LETTER FROM THE PRESIDENT & DIRECTOR

The dynamics of poverty, institutionalized racism, unresponsive governmental policies intersect and cause these issues to be much more severe in our communities. They challenge the lack of power and resources often available to engage in public policy decision-making. EHC has repeatedly met that challenge by building community and organizational power.

Community power comes from empowering the people who are most impacted by these issues and providing them with the skills and information they need to win justice in their communities. EHC’s promotors and leaders come from every target neighborhood and beyond. All have participated in EHC’s hallmark SALTA training program and each contribute to EHC’s successes.

Organizational power comes from talented, dedicated and persistent staff who are inspired, creative and resourceful. Nearly 40% of EHC staff has worked with the organization for over ten years providing wisdom, experience and dedication. Those that are newer, and often younger, consistently spark creativity and enable us to be responsive and innovative.

Our dedicated Board of Directors provides a diversity of expertise and experience from varied fields and life paths. Providing direction and guidance without ‘micro-managing’ has cultivated a rich, dynamic, close and supportive relationship between the staff and board.

Power comes from resources and therefore fund-raising is essential. EHC wouldn’t be celebrating a remarkable past and planning an ambitious future without the courageous, consistent and generous support of our contributors. From the $5 contribution to the $50,000 grant, every dollar is hard earned and well-spent.

We thank everyone who has contributed to building the power to achieve the vision – past, present and future – as we share our accomplishments, struggles, organizational challenges and opportunities. This report is a reflection of the passage of time and phases of life through the lens of an organization that reflects the hopes, dreams, fears, and quest for justice of the EHC board, staff, leaders, community members and our families.

¿Sí se puede!

Beatriz Barraza, President
Diane Takvorian, Executive Director
BARRIO LOGAN/SHERMAN HEIGHTS/LOGAN HEIGHTS
2007 Residents' demands met by $1.5 million allocation for Barrio Logan Community Plan update
2005 San Diego prohibits diesel trucks from residential streets in Barrio Logan
2002 Barrio Logan chrome plating polluter Master Plating shut down
2000 U.S. Environmental Protection Agency selects Barrio Logan for Environmental Justice Demonstration Project
1997 Methyl bromide fumigations at Barrio Logan Port terminal permanently halted

NATIONAL CITY
2007 City Council ordinance prohibits diesel trucks from driver training near schools and homes
2006 City Council unanimously adopts ordinance phasing out toxic polluters in residential areas
2006 City Council approves Healthy Homes ordinance
1989 EHC’s Household Toxics pilot program launched

CHULA VISTA
2008 City Council unanimously approves landmark Climate Change policy
2007 Chula Vista and San Diego Port reject South Bay Power Plant in vote to deny permits
2003 Community defeats destructive Chula Vista Mid-Bayfront development

COLONIA CHILPANCINGO, TJUANA
2008 Metales y Derivados toxic site cleanup completed
2006 Colonia Chilpancingo leaders document NAFTA’s devastating impacts in Maquilapolis film
1998- NAFTA’s environmental agency validates community concerns about toxics at Metales y Derivados
1992 Toxic waste incinerator defeated in Playas de Tijuana

SAN DIEGO BAY
2006 Fish consumption warning signs are posted on the bay in English, Spanish, Tagalog and Vietnamese
2000 General Dynamics’ National Steel and Shipbuilding fined $135,000 for illegal discharges into San Diego Bay
1999 Designation of South Bay National Wildlife Refuge
1995 Campaign opposing nuclear aircraft carrier homeporting launched
1992 First toxic sediment cleanup in San Diego Bay – Convair Lagoon

REGIONAL
2008 San Diego adopts one of the strongest lead protection laws in the country, the ‘Children’s Right to Lead-Safe Housing’ ordinance
2006 $1 million from Proposition 65 lawsuit against Mars & Hershey for lead-tainted candy funds aid for smaller Mexican companies and public outreach
2005 California becomes first state to ban sale of lead contaminated candies
2004 Globalization at the Crossroads report documents NAFTA’s impacts in San Diego/Tijuana region
2001- 2006 $13.5 million raised to reduce lead paint hazards in National City, San Diego, and County homes
2001 Community documents potential lead hazards in 68,000 low-income San Diego County homes
1996 EHC launches environmental health and justice leadership training program, Salud Ambiental, Latinas Tomando Acción
1990 Communities at Risk report uses Right-to-Know to identify toxic hazard locations
1982 One of the first Community Right-to-Know laws in U.S. passed by County of San Diego
**Theory of Social Change:** The EHC Theory of Social Change describes the conditions that are necessary for authentic change to occur and determines the way EHC work is done. The key elements are: shared political consciousness/ideology, active and involved base of support, strategic analysis and action, and building a strong organization.

