

INTERIM EVALUATION MEMO



Prepared for:
The Healthy Richmond Hub & The California Endowment

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Introduction

Healthy Richmond is an integral part of The California Endowment's (TCE) Building Healthy Communities (BHC) Initiative. As one of 14 BHC sites in this 10-year, place-based initiative, Healthy Richmond shares BHC's overall goals of helping communities make meaningful and lasting local policy and systems changes, improve the health and safety of residents, and become places where all children are safe, healthy, and ready to learn. To this end, Richmond residents and key partners prioritized four outcomes from TCE's BHC logic model that best align with Healthy Richmond efforts:

- **Families have access to a health home that supports healthy behaviors.**
- **Children and their families are safe from violence in their homes and neighborhoods.**
- **Neighborhoods and school environments support health and healthy behaviors.**
- **Community health improvements are linked to economic development.**

Social Policy Research Associates (SPR) has been serving as the evaluation partner to Healthy Richmond since July of 2014. In this report, we provide updates on Healthy Richmond's progress towards the above goals, highlights on the key strategies that lead to goal progress, and perceptions of the efficacy of the of the Healthy Richmond Collaborative, which is now in its 8th year of operation.¹

Methodology

The data and findings in this memo are informed by three key data sources:

- **Interviews of Healthy Richmond Participants.** In February 2018, SPR conducted 13 interviews with Hub staff, the TCE program officer, Executive and Steering Committee members, and members from all three Action Teams to get their formal reflections and lessons learned to date.
- **Document Review.** When available, we reviewed minutes from steering committee meetings and Action Team meetings from 2016 and 2017, we also reviewed survey data and reports from Healthy Richmond partners when available.
- **Event Observations.** SPR attended a sample of events from Healthy Richmond and its partners, including planning meetings and focus groups with participants.

The Healthy Richmond Collaborative

Healthy Richmond is a collaborative that encompasses a diverse group of partners that bring to the table different skillsets, areas of expertise, networks, and a shared commitment to improve the health and well-being of all of Richmond's residents. The core structures include the Hub host, a youth organizing arm, a steering committee, an executive committee, and Action Teams whose core areas of focus are aligned with the prioritized outcomes listed above.

- **Hub Host.** Bay Area Local Initiatives Support Corporation (LISC) serves as the Hub agency for Healthy Richmond. The Healthy Richmond backbone team (Hub host) consists of three staff from

¹ In this report, we will be focusing specifically on progress made from June 2015 to March 2018. Previous reports include; *Resident Engagement and Leadership Development* (October 2016) by Maria Perez; *Initial Synthesis of Progress and Accomplishments of Healthy Richmond* (July 2014 – June 2015) by SPR, *Healthy Richmond Hub Structure for building strategic campaign capacity and resident leadership development – Partners' work and opportunities* by Claudia A. Jimenez; *Healthy Richmond Learning and Evaluation: Stakeholder Assessment, Ideas and Opportunities* (December 2013) by Jason Corburn and his team.

LISC who coordinate and support Healthy Richmond Action Teams, ad-hoc work groups, and standing committees (the Executive and Steering Committees). The RYSE Center Youth Organizing Director and Youth Organizing Coordinator are also considered part of the Healthy Richmond backbone team and meet with the LISC staff to discuss the integration of resident and youth leadership and advocacy support.

- **Youth Organizing Arm.** Staff from the RYSE Center coordinate and support youth leadership, development, and civic engagement strategies for both Healthy Richmond and for the state-level advocacy work for BHC. RYSE provides a pipeline for youth to engage in advocacy around key issues affecting their lives. To support youth in these efforts they work with youth to identify their advocacy platform, and they provide various trainings to build the advocacy skills and hold summer Organizing Institutes to provide more intensive training on campaign development.
- **Steering Committee.** Made up of 25 members that reflect a diversity of stakeholders, the Steering Committee is the central body that drives the work of Healthy Richmond through strategic decision making and the sharing of information. The Steering Committee also approves key documents created by the Action Teams, community grant proposals, and the overall trajectory of the Action Teams work.
- **Executive Committee.** Made up of a small subset of Steering Committee members, the Executive Committee sets the overall agenda for the steering committee and is responsible for more time sensitive policy advocacy decisions between Steering Committee meetings.
- **Action Teams.** There are currently three active Action Teams that are focused on addressing key health equity issues that are aligned with the four prioritized outcomes listed previously. These Action Teams are Access to Quality Health Care, Economic Revitalization, and Schools and Neighborhoods.
- **Community Safety Efforts.** While not a formal Action Team, community safety is a priority outcome area for Healthy Richmond, whose overarching vision for its safety efforts is to support residents in building leadership and capacity to create healthy neighborhood environments and a culture of peace and safety. Over the last couple years, much of this work has been focused on justice system reform and there are a number of Healthy Richmond partners focused in this area, including coalitions focused on restorative justice and policy advocacy and organizing around justice system reform and community reinvestment.
- **Coalition Support.** Healthy Richmond also aligns with several other local and county-wide coalitions that are working toward shared goals and priorities. These “sister” efforts include, for example, Invest in Youth Coalition, #OneContraCosta Coalition, and the Contra Costa County Racial Justice Coalition. In most cases, these efforts are being spearheaded by Hub partners and receive funding support from TCE.

Collaborative Development Findings

Interview respondents agree that, over the last few years, the Hub has grown stronger in multiple ways. In the last year, the Steering Committee added a significant number of new members and now have a robust body of 25 members who are bringing new energy into the group. Respondents also shared that they feel more organized as a body and that the infusion of new staff into the Hub host agency resulted in improved coordination and more frequent and consistent communications, all of which were deeply appreciated. Some also noted an appreciation for the Hub host staff’s ability to “hold the bigger policy picture,” which they described as a strong asset. Respondents also shared that there were positive changes in terms of the ways in which the collaborative engages with each other, which is seen as the

result of strong relationship building that occurred over the course of the initiative. A few noted that the relationship building piece was not always easy, though they acknowledge the importance of working through their tensions, with one respondent sharing that the fruits of their efforts are the result of “healthy struggle.” Respondents describe their engagement as more “collegial” and “much more collaborative,” with one noting that in the past, it was the grants that brought them together, but “now they feel accountable to *each other*.”

“I think that due credit and value should be given to the fact that Healthy Richmond is convening and connecting people in systems, here in Richmond, and I think beyond, in a way that no one else is.”

