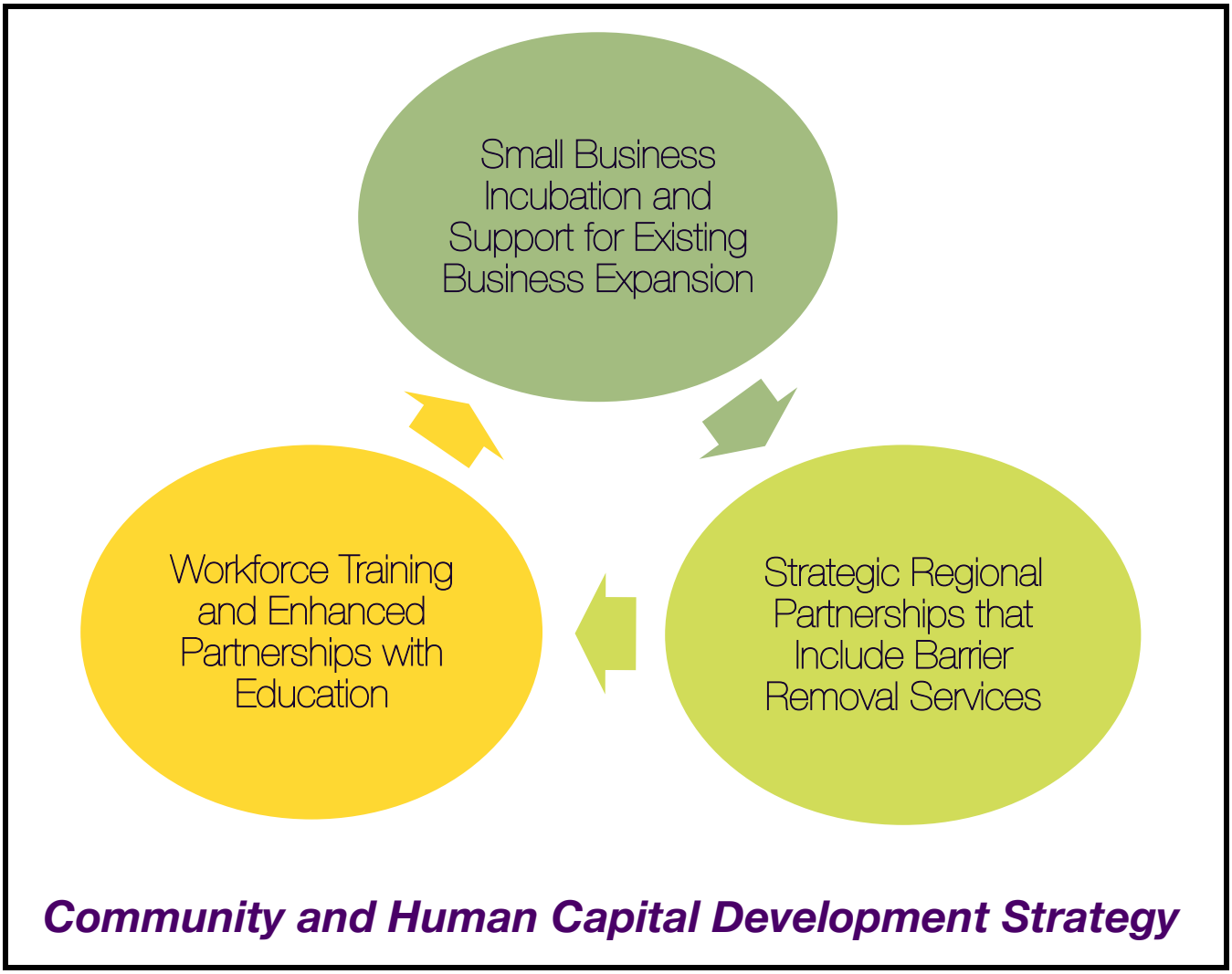
Northern Waterfront Economic Development Initiative (NWEDI)
Contra Costa County

Conceptual Framework

Building High Performing Waterfront Communities:

An Effective Model for Community and Human Capital Development in The Contra Costa Northern Waterfront Region



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Community and Human Capital Development Strategy

Conceptual Framework

Index

I. Introduction **3**
- Purpose
- High Performing Communities (HPC) Framework™
- Conceptual Framework Defined

II. Fact-Finding, Assessment, Research, & Engagement **4**
- Milken Institute Study
- California Department of Transportation - Contra Costa Economic Forecast
- East Bay EDA – 2017 Regional Economic Profile and 2017-18 East Bay Economic Outlook
- Waterfront Region Comparative Demographic Data: Population, Businesses, and Poverty Rates
- The Truth about Poverty and the Impact of Concentrated Poverty on Neighborhoods
- Social Determinants of Health
- Relationship of Investments in Human Capital to Wealth and Health
- Notable Countywide and Antioch Data Related to the Workforce/Education Pipeline and Health
- Individual and Small Group Stakeholder Meetings

III. Key Principals Related to Community & Human Capital Development **33**
Social, community and human capital development must be at the core of any sustainable strategy for economic development and revitalization.

IV. Strategy Focus Area Clusters **34**
The NWEDI Community and Human Capital Development Strategy is composed of three clusters with multiple sub-components.

The focus area clusters are described as:
- Small Business Incubation and Support for Existing Business Expansion
- Workforce Training and Enhanced Partnerships with Education
- Strategic Regional Partnerships that Include Barrier Removal Services

In addition to the cluster title and focus and proposed scope of work for each cluster, we also outline how each cluster's purpose is interlocked with the purposes of the other clusters to form a comprehensive and sustainable strategy.

V. Initiative Oversight/Management & Fund Development **43**

VI. Outcomes Measurement & SROI Reporting **46**

VII. Final Thoughts **49**

I. INTRODUCTION

Purpose

The Contra Costa County Northern Waterfront Economic Development Initiative (NWEDI) has contracted with Emerald HPC International, LLC to develop a *Conceptual Framework* that outlines a comprehensive community and human capital development strategy.

From the outset it is important to note that understanding and messaging the workforce needs of current and future businesses in the region is important and must be in conjunction with identifying credible training and human development partners with proven track records related to human capital development that can bring that expertise to the Northern Waterfront.

This document details a human capital and community development strategy, including identified implementation partners, with a focus on East Contra Costa as an illustration and road map of potential opportunities for the entire Northern Waterfront region.

High Performing Communities (HPC) Framework ™

The first stage of Emerald's five-stage *HPC Framework* in collaborative planning is fact-finding. During this phase, we conduct strategic interviews and gather what stakeholders believe to be facts related to the initiative.

Next, we identify and articulate common issues.

We then conduct research that includes data analysis and studies to validate or invalidate issues stated by those we have interviewed as well as issues that emerge through observation and research.

We use validated issues, which we describe as indicators, to envision possibilities for the collaborative planning effort and, through this process, develop the key elements of the strategy.

We then move into the conceptual framework phase, which consists of:

- Assessing the potential for resource alignment
- Assessing existing systems and exploring potential systems alignment
- Designing collaborative service delivery with interlocking roles among partners
- Creating a conceptual framework based on validated and articulated issues

(An animation of the HPC process can be found at www.emeraldhpc.com/hpc-process.html.)

Conceptual Framework Defined

A conceptual framework is commonly defined as an analytical tool with several variations and contexts used to make conceptual distinctions and organize ideas.

We, however, define a conceptual framework as:

> ***"a tool for making conceptual distinctions and organizing ideas to help guide a planning team in the process of articulating a strategy or strategies based on an identified set of interlocking roles assigned to organizations, assets and stakeholders for the specific purpose of achieving measurable outcomes based on validated indicators."***

The design of a conceptual framework, in the HPC process, precedes a full-blown operationalized plan. Therefore, Emerald is working closely with County NWEDI lead staff and consultants to ensure that the community/human capital development strategy outlined in this *Conceptual Framework* enhances and informs a comprehensive NWEDI vision.

Articulating a strategy and defining interlocking agency roles for the community and human capital development partner organizations is a core portion of this *Conceptual Framework* and will complement the NWEDI strategic action plan and ensure that accurate outcome projections are incorporated based on the set of validated indicators that we have identified as those embraced by key stakeholder partners.

A conceptual framework requires general acknowledgement, acceptance and agreement with a common set of facts and indicators among a broad-based group of stakeholders. This framework presents the groundwork for such agreement.

On several occasions in the past, we have conducted fact-finding and economic, health, and workforce research on the needs of the various communities that make up the East Contra Costa region of the Northern Waterfront by gathering information about service needs and gaps, geographic variation, and key stakeholders.

We have now expanded that fact-finding to cover the entire Northern Waterfront, adding cities that are critical to the Waterfront region, as well as revisiting and updating information and conversations with East Contra Costa organizations and leaders.

We have also explored potential financial commitments and partners that could help sustain the community and human capital development strategy of the NWEDI.

This process has helped us identify and articulate common issues identified through one-on-one meetings, small group meetings, and an assessment of NWEDI activity since its inception. We have conducted research including data analysis and studies to validate or invalidate issues shared by those we have interviewed as well as issues that have emerged through observation and deeper analysis. Finally, we have used validated issues, which we describe as indicators, to envision possibilities for the collaborative planning effort.

We have therefore developed this framework that explores the need for, and opportunities related to, a sustainable, outcomes-based, collaborative planning effort leading to the design and implementation of a comprehensive, multi-site set of interlocking projects. Launched throughout a targeted demographic, these projects can meet regional needs in a sustainable way with measurable outcomes and significant impact.

This framework will help guide a tangible collaborative process in 2018 that begins with the immediate implementation of anchor projects; positions the community and human capital development strategy for ongoing funding; attracts additional partners needed for long-term financial stability; aligns with and/or is complementary to other on-going community development processes in cities and the county as a whole; and fosters system cohesion, inter-locking roles of partners, service integration, and community trust, support, and advocacy for the NWEDI mission.

II. FACT-FINDING, ASSESSMENT, RESEARCH, & ENGAGEMENT

During the fact-finding phase of our work, from July to November 2018, we reviewed demographic research, conducted interviews, and gathered facts, issues, and needs identified by stakeholders related to the initiative to identify core partners and key issues and understand past experiences related to NWEDI collaborative efforts. We also identified partners, organizations and stakeholders through an assessment of NWEDI activity since its inception in 2013. This included analyzing County Board of Supervisor and Ad Hoc Committee meeting notes and reports, as well as staff and consultant reports.

Since January 10, 2014, prior to our coming on-board in July of 2017, NWEDI identification and engagement of stakeholders and potential partner organizations had included over 80 community meetings, with over 20 unique presentations made to interested parties and agencies.

Based on our assessment and the goals related to the community and human capital development focus of our work, we have strategically conducted a number of one on one meetings, small group meetings, and site tours for the purpose of making sure we are clear about information and perspectives ascertained from our assessment. During this process, we also gathered suggestions for additional community stakeholders and officials relevant to the initiative that we should engage. Furthermore, we solicited engagement recommendations from Craft Consulting - NWEDI economic development and strategic planning consultants - and key County staff.

