>• While TCE's voice and stature are important leadership elements in calling attention and giving stature and credibility to power-building, the foundation learned the importance of working in partnership and leading with humility.</li> </ul>
<b>Goal-setting and measurement</b>	<ul style="list-style-type: none"> <li>• The North Star Goals and Indicators codified the centrality of power-building, identified people power as an <b>end</b> as well as a <b>means</b>, and set forth measures of success.</li> </ul>
<b>Future direction</b>	<ul style="list-style-type: none"> <li>• In charting the transition to the next decade's work, TCE prioritized power-building along with racial equity as the first of Three Big Goals for the future.</li> <li>• In planning future investments, TCE is considering how best to support the power-building ecosystem, including greater long-term support and ensuring capacity through core support grants and multi-year funding.</li> </ul>

# Goal #1

# Building Voice and Power



Historically excluded adult and youth residents have voice, agency, and power in public and private decision making to create an inclusive democracy and close health equity gaps.



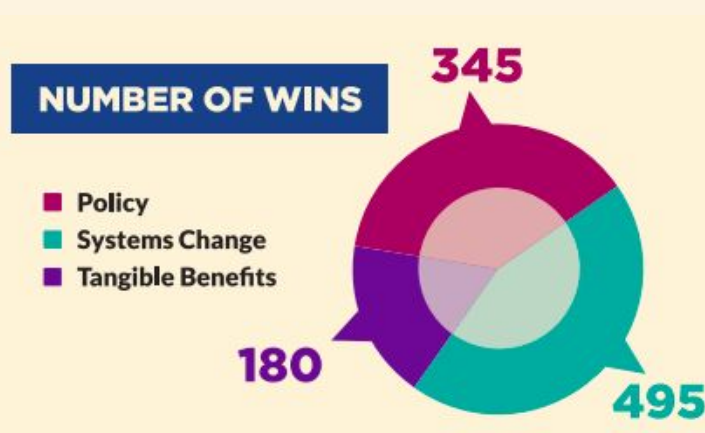
# BHC partners contributed to 1,200+ wins...

## Definitions

**Policy** – A policy change attempts to change public laws, regulations, rules, mandates (public policy), or budgets/funding.

**Systems Change** – A systems change attempts to shift the way broader systems (e.g., health, public safety, local govt.) make decisions about policies, programs, and the allocation or use of resources.

**Tangible Benefits** – A tangible benefit is defined as a newly established physical asset (building), space, or facility (e.g. community centers, parks, health centers), as well as physical improvements (e.g., such as walking trails, playground equipment, and murals) that resulted from TCE and/or BHC collaborative support within a site.



Note: The policy changes identified here reflect accomplishments championed by BHC participants during the initiative, but not necessarily with TCE funds. All TCE grants to BHC participants were made in compliance with the requirements of federal tax law.

Sources: BHC Policy Inventory Tool, 2020.

# ...by investing in a dynamic power building ecosystem

Over the course of the decade, BHC shifted and centered an organizing approach with grassroots community-based organizations as the leaders, architects, and drivers of a larger power-building movement...

...and helped build an emerging ecosystem of organizations with diverse capacities, skills, and expertise—and with reach from local, to regional, to state levels—all of which are required to get to the big goal of health and justice for all.



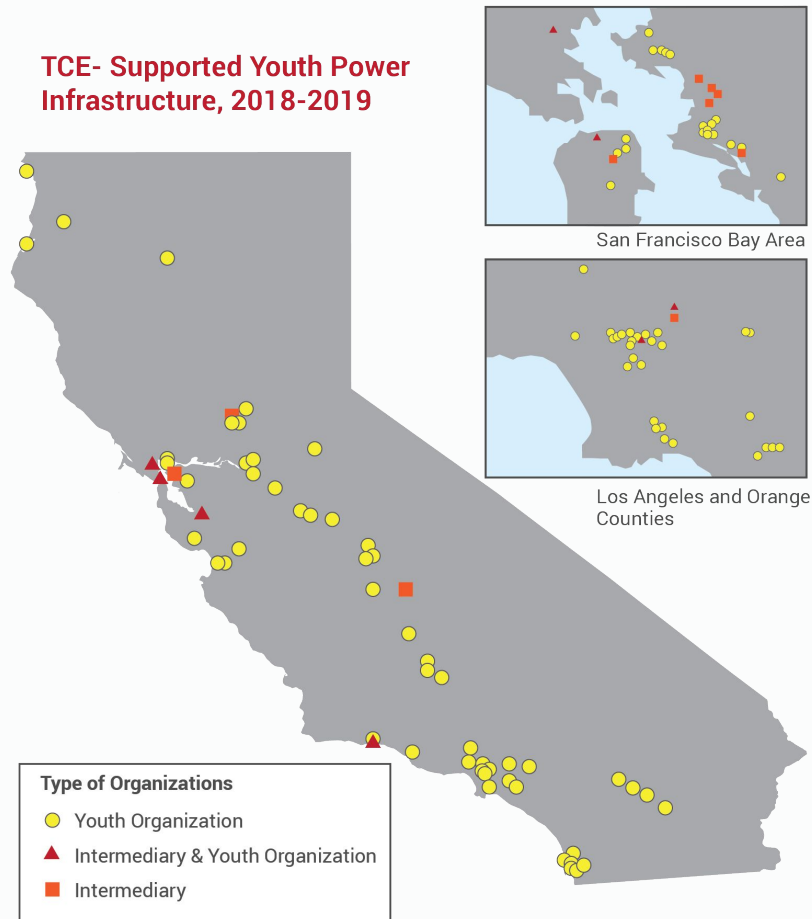
**Coverage in 55 counties.**

**BHC grantees include 743 organizations in total.**

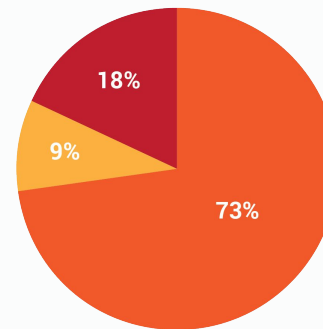
**1,200+ policy and systems changes and tangible benefits**

Figure 1. Types of organization within the power-building ecosystem

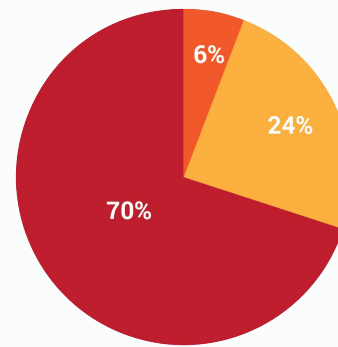
# BHC also helped build a vibrant youth-organizing infrastructure...



**Primary Geographic Focus**  
Youth-serving Organizations  
N=171



**Intermediary Organizations**  
N=50



Local Statewide Regional

- 171 youth-serving organizations, up from only ~10-15 in 2010.
- 50 intermediary organizations.
- Approximately 1,400 youth leaders surveyed.
- Focus on basic civic skills, education, action and healing, self-care, personal achievement, and intergenerational dialogue, collaboration, and power-building.
- Emphasized healing and restorative justice as legitimate practices and approaches; acknowledged trauma.
- Lifted up youth voice as a critical means to building power and transforming policy and systems.

# ...where youth voice proved to be powerful

and lawmakers and voters listened and invested in them

**Del Norte & Tribal Lands (2016):** As a result of youth organizing, Del Norte Unified School District (DNUSD) voted to replace Styrofoam with compostable cafeteria trays. The DNUSD allocates \$4k to support this effort.

**Fresno (2015):** BMOC youth advocated for the City of Fresno to establish a youth commission in order to give youth opportunity for input into City business and issues. Council budgeted \$50k each year for two years.

**City Heights (2018):** County of San Diego approved \$1M for Youth Bus Passes and \$300,000 for restorative justice and restorative practice training for San Diego Unified school police officers.

**Sacramento (2018-19):** Youth collected signatures for The Sacramento Children's Fund Act, which set aside 2.5% of city's annual unrestricted revenue (~\$12.5M) for child services.

**Richmond (2018):** Voters overwhelmingly passed Measures E and K to establish a dedicated funding source of ~\$1M to expand services for children & families and create a city-operated Department of Children and Youth.

**Merced (2018):** Passed marijuana tax of which 20% of revenue were directed toward youth services and supports.

**South LA/Boyle Heights/Long Beach (2018):** LAUSD adopted the Increasing Support for LGBTQ+ Students, Their Families and Schools resolution to examine current services and provide additional instruction, training and supportive resources.

**(2019):** Supervisors approved \$3.2M from Juvenile Justice Crime Prevention Acts fund to be distributed to youth development organizations.