EHC has achieved a lot over the last quarter century. Many factors contribute to both wins and losses – political climate, community and organizational capacity and resources, strategic planning and sometimes sheer luck. In 1998 EHC was awarded the Jessie Smith Noyes Award of $100,000. The purpose of this award is to ensure that organizations are sustained for the long term. After lengthy discussion and debate among staff, leaders and the Board of Directors, we decided to use our decades of experience and lessons learned to create the EHC Social Change for Justice Model (SCFJ).

SCFJ is a framework integrating EHC’s ideology and strategies to increase our ability to achieve social and environmental justice goals. The model incorporates all aspects of the EHC structure and method of work – mission, goals, ideology and strategy to recognize the critical and unique importance of effective integration of community organizing and policy advocacy strategies. After nearly 30 years, we know a lot about what works and what doesn’t. We know that we have a much better chance of accomplishing our goals by using a strategic, disciplined and deliberate approach. The model enhances the ability of EHC staff and community leaders to work effectively by increasing the consciousness with which the work is conducted and by providing clear guidance for how to do it.

### Core Strategies – Community Organizing and Policy Advocacy

Organizing and advocacy efforts are fundamental to the work of many social justice organizations and change models. EHC has found that recognizing the unique nature and requirements of each strategy and intentionally integrating them results in stronger and more effective campaign outcomes.

**Community Organizing**

EHC defines community organizing as “a values-based strategy that educates and empowers people to take action to win real improvements in their lives for the benefit of their communities and the common good.”

The three major base-building tactics of organizing are:

- **Building** – Identifying and involving individuals who believe in EHC’s Mission and Goals and who want to work to achieve specific changes in their communities
- **Mobilizing** – Activating members to take specific actions in order to demonstrate broad and deep support for EHC efforts
- **Maintaining** – Increasing participation, deepening commitment and expanding political consciousness of EHC members

**Policy Advocacy**

EHC defines policy advocacy as “a values-based strategy that represents, champions and defends the public’s interest and affected communities.” EHC advocacy efforts follow a Problem-Solution-Action flow described as:

- **Problem** – Conducting issue research and power analysis to understand the conditions and identify the injustice
- **Solution** – Determining the best and most winnable solution to reach the desired goal
- **Action** – Implementing a strategic plan with clear goals, objectives, tactics and targets

**Learning from Our Work**

EHC has an evaluation system fully integrated with the Social Change for Justice model that guides all of our strategic decision-making. The strategic planning process utilizes the evaluation outcomes to determine new strategies for existing efforts and to determine new focus areas. EHC leaders and staff engage in annual strategic planning sessions to determine priorities and allocate resources.

Evaluation takes place continuously as the work progresses with staff and leaders to ensure the original goals are being met. At strategic moments a more in depth evaluation occurs using the EHC Strategic Evaluation and Planning Process. These triggering events include major accomplishments or set backs, major changes in external environment and our annual strategic planning.

<table>
<thead>
<tr>
<th>Member Level</th>
<th>Involvement</th>
<th>Leadership Training</th>
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<tbody>
<tr>
<td><strong>Leaders</strong></td>
<td>Board of Directors</td>
<td>SALTA Leader Training</td>
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<td></td>
<td>Community Action Teams</td>
<td></td>
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<tr>
<td><strong>Core Members</strong></td>
<td>Attends most campaign or EHC events</td>
<td>Campaign Trainings</td>
</tr>
<tr>
<td><strong>Supporting Members</strong></td>
<td>Attends some events, regularly writes or calls decision-makers to support EHC campaigns</td>
<td>Tactical Trainings</td>
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<tr>
<td><strong>Potential Members</strong></td>
<td>Has expressed support for EHC effort</td>
<td>Community Meetings</td>
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<td></td>
<td>Will be visited by an organizer to increase participation</td>
<td>Educational Presentations</td>
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</tbody>
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LEADERSHIP DEVELOPMENT