Interview respondents also shared a number of opportunities for improvement related to the composition and functioning of the collaborative. In terms of composition, some expressed a desire for more community resident presence in the key bodies that make up Healthy Richmond and, specifically, for more youth presence. Others expressed a desire to have more representation and alignment with the city and county, though were careful to note that this representation could take different forms (such as at “sub-tables”) so as not to create challenges to the working dynamics of existing tables. Several noted that while decision making processes are getting clearer, they also continue to take longer than desired due to the democratic nature of the process (which respondents also value). Some added that the bigger challenge is not in decision making so much as *follow through* and *accountability*, with one respondent sharing that while meetings are valuable for relationship building and for receiving useful information, they generally leave the meetings without a clear directive in terms of specific actions they are expected to take on.

Notably, there were at least two respondents that acknowledged that while strong progress is happening with respect to community organizing across multiple fronts, the Hub needs to be more mindful in terms of *sharing credit* and explicitly naming the partners involved. Finally, the most frequently cited challenge named by interviewees was a general lack of shared understanding about who the Hub is and what the Hub *does*. For example, while a few respondents saw the Hub as made up of the multiple structures mentioned previously, most seemed to be referring solely to *Hub host staff* when referring to the Hub.² One respondent described the confusion about the Hub’s role as a “source of tension”; another described it as the collaborative’s “biggest challenge.”

When asked specifically about the Hub’s role, interviewees offered a range of different descriptions. Across our interviews, respondents described the Hub³ as the entity that serves as:

- **The “connective tissue.”** The Hub has been described by some as the “connector” or “glue” that holds the work together and “propels it forward.” To this end it is seen as the “body” or “intermediary” that “organizes us all” and “holds, synthesizes, and connects the work of all the teams.” A critical aspect of this role that was named by one respondent was the Hub’s work in “holding all the input and helping to analyze it” to support decision making.
- **A convener and facilitator.** Several spoke of the Hub’s role as a “convener,” highlighting the Hub’s work in supporting and promoting community events but also in bringing together partners and community leaders and facilitating conversations and connections.
- **Capacity Builder.** Respondents also highlighted the capacity building role of the Hub, noting the importance of not only the financial resources and staff support they provide but also the

² To minimize confusion, for the remainder of the report we will refer to the Hub host as “The Hub” and we will refer to the larger, organized body of structures that make up Healthy Richmond as “The Healthy Richmond Collaborative.”

³ Again, the Hub host staff consider “The Hub” to be the multiple structures that make up the Healthy Richmond collaborative. However, though the interview questions asked about the role of “the Hub” generally, respondents who were not part of the Hub host staff were referencing the Hub host staff.

technical assistance they offer, particularly in supporting organizations to build the capacity of residents.

- **Policy Guide.** Finally, the Hub was recognized for its role as “providers of the bigger policy picture.” To this end respondents shared the critical role the Hub played as the “intermediary that keeps people in the loop, puts out communications, and shares information.” Another added the important role the Hub plays in being able to take their knowledge of the “policy picture” and using it to help “frame conversations at key meetings.”

Indeed, the Hub has served in all of these roles. The challenge is that there is not a consistent, shared understanding of the role (and the people/organizations in that role). Moreover, the varying descriptions of the work undertaken by the Hub is a clear reflection of the breadth of its work, and clear indicator that the Hub host staff that has been charged with this work is spread thin across many responsibilities. This was another theme that emerged from our interviews—concerns about staff capacity (and appreciation for their efforts.) In considering options for addressing these concerns, respondents called for more resources, noting that they are “doing a lot with a thin team.” One respondent reflected it would be important to take time to consider how to simplify what they do, noting that it may require resisting the impulse to be “over achievers” and to consider how to “do less to go further.”

Updates on Key Strategies

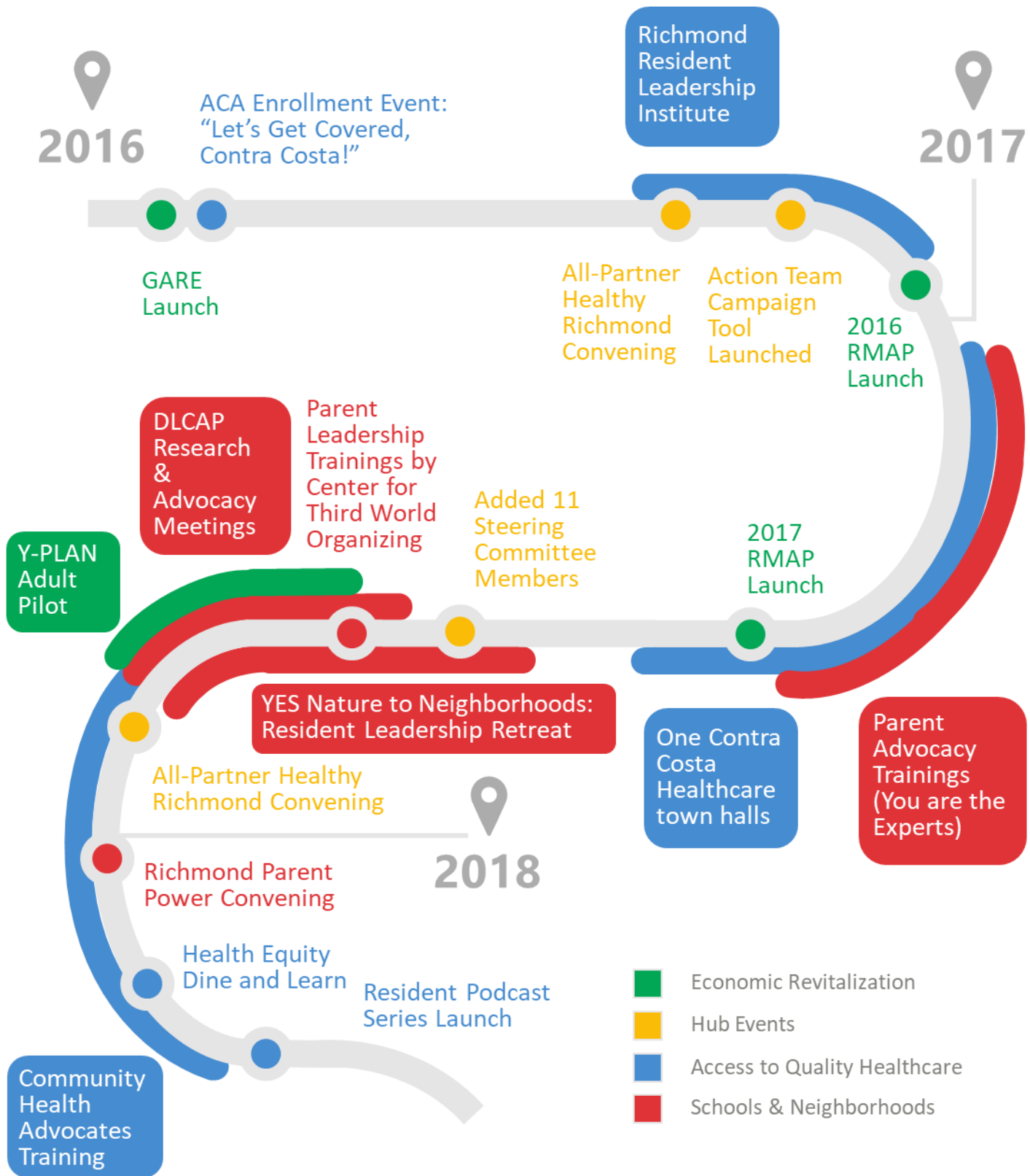
The bulk of the “on the ground” work takes place via Healthy Richmond’s Action Teams, which serve as a vehicle for Healthy Richmond partners to band together to achieve common goals, which they work toward using a variety of strategies, which include campaign development, capacity building projects, and participation in advocacy and community organizing activities, awarding of Community Grants⁴ to support specific projects, amongst others. Acknowledging the challenge of maintaining a sense of direction and focus in the face of increasing needs at the community level, in 2016 and 2017 the Action Teams spent significant time together to reflect upon their collective work and to define priority areas in which to focus their energies. In this section we describe the work of the three Action Teams and community safety efforts over the past two years, first by highlighting their prioritized areas of focus, followed by an overview of key accomplishments in those areas.