Therefore, through our process we have focused on community and human capital development, looking at specific service delivery systems, exploring potential systems alignment, and designing potential collaborative service delivery with current partners/stakeholders as well as with new partners/stakeholders identified through our process.

Additionally, we examined the correlations between studies we've used in other projects and how they align with and support current efforts being designed and operated within the target region. We have also used past findings as well as new information gathered to assess gaps in service and strategy.

The following is a brief overview of some of the data we have gathered from studies related to Contra Costa conducted by nationally recognized experts and relevant California agencies that helps inform, support and confirm the design approach we are taking with this project.

Milken Institute Study

The Milken Institute 2012 study, *"Contra Costa County: A Blueprint for Growth,"* indicates that a path forward towards broadening business development and promoting economic growth for the region requires the following three-prong approach:

1. **Enhance the Workforce Development Pipeline**
2. **Strengthen Industry Assets and Improve Business Climate**
3. **Facilitate Entrepreneurship and Innovation**

The study points out that this requires work in three primary areas:

a.) Leveraging existing industry strengths and targeting potential synergies with the local and regional workforce, markets, and industry base

The county and its cities need to prioritize the development of industries with the highest potential synergies with its local and regional workforce, markets, and industry base. Bioscience/medicine, technology/engineering, and consulting/professional services are at the top of the list identified in the Milken study. These findings should be calibrated with the findings of Craft Consulting with regard to targeted industries that could impact the Northern Waterfront.

b.) Capitalizing on underutilized resources

In 2010, the county had nearly 464,000 working residents, more than 39 percent of whom worked outside the county. According to the U.S. Census, a disproportionate share of county residents working in occupations such as science, engineering, management, and mathematics commuted to other parts of the Bay Area. Many may have located in East Contra Costa for more affordable housing or quality of life reasons. Knowledge-intensive industries emerging in the county could draw on this talent pool to expand. Land is another relatively underutilized resource.

c.) Promoting partnerships among stakeholders and jurisdictions

Economic development must involve stakeholders from both the public and private sectors. It is imperative that local governments and public agencies focus on maintaining industry strengths and providing more opportunities for private-sector involvement. While some collaboration across departments and jurisdictions already exists, efforts to sustain such networks and create new ones are vital for strategy implementation.

The Milken study proposes certain strategies along with action steps below related to three priority focus areas. Although not all suggestions are reflective of components of the *NWEDI*, all are worth mentioning, some have already been completed, and many are particularly relevant to the focus areas we have identified in this conceptual framework.

Focus 1: Enhance the Workforce Development Pipeline

Strategy 1-1 Coordinate curriculum and tailor courses for future needs
(*Emerald Note: This is already happening within many local school districts and Contra Costa Community Colleges, such as Los Medanos College and Diablo Valley College, through pathway and career tech programs*)

Strategy 1-2 Enrich opportunities for extracurricular learning and training
Actions 1-2.1 Create internship initiatives; A.1-2.2 Expand science fair and competitions

Strategy 1-3 Promote partnership among local and regional education institutions
Actions 1-3.1 Sponsor exchange programs; A1-3.2 Create regional education alliance

Strategy 1-4 Attract regional talent
Actions 1-4.1 Campus marketing A.1-4.2 Extend relocation assistance to international and regional talent

Strategy1-5 Promote job training programs
Action 1-5.1 Expand vocational training programs; A.1-5.2 Lobby for workforce investment funding

Focus 2: Strengthen Industry Assets and Improve Business Climate

Strategy 2-1 Streamline business services and improve regulatory environment
Actions 2-1.1 Evaluate and improve regulations; A.2-1.2 Monitor and improve business services

Strategy 2-2 Create Contra Costa Job Express Way
Action 2-2.1 Create Job Express Way

Strategy 2-3 Recruit high-potential candidates
Actions 2-3.1 Create recruitment task force; A.2-3.2 Partner with real estate agencies in referral programs; A.2-3.3 Develop competitive incentives

Strategy 2-4 Market existing strengths and potential synergies
Actions 2-4.1 Improve Internet business portal; A.2-4.2 Participate and host business conferences/summits

Strategy 2-5 Improve connectivity with regional economic centers
Actions 2-5.1 Partner with Transportation Task Force for BART extension *(Emerald Note: done);* A.2-5.2 Improve highway system

Strategy 2-6 Promote community outreach and advocacy
Action 2-6.1 Participate and sponsor workshops and seminars

Strategy 2-7 Promote local contracting and purchasing
Actions 2-7.1 Prioritize local companies for public contracts; A.2-7.2 Create awards and recognitions for companies promoting local contracting

Focus 3: Facilitate Entrepreneurship and Innovation

Entrepreneurship and the capacity for innovation are critical drivers of growth in a knowledge-based economy. Innovations can give birth to new technologies that enhance a region's core competitiveness, as occurred in Silicon Valley. Entrepreneurs play a critical role in the commercialization of new technologies. Moreover, creating a more vibrant entrepreneurial and innovative environment can reduce the reliance of Contra Costa and its cities on external resources and help develop indigenous growth. To do so, the county and its cities need to widen access to capital for startups in particular and enhance the infrastructure that supports such a climate.

Strategy 3-1 Promote startups to regional and national venture capitalists
Actions 3-1.1 Create venture capital committee; A.3-1.2 Create venture capital and startup database and forum

Strategy 3-2 Strengthen and anchor regional innovation networks
Actions 3-2.1 Create innovation task force; A.3-2.2 Sponsor innovation seminars; A.3-2.3 Partner with local Chamber of Commerce to host innovation expos

Strategy 3-3 Increase collaboration between business associations and assistance programs
Actions 3-3.1 Partner with SBDC to improve existing services, A.3-3.2 Create awards and recognitions for best performing programs

Strategy 3-4 Create incubators to support startups
Actions 3-4.1 Create incentives for private incubators to expand in the county; A.3-4.2 Partner with local education institutions to develop incubators

With respect to business incubators, the following occupations should be a focus, as they represent significant talent leakage out of Contra Costa:

Life, Physical, Medical and Social Science
Architecture and Engineering
Computer and Mathematical
Management
Business and Financial Operations
Arts, Design, Entertainment, Sports, and Media

Finally, the Milken study notes that to achieve sustainable growth across the county, economic development must be better balanced so that cities such as Antioch and Pittsburg are not left behind while wealthier areas such as San Ramon and Walnut Creek thrive.

In addition to strategies for the county as a whole, the study provides supplemental recommendations with the goal of facilitating sustainable growth across major job centers, as well as specific examples of how cities can leverage their competitive advantages in order to align their existing strengths and resources with elements of the study's general findings at the county level.

Although both of our prior Contra Costa - specific community/human capital development work through the *East Contra Costa Health/Wealth Initiative* and the *eQuip Richmond - Economic Revitalization Initiative* had a broader and deeper focus and utilized our *HPC Framework*, the Milken study confirms many components of the identified focus areas - *business incubation/business expansion, workforce training/education, and regional partnerships/barrier removal services* - described in this conceptual framework.

There are many correlations between the findings of the Milken study and the innovative strategies that have become characteristic of the Emerald HPC framework. **The following best practice studies and research data also help confirm as well as provide additional insight into understanding opportunities for community and human capital development in the Northern Waterfront.**

California Department of Transportation - Contra Costa Economic Forecast

The California Department of Transportation 2014-2019 Contra Costa Economic Forecast projects continued migration into the area and punctuates the need for creating employment opportunities, safety, health alternatives, and stabilization of East Contra Costa's most impoverished neighborhoods.

By 2014, Contra Costa County had a population of 1.1 million people and a total of 335,000 wage and salary jobs. The per capita income was $65,106, and the average salary per worker was $77,456.

During 2013, the largest employment increases were observed in education and healthcare (+3,400 jobs), leisure and hospitality (+2,100 jobs), professional and business services (+1,800 jobs), and construction (+1,700 jobs). Employment losses were greatest in the information sector (-200 jobs).

Between 2008 and 2013, the population increased at an average annual rate of 0.9 percent. About half of this growth was the result of net migration, as an average of 4,400 net migrants entered the county each year. Over the next five years, net migration will remain relatively strong.

East Bay EDA – 2017 Regional Economic Profile and 2017-18 East Bay Economic Outlook

According to the 2017 East Bay Economic Development Alliance (EDA) *Regional Economic Profile* prepared by Beacon Economics, over the last few years there has been a slowdown in the growth of the labor supply.

"Simply put, the pace of job creation cannot continue to increase if the supply of labor, the labor force, is growing at a slower rate. It is only a matter of time before the slack in the labor market (the number of unemployed and those who dropped out of the labor force) left over from the Great Recession is depleted."

"During the first half of 2017, the labor force in the East Bay grew 0.3%, whereas the number of employed East Bay residents increased 0.8%. A similar imbalance can be seen in 2016, when the labor force grew 1.7% and employed residents increased 2.3%. In fact, the growth in the number of employed residents has been higher than the growth in the labor force every year since 2011."

The report indicates that one of the primary causes of the slowdown in the supply of labor is the lack of housing in the region, and the affordability of the current housing stock.

"If there are not enough homes to house new workers, the local labor force simply cannot grow enough to sustain the job growth of the last few years. This forces many people to endure long commutes to the growing job centers throughout the Bay Area. Even with commuters, labor force growth will be constrained without significant investment in transportation infrastructure."

The report states that the constrained housing supply has maintained steady upward pressure on home prices in the East Bay, making most of the region unaffordable to lower- and even some middle-income households. However, Contra Cost, particularly East Contra Costa, retains a significant affordability advantage relative to San Francisco and San Jose.

According to the 2017-18 EDA *East Bay Economic Outlook* prepared by Beacon Economics, the East Bay industries that grew the fastest from September 2016 to September 2017 were Wholesale Trade (5.2% growth), Construction (4.2% growth), and Educational Services (4.1% growth). The Health Care sector grew by 2.8%, but led all sectors in absolute job gains (4,600 jobs).

High skilled sectors such as Financial Activities (2.5% growth) and Management (2.4% growth) posted significant gains. In addition, the *East Bay Economic Outlook* reports that:

"Construction sector payroll share expanded by 12.2% since September 2015, making it the fastest growing over this period and reaffirming the observation that developers are capitalizing on residential and commercial development opportunities in the area."

The report also states that the Information sector and the Professional, Scientific & Technical Services sector grew by 2.1% and 1.1%, respectively, from September 2016 to September 2017.

Much of this payroll employment *"comes from the growing Tech industry in the East Bay. In particular, the Computer Systems Design and Related Services sector was a significant source of new jobs, generating 1,100 new positions from September 2016 to September 2017. Demand for skilled workers extends well beyond high-tech jobs, however, with Architectural and Engineering Services creating 800 jobs in the East Bay over the last year."*

The 2017 *Regional Economic Profile* reported that the gains in the Tech industry have come through a steady flow of venture capital funding. In the first two quarters of 2017 alone, $1.02 billion in venture capital funding went to companies headquartered in the East Bay, according to the research data company Pitchbook, representing strong investor confidence in East Bay companies.

