

STATE OF CALIFORNIA  
Budget Change Proposal - Cover Sheet  
DF-46 (REV 08/17)

Fiscal Year 2019-20	Business Unit 0650	Department Governor's Office of Planning and Research	Priority No.
Budget Request Name 0650-001-BCP-2019-A1		Program <b>0370-STRATEGIC GROWTH COUNCIL</b>	Subprogram

Budget Request Description  
Health in All Policies

Budget Request Summary

The Governor's Office of Planning and Research (OPR) requests 3.0 positions and \$430,000 General Fund in 2019-20 and ongoing to continue the existing Health in All Policies (HiAP) program at the Strategic Growth Council (SGC). Executive Order S-04-10 established the Health in All Policies Task Force to advance public health and equity through SGC's own programs and throughout State government. However, the program will not continue beyond December 2019, as funding will no longer be provided by private funding sources. Institutionalizing HiAP with state funding is critical to helping SGC fulfill its mission to strengthen the economy, ensure social equity, and enhance environmental stewardship across the state.

Requires Legislation <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed	
Does this BCP contain information technology (IT) components? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO	Date
For IT requests, specify the project number, the most recent project approval document (FSR, SPR, S1BA, S2AA, S3SD, S4PRA), and the approval date.		
Project No.	Project Approval Document:	Approval Date:

If proposal affects another department, does other department concur with proposal? ☐ Yes ☒ No  
*Attach comments of affected department, signed and dated by the department director or designee.*

Prepared By  Mai Yang OPR Budget Officer	Date	Reviewed By  Louise Bedsworth SGC Executive Director	Date
Department Director  Kate Gordon, OPR Director	Date	Agency Secretary	Date

Department of Finance Use Only

Additional Review: ☐ Capital Outlay ☐ ITCU ☐ FSCU ☐ OSAE ☐ CALSTARS ☐ Dept. of Technology

PPBA	Original Signed By <b>Emma Jungwirth</b>	Date submitted to the Legislature <i>March 29, 2019</i>
------	---	--



### A. Budget Request Summary

The Governor's Office of Planning and Research (OPR) requests 3.0 positions and \$430,000 General Fund in 2019-20 and ongoing to continue the existing Health in All Policies (HiAP) program at the Strategic Growth Council (SGC). Executive Order S-04-10 established the Health in All Policies Task Force to advance public health and equity through SGC's own programs and throughout State government. However, the program will not continue beyond December 2019, as funding will no longer be provided by private funding sources. Institutionalizing HiAP with state funding is critical to helping SGC fulfill its mission to strengthen the economy, ensure social equity, and enhance environmental stewardship across the state.

### B. Background/History

HiAP is a transformative program with a collaborative approach to improving the health of all people by incorporating health, equity, and sustainability considerations into decision-making across sectors and policy areas. HiAP is based on the recognition that California's greatest health challenges, including chronic illness, health inequities between populations, and climate change are highly complex and influenced by policies, programs, and investments across sectors.

Social and environmental factors, the *social determinants of health*, affect between 40 and 80 percent of health outcomes. These social determinants fall outside of health care systems and include housing, transportation, air quality, education, jobs, and economic opportunities. HiAP is a cost-effective approach to engage programs across government that affect these factors in order to improve community conditions as a way of improving health. HiAP does not create new programs, but identifies opportunities to strengthen existing programs by enhancing inter-governmental collaboration, engaging diverse stakeholders, and broadening government impact, so that the same public dollars serve multiple state goals, including promoting public health and equity.

HiAP was initiated in 2010 as a proof of concept initiative through a public-private partnership between the State, the Public Health Institute, and foundation partners. The State has provided in-kind support and the foundations have provided funding for staff. The HiAP staff have served several key functions:

1. Convene and facilitate the HiAP Task Force to provide a venue for collaboration, sharing of best practices, and collective problem-solving.
2. Prepare multi-agency action plans, including gathering stakeholder input, exploring the feasibility of recommendations, drafting policy statements, securing commitments to action, and building consensus for approval.
3. Provide consultation and technical support, including tool and metric development, to departments to incorporate equity and public health considerations into government operations, such as program and grant administration; and
4. Provide capacity building and training to support departments in learning how to incorporate health and equity on their own, including use of data and measurement tools.

The intention of this partnership was to prove effectiveness and then institutionalize HiAP staff with state funding. To date, foundations have invested over \$4 million to establish and implement the HiAP program. HiAP's philanthropic partners have laid significant groundwork across state government, which the State can now leverage to support the long-term sustainability of the Initiative. The Public Health Institute (PHI), a non-profit partner, provides staffing for HiAP with foundation funding. The California Endowment (TCE) is the primary philanthropic partner. The intention of the public-private partnership was to demonstrate how HiAP could advance and support the integration of health and equity into State policies and programs through an innovative, collaborative, and cross-agency approach and, upon demonstration of success, to transition to a state-funded program. To this end, philanthropic funding of HiAP staff will come to an end in December, 2019.

#### HiAP Program at SGC

State statute (Chapter 729, Statutes of 2008; Public Resources Code 75120) established SGC to facilitate cross-agency collaboration and coordination to achieve State environmental, public health, and equity goals. As an SGC program, HiAP plays a critical role in helping the organization fulfill its mission by fostering inter-



## Analysis of Problem

agency collaboration and building the capacity of State government to meet its equity, public health, and environmental sustainability goals.

