



Healthy Contra Costa

Culminating Guide



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Purpose of this Document

Formally Healthy Richmond from DATE until 2022, this document will serve as a guide, providing an overview of Healthy Contra Costa's (HCC) essential components including its:

- Strategic Compass
- Core Frameworks that will inform its future direction and work
- Values & Practices
- Strategic Direction in systems building and county-wide advocacy

This document will also include a summary of the decisions and perspectives that stakeholders mulled over in the past several years during the Sustainability Planning Process, serving as a historical document to look back upon as a reference guide as a community collaborative committed to centering equity in its mutual work moving forward together.

Background

At the beginning of the HCC Sustainability Planning process in 2020, Y's Change conducted individual and group interviews with 17 individuals from 3 public institutions and 10 community based organizations. Among other reasons, the main purpose of the interviews was to gain a better understanding of what made HCC a unique collaborative. These findings feel important to share at the beginning of this document as this was the *freedom dream*¹ that helped to shape what HCC has become.

What Do You Envision Needing From The Future HR Collaborative?

- Central Place of Coordination, Connection & Communication: Continue building connections/relationships/trust despite huge inequities/high levels of scarcity in the community. HR has created unity among a bunch of solitary efforts, making it a central place for stakeholders. A goal would be to capitalize on this centrality to better coordinate, maximize and be efficient with their resources
- Relationship-Building that builds collective ownership among its constituents of grassroots organizations (2) yet still possesses strong relationships with public systems who understand the collaborator's role as a policy/budget watchdog
- Cross-Sector Issues Connector that creates a through line and aligns campaigns
- Capacity-Building: Build capacity of the community based organizations who support the people on the ground, while continuing to broaden who is at the table. The types of capacity-building requested include:
 - o Centralizing Warm Handoffs on Leadership Development: Build a pipeline for leadership development for residents and youth to become a part of decision-making tables, elected offices (3)
 - o Training and Co-Training on Specific Issues/Systems/Policy. Curriculum development, e.g., parent led advocacy; helping us understand complex issues, understand policies

¹ Defined by Robin D. G. Kelley, A freedom dream is "any revolution must begin with thought, with how we imagine a new world, with how we reconstruct our social and individual relationships, with unleashing our desire and unfolding a new future on the basis of love and creativity rather than on rationality."

- o Capacity Assessment: Assess landscape of what others are doing and what capacity building is needed. Whenever possible, build the abilities of partner organizations to do the work (2). Possess some flexibility to step into roles when it's needed and stepping back to allow others who have capacity to do the work
- Public Policy Advocacy & Data Analysis (4): Policy/budget watchdog, keeping tabs on the wins, costs, cuts; (3) becoming the expert to provide guidance to public systems to encourage systems level change. This does require strong relationships with public systems who understand/embrace HR's core essence as a movement focused on policy advocacy and resident power building. It also requires strategy development to look at when is the ripe time to act on a campaign.
- Fundraising & Strategic Funding Coordination (2)
- Communications/Storyteller/Presence to change the narrative and get individuals and organizations within the collaborative highlighted, seen and recognized

Strategic Compass

Vision	Healthy Contra Costa envisions a transformed community where resident leaders, CBOs and system leaders work together to demand equity in education, economy, healthcare and safe communities to increase race equity and eliminate racism
Purpose	To strengthen accountability across Contra Costa County and increase economies of scale for organizational partners by bridging relationships with systems and investing in resident leadership development pathways to engage cross-sector and county-wide issues
Horizon	A demonstration of collective impact and power-building for public systems change - rooted in Richmond - that centers residents and young people to advance healing and the elimination of anti-Black racism across Contra Costa County
Milestones	<p>Cross-sector campaign through alliance and/or coalition that advance a shared vision of how county-wide public systems would:</p> <ul style="list-style-type: none"> ● Have policies, practices and culture that bring the Horizon for Race Equity to life and advance accountability in the areas of health, economics, education and criminal justice ● Center impacted residents as decision-makers ● Shared narrative that centralizes root causes so as to direct local investments <p>Capacity building that develops resident leadership to engage cross-sector and county-wide issues</p> <ul style="list-style-type: none"> ● Pathway and network of leadership development and training that works across partnerships ● Strategic leadership of impacted residents, including young people ● Approach that leverages the expertise of partners and is additive ● Political education, leadership curriculum, T4T