# Integrated Voter Engagement (IVE) efforts for adults and youth built power and yielded impact

Statewide coalitions led IVE efforts, which linked voter registration campaigns with ongoing community organizing efforts



Partner	Description	Results
California Calls	An alliance of 31 grassroots organizations across the state, operating in rural, suburban, and urban environments.	The African-American Civic Engagement Project, a coalition of 16 Black-led grassroots organizations in 6 counties: <ul style="list-style-type: none"> <li>Registered 12,000+ voters,</li> <li>Built a base of ~138,000 supporters,</li> <li>Engaged ~33,000 Black voters for 2018 election.</li> </ul>
Million Voters Project (MVP)	An alliance of 7 community-based networks that seek to strengthen democratic participation.	Created a voter base of ~525,000 people.
Power California	Emerged from the union of Mobilize The Immigrant Vote and YVote, two community-based organizations that organized immigrants, refugees, and youth of color.	Contributed to record turnout among 18-24 year-olds between 2014 and 2018 elections: 3x increase from previous year and registered more than 40,000 young voters.

Note: The policy changes identified here reflect accomplishments championed by BHC participants during the initiative, but not necessarily with TCE funds. All TCE grants to BHC participants were made in compliance with the requirements of federal tax law.

Source: Power California, California Calls, Million Voters Project websites, 2020.



# BHC partners led public system transformation efforts by...

## Observing BHC leaders to advance into system leaders

- **South Kern (2016):** A community leader who helped lead #Agua4All, a campaign aimed to secure safe drinking water, later became Mayor of Arvin.
- **Eastern Coachella Valley (2014):** BHC leader elected as first non-white Director to Coachella Valley Water District Board.
- **Long Beach (2016):** Community leader active in BHC's launch won a bid as Second District Councilwoman.



## Transforming system representation

**Merced (2014):** Organized to pass Measure T to shift from an at-large city council to a district-based system to ensure disenfranchised voices are heard.

## Bringing a racial equity lens to systems and system leadership

**East Salinas (Alisal) (2016-17):** City of Salinas together with BHC developed and implemented a racial equity framework and strategy resulting in:

- Half of all city staff trained on healing-informed Governing for Racial Equity (GRE) practices.
- A city-wide racial equity impact assessment.
- The hiring of a racial equity coordinator to oversee the GRE Steering Committee comprised of city department heads and BHC leaders.
- New and more equitable citywide hiring practices.

# TCE leadership helped bring attention

and increased funding interest to gaps in field...

## The "Fishhook" region of California

Brought attention and funding to the "fishhook region" of California, which stretches through the Central Valley and reaches into many lower-income communities in the southern part of state.



Where BHC influenced investment in order to build and strengthen organizing capacity and infrastructure...

## Boys and Men of Color

Sons and Brothers Initiative and BHC's focus on boys and men of color and racial equity brought attention and philanthropic interest to the sector, helping to influence and/or seed the following philanthropic initiatives:



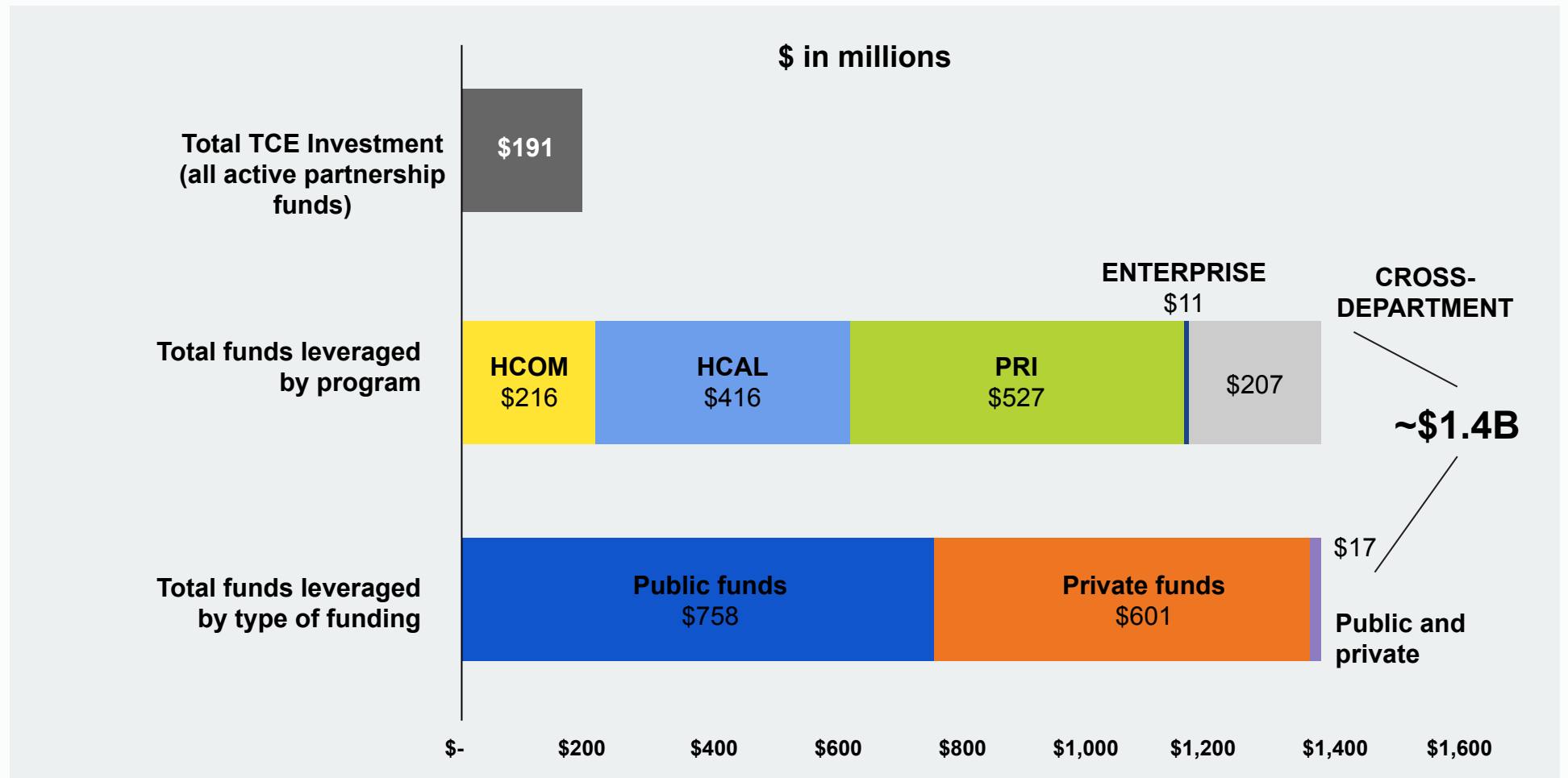
**South Sacramento (2018):** As part of a two-year partnership, the Sacramento MBK Collaborative received \$425k from the MBK Alliance and \$75k from the California Funders for Boys and Men of Color to help jump-start initiatives, build capacity and attract additional resources and partners.

**Statewide (2018):** In partnership with the CA Assembly Select Committee on the Status of Boys and Men of Color, BHC helped establish a \$37.3 million Youth Reinvestment Grant Program for diversion of youth from prosecution and incarceration, including over \$1M for youth diversion in tribal lands. Fund provided grants for local trauma-informed and community-based programs that provide alternatives to arrest, detention, and incarceration.

# ...and leveraged almost \$1.4B public and private dollars

A 2019 Staff Survey on BHC public & private partnerships and leveraged funds revealed:

- 136 public & private funding partners,
- Every \$1 of TCE investment resulted in more than \$7 of other investments.



Note: The policy changes identified here reflect accomplishments championed by BHC participants during the initiative, but not necessarily with TCE funds. All TCE grants to BHC participants were made in compliance with the requirements of federal tax law.

Source: Analysis conducted by TCE's Learning and Evaluation team, 2019.

# TCE made critical pivots through BHC by...

Shifting narrative voice and power efforts from TCE-internal to BHC partners for greater sustainability

Although BHC has led a series of highly impactful narrative change campaigns including:



**Communications strategy is now focused more on investing in partners' capacity to develop and sustain campaigns on their own.**

Deploying responsive resources via the Fight Fund to protect BHC wins and target populations

**Created The Fight Fund to protect BHC's achievements and support emerging issues and threats in the following ways:**

**Support state-level advocacy:**

- Census 2020: Contributed \$30M and leveraged \$187M in state funds to support a fair and accurate count.

**Protect vulnerable populations from:**

- Public charge: Coalition-building and communications,
- Family separation: Impact litigation and rapid response,
- Threats against women's health: National policy analysis.

**Inclusive narrative:**

- Rapid response to small and hard-to-reach grassroots orgs.,
- Power and infrastructure building to build capacity, forge coalitions, and support shared narrative,
- Native American and Integrated Voter Engagement investments.

**Deployed over \$27M as of October 2018.**

# Goal #2

# Health Happens with Prevention



Californians have ready access to a health system that prioritizes prevention and coverage for all.



# BHC partners supported a successful Affordable Care Act

through outreach and enrollment efforts...

