Santa Ana Building a Healthy Community

Building Healthy Communities

Central Santa Ana

Strategic Community Health Plan (2010-2020)

In 2020, Central Santa Ana will be a healthy, safe and vital community where diversity is a strength and residents of all ages work together and in partnership with multiple sectors to create opportunities for optimal physical, mental, economic and social well-being across geographic boundaries.

A 10 Year Strategic Initiative of The California Endowment

The California Endowment

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Consensus Statement

The Santa Ana Building a Healthy Community plan is the product of an unprecedented community engagement process, driven by youth and resident leaders and supported by leading institutions and organizations in our region. Our work together began years ago, and over the past fifteen months, this process has moved all of us forward in a common vision for a healthier, more equitable and safer Santa Ana. By working together, we will make a considerable difference in the lives of many people.

The institutions and organizations who participated in the planning process are unanimous in our belief that this plan represents the voices, interests, dreams, and determination of our community in Central Santa Ana, and we are committed to:

- Serve the plan in areas where our specific agencies have expertise and resources;
- Collaborate to improve systems integration and systems change;
- Support community engagement by connecting our clients with opportunities to learn about leadership development and civic participation; and
- Support systems change by providing data, analysis, and accountability resources.

We see this plan as a living document that represents our determination to continue working together. The momentum we have created is the basis for long-term working relationships, and we go forth with great enthusiasm and hope in creating a healthier city for all.

We Are Santa Ana

What do you see in your community? Gang and domestic violence, lack of opportunities leading to indifference, Or to cause pain to our neighbor. But we are so much more… We are so much more.

We are the hands that build roads towards progress. We are the faces of those that despite adversity don't give up and are here because they want to work to succeed. We are those that want to see the youth walking in graduation ceremonies of all schools, including universities.

We are the mothers that want a future with respect and dignity for ourselves. We are the fathers that want a worthy job. We are a community that wants social justice! And we want it for all of us and we won't stop.

We are a community that is beautiful, hard-working, with problems; but willing to give everything to make it better. So, are we Santa Ana? Say it with pride! We are Santa Ana! That and so much more.

~ By Claudia Brena, SABHC Youth Leader

Listening, Learning & Envisioning Change

"Social **change** happens in circles like this ….."

In May 2009, Central Santa Ana was selected as one of 14 sites to participate in The California Endowment's *Building Healthy Communities* Initiative. This award and designation launched an unprecedented effort to engage community residents, youth, public entities, schools, businesses, service providers, and non-profit organizations in the development of a ten year plan to build a healthy Central Santa Ana. The California Endowment's ten strategic outcomes (see text box below) served as a launching pad for our discussion and the foundation of our plan.

Our planning process has been full of opportunity, insightful thinking, tireless work, and contagious energy. It has also been full of challenges, debate, and lessons learned. Through it all, we sought to build on existing community assets and to fully engage the community in developing this plan. While the process and this plan are far from perfect, they are deeply rooted in the "vision and voices" of Santa Ana youth, residents, and organizational partners. "Our community is organized, energized and has been building a healthier community for decades," observed one planning participant. This opportunity "allows us to build on past success and accelerate the process." We see this plan as a living and breathing document that outlines:

- The ***changes we want to see*** (outcomes)
- ***How we will achieve these changes*** (strategies)
- ***What we need to be successful*** (resources and capacities)
- ***How we will measure success*** (accountability and monitoring)
- ***How we will implement the plan*** (outcomes not prioritized and next steps)

In addition to this narrative, the Santa Ana Building Healthy Communities (SABHC) strategic plan includes logic models and numerous appendices that are critical to a full understanding of the plan and process. This document highlights key decisions and events of the process, but the results are much more than this plan.

Building Healthy Communities Outcomes	
1	All children have health coverage
2	Families have improved access to a health home that supports health behaviors
3	Health and family-focused human services shift resources toward prevention
4	Residents live in communities with health-promoting land-use, transportation and community development
5	Children and their families are safe from violence in their homes and neighborhoods
6	Communities support healthy youth development
7	Neighborhood and school environments support improved health and healthy behaviors
8	Community health improvements are linked to economic development
9	Health gaps for boys and young men of color are narrowed
10	California has a shared vision of community health

The demonstrated leadership from community residents and youth sets a new expectation for all community planning efforts and serves as a model for future partnerships. Our process has built on the momentum and collaborative spirit of numerous local efforts, including the Townsend-Raitt Task Force (community safety initiative) and the Santa Ana Collaborative for Responsible Development (SACReD) a coalition of neighborhood leaders and stakeholder groups that has been negotiating with the city and a developer to secure a Community Benefits Agreement. Collaborative efforts to create more parks, and open space in Central Santa Ana have also begun to bear

fruit, including a vacant lot on McFadden Avenue that is now destined to become a park and a community garden at Jerome Park. This momentum and collaborative spirit will continue as Santa Ana pursues other funding sources and works to expand resources and leadership in communities, schools, health care delivery, social services, and city planning.

Understanding the Challenges We Face

This plan reflects what leading health experts like The World Health Organization and the Institute of Medicine of the National Academies already know: ***To prevent disease, communities must prevent those conditions that create it.*** There is overwhelming evidence that people who endure chronic hardships, who experience individual and collective trauma, or who have little control over their lives at work, play, school and home, are disproportionately burdened by disease.

Whether it is through economic and community empowerment, service integration, or protection from mistreatment, every aspect of this plan - every change and every strategy - directly works to prevent disease by addressing the suffering and burdens of Santa Ana residents. The connection to social environments and poor health is so strong it shapes the very foundations of this plan.

While culturally rich, youthful and hardworking, Santa Ana struggles with an array of challenges and hardship. In 2004, a report by the Nelson A. Rockefeller Institute of Government designated Santa Ana as the nation's most difficult place to survive.[1] The city is characterized by the following conditions and traits[2]:

- A population that is 80% Latino and 50% foreign born
- Per capita income of $16,891 which is substantially lower than the county ($34,550)
- A poverty rate of 16.5% which is substantially higher than the county (9.5%), state (12.9%), and nation (13.2%)
- Almost half of Santa Ana workers are employed in relatively low paying service with limited or no benefits
- Approximately 43% of Santa Ana's non-elderly adults lack health insurance, compared to 22% of comparably aged Orange County residents
- Nearly 73% of Santa Ana residents are Spanish-speaking and over 51% speak English less than "very well"
- One of the lowest levels of educational attainment among large US cities with only 50% of adults 25 years and older having a high school diploma or equivalent
- Only 11% of Santa Ana adult residents have a college degree, compared to 35% countywide and 29% statewide
- With over 57,000 students, the Santa Ana Unified District (SAUSD) is the largest in Orange County. Students attending SAUSD face significant academic and socioeconomic challenges as approximately

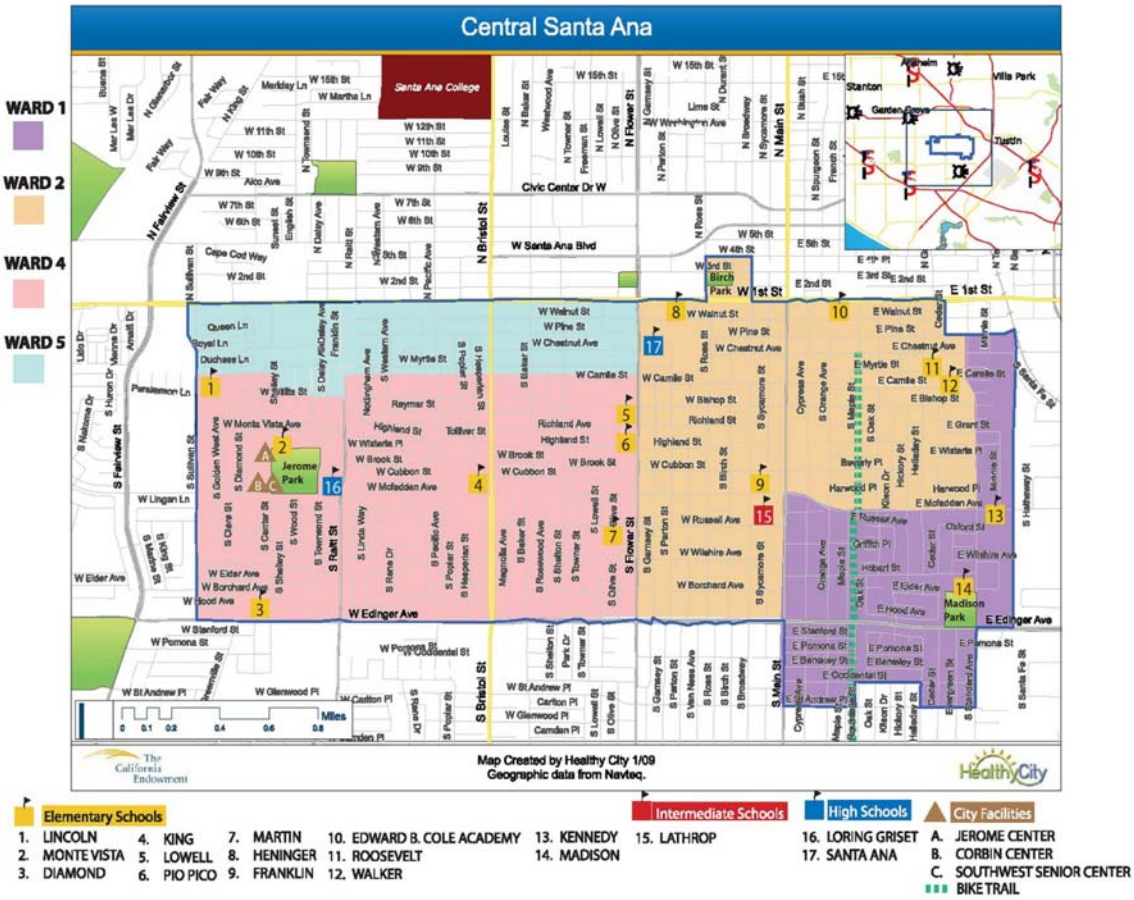
Social Determinants to Health

"We recognize that more than two-thirds of what determines health status has nothing to do with the provision of health care services. The key contributors are what we recognize as the 'social determinants' of health: poverty, racism and hopelessness. These factors feed the heavy burden of disease and despair in low-income communities, and these disease conditions are largely preventable."