Core Frameworks

Two fundamental frameworks shape the HCC Collaborative work, including:

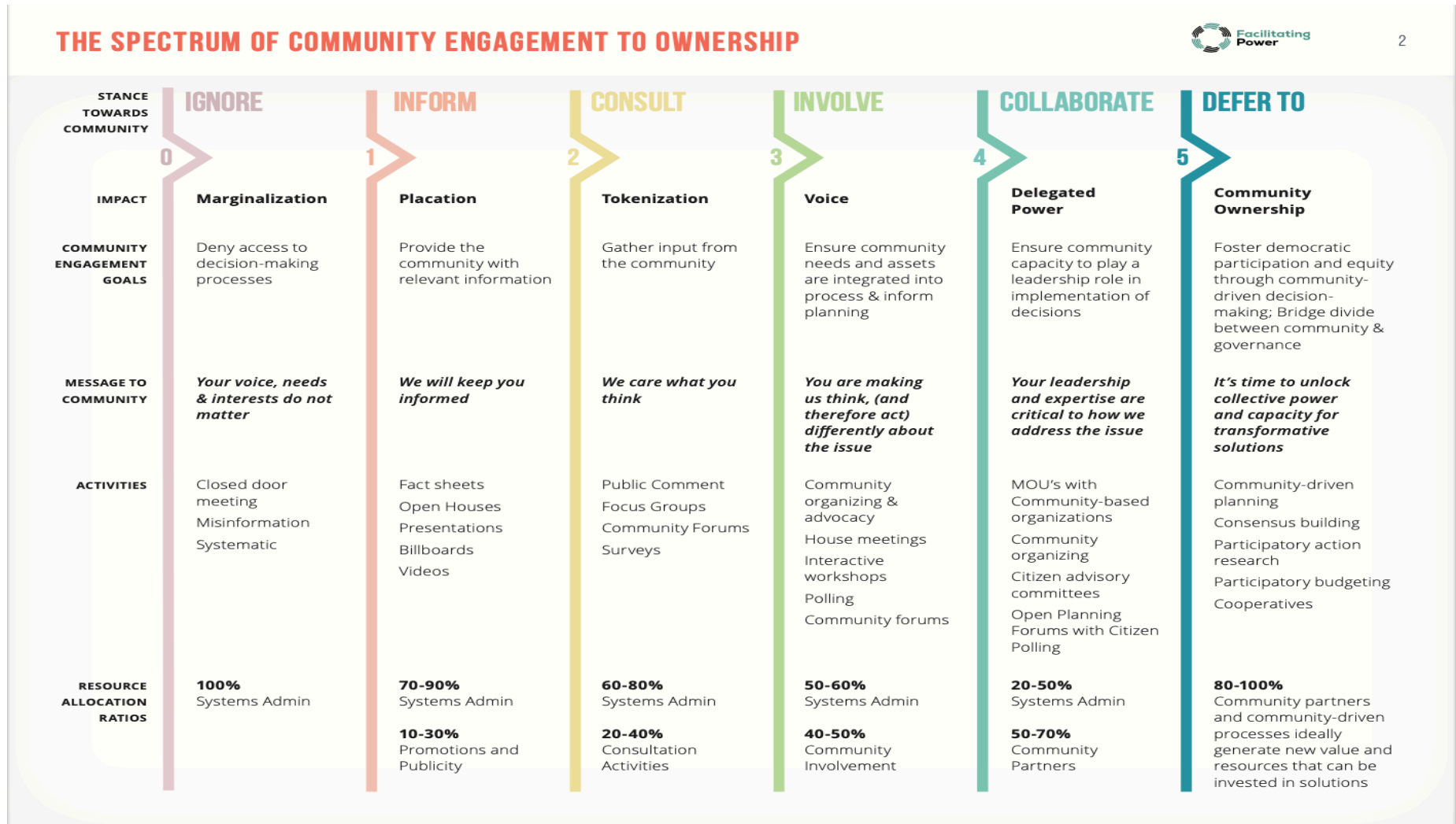
1. A [Power-Building Ecosystem](#) developed by Ito, J., Pastor, M. and the USC Equity Research Institute which describes the below concept of a *power flower* centers community organizing and base-building literally at the flower's pistil, surrounded by its petals of core support. The model had already been a key framework of HCC, recognizing the priority and importance of its partners who work on community organizing at the center of its work as a collaborative.