BHC site	BHC county	New Medi-Cal enrollees in 2015
South LA, Boyle Heights, Long Beach	Los Angeles	951,974
City Heights	San Diego	295,620
South Kern	Kern	280,169
Eastern Coachella Valley	Riverside	275,521
South Sacramento	Sacramento	159,825
East Oakland	Alameda	133,044
Central/Southeast/Southwest Fresno	Fresno	114,331
Richmond	Contra Costa	85,967
East Salinas (Alisal)	Monterey	47,504
Southwest Merced and East Merced County	Merced	37,915
Central Santa Ana	Orange	13,619 children in 2016-17
Del Norte and Tribal Lands	Del Norte	2,968*

**2.3M+ new enrollees in 2015 alone**

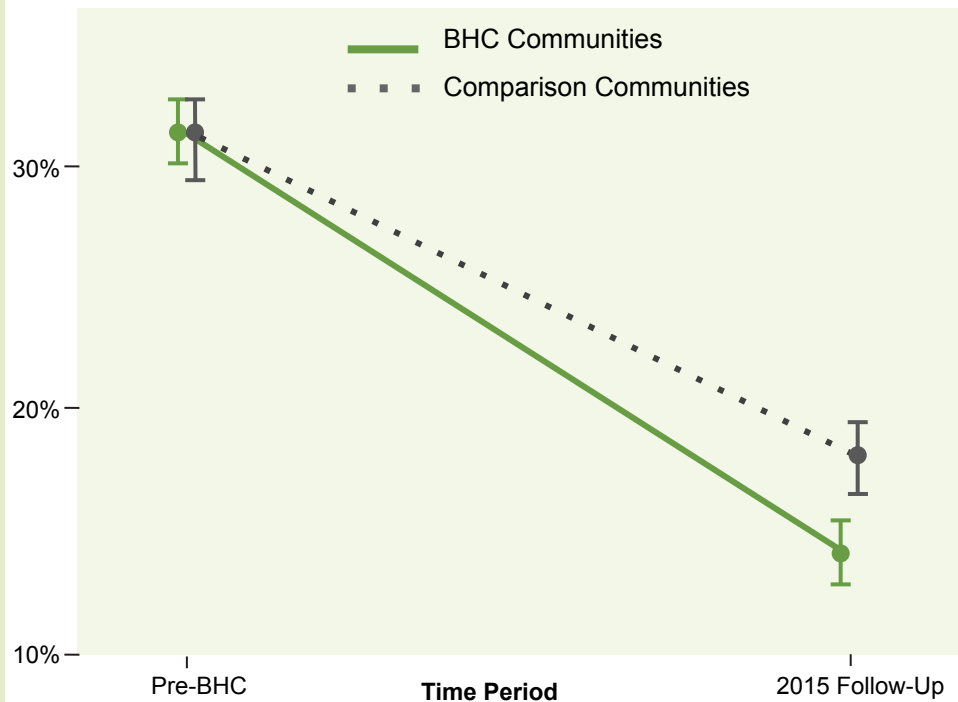
\*Bringing total number to over 10,500 or 40 percent of county population.

# ...which led to a greater decline in the uninsured rate

among adults and children...

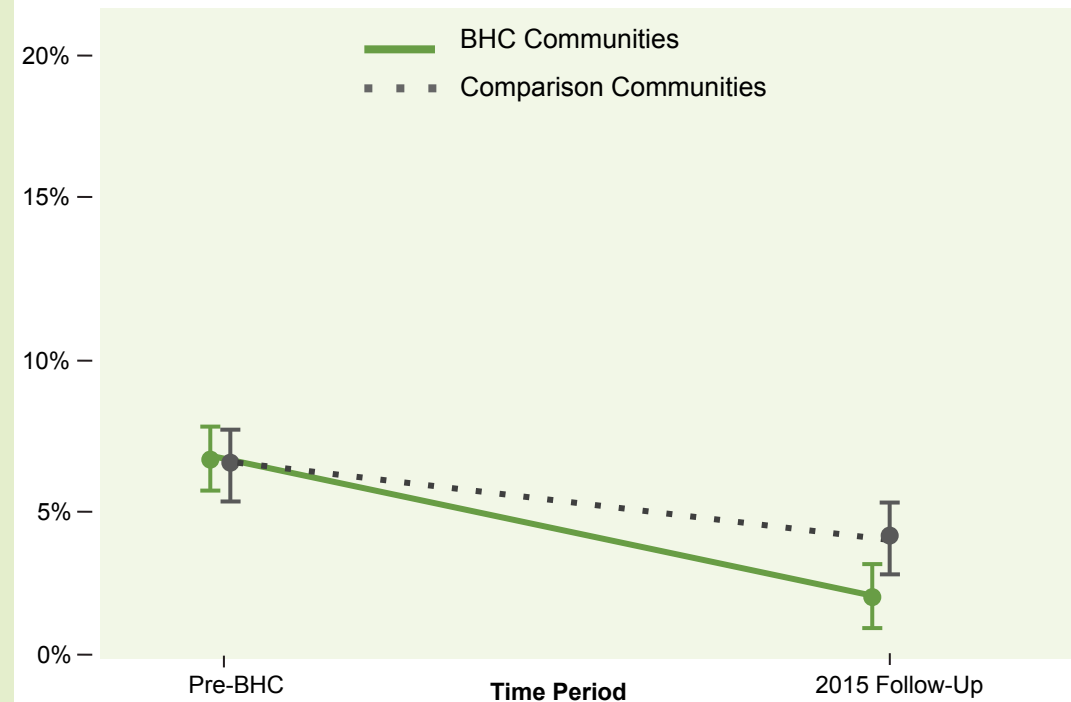
Greater decline in the uninsured rate among adults in BHC communities vs. comparison communities.

**Uninsured (Adult) (Adjusted for Community Characteristics)**



Greater decline in the uninsured rate among children/teens in BHC communities vs. comparison communities.

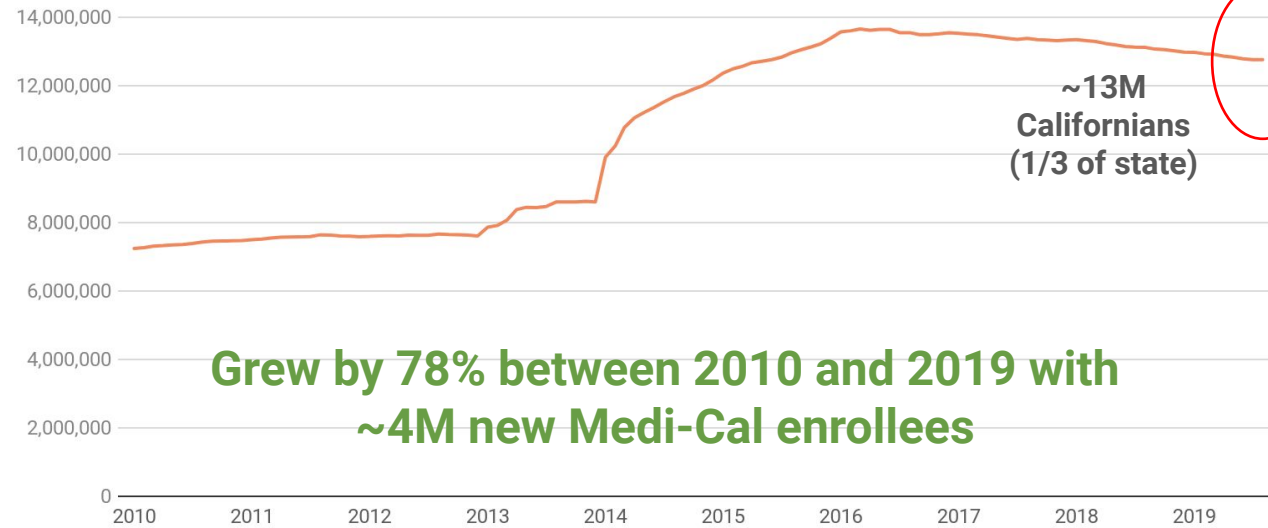
**Uninsured (Child/Teen) (Adjusted for Community Characteristics)**



# ...and helped make CA a national model of success

## A Decade Of Medi-Cal

Enrollment in California’s Medicaid program for low-income people grew 78% between early 2010 and late 2019. Most of the increase was due to the state’s expansion of the program under the federal Affordable Care Act in 2014, accounting for about 3.7 million new enrollees.



Enrollment data from the state Department of Health Care Services is considered preliminary for a year after the reporting period ends. The 2019 data, which is within that time frame, may change slightly.

Credit: Harriet Blair Rowan/California Healthline

Source: California Department of Managed Health Care • Created with Datawrapper

## California Endowment Commits \$225 Million to Help Implement Affordable Care Act

JANUARY 18, 2013

Facebook 0 Twitter LinkedIn Google+ Share 0 Print

The California Endowment has announced a four-year, \$225 million commitment to help support implementation of the Affordable Care Act in California.

