



Building Healthy Communities Technical Assistance and Training Support





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Introduction

With the Building Healthy Communities (BHC) initiative, The California Endowment (TCE) believes that in order to sustain community involvement and begin on the pathway to transformational change, a key ingredient is providing technical assistance and training support to the 14 BHC sites.

This support is being provided in order to:

- Connect, convene, and collaborate with groups across constituencies, issues, and regions.
- Build connections and relationships to coordinate community organizing, policy advocacy, and coalition building.
- Identify and/or develop communications strategies to advance the work.
- Cultivate leadership at local, regional, and state levels, among youth, communities of color, and low-income residents.
- Establish a flow of information to foster and feed collaboration.
- Create synergy and growth of the network by looking for opportunities to collaborate with new partners and build new relationships.

TCE recognizes that one approach does not fit all sites, and that each site is at a different stage of strategy, policy, and collaborative development. Additionally, there is no one single training or strategy that will help achieve BHC's bold vision. Therefore, we envision a mix of support and approaches that will best complement the stage of work in each site.

The following categories are the foundation of support for all BHC sites:

- **Building a Common Language** – The Health Exchange Academy trainings provided by TCE are seen as the vehicle to building a deep understanding of prevention, advocacy, and policy and systems change.
- **Creating a Space for Meaningful Dialogue around Structural Racism** – The unique history of all BHC sites is reflected in their current state of affairs. Racism and power differentials play out in different ways in each site. Bridging this intersection is critical for community transformation.
- **Cultivating Strong Peer Networks** – Strengthening and facilitating relationships between BHC sites is viewed as critical to weaving them together during the 10 years. Providing a platform for sharing best practices, dialogue, and meaningful learning is essential in connecting civic leaders, residents, youth, and other partners throughout the initiative.
- **Building and Strengthening Community Organizing** – Efforts to mobilize residents and youth is a key success factor in achieving and sustaining anticipated outcomes.



- **Strengthening Data Analysis in Decision-Making** – Understanding and learning from data is critical for each site, as it identifies what it needs, develops a process to measure the effectiveness of what it does, and uses what it learns to support decision-making.
- **Changing the Narrative** – Strengthening capacities for strategic use of communications to tell the stories of BHC communities as well as promote effective messages about the social determinants of health and a shared vision of health across California.

Each of the categories of support have been identified by gathering input from the BHC sites, reading evaluation data from our consultants and technical assistance providers, and learning from best practices in the field of place-based initiatives. TCE views technical assistance as a way to help and support communities and individuals that need it.¹ As such, the offerings will evolve over time.

Technical Assistance (TA) Tools

- Webinars
- Peer Networking
- Coaching
- Resource Guides
- Workshops
- Consulting
- Site-Specific Technical Assistance
- Trainings
- Communications Resources

¹ This is not an exhaustive list of technical assistance, but reflects what is currently in place.



Frequently Asked Questions

Q. *How do I request technical assistance?*

A. Contact your program manager to obtain technical support.

Q. *How much will technical assistance cost?*

A. The technical assistance listed above is provided free of charge.

Q. *Are we required to use all of the technical assistance listed?*

A. Because one size does not fit all, we expect that each site will ask for the assistance it needs when needed. There is no order in which you must use the available assistance, but we encourage all sites to use the resources provided to them.

Q. *What if we need help that is not listed?*

A. Contact your program manager for assistance.

Q. *What if we need help with specific TA to support and advance the outcomes selected by our site?*

A. As communities work on their strategic outcomes over the next 10 years, TCE will provide technical assistance and support that reflects the needs of the communities, bringing in local, national, or statewide leaders to the BHC sites.

Q. *Are trainings available in languages other than English?*

A. Request interpretation services through your program manager. Some trainings are already provided in Spanish.

Q. *How is training customized for our BHC site?*

A. In many cases, the organization offering the training will conduct an assessment to determine how the program can be of the greatest benefit. The hub manager is a key person in this process and may want to include other participants to ensure the program is relevant and well received.



Foundational Technical Assistance Available to BHC Sites

Health ExChange Academy (HEA)

HEA is a program of the Center for Healthy Communities (CHC). It is comprised of a series of in-person trainings and skill-building courses that increase participants' knowledge and build proficiency in advocacy, communications, and primary prevention. Trainings are available on-site with follow-up assistance workshops provided as needed.