*"Achieving health and justice ... is beyond the reach of any single organization, strategy, or approach. In fact, it requires an ecosystem of diverse organizations that can collectively influence the broad terrain where ideas, policies, and power are contested. Central to the ecosystem are organizations developing an active and aligned base of leaders and members (whether community, students, faith, or labor) that can engage decision makers and hold them accountable. Yet an organized base alone is insufficient to challenging the systems and structures that produce inequality."*²



² Ito, J., Pastor, M. California Health and Justice for All: Power-Building Landscape: Defining the Ecosystem. 2019

2. The [Spectrum](#) of Community Engagement to Ownership by Rosa Gonzáles & Facilitating Power which includes a description of the spectrum tool below that describes community engagement from the range of marginalization to community ownership. The goal of HCC is to assess campaigns for their level of community engagement and to move efforts toward greater community ownership.



Values & Practices



A visual depiction of the values created by Movement Strategy Center, HCC strives to create the sweet spot where:

- Values are carried out by genuinely centering resident leadership as an ongoing practice of equity in all forms. This means that partners have a shared responsibility to fulfill the HCC Vision and Horizon. In particular, public systems will need to take an active role, investing their power, position and authority as medicine to directly support and influence others in the development of resident leadership pathways that strengthen the powerbuilding ecosystem in Contra Costa County
- Equally important are values and practices that contribute toward building trusting relationships with one another among collaborative members and ideally becomes an evaluation indicator to measure the strength of the collaborative. Building trusting relationships while making agreements on how to pursue future funding will be something to especially look at given perceived competition among Richmond's campaign and movement building efforts.

Areas of Focus

HCC will focus on two levels:

