Moving Toward Our North Star of Health Equity 2017-18
Executive Summary

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).

This report represents a progress update on the NSGI across the four campaigns:

<table>
<thead>
<tr>
<th>Campaign</th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>BUILDING VOICE AND POWER FOR A HEALTHY AND INCLUSIVE CALIFORNIA</td>
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<td>2</td>
<td>HEALTH HAPPENS WITH PREVENTION</td>
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<td>3</td>
<td>HEALTH HAPPENS IN SCHOOLS</td>
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<tr>
<td>4</td>
<td>HEALTH HAPPENS IN NEIGHBORHOODS</td>
</tr>
</tbody>
</table>

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.

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

California public schools provide positive and supportive learning environments that promote life-long health and wellness for all students.

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

Note: The California Endowment (TCE) is a private foundation and does not engage in, or make payments or grants, for the purpose of lobbying, carrying on propaganda, or otherwise attempting to influence legislation as defined in Section 501(c)(3) of the Internal Revenue Code and Treasury Regulations thereunder.
Health Equity is achieving the highest level of health for all people by improving the systems and conditions for health for all groups, especially for those who have experienced racial, socioeconomic disadvantage or historical injustice. In this sense, health equity is advanced through the fight for social justice.
BHC North Star Goals and Indicators

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.

1. 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.

2. 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.

3. Adult and youth residents have voice and power in local and state government and private sector decision-making processes affecting policies and resource distributions.

3.5. Public systems, structures and leaders are transformed to change cultural norms/practices/policies/resource allocation to achieve equitable outcomes for all.

HEALTH HAPPENS WITH PREVENTION

Goal #2: Californians have ready access to a system that prioritizes prevention and coverage for all.

4. Local health systems have integrated preventive care with increased investment in public health and social and community services in an equitable and comprehensive fashion.

5. Low-income and hard-to-reach populations have access to and are enrolled in health insurance or affordable, quality health care programs.

HEALTH HAPPENS IN SCHOOLS

Goal #3: California public schools provide positive and supportive learning environments that promote lifelong health and wellness for all students.

6. Schools implement positive discipline practices and provide supportive learning environments centered on trauma-informed principles to promote health and healing.

7. Students stay in school, maintain their attendance and experience academic success.

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.

8. 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.

9. 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.

*This indicator also applies under Goal 3

10. 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.
This past year represents one of the most challenging years since BHC’s inception in 2010. Divisive federal policies, public messages, and displays of exclusion and hatred across the nation, and particularly the assaults on federally-sponsored health care and on immigrant populations are having a negative impact on the disenfranchised communities TCE cares about most.

- TCE has responded in multiple ways. The foundation deployed the Fight Fund to defend progress made over the past eight years, and remains committed to advancing equity and inclusion efforts.
- Similarly, BHC sites mobilized and made progress as they shifted focus on implementation of policy wins from prior years, as well as pushing for additional change.
- By all accounts, though, this was a tough year, including local- and state-level policy losses, an uptick in hate crimes and deportations, as well as unceasing threats to the rights and livelihoods of immigrants, communities-of-color, women and girls, the justice-involved, LGBTQ-people, and other underserved communities.

Note: No TCE funds were earmarked for lobbying purposes.
Executive Summary (Cont’d)

GOAL 1

VOICE AND POWER

TCE committed a total of $60M through the Fight Fund over three years to fortify the organizing infrastructure across sites and statewide to address newfound challenges with the aim of contributing to the sustainability of BHC after 2020. The foundation invested in those most negatively affected by the federal context and as a result, these groups fought hard to protect their rights and advance an equity agenda. Youth organizers created the “Free Our Dreams” platform and a “Youth Bill of Rights” and continued to organize both locally and statewide to ensure system dollars were allocated to prevention and support of their futures. Moreover, sustained investment in Integrated Voter Engagement (IVE) aims to yield increased voter turnout later this year, a critical marker of BHC’s sustainability beyond 2020.