Executive Order S-04-10 established the Health in All Policies Task Force as an initiative of SGC to "...collaborate with existing SGC working groups to identify priority programs, policies, and strategies to improve the health of Californians..." The Task Force has a wide reach across government, and is comprised of members from 22 California state agencies, departments, and offices including:

- Air Resources Board
- Office of the Attorney General
- Business, Consumer Services, and Housing Agency
- Dept. of Community Services and Development
- Dept. of Corrections and Rehabilitation
- Dept. of Education
- Environmental Protection Agency
- Dept. of Finance
- Dept. of Food and Agriculture
- Dept. of Forestry and Fire Protection
- Dept. of General Services
- Government Operations Agency
- Health and Human Services Agency
- Dept. of Housing and Community Development
- Labor and Workforce Development Agency
- Natural Resources Agency
- Dept. of Parks and Recreation
- Office of Planning and Research
- Dept. of Social Services
- Dept. of Transportation
- Office of Traffic Safety
- State Transportation Agency

SGC is an effective home for HiAP because it provides both a venue to engage agencies and departments across state government and is a learning laboratory for application of HiAP approaches. Since 2010, the Task Force has gathered public input on health equity priorities, developed recommendations for state government action, and created multi-agency action plans to implement those priorities. These include plans focused on active transportation, violence-free and resilient communities, healthy and affordable housing, access to parks and community greening, and access to healthy food. The Task Force also created the Healthy Communities Framework, which summarizes the key social determinants of health, as identified as priorities by California's local communities.

HiAP staff were initially housed at the California Department of Public Health (CDPH) from 2010 to 2016 because at that time SGC was new, with only one staff, and limited organizational infrastructure or physical space to host the entire program. In August of 2016, with support from CDPH's Director and SGC's Executive Director and Chair, the SGC voted to move the foundation-funded PHI staff from CDPH's building to SGC's location. The move was intended to:

"...increase HiAP's visibility and potential impact by providing staff with direct access to Council members, including state agency secretaries and public members appointed by the Governor and Legislature. More formally integrating PHI HiAP staff into SGC's organizational structure also provides an opportunity to elevate the HiAP Task Force's work and build on the stakeholder engagement and transparency that is central to the HiAP approach. Finally, this transition will better align efforts to incorporate health and equity into intersectoral initiatives and programs led by SGC and the Governor's Office of Planning and Research (OPR)."<sup>1</sup>

SGC's HiAP staffing has been fully funded by philanthropic partners and current HiAP staff are employees of the Public Health Institute, the non-profit partner to the state. Through partnership with SGC, staff are located

<sup>1</sup> <http://sgc.ca.gov/meetings/council/2016/docs/08-09-Item8-TransitionofHiAPTaskForce.pdf> and <http://sgc.ca.gov/meetings/council/2016/docs/08-09-Item8a-HiAP-TransitionPresentation-080916.pdf>



## Analysis of Problem

in the SGC offices and SGC provides in-kind support to house staff. State funds have not been allocated to support HiAP staff. However, philanthropic support has amounted to over \$4 million since 2010, which has paid staff salaries and benefits. This support is declining and without authorization for state-funded positions, SGC will no longer be able to continue the work HiAP staff have been doing. Since moving to SGC, the HiAP Program has grown in visibility and impact, and has become increasingly integrated into SGC's programs and operations.

## Workload History

Workload Measures <sup>1</sup>	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19 Estimates
<b>GARE Capitol Cohort</b>						
6 hour learning sessions (150 participants/19 departments)	-	-	-	-	4	10
Equity Speaker Series (150 participants)	-	-	-	-	2	2
Team Lead Meetings (12 Agency Leads)	-	-	-	-	6	10
<b>GARE Racial Equity Action Plans</b>						
With CALHR and GovOps	-	-	-	-	4	4
Action plans developed (1 per Agency)	-	-	-	-	12	12
<b>GARE Team Coaching and Technical Assistance</b>						
12 agencies					180 hrs	180 hrs
<b>Convening: CA Health in All Policies Task Force Plenary Meetings</b>						
Includes scheduling, agenda setting, facilitation, logistics	3	3	3	3	3	3
<b>Facilitation, Consensus-Building, Research</b>						
Equity in Government Practices Action Plan Development Meetings	-	-	-	20	20	10
Active Transportation Action Plan Development and Implementation – Stakeholder Meetings Convened	60	20	15	15	15	40
School Facility, Land Use, and Health Equity Multi Agency Working Group meetings and implementation	5	5	8	8	2	4
Housing Siting Air Quality Multiagency Working Group	4	4	4	4	-	-
Violence Free and Resilient Communities Action Plan Development and Implementation	4	4	8	8	8	8
Farm to Fork & Healthy Food Procurement Action Plans Implementation	4	4	40 hrs	40 hrs	20 hrs	40 hrs
Parks and Greening Action Plan Development and Implementation	4	4	4	8	8	5
<b>Reports</b>						
Active Transportation for State Employees in Capital Region (2015)	100 hrs	200 hrs	-	-	-	-