- **Primary Prevention for Change** – A two-course curriculum designed to help participants understand the underlying causes of poor health, and craft solutions that can transform unhealthy environments into healthy ones.
- **Advocating for Change** – A three-course curriculum designed to introduce participants to the field of public-health policy and advocacy, including coursework on issue-framing, agenda-setting, and advocacy-planning.
- **Communicating for Change** – A seven-course curriculum designed to prepare health advocates in engaging the media strategically for improving community health.
- **Evaluating for Change 2.0** – This workshop is designed to provide participants with an understanding of the difference between “accountability-based” and “learning-based” evaluation, identify ways to translate “learning-based” evaluation findings into action steps and walk away with knowledge and tools for developing an effective “learning based” evaluation plan and interpreting results.

For more information, please visit www.calendow.org/about/Health_Exchange_Academy.aspx

Advocacy

Alliance for Justice (AFJ)

AFJ has a staff of expert attorneys who are knowledgeable about federal and state laws governing organizational advocacy efforts. Through AFJ's extensive resources, you can follow the law, advocate for policy change and make a real difference in your community. Trainings focus on how organizations can legally advocate for policy change, develop an advocacy strategy, steps that can be taken to maximize advocacy efforts, and how organizations can legally participate in election-related activities. AFJ also offers an array of online resources, publications, and tools that assess and evaluate advocacy and community organizing capacities for organizations and coalitions to use in strengthening their efforts.



Trainings are available on-site, in English and Spanish, with follow-up assistance via e-mail, phone, or in-person workshops provided as needed. For more information about AFJ please visit <http://bolderadvocacy.org>

Community Benefits Agreements (CBA)

The Los Angeles Alliance for a New Economy (LAANE) provides regional trainings for BHC sites on preparing for and mounting campaigns using CBAs as a tool for improving health, job quality, and community services. Intended to ensure that good jobs, healthy communities, and public services are factored into major economic development projects, the CBA is a legally enforceable document negotiated among a coalition representing community, labor, and other stakeholders, and the project developer and public entity involved in the financing and/or regulation of the project. Previous agreements have resulted in living wage jobs with health benefits, affordable housing, childcare services, local hiring, and environmental improvements.

Regional, customized trainings cover CBA fundamentals, campaign strategies, research, coalition building, negotiation, implementation and monitoring. In consultation with BHC organizations, LAANE identifies local area interests and needs as well as planned projects that may be candidates for a CBA campaign. Follow-up assistance is available.

For more information about LAANE please visit www.laane.org

Environmental Health Coalition

Environmental Health Coalition provides training to BHC communities interested in increasing their understanding of environmental health and justice issues as well as developing their capacity to advocate for local, regional and statewide policies that improve community health.

For more information on Environmental Health Coalition, please visit www.environmentalhealth.org

Tony Hawk Foundation

Tony Hawk Foundation (THF) is a national organization focused on the development and financing of free-, public skateboard parks in the U.S. THF will be assisting BHC sites through its technical and coaching program for youth and community stakeholders, including parents, nonprofits, business leaders, and funders. Building youth leadership and engaging skaters in skatepark development is a key component. Other planning and implementation elements include vision and needs assessment, advocacy, fundraising, skatepark design and ongoing management.

For more information about Tony Hawk Foundation, please visit www.tonyhawkfoundation.org



Urban Peace (Advancement Project)

The Advancement Project is available to consult with BHC places in the development of violence prevention strategies. It offers technical assistance in the following areas:

- Development of short term action plans and long term strategic goals for violence prevention
- Production of community-specific assessment reports
- Development of effective gang intervention strategies
- Development of common policy agendas among local re-entry, juvenile justice and adult “realignment” stakeholders
- Creation of safety scorecards

For more information about The Advancement Project, please visit www.advancementprojectca.org

Communications

Public Television Partnerships

To promote a shared vision of community health, public television partners have been identified to collaborate with BHC sites throughout the state. With dedicated staff, they will train Hub staff and local BHC partners on increasing media attention and understanding among the broader community about how outcomes such as reducing youth violence, increasing school attendance, creating a healthier built environment and increased knowledge of the negative disparities suffered by young men and boys of color are all issues of common concern and importance. A consultant will be available to assist BHC communities in developing a communications plan, improving communication between the Hub and partners skilled at storytelling, and will provide assistance in the immediate needs of place such as event coordination, press releases, op-eds, blogs, and other communications needs.

