

ENVIRONMENTAL HEALTH COALITION

BUILDING POWER TO WIN

STRATEGIC VISION 2008-2018



LETTER FROM THE PRESIDENT & DIRECTOR



Beatriz Barraza, President



Diane Takvorian, Executive Director

As Environmental Health Coalition (EHC) prepares to celebrate our 30th anniversary we are taking time to reflect on our past and leap into our future. This report reflects our accomplishments and presents **Building Power to Win: EHC 2008-2018 Strategic Vision**. Our new Vision is the outcome of an intensive strategic planning process which evaluated and built on our history.

Environmental Health Coalition's environmental justice evolution has incorporated the struggles from many progressive movements – human rights, public health, and the environmental movement. We address the issues that affect people in their everyday lives and most importantly, our children's health. Air quality, toxic chemical exposure at home and on the job, affordable housing, environmental preservation, immigrant and indigenous people's rights, globalization, and climate change – these issues require squarely focusing on their common causes and impacts.

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 promotoras 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 funding 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.

¡Si se puede!

Bea Barraza *Diane Takvorian*

WINNING JUSTICE, BUILDING POWER & MAKING CHANGE 1980 - 2008

For nearly 30 years, the work of Environmental Health Coalition has changed the political, social and environmental landscape of the San Diego/Tijuana region. EHC's concrete wins have made our homes, workplaces and natural resources cleaner, safer and more protected. EHC is proud to have supported many community efforts to overcome environmental racism, corporate greed, and lack of government accountability.

EHC's commitment to organizing those most affected by toxic pollution to develop and exercise their power has resulted in positive and lasting changes in our neighborhoods and across the region and state. EHC's work has served as a model for community organizations in the United States and internationally.

The following pages provide a quick overview of the major victories EHC has achieved in the communities of color in San Diego's urban core

around San Diego Bay, Colonia Chilpancingo in Tijuana and throughout the region. These communities of color are some of the poorest in the region, suffering from high levels of air and water pollution and lack of safe, affordable housing. Often, discriminatory practices mix families and toxics, and enforcement to protect public health and the environment is inadequate.

Mission Statement: Environmental Health Coalition is dedicated to environmental and social justice. We believe that justice is achieved when empowered communities act together to make social change. We organize and advocate to protect public health and the environment threatened by toxic pollution. EHC supports efforts that create a just society and foster a healthy and sustainable quality of life.

GOALS

- JUSTICE** To eliminate social and environmental injustice
- HEALTH** To eliminate environmental and public health degradation caused by toxic pollution
- ENVIRONMENT** To preserve and protect the integrity of the ecosystem
- PREVENTION** To establish the precautionary principle and pollution prevention as the basis of all environmental and public health policies
- GOVERNMENT** To ensure broad government intervention to protect human and environmental rights
- CORPORATE ACCOUNTABILITY** To establish mandates holding corporations accountable for actions that affect the public
- ORGANIZATION** To build and maintain a strong, effective and sustainable organization based on respect, integrity, democratic participation in decision-making and ethical principles
- BASE** To build strong and authentic relationships with and develop leadership among individuals and organizations that share EHC's ideology and goals
- ALLIES** To work cooperatively to build effective local, state and national social justice alliances
- EMPOWERMENT** To empower individuals with the ability and authority to achieve self-determination for themselves, their families and their communities



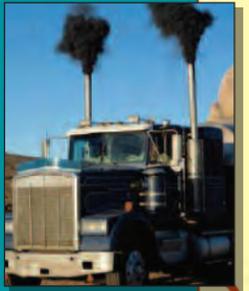
BARRIO LOGAN/SHERMAN HEIGHTS/LOGAN HEIGHTS

- 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, TIJUANA

- 2008 *Metales y Derivados* toxic site cleanup completed
- 2006 Colonia Chilpancingo leaders document NAFTA's devastating impacts in *Maquilápolis* 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

UNITED STATES

MEXICO

Ensenada Toll Road

Tecate Toll Road

Rio Alamar



SOCIAL CHANGE FOR JUSTICE: EHC'S MODEL WORKS



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.

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 recognizing 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.

The EHC SCFJ Model guidance includes:

- The EHC ideology provides the foundation for our work – mission, goals, and theory of social

change. These must be visible and incorporated into every effort

- A method of analysis, planning, action, and evaluation which defines the steps and stages used for every effort
- Leadership development to empower community members to achieve self-determination for themselves, their families and their communities

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

MEMBER LEVEL	INVOLVEMENT	LEADERSHIP TRAINING
LEADERS	Board of Directors	SALTA Leader Training
	Community Action Teams	
CORE MEMBERS	Attends most campaign or EHC events	Campaign Trainings Tactical Trainings
SUPPORTING MEMBERS	Attends some events, regularly writes or calls decision-makers to support EHC campaigns	Campaign Trainings Community Meetings
POTENTIAL MEMBERS	Has expressed support for EHC effort Will be visited by an organizer to increase participation	Community Meetings Educational Presentations