AWARD FOR LARGE PRIVATE FOUNDATION: **THE CALIFORNIA ENDOWMENT**

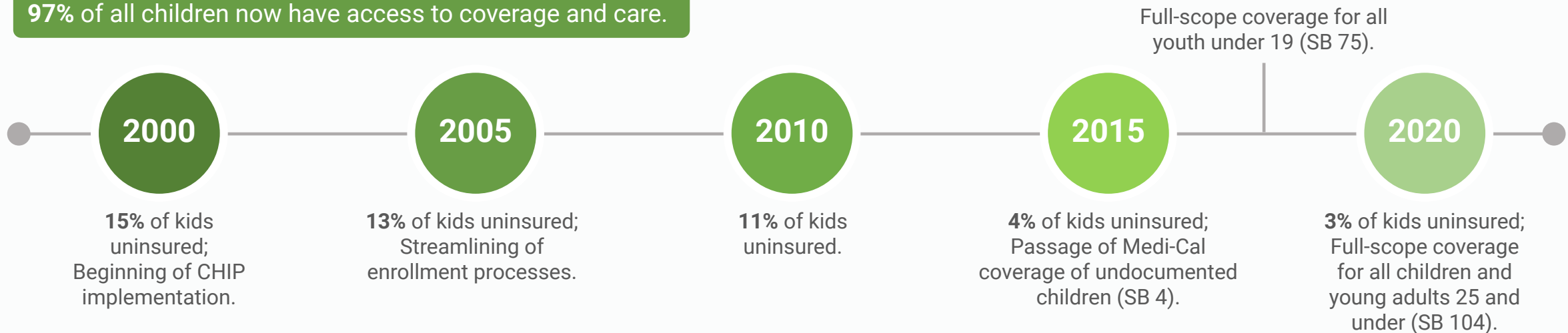




# Partners helped improve children's health access

bringing the uninsured rate to a historic-low

97% of all children now have access to coverage and care.



**Kids' uninsured rate in CA decreased 12 percentage points between 2000 and 2019.**

Note: The policy changes identified here reflect accomplishments championed by BHC participants during the initiative, but not necessarily with TCE funds. All TCE grants to BHC participants were made in compliance with the requirements of federal tax law.

Source: California Children's Report Card, Children Now, 2016.

# Sites advanced coverage of undocumented populations

at the local-level

BHC Site/Counties	Efforts between 2010 - 2015	Efforts between 2016 - 2020
<b>Los Angeles</b>	Created My Health LA program and commits \$61 million per year to provide a no-cost health care program for uninsured residents regardless of residence status; program supported ~150k people.	Passed Enhance My Health LA Motion which integrated mild to moderate mental health services at the primary care level, and expanded access to mental health services.
<b>Richmond</b>	Supported "Contra Costa Cares" program (\$1M) to provide primary care access for 3k individuals to be enrolled in the program.	Extended "Contra Costa Cares" and expanded program to 4.4k with commitment of \$750k to be matched by partnering hospitals.
<b>Salinas</b>	Supervisors allocated \$500k toward funding of a pilot program offering primary care services to 58.8k undocumented residents, however, did not cover laboratory and prescription services.	Supervisors allocated \$2.3M for expansion of existing pilot healthcare project, called Esperanza Care; included expanded laboratory and prescription coverage for an additional 2.5k people.
<b>Sacramento</b>	Supervisors voted unanimously for a budget which included funding for a Healthy Partners Program for up to 3k undocumented residents, but places an age restriction of 64.	Supervisors voted to raise the cap of the Healthy Partners Program which provided health care to undocumented residents from 3k to 4k, and eliminated age restriction.
<b>Coachella</b>	Medically Indigent Services Program (MISP) program was preserved in Riverside County, after proposed legislation threatened elimination.	

# BHC partners contributed to expanding coverage

to all undocumented under age 26 (#Health4All)



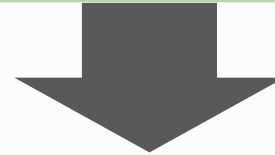
- The number of county programs serving medically indigent adults regardless of immigration status jumped from 11 to 47 (of 58 in total) between October 2017 and July 2018.
- Standard of care continues to vary across counties.
- In 2019, California became first state to offer health benefits to undocumented immigrants (under age 25); will cover ~100k young adults.
- Public charge & federal legislation aimed to disinvest from ACA remain a threat: It is estimated that 274k children have dropped Medi-Cal between 2017-19 due new anti-immigrant policies at the federal level.

**Ultimate goal is to provide health access and coverage to all Californians, regardless of immigration status or age.**

# Public partnership pilots come to fruition

ensuring the sustainability of these efforts

	Health Homes	Health Workforce
<b>Initial BHC investment</b>	<b>\$45M (\$20M paid out as of May 2020)</b>	<b>\$82.5M</b>
<b>Description of the BHC investment</b>	Invested in state agency to apply for federal funds to improve care for Medi-Cal members with chronic and complex health conditions through the provision of a full range of physical health, behavioral health, and community-based long-term services and supports.	Provided seed capital to state-administered program to create a more diverse and culturally competent health workforce through investments in health career pathways, health career ladders, and financial support for health professionals in underserved regions.



**9:1 Federal match up to \$450M leveraged for up to two years.**



**2019-20 state budget includes \$300M to bolster health workforce pipeline.**

# Partners contributed to building prevention capacity

and infrastructure of local communities' health systems

## The California Accountable Communities for Health Initiative (CACHI):

- **Established itself as a public/private partnership** between state government and private funders.
- **Utilized a new model** called Accountable Communities for Health (ACH) which brings together clinical providers with public health departments, schools, social service agencies, nonprofit organizations, business groups, public safety agencies and others, in a collective effort to make a community healthier.
- **Centered community member voice** in how their local health care, public health, and social service organizations addresses key health priorities, such as substance use, heart disease and community violence.
- **Joined over 100 communities** across the country implementing the ACH model

## Fund leveraged by CACHI:

- TCE's investment **leveraged nearly two-fold** from other private funders, totaling **\$19M from seven funders.**
- Local communities **leveraged** their CACHI grants into **~\$2M of further investment.**



# Goal #3

# Health Happens in Schools



California public schools provide a positive and supporting learning environment that promotes life-long health and wellness for all students.



# Partners contributed to more equitable funding of schools

via the Local Control Funding Formula (LCFF)

## Passage of Prop 30 and the Local Control Funding Formula (LCFF)

- Directed increased funds to the state's highest-need districts and students via historic legislation using an equity-based formula.
- Represented a culmination of over a decade of work by grassroots and professional advocates.
- Helped catalyze this policy change through continued and long-term investment in capacity building of grassroots and statewide advocacy groups and coalitions.

## LCFF implementation

- Ensured parents and students had voice in how funds were allocated to highest-need schools to support low-income students, English Learners, and foster care students to close the achievement gap.
- Democratized parent and student involvement and engagement throughout state.
- Surfaced key challenges surrounding opaque district budgets and varied willingness to share budgetary decision-making.

- ✓ Per pupil spending increased by >\$1,300
- ✓ Ratio of K-12 students per teacher dropped
- ✓ ~\$5B+ in additional funding to BHC districts
- ✓ Suspension/expulsion and chronic absence served as accountability metrics for district-level reporting

# BHC leaders successfully implemented LCFF

and held districts accountable

## LCFF implementation and collaboration

**Richmond (2018):** West Contra Costa County Unified School District increased base funding in school-based health services from \$900k in the 2017-18 school year to more than \$1.125M the following school year using Local Control and Accountability Plan (LCAP) funding.

**Merced (2016):** Merced Union High School District allocated \$1M from the Local Control Accountability Plan (LCAP) to hire nine new foster and homeless youth education liaisons.

**Fresno (2018):** As part of LCAP, \$1.9M added to budget for foster youth in the district.

**Boyle Heights/South LA (2015):** Successfully advocated for LAUSD to implement funding using a Student Equity Needs Index, and to alter its proposed Local Control Funding Formula (LCFF) budget by removing \$13M for school police and allocating an additional \$2M for restorative justice.



## LCFF accountability efforts

**Richmond (2018):** West Contra Costa County Unified School District settled lawsuit with parents to release performance and LCAP data.