Dr. Robert K. Ross, President and CEO
The California Endowment

[1] Rockefeller Institute of Government, 2004
[2] U.S. Census data (2006-2008)

56% are English Language Learners and over 81% are eligible for free or reduced meals, both of which are among the highest proportions in the State[3]



The Santa Ana Building Healthy Communities (SABHC) intervention area (see map above) has an estimated population of 91,513, which includes 33,691 children living in 11,423 families. Within this area Santa Ana's dire socio-economic conditions are even more pronounced. Approximately 24% of families in the SABHC area are single-parent households and 26% live in poverty. The intervention area is also more ethnically and linguistically homogenous than the city overall, with a population that is approximately 94% Latino and 88% Spanish-speaking.

A healthy Santa Ana cannot occur without directly addressing those conditions that most threaten its residents' emotional, physical, and social well-being. As we (organizations, youth and adult residents) work together on these ambitious goals, we will learn from one another, make new friends, and restore our hope in the lifelong process of building healthy community.

[3] California Department of Education, 2008-2009

Key Lessons Learned About the Community and Policy Change

About the Community: As the result of many community conversations, events, and debates, we gained a shared understanding of the conditions that shape our approach and the values that drive our work. We also understand that developing these conditions takes time, commitment, resources, and passion. During the past year, numerous values and principles emerged in our conversations and will continue to guide our work as we move forward.

- **Family:** Family is central to a healthy and thriving Santa Ana. It is "the heart of the community" and the "heart of change." By supporting and strengthening families in Central Santa Ana we contribute to building healthy and safe places for everyone.

- **Trust and Respect:** Building relationships and partnership requires "tener confianza, ser confiable y respeto mutuo" (having trust, confidence, and mutual respect). We learned that this takes time and patience; we have to listen and encourage others to speak.

- **Accountability, Transparency, and Shared Responsibility**: Together we share responsibility for making Santa Ana a safer and healthier place. It will take the entire community – residents, organizations, public institutions, and business – working together to make the changes we seek. We must hold each other accountable, ensure transparency, and take responsibility.

- **Diversity**: We believe our cultural heritage and diversity is a strength that should be celebrated, promoted, and embraced. Pride and respect for diversity should be infused in all the work we do.

Visions & Voices

Maria's husband is undocumented and can't get a good stable job. She suffers from stress. She would like to cook healthy foods but it's difficult because there are no good markets in her neighborhood. She dreams of having her own place where it's safe to have their kids play outside.

About Policy and Systems Change: Through this process, we were reminded that there are varying levels of experience and understanding about how to influence policy and systems change especially for residents that have been historically excluded from the decision-making process. We also learned that we bring many diverse experiences and points of view that are sometimes difficult to reconcile, but together we have an opportunity to do something powerful; to change policies, practices and conditions that will affect the health and quality of life in Central Santa Ana for generations to come.

In considering the "changes" we want for Central Santa Ana we saw the inter-connectedness of issues. From these conversations emerged "catalytic" strategies that have the potential to significantly change the landscape of Central Santa Ana. These changes and strategies are not easy ones, but they cut across all the community issues that are important to us. They have long-term implications for the changes we envision and form the foundation of our plan. Finally, we learned that we have much to do and "this is just the beginning of our journey." The catalytic elements that are central to our work include:

+ **Community empowerment:** An empowered and civically engaged community is a catalyst for change. Without it, our ability to advocate for policy and systems change is limited.

- **Integrated services and systems:** We believe that services and systems need to be family focused and client-centered. This requires changing where and how services are delivered as well as advocating for systems integration so that children don't fall through the cracks.

- **Health promoting land use and planning**: We believe there are opportunities for residents to participate in decisions that impact their lives and that land use plans include healthy and affordable housing, safe open spaces, and access to healthy food options.

- **Community safety:** Concern about safety is urgent and widespread in Central Santa Ana. Our conversations generated many ideas and we all agreed that something must be done to improve community-police relations and develop solutions to violence. A safe place is a healthy place.

- **Youth development, education and career opportunities:** Through this process we were reminded that our youth are full of innovative ideas and have much to contribute. Their involvement and leadership at all levels is critical to our success. We will know we've been successful when our children succeed.

- **Economic empowerment**: We believe we must invest in real pathways out of poverty including jobs that pay livable wages and opportunities to build financial assets.

- **Immigration reform**: Immigration reform is much bigger than Santa Ana but we believe our efforts to advocate for change on the local, state, and national level will significantly improve conditions in our community.

The Changes We Want to See

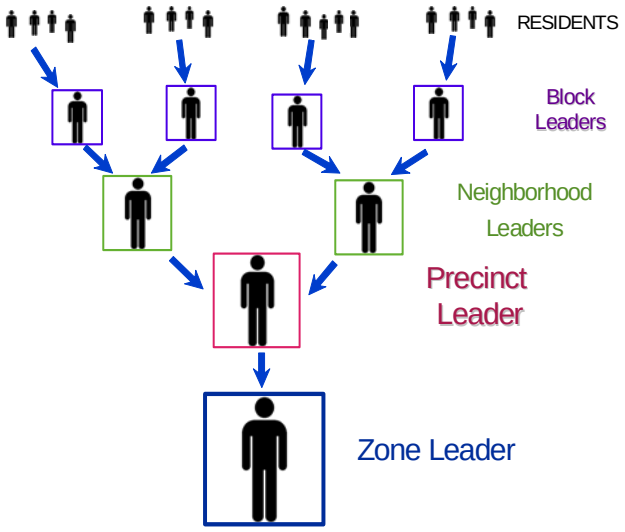
The changes and strategies in this plan were generated by youth, adult residents and organizational representatives during the planning process (see Appendix B for more information about planning milestones and decision points). Five key themes initially emerged including (1) Health, (2) Safety, (3) Education, (4) Economic Justice and (5) Community Engagement. These became the cornerstones of conversations about the "changes we want to see" and "how we will achieve them."

On March 20th 2010, nearly 140 people gathered to discuss the "changes we want to see." Through consensus building and the principles of "confianza, confiable y respeto" youth, adult residents, and organizations prioritized 17 changes from a list of more than 150. Between March and April, work groups continued to meet on a weekly basis to further discuss and refine strategies, ultimately selecting approximately 50 strategies that would help achieve the changes we seek. This process culminated in a day long retreat on April 17th to explore strategies that have the potential to bring about change in multiple areas ("catalytic" strategies) as well as strategies that might represent "early wins."

The discussion of "early wins" was helpful in the prioritization process, but ultimately the changes and strategies that emerged as priorities were based on their importance to the community and their "catalytic" potential. The first draft of the plan was generated following the April 17th retreat and publically released at a Town Hall Meeting on April 27th with over 200 people in attendance. Numerous study sessions took place in the weeks that followed to give partners and residents time to fully review and discuss revisions to the plan. The plan was ultimately approved on May 25th by the SABHC steering committee. This section describes the eight cross-cutting "catalytic" elements and the strategies we will pursue in the first 3 to 5 years.

Community Empowerment

Why is this important? Community empowerment is a necessary ingredient for social change and cuts across all ten BHC outcomes. We intend to develop community leaders and work to ensure that residents in Central Santa Ana are informed, empowered, and civically engaged. These strategies are the foundation of our work and ensure that community residents truly "own" the change we seek and the structures we use to create change. Efforts will include education on how local institutions operate such as the local electoral system, school board procedures, city charter education and organizational structures.



What strategies will we pursue?

- **Civic Engagement**: Develop an independent structure (see diagram above) that links all residents through block, neighborhood, precinct and zone leaders to promote a sense of community and increase civic participation in the decision-making of local institutions (city government, schools, police and others) through information, training, mobilizing and organizing campaigns.
- **Leadership Development**: Develop new and emerging community leaders by building on expertise and skills gained through the SABHC planning process, co-learning retreats, and civic trainings (rights and responsibilities, advocacy, systems change, prevention, critical thinking) and leadership development efforts using *promotoras* and popular education methods**.**
- **Policy Change**: Establish coalition(s) to advocate for systems and policy changes that benefit the health and well being of the community (for example, changes to the General Plan) using proposed civic engagement structure, partnerships with anchor organizations such as churches, schools, and mechanisms such as Community Benefit Agreements.
- **Enfranchisement**: Increase electoral participation in Santa Ana by registering voters, providing citizenship assistance to eligible residents, and changing school district and city policies so all Santa Ana residents, regardless of immigration status, may vote in school and city elections.

Why we think these strategies will work

Only about 30% of eligible residents in Santa Ana are registered to vote. In the target area, more than 80% of Latinos are not registered voters. The level of civic engagement in Central Santa Ana is extremely low and we would like to change that. We believe this starts with civic engagement, education, and leadership development. *Promotora*, peer-to-peer, and popular education methods have proven to be effective strategies for increasing awareness and engagement in Latino communities. By developing leadership among community residents and youth, they can more effectively lead, advocate, and influence policy change on multiple levels.