## Analysis of Problem

Integrating Health and Equity Considerations into Grant Programs from "Non-Health" Sectors (2016)	-	40 hrs	200 hrs	-	-	-
Healthy Food Procurement Case Studies, Environmental Scan, and Policies Reports (2016)	-	200 hrs	400 hrs	200 hrs	-	-
Racial and Gender Pay Gaps in State Government: A Path Toward Workforce Equity (2018)	-	-	-	-	200 hrs	300 hrs
<b>Consultation</b>						
"Non-Health" Grant Programs Provided with Health and Equity Technical Assistance	400 hrs	400 hrs	400 hrs	500 hrs	300 hrs	400 hrs
RTP Guidelines Development (Hours of assistance provided)	-	-	20 hrs	300 hrs	50 hrs	-
OPR General Plan Guideline Input (Hours per year)	-	-	80 hrs	80 hrs	-	-
Additional miscellaneous requests for health and equity input	20 hrs	25 hrs	30 hrs	35 hrs	40 hrs	45 hrs
<b>Capacity Building</b>						
Health in All Policies Presentations	17	19	20	13	10	15
Health in All Policies Trainings and Workshops	2	2	2	3	1	3
<b>Stakeholder Group</b>						
agenda setting, planning/logistics, facilitation, and follow-up with local government and non-government health equity experts	2	2	3	3	2	3
<b>Written Updates and Presentations</b>						
to SGC	3	6	6	6	7	6
<b>Public Communications</b>						
Through eblasts	20	20	20	20	20	20
<b>Survey and Evaluation Activities</b>						
Survey development, administration, analysis, and reporting	Ongoing Activities	Ongoing Activities	Ongoing Activities	Ongoing Activities and Task Force Survey	Ongoing Activities and GARE Participant Survey	Ongoing Activities and GARE Participant Survey
<b>Support other Researchers to Author Articles</b>						
About HiAP Task Force	4	2	1	4	3	3

<sup>1</sup> Work Measures are based on annual number of sessions, trainings, meetings, programs, updates, and presentations if not indicate by hours.

### Key Accomplishments and Outcomes since 2010

#### **1. Government Alliance for Race and Equity Capitol Cohort**

The HiAP Program runs the Government Alliance for Race and Equity (GARE) Capitol Cohort, which is the country's first-ever state-level multiagency learning and action cohort focused on addressing institutionalized racism across government agencies. The Capitol Cohort supports government agencies to apply a racial justice lens to their institutional practices, build a more equitable workforce, enhance meaningful community engagement, and improve their programmatic work and other institutional practices. In 2019, the Capitol



Cohort is engaging 18 departments with support from their executive leadership, in monthly training sessions, technical assistance and coaching, and several daily ongoing projects.

### **2. Action Plans to Integrate Health and Equity**

Developed through the HiAP Task Force, multi-agency Action Plans outline opportunities and concrete steps to integrate health and equity into government programs and practices. Each Action Plan is implemented over three years represents a collaborative effort across multiple agencies. HiAP staff manage the development of each action plan – facilitating partnerships, developing meaningful actions, and identifying measurable metrics of success. The SGC endorses each action plan once it is finalized and HiAP staff support implementation over the lifetime of the plan.

Please see Attachment I for further description of the following actions plans, some that are underway and others that have been completed:

- Equity in Government Practices (2018-2020)
- Parks and Healthy Tree Canopy (2018-2020)
- Active Transportation (2014-2016, renewal in progress)
- Violence-Free and Resilient Communities (2016-2018, renewal in progress)
- Access to Healthy Food (2012-2015)
- Healthy Housing Siting and Air Quality (2011-2016)

### **3. Interagency Support and Technical Assistance**

The HiAP team has provided support across state government to foster the integration of health and equity into planning guidance and policy documents. Some recent accomplishments includes guidance for equity and health in grants, support with state department guidelines, and partnership with transportation for State Government Employees.

Please see Attachment II for examples that illustrate the increased demand from partner departments and agencies and HiAP's support accomplishments.

## **C. State Level Considerations**

The HiAP program advances equity and public health and plays an important role in amplifying goals that are a priority for the State, including improving equity practices within state institutions, supporting cross-agency collaboration, and addressing social determinants of health. SGC receives frequent requests from partner agencies for health equity consultation and the HiAP Program serves as a model for governments across California and the nation.

### Support for Governor's Initiatives on Health and Equity

HiAP staff have been leading cross-agency efforts to advance health and equity throughout State government since 2010. The established partnerships and initiatives are well-positioned to support and advance initiatives to promote health and equity. These include:

1. The GARE Program, which is run by the HiAP Program at SGC, advances the principles of California for All and provides an implementation pathway by engaging civil rights officers, human resources staff, and department leadership to improve diversity, equity, and inclusion practices to help ensure that state agencies are ready to receive and provide a welcoming environment for a more diverse workforce.
2. HiAP addresses the root causes of adverse health, including, but not limited to, the social determinants of health. This includes breaking down siloes and collaborating across agencies to increase equity in transportation, housing, land use planning, violence prevention, parks and community greening, and food access efforts. This is closely aligned with and supportive of the goals of the new Surgeon General's Office.



3. California is a leader, nationally and internationally, for social justice and inclusion. California's HiAP Program is the first state-level initiative of its kind in the United States, and receives significant attention for its innovative approach and bold leadership. Government agencies at all levels, both in the United States and internationally, have reached out to California for advice, training, and technical assistance, and a variety of researchers studying this approach have looked at California as a key success model.
  - In 2013, HiAP Task Force staff developed a HiAP Guide for State and Local Governments, which has been used as a text in university courses and had an international reach with use in several countries in Africa, as well as used to train the National Health Ministry of New Zealand. The Guide has been cited over 140 times in journals and other publications.
  - The California HiAP team has provided trainings and workshops on the HiAP approach, including for public health leaders in Tuolumne, Merced, Stanislaus, Fresno, Ventura, and San Joaquin Counties, and other organizations like the Southern California Association of Governments and the San Joaquin Council of Governments.
  - Other states have turned to California as a model for this work. The Governors of Vermont, Maryland, and New York have issued HiAP directives based on California's 2010 Executive Order. State governments in Hawaii, Colorado, New Mexico, North Dakota, Massachusetts, North Carolina, and Tennessee have all turned to California for training and consultation on launching their own HiAP work.
  - HiAP staff serve as consultants to the Institute of Medicine, Pan American Health Organization, and the World Health Organization as they use a HiAP approach to implement the United Nations' Sustainable Development Goals.