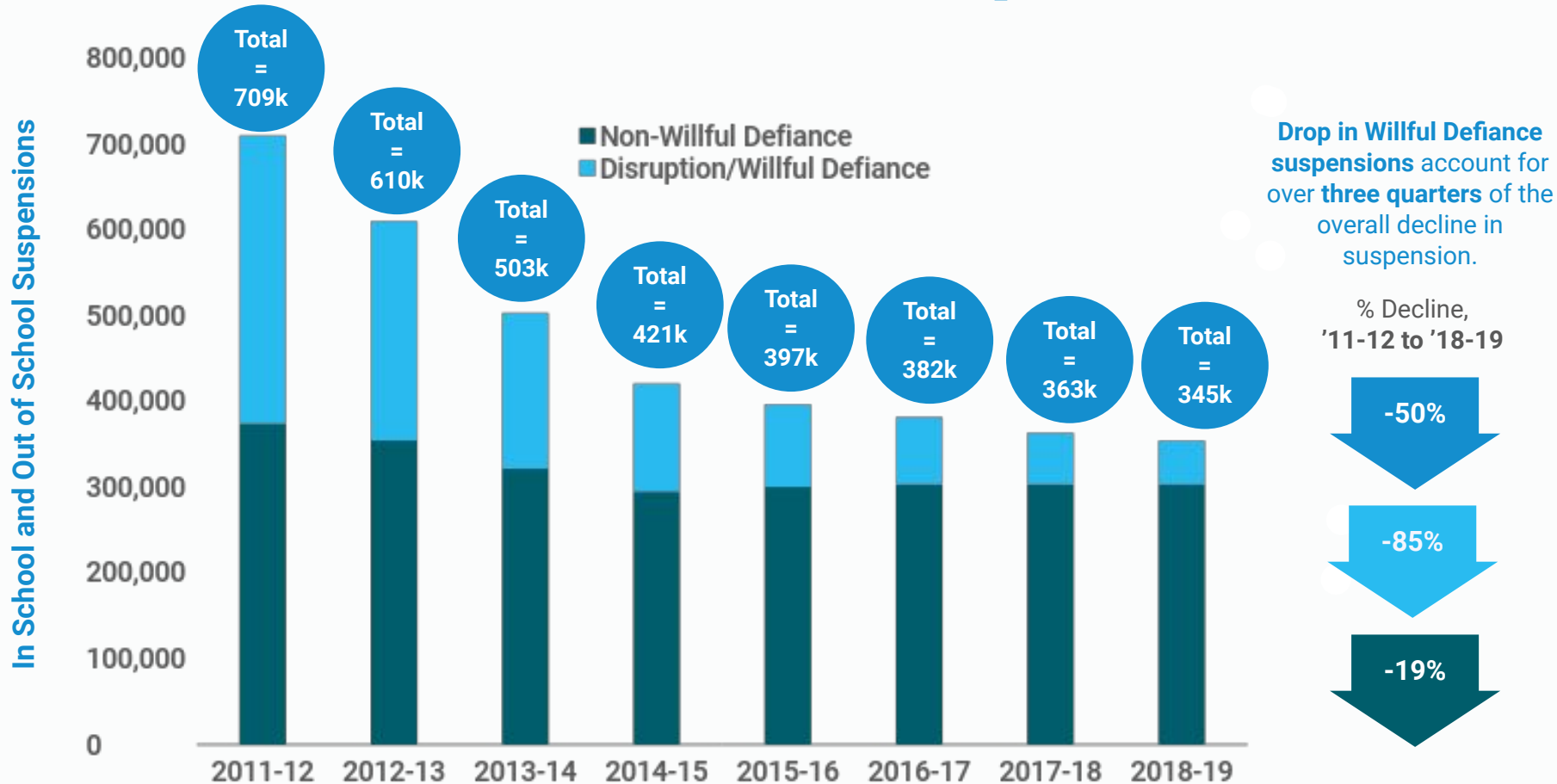
**South Kern (2017):** District settled lawsuit with parents and advocates, promising to pass new school discipline policies, provide teacher training to mitigate implicit bias.

**Long Beach (2018):** Long Beach Unified School District agreed to invest approximately \$7M in additional social emotional and academic supports for high need students as a result of a Uniform Complaint Procedure filed by Long Beach parents and organizations.

**Eastern Coachella Valley (2018):** BHC and CVUSD developed and entered into an MOU to work in partnership to develop LCFF and Restorative Justice public awareness campaign utilizing strategic communications supports.



# BHC partners also contributed to a 50% decrease in suspension rates...



## Coalitions of statewide and local partners



ALLIANCE FOR **Boys and Men of Color**



# Partners helped transform the public narrative

surrounding harsh school discipline by calling attention to systemic challenges and potential solutions

## School-to-prison pipeline



## Lost days of classroom instruction

Despite a recent decline in the use of suspension in California schools, many students are still losing a great deal of instruction time due to school discipline; Research estimates more than 840k days of instruction were lost during the 2014-15 school year alone.

In California's 25 districts with the highest suspension rates, the disruption/ defiance category contributed to 45% of lost instruction, well above the statewide average of 30%.



## Alternatives such as restorative justice, healing, and other trauma-informed practices

**Restorative justice (RJ) is a broad term that:**

Encompasses a growing social movement to institutionalize non-punitive, relationship-centered approaches for avoiding and addressing harm, responding to violations of legal and human rights, and collaboratively solving problems.

Has been used in schools to address the root causes of harmful behavior and to find solutions that make it right for all parties involved without the student losing class time.

Serves as a means to divert people from traditional justice systems and as a program for convicted offenders already supervised by the adult or juvenile justice system.

# BHC partners supported a school climate movement

through policy change and public investment at the state- and local-levels

## Statewide policy

**AB 420 (2014):** Eliminated “willful defiance” suspensions & expulsions for K–3 students.

**SB 1111 (2014):** Required due process protections for students transferring to and from alternative schools (e.g. community day schools).

**State accountability system (2016):** State Board of Education adopted accountability system that incl. suspension rates & chronic absenteeism as two of the six key indicators for measuring school performance.

**Teacher credentialing policy (2016):** Commission on Teacher Credentialing (CTC) required training in positive discipline practices such as restorative justice.

**SB 419 (2019):** Expanded elimination of willful defiance to middle school and charter school students—law takes effect in July 2020.

## Local policy

**South Sacramento (2011):** SCUSD adopted an anti-bullying policy to better support students particularly LGBTQ students; a new position, Bullying Prevention Specialist was created.

**South LA/Boyle Heights (2012):** LAUSD passed School Climate Bill of Rights, which eliminated willful defiance as a suspendable offense.

**Fresno (2017):** School District Board allocated \$3.4M in the 2017-18 LCAP for the Student Voice Initiative. The project aimed to create meaningful opportunities for youth voice in schools with a focus on underrepresented youth.

**East Oakland (2018):** J4OS won the removal of a provision from the Board Policy 6066 that would have allowed the district to give away \$10M of Measure G money (that was explicitly won for in-district schools) to the charter schools that discriminated against and excluded African American and special education students.

## Public investment

**Statewide (2016):** A one-time allocation of \$30M in statewide school climate funds.

**Santa Ana (2016):** U.S. Department of Education awarded Santa Ana Unified School District a \$1M grant over 3 years for innovative practices in integrating socio-emotional practices that reduce suspensions and expulsions.

**Del Norte (2017):** Del Norte Unified School District won state funding to implement educational equity as the center of Multi-tiered Systems of Support implementation (MTSS) to better align initiatives and resources within the district to address the needs of all students.

**Statewide (2018):** Governor budget set aside \$13M for parent engagement.

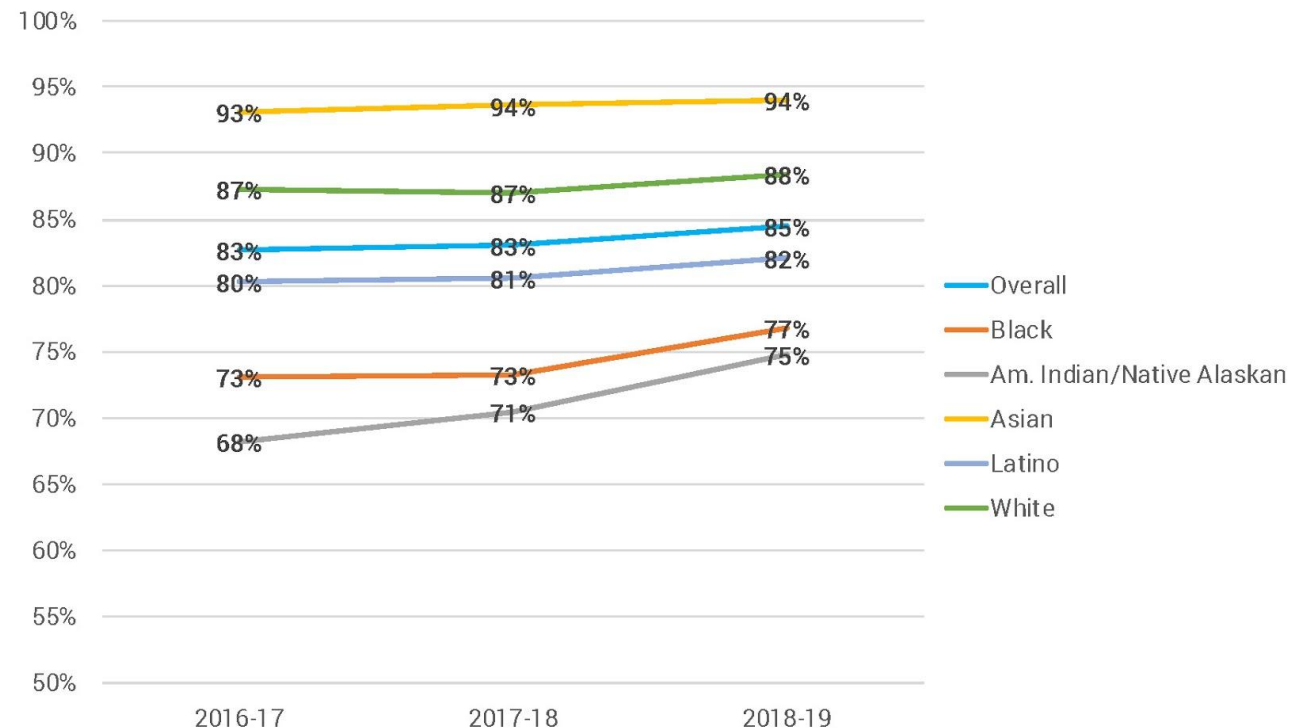
**Statewide (2019):** State of California allocated to \$15M to support the connections between the Multi-tiered Systems of Support (MTSS) framework and school discipline practices.