The key activities of each Action Team for 2016 and 2017⁵ are also summarized in the timeline depicted in Exhibit 1 on the next page.

⁴ In 2014, to further extend or deepen the work of Healthy Richmond, the Hub began awarding community grants to support efforts that would advance their work in community. The Hub awarded five community grants between 2016 and 2017. The projects funded through these grants include the Richmond Resident Leadership Initiative (RLI), the You are the Experts Video, the Health Equity Dine and Learn, the Richmond Parent Power Convening, and the Y-PLAN Adult Pilot.

⁵ Accomplishments for prior years have already been captured in the *Initial Synthesis of Progress and Accomplishments of Healthy Richmond*, a 2015 report compiled by SPR, in collaboration with Roxanne Carrillo Garza, Healthy Richmond Hub Manager, and Diane Aranda, TCE Program Manager.

Exhibit 1. Healthy Richmond Key Activities (2016 – 2018)



Access to Quality Health (AQH) Action Team

The overarching goal for the AQH Action Team is to expand access to comprehensive, quality and timely healthcare for all Contra Costa residents, regardless of income, immigration status, background, gender, or age. Given recent changes in the political climate and the persistent threats to the Affordable Care Act, the sense of urgency around this goal has grown, especially over the past year. In line with this goal, the two main priorities named by the team include ensuring access to health coverage for all Richmond residents (the Contra Costa Cares Campaign), and ensuring that systems of care are both accessible and responsive to the needs of diverse Richmond residents (the Accessing Health Service Campaign).

Key Accomplishments:

- **Establishing and expanding Contra Costa Cares.** In 2016, the Contra Costa County Board of Supervisors voted to support Contra Costa Cares program to provide access to primary care for the remaining uninsured. The \$1 million investment by the County and three local hospital systems (Kaiser Permanente, Sutter Health, and John Muir) allowed for 3,000 individuals to be enrolled in the program for one year. In 2017, Contra Costa Cares was funded for another year the program was expanded with a commitment of \$750,000 to be matched by partnering hospitals. The \$1.5 million investment will provide access to primary care for 4,400 undocumented adults in the county.
- **Affordable Care Act Enrollment Events.** Since 2015, Healthy Richmond and their partners hosted enrollment events as an opportunity to connect people to health resources through Covered CA, Medi-Cal, and Contra Costa Cares including; the “Health Happened Here We Connect” event in 2015 focused on the Medi-Cal population with multiple on-site health screenings and resources; the “Let’s Get Covered, Contra Costa!” enrollment event in early 2016 where 102 people enrolled in healthcare in 14 different languages; and in early 2018 an event at a city recreation center support enrollment and re-enrollment for 25 Richmond residents.
- **Health Equity Dine and Learn Series.** Ten Community Health Advocates came together with 35 health system administrators and health providers to discuss approaches, strategies, and best practices being used to reduce barriers to accessing care for West Contra Costa residents at the third Health Equity Dine and Learn hosted by LifeLong Medical Care in early 2018 (see Exhibit 2. for case study).
- **Resident Podcast Series.** As part of the Contra Costa Cares Campaign, in 2018 Healthy Richmond has begun to produce a Podcast series lifting up stories from the community of residents who are impacted by Contra Costa Cares and the ongoing uncertainty around healthcare at the federal and state levels.

Exhibit 2. Health Equity Dine and Learn

As part of their Accessing Health Services Campaign, Healthy Richmond's Access to Quality Health Action Team chose to support LifeLong Medical Care's third Health Equity Dine and Learn meeting as their 2018 Community Grant. This grant builds up other investments in Community Health Advocates, who are resident health promoters, educators, and *promotoras* from Healthy Richmond's partners at, LifeLong Medical Care, Yes Nature to Neighborhoods, and the Latina Center. More than residents, these Community Health Advocates are advocating for the health and well-being of their families, friends, and neighbors, and have prior experience engaging residents around how to access and utilize health resources in their communities.

The third Health Equity Dine and Learn was held in February 2018 where ten Community Health Advocates came together with 35 health system administrators and health providers to discuss approaches, strategies, and best practices being used to reduce barriers to accessing care for West Contra Costa residents. The Dine and Learn began with a gallery walk of data from the Contra Costa Health Plan, Contra Costa Cares, La Clinica Pilot Program, and LifeLong Medical Care's Health Promoters Health Home Program. Then participants discussed cross cutting themes in health equity, including outreach and education efforts, health literacy, and cultural competency principles.