### Increase Impact of CCI and other State Grant Programs

HiAP provides an opportunity to deepen the health and equity impacts of state administered grant programs, including SGC's and other agencies' California Climate Investments (CCI) funded by the Greenhouse Gas Reduction Fund (GGRF). To date, HiAP has provided health and equity consultation to programs that have administered over \$2 billion to local communities, including over \$1 billion from SGC programs that strengthen the economy, ensure social equity, and enhance environmental stewardship across the state. As the investment programs have evolved and grown, HiAP can further integrate health and equity in the TCC Program, the AHSC Program, the Sustainable Agricultural Lands Conservation Program (SALCP), and the CCI Technical Assistance (CCITA) Program, as well as other programs housed in other government agencies. These investments support programs and projects that reduce GHG emissions in the State and deliver economic, environmental, and public health benefits for Californians, including meaningful benefits to the most disadvantaged communities.

### **D. Justification**

HiAP's work has matured over the last 9 years, and departments and agencies are primed for a higher level of accountability, the creation of measurable goals, and the development of systems for measurement and tracking. Only a few years ago, SGC and other agencies were "dipping their toes in the water" by simply adding health and equity language to grant guidelines or other programs. These entities are now fully committed to the value of health and equity, have incorporated health and equity criteria and priorities into their decision-making processes, and are seeking tools, best practices, and strategies to track, measure, and evaluate support for health, equity, and social outcomes related to inter-agency initiatives and community investments. This next level of need – and opportunity – is reflected in the staffing proposal outlined below.

SGC's HiAP Program will be discontinued if state funding is not allocated to the program. While PHI and TCE have been essential partners in establishing the HiAP Program, the foundation-funded positions are temporary. The intention of this initial investment has been to demonstrate the success of the HiAP approach and, ultimately, to transfer responsibilities to state funded positions. The HiAP program has demonstrated success and foundation partners have indicated that they do not intend to continue this funding in the long-term.



## Analysis of Problem

The most recent grant from TCE, which provides funding through December 2019, directs PHI's HiAP staff to assist the SGC in preparing for the end of foundation support by integrating health and equity into ongoing work and identifying resources to sustain this work after foundation funding ends.

### Positions Outline

The ongoing work of the HiAP Program will be best achieved by state personnel in SGC, with the health and equity technical expertise sufficient to address these emerging needs. This proposal will firmly establish the HiAP team as state staff and provide the resources to SGC necessary to keep up with growing demands from SGC programs and partner agencies.

This funding will support 3.0 permanent positions at the SGC to promote public health and equity through SGC's ongoing program and policy work, and to support other agencies and departments to advance health and equity goals.

The 3.0 permanent positions will:

1. **Inform Leadership and Decision-making:** Incorporate health and equity into decision-making processes pursuant to State priorities and through grants, program administration, and operations, including but not limited to the state's CCI, SGC and OPR activities including the implementation of the GARE Capitol Cohort, and other grant programs administered by Council member agencies.
2. **Convene Multi-Agency Workgroups:** Coordinate public health and equity efforts across HiAP Task Force member agencies, including gathering best practices, facilitating collaborative problem-solving for shared challenges and barriers, and building the capacity of government entities to promote health and equity through existing programs. It will also grow the Task Force to include new member agencies.
3. **Evaluate Multi-Agency Impact:** Provide tracking, measuring, and evaluation support for health, equity, and social outcomes related to inter-agency initiatives and community investments, in order to ensure accountability and support effective implementation.

1.0 Senior Projects Analyst will be hired as a HiAP Program Manager to supervise staff; advise the SGC and other partners on innovations in the field of public health and equity; work with State agencies and departments to develop policy for programs and investments in order to maximize health and equity benefits; and convene the multi-agency HiAP Task Force to align strategies and share best practices. This work will focus on programs including, but not limited to, SGC's CCI programs and the GARE Capitol Cohort and will promote opportunities for health and equity through fields including, but not limited to affordable housing, active transportation, access to healthy food, land use planning, violence prevention, parks and community greening, human resources, grants administration, and contracting.

1.0 Senior Intergovernmental Program Analyst will be hired as a Health and Equity Advisor to develop health and equity criteria and metrics for use across government by grant programs including CCI programs; build capacity of partner departments to incorporate health and equity considerations into CCI programs and other funding programs; and draw from best practices from existing grant programs across government related to health and equity to facilitate lessons learned between State departments. This includes promoting strategies at the regional and local level to benefit equity and health outcomes.

1.0 Staff Intergovernmental Program Analyst will be hired as the Health and Equity Impact Analyst and will provide tracking, measuring, and evaluation support for the health, equity, and social outcomes related to inter-agency initiatives and community investments. This position will develop systems and processes for collecting, managing, and integrating quantitative and qualitative data across SGC and the HiAP Taskforce and as necessary work with SGC staff to bring new data management systems into the organization.