GOAL 2

HEALTH HAPPENS WITH PREVENTION

Despite uncertainty around the Affordable Care Act (ACA) last year, California continued to serve as a national implementation model, yielding record Medi-Cal enrollment and widespread public support for the policy. New data reveal that previous investments in ACA outreach and enrollment bore fruit: uninsured rates in BHC cities were significantly lower than in comparable sites. Additionally, 47 of 58 California counties provided safety net health access to undocumented adults. Though this represented a large increase in recent years, efforts to expand this number temporarily stalled in 2017-18. Finally, federal support for Health Homes unexpectedly came through, offering a window of opportunity to improve access to high-quality and cost-effective primary care and prevention to vulnerable and high-need Californians.

Note: No TCE funds were earmarked for lobbying purposes.
Parents, youth, and other organizers in BHC sites held school districts accountable for equitable school discipline policies and practices and the proper allocation of LCAP funds. New research revealed graduation rates for BHC students were up and school discipline rates were down, compared to other jurisdictions. However, racial disparities persisted across the board, especially in terms of lost instructional time and chronic absences.

TCE witnessed the bloom of a youth justice movement with widespread public support for the end of youth prisons, policy changes at the state- and local-levels, as well as public announcements of planned youth camp closures and consolidation in LA County. Moreover, sustained implementation of Prop 47* reduced mass incarceration, leveraged over $103M of reinvestment in community-based prevention, and changed lives. Other new TCE investments strengthened partners’ capacity to advance anti-displacement and gentrification efforts at both the local- and state-levels.

*Prop 47: Reduced Penalties for Some Crimes Initiative (Safe Neighborhoods and Schools Act) was approved by ballot initiative in November 2014.
In sum, in this past year, BHC sites and state partners have been deep into implementation mode, building and leveraging the organizing infrastructure across sites and statewide, translating past policy victories into on-the-ground gains, and tackling challenges head-on. Such efforts will help ensure BHC continues to positively impact communities and remain sustainable into the next decade.
**Goal 1:** Historically excluded adults & youth residents have voice, agency, & power in public and private decision making to create an inclusive democracy & close health equity gaps.

**FIGHT FUND:** TCE has responded nimbly to the shifting federal-context with a $40M in flexible dollars

**Four pillar investment strategy doubles down on building voice and power**

- **Inclusive narrative and movement building:** Build an inclusive narrative and movement for equity by investing in collaboration across multiple issues, rapid response to grassroots organizations, and statewide integrated voter engagement efforts.

- **Protecting vulnerable populations:** Invest in communities most impacted by emerging policies that might be harmful, building solidarity among diverse groups, and amplifying voices of those most impacted by harsh policies.

- **State-level advocacy:** Support for an accurate and fair census count to protect state’s federal representation and allocation of federal dollars.

- **Federal engagement:** Protecting Medicaid and the safety net programs such as SNAP for Californians in-need.

**Board committed $60M over 3 years, of which the ~$20M+ has already been spent due to high need**

- **$4.0M** Inclusive narrative & movement building
- **$7.1M** Protecting vulnerable populations
- **$4.1M** State level advocacy
- **$2.9M** Federal engagement

**$20.2M**

*Total includes convening funds for legal support, evaluation and communications

Note: No TCE funds were earmarked for lobbying purposes.
Past support of immigrants’ civic engagement is particularly important for launching a defensive strategy and yielding results.

Investments in organizing infrastructure engaged a high proportion of immigrants... ...who are getting loud and shoring up support to protect their rights.

<table>
<thead>
<tr>
<th>Group</th>
<th>Proportion Engaged</th>
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<tbody>
<tr>
<td>Immigrants</td>
<td>72%</td>
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<tr>
<td>Undocumented</td>
<td>66%</td>
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<tr>
<td>School Parents</td>
<td>57%</td>
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<tr>
<td>Young Women</td>
<td>50%</td>
</tr>
<tr>
<td>Young Men</td>
<td>50%</td>
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<tr>
<td>Neighborhood Groups</td>
<td>47%</td>
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<tr>
<td>Senior Citizens/Elders</td>
<td>38%</td>
</tr>
<tr>
<td>Formerly Incarcerated</td>
<td>34%</td>
</tr>
<tr>
<td>Religious Community</td>
<td>31%</td>
</tr>
<tr>
<td>LGBTQ Individuals</td>
<td>28%</td>
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<tr>
<td>Refugees</td>
<td>26%</td>
</tr>
<tr>
<td>Farm Workers</td>
<td>17%</td>
</tr>
<tr>
<td>Persons with Disabilities</td>
<td>16%</td>
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<tr>
<td>Tribal members</td>
<td>4%</td>
</tr>
<tr>
<td>Other</td>
<td>28%</td>
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**MERCED:** Planada Elementary School District Board of Education adopted a Safe Haven Resolution protecting undocumented students and families by creating safe spaces, protecting immigration status information, and forbidding ICE agents on school grounds.