Ultimately, the Health Equity Dine and Learn series provides a space for resident Community Health Advocates to build their power and voice through meeting with health care leaders who are making decisions that impact the community. This collaborative effort works to change structures in the health care system to integrate patient voice more fully into the decision-making process.



Economic Revitalization (ER) Action Team

The overarching goal for the ER Action Team is to create an employment and business environment that brings growth and economic vitality to the region while also supporting residents to build their capacity and financial stability, as well as their ability to take advantage of employment and other opportunities. To this end, the team's two top priorities include having meaningful input on city policies related to workforce development and housing, and the establishment of career pathways for Richmond residents, particularly in health professions and the information communications technology (ICT) fields.

Key Accomplishments:

- **City of Richmond joins GARE.** In January 2016, the City of Richmond joined the Government Alliance on Race and Equity (GARE) Cohort. GARE is a national network of government working to achieve racial equity by focusing on the power and influence of their own institutions and working in partnership with others. Healthy Richmond is partnering with the GARE Richmond team to create a “menu” of options related to equity, in the hopes that the city will take up these options when welcoming new businesses and/or developers into the community.
- **Berkeley Global Campus Community Working Group Report⁶.** While UC Berkeley ultimately decided not to pursue a large development on the site of the current Field Station in Richmond, many Healthy Richmond partners actively participated in the development of a comprehensive Community Working Group Recommendations Report released in April 2016. The recommendations were to form the basis of a legally enforceable agreement between UC Berkeley and the Richmond community, and covered the areas of local hire and workforce training, housing and displacement, education, and procurement. The process engaged multiple stakeholders and, in the end, the report reflected a strong commitment to equity for Richmond residents. Also, this work has influenced the recent development of a Comprehensive Economic Development plan for Richmond.
- **Richmond Living Map (RMAP).** The RMAP is a printed map of Richmond, developed each year as a commissioned work by a local artist. Youth and residents define the narrative about Richmond through their selection of locations and sharing of stories on the maps. Several community events are used as anchors to showcase map locations and engage residents and partners (see promoting narrative change text box on page 16).
- **Y-PLAN Adult Pilot.** In the fall of 2017, three Richmond residents participated in the Y-PLAN Adult Pilot, a work-based learning program pilot for adults interested in ICT careers. Their project, for the City of Richmond IT Department focused on envisioning healthier bus stops with WiFi access (see Exhibit 3 for case study).
- **West County Health Partners.** In April 2016, a collective impact effort involving many Hub partners to strengthen health career pathways for West Contra Costa County youth and young adults was launched. Partners have worked to deepen program coordination, collaboration, and system alignment to expand opportunities for young people to learn about and gain exposure to health careers. The key partners include LifeLong Medical Care, CCHS-Public Health, Clinic Consortium, WCCUSD, UCB-Y-Plan, Kaiser Permanente and RYSE Center.

⁶[Berkeley Global Campus Community Working Group Report](#)

Exhibit 3. Y-PLAN Adult Pilot

A priority goal for the Economic Revitalization Action Team is to support career pathways in Information Communications Technology (ICT) for Richmond adults facing chronic barriers to employment. ICT is a promising career field in Richmond due to the growth of technology jobs in the area and the potential talent pool of Richmond residents. As part of a Healthy Richmond Community Grant, the Economic Revitalization Action Team developed a work-based learning program pilot for adults in Richmond. The Economic Revitalization Action Team partnered with the Center for Cities + Schools to adapt its Y-PLAN curriculum for adults interested in ICT careers. Other collaborators for this project included the City of Richmond, LEAP (Literacy for Every Adult Program) and the Stride Center with support from the City Manager's office.

The Y-PLAN Adult Pilot took place over a 6-week period in the fall of 2017. Three Richmond residents worked on a project for the City of Richmond IT department to figure out how the City of Richmond could expand public WiFi along bus routes that residents regularly use to get to work. The participants worked together to create a set of project and policy recommendations based on a community survey they created to gather data and insights from residents and their own lived experiences. They presented their findings to city staff from IT, engineering, planning, community services departments and the mayor's office.

After completing the Y-PLAN Adult Pilot, participants said that they learned new skills and engaged with civic partners and their community in new ways. One participant said,

I think the whole process made me a better person. I've always worked with a lot of people, but this was different. I don't know exactly why it was different, but I think it was because I was actually working with people who can change something. I couldn't believe I was actually talking to someone who can change something, and they heard me. They didn't cut me off. It made me really happy.

Another participant reflected,

When I thought about Y-PLAN, I thought about getting my voice heard in the community, which is something I always wanted to do. And working for the community was great to see what people wanted to change. I thought about it as an opportunity to speak out for me and my community.



Schools and Neighborhoods (S&N) Action Team

The overarching goal for the S&N Action Team is to improve outcomes in health and well-being, school climate, academic achievement, and community and student engagement in policy decisions. Their two priorities areas include community and student engagement in policy change, particularly around the Local Control and Accountability Plan (LCAP), and a targeted focus on policies and resources to ensure a positive school climate where students can thrive.

Key Accomplishments:

- **LCAP Recommendations.** Each school year since the creation of the LCFF (local control funding formula) and LCAP, the S&N Action Team members have developed a set of recommendations for the LCAP which they present to West Contra Costa Unified School District (WCCUSD).
- **You are the Experts Curriculum, Trainings, and Videos.** As part of a Health Richmond community grant, these LCAP parent advocacy trainings were brought to six school campuses and more than 70 parents attended in early 2017. Additionally, a film was developed that featured parents and the superintendent explaining in English and Spanish about the LCAP, how it works, and how parents can get involved in their schools and communities to advocate for their children to receive the resources and programs they need.
- **YES-Healthy Richmond Family Camp.** In the fall of 2017, 23 parents participated in this family camp that aimed to build cross-cultural relationships between diverse neighbors, and highlight relevant community issues and wellness practices in a safe, supportive atmosphere (see Exhibit 4. for case study).
- **Parent Leadership Training by Center for Third World Organizing (CTWO).** In October 2017, four parent leaders attended a weekend intensive led by the CTWO to build critical skills in community organizing, including campaign strategy, canvassing, and participating in a community action.
- **Resolution for a Positive School Climate Policy.** S&N Action Team members advocated for WCCUSD's "Resolution for a Positive School Climate Policy" that contains an immense number of supports and new initiatives for restorative justice, trauma informed care, training for teachers and staff, and ways to deeply involve students, parents, and community members in the process. The policy was passed in November 2017.
- **Richmond Parent Power Convening.** In January 2018, more than 60 parents, families, and district leaders convened for a day of storytelling, community building, and celebration of parents that are advocating for a healthier WCCUSD.
- **Health and Wellness District Policy.** Hub host staff has continued to actively participate in the district's policy discussions about how to update their Health and Wellness policy. Staff continues to invite partners and systems leaders to the collective table to assess best practices for review and revision of the existing policy. The key partners involved include, California School Based Health Alliance and Contra Costa Health Services-Public Health.