Since EHC’s work supports our community base, leadership development is critical to achieving success. As EHC members become more deeply involved, they are invited to participate in EHC’s signature leadership training, SALTA (Salud Ambiental, Líderes Tomando Acción – Environmental Health, Leaders Taking Action). SALTA provides skills training on organizing, advocacy, power, and media relations.

EHC organizers and leaders regularly reach out to community members to encourage them to make a commitment to social and environmental justice by joining EHC. Trainings are offered to build capacity for deeper levels of participation. Supporting and core members who become very involved are invited to become members of one of EHC’s Community Action Teams (CAT). These teams are established in every EHC target community. CAT members are EHC leaders who guide the development and implementation of strategy for each campaign, program, and effort. Some CAT members then join the EHC Board of Directors to guide the organization’s vision and direction. Approximately 50% of Board members are CAT members.
Building Power to Win:

Strategic Planning Creates the Vision

During 2006-2008, EHC engaged in a strategic planning process that resulted in our ten-year vision illustrated on the following pages. EHC embarked on the strategic planning process with the discipline, imagination, and energy we bring to making social change for justice in our communities. EHC staff, Board members, and community leaders engaged in a deep dialogue, looking back at EHC’s successes in a collective learning experience to inform our vision of what it will take to make EHC strong for the next decade and beyond.

The process started with visioning sessions, interviews of more than 30 staff and Board members. The result was a report that posed critical questions and guided the deliberative process that was to follow. A staff and Board planning committee coordinated the process and ad hoc teams prepared briefing papers to launch deep discussions and debates. Many of the special meetings and retreats were prepared and expertly facilitated by consultants Emily Goldfarb and Margi Clarke provided via EHC’s Management Assistance Grant from the French American Charitable Trust. The final plan was approved in March 2008 by the EHC Board of Directors.

These conversations explored a wide range of possible pathways for EHC’s evolution, and each scenario was given its full due with study briefs, team discussions and participatory evaluation of the potentials and pitfalls of each scenario. The process reaffirmed our core strategies of community organizing and policy advocacy and our supporting tactics and programs. We acknowledged our areas of historical expertise and the capacity EHC needs to develop in order to be effective in the future as environmental justice issues and opportunities evolve and the region changes. We examined our history, celebrated our victories, and recognized our increasing political power. We mourned some campaigns that we will leave behind as conditions change. We got fired up about the opportunities for our communities to make systemic changes around community-driven land use planning and sustainable energy which will be the focus of EHC’s work to build a more just San Diego/Tijuana region for decades to come.

The EHC Strategic Vision introduces new approaches to our organizing and advocacy work, to our fundraising, increases investments in our community and staff leaders to build people power, and re-evaluates financial resources and organizational practices to sustain EHC for the long term. We all put on “organizational hats” to help us think outside each specific EHC campaign and neighborhood to see how EHC could build on our strengths and contribute significantly to the environmental justice movement for the coming decade. We set ambitious goals and realistic plans. We are grateful to all the participants for their contribution of time, energy, and dedication to the planning process and for their continued efforts to make this plan a success.

EnvironmenTal healtH coaliTion’s Strategic Vision – 2008-2018

Win Environmental Justice in Core Communities

EHC has built strong and powerful memberships in the core urban areas in the San Diego/Tijuana region and we remain committed to these communities as the foundation of our power. EHC’s current campaigns will continue for three to five years to achieve critical environmental justice objectives in these communities, while EHC builds cross-community ties and expands the base around the unifying regional issues.

Strengthen Core Strategies – Organizing & Advocacy

These are the fundamental building blocks of EHC’s strategy. We have reaffirmed the model of combining organizing and advocacy as the primary strategies by which we achieve environmental justice. Increased resources will be directed towards these strategies.