- **KCET** will assist Southern California BHC sites. A seasoned journalist will be dedicated to assist Boyle Heights, City Heights, Eastern Coachella Valley, Long Beach, and South Los Angeles communities. In addition, youth will be engaged as student producers in chronicling community stories through the development of content for the DEPARTURES website. www.kcet.org
- **Valley PBS (KVPT)** will assist the Central Valley BHC sites and BMOC Fresno. Valley PBS will hire a seasoned journalist who will work to assist Central Valley BHC sites (South Merced, Fresno and South Kern) and Fresno BMOC partners. www.valleypbs.org

Video Storytelling

Regional partners have been identified to work with BHC sites in support of digital media and communications capacity supporting a health and social determinants of health message. Through training and special projects, BHC communications coordinators, residents and youth leaders will learn



video camera, editing, and other digital storytelling skills. With regional partner consultation, each BHC Hub will develop a plan for selection of health and equity stories to be regularly produced and disseminated.

- **Center for Multi-Cultural Cooperation** (Del Norte, Eastern Coachella Valley, Fresno, South Kern, South Merced BHC sites) <http://cmcweb.org>
- **Ryse Center** (East Salinas, East Oakland, Richmond, and South Sacramento BHC sites) www.rysecenter.org
- **Weingart East LA YMCA Youth Institute** (Boyle Heights, Central Long Beach, Central Santa Ana, City Heights, Long Beach, and South LA BHC sites) www.ymcala.org/weingart-east-los-angeles

Complementary Communications Strategies

Radio Bilingüe

To support the priorities of many BHC sites, radio programming for immigrant youth, their parents, and other listeners will be produced by Radio Bilingüe to complement BHC place efforts. Reaching 17 California counties, including the Central Valley, East Salinas and Eastern Coachella Valley, programming (talk shows, town hall broadcasts, public affairs programming, and news features) will focus on the socio-emotional health implications of harsh school discipline practices, how health can be improved through civic engagement and school attendance, how school environments can support health of youth, and the opportunities for immigrant integration through policies such as deferred action.

The Futuro Media Group

Latino USA will produce a series of high profile reports on barriers to health for Latinos in California communities, especially those residing in communities outside of the larger metropolitan areas. Innovative leaders and solutions from BHC will be profiled across a range of health topics. Listeners will have on-air, online and in-person opportunities to learn more about the new narratives being shaped in BHC communities.



Community Building, Leadership Development and Networking

LeaderSpring

LeaderSpring will continue supporting hub managers, and also program managers, and selected hub site staff members to increase their ability to contribute toward the success of the initiative. LeaderSpring will help:

1. Strengthen hub managers' camaraderie so that they can more actively invest in one another's success through peer support and resource sharing;
2. Increase hub managers' leadership competencies to enhance the effectiveness of their local hubs; and
3. Increase quality of communications among hub managers and program managers.

For more information about LeaderSpring please visit www.leaderspring.org

Liberty Hill Foundation

In 2013, leaders and advocacy organizations in BHC sites will work in a coalition with Liberty Hill Foundation to develop community leaders prepared to promote prioritized local health equity issues and policies through board and commission service. Pilot sites include Los Angeles, Long Beach, Eastern Coachella and Central Santa Ana. Similar to Urban Habitat, described below, this effort is intended to develop leaders concerned with local and regional equity.

National Conflict Resolution Center (NCRC)

NCRC offers The Exchange training program to provide leaders with an understanding of skills and strategies for managing conflict. Combining discussion and hands-on experiences, the training is based on three core principles: respect for the issue, respect for the person, and respect for the process.

A one-day assessment is conducted with BHC hub leadership and community stakeholders prior to the customized two-day Community Exchange training. Training is available in English and Spanish.

For more information about NCRC please visit www.ncrconline.com.