Exhibit 4. YES – Healthy Richmond Family Camp

YES Nature to Neighborhoods (formerly Youth Enrichment Strategies) provides access to experiences in the natural environment for youth, adults and families living in Richmond and West Contra Costa County. Offering a variety of programming from summer camp to community organizing, YES focuses on connecting residents to nature, their families, and the community. Four times a year, YES runs a family camp which includes adult workshops, programming for children, and whole family recreation opportunities. The adult workshops focus on wellness, communication, and leadership in an effort to prepare residents to return home as community advocates.

In October 2017, YES collaborated with the Healthy Richmond Hub and the Schools and Neighborhoods Action Team to design a special family camp with a focus on helping parents understand and engage with the WCCUSD's District Local Control Accountability Plan Committee (DLCAP). The DLCAP Committee is an advisory committee of parents and community members that advise the school board on the district's Local Control Accountability Plan (LCAP) and is the one of the most significant ways parents can influence control over how money gets spent in the district. As part of strengthening health in schools, the Schools and Neighborhoods Action team has been working with parents to use the DLCAP as a platform for resident advocacy.

Twenty-three parents were able to attend the YES-Healthy Richmond Family Camp, the majority of which were new to the camp (65% of the attendees had never attended a YES Family Camp). As shown in the table below, of those who attended, an overwhelming majority left feeling more connected to their community and with an intention to become more engaged as leaders—within their communities, on the DLCAP, and with other parents.

Healthy Richmond YES Family Camp Participant Feedback	
96%	of parents felt more connected to their community
95%	were inspired to engage in their communities
91%	intended to get involved in their child's school and participate in community events
96%	felt more confident about participating in group events
87%	felt like they had more information about the LCAP, how it impacts policy, and how to get involved
91%	felt compelled to get involved in school advocacy and attended at least 3 meetings
87%	wanted to join the group of parents already advocating

Community Safety Efforts

Ensuring community safety is a priority outcome for Healthy Richmond. The overarching goal for Healthy Richmond's safety efforts is to ensure Richmond's children and families are free from violence by supporting residents in building leadership and the capacity to create healthy neighborhood environments. The efforts prioritize redirecting focus and resources away from punishment and toward community-based prevention strategies that are rooted in racial equity, address trauma, and focus on healing. The efforts also place a specific focus on justice system reform.

Key Accomplishments:

- **Development of a Reentry Resource Center.** In 2015, the Reentry Success Center opened. This comprehensive resource and support center was funded by AB109 dollars and aims to support people re-entering society from prison or jail.
- **Passing of Affordable Housing Ordinance for Reentry Populations.** Richmond City Council approved a "FairChance Access to Affordable Housing" ordinance in 2016 to prevent those who are re-entering society from the justice system from being excluded from housing opportunities.
- **Ending Juvenile Detention Fines.** In 2016, the Contra Costa County Board of Supervisors voted unanimously to stop the practice of charging fines to parents or guardians of young people incarcerated or monitored in the juvenile justice system.
- **Development of a Racial Justice Task Force.** In 2016, the Contra Costa County Board of Supervisors approved the creation of a 17-member Racial Justice Task Force focused on reducing racial disparities in the criminal justice system.
- **Refunds to Families for Improper Incarceration fees.** In 2017, the Contra Costa County Board of Supervisors voted to refund fee overpayments to families who were improperly charged for the incarceration of their children.
- **Reduction in Gun Violence.** In the 10 years since the launch of the Office of Neighborhood Safety, Richmond has experienced a 71% reduction in gun violence.
- **Election of Values-Aligned District Attorney.** Healthy Richmond partners supported and endorsed the election of Diana Becton to serve as District Attorney. In 2017, her appointment was approved, making her the first African American female to lead the office.

Exhibit 5. The Contra Costa County Racial Justice Coalition

Made up of a broad range of individuals, organizations, and collaboratives including Healthy Richmond, RYSE El Cerrito Progressives, Ensuring Opportunity and SEIU Local 1021, the Contra Costa County Racial Justice Coalition (CCCRJC) is committed to eliminating racial inequalities in Contra Costa County. They serve as a critical partner in advancing the safety efforts supported by Healthy Richmond. The CCCRJC's top priority is to address disparities and injustices in the criminal justice system, focusing specifically on moving resources away from punishment and toward engaging people most impacted by racial and economic injustice. Moreover their focus is more on reinvestment and to advance long-term solutions that create opportunities for communities.

In developing its platform, the coalition engaged over 300 residents in to discuss the county's priorities for racial justice and reinvestment. The following priority issues emerged: (1) criminal justice, (2) housing, (3) mental health and addiction, and (4) civic participation. They also identified three target communities for support that are particularly impacted by systemic racial justice. These include immigrants, those returning to community from incarceration, and youth. The coalition's platform articulates three core goals:

- Decriminalize people of color and reduce the jail population
- Fully incorporate community members into society
- Invest in safety net and community services.

To this end, CCCRJC advocates for Contra Costa County to address disparities and end injustices within the criminal justice system while also changing the budget to reflect community priorities. This includes shifting public funding from law enforcement, corrections, immigration enforcement, and detention, into opportunity-building programs and services. To effectively support these efforts, CCCRJC engages in public education efforts through dissemination of information through newsletters, social media posts, trainings and workshops, and community forums held throughout Contra Costa County.

Outcomes

In this section we focus on outcome areas that help us to assess the health and efficacy of Healthy Richmond as well as progress toward the overarching goals of the group. These outcomes are aligned with BHC's drivers of change and include strengthened organizations and leadership, strengthened networks, leveraged resources, changing the narrative, policy wins, systems change, and resident leadership.