IntensiFiE core tACTiCs – LEaDERSHIP DEVELOPMENT AND VOTER EMPOWERMENt

Leadership Development will focus on ensuring that all leaders have the skills and experience necessary to work in their own communities as well as in other EHC communities and build towards working regionally. EHC’s signature SALTA training program will expand to incorporate core training for leaders as well as tactical and campaign trainings for all members.

Voter Empowerment supports and is integrated with base building, organizing and policy advocacy. For too long, politicians have taken advantage of low voter registration rates and low turnout in environmental justice communities. EHC is committed to breaking this cycle by increasing awareness and turnout to win.

Evolve towards Regional Campaigns

EHC will shift towards campaigns focused on issues that unify our core communities, in order to advance policies with broader regional impact. EHC will build on our successful history addressing both community-driven land use planning and sustainable energy and climate justice on the local level as we increasingly pursue regional and state goals. The scale and focus of these campaigns will be developed, evaluated and revised as resources allow and reflecting our progress on community campaigns, consultations with allies and work at the regional and state level.

Community-Driven Land Use Planning: EHC has achieved considerable success in addressing discriminatory land use practices through community-driven land use planning that stresses authentic community participation to achieve healthy, safe and affordable communities. Past and current practices have condemned low-income communities of color to unacceptable levels of air and water pollution and a quality of life injured by neighboring auto body shops and plating shops instead of grocery stores and parks. In the community of Barrio Logan in the City of San Diego and in Old Town National City, plans and policies are moving forward to revitalize these communities for the current residents, avoiding gentrification and displacement. EHC’s local efforts have led to broader policy impacts such as the California Air Resources Board Land Use guidance for buffer zones between pollution sources and sensitive uses, and California Environmental Protection Agency Environmental Justice policy recommendations to utilize land use practices for reducing exposure to toxic emissions.

Sustainable Energy for Climate Justice: As the world seemingly turns towards “greening” itself, decisions continue to be made at the local level that will result in decades of needless greenhouse gas and toxic emissions. EHC has succeeded in gaining nearly unanimous support for eliminating the largest air and water pollution source in the southern San Diego region – the South Bay Power Plant. But, while decision-makers and the public applaud the anticipated removal of the plant, they are slow to embrace green energy options to replace the plant. With a regional strategy for renewable energy replacement backed up by effective implementation of California’s Global Warming Solutions Act, EHC strives to create a local blueprint for sustainable energy that will be replicated throughout the region and state.
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I-5
I-805
I-905

ENVIRONMENTAL HEALTH COALITION
STRATEGIC VISION

2008 TO 2018

BARRIO LOGAN/SHER
- The Barrio Logan Community Plan Update, consistent with the Barrio Logan Vision for removal of polluters and development, will be adopted by the City Council
- The Mercado Project will be built to provide housing affordable for current residents and provide market and other retail needs
- 1,760 housing units will be made lead-safe and healthy

NATIONAL CITY
- The Old Town National City Specific Plan, consistent with the community vision for removal of polluters and affordable housing development, will be adopted by the City Council
- A Children’s Right to Lead Safe Housing Ordinance will be adopted by the City Council
- 1,000 housing units will be made lead-safe and healthy

CHULA VISTA
- A comprehensive Chula Vista Bayfront plan that addresses community needs, protects habitat, is built green, generates its own energy, provides good jobs and affordable housing will be adopted by the California Coastal Commission
- The South Bay Power Plant will be decommissioned and removed from the Bayfront; a new power plant will NOT be built on the Bayfront

COLONIA CHILPANCINGO, Tijuana
- Contaminated runoff from illegal discharge from maquiladora industries into streets and waterways will be controlled
- Air pollution from diesel trucks will be reduced in the colonia near schools and homes

SAN DIEGO BAY
- Contaminated sediments at the shipyard sites in San Diego Bay will be cleaned up to protective standards
- A fully funded and implemented Clean Ports Plan will significantly reduce air pollution in Barrio Logan and National City from Port goods movement activities

REGIONAL CAMPAIGNS
Community-Driven Land Use Planning will build on local models and work with statewide allies for policies to require that planning and zoning create clean, healthy and affordable communities that protect public health and the environment

Sustainable Energy for Climate Justice will craft green energy strategies to reduce greenhouse gases and air pollution. Local policies will avoid construction of fossil fuel power plants and promote green jobs

EMPOWER THE BASE
ACHIEVE THE VISION
ORGANIZE!
BUILD LEADERSHIP!
SUSTAINABILITY FOR THE LONG TERM

Financial support, people and place are critical ingredients ensuring organizational sustainability for the long term. EHC’s Strategic Vision 2008-2018 seeks to make certain that these three elements are secure so that our work will continue and our organization prosper for three more decades and beyond.