SOCIAL CHANGE FOR JUSTICE MODEL MODELO DE CAMBIO SOCIAL PARA LA JUSTICIA



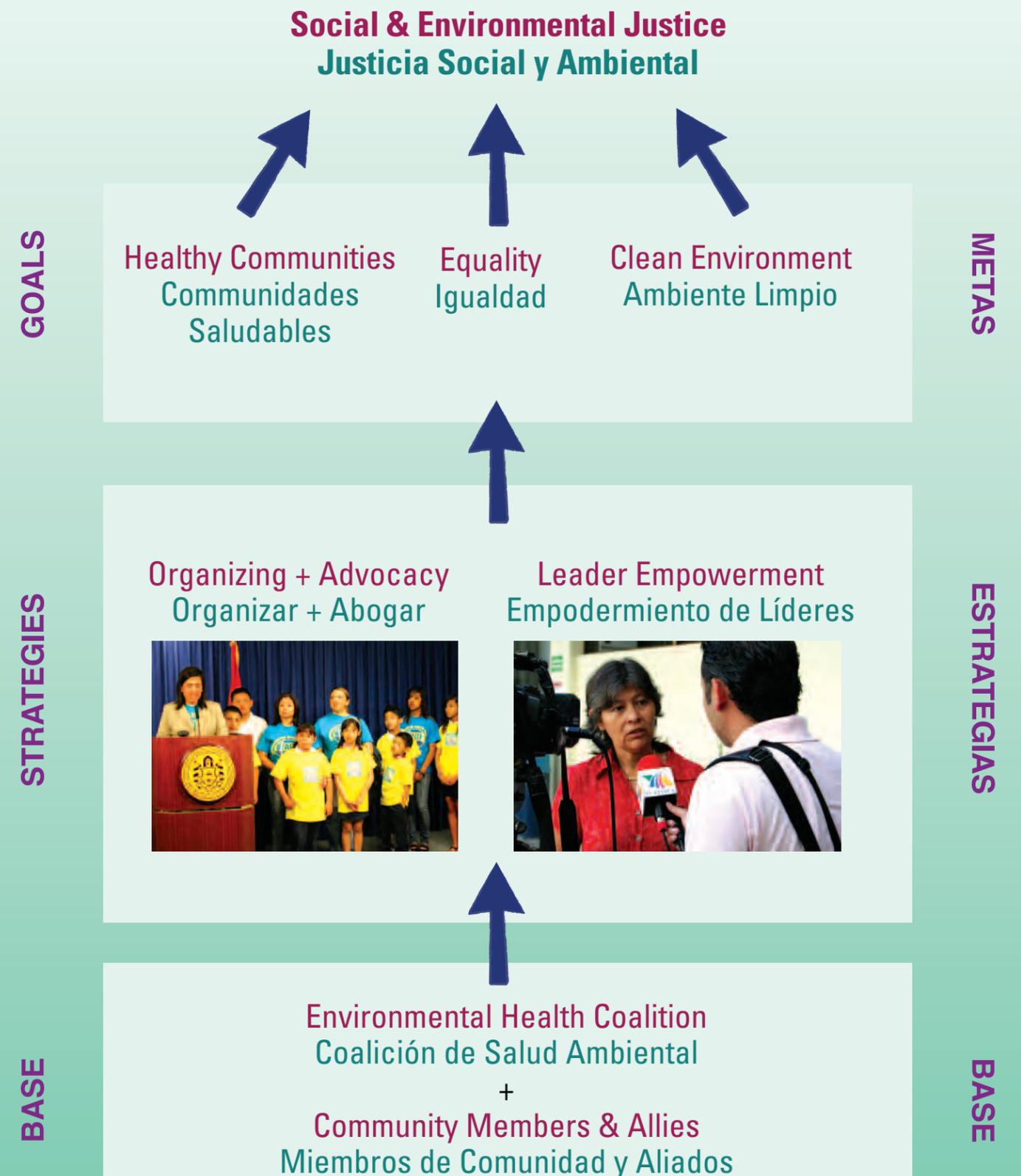
LEADERSHIP DEVELOPMENT

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 develop-

ment 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, and 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 to EHC via a 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 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 membership bases 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.

INTENSIFY 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.

STRATEGIC VISION

2008 TO 2018

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

BARRIO LOGAN/SHERMAN HEIGHTS/LOGAN HEIGHTS

- The Barrio Logan Community Plan Update, consistent with the Barrio Logan Vision for removal of polluters and affordable housing 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