Further, the *East Bay Economic Outlook* indicates that employment fell in only a handful of major sectors over the last year. For example, *"payroll employment in the Administrative Support sector declined 1.7%, but the losses here were concentrated in the Employment Services subsector, which is associated primarily with temp agencies. With a tight labor market in an expanding economy, temporary workers are in less demand as offers for full-time work take precedence."*

"In addition, with online sales continuing to take an ever-bigger share of total retail sales, the Retail Trade sector declined by 2.1%, as brick and mortar retail establishments are having to adapt, often with fewer locations and staff."

"Transportation, Warehousing, and Utilities declined by 3.2% and Manufacturing declined by 1.0%. These job losses are not substantial, but they are something to keep a close eye on if they persist in the months ahead. At the same time, as advanced manufacturing continues to impact manufacturing and logistics through technological advancements and automation, improved efficiencies and safety standards will contribute to economic growth."

"Promising for the East Bay, is that high-wage sectors are expected to be at the forefront of the overall projected employment growth by 6.0% from current levels to 2021."

"Management and Professional Services are expected to grow by 8.7% (10,500 jobs), the Information sector is expected to grow by 11.6% (3,100 jobs), the Construction sector is expected to grow by 9.4% (6,900 jobs), the Education/Health sector is expected to grow by 9.2% (17,600 jobs), and the Manufacturing sector is expected to grow by 5.3% (4,700 jobs)."

"The venture capital industry is finding the East Bay a most promising place to invest, a very positive sign for the region's future. The region can encourage even more startup activity going forward through investment in incubators and other platforms for nascent tech development, as well as continuing to promote construction of affordable residential and commercial property, which will encourage in-migration of high-skilled workers, entrepreneurs and businesses.'

These reports are helpful in understanding our emphasis on the need for training and business incubation in the construction trades as well as training in other key sectors and incubation of small business entrepreneurs in key industry sectors and supply chain companies.

Waterfront Region Comparative Demographic Data: Population, Businesses, & Poverty Rates

The initial description of the *NWEDI* originally included only areas that touch the waterfront - unincorporated county land and the cities of Hercules, Martinez, Concord, Pittsburg, Antioch and Oakley. The NWEDI now articulates a unified regional approach that expands the vision to include the cities of Brentwood and Walnut Creek, recognizing the importance of the support and involvement of communities in the broader region and the wider potential impact of the NWEDI on the entire region's quality of life, workforce, and economic sustainability.

Overall, though Contra Costa County's unemployment rate has dropped to just 3.9% as of November 1, 2017, the overall poverty rate is 10.9% (people living below poverty level).

Comparatively, for the cities located within the NWEDI region the stats are as follows:

- **Hercules has a population of 24,060; 1,630 businesses; & a poverty rate of 5.1%**
- **Rodeo has a population of 9,724; 15 businesses; & a poverty rate of 13.0%**
- **Crockett (unincorporated) has a population of 3,044; businesses (n/a); & a poverty rate of 9.7%**
- **Martinez has a population of 35,824: 3, 489 businesses; & a poverty rate of 6.1%**
- **Walnut Creek has a population of 64,173; 19,176 businesses; & a poverty rate of 6.1%**
- **Concord has a population of 122,067; 10,859 businesses; & a poverty rate of 13.3%**
- **Bay Point (unincorporated) has a population of 21,349; 1,268 businesses; & a poverty rate of 21.5%**
- **Pittsburg has a population of 63,264; 4,367 businesses; and a poverty rate of 17.9%**
- **Antioch has a population of 110,542; 6,018 businesses; & an overall poverty rate of 15.4%**
  (Note: Antioch's 94509 zip code has a population of 66,279, & a poverty rate of 19.7%; while Antioch's 94531 zip code has a population of 44, 263 & a poverty rate of 9%.)
- **Brentwood has a population of 51,481; 4,106 businesses; & a 7.3% poverty rate**
- **Oakley has a population of 40, 622; 1,902 businesses; & an 8.2% poverty rate**

The Truth About Poverty and the Impact of Concentrated Poverty on Neighborhoods

Through our research we also found the following additional facts regarding poverty:

A *Stanford University* study shows that in 1970, 65 percent of America's families lived in "middle-income" situations. By 2008, only 43 percent of U.S. families lived in middle-income neighborhoods.

Meanwhile, over that same period of time, the share of families living in either poor or rich neighborhoods essentially doubled. *(The book "Coming Apart" draws on five decades of statistics and research that describes these findings.)*

Further, it was once thought that poverty was mostly a problem for minorities in urban neighborhoods, or those living in the rural areas, particularly in Southern states. But the reality is that poverty is beginning to devour what was a majority of white middle-class families in major suburban neighborhoods.

Further, the 2008 economic recession forced millions of Americans into poverty, up from 11% in 2000 to about 15%. Poverty rates actually improved under the Obama administration, going down to 12.7% in 2016. Of the 39.5 million people living below the poverty line who rely on food stamps, 43% are white and only 23% are black. And, when we look at the 20 million people living in extreme poverty (those households making less than 50 percent of the poverty threshold), 42% are white and 26% are black.

This information is critical because we need to ensure that the *NWEDI* effectively addresses service gaps and does not miss serving those most in need because of stereotypes and misinformation.

Our work has required developing a deeper understanding of the effects of concentrated poverty on neighborhoods in the target region. Neighborhoods with concentrated poverty oftentimes isolate their residents from the resources and networks they need to reach their potential and deprive the larger community of the neighborhood's human and social capital.

With both the rise of inner-city poverty and the recent increase in suburban poverty in the United States, researchers have sought to interpret the dynamic between neighborhoods and residents in communities of concentrated poverty. Impoverished neighborhoods are challenged with serious crime, health, and education problems that, in turn, further restrict the opportunities of those growing up and living in them, and thwart business development and business acquisition efforts.

We have an opportunity to change that dynamic in impoverished areas along the Waterfront. Let's not take our eyes off the prize. In doing so, we must remember the following barriers to success and avoid them at all cost.

They are according to John Kotter, *Leading Change: "Why Transformation Efforts Fail"*

- Not Establishing a Great Sense of Urgency
- Not Creating a Powerful Enough Guiding Coalition
- Lacking a Vision
- Under-Communicating the Vision by a Factor of 10
- Not Removing Obstacles to the New Vision
- Not Systematically Planning for and Creating Short-Term Wins
- Declaring Victory Too Soon
- Not Anchoring Changes to the Community's Culture, Plans, and Vision

We strongly believe that the Northern Waterfront region is ready for the NWEDI to focus on human capital, and thereby accomplish what is outlined in this document and more.

As a region, we can ill afford not to do so.

Social Determinants of Health

As a reminder, we cannot minimize, as we move forward, the critical importance of including health in our strategy for revitalization. This is one of the reasons we have intentionally solicited partnerships with health-focused programs and thought partners.

According to the *Office of Disease Prevention and Health Promotion*: **A range of personal, social, economic, and environmental factors contributes to individual and population health.**

For example, people with a quality education, stable employment, safe homes and neighborhoods, and access to preventive services tend to be healthier throughout their lives. Conversely, poor health outcomes are often made worse by the interaction between individuals and their social and physical environment. Concentrated pockets of residents suffering from poor physical conditions are a barrier to economic growth and stability.

Social determinants are in part responsible for the unequal and avoidable differences in health status within and between communities. As a leading health topic, social determinants take into account the critical role of ***home, school, workplace, neighborhood, and community*** in improving health.

From infancy through old age, the conditions in the social and physical environments in which people are born, live, work, and age can have a significant influence on health outcomes as follows:

Prenatal

- According to the *Journal of Public Health Management and Practice*, it is important to improve the prenatal health-related behaviors of women, "including reducing their use of cigarettes, alcohol and illegal drugs and enabling them to obtain the needed treatment for pregnancy-related complications."

- Further, other documented benefits of prenatal care include longer intervals between the birth of the first and second child, longer relationships with current partner, and fewer months of using welfare and food stamps. The positive effects of proper prenatal care reduce the societal outcomes of crime, substance abuse, teen pregnancy, child abuse, child neglect, and domestic violence.

Children

- Early and middle childhood provides the physical, cognitive, and social-emotional foundation for lifelong health, learning, and wellbeing. A history of exposure to adverse experiences in childhood, including exposure to violence and maltreatment, is associated with health risk behaviors such as smoking, alcohol and drug use, and risky sexual behavior, as well as health problems such as obesity, diabetes, heart disease, sexually transmitted diseases, and attempted suicide.

- Features of the built environment, such as exposure to lead-based paint hazards and pests, negatively affect the health and development of young children.

Adolescents

- Because they are in developmental transition, adolescents and young adults are particularly sensitive to environmental influences. Environmental factors, including family, peer group, school, neighborhood, policies, and societal cues, can either support or challenge young people's health and wellbeing. Addressing young people's positive development facilitates their adoption of healthy behaviors and helps to ensure a healthy and productive future adult population.

- Adolescents who grow up in neighborhoods characterized by poverty are more likely to be victims of violence; use tobacco, alcohol, and other substances; become obese; and engage in risky sexual behavior.

Adults

- Access to and availability of healthier foods can help adults follow healthful diets. For example, better access to retail venues that sell healthier options may have a positive impact on a person's diet. These venues may be less available in low-income or rural neighborhoods.

- Longer hours, compressed work weeks, shift work, reduced job security, and part-time and temporary work are realities of the modern workplace and are increasingly affecting the health and lives of U.S. adults. Research has shown that workers experiencing these stressors are at higher risk of injuries, heart disease, and digestive disorders.

Older Adults

- Availability of community-based resources and transportation options for older adults can positively affect health status. Studies have shown that increased levels of social support are associated with a lower risk for physical disease, mental illness, and death.

Impact of Social Determinants on Health Disparities

It is important to recognize the impact that social determinants have on health outcomes of specific populations. Moreover, with respect to disparities and social determinants, the data shows that ***race and ethnicity, gender, sexual identity, age, disability, socioeconomic status, and geographic location*** all contribute to an individual's ability to achieve good health**.**

Social determinants are often a strong predictor of health disparities.

For example, nationally:

- In 2008, the Asian/Pacific Islander population had the highest rate of high school graduation among racial and ethnic groups, with 91.4% of students attending public schools graduating with a diploma 4 years after starting 9th grade compared to rates among non-Hispanic white (81.0%), American Indian/Alaska Native (64.2%), Hispanic (63.5%), and non-Hispanic black (61.5%).
- Per the *National Assessment of Adult Literacy*, African American, Hispanic, and American Indian or Alaska Native adults were significantly more likely to have below basic health literacy compared to their white and Asian or Pacific Islander counterparts. Hispanic adults had the lowest average health literacy score compared to adults in other racial and ethnic groups.
- In 2007, African Americans and Hispanics were more likely to be unemployed compared to their white counterparts. Further, all adults with less than a high school education were 3 times more likely to be unemployed than those with a bachelor's degree.
- Low socioeconomic status is associated with an increased risk for frequent mental distress as well as for many diseases, including cardiovascular disease, arthritis, diabetes, chronic respiratory diseases, and cervical cancer.
- Low-income minorities on average spend more time traveling to work and other daily destinations than do low-income whites because they have fewer private vehicles and use public transit and car pools more frequently.