Strengthened organizations and leadership. Healthy Richmond is made up of 37 funded partners, most of whom are community-based organizations that represent, organize, and advocate on behalf of the community. [For a list of all funded partners, see Appendix E.] Respondents have shared that the resources and trainings provided through Healthy Richmond funding are strengthening organizations that have been able to expand and grow over the course of the initiative. Respondents also shared a sense of appreciation for the leadership skills that are developing in their staff as well as excitement about the number of young leaders that are growing in this work.

"It's just exciting to see younger, newer leaders, stepping into their leadership more with the support of Healthy Richmond."

One identified area of significant growth is in advocacy capacity, with respondents noting that organizations that typically do not have an advocacy focus (like direct service providers) have been eager to grow their skills in this arena. Some respondents noted that Healthy Richmond partners are stronger now because they can better align with and learn from each other and no longer feel the same sense of competition for funds that they did at the launch of the initiative.

Strengthened networks. Multiple respondents affirmed that they are seeing stronger networks as a result of Healthy Richmond. Several noted that there is "more collaboration" and a "greater sense of partnership" that has been built over the course of the initiative. Multiple respondents noted that this is a significant change, with one noting that, in contrast to the feelings of territoriality at the launch of the initiative, organizational leaders are now "much better at playing in the sandbox amongst the leaders of those institutions." Some attributed this to the benefits of having a "cohesive Hub" that supports the development of these relationships by creating spaces for them to come together to share information and best practices, and to dialogue about difficult issues affecting Richmond residents. One respondent reflected that without Healthy Richmond, it would have been difficult for the organizations to have "maintained relationships with one another for so long."

"One of the biggest wins from Healthy Richmond is that it created a table for people to build relationships, and to share information, and to sort of overcome maybe subjective biases or lack of trust. I feel like there's been a lot of relationship building, trust building, kind of meeting together of communities of concern, often very much aligned around issues and sometimes not so aligned."

Respondents also expressed gratitude for new cross-sector relationships built over the course of Healthy Richmond, (e.g. through the safety net task force, which "brought together the county and non-profit, and other folks who don't usually work together and funders, who don't work together in trusting ways," or through the Health Equity Dine and Learn series, which brought together health systems, providers, and resident leaders to discuss quality care). Another respondent shared appreciation that because of the work done through the Schools and Neighborhoods Action Team, residents (particularly parents and youth), are also developing relationships across organizations and systems leaders, which is in effect helping them in their efforts to advocate effectively for their needs.

As noted previously, however, it is not clear that current networks include adequate representation of systems leaders within the various sectors being addressed in the work of Healthy Richmond. To address

this concern, SPR plans to conduct a social network analysis in the late spring of 2018, which will enable us to assess the strength and diversity of current networks and provide fodder for discussions about growth areas and gaps.

Leveraged resources. Few respondents were able to share specific ways in which organizational partners are leveraging resources in service of a healthier Richmond. This may signal an opportunity for more collective communication about the strengths and resources partners bring to bear in this work, as well as the ways these resources are or could be better shared in service of Healthy Richmond's collective work. Leveraging of funds also happens behind the scenes, which may also be why few respondents were able to speak to this issue. One example of this behind-the-scenes work includes the Hub's successful efforts to secure a city grant that they could then combine with other funds to host an organizing event. The community grants offered through Healthy Richmond are another way in which organizational partners could strategically direct funds to support a variety of health equity efforts, as noted in the case studies shared throughout this report. The Community Grants have also served as seed funding for collective work that leveraged new on-going funding for projects and collective efforts such as the R-Map project.

"We're all benefiting from TCE funding for the Healthy Richmond. So as far as leveraging resources in that way we all are benefiting from that."

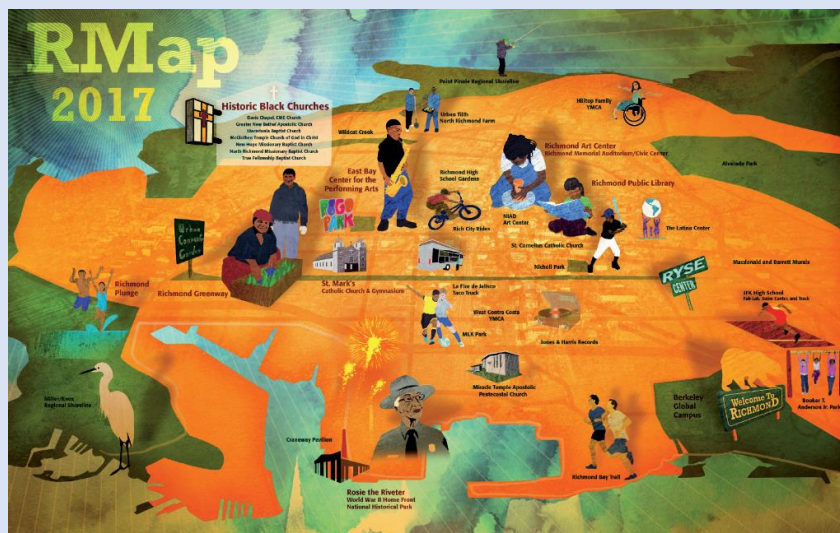
Those who did have feedback in this arena spoke mostly of the importance of having a funding stream whose specific purpose is to bring them together to work on solutions collaboratively. At least one respondent referred to the partners in general as resources, noting how valuable it has been for them to come together to share ideas and to partner on projects together. Another shared that an outcome of this was that their campaigns were able to be "bigger and more audacious", because they have been able to connect with people with whom they might not otherwise have had the opportunity. Two respondents spoke to resources outside of funding, noting the ways in which they were able to leverage resources provided by specific partners to support the work. Facilities space, in particular, was highlighted, with respondents highlighting the work of the East Bay Center for the Performing Arts holding community discussions or collaborating with RYSE to host lectures or film festivals.

Changing the Narrative. One of the core strategies of Healthy Richmond is to change the narrative around Richmond from a city associated with violence to one that promotes Richmond's assets and vitality and toward a vibrant community where children and families can thrive. To that end, respondents share that they feel the narrative around Richmond *is* changing. Respondents have shared that, anecdotally, they are "definitely hear[ing] people saying that there's a greater sense of community and that there's a lot of kind of neat things happening and that people don't just automatically think of Richmond as being violent anymore." They add that Richmond has also been getting good publicity on national media (including National Public Radio stories), and residents are also sharing positive narratives through social media and traditional press.