Service and Systems Integration

(BHC Outcome 3: Health and family-focused human services shift resources toward prevention)

Why is this important? There are many barriers to accessing heath care and quality services. We believe that services and systems need to be family-focused, holistic, culturally competent, and client-centered. This requires changing where and how services are delivered as well as advocating for systems integration to provide a true safety net of prevention and intervention for all children. These strategies will primarily have local and regional impact. In concert with the Community Engagement structure, parents and youth leaders will actively engage in designing, monitoring, and implementing these strategies. These strategies will also greatly impact BHC outcomes 1, 2, and 5.

What strategies will we pursue?

- **One-Stop Centers:** Create one-stop centers in strategic locations, for example, schools, churches and community centers, offering comprehensive and integrated health, mental health and educational services for families (including the programs mentioned in the table titled “Integrated Services”).
- **Systems Change Advocacy**: Advocate for policy and systems changes at the school district, city, county, and service agency level to build on existing resources and develop a client-centered and culturally appropriate model that integrates both services and systems so that children do not fall through the cracks. This would include implementing a pilot program within the zone to demonstrate how a client centered model would work as well as advocating for reduced ratios of health and other counseling services to students in the school district. Key agencies would include the school, probation, health care, social services, and non-profit providers. Resident leaders would be involved in designing and determining the location of the pilot program.

Visions and Voices

Dulce is a high school student who got involved with SABHC as a member of the City of Santa Ana’s Youth Health Ambassadors club. She was particularly motivated by her fear of losing her dad who was diagnosed with diabetes. She realized her entire family does not know enough about how to prevent and control diabetes and thinks the entire community should learn more about how to eat healthy and stay fit. During the planning process she was persistent in advocating for services that are integrated in a "smart" coordinated way and "made accessible to all, especially to teenagers." Her persistence led to one of our catalytic strategies.

Why we think these strategies will work?

Research suggests that families using school based or one-stop health centers are more likely to visit primary care providers, access preventative care, and have vaccinations. Individuals are also more likely to utilize mental health and other social services. There are models like Federally Qualified Health Centers (FQHCs) that are governed by resident-led boards that we believe would both enhance the provision of primary care as well as support our vision for resident empowerment. Based on data and research, we believe this is a viable model to help integrate services and make them more accessible to the community (see Appendix D for references, data, and models).

Integrated Services

- Preventive health and fitness programs
- Dental services
- Legal Services
- Enrichment and guidance programs that strengthen families by offering positive activities that parents and youth can do together
- Parent-run center/components with peer-to-peer opportunities that promote parent leadership, school involvement and increased participation in decision-making
- Holistic prevention and intervention programs to improve mental health, healing and support for families affected by trauma such as domestic violence and alcohol abuse (counseling, support groups, parenting workshops, and self esteem workshops)
- Early assessment and linkages to enrichment programs that promote healthy behaviors and healthy emotional development (prevent gang involvement, teen pregnancy, and other risk behaviors).
- English and Spanish language workshops to increase literacy

Health Promoting Land Use and Planning

(BHC Outcome 4: Residents live in communities with health-promoting land-use, transportation and community development)

Why is this important? The SABHC collaborative seeks to integrate community health into every element of land use planning, code enforcement, and economic development policy. Resident participation is key to all of these strategies which are designed to ensure early and meaningful engagement of residents in the planning decisions that impact their lives. We will also seek to ensure that residents are empowered to hold institutions and policymakers accountable and that the community truly benefits from these decisions. These strategies and policies will have impact on the local level. These strategies will also greatly impact BHC outcomes 7, 8, and 10.

What strategies will we pursue?

SABHC Facts

The 92701 zip code of Santa Ana, one of the most densely populated places in the state and 92% Latino, has only 3 acres of park space for 61,000 residents

- **Land Use Planning:** Integrate health principles into all city planning efforts (including the City's General Plan, Community Benefits Agreements, and Park Master Plan) and develop Joint Use and Community Access Agreements to increase the number and distribution of safe open spaces, opportunities for physical activity, and availability of healthy food options.

- **Healthy and Affordable Housing:** Increase the stock of healthy and affordable housing by incorporating community health into the City' General Plan and creating a Strategic Plan for new homes and rentals (also see Economic Empowerment section).

- **Healthy Food Options:** Improve access to healthy food options by working with neighborhood stores, vendors, community gardens, and farmers markets to expand the availability of affordable fruits and vegetables and increase regulation of liquor stores in neighborhoods.

Why we think these strategies will work

The availability of open space and opportunities for exercise often leads to improved physical activity and overall health. Unfortunately, Central Santa Ana does not have many open spaces, bike trails or walking areas where families feel safe to engage in sports and physical activities. Similarly, access to good jobs, affordable homes, and wealth-building opportunities empowers families with the resources necessary to make healthier choices regarding diet and exercise, prevention and treatment. Thoughtful planning around land use, housing, and economic development can make a big difference, especially when community residents are part of the process. We believe the Community Benefit Agreements, Joint Use Agreements and the City's General Plan are some of the important mechanisms we can use to help influence land use decisions and make Central Santa Ana a healthier place (see Appendix D for references, data, and models).

Community Safety

(BHC Outcome 5: Children and their families are safe from violence in their homes and neighborhoods)

Why is this important? Safety was consistently prioritized as a fundamental concern throughout the planning process and there was considerable discussion about strategies to reduce domestic violence, gang and drug violence, as well as to improve the relationship between the community and the police. There are several strategies that we will pursue beginning with the creation of a community safety task force to further explore solutions, models, and ways to build on current and emerging efforts. Community residents (both adults and youth) will have leadership roles on this task force which will also include other City leaders and organizations. In addition to the development of policy recommendations, the taskforce will seek to develop and implement specific strategies and actions to improve police-community relations and reduce violence of all forms. We also recognize the need for youth and adult residents to develop priorities for policy change in resident-"owned" spaces prior to engaging with institutional stakeholders. We will work together to create space and build the necessary trust to ensure that residents feel secure and safe from violence. These strategies will also greatly impact BHC outcomes 3, 6, and 9.

What strategies will we pursue?

- **Public Safety Task Force:** Create a Public Safety Task Force designed to increase trust, improve community-police relations, assess best practice models and approaches, build on existing efforts and develop concrete recommendations for addressing community safety issues. This Task Force will build upon the ideas and momentum developed during the planning process and will be made up of residents, youth, safety institutions, schools, probation, etc. Their mission is to recommend specific policies and implement actions to improve the real and perceived sense of

safety in Central Santa Ana. In addition, we will utilize the civic engagement structure to involve block, neighborhood, precinct, and zone leaders of all ages in development of priorities for policy change.

- **Prevention and Intervention Programs:** Create and expand innovative school and community-based holistic prevention and intervention programs for youth and families that address domestic and youth violence, including parent education, self-esteem workshops, youth support groups and leadership programs (also see Outcome 3 and Outcome 6).

- **Community Education Campaign and 24-Hour Phone Line**: Organize educational fairs and opportunities for residents and police to come together and create a shared understanding about community safety. This would also include educating residents about rights and laws, creating an information clearinghouse and setting-up a 24-hour phone line that provides assistance to community members in instances of arrest or immigration raids.

Why we think these strategies will work

There are numerous examples of successful efforts to address community safety through special task forces, including local ones like the Townsend-Raitt task forces. Research shows that collaboration and community policing models often improve communication between the police and community by reducing tensions and building trust. We need to study these models and develop strategies that will address the lack of trust and communication, cultural and language difference, and confusion about laws and procedures. Partnership and trust are pre-requisites for effectively addressing gang and drug violence (see Appendix D for references, data, and models).

Positive Youth Development and Employment Opportunities

(BHC Outcome 6: Communities support healthy youth development)

Why is this important? The planning process has challenged us to think about the entire spectrum of educational opportunities - from preschool to higher education - and the profound impact it has on our children and the community. We recognize the importance of starting early as well as the overall lack of opportunities for older youth. For this reason our strategies encompass early education as well as secondary education, higher education, positive afterschool activities, and workforce readiness for all students including troubled youth and those with disabilities and special needs. We believe positive youth development programs and academic settings should help students explore their interests, develop skills, and expand their world of opportunities. Most of these strategies and policies are local in nature however some (like the DREAM Act) have national impact. Youth leaders and parents will be critical players in the implementation process including design, assessing progress, refining strategies, and advocating for educational resources. These strategies will also greatly impact BHC outcomes 5, 7, and 9.

"The children of Santa Ana should all have the opportunity to get a college education."

What strategies will we pursue?

- **Early Education:** Improve academic achievement by providing quality early education, including preschool, that increases family involvement and improves Kindergarten readiness.

- **Mentorships and Youth Development:** Promote mentoring, youth programs, and the development of youth leaders to increase interest in positive youth development activities and reduce involvement in gangs and other risk behaviors.

- **Parent Involvement:** Increase parent involvement and participation in decision-making through school-based parent centers, parent leadership development, and educational opportunities such as English and Spanish literacy programs.

- **Secondary Education**: Advocate for policies and resources to reduce class size, increase the adult-student ratio by providing more student-teachers, mentors, and classroom aids, and increase career and technical mentorship opportunities for students to explore their passions and prepare them for higher education or meaningful workforce opportunities.

- **Education Advocacy**: Advocate for the passage of the DREAM Act, establish an information clearinghouse on scholarships and low interest loans, and create a community education fund to increase the number of Santa Ana youth who attend and graduate from college.