Mid-City Community Advocacy Network [Mid-City CAN]

In response to interest expressed by BHC sites and Hub managers, Mid-City CAN offers specialized technical assistance for Hubs to develop solid structures, clear decision-making processes, and tools that drive diverse partners toward action. Based on its model of collaboration and community organizing, a series of training modules is offered to BHC participants.

For more information about Mid-City CAN, please visit www.midcitycan.org



Visión y Compromiso

Visión y Compromiso convenes a statewide network of Promotoras and Community Health Workers to inform health policies, improve health services, and increase access to culturally appropriate care for urban and rural Latino communities throughout California. To increase understanding of how the promotores model can be incorporated into BHC sites, promote collaboration among promotores groups, and increase the level of health policy advocacy among promotores, Visión y Compromiso offers tailored consultation.

For more information about Visión y Compromiso, please visit www.visionycompromiso.org

Urban Habitat

Urban Habitat's Boards and Commissions Leadership Institute (BCLI) trains community leaders to advance equitable policies that promote health in transportation, land use, and community development planning. Through BCLI, participants are prepared to hold seats on local and regional public boards and commissions and make decisions that reflect the needs and interests of their communities. Urban Habitat is replicating its program in South Sacramento and San Diego BHC communities through identification of and technical assistance for affiliate organizations interested in building capacity to implement a local/regional BCLI. BCLI is also developing a statewide peer network and exchange to connect commissioner advocates throughout California.

For more information on Urban Habitat, please visit <http://urbanhabitat.org>

Women's Policy Institute

A program of the Women's Foundation of California, the Women's Policy Institute trains women leaders from BHC communities to gain a stronger understanding of and role in policy advocacy. Participants develop an appreciation of how race, class, gender, sexual orientation, etc. impacts the policy and advocacy process, which can result in health disparities in communities. The Institute consists of four, 3-4 day training retreats, a policy project with a team mentor and networking platforms. Training retreats are held in Sacramento during which fellows learn about the state policy process, meet with policymakers and work on their selected projects.

For more information on the Women's Foundation of California, please visit www.womensfoundca.org



Cultural Assets

Alliance for California Traditional Arts

Artistic expressions are powerful tools for community organizing in health and related areas. Sharing and celebrating local cultures is a pathway to cultivating and deepening culture competence amongst the diverse BHC participants. Alliance for California Traditional Arts (ACTA) assists communities in conducting an inventory of the community-based cultural assets that exist in BHC sites. This inventory identifies heritage-based, cultural practitioners, places and events that hold meaning to the diverse people in each community. From this and its experience in activating cultural assets, ACTA assists BHC sites to develop specific recommendations on how cultural resources can be activated and integrated into individual BHC site plans.

For more information about ACTA please visit www.actaonline.org

Data Analysis

School Health Data

TCE, Children Now, and West Ed are working in partnership to utilize the California School Climate, Health and Learning Survey (CAL-SCHLS) System to collect localized data. This data focuses on the learning and teaching environment, the health and well-being of students, and the supports available for parents, school staff, and students that foster learning and school success. Policy briefs on the state of children in the community will be produced in collaboration with the BHC places. Customized technical assistance is available to BHC sites as described below.

Children Now

With the assistance of Children Now, BHC sites are able to plan and communicate their priorities through the following components.

Data Analysis Triangulate student, parent, and staff data from the surveys in order to:

- Identify key policy goals related to children's school health
- Determine which school health data is most relevant to local efforts
- Identify primary uses of data and determine key audience
- Augment data, as needed
- Determine how to best package the data to meet the needs of the community

Policy Briefs Generate relevant and timely policy briefs that:

- Provide tailored data analyses of available school health data



- Create an engaging piece communicating policy priorities for each select community covering their policy priorities
 - These briefs will focus on the state of children in the community, and ways to help each community use and communicate the data to stake-holders, policy-makers, community leaders, and other community members.

Data Training Depending on interest, develop customized training opportunities for Hub staff to support effective data-driven advocacy campaigns and to support the integration and dissemination of data into policy work.

Data Presentation Depending on interest, provide a presentation on the *2012 California County Scorecard* data which highlights children’s well-being across counties, over time and by race and ethnicity.