It is important to understand how personal, social, economic, and environmental factors contribute to workforce development at a deep level, while considering the unique history and demographic makeup of the region.

Therefore, in this document, we have compared personal, social, economic, and environmental health disparity factors to reports and studies related to the East Contra Costa region because of the significantly higher population and diversity numbers of the region. We have also explored best practice studies related to collaboration, referral services, and engagement strategies.

As we have interviewed and entered into discussions with business, non-profit organizations, community stakeholders, and education, health, philanthropic and city government representatives, it has become very clear that the subject of partner capacity to reach hard to serve populations and remove barriers to participation in the economy and how we focus and then roll out partnerships and services throughout the Waterfront are important considerations.

Important related issues include: increasing impact on health determinants by building broader stakeholder collaboration, fostering effective strategic community engagement, and significantly impacting indicators for better health and therefore better economic outcomes in the region.

Relationship of Investments in Human Capital to Wealth and Health

According to the 2015 Policy Summit closing keynote address by Loretta J. Mester, President of the Federal Reserve Bank of Cleveland (FBRC):

*"**Many studies have documented the importance to economic well-being of investments in human capital.** For example, Cleveland Fed researchers found that over a 75-year-period, education levels were consistently one of the most reliable indicators for each state's per capita income growth and that counties with higher levels of high school graduates tend to have lower poverty rates and higher levels of labor force participation."*

"A study by a Philadelphia Fed researcher found that resilient regions, that is, regions that have been able to avoid persistent declines in population over the long run, tend to have a more educated population and a more diverse industry mix. ***The benefits of investing in human capital are also evident at the individual level. Better education is correlated with higher wages and lower levels of unemployment.*** *For example, the current unemployment rate for those with a college degree is 2.6 percent, compared to 5.4 percent for those with a high school diploma, and 8.0 percent for those who didn't graduate from high school."*

"The difference in wages between those with a college degree and those without, the so-called skill premium, has widened substantially over time, more than doubling since the 1970s. Median hourly wages for those with a bachelor's degree are now about 80 percent higher than for high school graduates. And over a lifetime, in present value terms, a college graduate can expect to earn nearly twice as much as a high school graduate. Other research shows that the skill premium has grown even more for those with a post-graduate degree, even controlling for changing demographics. Those with a graduate degree now earn about 30 percent more than those with a four-year college degree."

"The rising skill premium since the 1970s reflects the fact that over much of the period, real wages (that is, wages adjusted for inflation) rose for skilled workers while they fell for unskilled workers."

"Several factors could have led to the rising trend in the skill premium. Globalization, which has led to increased trade between the U.S. and countries with lower-skill, lower-wage workers, is one possible explanation. Demand from the U.S. for the products produced by lower-wage workers abroad would put downward pressure on the wages of lower-skill workers producing similar goods in the U.S. And demand from abroad for goods produced by high-skill workers in the U.S. would put upward pressure on their wages.While this is an interesting theory, there is not much empirical support for trade being a major driver of the skill premium. Instead, there appears to be considerably more evidence that ***technological*** *change has increased the demand for skilled workers relative to unskilled workers. This is consistent with the fact that even industries often viewed as less skill-intensive have increased their demand for skilled labor.* ***The manufacturing plant of the 1970s has transformed itself into a high-tech operation, requiring workers who can operate computerized machinery and even robots."***

Notable Countywide and Antioch Data Related to the Workforce/Education Pipeline and Health

The need and the opportunities in the eastern portion of the Northern Waterfront region create a compelling focal point for pilot projects for the community and human capital strategy of the NWEDI.

The combined population of Bay Point, Pittsburg, Antioch, Brentwood, and Oakley is over 300,000. Therefore, in the interest of brevity and focus, **we include below an overall summary of relevant data for the county in general and comparative data for Antioch, the Northern Waterfront's largest city**.

A. Childhood and Adolescent Indicators

Antioch Population for Children and Adolescents by Age, and Gender as of 2015

Antioch Population: 110,542

Antioch Boys		*Antioch Girls*	
Under 5 years:	3,638	Under 5 years:	3,638
5 to 9 years:	3,937	5 to 9 years:	3,759
10 to 14 years:	4,291	10 to 14 years:	4,060
15 to 17 years:	2,720	15 to 17 years:	2,702

As a reminder, the social determinants of health for children and adolescents are:

- Early and middle childhood provides the physical, cognitive, and social-emotional foundation for lifelong health, learning, and wellbeing. A history of exposure to adverse experiences in childhood, including exposure to violence and maltreatment, is associated with health risk behaviors such as smoking, alcohol and drug use, and risky sexual behavior, as well as health problems such as obesity, diabetes, heart disease, sexually transmitted diseases, and attempted suicide.
- Features of the built environment, such as exposure to lead-based paint hazards and pests, negatively affect the health and development of young children.
- Because they are in developmental transition, adolescents and young adults are particularly sensitive to environmental influences. Environmental factors, including family, peer group, school, neighborhood, policies, and societal cues, can either support or challenge young people's health and wellbeing. Addressing young people's positive development facilitates their adoption of healthy behaviors and helps to ensure a healthy and productive future adult population.
- Adolescents who grow up in neighborhoods characterized by poverty are more likely to be victims of violence; use tobacco, alcohol, and other substances; become obese; and engage in risky sexual behavior.

It is important to emphasize a focus on health and education indicators for children and adolescents when discussing strategies for human capital development and related assessment tools because they are our current and future economic, workforce and education pipeline for regional economic stability.

We get a glimpse of these important indicators by reviewing the following ***California Healthy Kids Survey*** data for **Contra Costa County**. Please note that the latest survey results were gathered in **2015**.

1. Alcohol, Tobacco, & Other Drugs

Binge Drinking in Past Month (Student Reported)

Contra Costa County	Percent					
Level of Connectedness to School	**0 days**	**1 day**	**2 days**	**3-9 days**	**10-19 days**	**20-30 days**
High	92.5%	2.7%	1.6%	1.8%	0.5%	0.8%
Medium	88.0%	4.0%	2.4%	3.1%	1.1%	1.4%
Low	77.0%	4.7%	5.0%	4.5%	2.8%	6.1%

Race/Ethnicity	**0 days**	**1 day**	**2 days**	**3-9 days**	**10-19 days**	**20-30 days**
African American/Black	90.9%	2.7%	1.9%	1.8%	0.6%	2.1%
American Indian/Alaska Native	87.9%	3.2%	1.3%	2.3%	2.1%	3.1%
Asian	96.0%	1.4%	0.8%	0.8%	0.2%	0.8%
Hispanic/Latino	86.5%	4.2%	2.8%	3.0%	1.4%	2.2%
Native Hawaiian/Pacific Islander	88.0%	3.7%	2.0%	2.8%	1.1%	2.4%
White	88.0%	3.7%	2.7%	3.5%	1.0%	1.0%
Multiracial	89.9%	3.5%	1.7%	2.2%	0.9%	1.7%
Other	91.7%	2.7%	2.3%	1.3%	0.3%	1.7%

Drinking and Driving or Riding with a Driver Who Had Been Drinking (Student Reported)

Contra Costa County	Percent				
Level of Connectedness to School	**Never**	**1 Time**	**2 Times**	**3-6 Times**	**7 or more times**
High	84.8%	5.4%	3.9%	3.2%	2.7%
Medium	78.3%	7.2%	4.8%	5.0%	4.7%
Low	69.4%	6.1%	6.1%	6.5%	11.8%

Race/Ethnicity	**Never**	**1 Time**	**2 Times**	**3-6 Times**	**7 or more times**
African American/Black	82.0%	5.6%	3.9%	3.4%	5.2%
American Indian/Alaska Native	76.6%	7.7%	5.0%	2.4%	8.3%
Asian	89.0%	4.2%	2.2%	2.1%	2.5%
Hispanic/Latino	76.2%	6.6%	5.2%	5.8%	6.2%
Native Hawaiian/Pacific Islander	80.9%	4.3%	7.1%	4.7%	3.1%
White	80.6%	7.1%	4.8%	4.0%	3.5%
Multiracial	82.2%	5.7%	4.0%	3.9%	4.3%
Other	77.0%	9.8%	4.6%	3.3%	5.4%

Cigarette Use in Lifetime (Student Reported)

Contra Costa County	Percent					
Level of Connectedness to School	**0 Times**	**1 Time**	**2 Times**	**3 Times**	**4-6 Times**	**7 or more times**
High	93.1%	2.4%	0.9%	0.7%	0.7%	2.2%
Medium	85.5%	3.8%	1.9%	1.6%	1.7%	5.5%
Low	73.7%	5.3%	2.7%	2.1%	3.0%	13.1%

Race/Ethnicity	**0 Times**	**1 Time**	**2 Times**	**3 Times**	**4-6 Times**	**7 or more times**
African American/Black	87.7%	4.6%	1.4%	1.1%	0.7%	4.5%
American Indian/Alaska Native	82.7%	8.2%	0.5%	0.9%	0.8%	6.9%
Asian	94.4%	1.8%	0.6%	0.7%	0.5%	2.0%
Hispanic/Latino	85.0%	4.2%	2.0%	1.6%	1.7%	5.4%
Native Hawaiian/Pacific Islander	85.7%	5.6%	2.4%	0.5%	1.7%	4.2%
White	88.8%	2.5%	1.2%	1.0%	1.4%	5.0%
Multiracial	87.9%	2.9%	1.5%	1.2%	1.4%	5.1%
Other	87.6%	1.8%	1.6%	0.7%	1.5%	6.8%

Marijuana Use in Past Month (Student Reported)

Contra Costa County	Percent					
Level of Connectedness to School	**0 days**	**1 day**	**2 days**	**3-9 days**	**10-19 days**	**20-30 days**
High	90.7%	2.5%	1.5%	2.2%	1.1%	2.0%
Medium	82.5%	3.5%	2.7%	4.4%	2.5%	4.4%
Low	69.3%	5.0%	3.3%	6.2%	4.0%	12.0%

Race/Ethnicity	**0 days**	**1 day**	**2 days**	**3-9 days**	**10-19 days**	**20-30 days**
African American/Black	79.9%	3.5%	2.9%	4.3%	2.9%	6.5%
American Indian/Alaska Native	85.3%	3.3%	2.3%	3.7%	1.2%	4.2%
Asian	94.8%	1.3%	0.9%	1.0%	0.6%	1.3%
Hispanic/Latino	81.8%	3.8%	2.6%	4.3%	2.6%	4.9%
Native Hawaiian/Pacific Islander	85.4%	3.2%	2.0%	3.8%	1.4%	4.2%
White	85.9%	3.1%	2.2%	3.6%	1.8%	3.5%
Multiracial	84.8%	3.3%	2.2%	3.4%	1.8%	4.4%
Other	86.5%	3.7%	0.9%	3.8%	2.2%	2.9%

Recreational Use of Prescription Drugs in Lifetime (Student Reported)