Why we think these strategies will work

There is considerable evidence that supports the importance of early childhood education and the promise of mentoring, youth development, and career and technical education programs. Research tells us that early education can have positive and long-term benefits later in life including better health and educational outcomes. Mentoring programs, positive after-school opportunities, and career and technical mentoring are other promising strategies and models we would like replicate in Santa Ana. These types of programs can help break down real and perceived barriers allowing youth to explore and prepare for educational and career opportunities. Youth and parent involvement in decision-making also helps to ensure that residents are actively engaged in educational settings and are encouraged and empowered to pursue career opportunities and academic dreams. Furthermore, job training programs (currently supported by the Obama Administration) often promote upward mobility and increased job opportunities for low-income workers (see Appendix D for references, data, and models).

Economic Empowerment

(BHC Outcome 8: Community health improvements are linked to economic development)

Why is this important? Central Santa Ana is known to have one of the highest levels of "urban hardship" in the country. This translates into chronic poverty, high unemployment, overcrowded housing, and a long list of other unhealthy and unacceptable living conditions. The SABHC collaborative seeks to build real

pathways out of poverty by promoting opportunities to build assets, create wealth, and stimulate the creation of jobs that pay livable wages with benefits. The economic empowerment strategies we will pursue have impact on the local level and will also impact BHC outcomes 4, 9, and 10.

What strategies will we pursue?

- **Affordable and Healthy Housing**: Ensure healthy and affordable housing through the development of a Housing Strategic Plan that produces new homes for lower income families, leverages public funding, encourages innovation, and recruits developers to build them. Promote improved living conditions through code enforcement, rent controls and tenant unions designed to improve landlord-tenant relations.

- **Job Creation and Training**: Ensure early and substantial resident engagement in the development of Community Benefit Agreements (CBAs) and establish them as a standard practice for improving local jobs through training, local hiring, and quality standards (including medical benefits). Create partnerships between growing industries (such as "green jobs"), unions, non-profits, city and schools to provide apprenticeships, training, internships and career pathways for youth and adults regardless of immigration status.

- **Access to Financial Resources**: Increase the number of financial institutions inside the target area and the number of residents with active bank accounts through outreach and education. Adopt a *promotora* model to increase financial literacy and create a Community Development Corporation (CDC) to provide resources, savings programs (such as Individual Development Accounts), and low interest loans.

Why we think these strategies will work

Economic empowerment goes beyond basic needs assistance and anti-hunger programs to fundamentally change structures and create opportunities for low-income communities. The creation of good local jobs with livable wages and benefits can help lift people out of chronic poverty. Asset building strategies and increased understanding and access to financial resources are also critical steps towards independence and improved quality of life. There are many promising models for asset building, income generating businesses, and job training programs around the world and in our own community. We will build on what we know works and expand economic empowerment opportunities for all residents.

Immigration Rights and Reform

Why is this important? The residents of Central Santa Ana are passionate about immigration reform and consider immigration status a fundamental barrier to building a healthy and thriving community. For many, the issue is both political and personal; adversely affecting access to quality health care, safety, social services, housing, education, and employment opportunities. We recognize the significant obstacles to immigration reform and the achievement of this objective is influenced by factors beyond our control.

The SABHC coalition intends to advocate, create, and promote policies that remove immigration status as a barrier to health, community participation, safety, housing, education, and employment in Santa Ana by pursuing the key strategies listed below. Reform clearly requires policy change at the federal level however,

we believe there are things we can do locally to change the environment and create a place where all residents, regardless of immigration status, are welcomed with the opportunity to be healthy and productive members of our community. We plan to actively support efforts for federal and state reform while implementing local strategies in Santa Ana.[4]

What strategies will we pursue?

- **Advocate for Reform**: Create a coalition of youth, residents, and stakeholder groups that partners with our proposed community engagement structure, anchor community organizations (churches, neighborhood associations, etc), and regional and national movements to advocate for changes in immigration policies at the local, state and federal levels. Locally, this would include advocating for changes to policies within local institutions that adversely affect the health and well being of all residents and their families regardless of immigration status. At the federal level our efforts will include advocating for the DREAM Act and comprehensive immigration reform.

- **Citizenship Assistance and Voter Registration**: Provide citizenship assistance, organize voter registration, and promote non-partisan voter mobilization and education on immigration issues.

- **Community Resources and Opportunities:** Establish an education campaign to increase student awareness about resources, develop a local scholarship fund to help students pay for college, and advocate for institutional change to allow all students to apply for scholarships and loans regardless of immigration status.

Why we think these strategies will work

We would like to ensure equal access to education, health and social services for all members of the Central Santa Ana community. We will carefully assess other models in U.S. cities to explore effective ways to ensure equitable access. There have been cities with large immigrant populations that have pursued innovative ways for all community members to actively participate in local decision-making.

[4] The Community Empowerment section also includes specific activities (i.e. citizenship assistance, voter registration, ESL classes and other supports) to reduce barriers for immigrants.

What We Need to Be Successful

The SABHC collaborative builds on a wealth of capacities. During the past year, we have developed a base of knowledge, support, leadership, and momentum that we will continue to build as we move forward. We also recognize that there are resources and capacities that we need to be successful. The table below briefly summarizes existing capacities and resources will we need to leverage as we implement our plan, the logic models and Appendix D contain additional capacities and resources for our strategies.

Capacities & Resources		
	Existing Resources	**Resources Needed**
People (Knowledge, Experience, Leaders)	**Community Leaders:** Dozens of resident leaders participated in the planning process, engaging their neighbors and becoming agents of change. They will continue to provide vital leadership during the implementation of this plan and are one of our most important assets. **Organizational Leaders:** Many non-profit organizations and public agencies participated in the BHC planning process, creating a strong base of organizational champions, knowledge and leadership. **The Community**: Dedicated youth, residents, and organizational partners are one of our most important assets. We developed a considerable base of knowledge, leadership, trust, and momentum that will serve as an important foundation for the work ahead. **Organizational and Institutional Assets:** The list of organizations with facilities, infrastructure and successful programs, services and policy/advocacy efforts has been catalogued. We will leverage these resources and partner with existing organizations to implement the plan. **Community Organizing:** Santa Ana has numerous community organizing agencies that have been successfully building trust in the community for many years.	▪ More policy maker champions ▪ More resident adult and youth leaders ▪ More organizational and public sector champions ▪ Increased involvement from the private sector ▪ More leadership training and organizing activities ▪ Increased community knowledge of existing resources ▪ Further community engagement and mobilization ▪ Mechanisms to keep parents informed and help them navigate systems ▪ Grow and strengthen SABHC leadership and its coalition
Technical (Technical expertise/ skills)	**Data and Research Capacity:** A skilled team of county health department staff, volunteers, and UCI students and faculty collected and shared a wealth of data to help inform our planning process (see Appendix D). We will continue to build our data capacity to inform our strategies and measure success over time.	▪ Information Technology supporting integration of services ▪ Comprehensive inventory of existing resources ▪ Capacity building for systems enhancements for full integration and access to services

Sustaining and Leveraging Resources

SABHC will continually seek opportunities to leverage other resources that sustain and expand our work. Through this process, we have cultivated and strengthened new and existing relationships. We have also identified potential funding opportunities that we plan to pursue. Below we highlight some of our initial plans, tools and ideas to help ensure the sustainability of our efforts.

- **Partnering with Private and Public Funders**: Orange County Funders have been engaged from the beginning. The Children and Families Commission of Orange County has been a committed partner, donating staff and expertise. The Samueli Foundation has made financial contributions to provide stipends to community members during the planning phase. We will continue to build and expand relationships with these and other funders as we begin to implement the plan.

- **Using Advocacy Efforts to Influence Resource Allocations**: As previously mentioned, there are a variety of planning tools and mechanisms (i.e. the City's General Plan and Community Benefit Agreements) to promote policy changes and influence resource allocations; all of which contribute to long-term sustainability. In addition, we will partner with the County and engage the Orange County Board of Supervisors to help direct resources to "building healthy community" efforts.

- **Building on Existing Institutions and Infrastructure**: Schools and community clinics already have space and expertise that can be used to create more comprehensive interventions. We will seek ways to partner and build on those efforts so that these institutions can continue to carry on the work once the funding is gone.

- **Developing Human Capital:** The planning process has generated tremendous momentum. We need to work to keep that momentum going and to partner with people and organizations that can provide time, talent, and expertise. For example, we will continue to partner with AmeriCorps members to help staff programs and implement strategies.

- **Using Data to Drive Interventions and Make Decision**: We will continue to build on the learning and data that was gathered during the planning process. This will help us make informed decisions, implement evidence-based practices and strategies, and attract new funding and partners.

How We'll Know We Are Succeeding

Accountability, transparency and shared responsibility are central to our success. In exploring how we will hold institutions and ourselves accountable we generated a number of recommendations for creating an organizational structure and monitoring our progress. These activities are designed to help us continuously assess the quality of our work, review best practices and models, assess lessons learned, and consider emerging opportunities.

"If our kids are successful, then we can say that we were successful."

Measuring and Monitoring Success

- **Collecting Data**: In an effort to assess progress, the SABHC coalition will regularly gather data and track key indicators over time (such as poverty levels, health insurance rates, crime rates, school/student performance, voter registration rates, etc). A great deal of data has already been identified and collected (see Appendix D). This information will help us better understand community context and trends as well as models and best practices. In the first year of implementation, we will develop an evaluation plan to help us track indicators, assess implementation and measure progress.

Visions and Voices

"Without insurance, **we don't go to the doctor**. We use natural remedies and find a way to medicate ourselves. But if it gets worse, **we go to the emergency**, where they make us sign, where we are responsible for **all the bills**…There is **more stress**. We get even **more sick**."

- **Gathering Community Feedback**: On a regular basis we intend to survey the community and gather feedback from residents and key stakeholders living and working in Central Santa Ana. This information will help us better understand needs, barriers, and emerging opportunities and ensure that diverse community perspectives are considered and integrated into our ongoing work.