To learn more about Children Now, go to www.childrennow.org

West Ed

West Ed is a leader in the field of assessing and understanding how school climate is related to student outcomes. It has been working with California school districts for more than 15 years. In partnership with TCE, West Ed is providing technical support to help implement the Cal-SCHLS Surveys, which include the Healthy Kids, Parent and School Staff Surveys in schools that are located in or near the BHC communities.

- **Hands-On Data Analysis:** Utilizing fishbowl and DUAP (Data Use Action Plan) techniques, bring together students, staff, community members and parents to collectively examine the CAL-SCHLS data and use the data to spur important dialogs about school climate.
- **Data Reports:** Provide in-depth, item-level reports for each BHC community with the possibility of school-level reports, data permitting. Additionally, upon request, school climate report cards will be produced.

You can use the Query Healthy Kids site by clicking on <http://chks.wested.org/indicators>

For more information on the Healthy Kids Survey, go to the following link: <http://chks.wested.org/>

For more information on available technical assistance, please contact Lori Nascimento, Learning and Evaluation Manager at lnascimento@calendow.org.

Health Data Advocacy Training and Assistance (Health DATA)

The UCLA Center for Health Policy Research, through Health DATA program, builds the capacity for community-based health advocates to use health data through its *AskCHIS* Community Workshops.



The AskCHIS Community Workshops are in-person, full day trainings that create an interactive learning environment where participants focus on using California Health Interview Survey (CHIS) data for planning and advocacy. Workshops will enable BHC Hub Staff and partners, community leaders, CBO's, local health departments, and journalists to learn about the many uses of CHIS data and maximize use of AskCHIS to obtain estimates tailored to a health issue, population, county, or local area. The workshops will introduce site specific health profiles based on a TCE funded oversample of BHC communities and will also cover:

- Introductory and advanced AskCHIS features and include hands-on interaction with CHIS data on multiple health topics.
- Constructing a query, graphing data, exporting data to Excel, as well as interpreting query results, and developing local health estimates.

For more information please contact Mona Jhavar at mjhavar@calendow.org.

Healthy City Program

Healthycity.org provides data and maps available for local BHC geographies, as well as by zip code, county, regional and state levels. Data topics include health, education, social services, safety and much more.

The Healthy City Project offers trainings for BHC sites, as well as the broader community through the Community Research Lab. Training focuses on the use of maps and data for community engagement ("live mapping"), advocacy, and action, with specific examples provided. Trainings are available on-site with follow-up assistance workshops provided as needed. Please contact Lori Nascimento at lnascimento@calendow.org.

See the Healthy City website for the latest information at www.healthycity.org

Human Impact Partners

The following list of Health Impact Assessment (HIA) and/or Health in All Policies (HiAP) services could be provided to BHC sites based on their priorities and needs. Human Impact Partners could help assess what the best strategy might be based on target issue, timeline, and degree of information needed.

Conduct Existing Conditions Analysis: Gather health, social, and environmental data from health departments and other sources. Prepare data into reports and fact sheets based on materials needs. Develop and using health and equity indicators and data in land use, housing and transportation contexts.



Forecast Health Impacts: Based on existing conditions, apply quantitative tools to forecast the potential impacts of a proposal on indicators of interest (e.g., air quality, noise, pedestrian injuries).

Collect Local Data: Help community groups create a community health survey (or other tools for getting information from the community on health issues, such as focus groups). The community group would implement the survey and get help in analyzing the results. Apply specialized assessment tools (e.g., walkability surveys) within planning contexts.

Review and Scope Impacts of Draft Plans and Proposals: Review draft transportation, housing, land use, zoning, general, and/or area plans to identify opportunities to ensure health-promoting strategies are incorporated. Develop a scope of potential impacts and integrate into plans and proposals.

Write Comment Letters: Write comments on Environmental Impact Assessment (EIA) scopes of analysis, draft EIAs, on draft land use or transportation plans and proposals.

Conduct Health Impact Assessment: Conduct a comprehensive or rapid HIA of a particular proposal. This would likely include all of the aforementioned activities, as well as significant community outreach and engagement.