# Partners may have had a measurable impact on school climate and graduation

according to a rigorous evaluation with matched sites

- At the beginning of the BHC Initiative, both suspension and graduation indicators were more negative within BHC communities than the State Sample. Six years later, the **differences had narrowed.**
- There were statistically significant decreases in suspension rates between 2011-12 and 2016-17 among both BHC Schools and the State Sample, but the **decrease was significantly greater among the BHC Schools.**
- **BHC School Districts** experienced an **18 percent growth in graduation rates** from school year 2009-10 to 2015-16 **compared to the state average of 12 percent.**

Four-year adjusted graduation rates improved slightly in recent years, though disparities persist





# Goal #4 Health Happens in Neighborhoods

California cities and counties, with state and tribal partners, build health into land-use decisions, stabilize neighborhoods, and shift resources from punishment to prevention.



# BHC partners on track to help end youth incarceration

## (Part 1)...

*Continued on next slide...*

### Policy Change

- **#EquityAndJustice Legislation for Youth (2016):** Ten youth justice policies passed including barring children under 16 from being tried in adult court, children under 11 from being tried in juvenile court, life without parole sentences for youth, and court fees for youth & families.
- **AB 392 (2019):** Required officers to use de-escalation methods like verbal persuasion and other crisis intervention methods to address threats instead of deadly force.
- **(2019):** Governor announced commitment to ending youth incarceration and removed Division of Juvenile Justice from the CA Department of Corrections (CDCR).

### Narrative Change

- **40k** people attended #SchoolsNotPrisons-related events.
- **>60%** of people polled support closure of youth prisons.
- **65%** of Californians voted for Prop 57.

#SCHOOLSNOTPRISONS  
 #SCHOOLSNOTPRISONS  
 #SCHOOLSNOTPRISONS  
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 #SCHOOLSNOTPRISONS

### Local Impact

- **City Heights (2014):** A restorative justice alternative to juvenile incarceration MOU established among San Diego Probation, District Attorney, Public Defender, SDUSD, and Juvenile Court.
- **Fresno (2016):** Fresno Boys and Men of Color & Fresno Women Empowered successfully advocated for county to eliminate fees associated with juvenile justice system contact.
- **South LA/Boyle Heights/Long Beach (2018):** LA County Probation Department announced plans to shut down six juvenile detention camps with aim of providing workforce & educational training, housing, and other community-based prevention services, instead.

Note: The policy changes identified here reflect accomplishments championed by BHC participants during the initiative, but not necessarily with TCE funds. All TCE grants to BHC participants were made in compliance with the requirements of federal tax law.

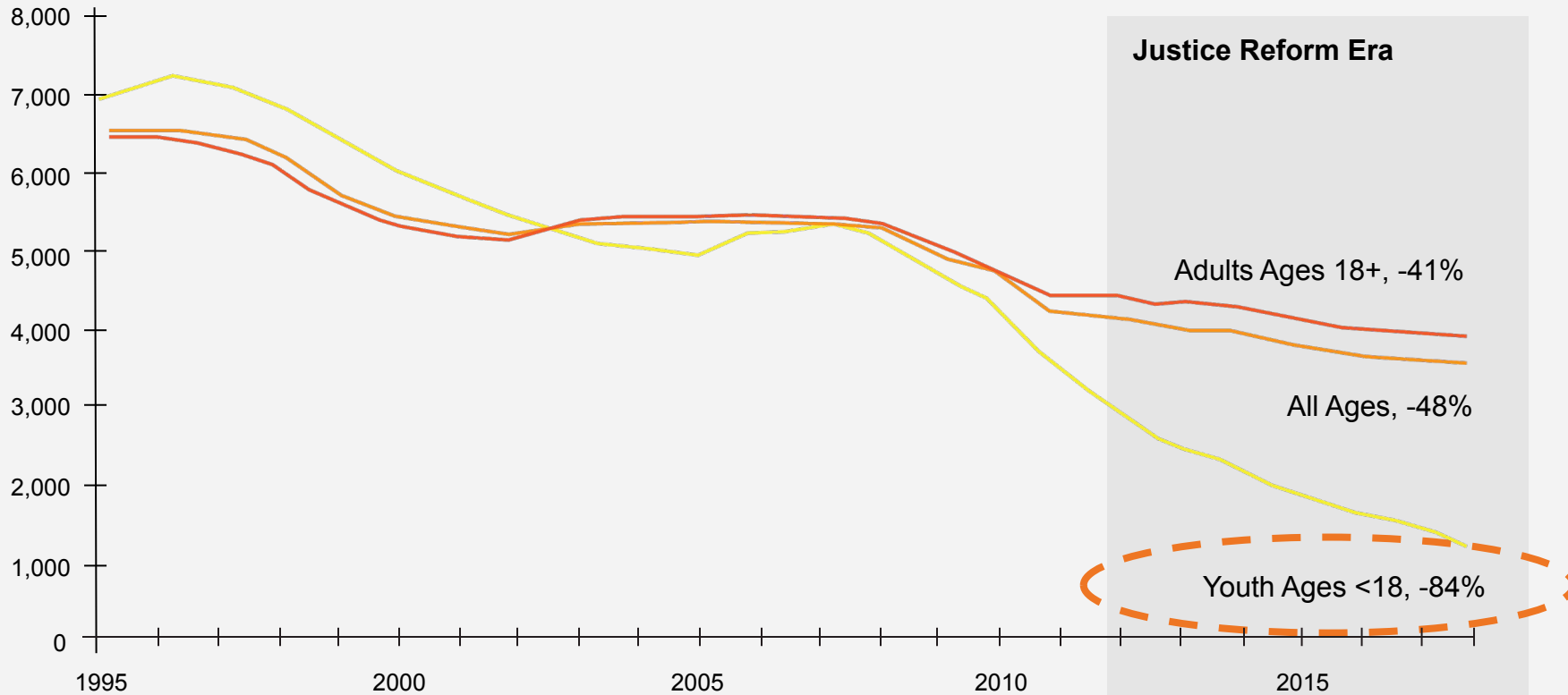
Source: BHC Policy Inventory Tool, 2020.

# BHC partners on track to help end youth incarceration (Part 2)...

...continued from previous slide

## Statewide Impact

California arrests per 100,000 population by age group, 1995-2018



**Juvenile arrests fell by 84% between 1995-2018.**

# ...and contributed to reducing mass incarceration,

reimagining systems, and shifting power in California

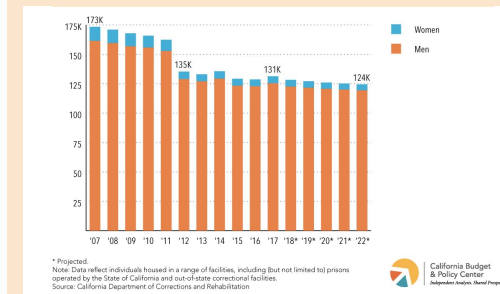
**BHC statewide contribution:** Implementation of statewide justice reform policies such as AB 109, Prop 47 and 57, which:

- Ended "Three Strikes" law,
- Reclassified & expanded parole consideration,
- Offered release for low-level offenses,
- Redirected systems savings to prevention and anti-recidivism efforts.

Interim results include:

- Up to 1M Californians eligible,
- >300k petitions for resentencing & reclassification,
- Funds shifted away from state prison system to community-based organizations:
  - 2017: \$103M • 2018: \$79M.

**Impact of policies and policy implementation:** Statewide adult incarceration decreased by 23% from 2007 - 2017.



**BHC local leadership:** TCE leadership led a LA County workgroup (Alternatives to Incarceration) that aims to scale alternatives to incarceration and diversion so care and services are provided first, and jail is a last resort.