- **Resident Oversight:** By creating a structure for the active resident involvement, we help to hold ourselves accountable and ensure that our progress is true and responsive to the community's vision for change. We will continually and regularly turn to community residents for input and feedback on our collective progress.

- **Role of Hub:** The SABHC Hub will also play a critical role in coordinating the process and serving as a central point of contact for communications and reporting as well as establishing a structure for ongoing evaluation, reflection, and learning.

- **Communicating Results**: Informing and communicating results to the broader community will be a critical part of our work. We will seek to use visual and community-friendly formats that appeal to diverse audiences and needs for information. Communication methods would include an annual community Score Card, quarterly community newsletters, semi-annual progress reports (with financials), and videos that document our work and progress. In addition, we are considering a "Correr la Voz" (Spread the Word) campaign where residents are responsible for informing others in the community.

Organizational Structure and Roles

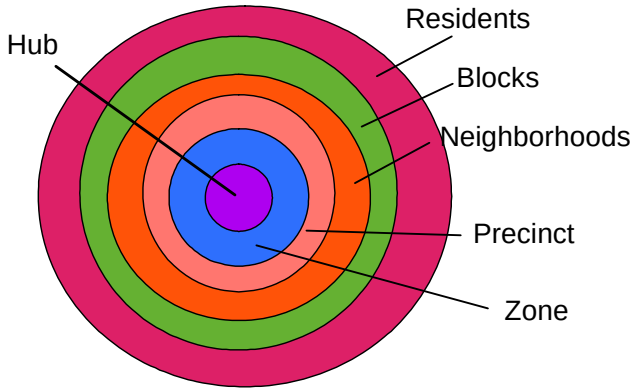
While the designation of the SABHC "hub" has yet to be determined, Steering Committee members discussed the role of adult residents and youth in implementing the plan, monitoring progress, and ensuring accountability. The recommendations included the creation of a resident oversight committee, gathering and using data, and implementing a variety of communication methods to keep the community

informed of progress. Exact roles, responsibilities, and group composition are still being discussed and refined, however the basic structure will likely include the following:

- **The Coalition**: The coalition is the "central table" for bringing youth, adult residents, and organizations together to guide and monitor the plan and its implementation. It will provide support for training and education and be guided by a Steering Committee.

- **The "Hub":** The "Hub" will be the home, convener and fiscal agent of the coalition. It will house key staff and manage a small grants program to support community involvement.

- **Resident Oversight Committee:** A SABHC oversight committee would monitor implementation and make recommendations to the larger coalition and The California Endowment regarding progress, challenges, emerging and opportunities. The committee would be composed of adult and youth residents and organizational representatives. This oversight committee would help ensure transparency and accountability of organizations that receive TCE funding by publishing/making public budgets, ensuring fair employment practices, requiring financial audits, and utilizing tools like score cards that includes qualitative and quantitative data of their progress. Committee meetings would be open and accessible to the community and include frequent reports and updates to residents. This group would also help to further community engagement and policy changes.

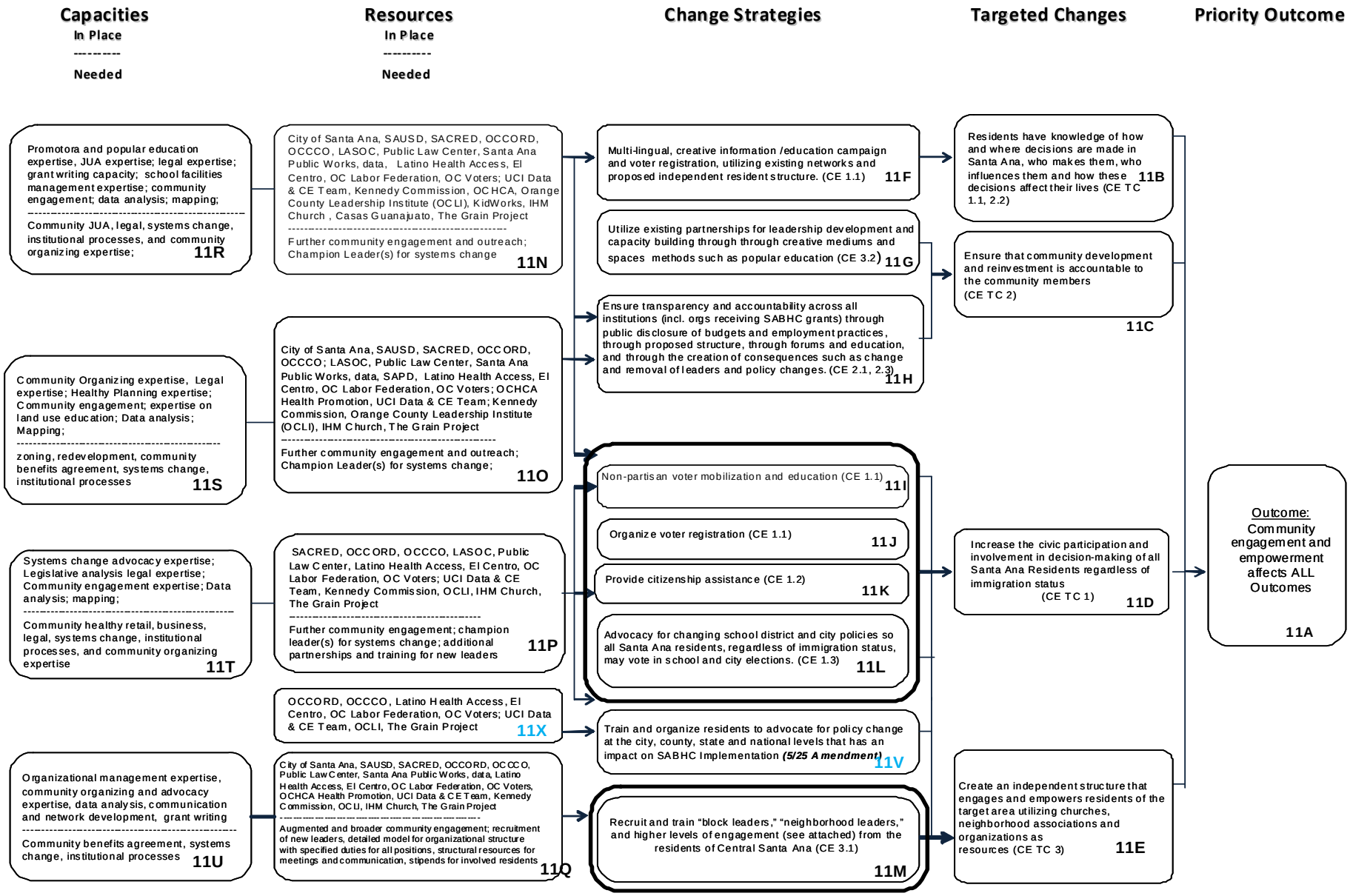


How Will We Implement the Plan

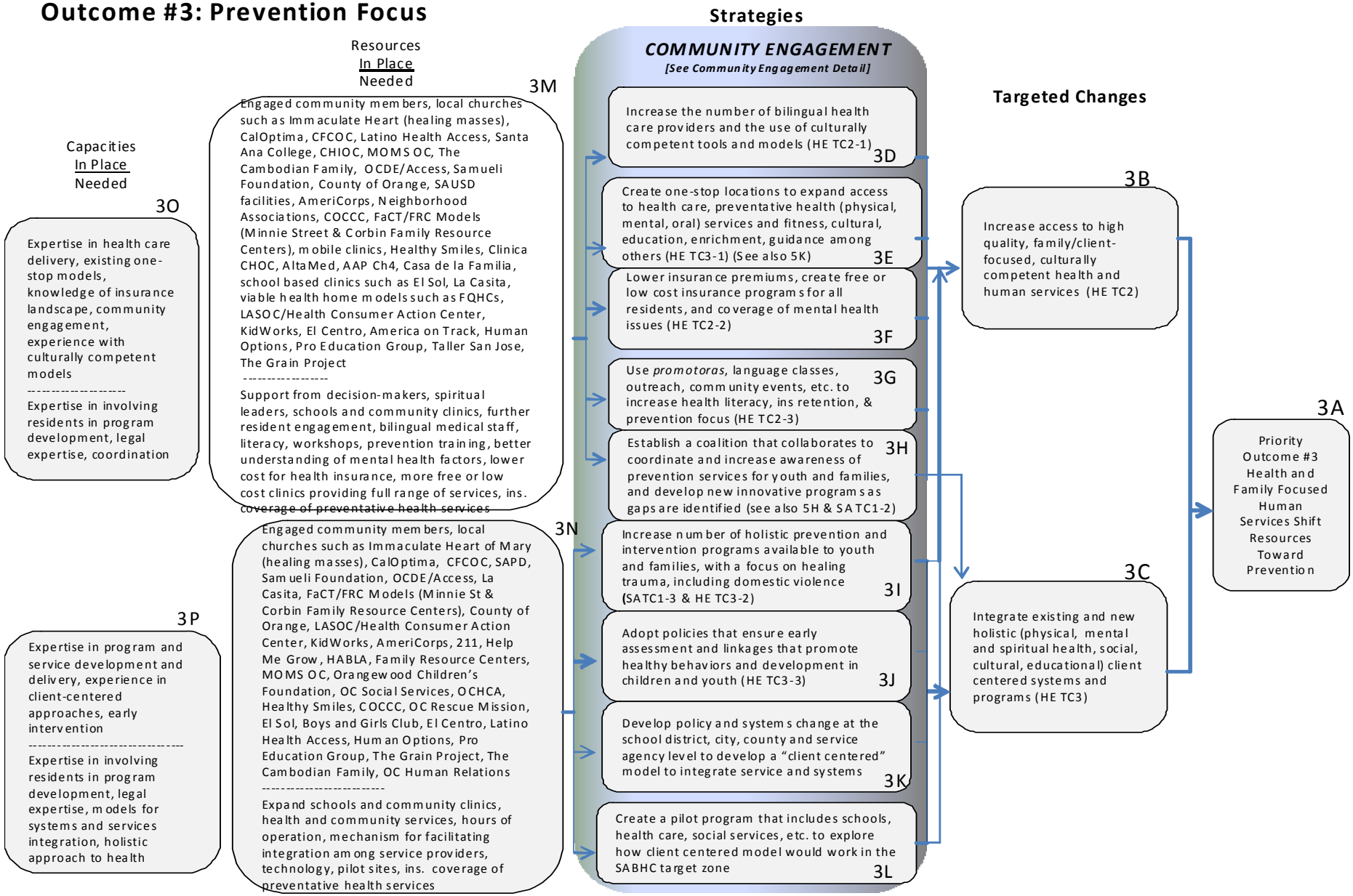
This is a living and breathing plan that will guide our work over the next three to five years. We identified many more strategies then we could realistically address in this plan, but they are still important to us and we intend to incorporate them in the future. At the same time, we recognize the need to be flexible and responsive to emerging opportunities and changing conditions. We plan to revisit and review our plan each year to determine our readiness to implement new strategies and approaches as well as the resources needed to succeed.