Contra Costa County	Percent	
Level of Connectedness to School	**Any**	**None**
High	9.1%	90.9%
Medium	16.2%	83.8%
Low	29.1%	70.9%

Race/Ethnicity	**Any**	**None**
African American/Black	16.6%	83.4%
American Indian/Alaska Native	17.2%	82.8%
Asian	7.2%	92.8%
Hispanic/Latino	16.8%	83.2%
Native Hawaiian/Pacific Islander	14.3%	85.7%
White	13.4%	86.6%
Multiracial	16.5%	83.5%
Other	16.6%	83.4%

Combination Alcohol/Drug Use in Past Month (Student Reported)

Contra Costa County	Percent	
Level of Connectedness to School	**Any**	**None**
High	17.3%	82.7%
Medium	28.2%	71.8%
Low	41.6%	58.4%

Race/Ethnicity	**Any**	**None**
African American/Black	26.5%	73.5%
American Indian/Alaska Native	23.1%	76.9%
Asian	10.3%	89.7%
Hispanic/Latino	29.8%	70.2%
Native Hawaiian/Pacific Islander	25.3%	74.7%
White	24.1%	75.9%
Multiracial	23.6%	76.4%
Other	20.8%	79.2%

Usual Level of Alcohol Intoxication (Student Reported)

Level of Connectedness to School	**I don't drink alcohol**	**Just a sip or two**	**Enough to feel it a little**	**Enough to feel it moderately**	**Until I feel it a lot or get really drunk**
High	70.7%	11.6%	6.6%	7.5%	3.5%
Medium	57.9%	14.9%	10.1%	10.8%	6.4%
Low	48.0%	12.7%	11.2%	11.6%	16.5%

Race/Ethnicity					
African American/Black	66.2%	12.6%	8.5%	7.1%	5.6%
American Indian/Alaska Native	65.4%	15.4%	6.4%	5.9%	6.9%
Asian	79.2%	9.6%	4.9%	4.2%	2.1%
Hispanic/Latino	56.5%	15.0%	11.2%	10.1%	7.3%
Native Hawaiian/Pacific Islander	63.7%	12.1%	7.4%	11.0%	5.8%
White	61.9%	12.6%	7.3%	11.5%	6.7%
Multiracial	65.1%	12.5%	8.1%	8.4%	5.9%
Other	68.5%	13.5%	6.3%	7.9%	3.9%

2. Community Connectedness

Meaningful Participation in the Community (Student Reported)

Race/Ethnicity	High	Medium	Low
African American/Black	46.6%	37.8%	15.6%
American Indian/Alaska Native	51.5%	32.5%	16.0%
Asian	58.4%	32.5%	9.1%
Hispanic/Latino	40.6%	39.7%	19.6%
Native Hawaiian/Pacific Islander	58.9%	30.3%	10.8%
White	67.0%	25.9%	7.1%
Multiracial	55.3%	34.1%	10.5%
Other	43.9%	43.6%	12.5%

3. Emotional/Mental Health

Depression-Related Feelings (Student Reported)

Contra Costa County	Percent	
Level of Connectedness to School	**Yes**	**No**
High	19.9%	80.1%
Medium	33.4%	66.6%
Low	47.1%	52.9%

Race/Ethnicity	Yes	No
African American/Black	25.9%	74.1%
American Indian/Alaska Native	27.0%	73.0%
Asian	24.7%	75.3%
Hispanic/Latino	32.2%	67.8%
Native Hawaiian/Pacific Islander	32.9%	67.1%
White	24.6%	75.4%
Multiracial	29.5%	70.5%
Other	24.5%	75.5%

4. School Connectedness

Truancy

Note: Because of the correlation between school connectedness and youth violence, it is important to mention here, before looking at the data, that according to the **Contra Costa County Grand Jury**:

Contra Costa County ranked worst out of the nine Bay Area counties in chronic absences of its elementary school students last year.

"With an overall K-12 truancy rate of 38.9 percent, the county had a ranking worse than neighboring Alameda County, at 27 percent, and the statewide average of 31.1 percent. That means that out of 180,000 students in the county, 10,000 of them had at least three unexcused absences last year, fitting the definition of truancy. And those who were "chronically absent," defined as being absent for any reason 10 percent or more of the school year, or approximately two days a month, were an even larger number. Thus, the Contra Costa grand jury panel found that the county's truancy rates also ranked among the worst throughout the state — 46th out of 58 counties, calling it "a disturbing picture for the county."

We are not surprised by this observation. The high number of Antioch Unified students committing or becoming victims of violence led to the development of the Antioch Youth Intervention Network (YIN) collaborative in 2007.

A comprehensive study was conducted of all 8,763 Antioch students aged 13-18 at the time of the study, under an arrangement with Antioch Unified School district lawyers and the Superintendent. To protect their identity and privacy, students were given fictitious names and student identifications so that their social economic status, grades, disciplinary records, family composition, attendance, time in the district and test scores could be studied. The study showed definitively that the top two indicators for youth likely to commit or become victims of violence were **truancy** and **student disengagement**.

Over five years, YIN's intervention strategy among a pilot group of 103 families showed an 86% reduction in truancy, an average GPA increase of 2 grade points, a 92% reduction in police calls for service related to those youth and families, a 100% graduation rate, and 100% college going rate among the 97 youth completing the process. YIN was formally integrated into the Antioch School District in 2017 and can be a best practice model for other districts along the Waterfront dealing with similar issues.

This work has been documented and recognized as one of four global best practices by the United Nations, a national best practice by past US Attorney General Eric Holder, and a statewide best practice by the past US Attorney for the Northern District, Melinda Hague. **Strategies that engage youth and help connect them to the learning environment are critical for reducing truancy and youth violence and increasing graduation rates, student success, health, and connections to the workforce pipeline**.

The data from the ***California Healthy Kids Survey*** for Contra Costa County relating to ***School Connectedness*** now follows**:**

Caring Adults at School (Student Reported)

Contra Costa County	**Percent**		
Race/Ethnicity	**High**	**Medium**	**Low**
African American/Black	31.8%	55.6%	12.6%
American Indian/Alaska Native	35.2%	50.2%	14.6%
Asian	35.8%	55.3%	9.0%
Hispanic/Latino	30.5%	56.0%	13.4%
Native Hawaiian/Pacific Islander	33.1%	57.1%	9.8%
White	42.0%	50.2%	7.8%
Multiracial	35.3%	54.0%	10.7%
Other	34.2%	55.5%	10.2%

Contra Costa County	Percent					
	Female			Male		
Grade Level	High	Medium	Low	High	Medium	Low
7th Grade	40.0%	50.7%	9.3%	34.8%	54.4%	10.8%
9th Grade	32.0%	55.8%	12.1%	30.5%	56.8%	12.7%
11th Grade	39.6%	51.0%	9.4%	35.2%	55.1%	9.7%
Non-Traditional	N/R	N/R	N/R	N/R	N/R	N/R
All	37.0%	52.6%	10.3%	33.4%	55.5%	11.1%

High Expectations from Teachers and Others (Student Reported)

Contra Costa County	Percent		
Race/Ethnicity	High	Medium	Low
African American/Black	50.3%	41.9%	7.9%
American Indian/Alaska Native	49.0%	41.9%	9.1%
Asian	53.0%	42.2%	4.8%
Hispanic/Latino	46.5%	45.2%	8.3%
Native Hawaiian/Pacific Islander	52.1%	41.5%	6.4%
White	55.6%	39.5%	4.9%
Multiracial	51.0%	41.9%	7.1%
Other	50.3%	42.5%	7.3%

Contra Costa County	Percent					
	Female			Male		
Grade Level	High	Medium	Low	High	Medium	Low
7th Grade	59.2%	36.0%	4.9%	55.8%	37.8%	6.5%
9th Grade	48.7%	44.9%	6.4%	46.4%	45.0%	8.5%
11th Grade	49.6%	44.2%	6.3%	45.9%	46.7%	7.4%
Non-Traditional	N/R	N/R	N/R	N/R	N/R	N/R
All	52.4%	41.8%	5.9%	49.4%	43.2%	7.5%

Meaningful Participation at School (Student Reported)

Contra Costa County	Percent		
Race/Ethnicity	**High**	**Medium**	**Low**
African American/Black	14.3%	49.6%	36.1%
American Indian/Alaska Native	15.3%	57.9%	26.8%
Asian	17.0%	57.5%	25.5%
Hispanic/Latino	11.3%	50.2%	38.4%
Native Hawaiian/Pacific Islander	18.8%	54.2%	27.0%
White	18.9%	54.9%	26.2%
Multiracial	13.0%	54.2%	32.8%
Other	11.7%	55.8%	32.5%

School Connectedness (Student Reported)

Contra Costa County	Percent		
Race/Ethnicity	**High**	**Medium**	**Low**
African American/Black	32.7%	49.3%	18.0%
American Indian/Alaska Native	47.0%	36.8%	16.2%
Asian	54.9%	37.0%	8.1%
Hispanic/Latino	41.2%	46.8%	12.0%
Native Hawaiian/Pacific Islander	49.2%	40.5%	10.3%
White	60.2%	31.7%	8.1%
Multiracial	45.0%	42.0%	13.1%
Other	45.9%	42.7%	11.4%

Total School Assets (Student Reported)

Contra Costa County	Percent		
Race/Ethnicity	**High**	**Medium**	**Low**
African American/Black	30.5%	55.8%	13.6%
American Indian/Alaska Native	32.3%	51.1%	16.6%
Asian	36.7%	53.6%	9.7%
Hispanic/Latino	28.4%	55.1%	16.5%
Native Hawaiian/Pacific Islander	34.8%	53.6%	11.5%
White	41.0%	49.7%	9.2%
Multiracial	32.4%	54.8%	12.7%
Other	32.0%	54.5%	13.5%

Contra Costa County	Percent					
	Female			Male		
Grade Level	High	Medium	Low	High	Medium	Low
7th Grade	38.7%	51.5%	9.8%	35.1%	54.2%	10.7%
9th Grade	31.0%	54.2%	14.8%	29.8%	55.5%	14.8%
11th Grade	36.1%	50.6%	13.3%	33.3%	53.9%	12.8%
Non-Traditional	N/R	N/R	N/R	N/R	N/R	N/R
All	35.1%	52.2%	12.7%	32.7%	54.6%	12.8%

5. Expulsions and Suspensions

According to the **U.S. Department of Health and Human Services** and the **U.S. Department of Education**:

"Suspension and expulsion can influence a number of adverse outcomes across development, health, and education. ***Young students who are expelled or suspended are as much as 10 times more likely to drop out of high school, experience academic failure and grade retention, hold negative school attitudes, and face incarceration than those who are not****. While much of this research has focused on expulsion and suspension in elementary, middle, and high school settings, there is evidence that expulsion or suspension early in a child's education is associated with expulsion or suspension in later school grades. Not only do* ***these practices have the potential to hinder social-emotional and behavioral development****, they also remove children from early learning environments and the corresponding cognitively enriching experiences that contribute to healthy development and academic success later in life."*

"Expulsion and suspension practices may also delay or interfere with the process of identifying and addressing underlying issues, which may include disabilities or mental health issues. *Some of these children may have undiagnosed disabilities or behavioral health issues and may be eligible for additional services, but in simply being expelled, they may not receive the evaluations or referrals they need to obtain services. For example,* ***the source of challenging behavior may be communication and language difficulties,*** *skills that can be improved through early assessment and intervention services. In these cases, appropriate evaluation and follow-up services are critical, but less likely if the child is expelled from the system."*

"Finally, ***expulsions may contribute to increased family stress and burden. In many cases, families of children who are expelled do not receive assistance in identifying an alternative placement, leaving the burden of finding another program entirely to the family****. There may be challenges accessing another program, particularly an affordable high-quality program. Even in cases where assistance is offered, often there is a lapse in service which leaves families, especially working families, in difficult situations."*

– U.S. Department of Health and Human Services and U.S. Department of Education, *Policy Statement on Expulsion and Suspension Policies in Early Childhood Settings* (Dec. 10, 2014)

Statistics related to suspensions and expulsions with a focus on the "defiance" disciplinary code is included for two reasons. The first is that it shows a huge population disparity related to children and adolescents of color. The second is that as mentioned above, suspensions and expulsions can lead to academic failure, dropouts, and prison; all of which have impact on social determinants related to the health of children and adolescents whose negative affects follow them into adulthood.