**SANTA ANA:** OC Opportunity Initiative secured $1.8M to support immigration integration services, support for citizenship and naturalization services, as well as rapid response networks, communications, and initial work on deportation defense.

**STATEWIDE:** State Attorney General Becerra pledged $1M to protect immigrants, ensuring humane treatment and access to legal services in detention centers, and preventing such centers from adding beds.

Note: No TCE funds were earmarked for lobbying purposes.
Note: No TCE funds were earmarked for lobbying purposes. Source: Free Our Dreams website; photo courtesy of Veronica Terriquez; Youth Voice in School Finance, Terriquez, Rogers, Lin, 2016.
Goal 1: Historically excluded adults & youth residents have voice, agency, & power in public and private decision making to create an inclusive democracy & close health equity gaps.

Investments in IVE capacity and expanding the ecosystem of anchor organizations will ensure the sustainability of TCE’s work

Integrated Voter Engagement (IVE) is a strategy that embeds voter engagement efforts (registration, education, and turnout for an election) into the on-going work of community organizing

TCE’s partners will increase voter turnout in 2018 among traditionally underrepresented groups across the state given this work in conjunction with fierce opposition to changes at the federal level.

Note: No TCE funds were earmarked for lobbying purposes.
Despite federal uncertainty of ACA last year, implementation continues to be a model of success

Enrollment in Medi-Cal increased by over 50% over three years

Medi-Cal enrollment in millions from 2013-17

13.3 million people enrolled by September 2017

Strong bi-partisan support for Medi-Cal

% of Californians who say Medi-Cal is important to the state, by party

Democrats
95% Total

11% 84%

Republicans
75% Total

30% 45%

No party preference/other
86% Total

16% 70%

Certified eligibles

Goal 2: Californians have ready access to a health system that prioritizes prevention and coverage for all.

Note: No TCE funds were earmarked for lobbying purposes.
Source: "Key Learnings and implication for protecting health access for all," Harder+Co, Jan. 2018; Berkeley IGS poll, 2017.
Goal 2: Californians have ready access to a health system that prioritizes prevention and coverage for all.

ACA investments yielded results: greater decline of uninsured in BHC sites vs. comparable sites and statewide

% population uninsured in BHC sites, comparable communities and statewide in 2009 vs. 2015

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<thead>
<tr>
<th></th>
<th>2009</th>
<th>2015</th>
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<tbody>
<tr>
<td>BHC SITES</td>
<td>31.3%</td>
<td>14.0%</td>
</tr>
<tr>
<td>COMPARABLE COMMUNITIES</td>
<td>31.0%</td>
<td>17.9%</td>
</tr>
<tr>
<td>STATEWIDE</td>
<td>20.9%</td>
<td>11.9%</td>
</tr>
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Note: No TCE funds were earmarked for lobbying purposes. Source: “Assessing Changes in Community Health Over the First Five Years of BHC: Insights from the California Health Interview Survey,” UCLA 2017.
Goal 2: Californians have ready access to a health system that prioritizes prevention and coverage for all.

47 of 58 counties now provide care to undocumented; a large increase from prior years, remaining counties are slow to change

RENEWALS/EXPANSIONS

RICHMOND
Contra Costa Board of Supervisors voted to expand existing pilot to provide undocumented adults health care ($750K match with partnering hospitals = $1.5M).

EAST SALINAS
Monterey County voted to expand funding for health access pilot targeting undocumented adults from $500K to $2M.

CONTINUING BATTLES

MERCED
Plan to spend $700K per year to provide coverage to county’s 27K undocumented adults lost by 3-2 vote.

SANTA ANA
“Orange County supervisors have signaled they have no plans to provide health care to the undocumented.”