These examples highlight the start of a shift in power across justice systems, as well as a pivot toward community alternatives.



# BHC partners aided in the protection of immigrants

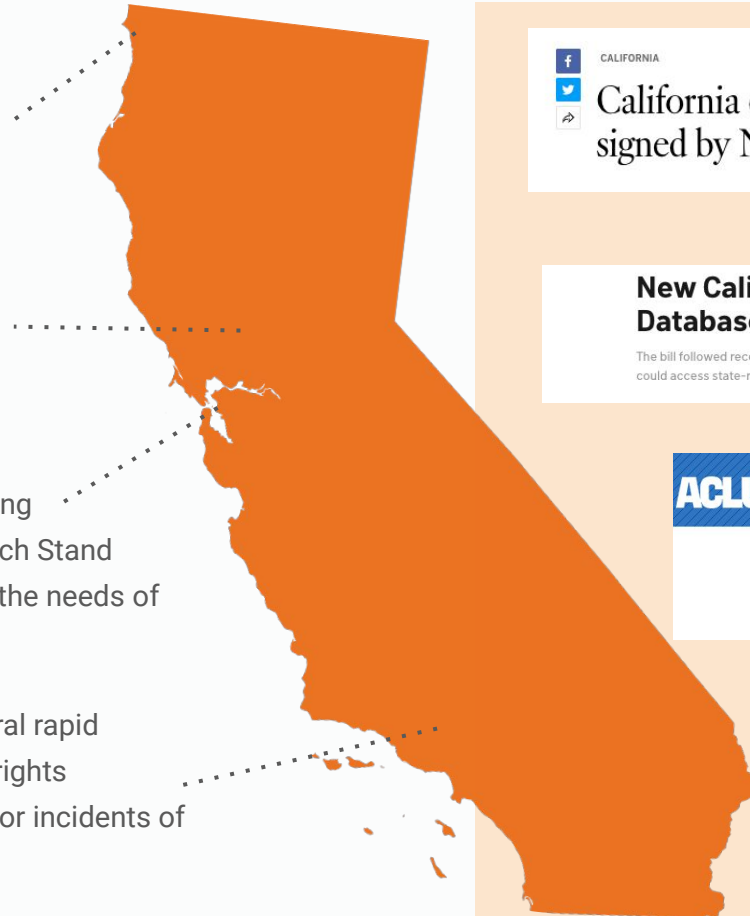
at the state- and local-levels

**Del Norte (2018):** Board of Supervisors declined proposed ordinance to exempt county from SB 54, which ensured no state or local resources are used by federal agencies to carry out mass deportations and ensured hospitals, courthouses, and schools remain safe for all.

**Sacramento (2018):** As a result of the City's \$300k funding, Family Unity, Education and Legal (FUEL) Network created to provide legal representation in court for residents.

**Richmond (2017):** Board of Supervisors approved a funding partnership with local philanthropy, including TCE, to launch Stand Together Contra Costa, a rapid response system to meet the needs of immigrants facing deportation in the county.

**Santa Ana (2017):** Creation of a county-wide, multi-sectoral rapid response network of immigration attorneys, immigrants' rights advocates and academic institutions to provide support for incidents of arrests, detention and deportation proceedings.



CALIFORNIA  
 California extends new protections to immigrants under laws signed by Newsom

## New California Law to Protect Personal Information on State Databases From Immigration Authorities

The bill followed recent news investigations that discovered Immigration and Customs Enforcement (ICE) could access state-run law enforcement databases

ACLU NorCal

Blog Need Legal Help? Contact

WHO WE ARE | WHAT WE DO | NEWS | TAKE ACTION | KNOW

Home > Blog > Protecting Immigrant Privacy with SB 54, the California Values Act

## Protecting Immigrant Privacy with SB 54, the California Values Act

CAPITOL ALERT

Capitol Alert

## Trump pushed California to pass laws to protect undocumented immigrants

# Community power resisted displacement

and promoted affordable housing and other equitable initiatives

## Statewide policy wins

**AB 2722 Transformative Climate Communities (2016):** Provided state funding for community-led infrastructure projects that achieve environmental, health, and economic benefits in California's most disadvantaged communities.

**SB 946 Safe Sidewalk Vending Act (2018):** Passed in state legislature decriminalizing street vending and providing guidelines for jurisdictions to create permit systems; Provided amnesty on current citations, and protected vendors with existing tickets.

**AB 1482 Tenant Protection Act (2019):** Assembly approved statewide rent control that barred landlords from hiking rents more than 5 percent, plus local inflation, in one year.



## Local policy wins

**Richmond (2016):** City Council voted to approve a "Fair Chance Access to Affordable Housing" ordinance to protect the rights of people who are re-entering society and are excluded from housing opportunities due to their criminal record.

**East Oakland (2018):** Anti-displacement organizing and advocacy pushed the passage of Measure Y, amending and strengthening the the City's Just Cause Eviction Ordinance to address landlord loopholes, removing the exemption for owner-occupied duplexes and triplexes and allowing council to add limitations on landlord's right to evict under the ordinance, without a future ballot measure.

**East Salinas (Alisal) (2015):** City Council voted unanimously to approve and implement the Housing Element, which included the following recommendations: 1. Housing for Farmworkers; 2. Housing for the Undocumented; 3. Reducing Patterns of Housing Segregation; 4. Community-based Code Enforcement Strategy; and, 5. Tenant's Rights Education. Leveraged resources of \$120k were allocated to the project.

**South LA/Boyle Heights/Long Beach (2018):** Metro approved the Transit Oriented Communities Policy that committed LA Metro to achieving housing affordability and economic vitality in transit hubs across LA County.

**Santa Ana (2016):** City Council approved the Housing Opportunity Ordinance which allocated a portion of development dollars specifically for low-income, affordable housing.

Note: The policy changes identified here reflect accomplishments championed by BHC participants during the initiative, but not necessarily with TCE funds. All TCE grants to BHC participants were made in compliance with the requirements of federal tax law.

Source: BHC Policy Inventory Tool, 2020; "California governor strengthens bill for statewide rent control," Curbed LA, 2019.

# BHC partners advanced environmental justice and equitable community development efforts... (Part 1)



## Clean water access

- **Eastern Coachella Valley (2015):** Water4All Partnership with Coachella Valley Unified School District and community centers installed 33 hydration stations.
- **South Kern (2017):** The City of Arvin received 170 point-of-use (POU) filters throughout Arvin Union School District, Arvin High School and Head Start programs, community clinics, and parks providing over 200,000 gallons of arsenic-free water to nearly 6,000 students and residents.
- **Merced (2017):** Board of Supervisors approved its County Housing Element, which specifically included policies to address and respond to expressed farmworker housing needs, as well as priorities regarding wastewater and safe drinking water.
- **Statewide (2019):** Passed Safe and Affordable Drinking Water Fund (SB 200), established a \$130M to help local systems provide safe drinking water.



## Environmental Justice

- **South LA (2013):** Grantee advocacy resulted in Environmental Protection Agency (EPA) investigation, a fine and a city lawsuit against an oil extraction site for failing to prevent the release of toxic chemicals in a residential community; facility was forced to close.
- **Fresno (2017):** After years of advocating, community residents in West Fresno won the first key battle in the fight to relocate one of Fresno's most egregious industrial polluters.
- **Statewide (2017):** State legislature passed AB 617, the Community Air Protection Program, which in 2018-19 awarded \$5M in grants to improve air quality and reduce exposure to toxic air pollutants in California communities most impacted by air pollution.
- **South Kern (2018):** Environmental Justice (EJ) advocates successfully advocated for the adoption of a new Oil and Gas Ordinance in the City of Arvin that created buffers between drills and residences, increased permit fees, and updated standards from 1965.

Note: The policy changes identified here reflect accomplishments championed by BHC participants during the initiative, but not necessarily with TCE funds. All TCE grants to BHC participants were made in compliance with the requirements of federal tax law.

Source: BHC Policy Inventory Tool, 2020; "Gov. Gavin Newsom Signs Bill Creating Safe Drinking Water Fund," Governor's Office, 2019.

# BHC partners advanced environmental justice and equitable community development efforts... (Part 2)



## Parks and Recreation

- **Santa Ana (2012):** \$380k Pacific Electric Exercise Park opened in Santa Ana's Madison Park neighborhood, funded by federal trail enhancement funds.
- **City Heights (2016):** A \$1M canyon restoration project in Manzanita Canyon promoted healthy behaviors and access to outdoor open green space for young people of color and their families in City Heights.
- **Eastern Coachella Valley (2018):** Community of North Shore held its grand opening of a five-acre park, the culmination of a six-year community-led design process in partnership with BHC partners and Desert Recreation District.
- **Statewide (2018):** Voters passed Prop 68 (Parks and Water Bond Act of 2018) by 57.8%, which provided \$4.1B in bonds for state and local parks, environmental protection and restoration projects, water infrastructure projects, and flood protection projects.