- a. County-wide cross-sector systems-building and advocacy work

HEALTHY CONTRA COSTA SYSTEMS BUILDING & RESIDENT POWER BUILDING OVERVIEW

LEGEND

SYSTEMS CHANGE/ BUILDING

ADVOCACY

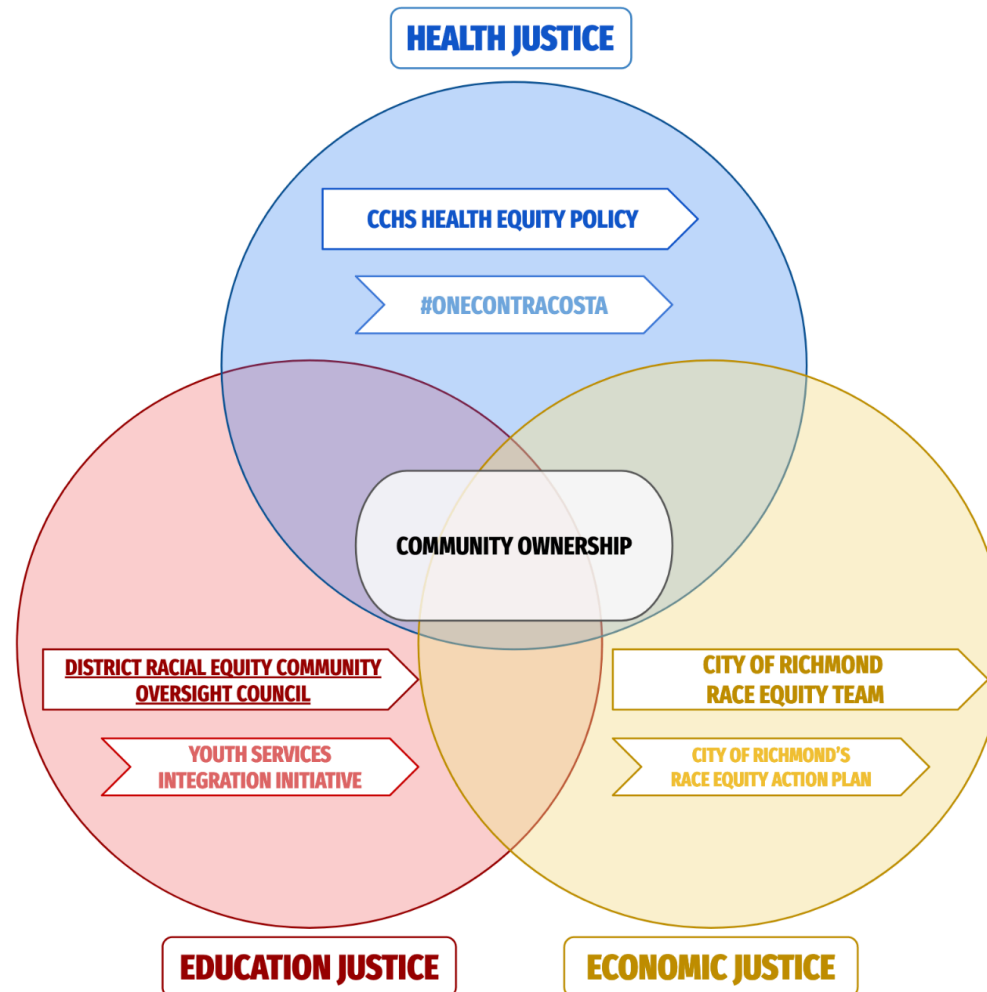
SECTOR

COUNTY WIDE EFFORTS

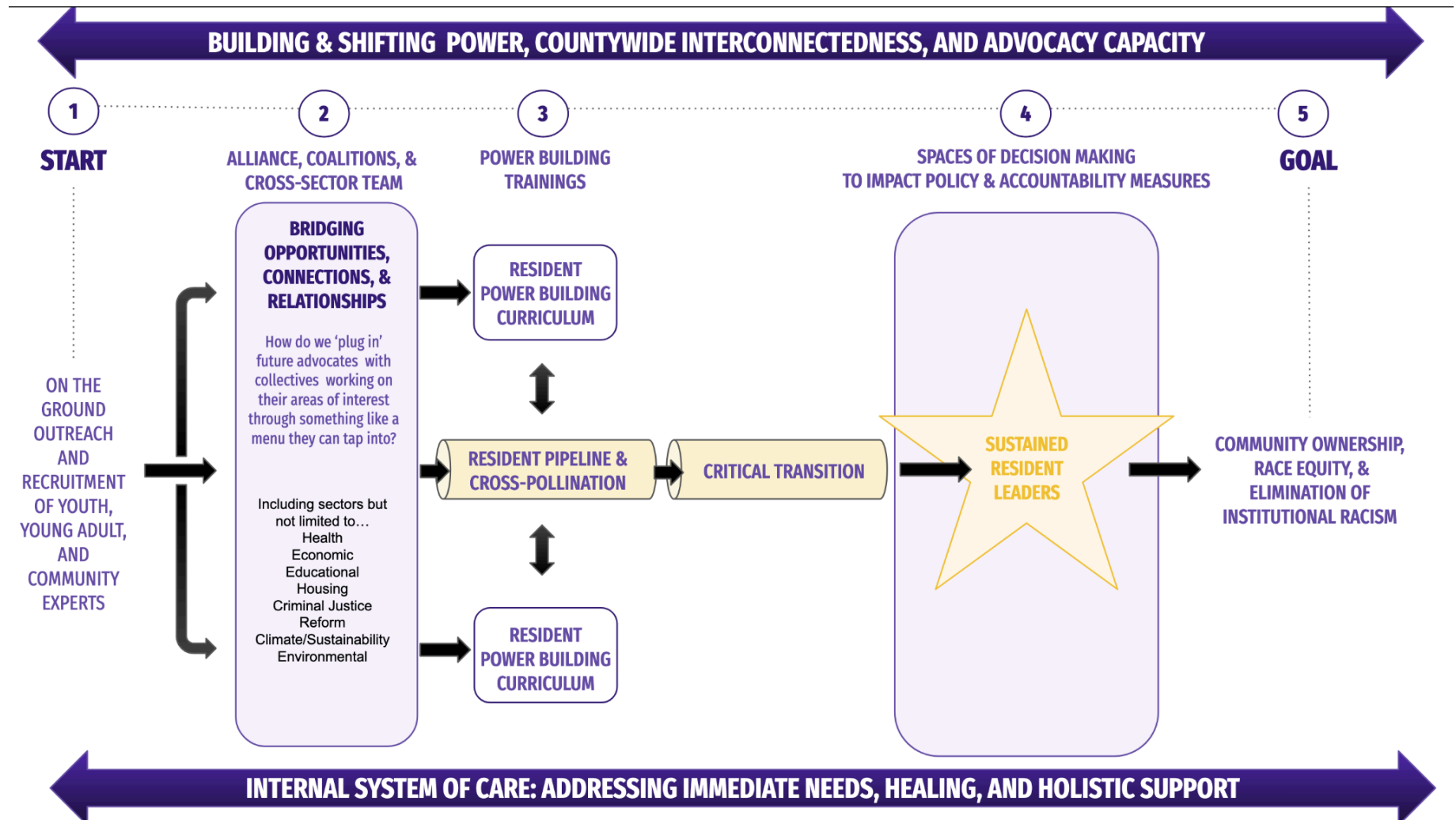
HEALTHY CONTRA COSTA COUNTY
RESIDENT POWER BUILDING CURRICULUM
IN SERVICE TO COUNTY WIDE