### E. Outcomes and Accountability

By establishing a stable staffing structure for HiAP, SGC will have a greater ability to establish priorities for this program, direct and engage HiAP staff, and focus on desired outcomes.

Intended outcomes include:

1. SGC member agencies and departments will update their institutional practices to improve health and equity outcomes, including through Racial Equity Action Plans developed through the GARE Capitol Cohort. Leadership and program management staff will receive training to implement strategies to increase equity in government practices through grants administration, contracting, human resources, as well as community engagement.
2. SGC member agencies and HiAP Task Force members will share knowledge of promising practices and lessons learned for the development of health and equity tools and strategies and will publish these online for the benefit of other agencies and local partners.
3. Grant programs administered by the SGC and member agencies and departments will increase their use of health and equity criteria, metrics, and indicators. This includes promoting strategies at the local and regional level that maximize health benefits such as walking, biking, and access to healthy foods, using data tools to identify and prioritize communities with the greatest socioeconomic needs, maximizing health and other co-benefits, conducting meaningful community engagement, mitigating unintended consequences of community development, and using performance measures to increase accountability.

#### Accountability

To ensure accountability, the following practices will be carried out by SGC's HiAP staff:

1. The HiAP Program will bring new goals and action plans to the SGC for consideration and endorsement;
2. HiAP staff will provide regular updates for Council meetings, including a brief written report at least quarterly and verbal reports approximately twice annually to the SGC;
3. HiAP staff will convene stakeholders through a variety of web-based meetings, conference calls, and in-person meetings in order to provide local government and community stakeholders with opportunities to provide input into the HiAP Program, in addition to formal public input opportunities at SGC meetings;

HiAP Action Plans and updates to the SGC will be published on its website and disseminated to stakeholders.

#### Projected Outcomes

Workload Measures <sup>1</sup>	2019-20	2020-21	2021-22	2022-23	2023-24
Develop a framework to measure and track healthy and equitable community benefits in programs	250 hrs	250 hrs	250 hrs	250 hrs	250 hrs
Gather best practices from existing grant programs across government related to health and equity to facilitate lessons learned between State departments	250 hrs	250 hrs	250 hrs	250 hrs	250 hrs



## Analysis of Problem

Provide tracking, measuring, and evaluation support for health, equity, and social outcomes related to inter-agency initiatives and community investments, in order to ensure accountability and support effective implementation.	250 hrs	250 hrs	250 hrs	250 hrs	250 hrs
Facilitate consensus process among HiAP Task Force agencies to adopt shared measurable goals for healthy and equitable communities.	250 hrs	250 hrs	250 hrs	250 hrs	250 hrs
6-hour learning sessions (150 participants/19 departments)	20	20	20	20	20
Equity Speaker Series (150 participants)	3	3	3	3	3
Team Lead Meetings (12 Agency Leads)	20	20	20	20	20
Meetings With CALHR and GovOps	6	6	6	6	6
Action plans developed (1 per Agency)	12	12	24	24	24
20 agencies	500 hrs	500 hrs	500 hrs	500 hrs	500 hrs
3 yearly Health in All Policies Task Force Plenary Meetings: Includes scheduling, agenda setting, facilitation, logistics	3	3	3	3	3
Action Plan Development and Implementation Meetings with State Departments	30	30	30	30	30
Equity in Government Practices Action Plan Development and Implementation	250 hrs	250 hrs	250 hrs	250 hrs	250 hrs
Active Transportation Action Plan Development and Implementation	300 hrs	300 hrs	300 hrs	300 hrs	300 hrs
School Facility, Land Use, and Health Equity Multi Agency Working Group	100 hrs	100 hrs	100 hrs	100 hrs	100 hrs
Housing Siting Air Quality Multiagency Working Group	50 hrs	50 hrs	50 hrs	50 hrs	50 hrs
Violence Free and Resilient Communities Action Plan Development and Implementation	200 hrs	200 hrs	200 hrs	200 hrs	200 hrs
Farm to Fork & Healthy Food Procurement Action Plans Implementation	50 hrs	50 hrs	50 hrs	50 hrs	50 hrs
Parks and Greening Action Plan Development and Implementation	150 hrs	100 hrs	100 hrs	100 hrs	100 hrs
Racial and Gender Pay Gaps in State Government: A Path Toward Workforce Equity (2018)	-	-	-	-	-
New Reports, as requested	300 hrs	300 hrs	300 hrs	300 hrs	300 hrs



## Analysis of Problem

"Non-Health" Grant Programs Provided with Health and Equity Technical Assistance	6	8	8	8	8
RTP Guidelines Development (Hours of assistance provided)	50 hrs	50 hrs	50 hrs	50 hrs	50 hrs
OPR General Plan Guideline Input (Hours per year)	100 hrs	100 hrs	100 hrs	100 hrs	100 hrs
Additional miscellaneous requests for health and equity input	50 hrs	50 hrs	50 hrs	50 hrs	50 hrs
Health in All Policies Presentations	15	15	15	15	15
Health in All Policies Trainings and Workshops	5	5	5	5	5
External stakeholder 1:1 consultation meetings	70	70	70	70	70
External stakeholder group meetings (agenda setting, planning/logistics, facilitation, and follow-up)	3	3	3	3	3
Public eblasts	20	20	20	20	20
Written updates and presentations to SGC	6	6	6	6	6
Survey development, administration, analysis, and reporting	Ongoing Activities and GARE Participation Survey	Ongoing Activities and GARE Participatio n Survey	Ongoing Activities and GARE Participation Survey	Ongoing Activities and GARE Participation Survey	Ongoing Activities and GARE Participation Survey
About HiAP Task Force	3	3	3	3	3

<sup>1</sup> Work Measures are based on annual number of sessions, trainings, meetings, programs, updates, and presentations if not indicate by hours.