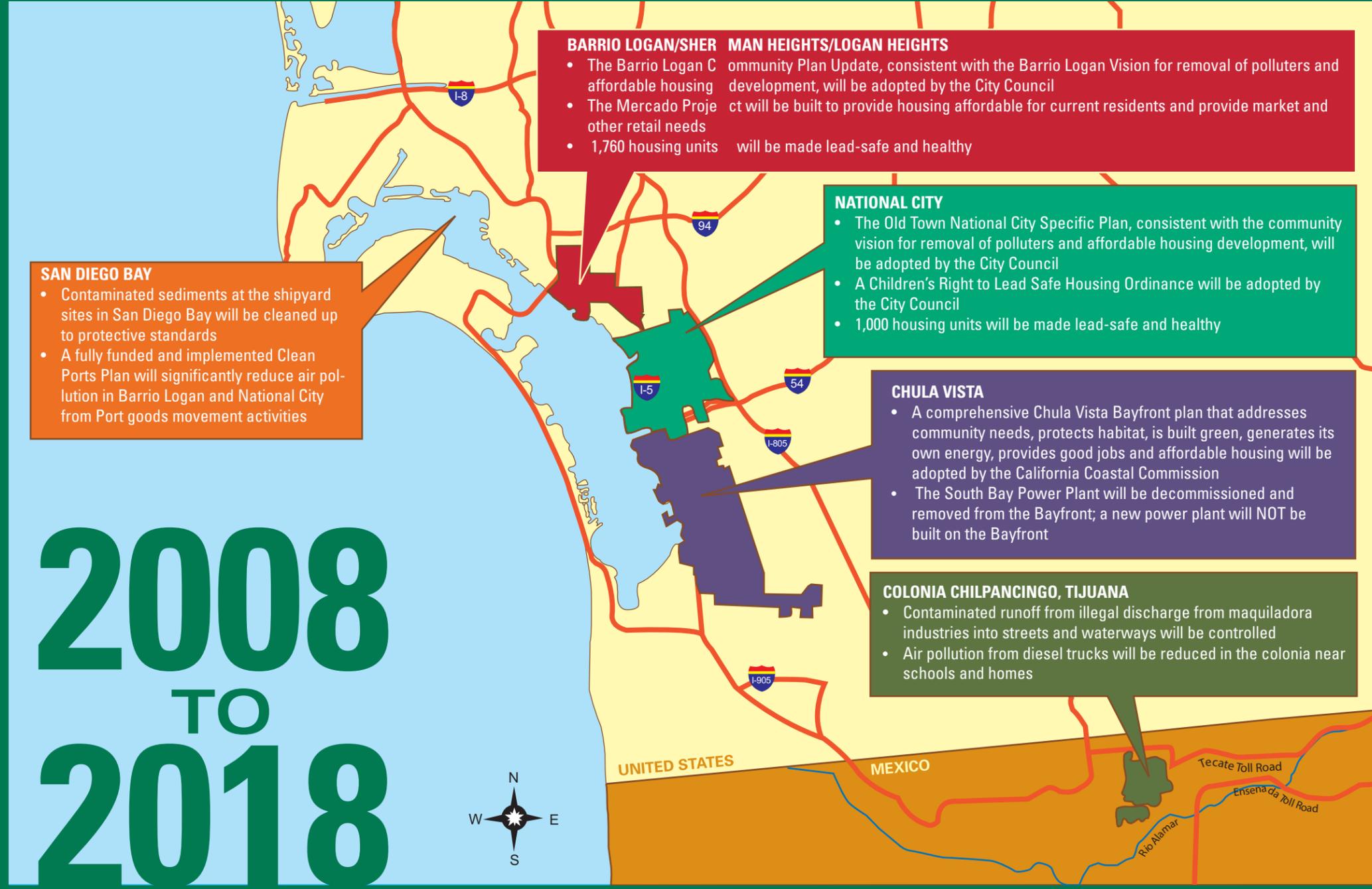
- The Old Town National City Specific Plan, consistent with the community vision for removal of polluters and affordable housing development, will be adopted by the City Council
- A Children's Right to Lead Safe Housing Ordinance will be adopted by the City Council
- 1,000 housing units will be made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



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 provide 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.



THANK YOU! YOU MAKE IT POSSIBLE!



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

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

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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.



Board of Directors/La Mesa Directiva

Bea Barraza, Margaret Godshalk, Dan McKirnan, Jean Costa, Clarice Gaylord, Georgette Gómez, Lorena González, Ruth Heifetz, Sharon Kalemkarian, Lourdes Luján, Jay Powell

LEADERS/LÍDERES

Campaign to Eliminate Childhood Lead Poisoning/

La Campaña para Eliminar el Envenenamiento por Plomo en Los Niños

Maria Coronel, Martha Cortes, Silvia León, María Radilla, María Robles

Border Environmental Justice Campaign/

La Campaña Fronteriza para la Justicia Ambiental

María de Lourdes Luján Aguirre, María Guadalupe Luján Aguirre, Myrna Patricia Flores Díaz, Luz Elena Félix, Sonia Pérez Gómez, Yesenia Palomares, Margarita Pérez, María Alicia Ramos, Martha Cervantes Soberanez, Evangelina Langarica Vallecillos, Ana Langarica Vallecillos, Joanna Lerma

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Theresa Acerro, Jen Badgley, Judy Cascales, David Didonato, Sharon Floyd, Susan Fuller, Lynda Gilgun, Mariana Lopez, Dan McKirnan, Jim Peugh, Arsenio Sierra

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