Further, as stated by **former U.S. Attorney General Eric Holder:**

"We've seen time and again that school districts with high out-of-school suspension rates also tend to have lower-than- average graduation rates. ***We've seen that severe discipline policies often increase the numbers of suspensions and expulsions without effectively making schools safer or creating better learning environments.*** *And we've seen that the impacts of exclusionary policies are not felt equally in every segment of the population – with students of color and those with disabilities often receiving different and more severe punishments than their peers."*

– Eric Holder, now former U.S. Attorney General: Remarks at the U.S. Department of Justice and U.S. Department of Education *School Discipline Guidance Rollout* at Frederick Douglass High School in Baltimore, Maryland (Jan. 8, 2014)

Moreover, according to the **National Education Association:**

"A suspension can be life altering. It is the number-one predictor – more than poverty – of whether children will drop out of school and walk down a road that includes a greater likelihood of unemployment, reliance on social-welfare programs, and imprisonment."

– *The School-to-Prison Pipeline: Time to Shut It Down*, NEA Today (Jan. 5, 2015)

"Far too many of our most vulnerable students are excluded from class for minor, non-violent behavior, which puts them at great risk for academic failure, dropping out, and an unnecessary journey down the school to prison pipeline."

– Dennis Van Roekel, former President, *Let's Stop the School-to-Prison Pipeline* (Mar. 13, 2014)

Expulsions and Suspensions for Antioch Unified School District

Antioch Unified Report (*Top Three Groups in Boldface*)

Ethnicity	Defiance Suspensions (In School)	Defiance Suspensions (Out School)	Other Suspensions (In School)	Other Suspensions (Out School)	Total Suspensions	Defiance Expulsions	Other Expulsions	Total Expulsions
Hispanic Or Latino Of Any Race	**377**	**111**	**92**	**418**	**998**	**0**	**5**	**5**
American Indian Or Alaska Native, Not Hispanic	12	4	3	12	31	0	0	0
Asian, Not Hispanic	10	3	3	13	29	0	0	0
Pacific Islander, Not Hispanic	37	8	0	9	54	0	0	0
Filipino, Not Hispanic	5	1	0	21	27	0	0	0
African American, Not Hispanic	**902**	**353**	**204**	**1,048**	**2,507**	**1**	**12**	**13**
White, Not Hispanic	**143**	**51**	**46**	**200**	**440**	**0**	**2**	**2**
Two Or More Races, Not Hispanic	72	25	17	59	173	0	0	0

6. Suicide and Self-Inflicted Injury

Seriously considered attempting suicide in the past 12 months

Contra Costa County	Percent	
Level of Connectedness to School	**Yes**	**No**
High	10.8%	89.2%
Medium	19.3%	80.7%
Low	33.4%	66.6%

Race/Ethnicity	Yes	No
African American/Black	14.9%	85.1%
American Indian/Alaska Native	20.6%	79.4%
Asian	16.4%	83.6%
Hispanic/Latino	17.7%	82.3%
Native Hawaiian/Pacific Islander	21.3%	78.7%
White	15.3%	84.7%
Multiracial	20.6%	79.4%
Other	14.9%	85.1%

7. Teen Births

Last, it is important to note that as reported by *countyhealthrankings.org*, there are 18 teen births per every 100,000 female residents ages 15 through 19.

B. Adult and Older Adult Health Indicators

As a reminder, the social determinants of health for adults and older adults are:

- Access to and availability of healthier foods can help adults follow healthful diets. For example, better access to retail venues that sell healthier options may have a positive impact on a person's diet. These venues may be less available in low-income or rural neighborhoods.
- Longer hours, compressed work weeks, shift work, reduced job security, and part-time and temporary work are realities of the modern workplace and are increasingly affecting the health and lives of U.S. adults. Research has shown that workers experiencing these stressors are at higher risk of injuries, heart disease, and digestive disorders.
- For older adults, availability of community-based resources and transportation options can positively affect health status. Studies have shown that increased levels of social support are associated with a lower risk for physical disease, mental illness, and death.

Antioch Young Adult, Adult, and Older Adult Population by Age and Gender as of 2015

Male Population:	49,482
18 and 19 years:	1,687
20 years:	803
21 years:	718
22 to 24 years:	2,138
25 to 29 years:	3,385
30 to 34 years:	3,001
35 to 39 years:	3,229
40 to 44 years:	3,427
45 to 49 years:	3,865
50 to 54 years:	3,683
55 to 59 years:	2,985
60 and 61 years:	968
62 to 64 years:	1,229
65 and 66 years:	625
67 to 69 years:	811
70 to 74 years:	934
75 to 79 years:	671
80 to 84 years:	428
85 years and over:	309

Female Population:	52,226
18 and 19 years:	1,614
20 years:	767
21 years:	714
22 to 24 years:	2,099
25 to 29 years:	3,515
30 to 34 years:	3,345
35 to 39 years:	3,488
40 to 44 years:	3,960
45 to 49 years:	4,159
50 to 54 years:	3,893
55 to 59 years:	3,161
60 and 61 years:	1,066
62 to 64 years:	1,348
65 and 66 years:	679
67 to 69 years:	902
70 to 74 years:	1,168
75 to 79 years:	860
80 to 84 years:	677
85 years and over:	652

The following data from *Countyhealthrankings.org* give an overview of mortality and national health rankings for Contra Costa adults as of 2017. Please note that this data is countywide.

1. Contra Costa Health Outcomes

The Contra Costa County Health Outcomes ranking is **9** *out of a possible 57*.

Category rankings are:

Length of Life: **10** with 4,700 premature deaths

Quality of Life: **16** with
12% residents with poor of fair health, 3.3% experiencing poor physical health days, 3.5% experiencing poor mental health days, and 7% experiencing low birth weight

Health Factor: **9**

Health Behavior: **14** and includes the following categories and percent of population affected:
Adult Smoking: 11%
Adult Obesity: 25%
Physical inactivity (adults over age 20): 18%
Access to exercise opportunities: 96%
County Food environment index (o is worst, and 10 is best): 8.1
Excessive drinking: 18%
Alcohol-impaired driving deaths: 28%
Sexually transmitted infections (new cases per 100,000 population): 388.4

Clinical Care: **12** with 10% of residents being uninsured

The ratio of population to Primary Physicians: 1,020:1; Dentists: 1,210:1; Mental Health Providers: 330:1
34 preventable hospital stays per 1,000 Medicare enrollees
82% monitoring of diabetic Medicare enrollees ages 65 to 75
64% of Medicare enrollees ages 67-69 receiving Mammographic screening

Social and Economic Factors: **8** and factors include:

High School graduation rate: 89%
Residents having some college: 69%
Unemployment rate: 5.0%
Children living in poverty: 13%
Income inequality: 4.9% (ratio of household income at the 80th percentile compared to the 20th percentile)
Children live in a single parent household: 27%
Social Associations: 5.5% (number of social association memberships per every 10,000 residents)
Violent Crime: 366 per 100,000 residents
Injury deaths: 44 per every 100,000 residents

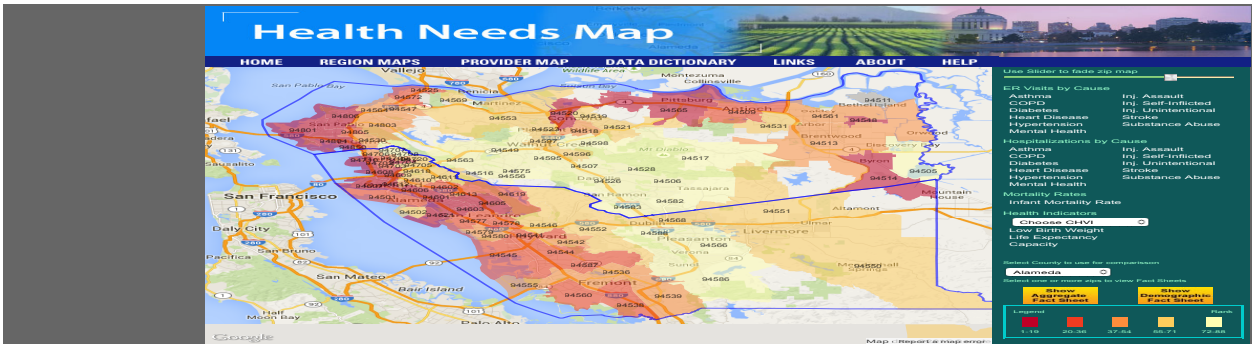
Physical Environment: **9** and factors include:

Air Pollution levels at 7.7 average daily density of particulate matter in micrograms per cubic meter
23% of households with at least 1 of four severe housing problems (overcrowding, high housing costs, lack of plumbing facilities, or lack of kitchen)
69% of the population driving to work alone
48% of those commuting alone to work have a commute of more than 30 minutes.

Finally, data at *healthdata.org* shows that at 6.9 per 100,000 residents, Contra Costa females die from self-harm or interpersonal violence at a rate higher than the California state rate of 6.8; and Contra Costa males at 27.5 exceed the California state rate of 25.9. Yet, female life expectancy at 83.8 years in Contra Costa County is higher than the state average of 83.1 years; and the Contra Costa County male life expectancy of 79.4 is higher than the state average of 76.5 years.

2. Contra Costa Health Needs

Health Needs Map: The following *Health Needs Map*[1] and diagram offers several points of view of an area's health status. Each ZIP code is assigned a Community Health Vulnerability Index 1-88 (CHVI).