FINANCIAL SUPPORT

EHC has been extremely fortunate to receive generous financial support for our efforts. In the last five years alone, nearly fifty foundations, organizations and government sources contributed to EHC’s programs and campaigns. Some foundations committed resources for ten years or more, while others provided shorter-term support. Thousands of individual gifts, large and small, have contributed to EHC’s success. The bottom line is that the revenue stream for non-profit organizations, particularly those that seek to make social change, is constantly shifting and challenging.

The EHC Vision seeks to diversify and increase fund development capacity to bolster the financial health of the organization in the face of potential revenue reductions. We hope to engage new funding partners among foundations and major donors, locally and nationally.

STAFF SUSTAINABILITY

Life at EHC is very busy. Staff members face complicated negotiations to balance family, work and personal lives. While we are all committed to EHC’s mission and to advancing a progressive movement for social change, we are challenged every day to bring more harmony into our working lives. The strategic planning process recognized this challenge and the Strategic Vision 2008-2018 provides for an opportunity to build on all that is good at EHC so that we can become an even stronger organization. Led by a diverse staff and board Sustainable Organization Team, we are creating a plan of action to improve communications and promote opportunities for leadership development. Most importantly, we will build a stronger sense of teamwork and set ourselves on a path to sustainability and health.

As our thirty-year anniversary nears, EHC’s organizational life cycle is at a critical juncture. Some staff who have been with EHC for more than two decades will transition out of their current roles, either retiring or moving into different roles. Organizational sustainability and effective succession depend on ensuring that staff have strong leadership, organizing, advocacy and management skills in order to take on new challenges.

A HOME FOR EHC – STABLE, GREEN AND IN THE NEIGHBORHOOD

EHC is excited to announce that we have purchased a property in Old Town National City, fulfilling a long-time dream to have a place of our own. The site is centrally located, in the heart of Old Town and adjacent to Paradise Creek, and central to all of the communities EHC works with in the urban core. This permanent location will provide EHC with office space and a community gathering center for folks from throughout the San Diego/Tijuana region. We hope it will serve as a model of sustainable building practices and that you will get involved and support this ambitious project.

EHC thanks the thousands of individual contributors who support our work and following organizations who have made generous grants:

- Beldon Fund
- California Endowment
- California EPA-EJ Small Grants
- California Wellness Foundation
- City of National City Healthy Homes Program
- Environmental Support Center
- Ford Foundation
- French American Charitable Trust*
- Global Green Grants Fund
- Colin Griswold Memorial Fund
- James Irvine Foundation
- Jessie Smith Noyes Foundation*
- Libra Foundation
- Marguerite Casey Foundation
- Marisla Foundation
- McKay Foundation
- Mitchell Kapor Foundation
- Nathan Cummings Foundation
- National Institutes of Health
- Needmor Fund
- New World Foundation
- New York Community Trust
- Panta Rhea Foundation
- Progressive Technology Project
- Public Health Institute
- San Diego Foundation
- Orca Fund
- Willis & Jane Fletcher Fund
- San Diego Housing Commission
- Sea Forward Fund
- Solidago Foundation
- Sills Family Foundation
- Tides Foundation - California Fund for Youth Organizing
- Unitarian Universalist Veatch Program at Shelter Rock*
- United States Department of Housing & Community Development
- United States Environmental Protection Agency
- Waitt Family Foundation
- Women’s Foundation of California

*Special thanks to these foundations who supported the EHC strategic planning process and production of this report.
Thank You ALL for your wisdom, persistence and dedication to achieving justice for all

Gracias a TODOS por la sabiduría, la persistencia y la dedicación a lograr la justicia para todos.