### F. Analysis of All Feasible Alternatives

**Alternative 1: Approve Proposal.** Approve 3.0 positions and \$430,000 General Fund in 2019-20 and ongoing to continue the HiAP Task Force at SGC and cross agency HiAP partnerships statewide. This will ensure that health and equity priorities of California will remain integrated into existing and future programs across state government and beyond. In addition, the state will be able to retain the institutional memory of almost a decade of health and equity work and achieve even greater successes and outcomes for the health and equity of all Californians.

#### Pros:

- Institutionalize effective, innovative program with proven track record of success and effectiveness
- Leverage significant philanthropic investment made over the last ten years
- Demonstrate innovation, leadership, and successful public-private partnership
- Increase community benefits of SGC's and other CCI grant programs by deepening integration of health and equity principles, strategies, and tools

#### Cons:

- Additional cost to the State.

**Alternative 2: Redirect Other SGC Positions.** SGC staff members are working at full capacity and are unable to absorb the staffing costs associated with HiAP work. This would result in a decrease in level of services for other priority programs and statutory obligations.



## Analysis of Problem

### Pros:

- No cost to the State

### Cons:

- Failure to fulfill statutory obligations and meet existing programmatic goals by redirecting staff away from existing work (decrease in quality of SGC programmatic work, community engagement, and grant administration)
- Loss of expertise to support achievement of SGC's health and equity goals, as SGC's own grant programs would have insufficient staff resources to implement HiAP strategies
- Lose significant capacity, expertise, and support for state-led equity and health policy initiatives
- Failure to deliver on public-private partnership

Alternative 3: Do Not Approve Proposal. Without additional funding, the HiAP program will no longer exist at SGC once philanthropic funding expires in December 2019. SGC presently has no positions or funding to perform the existing HiAP workload. This alternative would lead to greatly diminished success by SGC and other partner agencies as they work to promote health and equity goals. In addition, not approving this proposal essentially guarantees the loss of almost a decade's worth of institutional memory for the state with regard to health and equity policy at a time when those issues are of paramount importance to the future of California. This would in turn nullify almost completely any future return on the investments of philanthropic funding provided for HiAP's activities up to this point.

### Pros:

- No cost to the State

### Cons:

- Loss of expertise to support achievement of SGC's health and equity goals
- Loss of significant capacity, expertise, and support for state-led equity and health policy initiatives
- Reduction of work of partner departments and agencies to integrate health and equity strategies and metrics into programs and policies that affect California communities
- Failure to leverage significant philanthropic investments
- Failure to deliver on public-private partnership

## G. Implementation Plan

SGC will build on the accomplishments of the current HiAP team and structure. New positions will build on work completed to date, but also reflect current and future SGC program needs and priorities. New staff will need on-the-job training because of the unique culture and nature of HiAP work. In particular, they will need time to overlap with foundation-funded staff in order to facilitate transfer of knowledge and institutional relationships, which are essential to the success of this work and have been developed by foundation-funded staff over the last 9 years.

Implementation will focus on fully integrating HiAP staff into the SGC staffing structure, including assessment and identification of priority areas of focus. Implementation will include aligning staff structure and partnerships to be most responsive to legislative mandates and policy priorities, including ensuring alignment with current and emerging health and equity priorities of the gubernatorial administration.

The SGC will transition the HiAP Task Force structure to a long-term working group comprised of interagency staff and executive level representatives of State agencies that are members of the SGC, as well as other



## Analysis of Problem

agencies as appropriate. This structure is similar to other successful SGC working group efforts designed to implement programs and policy efforts.

### H. Supplemental Information

None.

### I. Recommendation

Alternative 1: Approve Proposal. Approve 3.0 positions and \$430,000 General Fund in 2019-20 and ongoing to continue the HiAP Task Force at SGC and cross agency HiAP partnerships statewide. This will ensure that health and equity priorities of California will remain integrated into existing and future programs across state government and beyond,