Zip	City	CHVI	Population	Uninsured	IMR	MER	MH
94565	Pittsburg/Bay Point	17	89,473	16.0%	5.05	200	192
94509	Antioch	27	63,129	16.0%	4.26	281	231
94531	Antioch	65	39,510	4.0%	4.91	182	152
94561	Oakley	50	39,898	11.0%	3.81	185	169
94513	Brentwood	43	61,820	8.0%	5.23	200	172

[1] 2012 Contra Costa Health Needs Map: www.healthneedsmap.com

A ***higher*** CHVI number reflects those areas with the ***least modeled barriers, or less vulnerability***. A ***lower*** number in red indicates the areas with a CHVI of less than 50 and have ***more modeled barriers, or higher vulnerability***. We have also listed Infant Mortality Rate (IMR) and Mental Health Emergency Room (MER) & Mental Health Hospitalization (MH) cases/10,000.

We also highlight some of the data above that may help clarify fact versus perception regarding key health indicators that impact community/human capital in the various communities in East Contra Costa.

Note that the Waterfront's biggest city, Antioch is actually a tale of two cities with zip codes that paint starkly different pictures and show the complexity of accurately designing community and human capital development strategies that are specific to the target demographic.

Also, the chart allows a comparison between particular areas, such as the City of Brentwood and Antioch's 94531 zip code for example, to provide fact versus mythology related to perceptions by service providers, residents and officials about these areas.

C. Health Determinant Challenges Related to Formerly Incarcerated Individuals

Another commonly expressed challenge in East Contra Costa is related to **health and wellness services for formerly incarcerated individuals**.

As the *California Department of Corrections* reports:

*"In Contra Costa County, the cities of Richmond, **Pittsburg**, **Concord** and **Antioch** have substantially higher densities of formerly incarcerated people than other areas of the county. Upon release, the reentry population and the communities to which they return face a wide array of challenges."*

"The reentry population is in need of health care, housing, employment, income, and a wide range of other services. Unfortunately, the communities to which they return are often the communities least capable of meeting these reintegration needs."

*Furthermore, CDCR and county jails do not provide many supports during the reentry process and, consequently, over half (56%) of all people released from CDCR will return within 3 years of their release. The flow of people between these communities and prison and jails destabilizes the communities of return and creates substantial barriers to providing ongoing **health, employment, housing and educational services** to a population in great need of these services."*

In fact, as of 2014, **88% of the county's reentrants returned to East Contra Costa**, with 82 returning to Antioch, 46 to Pittsburg, 25 to Bay Point, 18 to Brentwood, and 17 to Oakley, for a total of 188 individuals.

One thing that is accepted by reentry experts across the globe is that health and wellness services needed for successful reentry are more effective when provided through **collaborative efforts**.

Kenyatta Leal of Centerforce and a returned resident said that community based collaboration forces "returned residents to connect with community" and that returned residents are "more likely to respect community if they feel a part of it."

He also said that collaboration "is a basis for real engagement, real wrap-around, and real jobs," and gives a returned resident "a sense of self-worth that is a diversion from crime."

Without **comprehensive health services, including mental health**, reentrants often find it almost impossible to overcome barriers to employment, education, and parenting, and will continue to negatively impact economic growth.

D. Health Determinant Challenges Related to the Homeless Population in East Contra Costa
According to a May 2016 article in the *Contra Costa Times*, although **homelessness** in Contra Costa overall decreased 26% over the past 5 years it has significantly **increased in East Contra Costa**.

The number of identified homeless residents in East Contra Costa jumped from 227 to 301 (32.5%) over the past year with a little over half of them in Antioch. Ironically, there is much less help and support for homeless residents in East Contra Costa than anywhere else in the county.

One of the things that became apparent when talking to leaders and stakeholders in East Contra Costa is that this is one of those cases where mythology and perception are inconsistent with facts. Conversations with homeless programs and faith leaders in Brentwood were filled with frustration related to the city's denial that there is a significant homeless population in the city - left to sleep on the streets and desperately seek food, resources and shelter.

LaVonna Martin, Director of Contra Costa Health, Housing, and Homeless Services, reports that East Contra Costa is lacking services and has been for many years. According to Gary Kingsbury, board member of the Contra Costa Homeless Continuum of Care, there is only one shelter in Antioch, with only 20 beds that are reserved for the mentally ill and it serves the entire county. The one in Brentwood, Shepard's Gate, serves women and children only and can accommodate just 25 individuals. The Development Director for Shepard's Gate reports that in the five years she has been there she has never seen a time when there was not a wait list.

There is no place for the homeless in East Contra Costa to get food or take showers, and because of transportation challenges it is difficult to get to other parts of the county for help. There is no organization doing death assessment or needs assessment of those living on the streets. The only organization that did so until recently has shut down for lack of funding.

The most effective homeless program in the county is the **New Life Dream Center** located on Bethel Island. The county has been reluctant to work with them because they are faith-based.

One thing is clear, whether a homeless person resides on the streets or in a shelter, is a senior or a child, a veteran, or a formerly incarcerated individual, their **living situation is a severe barrier to health and wellness**, and a barrier to health and wellness is a barrier to economic growth and stability and to having a productive and sustainable life.

What is extremely concerning is that all we really know about the homeless population in East Contra Costa is that it is growing, since there is no single entity tasked with identifying the categories or the needs of these individuals. This issue must necessarily be a focus for the community and human capital development component of the NWEDI.

Individual and Small Group Stakeholder Engagement

We have strategically conducted a number of one on one meetings, small group meetings, and site tours and have attended meetings convened by other local community organizations to gather perspectives on the NWEDI, understand needs and service gaps, and confirm information and data from our research.

This process has informed our community and human capital development strategy for the NWEDI and helped us engage potential partners and champions, identify collaborative service delivery providers, and determine potential systems alignment for this strategy.

We are including below a list of fact-finding interviewees with organizational affiliation as well as relevant notes from larger community meetings convened by Emerald and other local organizations that have informed the three strategy focus area clusters described in section IV of this document.

List of Fact-Finding Interviewees with Organizational Affiliation

Contact	Affiliation
Peggy Berglund, Economic Development	City of Brentwood
Ron Bernal, City Manager	City of Antioch
David Biggs, City Manager	City of Hercules
Fred Blackwell, CEO	The San Francisco Foundation
Mike Brock, Chief Strategy Officer	TBC
Dineen Burdick, Intervention Service Coordinator	Antioch Unified School District
Diane Burgis, County Supervisor District 3	Contra Costa County
George Carter, Workforce Services Specialist	Contra Costa Workforce Development Board
Dr. Henry Clark, Executive Director	West County Toxics Coalition
Kristin Connelly CEO	East Bay Leadership Council/CC Economic Partnership
Meryl Craft, Executive Director	Future Build/Open Opportunities, Inc.
Dwayne Dalman, Economic Development Director	City of Oakley
Charles Dulac, Field Representative	Assemblyman Jim Frazier's Office
Aimee Durfee, Program Director	Y& H Soda Foundation
Linus Eukel, Executive Director	John Muir Land Trust
Alissa Friedman, Executive Director	Opportunity Junction
Alvaro Fuentes, Executive Director	Community Clinic Consortium
Federal Glover, County Supervisor District 5	Contra Costa County
Sharon Goldfarb, Director Nursing Program	Los Medanos College
Mark Goodwin, Supervisor Burgis Chief of Staff	Contra Costa County
Gordon Gravelle, Owner	Suncrest Homes
Patrice Guillory, Director	Contra Costa Re-Entry Network/HealthRight 360
Dexter Hall, Vice President/Manager	Wells Fargo Bank
Natalie Hannum, Dean of Workforce Development	Los Medanos College
James Head, CEO	East Bay Community Foundation
Steve Hitchcock, Senior VP and Regional Bank President	Wells Fargo Bank
Josh Huber, Director of Research & Special Projects	Contra Costa Economic Partnership
Byron Johnson, Senior Program Officer	East Bay Community Foundation
Janeesha Jones, Field Representative	Congressman Jerry McNerney's Office
Nancy Kaiser, Director of Parks & Recreation	City of Antioch
Bob Kratochvil, President	Los Medanos College
Daniel Lau, Manager of Strategic Engagement	Build Healthy Places Network
Tim Leong, Communications & Community Relations Dir.	Contra Costa Community College District
Carlos Lopez, Government Relations Director	Center for Employment and Training
Toody Maher, Executive Director	Pogo Park, Inc.
Mike McGill, Owner MMS Design Associates	EC2 and East Bay EDA
Zach McRae, Program Associate	The San Francisco Foundation
Pat Mims, Site Manager	Rubicon Programs, Antioch
John Montagh, Economic Development Director	City of Concord
Julie Neward, General Manager	Somersville Town Square
Brian Nunnally, Economic Development Coordinator	City of Concord
Patience Ofodu, Business Services Manager	Contra Costa Workforce Development Board
Nancy Ortberg, CEO	TBC
Christina Radcliffe, Economic & Community Dev. Director	City of Martinez
Kwame Reed, Economic Development Director	City of Brentwood
Erica Rodriguez-Langley, District Director	Assemblyman Jim Frazier's Office
Johnny Rodriguez, Executive Director	One Day at a Time (ODAT)
Lillian Roselin, Executive Director	John Muir/Mt. Diablo Community Health Fund
Tim Russell, Program Director	Renaissance Entrepreneurship Center
Bob Sanchez, Director of Student Services	Antioch Unified School District
Colleen Sanchez, Prospects Cont/Alt High School Principal	Antioch Unified School District
Zach Seal, Economic Development Coordinator	City of Martinez
Kolette Simonton, Economic Development Director	City of Pittsburg
Bret Sweet, Program Manager	Renaissance Entrepreneurship Center
Len Turner, CEO	Contractors Resource Center
David Twa, County Administrator	Contra Costa County
Bob Uyeki, CEO	Y& H Soda Foundation
Gus Vina, City Manager	City of Brentwood
Krista Vossekuil, Development/Communications Manager	John Muir Land Trust
Donna Van Wert, Executive Director	Contra Costa Workforce Development Board
David Wahl, Workforce Development Manager	Los Medanos College
Holland White, Supervisor Glover's Special Projects Aide	Contra Costa County
Landon Williams, Senior Director Anchoring Communities	The San Francisco Foundation
Sean Wright, Mayor	City of Antioch
Fred Wood, Chancellor	Contra Costa Community College District
Allan Young, Entrepreneur and Investor	Piedmont Partners Group Ventures
Lizeht Zepeda, Economic Development Program Manager	City of Antioch

Relevant Notes from Community Meetings Convened by Local Organizations

Antioch Economic Development Commission: (October)
The Commission heard from Iris Archuleta of Emerald HPC International and discussed the Northern Waterfront Economic Development Initiative (NWEDI) and its importance to the economic growth, viability and enhanced quality of life of the City of Antioch and the region.

The Commission is in the process of developing strategic actions to support economic development focus areas identified in Antioch's Strategic Management Plan.

The Commission is supportive of potential NWEDI goals of promoting and leveraging competitive advantages and assets along the waterfront; developing job training opportunities in high growth industry clusters; creating supply-chain entrepreneurial opportunities for small businesses; expanding existing businesses, growing start-ups, and attracting new businesses that foster middle-wage jobs; and utilizing the skilled work force already in the region that now must commute out of the area to their jobs.