"[Narrative change involves] everything from media and communications to just a feeling. It's a feeling of the changing culture of the city and the community. I think narrative change is happening in terms of the way in which accountability is being raised towards systems when it comes to either social justice or certain forms of social justice, whether that's racial justice or economic justice or criminal justice."

While there is a perceived increase in positive narratives around Richmond, respondents caution that narrative change takes time and they "still have a ways to go." One respondent shared that while they are seeing progress in a positive direction, it will take generations for the narrative to change in such a way that reflects the assets and values of its community. They add that they know the narrative will change when "there are people to organize...and who will not be pacified" when faced with injustices.

The development of the “Living Map of Richmond” or “[R-Map](#)” is one of the core vehicles for narrative change undertaken by the Changing the Narrative workgroup within the Economic Revitalization Action Team. The goal of the R-Map project is to reflect and support a healthy community identity in the City of Richmond by highlighting positive, resident-nominated assets, places, and stories related to equity in Richmond.



Systems change. Systems change has been defined as fundamental changes in policies, processes, relationships, and power structures, as well as deeply held values and norms that support positive social change.⁷ Given the complexity of this endeavor, systems change is expected to be slow and to take a long time. Still, Healthy Richmond is starting to see progress on that front, with their partners' successful efforts in getting *Richmond Kids First* on the ballot which, if passed, would result in a significant pool of



resources to support the healthy development of Richmond’s children and youth (see text box below). Progress in systems change also includes greater school district budget transparency, increased funds to school-based health centers, an expedited process for filing and consideration of Prop 47 cases, the election of a District Attorney that demonstrates alignment with Healthy Richmond goals, and collaborations with health systems partners to support efforts towards culturally responsive health care. In addition to these wins, interview respondents cited the city’s participation in the GARE as a major indicator of progress towards systems change, as well as increased parent engagement in LCAP.

Policy and Systems Change: Richmond Kids First

After years of organizing and advocacy by youth and their allies, and informed by interviews with over 450 young people and research from city and county agencies, a proposal to develop a dedicated fund for Richmond’s children and youth will finally make it onto the election ballot. The purpose of the children and youth fund (known as Richmond Kids First) is to increase quality programming for children and youth (ages 0-18) and transitional young adults (ages 19-24) who are most impacted by harm, inequity, and lack of access to services and supports that ensure that they can thrive.

The journey to the ballot box was long and hard-fought. For over a decade, Richmond youth and their allies had been advocating—to no avail—for more resources to support the city’s children and youth. Thus, in 2014, the Invest in Youth Coalition (which included a number of Healthy Richmond Partners) was formed to discuss ways to increase coordination of services to children, youth, and young adults, and to identify shared funding sources to increase programming resources. In 2015, the coalition launched the Richmond Kids First Initiative—a campaign to get a measure to establish a children and youth fund on the November 2016 ballot. The energy behind this campaign was tremendous, reflecting the passion and commitment of Richmond youth and their allies. Over 25 young people worked with adult allies on evenings and weekends to do outreach and collect signatures. They ultimately met all requirements for inclusion on the ballot, including having collected 6,476 validated signatures (surpassing the required amount). In a last-minute move by the mayor, however, the item was removed from the city council agenda, preventing the council from passing a resolution to get it on the ballot.

Despite this setback, the advocates persisted—they collected more signatures (totaling over 14,000), raised the visibility of the issue, and were ultimately successful in getting Richmond Kids First onto the 2018 election ballot (as Measures E and K). Should the measures pass, up to 3% of Richmond’s annual budget will fund important program services, including violence prevention and response; education and job training; parent/guardian support; media arts, culture and technology; youth and family leadership; organizing and civic engagement; health and well-being; outdoor education and recreation; environmental health and justice; and deportation support. As stated by the Invest in Youth Coalition, “We cannot wait another decade to put more resources into prevention and positive futures for Richmond’s young people.”



Exhibit 5. Policy and Systems Change Wins from 2015 – 2017

**Bolded Partners include the 36 funded Healthy Richmond Partners listed in Appendix E*

Priority Outcome Areas	Event/Action	Partners*
2015		
Access to Quality Health Care	Contra Costa County Board of Supervisors voted to support the Contra Costa Cares program to provide access to primary care for the remaining uninsured. The \$1 million investment by the County and three local hospital systems (Kaiser Permanente, Sutter Health, and John Muir) will allow for 3,000 individuals to be enrolled in the program for one year.	ACCE (Alliance of Californians for Community Empowerment), Community Clinic Consortium, Ensuring Opportunity Campaign, Multi-Faith Action Coalition, Kaiser Permanente, John Muir, Organizing for Action Contra Costa, Sutter Health
Economic Revitalization	Organized to secure a commitment to creating community benefits agreement with UC Berkeley's proposed global campus to support local hiring, small business support, housing, and educational opportunities.	ACCE, CCISCO (Contra Costa Interfaith Supporting Community Organizing), City Manager, Richmond Main Street, Rubicon Programs, Safe Return Project, UC Berkeley-Haas Institute for Fair and inclusive Society
Community Safety	The Reentry Success Center opened in Richmond, a comprehensive resource and support center for people reentering society from prison or jail that was funded by AB109 dollars.	Rubicon Programs
Schools and Neighborhoods	Richmond secures a \$6.2 million Active Transportation Program grant from the State of California to build the first leg of the Yellow Brick Road, a network of safe and vibrant routes for children and youth connecting key community assets in Richmond's Iron Triangle Neighborhood.	The Schools & Neighborhoods Action Team
Access to Quality Healthcare	A new full service health clinic opens at Kennedy High School, replacing the mobile van which offered limited hours of operation.	YMCA of the East Bay
2016		
Community Safety	Richmond City Council voted to approve a "Fair Chance Access to Affordable Housing" ordinance to protect the rights of people who are re-entering society and are excluded from housing opportunities due to their criminal record.	ACCE, CCISCO Safe Return Project
Community Safety	Contra Costa County Board of Supervisors voted unanimously to stop the practice of charging fines to parents/guardians of young people incarcerated or monitored in the juvenile system. In the review of the policy, the cost to the County for collecting such fees was estimated at \$500,000, while the revenue was about \$300,000.	CCCRJC, County Public Defender's Office, Supervisor Gioia's office
Community Safety	Contra Costa County Board of Supervisors approved the 17-member Racial Justice Task Force to research and identify consensus measures within the County to reduce racial disparities in the criminal justice system, plan and oversee implementation of the measures once identified, and report back to the Board of Supervisors on progress made toward reducing racial disparities within the criminal justice system.	