OFFICE OF RACIAL EQUITY AND SOCIAL JUSTICE
#ONECONTRACOSTA ALLIANCE

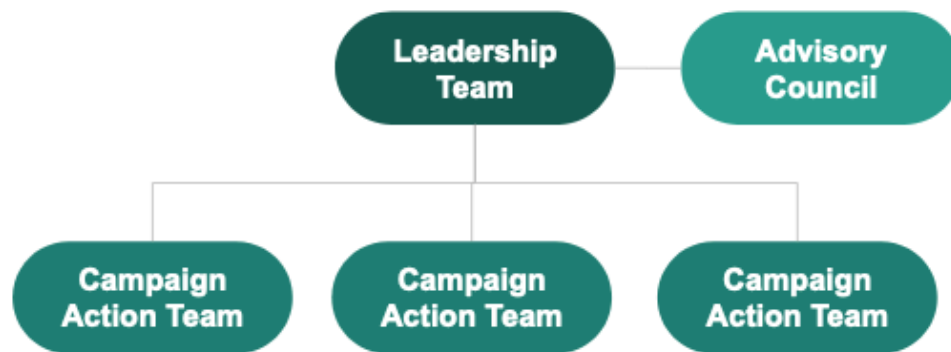
CAPP - EDUCATION AND ECONOMIC



- b. Capacity-building by developing a resident leadership pipeline that supports grassroots organizers to carry their work forward



Governance Structure, Roles & Decision-Making



HCC strives to practice equity in its governance structure, meaning that the structure created above was a way to center residents in decision-making and support them to actively be in roles of leadership (through compensation, professional development, and coaching) to do the important policy work and organizing in a sustainable manner.

Below, the table lays out the specific charge and decision-making authority of each group.

HCC Group	Main Duties
Leadership Team	<p>Sets the overall policy priorities & direction of the HCC Collaborative (CATs, coalitions, Leadership Team)</p> <p>Serves as the governance body, making decisions on HCC Strategic Compass</p> <p>Builds alliances & support for HCC campaigns</p> <p>Ensures coordination across campaigns & action teams & build alliance with other coalitions in CCC (Residents will be compensated for role)</p>
Advisory Team	<p>This council includes the Leadership Team plus critical stakeholders who will lift up issues; notices what's working smoothly & what's not; thoughtfully frames ways to bring needs to the Leadership Team</p> <p>Bridges/cross-pollinates to ensure coordination across campaigns & ACTs with overlapping focus areas & by sharing campaign goals, looking for synergy and developing cross-policy recommendations for the Leadership Team to consider</p> <p>Holds the macro view of the CCC powerbuilding ecosystem; Builds strategic partnerships across different sectors to inform county-wide power-building ecosystem</p>
Campaign Action Team	<p>Leads, oversees, and makes decisions on the overall direction & specifics of the campaign</p>