Institutional Change: Provide institutional support for agencies and organizations who want to integrate a health and/or equity perspective into their work or the work of other agencies and organizations through any of the above activities.

Community Building: Provide process-related services such as community engagement, consensus-building, facilitation, and relationship-building across agencies and organizations to advance any of the above activities.

Trainings are available on-site with follow-up assistance workshops provided as needed.

For more information contact Jonathan Heller, jheller@humanimpact.org

Prevention Institute

Health in All Policies (HiAP) is an approach that assists leaders and policymakers to integrate considerations of health, well-being and equity during the development, implementation and evaluation of policies and services. It is a collaborative strategy that breaks down silos in government to advance transdisciplinary and intersectoral thinking in the interest of addressing health inequities and promoting community health.

Linda Rudolph MD, MPH of the Prevention Institute provides consultation and coaching for senior staff and program managers of local health departments to develop a tailored plan for their communities –



one that capitalizes on the health department's mandate to protect community health while incorporating a social determinants of health and cross-sector approach into day-to-day work. With this technical assistance, health departments will improve their capacities to improve community and population health through ongoing initiatives with other local and regional government agencies.

Strategic Concepts in Organizing and Policy Education (SCOPE)

SCOPE training includes a needs assessment, a three-hour *Introduction to Power Analysis* workshop, and a six-hour session resulting in the development of a community-specific *Power Analysis*. The process guides participants through an in-depth analysis of the community landscape, seeking to help them understand power relationships related to the issues that affect the health, safety, and education of the children, youth, and families in each respective community. Investigating and understanding power relationships is critical to developing an effective strategy for winning changes that move toward systemic advancement. Trainings are available on-site with follow-up assistance workshops provided as needed.

For more information about SCOPE, please visit www.scopela.org/index.php.

Regional Analyses (University of Southern California)

USC Program for Environmental and Regional Equity (PERE) will complete 14 regional analyses for BHC places in March 2013. These analyses include jobs and labor market analysis, with specific attention to health careers, environmental disparities, demographic trends, and immigrant integration. PERE is available to participate in "ready response" activities that help BHC hubs analyze economic, demographic or environmental factors in their places or across places for the purpose of informing health priorities or emerging strategies.

For more information about PERE, please visit <http://dornsife.usc.edu/per/home>

Health Equity

Intergroup Relations

To increase ability of BHC participants to work in collaboration across lines of gender, race, class, religion, and sexual orientation, Leadership Development in Ethnic Relations (LDIR) offers full-day workshops on intergroup relations.

The purpose of this training is to provide a deepening awareness and understanding of the health and environmental impact of structural racism in low-income communities, which are evident in racial



disparities seen in health outcomes. The training will engage participants in an examination of public policies, institutional practices, and cultural representations that contribute to racial inequities in health. Following a needs assessment, BHC sites will select from among three workshops that will be customized to their specific interests and needs:

- **Cultural Awareness, Knowledge, and Identity** – Supports participants in reflecting on the multiple dimensions of their cultural identities, both as individuals and as members of larger communities addressing health issues.
- **Privilege and Power Dynamics** – Participants will gain a broader understanding of the root causes of health disparities and the systemic and institutional issues that negatively impact community health and contribute to health disparities.
- **Facilitating Social Change** – A workshop that provides hands-on skills and resources for facilitating across intergroup issues.

Workshops are available on-site and are available in English and Spanish. For more information about Leadership in Ethnic Relations, please visit www.lidir.org.

PolicyLink Center for Health Equity and Place

PolicyLink is a national research and action institute advancing economic and social equity by Lifting Up What Works. PolicyLink has a long-standing track record of crafting comprehensive equity policy agendas to benefit low income people and communities of color. Over the last twelve years, PolicyLink has collaborated with community organizations, government agencies, policymakers, elected officials, researchers, and foundations to create equitable, healthy, and sustainable communities of opportunity through the following strategies and supports:

Strategy and Strategic Planning

Technical Assistance and Capacity Building

Policy Advocacy Support and Training

Evaluation Design and Advocacy Research

Network and Coalition Building

Resources and Services

Land Use/Built Environment/Housing Policy

- Consultation and trainings on the connections among health and equity in land use/built environment and affordable housing policy and strategies for equitable planning and implementation
- Consultation/training on tools and language for the implementation of the consideration of health and equity in land use planning, including:
 - Health Impact Assessments
 - Healthy development checklists
 - General plans, master plans, other area plans, health and equity elements
 - Trainings on the connections between housing and health, and on affordable housing tools
 - Affordable housing policy