We believe our approach will impact all 10 BHC outcomes and we will achieve our vision to *make Central Santa Ana a healthy, safe and vital community where diversity is a strength and residents of all ages work together and in partnership with multiple sectors to create opportunities for optimal physical, mental, economic and social well-being across geographic boundaries.*

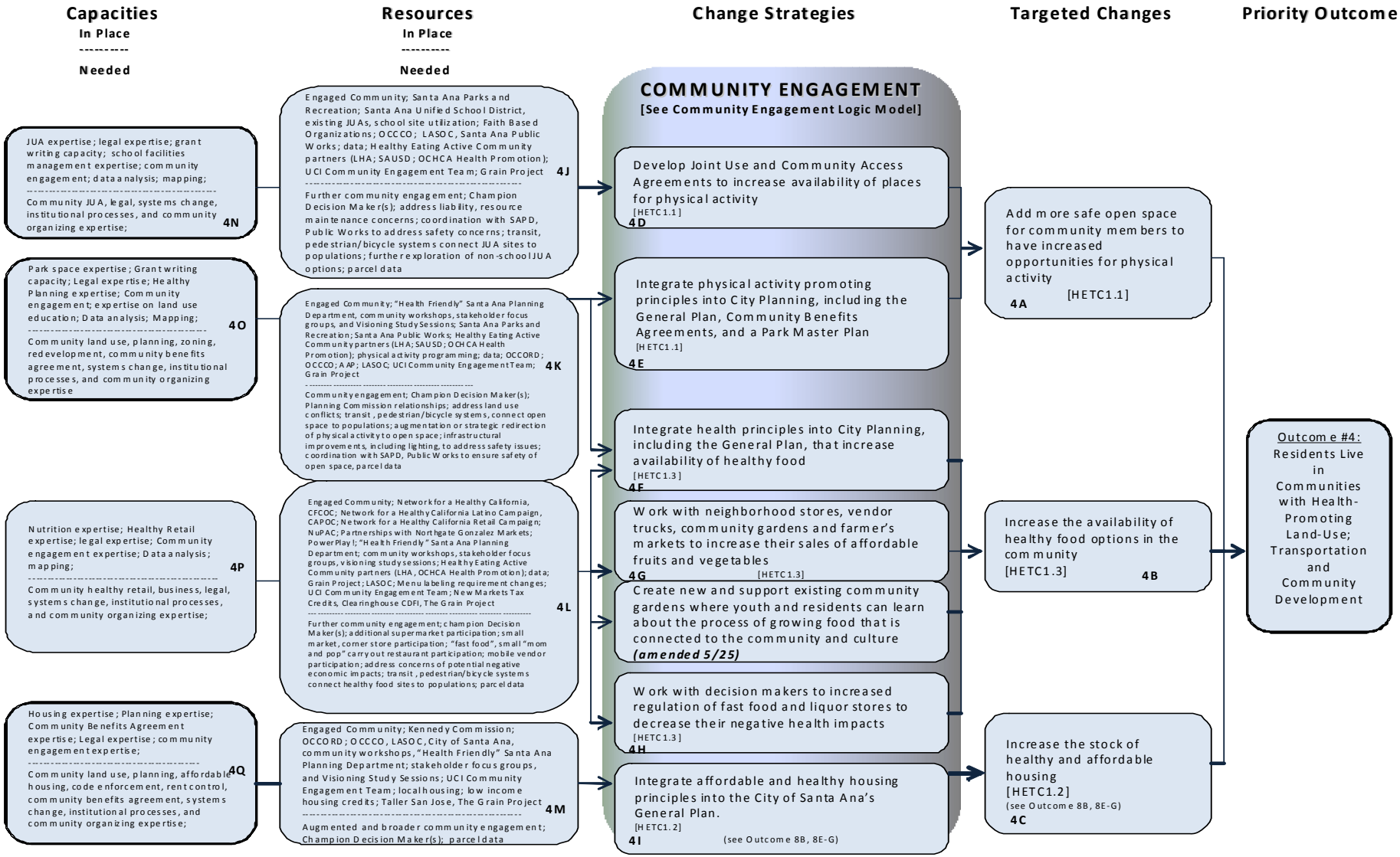
Community Empowerment



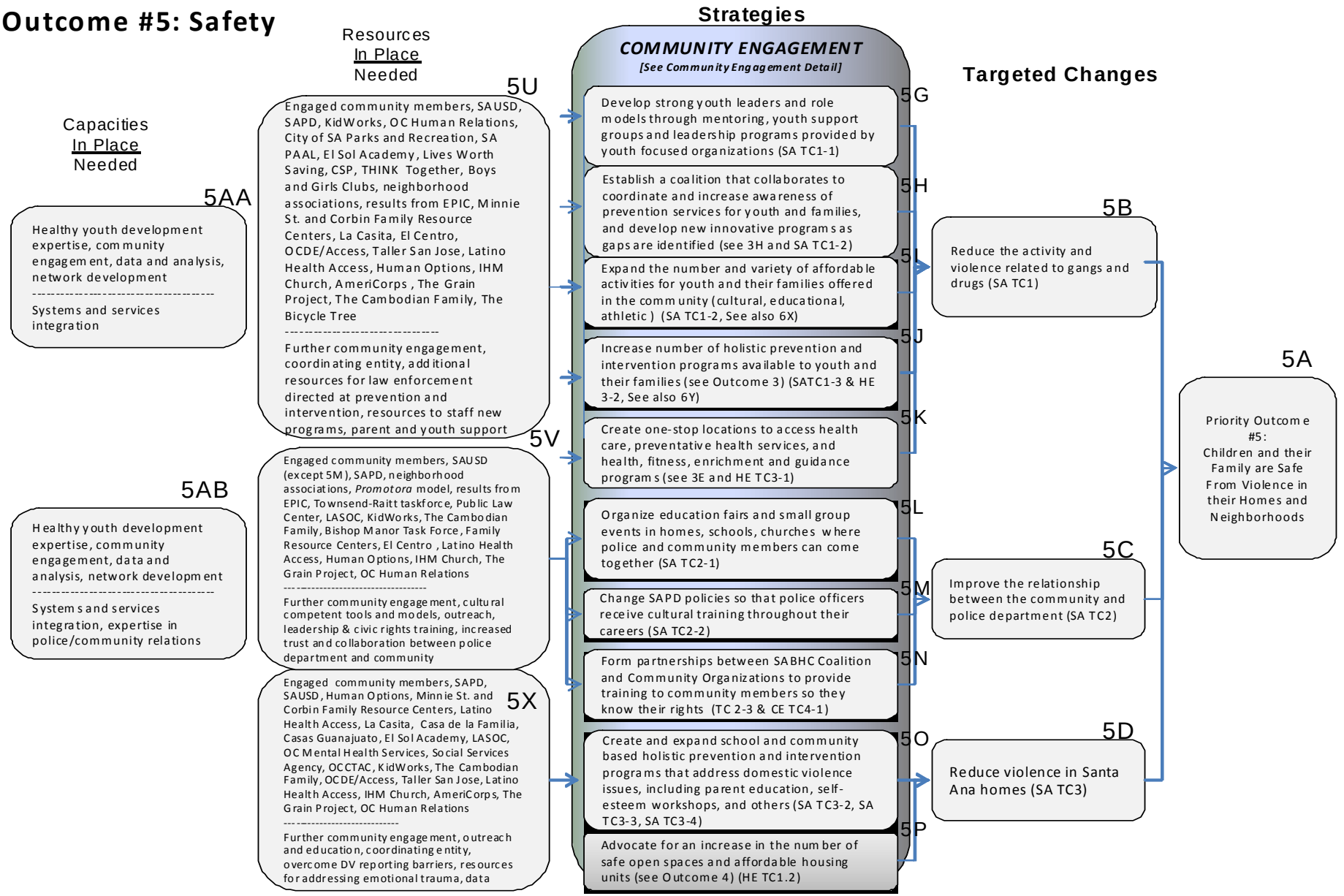
Outcome #3: Prevention Focus



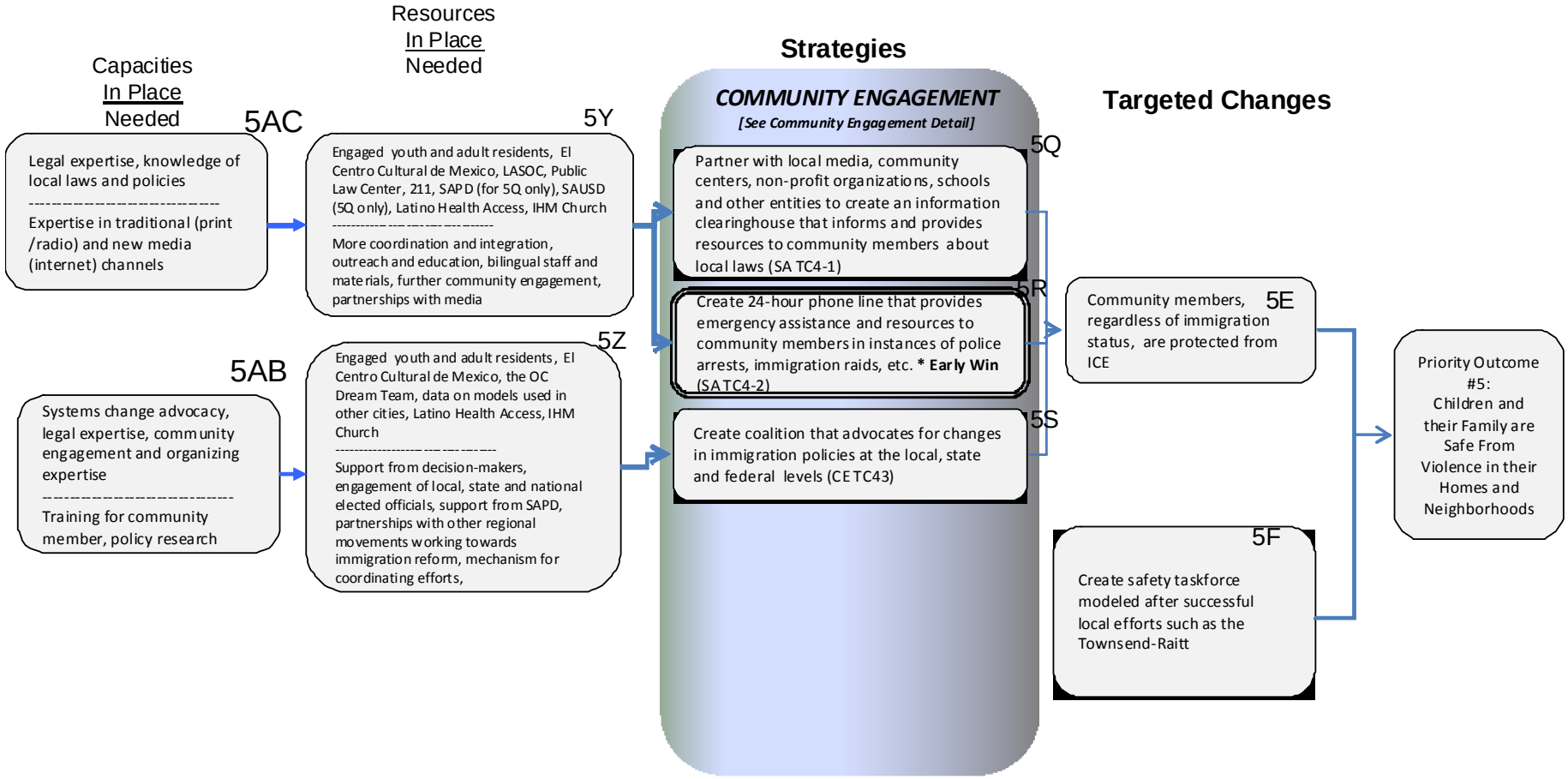
Outcome # 4: Land Use



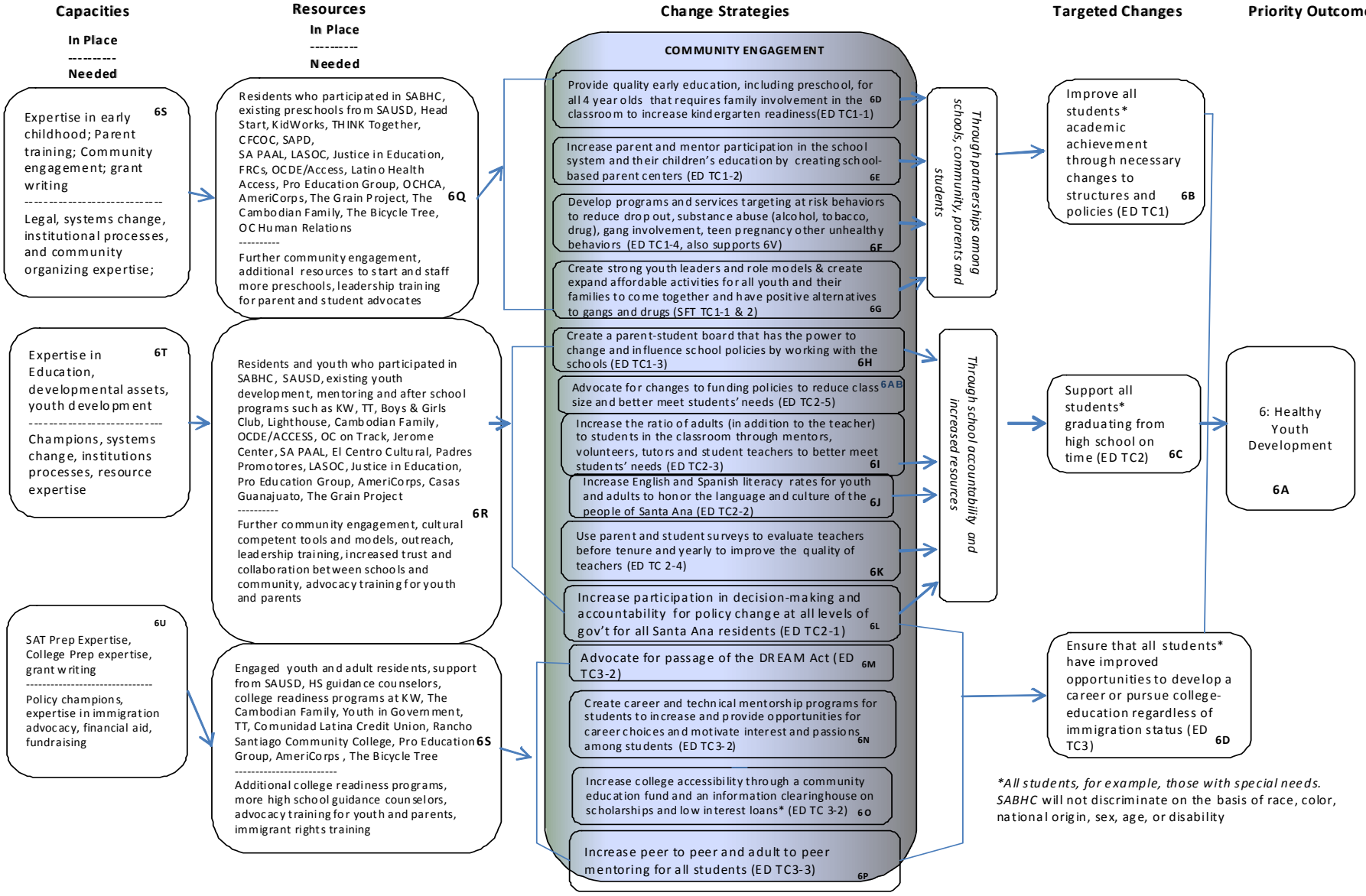
Outcome #5: Safety



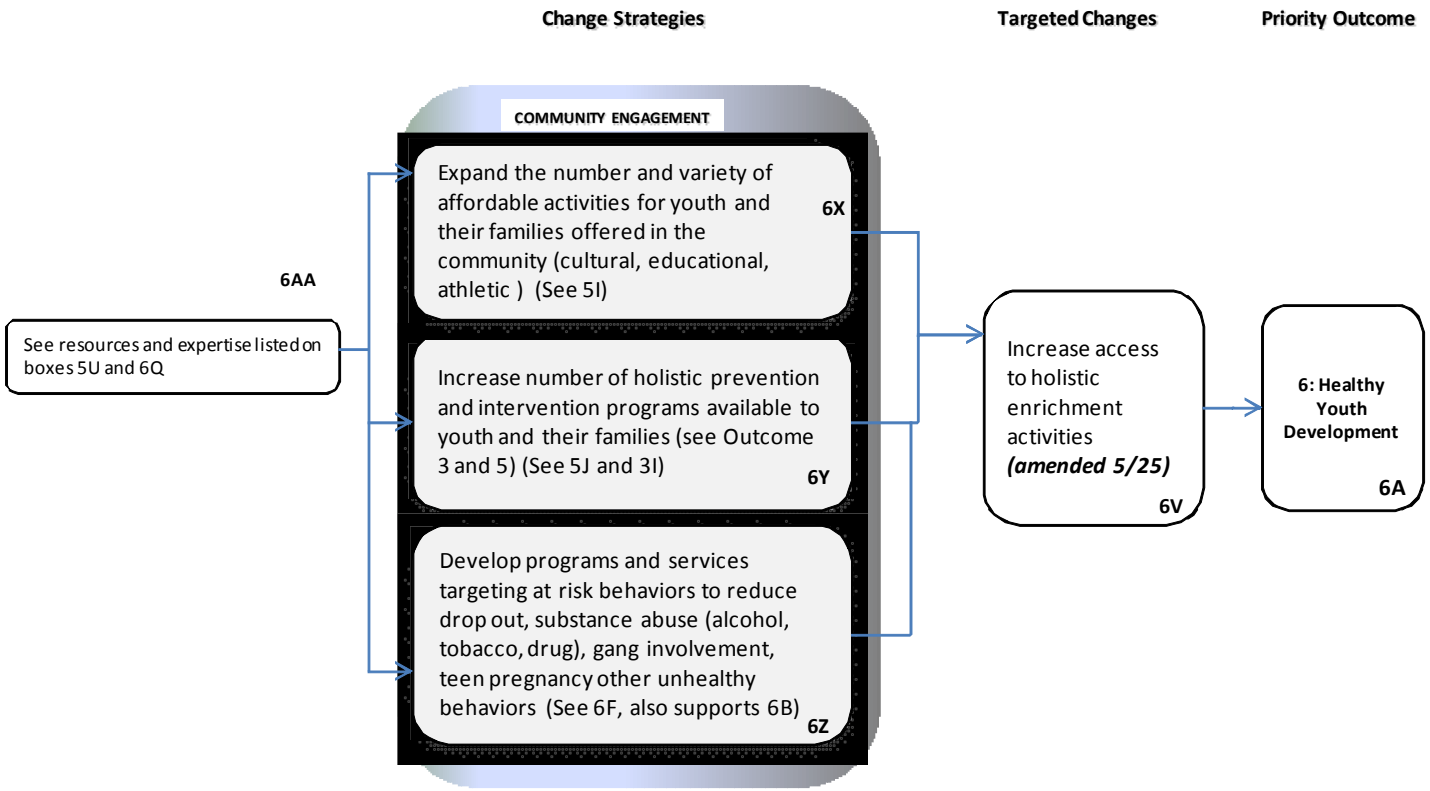
Outcome #5: Safety (Continued)