ROLES OF HCC PARTNERS

Residents	CBOs & Coalitions	Public Systems & Institutions	HR Staff
Are strong, confident leaders sitting at HR & public system decision making tables advocating on behalf of community members who are historically excluded from opportunities & resources	<p>Build capacity of residents</p> <p>Commit to working together through coalitions & community organizing to advocate on behalf of Richmond residents to influence systems change.</p> <p>Align to fully represent all of the Richmond community, inter-generationally from infants to seniors</p>	<p>Supports HR to build resident leadership and capacity building, ultimately to serve at decision-making tables.</p> <p>Believe in & leverage the full capacities of the collaborative to drive systems change, to achieve racial and healthy equity.</p> <p>Practice racial equity principles within own systems & establish metrics to demonstrate transparency & integrity.</p>	<p>Is trusted to guide & champion HR's broad vision</p> <p>Builds connective tissue between stakeholders to work collectively toward cross-cutting strategies.</p> <p>Leverages the full capacities of the collaborative (especially Richmond residents & coalitions) to drive systems change, to achieve racial and healthy equity.</p>

Role of Resident Leaders (including Young People)

When conducting a resident leader focus group on the governance structure of HCC, resident leaders were excited about their freedom dream articulated in the governance structure and of eventually seeing residents perceived as strong, confident leaders sitting at the HCC Leadership Team, advocating on behalf of community members who are historically excluded from opportunities & resources. They also expressed the need to slow things down, to continue to gather the support of the Advisory Team. Specifically, they expressed the burden of being a voluntary resident leader. The Sustainability Planning Team made the recommendation that all residents on the Leadership Team be paid while serve their term to serve as the governance body that sets the overall policy priorities & direction of the HCC Collaborative. The current governance of HCC will decide over the next two years when to move into this official governance structure.

The role of young people in particular is very important to HCC. That said, the Sustainability Planning Team highlighted that engaging with young people is different from adult resident engagement and will need to more thought and planning to engage young people in HCC Campaign Action Teams and the Leadership Team.

Role of Anchor Partners & Partnership Agreements

Anchor partners are primarily nonprofit organizations who have been partnering with HCC from its inception. They will sit on the Advisory Team and co-lead Campaign Action Teams to provide coaching and mentorship to resident leaders and have an eye towards strengthening the broader countywide powerbuilding ecosystem and building strategic partnerships.

In its current iteration, HCC possesses about x anchor partners, x allies, and x supporters who have signed a [Partnership Agreement](#) with HCC.

Role of the Public System Partners

Pointing back to the interviews conducted in early 2020, HCC public system partners (City of Richmond, West Contra Costa Unified School District, Contra Costa Health Services) expressed most valuing HCC (formerly Healthy Richmond) ability to garner the voice of the community...something they were not always in touch with.

HR's greatest asset is serving as the voice of the community (2), playing the role of helping public systems listen to the community on complex issues, changing the narrative to always anchor back to placing power back into the community

In turn, public system partners must believe in & invest in the full capacities of the collaborative to drive systems change and achieve racial/healthy equity by practicing deep listening and creating spaces for community/residents to be at decision-making tables. A specific concern was losing public system partners if they didn't have a seat at the Leadership Team. The Sustainability Planning Team felt strongly that public system partners would need to have a seat serving on the Advisory Team to mentor, advise, and build up the leadership capacity of residents as the primary decision making body of HCC.

Role of the Fiscal Sponsor

One concern about fiscal sponsorship raised during the Phase I interviews was the value of Healthy Richmond to "freely take the stance of the radical political watchdog...[and the] fear of repercussions or muting from the fiscal sponsor/board". HCC is under the fiscal sponsorship of RCF Connects, formerly known as the Richmond Community Foundation. In conversations with RCF Connects, the fiscal sponsor gave reassurance that other collaborative initiatives fiscally sponsored by RCF Connects have created guidelines to ensure that the HCC leadership would have protections and ultimate decision-making authority above and beyond RCF Connects President/CEO and RCF Connects Board.

More specifically, the role of RCF Connects as the current fiscal sponsor is solely to:

1. Hold fiduciary responsibilities to the collaborative
2. Manages the HCC finances, including accurate and transparent financial reporting, and supports the development of the fundraising budget projection of income and expenses

[Decision Making](#)

Organizational Infrastructure

Remaining under Fiscal Sponsorship

Referenced in the [January 23, 2020 notes](#), the Sustainability Task Force conducted an analysis of the best legal structure for Healthy Contra Costa, reviewing the options for fiscal sponsor or becoming its own nonprofit (501(c)(3), 501(c)(4) and 501(c)(6). Various legal structures were discussed and interviews conducted with member organizations primarily. The Sustainability Task Force members recommended that the collaborative maintain its existing status being fiscally sponsored for the time being. While becoming its own independent nonprofit organization is the preferred down-the-road option, the priority to pursue the funding and staffing and become more stable and sustainable was a good first step beyond The California Endowment Building Healthy Communities funding.