Unincorporated Communities

- Training on land use and zoning policy as it relates to infrastructure deployment in unincorporated communities
- Expertise in water policy, safe streets, and parks

Healthy Food Access

- Expertise in a broad range of strategies that can attract new grocery stores, improve corner stores/convenience stores, and support farmers' markets, and urban agriculture/community gardens
- National leader on food access opportunities – led efforts to advance a national Healthy Food Financing Initiative (HFFI) and a California HFFI; HFFI provides loans, grants, and tax credits to provide one-time assistance to create improved access to grocery stores, healthy corner stores, farmers' markets, and other healthy food retail options in underserved, low-income communities

Regional Opportunity

- Advances equity and health considerations and outcomes in regional planning/Sustainable Communities/SB 375
- Establishes evaluation considerations for health and equity

Transportation

- Expertise on: a) the research and connections among transportation, health and equity, b) challenges and opportunities for healthy, equitable transportation policy and planning in California c) strategies for equitable transit oriented development, d) healthy, equitable implementation of SB 375, e) leveraging and influencing federal transportation policies
- Designed and delivered numerous training sessions to a variety of audiences on a broad range of issues related to transportation, health, and equity
- Strategic planning and consultation to coalitions working on healthy, equitable transportation policy
- Key Reports: *The Transportation Prescription*, and the edited volume, *Healthy, Equitable Transportation Policy: Recommendations and Research*

Boys and Men of Color

- Expertise on the crisis facing Boys and Men of Color ranging from research and public education to network building and place-based strategies
- Built and managed the Learning and Leadership Network (LLN), comprised of over 60+ organizations throughout the state of California that developed a statewide policy agenda on the five critical areas of need for Boys and Men of Color: Education, Foster Care, Health, Juvenile Justice, and Jobs and Workforce Training

Why Place and Race Matter

- Presentations, dialogues and facilitated sessions exploring how structural racism creates barriers that foster unhealthy communities, and how strategic policy initiatives can be designed to dismantle those barriers.
- Exercises and tools to help deepen understanding and advance communication on issues related to race and place
- Applying the *Why Place and Race Matter* framework to specific policy challenges and developing agendas for strategic action

For more information about PolicyLink please visit www.policylink.org.



Immigrant Integration

Building Healthy Communities Glossary

Many of the terms used in BHC sites and documents may pose a challenge to participants' efforts to develop a common understanding and to effectively communicate with one another. TCE has commissioned a glossary of frequently used BHC terms in English and Spanish. Available in Fall 2011, this tool will assist BHC sites in developing a common language and reference for the important plans each place has put into action.

For copies, please contact Ana Marquez at amarquez@calendow.org

Mobilize the Immigrant Vote (MIV)

To increase the effectiveness of civic engagement campaigns conducted by BHC places, MIV provides tailored consultation and coaching to develop plans that effectively engage low-income immigrants in policy change. Through an initial assessment as well as in-person and webinar trainings, MIV assists BHC places to craft, pilot and adapt campaign activities and strategies to incorporate culturally-resonant communications and use of media.

For more information, please visit <http://mivcalifornia.org>

Southeast Asia Resource Center (SEARAC)

SEARAC offers consultation and ongoing assistance to BHC partner organizations and coalitions connected to Cambodian, Laotian, Vietnamese, and Hmong communities. With training and ongoing support, local groups will create advocacy workplans that enhance the health of Southeast Asian Americans through systemic health policy changes. Participants will identify infrastructure and/or skill development areas that need strengthening as they mobilize community members in advocacy activities. Cross-community dialogues and opportunities to jointly advocate for shared goals are also explored.

For more information on SEARAC, please visit www.searac.org

Strengthening Nonprofit Organizations

Grassroots Institute for Fundraising Training [GIFT]

GIFT works with organizations based in communities of color and low-income communities to help them build a strong individual donor base. We are pleased to specifically offer resources in Spanish for Spanish-speaking immigrant communities in California. All of these resources are only available in Spanish.