Note: TCE funds were not used for lobbying purposes.
A year ago, the possibility of the federal 9:1 match for Medi-Cal Health Homes looked grim, but it happened

“On December 19, 2017, the Centers for Medicare & Medicaid Services (CMS) approved amendments to the California Medicaid State Plan and the Medi-Cal 2020 Demonstration Project, which is authorized under Section 1115 of the Social Security Act. These amendments authorize the Department of Health Care Services (DHCS) to implement an ACA Section 2703 Health Homes Program (HHP) through the Medi-Cal Managed Care delivery system.”

-Email from California Department of Health Services to TCE staff on January 4, 2018

STRENGTH: Builds cross-sector infrastructure and strengthens collaboration and coordination of medical, behavioral and mental health, and social services.

DIRECTION: Targets vulnerable, high-need, high-utilizing populations.

ACTION: Addresses the whole person: physical, behavioral, emotional, and economic.
Goal 3: California public schools provide positive and supportive learning environments that promote life-long health and wellness for all students.

Organizers and legal advocates held school districts accountable through litigation; especially in regards to LCAP*

FRESNO

CA Department of Education ruled in favor of parents and advocates, forcing Fresno Unified to use LCAP dollars (~$37M) for underserved students, instead of police programs and bathroom renovations.

SOUTH KERN

District settled suit with parents and advocates, promising to pass new school discipline policies, provide teacher trainings to ameliorate implicit bias, and award $5K to 19 plaintiffs to further their children's education.

LOS ANGELES AND LONG BEACH

In Sept. 2017, two separate rulings in favor of plaintiffs resulted in the reallocation of $150M to the 50 highest-need schools within LAUSD and ~$24M in LCAP funds meant to support high-need students in LBUSD.

Note: No TCE funds were earmarked for lobbying purposes.

*LCAP = The Local Control Accountability and Accountability Plan: A 3-year plan to describe the goals, services, and expenditures to support positive student outcomes.

Graduation rates are up and school discipline rates are down over a six-year period

Districts within BHC sites had a higher graduation rate increase vs. overall state

Change in graduation rates between 2011-12 to 2016-17

18% Districts within BHC sites

12% State overall

Districts within BHC sites had higher declines in suspension rates vs. overall state

Change in total suspension rates between 2011-12 to 2016-17

-46% DISTRICTS WITHIN BHC SITES

-37% STATE OVERALL

Change in “willful defiance” suspension rates between 2011-12 to 2016-17

-78% DISTRICTS WITHIN BHC SITES

-73% STATE OVERALL

Note: No TCE funds were earmarked for lobbying purposes.
Goal 3: California public schools provide positive and supportive learning environments that promote life-long health and wellness for all students.

Days of lost instruction due to school discipline have declined dramatically as well, yet large racial disparities persist

Six-year trend in days of missed instruction based on total suspensions per 100 students in California, by race (2011-12 to 2016-17)

Note: No TCE funds were earmarked for lobbying purposes.
Goal 3: California public schools provide positive and supportive learning environments that promote life-long health and wellness for all students.

New data reveal disparities for chronic absence, as well

CHRONIC ABSENCE: Missing 10 or more school days due to absence of any reason (e.g. excused absence, unexcused absence, and/or school discipline)

2016-17 Chronic Absenteeism Rates by Race/Ethnicity

- NATIVE AMERICAN/ALASKA NATIVE: 21%
- AFRICAN-AMERICAN: 19%
- PACIFIC ISLANDER: 16%
- HISPANIC/LATINO: 12%
- WHITE: 10%
- FILIPINO: 5%
- ASIAN: 4%

Statewide average = 10.8%

Note: No TCE funds were earmarked for lobbying purposes.
Note: “Chronic absenteeism rate” shall be calculated as follows: (1) The number of pupils with a primary, secondary, or short-term enrollment during the academic year (July 1 – June 30) who are chronically absent where “chronic absentee” means a pupil who is absent 10 percent or more of the school days in the school year when the total number of days a pupil is absent is divided by the total number of days the pupil is enrolled and school was actually taught in the regular day schools of the district, exclusive of Saturdays and Sundays. (2) The unduplicated count of pupils with a primary, secondary, or short-term enrollment during the academic year (July 1 – June 30). (3) Divide (1) by (2).
Goal 3: California public schools provide positive and supportive learning environments that promote life-long health and wellness for all students.