## Active and equitable transportation





- **East Oakland (2013):** A multi-stakeholder alliance won campaign to improve transit in East Oakland, leveraging \$180M in state and federal funds.
- **South Kern (2017):** A collaboration between community groups, residents and the Kern County Roads Department successfully secured \$1.43M in Active Transportation Program dollars to improve walkability in the community.
- **South Sacramento (2018):** SCUSD approved a 'Safe Routes to School' board policy, which recognized and promoted 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.

# ...and provided low-interest loans

that yielded impact

Since inception, TCE's Program Related Investments (PRIs) have provided \$113M in mission-aligned, flexible, low-cost financing to support community facilities, small businesses, fresh food access, community health centers and affordable housing for low-income communities across California.

PRIs benefitted underserved communities throughout CA:

 <p>250,000 people projected to have increased access to community health centers and clinics.</p>	 <p>6,200 service-enriched and supportive housing units developed.</p>
 <p>609,000 square feet of health center and clinic facilities developed or renovated.</p>	 <p>14,300 youth benefiting from youth development programs.</p>
 <p>600,000+ square feet of healthy food access supported.</p>	<div style="border: 2px dashed orange; padding: 10px;">  <p><b>6.9x leverage ratio on PRIs from private, public, and philanthropic capital.</b></p> </div>

Part of ACA Strategy - \$30M in PRIs to Community Health Centers



=

23 PRIs focused on increasing access, whole patient care, operational innovation.

Fresh Food Access in CA - \$12.4M in PRIs; ~\$8.5M in Grants



=

Lifted California's focus on fresh food access through an innovative financing/TA model; 800,000+ people served.

LA County CDFI - \$5M in PRIs; \$550k in Grants



=

Supported growth and capacity of highly BHC-aligned lender in LA.

# Internal threats to BHC

sustainability and success

	Situation	Response
<b>Strategy Development</b>	Early in BHC, critics perceived TCE leadership as developing a strategy behind closed doors, communicating it externally, and then expecting partners and communities to execute on it.	Avoid “overcooking” the next strategy without full community leadership, engagement and buy-in and build-in increased flexibility to address and respond to changing external conditions.
<b>Investment approach</b>	Given federal context and shifting contexts and economies at the local, state, and federal levels, the needs of BHC communities and some of its most vulnerable populations have expanded, spreading resources thinner.	Commit to a more focused investment approach balancing an emphasis on power and power-building with immediate needs stemming from a highly-changing landscape.
<b>Ongoing learning</b>	BHC staff and partners perceive the Foundation as responding too slowly to initial calls for the explicit centering of racial equity and direct investment in issues sites cared most about such LCFF and ending youth incarceration.	TCE remains committed to listening and responding to community voice will continue to invest in issues communities care most about including racial equity.
<b>Organizational development</b>	BHC has often struggled with coordination between local and state, whereby the “right hand isn’t always aware of what the left hand is doing.”	Bust siloes and clarify organizational direction, roles and infrastructure so that local, regional, and statewide activities are in alignment.
<b>Operations /grantmaking processes</b>	Given the highly-changing and volatile landscape and a threatening federal context, TCE will need to move resources faster and more nimbly to protect its organizing infrastructure and vulnerable communities.	Optimize grantmaking operations and develop ability to move funds more quickly and nimbly and provide capacity building support and longer-term grants to fortify CBOs, coalitions, and the organizing infrastructure so they may cultivate resilience.

Source: Interviews with TCE staff, partners, and consultants, 2019-20.

# External threats to BHC

sustainability and success

	Situation	Response
<b>COVID-19 and economic downturn</b>	Although BHC launched soon after the 2008 recession, it rode the tailwind of statewide economic growth and high market performance. COVID-19 and the subsequent economic financial downturn puts BHC infrastructure and achievements at huge risk.	<ul style="list-style-type: none"> <li>• Continue to apply the lens of racial equity and center the most vulnerable,</li> <li>• Support the efforts of nonprofits serving vulnerable and communities of color in accessing and leveraging the \$2T+ in federal stimulus,</li> <li>• Use TCE’s brand, voice, and reputational capital to advocate for a fully-inclusive allocation of federal, state, and local resources.</li> </ul>
<b>Rising inequality and unaffordability</b>	Increasing economic inequality across the state and rising cost of living, especially housing costs, may lead to more displacement of communities of color and population loss.	Increase focus on building voice and power of marginalized communities, deepening their capacity, and investing in their infrastructure as they are both most affected by these trends and are best suited to leading change to address them.
<b>Federal context</b>	Federal actions continue to try to undo school discipline, health access, and environmental justice reforms as well as threaten communities and populations BHC cares most about.	Embed “strong defense” approaches into TCE’s next strategy, further empower and support grassroots and statewide organizers who are on the front lines, and sustain commitment to The Fight Fund.
<b>Funding sustainability</b>	Sunset of California Environmental Quality Act (CEQA) funding and a dwindling revenue base threaten funding for many of the programs and equity-oriented reforms BHC communities care about, including youth funding sustainability.	Identify dwindling funding streams and collaborate with philanthropic, governmental, and grantee partners to fill gaps and sustain revenue.
<b>Implementation</b>	Governmental budgets at the county, municipal, and district-levels are hardwired and opaque, and thus challenging to influence.	Continue to build budget advocacy capacity of BHC’s organizing infrastructure and collaborate with governmental partners to improve transparency and community engagement.

Source: Interviews with TCE staff, partners, and consultants, 2019-20.

# Looking to the future (Part 1)

**Vision:** TCE envisions a California that leads the nation as a powerful and conscientious voice for wellness, inclusion and shared prosperity.



**“Three bold ideas” reflect TCE’s belief that California will be a healthier place to live and a model for the nation when it is free from social inequity and racial injustice.**



# Looking to the future (Part 2)

Key shifts for TCE beyond 2020

From	To
Implicit focus on power and power building across various populations.	Central and explicit focus on power building among youth and adult leaders and communities with shared identity.
Multiple place boundaries—cities, neighborhoods, counties.	Place boundaries focused on jurisdictions that are playing fields for power-building.
Similar strategy across all 14 places.	Multiple, customized place strategies to allow for deep dives and nimble opportunistic investments.
Emphasis on policy change.	Emphasis on policy change supported by policy implementation and systems change to promote sustainability.
Create networks and alliances.	Extend and amplify networks and alliances to support lasting change.
Focus on health equity.	Focus on racial equity and targeted universalism to achieve health equity.
Top down and foundation-led.	Community- and grantee-led, with emphasis on building infrastructure and capacity.

Source: Interviews with TCE staff, partners, and consultants, 2019-20.

# Approach and methodology

## PURPOSE

Provide a 10-year summary to the Board on the four main goals of the North Star Goals and Indicators.

## PROCESS OF DEVELOPING THESE MATERIALS



# Report contributors

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# Glossary of Terms

Term	Definition
<b>Integrated Voter Engagement</b>	A strategy that embeds voter engagement efforts (registration, education, and turnout for an election) into the ongoing work of community organizing.
<b>Local Control Funding Formula (LCFF)</b>	Passage of Prop. 30 in 2012 (funding state public education through personal tax and sales tax increases) paved way for LCFF, which is part of historic legislation passed in 2013 which directed increased funds to the state's high-need districts and students.
<b>Proposition 47</b>	Statewide legislation passed in 2014 that reclassified low-level, nonviolent felonies as misdemeanors and redirected state cost savings to truancy and dropout prevention, substance abuse treatment and victim services.
<b>Proposition 57</b>	Statewide legislation passed in 2016 that removes power from prosecutors to try juveniles as adults and improves parole chances for non-violent offenders.
<b>Public charge</b>	<p>A "public charge" test is designed to identify people who may depend on the government as their main source of support and use this information to deny admission to the U.S., permanent residence status, or a green card.</p> <p>Currently, two public benefits, cash benefits (e.g. SSI) &amp; long-term institutional care, considered for the test.</p> <p>The US Department of Homeland Security proposed legislation which would deny lawful resident status to anyone who has accessed programs such as Medicaid, food assistance, public housing, &amp; others.</p> <p>After a ruling by the U.S. Supreme Court on January 27, 2020, the Department of Homeland Security (DHS) can now implement their new rule relating to the "public charge" ground of inadmissibility. DHS announced that the rule will go into effect on February 24, 2020.</p>

Note: The policy changes identified here reflect accomplishments championed by BHC participants during the initiative, but not necessarily with TCE funds. All TCE grants to BHC participants were made in compliance with the requirements of federal tax law.

Source: "Public Charge: A New Threat to Immigrant Families, Protecting Immigrant Families; "Propose changes to immigration rules could cost California jobs, harm public health," UCLA Center for Health Policy Research, December 2018.

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of our grantee partners

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