- **Fundraising Training** – We provide one-day and two-day trainings that provide an in-depth introduction to grassroots fundraising. Like a table that needs four legs to be sturdy, participants will learn the top four things needed for a strong fundraising program, how to connect values to fundraising, and explore and overcome discomfort and fear of asking for money. Depending on your needs, we can also cover effective fundraising strategies, how to ask for money in-person, and how to create a fundraising plan. Our trainings are interactive and hands-on, and our trainers are experienced fundraisers from Latino, Chicano, and indigenous communities.
- **Fundraising Consulting – Groups** that participate in the training can also receive one-on-one fundraising consulting. Consulting helps you take what you learned in the training and figure out how to apply it to your organization. You can also use the consulting to address fundraising challenges that are specific to your organization.
- **Grassroots Fundraising Guide** – Called “Cómo Recaudar Fondos en Su Comunidad”, our 40-page introductory guide outlines the most common and successful grassroots fundraising strategies. Small organizations, those with staff or run by volunteers, who have experience with fundraising or not – all of you can use the strategies outlined in this guide. Only available in print.
- **Training Toolkit** – Use our facilitator’s guide of 100+ pages in Spanish to help you train others in grassroots fundraising. It is great for the chair of your organization’s fundraising committee or development staff who are training other staff, board members, or volunteers. It is a user-friendly guide with curriculum, handouts, and a glossary of common fundraising terms. It is meant for people who already have some fundraising and facilitation experience who want to teach others in their organization. Available in print and electronic.

For more information about GIFT, please visit www.grassrootsfundraising.org.

Nonprofit Finance Fund

Nonprofit Financial Literacy (90 min. or 1/2 day): This introductory workshop increases the comfort level of nonprofit managers and board members in reading and interpreting nonprofit financial statements. Using nonprofit examples, we will review the statements of activities and financial position and explore how these statements can be used together to inform strategic planning. Workshop participants will:

- Review the fundamental concepts and structure of nonprofit financial statements
- Discuss techniques for interpreting this data and incorporating it into decision making
- Explore how to set goals that help maintain financial health

What's in a Budget? (1/2 day): Especially valuable for managers of organizations with budgets between \$200,000 and \$2.5 million, this workshop encompasses a review of how to approach budgeting for successful annual financial management and external communications, how to use program economics as a method for making adjustments on the margin to improve overall



performance, and concepts for thinking about and adjusting scenarios when operational changes occur. Participants in this workshop will be able to take what they have learned and apply it to their day-to-day budgeting practices as well as to their conversations with board and other stakeholders.

Linking Money to Mission: A Balancing Act (1/2 day): Learn to balance your organization's mission with its financial realities. Plan for an in-depth and dynamic discussion of your organization's financial situation, plans for the future, and strategies for achieving long-term goals. NFF will:

- Give you a crash course on interpreting financial statements to reveal the financial reality underpinning your programs
- Engage in dialogue about the challenges posed by growth, endowments, property ownership, and much more
- Use real-life case studies, with financial information drawn from IRS Form 990s and audits, to demonstrate how the choices you make impact your organization's financial health and viability
- Discuss the use of financial information in communicating to funders and other stakeholders your organization's financial story and resource needs

For more information about Nonprofit Finance Fund, please visit [www. nonprofitfinancefund.org](http://www.nonprofitfinancefund.org)

Technology

ZeroDivide

ZeroDivide provides technology capacity building assistance to all 14 BHC HUB sites. A range of capacity building services are provided leveraging the work already completed with BHC sites to increase technology capacity and improve outcomes supporting BHC objectives in a sustainable way.

ZeroDivide works in partnership with Aspiration to create a 'technology roadmap' and capacity map to integrate technology into HUB top priorities. ZeroDivide works with each HUB to identify priorities for technology integration and assess readiness to build capacity in that area. Implementation and technical assistance include in-person trainings, webinars, workshops and online resources. Additionally, ZeroDivide provides small grants to each HUB to assist in implementation and deployment solutions.

For more information contact Michael Rubio, Senior Program Manager at mike@zerodivide.org.