Funding secured for highest-need LAUSD schools through revamped Student Equity Need Index

LAUSD school board unanimously approved a Student Equity Need Index 2.0 motion, which will result in an initial $25M infusion of new dollars to the highest need schools for the 2018-19 school year, as well as $260M for every year thereafter.

Criteria for allocation of LCFF* dollars to individual schools heavily weighted toward community health and violence indicators.

BHC partners are helping create a “menu of options” to support school site leadership on what can be done with new dollars and will ensure both evidence-based best practices and key input from students, parents, and school leaders inform the process.

BHC’s organizing infrastructure contributed to this win by relying on the following resources and skills: people power, insider-outsider strategy, policy and budget know-how, communications, research, and coordination.

*Local Control Funding Formula
Note: No TCE funds were earmarked for lobbying purposes.
Source: “School Board approves new formula for funding high-need schools,” LA Times, April 2018.
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.

TCE helped spearhead discussion about investing in youth, not punishing them

The public understands the need for prevention and investment, not punishment

Policymakers are coming around

**YOUTH PRISON CLOSURES:** LA County Probation Department announced plans to shut down six juvenile detention camps with the aim of providing workforce and educational training, housing, and other community-based prevention services, instead.

**POLICY MOVEMENT:** Policymakers are starting to move in the right direction through legislation that provides second chances and keeps California’s youngest kids out of prisons.

**COMMUNITY POWER:** More voices are calling for change. Formerly incarcerated individuals and community leaders were at the table to make decisions about how public resources are spent (e.g. Board of State & Community Correction’s Prop 47 committee, LA County’s Juvenile Justice Steering Committee, and the LA County diversion plan).

**40K+**

40,000+ people attended or live-streamed #SchoolsNotPrisons-related events to call for investments in our youth and communities.

**>60%**

TCE-sponsored poll revealed >60% of respondents supported the total closure of youth prisons.

**65%**

65% of Californians voted to stop sending kids to adult prisons (Proposition 57).

Note: No TCE funds were earmarked for lobbying purposes.

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.

Prop 47 contributed to right-sizing the justice system

Second chances with records changed

- More than 1M eligible for record change (50% in LA County alone).
- Over 280K petitions filed for resentencing or reclassification thus far.
- Top five counties with most record change petitions:
  - San Diego
  - Ventura
  - Los Angeles
  - Riverside
  - Orange

Reducing mass incarceration & associated racial disparities

- 15K fewer people incarcerated in California’s prisons and jails.
- 119K fewer felony arrests.
- 55K fewer felony convictions.
- ~33% fewer felony convictions in county courthouses.

Dollars for prevention

- In 2017, the Board of State and Community Corrections distributed $103M in savings to provide rehabilitation and community-based prevention services.
- 12 of the 23 grantees were located in BHC counties.

Note: No TCE funds were earmarked for lobbying purposes.
Source: "Board Awards $103m in Prop 47 Funds to Innovative Rehabilitation Programs, Board of State and Community Corrections, June 2017; “Second Chances and Systems Change,” Californians for Safety and Justice, Mar. 2017."
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.

Significant policy movement at site-level, especially around youth justice reform and environmental justice

**RICHMOND: YOUTH JUSTICE**
Contra Costa County forgave $8.8M in unpaid juvenile fee debt.

**MERCED: YOUTH DEVELOPMENT**
Merced City Council voted to allocate 20% of marijuana sales to Parks and Recreation, which houses youth services & youth council.

**FRESNO: ENVIRONMENTAL JUSTICE**
Community residents won key battle to relocate one of the city’s worst industrial polluters.

**LA & LONG BEACH: ENVIRONMENTAL JUSTICE**
LA and LB mayors sign agreement directing nation’s biggest port to move toward zero emissions.

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Note: No TCE funds were earmarked for lobbying purposes.
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.