<b>Action Plans to Integrate Health and Equity Timeline</b>	
<b>Time Period</b>	<b>Implementation Activities</b>
2018-2020	<p><b>Promote Equity in Government Practices:</b></p> <p>In 2018, the SGC endorsed the HiAP Task Force Action Plan to Promote Equity in Government Practices, which includes multiagency commitments to integrate racial equity and other equity considerations in agency practices and grant programs.</p>
2018-2020	<p><b>Promote Parks and Healthy Tree Canopy:</b></p> <p>This plan includes multiagency commitments through 2020 that will increase access to parks and tree canopy, prioritizing communities burdened by poverty, economic hardship, health inequities, and low access to parks, tree canopy, and open space. This plan provides the opportunity for CAL FIRE and State Parks to work together and with other state agencies to support parks and healthy tree canopy.</p>
2014-2016	<p><b>Promote Active Transportation:</b></p> <p>This plan includes commitments to integrate equitable active transportation strategies into planning processes, grant-making, personnel policies, driver's education resources, and data tools. Work continues on these projects, and the involved agencies are currently exploring renewing the plan with a new set of goals and collaborative commitments through 2020 or beyond.</p>
2016-2018	<p><b>Promote Violence-Free and Resilient Communities:</b></p> <p>Eight departments identified shared goals and opportunities to enhance their performance through information-sharing, collaboration, and capacity building. The Task Force is now applying a racial equity lens to this work and considering opportunities to bring trauma-informed approaches to all Task Force work, including through the racial equity Capitol Cohort.</p>
2012-2015	<p><b>Promote Access to Healthy Food:</b></p> <p>The HiAP Task Force provided a venue for collaborative problem-solving on issues related to food access, which led to an inter-agency agreement between the California Department of Education (CDE), California Department of Food and Agriculture (CDFA), and CDPH to create the California Office of Farm to Fork (see <a href="http://www.cafarmtofork.com/">http://www.cafarmtofork.com/</a>) to promote policies and strategies in order to improve access to healthy, affordable, and locally-sourced food, and to support California's agricultural economy. This office was later codified through legislation.</p>
2011-2016	<p><b>Promote Healthy Housing Siting and Air Quality:</b></p> <p>In response to requests from local community stakeholders, the HiAP Task Force formed a multi-agency "Housing Siting and Air Quality" working group that brought together Caltrans, the Department of Housing and Community Development (HCD), and the Air Resources Board (ARB) to clarify guidelines regarding how to address the health concerns that arise with the siting of housing near busy roadways. The group met for 5 years. As a result, today Department of Transportation (Caltrans), HCD, and ARB regularly review each other's materials and guidelines. They continue to work together to align the analyses and communications that they distribute back to local stakeholders.</p>



<b>Interagency Support and Technical Assistance</b>	<b>Summary of HiAP's Accomplishments</b>
Equity and Health in Grants	HiAP has provided health and equity guidance to over \$2.1 billion in grant programs, impacting over 350 communities in 48 California counties. This includes guidance on health and equity strategies related to physical activity, food access, air quality, proximity to social and health services, workforce opportunities, and transportation access. HiAP support has included guidance on application requirements and criteria, measurement and data tools, grant review processes, health and equity training materials for grant reviewers, and strategies to incentivize partnerships with local entities including Local Health Departments.
OPR General Plan Guidelines	OPR's 2017 General Plan Guidelines update includes a strong focus on health and equity, informed as a result of meetings convened across CDPH programs by the HiAP staff. HiAP provided additional staffing and facilitation resources necessary to support OPR in integrating health considerations into the 2017 General Plan Guidelines Update, including providing intern support (with a health and HiAP background) and managing a series of input sessions and workshops that engaged CDPH and external health equity stakeholders. This engagement and partnership facilitated the development of a more robust health equity component of the General Plan Guidelines.
CTC Regional Transportation Guidelines	In 2016-2017, the California Transportation Commission (CTC) and Caltrans partnered with HiAP staff and other stakeholders to develop a health and health equity appendix to the Regional Transportation Plan Guidelines, a document that guides regional metropolitan planning agencies across California as they make significant investment decisions. CTC named HiAP as convener of the health equity stakeholder group, and HiAP staff partnered with CDPH and local stakeholders facilitate a health equity stakeholder working group, synthesize input from health equity contributors, and write the health equity appendix that was ultimately adopted.
CDCR Nutritional Guidelines	Between 2012 and 2015, HiAP staff convened a working group that brought together the Department of General Services (DGS), the Department of Corrections and Rehabilitation (CDCR), and CDPH to seek remedies for the high sodium levels in food that is served to correctional inmates, which contributes to high rates of disease and high health care costs. One outcome is that DGS and CDCR now work together on an ongoing basis to review and update nutritional guidelines for state food purchasing bid specifications, in order to make it easier for correctional facilities to meet their "Heart Healthy" nutrition guidelines. DGS applies these guidelines to bid requirements for food contracts, and as a result, CDCR has improved the nutritional value of meals served.
Active Transportation for State Government Employees	In response to input from stakeholders inside and outside of state government, HiAP staff partnered with student researchers and the Government Operations Agency (GAO), DGS, and Caltrans to identify policy solutions to incentivize walking, biking, and use of transit for state government employees. HiAP convened a multi-agency working group on this topic and mentored the students as they conducted research and developed recommendations. As a result of this work, in 2018 CalHR launched a new Bicycle Commuter Program for state government employees and is considering implementation of additional recommendations.