Community Safety	The Contra Costa County Public Defender's office developed agreements with the District Attorney's Office and the Court to design an expedited process for filing and consideration of Prop 47 cases. Under this agreement, substantial numbers of such cases are handled through an ex parte process, without requiring a Court hearing.	RYSE
Schools and Neighborhoods	The Kids First Richmond Initiative, which will allocate up to three percent of general fund revenue for children and youth services, gathers sufficient signatures to qualify for the 2018 ballot.	Invest in Youth Coalition: East Bay Center for the Performing Arts, RYSE Center , and others
Community Safety	In the nearly ten years since the City of Richmond launched the Office of Neighborhood Safety (ONS), it experiences a 71% reduction in gun violence causing injury or death.	City Manager, Office of Neighborhood Safety
Schools and Neighborhoods	Contra Costa County leased land to Urban Tilth for 30 years at a nominal cost to start a 3-acre farm and community learning and healing space in an under-resourced neighborhood of North Richmond.	Urban Tilth
Access to Quality Health Care	With a \$450,000 PRI from TCE, Lifelong Medical opened the W. Jenkins Health Center in a key corridor in downtown Richmond. The portable structure will allow Lifelong to serve an expanded number of pediatric clients while plans are underway to transform the units into a 3-story facility that will complement an array of other wellness facilities.	Lifelong Medical Care
Access to Quality Health Care	Contra Costa Board of Supervisors voted to extend Contra Costa Cares for another year and expand the program with a commitment of \$750,000 to be matched by partnering hospitals. The \$1.5 million investment will provide access to primary care for 4,400 undocumented adults in the County.	#OneContraCosta Coalition: ACCE , Clinic Consortium, Ensuring Opportunity, Multi-Faith Coalition, Planned Parenthood, United Way
Schools and Neighborhoods	WCCUSD's LCAP exhibited improved budget transparency, including the addition of budget summaries.	Schools and Neighborhoods Action Team
Schools and Neighborhoods	After many years of flat funding for comprehensive school-based health centers located across the WCCUSD, the 2016-17 LCAP increased the amount allocated to each health center from \$60,000/year to \$75,000/year.	Schools and Neighborhoods Action Team
2017		
Economic Revitalization	City of Richmond, through the Comprehensive Economic Development Plan (CEDP) process led by Rubicon, developed a process that will create an equitable development framework, including definitions values/principles, and policies and practices, that can be used to hold the City and developers accountable for equitable development.	City of Richmond, Richmond Main Street, Rubicon Programs, The California Endowment
Schools and Neighborhoods	S&N Action Team developed a set of DLCAP recommendations and presented them to the school board.	GO Public Schools, The Latina Center , WCC Parents Council, YES Nature to Neighborhoods , and ongoing partnership with WCCUSD staff
Schools and Neighborhoods	The WCCUSD "Resolution for a Positive School Climate Policy" passed on November 15th. The policy contains an immense number of supports and new initiatives for restorative justice, trauma informed care, training for teachers and staff, and ways to deeply involve students, parents, and community members in the process.	The Latina Center, RYSE Center , SFER (Students for Education Reform), UTR (United Teachers of Richmond), WCC Parents Council

Community Safety	Contra Costa Board of Supervisors voted to refund “cost-of-case” fee overpayments to families who were improperly charged for the incarceration of their children. The refunds amount to approximately \$136,000, including modest interest. Approximately 465 families stand to benefit.	ACCE, Community Clinic Consortium, Ensuring Opportunity Campaign, Multi-Faith Action Coalition, Organizing for Action Contra Costa
Community Safety	Active community advocacy prevails as the Contra Costa Board of Supervisors approves Diana Becton to fill in as the County’s new District Attorney. She is the first African American female to lead that office.	CCCRJC

Resident power building. Building the voice and power for historically excluded adults and youth to ensure a healthy and inclusive California is the primary goal of the Building Healthy Communities initiative. Interview respondents believe that they have made good progress in this arena, which is at least in part the result of the multiple layers of advocacy capacity building support offered through Healthy Richmond partners via parent trainings, YES camp, the Resident Leadership Institute, youth advocacy workshops, etc. Cited examples of progress in this arena include resident testimonials in support of Contra Costa Cares as well as greater parent involvement in school meetings in general and in the DLCAP in particular. However, while respondents shared the belief that more residents are engaging in organizing and advocacy work, they also note that there remains some significant work to do. At least one respondent noted that they need to do more work to bring African American and Asian Pacific Islander residents to the table. Another shared that while Healthy Richmond partners have been successful at bringing residents to the table, they don’t yet feel they have been as successful at *building power*. At least two respondents shared that to build power, residents need to “not just go and talk at a meeting” but to be embedded in the system in an advisory or decision-making capacity and they need to be “ready and supported to be in those positions of power.”

Summary

Over the last few years, the Healthy Richmond collaborative seems to have hit its stride, growing both its membership and its momentum and having increased its presence in multiple arenas. Healthy Richmond partners have also strengthened their relationships with one another, which has fostered a greater sense of cohesion, alignment, and mutual support. There are also areas for continued improvement, most notably the need for clear and consistent articulation of who and what Healthy Richmond is, to highlight and leverage the assets of its partners, and to increase visibility around its mission and its work. These are important issues to consider as the collaborative thinks about sustainability and the identity they want to promote and maintain after the sunset of TCE’s BHC funding (post 2020).

Sustainability remains a consistent and critical concern for the collaborative, but the feedback around it varied tremendously. At least two respondents indicated that the current structure is now working well and should not be changed, post 2020, while another noted that in the future, Hub management should rest with a “neutral party.” One respondent emphasized the need to actively seek further funding from other sources; another was just anxious to start moving more intentionally and proactively on the sustainability *discussion*. While feedback around how to achieve sustainability was sparse and varied, it is clear that Healthy Richmond is also much stronger now as a collaborative, and its partners are better poised to pursue collective action and to provide strategic support to one another. It is also clear that the partners have come to value the collaborative and have developed a sense of momentum that they are eager to continue post 2020.