TCE’s anti-displacement approach focuses on power building; state and local organizations made gains

TCE’s approach to “inclusive and healthy community development”
- Contributed $4.5M to a pooled $7.5M and growing fund: “California Power for Inclusive Communities Fund”
- National funders and community foundation partners
- Power-building strategy (multi-year capacity building grants bridging local and statewide work)
- Not single policy focused – movement building approach

Build anchor capacity
- Increase base and alliances, support growth of other base building groups in the region
- Increase capacity to run campaigns & social media, as well as capacity to work with capital sector (CDFIs)
- Support org. development

Support statewide efforts
- Policy/Implementation
- This year, ~15 bills in housing package approved by Governor Brown**

Support site-level efforts
- Policy/Implementation
- This year, there was policy movement across BHC sites, for example (not comprehensive)**:
  - Oakland/Richmond: Rent control and just cause eviction
  - Fresno: Policy for rental inspection & code enforcement
  - Santa Ana: Identified ~100 land parcels for new land trust

TCE’s approach to “inclusive and healthy community development”

Note: No TCE funds were earmarked for lobbying purposes.
**Pooled fund didn’t necessarily contribute to these wins, but investments may build upon them and/or support implementation.
Source: Assembly member David Chiu Statement on Gov. Brown Signing of Historic Housing Bills, Sept, 2017; “Power, Place and Public Health,” TCE; 2017; Funding Power for Inclusive CA Communities, TCE.
TCE heard communities, partners, advisors, and experts on equity, and going forward needs to...

<table>
<thead>
<tr>
<th>Power Building, Race, and Vulnerable Populations</th>
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<tbody>
<tr>
<td>1. Deepen and sustain support for adult/youth organizing and other power building efforts.</td>
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<td>2. Expand its “toolkit” around strategies that build electoral power.</td>
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<td>3. Address racial equity even more directly, and focus on protections for immigrant communities.</td>
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<td>4. Incentivize and resource aligned power building, rather than prescribing or directing how it is done.</td>
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<thead>
<tr>
<th>Strategy, Policy, and Implementation</th>
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<tr>
<td>5. Continue to refine its unique approach of linking community voice and mobilization with state, regional and local policy, systems and narrative change: frequent communication, connection between local and state priorities, and unifying the assets of local and state partners.</td>
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<tr>
<td>6. Translate previous policy wins and investments into the day-to-day system changes that make lives better and open future opportunities.</td>
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<tr>
<td>7. Help communities hold systems accountable, so that benefits to residents from numerous policy wins are forthcoming.</td>
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<thead>
<tr>
<th>Transition Planning Beyond 2020</th>
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<tr>
<td>8. Engage key stakeholders to ensure seamless transition planning and long-term sustainability of the work beyond the end of BHC in 2020.</td>
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<tr>
<th>Internal Culture</th>
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<tr>
<td>9. Ensure that its internal culture and operations reflect BHC values and unify internal organizational structure &amp; processes as 2020 approaches.</td>
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<td>10. Share leadership w/grantees, building their capacity to lead &amp; sustain the work.</td>
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<td>11. Engage leaders from multiple sectors as “health equity champions.”</td>
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<tr>
<td>12. Strengthen learning culture and build evidence for the impact of BHC’s work.</td>
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Note: No TCE funds were earmarked for lobbying purposes.

Appendix A: Methods and Data Sources

PURPOSE

• Provide a progress update to the Board on the four main goals of the North Star Goals and Indicators for 2017-18.

PROCESS OF DEVELOPING THESE MATERIALS

• Materials co-created with Center for the Study of Social Policy, Tom Pyun, and the Learning and Evaluation Team.
• This report utilizes three key research-oriented activities:
  ➢ Desk review of existing evaluation reports and memos
  ➢ Phone interviews with select TCE staff:
    1. Albert Maldonado
    2. Castle Redmond
    3. Craig Martinez
    4. Daniel Zingale
    5. Hanh Cao Yu
    6. Lori Nascimento
    7. Mary Lou Fulton
    8. Mona Jhawar
    9. Richard Figueroa
   10. Alexandra Desautels
   11. Judi Larsen
   12. Sandra Witt
   13. Mona Jhawar
   14. Ray Colmenar
   15. Jenny Chheang
   16. Leticia Alejandrez

  ➢ Interviews with Select TCE partners and consultants:
    1. Children Now
    2. UCLA
    3. WestEd
    5. AttendanceWorks
    6. Veronica Terriquez
    7. Tia Martinez

  ➢ Internet searches to fact check and source interview findings
• Quantitative and qualitative data were synthesized to produce key themes, data points, and analyses shared throughout the report.