Health and equity subject matter expertise	The HiAP staff routinely receives requests to provide health and equity subject matter expertise. This frequently entails serving on workgroups and review committees for state grant programs and guidelines. Recent requests include: the SGC TCC Program; SGC Climate Change Research Program; OPR Climate Adaptation and Resiliency Program clearinghouse; CDE Green Ribbon School Award Program; SGC Affordable Housing and Sustainable Communities Program; CTC Active Transportation Program; (California Natural Resources Agency (CNRA) Urban Greening Program; California Department of Community Services and Development (CSD) Earned Income Tax Credit Education and Outreach and Free Tax Preparation Assistance Program; CDFA California Nutrition Incentive Program; California Department of Forestry and Fire Protection (Cal Fire) Urban and Community Forestry Program. Staff has only been able to fulfill about half of the requests that have been received due to current HiAP resource limitations.
Convening multi-agency working groups	HiAP staff frequently convene multi-agency working groups, including on topics such as school facility siting, land use, and health equity (CDE, CDPH, DPR, Caltrans, OPR, SGC); health equity impacts of housing siting near high-volume roadways (HCD, CDPH, ARB, OPR, SGC); violence-free and resilient communities (CDCR, CDPH, California Department of Social Services (DSS), CSD, CDE); and increasing active and healthy transportation (Caltrans, OTS, California Department of Motor Vehicles (DMV), OPR, SGC, CDPH, CDE). This takes significant staff time, but has led to a variety of collaborative projects, clarification of guidance for local communities, and sharing of resources including data, analysis tools, and community outreach contacts.
Trainings, workshops, and technical assistance	Other government agencies and departments frequently ask, without advertisement or solicitation of these services, for HiAP staff to provide trainings, workshops, and technical assistance. As the HiAP approach continues to gain momentum and prove its efficacy, this demand continues to increase. For example, in just the last year, the Sacramento Area Council of Governments has requested for HiAP staff to serve on their equity work group; the City of Sacramento has requested for HiAP staff to serve on their Urban Forest Master Plan stakeholder group; the Bay Area Air Quality Management District, the Santa Ana Watershed Project Authority, and the counties of Madera and Yolo, have requested technical assistance and/or presentations; and Mendocino County, UC Berkeley, Sonoma State University, and Santa Clara University have requested lectures. Governmental staff in Florida and Michigan have also reached out for support, and the World Health Organization has requested that HiAP staff contribute to an international HiAP workshop and join the Global Network for HiAP.
Racial equity capacity building	The HiAP Program launched a racial equity capacity building pilot program for California state agencies and departments in 2018 with the GARE program. For the pilot learning year, HiAP had participation and representation from 18 state organizations, which conducted internal analyses of their racial equity practices and needs and developed racial equity action plans. The 2019 Implementation Year will support implementation of those plans, with actions being taken to advance equitable workforce practices, grant-making, community engagement, and other institutional practices. Staff convene the sessions, engage outside trainers, provide coaching and technical assistance to departmental team leads, engage executives at participating agencies, and convene multi-agency work groups on common themes such as barriers to inclusive workforce practices.



Workload Description	FY 2019-20 and ongoing			
	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions
<b>Classification: Senior Projects Analyst</b> <b>Major responsibility:</b> Acts as the HiAP Program lead, advise on strategies to maximize health and equity benefits, provide policy recommendations, convene multiple agencies to advance collaborative strategies. <i>&gt; Supervise SGC HiAP staff and provide oversight of major activities including the GARE Capitol Cohort.</i> <i>&gt; Advise SGC and other partners on innovations in the field of health equity including but not limited to new tools for incorporating health and equity into bill analysis templates, grant guidelines and planning documents, health and equity indicators and performance measures, and equity impact assessment tools.</i> <i>&gt; Work with State agencies and departments to develop policy for programs and investments in order to maximize health and equity benefits through the HiAP Task Force and the GARE Capitol Cohort.</i>  <i>&gt; Oversee creation and implementation of HiAP Task Force Action Plans on fields including, but not limited to affordable housing, active transportation, access to healthy food, land use planning, violence prevention, parks and community greening, human resources, grants administration, and contracting.</i> <i>&gt; Convene a multi-agency body to establish shared goals, align strategies, share best practices, and tackle challenges in which health-promoting policies and practices come into conflict with each other.</i> <b>Workload assumption:</b> Based on current workload.	1	355	355	0.2
	1	355	355	0.2
	1	355	355	0.2
	1	355	355	0.2
	1	355	355	0.2
<b>TOTAL Senior Projects Analyst</b>	<b>5</b>	<b>1776</b>	<b>1776</b>	<b>1.0</b>
<b>Classification: Senior Intergovernmental Program Analyst</b> <b>Major responsibility:</b> Develop health and equity criteria and metrics; build capacity of partner departments to maximize health and equity benefits of funding programs; and identify best practices and lessons learned from existing grant programs across government. <i>&gt; Develop health and equity criteria and metrics across CCI and other state agency programs.</i> <i>&gt; Build capacity of partner departments to incorporate health and equity considerations into institutional practices including CCI and other funding programs, through the HiAP Task Force and the GARE Capitol Cohort.</i> <i>&gt; Develop a framework to measure and track healthy and equitable community benefits in programs.</i> <i>&gt; Draw from best practices from existing grant programs across government related to health and equity to facilitate lessons learned between State department to facilitate program improvement.</i> <b>Workload assumption:</b> Based on current workload.	1	533	533	0.3
	1	533	533	0.3
	1	355	355	0.2
	1	355	355	0.2
<b>TOTAL Senior Intergovernmental Program Analyst</b>	<b>4</b>	<b>1,776</b>	<b>1,776</b>	<b>1.0</b>
<b>Classification: Staff Intergovernmental Program Analyst</b> <b>Major responsibility:</b> Provide tracking, measuring, and evaluation support for the health, equity, and social outcomes related to inter-agency initiatives and community investments. <i>&gt; Develop systems and processes for collecting, managing, and integrating quantitative and qualitative data for the HiAP Task Force and GARE Capitol Cohort.</i> <i>&gt; Work with SGC staff to bring new data management systems into the organization.</i> <i>&gt; Facilitate consensus process amount HiAP Task Force agencies to adopt shared measurable goals for healthy and equitable communities.</i> <b>Workload assumption:</b> Based on current workload.	1	710	710	0.4
	1	533	533	0.3
	1	533	533	0.3
<b>TOTAL Staff Intergovernmental Program Analyst</b>	<b>3</b>	<b>1,776</b>	<b>1,776</b>	<b>1.0</b>
<b>TOTAL PROGRAM REQUEST</b>	<b>12</b>	<b>5,328</b>	<b>5,328</b>	<b>3.0</b>