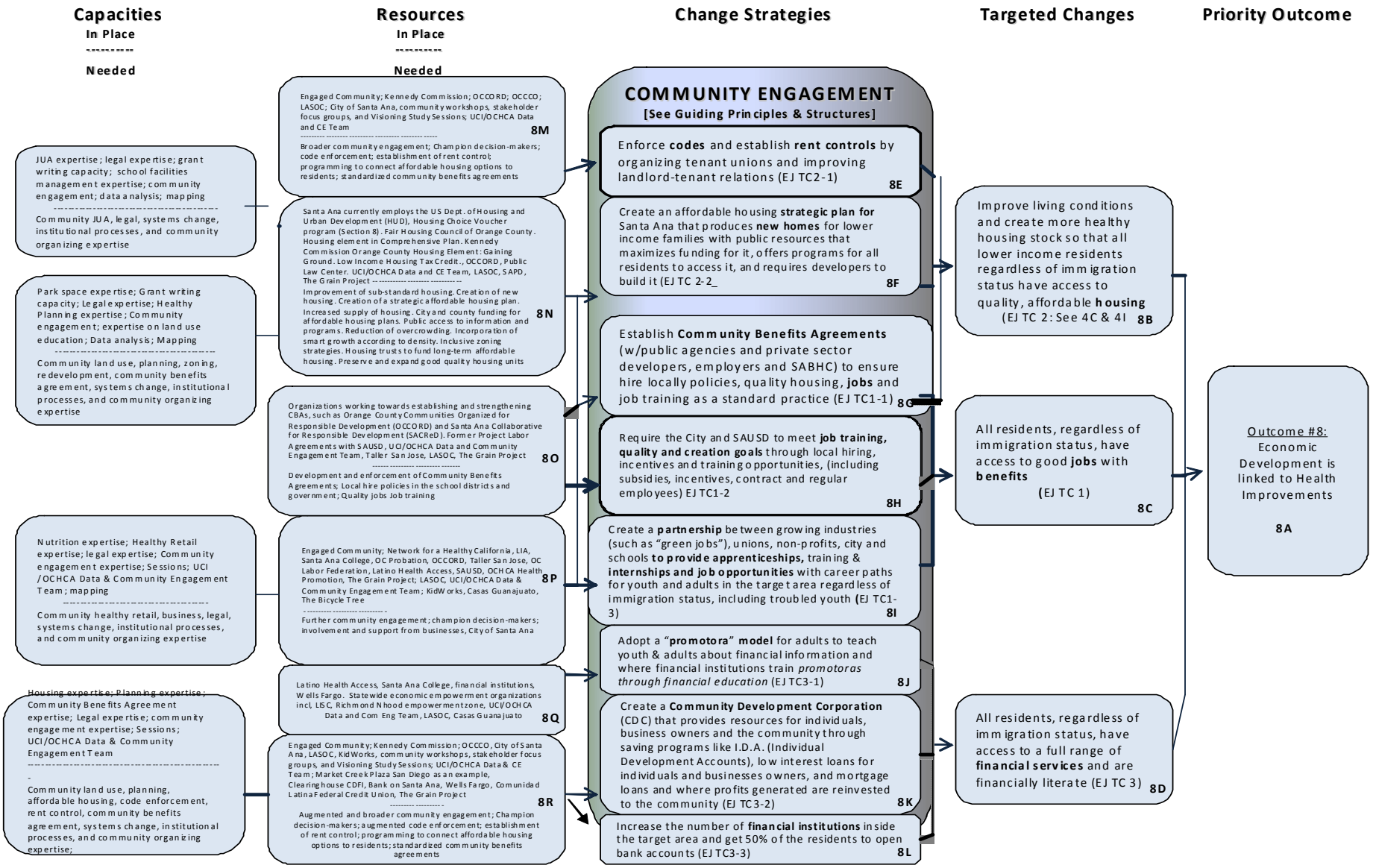
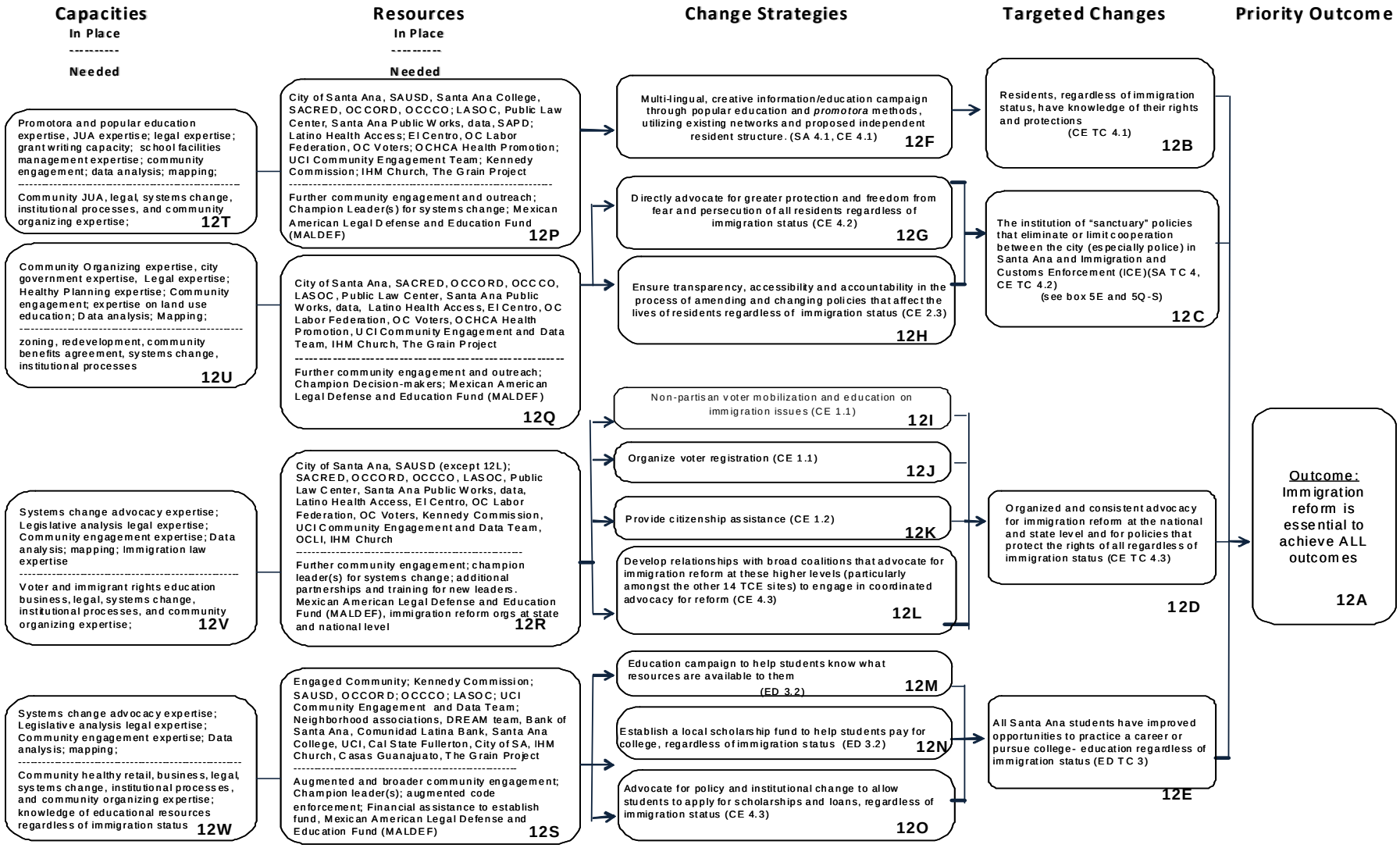
Outcome #6: Healthy Youth Development



Outcome #6: Healthy Youth Development *(Continued)*



Outcome # 8: Economic Empowerment



Immigration Rights and Reform