Commitment to Sustainability

HCC partners reaffirmed the need to continue to carry out HCC's work as the collaborative that holds the collective vision shared by its residents, young people and individual partner organizations co-leading and working together to build a strong countywide powerbuilding ecosystem that advocates for public systems change that advances equity and healing. Thus in the Partnership Agreements with partner organizations, there are the following components:

Non-Compete Philosophy

Through the Sustainability Planning Process, it was important for HCC and partners to commit to identify ways to financially sustain HCC and not compete for funding amid perceived or real structural competition among Richmond's campaign and movement building efforts. This will be a pivotal part of trust-building among HCC and its partners.

It is the preference of HCC to collaborate on fund development opportunities rather than compete with partner organizations. HCC strives to partner on fund development opportunities with individuals and partner organizations on the ground who are conducting outreach and cultivating residents with the goal of building a strong powerbuilding ecosystem that has a strong foundation along with individualized strategies. Buy-in, development of collaborative opportunities, and a system of warm handoffs are essential to the joint effort of moving residents into leadership positions within HCC and at public system tables of decision making.

Role of the [Joint Fundraising Committee](#)

Anchor partners will be invited to join the Joint Fundraising Committee whose main charge is to evaluate HCC strategic priorities to determine whether to pursue specific funding opportunities in accordance

with the HCC Strategic Compass on Race Equity and its collective fundraising goals. This committee will plan strategically on how to get funders to fund the countywide powerbuilding ecosystem as a whole so that there is less overall competition among partners who may also be considering the same proposals. One recommendation will be to add an evaluation indicator to look at collective fundraising opportunities that are successful over time due in part to the strength of the collaborative.

Specifically, when opportunities arise, the Joint Fundraising Committee will consider whether the funding will benefit all or a portion of the HR 2.0 collective and whether it would be best offered to partners to pursue individually. The Joint Fundraising Committee will address and resolve more specific questions or issues that arise in areas of overlap

While the intention is to collaborate and not compete, hiccups may still occur. HCC is committed to ongoing, transparent communication with anchor partners with an overarching goal to build trust and work as a collaborative.

Collective Fundraising Practices

HCC is committed to supporting the core operations of the HCC collaborative and the mutual success and sustainability of its campaigns and initiatives. We will seek out opportunities that could benefit HCC and its partners. If we have received notification that HCC is pursuing specific funding opportunities, we will not seize a "corporate opportunity" to benefit our individual organizations at the expense of the collaborative's efforts.

As deemed necessary, HCC may serve as a vehicle for joint campaigns, acting as a lead fiscal agent that subcontracts with partners advancing the collaborative work in the grant area while also providing support in developing a fundraising budget. Active anchor organizations will receive subcontracts in the collective model to fulfill their designated work responsibilities on the campaign. Our positioning with funders will also be maximized by our collective nature -- utilizing the group at large to develop thorough, strong grant pitches; highlighting our core partners to demonstrate a well-resourced team; and uplifting and advertising our collective campaign model at all levels--regional, state, and national--to demonstrate our capacity and ability to deliver results.

While a collaborative, partnership in our model will not mean that organizational work will be subsumed by the group. Together, we will co-create a group origin story (purpose, vision, horizon, and 10-year track record) that we share broadly with the public. This story will lift up organizational names in all collateral (social media, website, HCC narratives) based on their roles in the work, and partners that lead campaigns will be recognized in all materials. Additionally, we will create shared agreements on specific policy advocacy approaches, as well as honor the leadership of various organizations in their respective policy areas.

HCC will also raise funds for partner organizations as a whole though it will not fundraise for individual partners. HCC also encourages its partners to seek sustainable funding sources for their organizations and programs in the community. HCC strives to provide capacity-building training and customized consulting to partners so that they might increase and diversify fundraising from individuals,

foundations, corporations, and government sources. All partners regardless of their tier will have equal access to this support.

[Current HCC](#) Possible Fund Development Sources