Commissioners: Joseph Adebayo, Rick Fuller, Robert Kilbourne, Rick Fuller, Tim McCall, Tracey Nix, and Ty Robinson. Keith Archuleta serves as Commission Chair.

EC2 Economic Development Summit: (October)
The Economic Development Summit hosted by EC2 (East Contra Costa) focused on the importance of creating local jobs and taking commuters off the roads, building economic vitality in the region, and moving goods from the Northern Waterfront to the Central Valley.

Darien Louie, East Bay EDA (Economic Development Association), and Gurbaz Sahota, (CALED) talked about regional development cooperation and what local governments can do to support business growth and job creation.

East Contra Costa cities and county economic development leaders - Pittsburg (Kolette Simonton), Brentwood (Kwame Reed), Oakley (Dwayne Dalman), Antioch (Ron Bernal), and Contra Costa County (John Kopchik) – talked about economic development strategies being implemented in the region, including creating a corridor of opportunity to the east, focusing on light industrial land use and commercial development, developing entrepreneurial training opportunities, engaging in joint marketing efforts, and participating in the Northern Waterfront Economic Development Initiative (NWEDI).

Randy Iwasaki, Contra Costa Transportation Authority, Donna Van Wert, Workforce Development Board of Contra Costa County, and Josh Huber, East Bay Leadership Council/Contra Costa Economic Partnership, talked about regional transportation and infrastructure improvements, goods movement, job creation, and workforce development. Kelly Kline, Fremont Economic Development Director/Chief Innovation Officer, talked about the role of local government as a catalyst for economic development. Ed Del Baccaro, Transwestern, talked about economic, demographic, and technology trends impacting commercial/industrial development and job creation.

Contra Costa Housing Town Halls (November)
Sponsored by the California Endowment and co-sponsored by the Ensuring Opportunity Campaign to End Poverty in Contra Costa and the Multi-Faith ACTION Coalition, Housing Town Halls were convened to discuss the impact of the affordable housing crisis in Contra Costa and explore possible solutions.

The most pressing housing needs identified by communities in Northern Waterfront regions (Supervisorial Districts 3, 4, and 5) were long-term housing with services (i.e. for those who need support with mental health and substance use issues), preventing displacement of low-income communities and communities of color, more affordable housing for all income levels, and tenant protections.

The top barriers getting in the way of local housing needs being met included a lack of public education on the root causes of homelessness and housing instability, insufficient funding dedicated to affordable housing, and NIMBYism (*Not In My Back Yard*) attitudes.

Participants would like to see an increase in funding dedicated to affordable housing, such as a countywide housing bond; more funding for homeless services; and resident advocacy in support of affordable housing.

Participants included Sharon Cornu, Non-Profit Housing Association (NPH); Tamisha Walker, Antioch resident and Safe Return Project; Sean Wright, Antioch Mayor; Mary Rocha, former Antioch Mayor; Gloria Bruce and Sophia DeWitt, East Bay Housing Organizations (EBHO); Rich Carlston, Walnut Creek Mayor; Toni Robertson, CoCoKids; Laura Simpson, Concord Planning and Housing Manager; John Eckstrom, Shelter Inc.; Dan Hardy, Resources for Community Development (RCD); Pam McGrath, Pittsburg resident and SparkPoint Site Coordinator; Dick Duncan, Martinez resident; and Doug Leich, Multi-Faith ACTION Coalition.

Bay Area Asset Funders Network: (November)
The Bay Area Asset Funders Network convened a discussion on "Poverty and Health: Contra Costa Perspectives and Innovations," sponsored by the California Wellness Foundation. The meeting focused on how family income and assets strongly correlate to health outcomes and how social factors such as access to employment and quality of built environment play a role in individual health, chronic disease, and life expectancy.

Participants included: Lillian Roselin, John Muir/Mt. Diablo Community Health Fund; Aimee Durfee, Y& H Soda Foundation; Lorena Martinez-Ochoa, Contra Costa Health Services; Katie Wutchiett, Legal Aid at Work; Alissa Friedman, Opportunity Junction; Lavonna Martin, County Homeless Housing; Daniel Lau, Build Healthy Places Network; Kathryn Davis, Balance (formerly Consumer Credit Counseling Services); Padmini Parthasarathy, California Wellness Foundation.

Faith and Community Leaders Convening: (January)
Meeting convened and facilitated by Emerald HPC International of faith and community leaders with Nancy Ortberg and Mike Brock of TBC to discuss East Contra Costa needs and points of potential collaboration among the faith community and local business, government, nonprofit, and community leadership.

Participants included: Michael Bell, Pastor, Antioch Christian Center; Ron Bernal, Antioch City Manager; Lamont Francies, Pastor, Delta Bay Church of Christ; Carrie Frazier, Rua'h Community Outreach; Dexter Hall, Wells Fargo Bank; John Hastings, The Anchor Program; Delano Johnson, Bay Point All-N-One, Inc. (Fruit of the Spirit Community Church); Jelani Killings, Pittsburg City Council; John Kopchik, representing Contra Costa County Supervisor Federal Glover; Carlos Lopez, Center for Employment and Training (CET); Michael Pitts, HealthRight 360 Reentry Network; Drew Robinson, Oakely and Antioch Community Volunteer; Lillian Roselin, John Muir/Mt. Diablo Community Health Fund; Kirkland Smith, Pastor, Grace Bible Fellowship Church; Paul Taylor, former Pastor Antioch Christian Center; Len Turner, Turner Group Construction; Chris Williams, Pastor, The Church at Antioch; Monica Wilson, East Contra Costa Women's Leadership Initiative; Sean Wright, Antioch Mayor.

III. Key Principles Related to Community & Human Capital Development

Emerald HPC International promotes a hybrid approach to economic and community revitalization in order to go beyond traditional economic development strategies. A hybrid approach simultaneously uplifts and builds the capacity of residents (individual-based) and addresses the economic needs of neighborhoods and the whole community (place-based).

We promote community and human capital development as the core of an economic development strategy that includes revitalization best practices that focus on investing in pathways to prosperity, such as strengthening career ladders to middle wage jobs, growing the local economy with a focus on middle wage work, and improving the economic security for workers who are now in lower wage jobs.

This is done by investing in projects that foster business retention and expansion, entrepreneurship, and ownership opportunities to create jobs; job-focused skills training in high-demand occupations and industries; and support services to remove barriers to resident employment and wealth building.

The scope of work assigned to each focus area cluster and the broad collaborative activity related to this *Conceptual Framework* reflects our ***Overarching Principle*** that: social, community, and human capital development must be a core part of any sustainable strategy for economic development and revitalization.

In addition to this overarching principle, we have adopted these four ***Macro Principles:*** of economic development and revitalization:

- Economic development and revitalization should increase standards of living
- Economic development and revitalization should reduce inequity
- Economic development and revitalization should promote and encourage sustainable resource use and production
- Economic development and revitalization should improve the health status of the community

In addition to these macro principles, we have adopted seven widely accepted ***Guiding Principles of*** economic development and revitalization:

- Deliberately investing in impact and accountability
- Practicing partnership
- Thinking globally, engaging regionally, and acting locally
- Building on community assets (strengths)
- Building community and human capital capacity
- Moving with deliberation and urgency
- Sustaining community ownership and commitment

"Social Capital," plainly stated, is the network of relationships among people who live and work in a particular society, enabling that society to function effectively.

Harvard University's John F. Kennedy School of Government offers another very exciting and compelling definition of social capital. In our opinion it offers the best vision of hope and sustainability created by this kind of comprehensive, collaborative venture. The central premise is as follows:

"Social networks have value. Social capital refers to the collective value of all social networks, (who people know), and the inclinations that arise from these networks to do things for each other, creating norms of reciprocity."

The development of and engagement with existing regional social capital through this effort will come through the intentional alignment of existing service organizations, training programs, faith organizations, funders, officials, advocates and initiative partners and clients.

Designing and implementing a community and human development focused strategy for the NWEDI requires an understanding and acceptance of three important considerations:

First, understanding and messaging the workforce needs of current and future waterfront businesses is important, but moot unless we have identified credible training and workforce development partners.

Second, business development must include both small business start-ups in sectors where we are experiencing workforce leakage out of the region **and** incubation of small business entrepreneurs and support for supply chain business expansion in key industry sectors where contractor relationships can be developed with larger corporations and local government.

Assets such as a full service small business incubator and a "Contractors Resource Center" would support entrepreneurs living in the broader waterfront region, taking them off the highway and contributing to the local economy. We know that when local businesses are thriving their owners spend locally, which drives the demand for products and services locally, and in turn creates more need for workers who are able to live, work and spend locally.

Finally, partners must be identified who are credible, have significant track records and are willing to assist with the development of resources needed to insure long-term engagement, sustainability, and impact. There must be a willingness on their part to engage hard-to-serve and vulnerable populations including homeless, prison re-entrants, veterans, young adults, and under-educated residents.

The following section describes the three focus area clusters and identifies partners and possible outcomes related to not only their ability and willingness to participate, but also the potential for the creation of interlocking roles that will lead to sustainable collaboration.

IV. Strategy Focus Areas Clusters

The NWEDI *Community and Human Capital Development Strategy* is composed of three clusters with multiple sub-components.

The focus area clusters are described as:

- Small Business Incubation and Support for Existing Business Expansion
- Workforce Training and Enhanced Partnerships with Education
- Strategic Regional Partnerships that Include Barrier Removal Services

In addition to the cluster title, focus and goal and proposed scope of work for each cluster, we also outline how each cluster's purpose is interlocked with the purposes of the other clusters to form a comprehensive and sustainable initiative.

1. *Small Business Incubation and Support for Existing Business Expansion* Cluster

This focus area includes:

- Support for the expansion and growth of existing businesses
- Incubation of and investment in new business development in emerging industries; construction sciences and trades; and areas of professional leakage

This cluster is designed to increase the sustainability and support the expansion of existing businesses that can increase livable wage jobs in middle skill occupations. The cluster is also designed to attract talented entrepreneurs, new innovative industries, and the support of investors to the waterfront region. New business development and business expansion efforts will prioritize industries with the highest potential synergies with the local and regional workforce, market, and industry base.

Bioscience/health/medicine, technology/engineering, construction sciences and trades; and consulting/professional services are at the top of that list; but, also important are industries such as business and financial operations, arts, design, entertainment, sports, and media – all reported in the Milken study as part of the talent leakage out of the region.

It is within this cluster that we have the opportunity to see a new way forward for economic growth along the Waterfront by actively and aggressively promoting and giving support to entrepreneurship and innovation. The Milken study points out how these are critical drivers of growth in a knowledge-based economy.

Through local innovation, we can give birth to new industry and technologies that will create and enhance the region's core competitiveness. Entrepreneurs play a critical role in the commercialization of new technologies. Key waterfront cities have the potential to build an entrepreneurial and innovative environment that can play a huge role in reducing the reliance of Contra Costa on external resources and help develop our growth.

We can not only put local residents in our target census tracts to work in livable wage jobs, we can also give local professionals employment opportunities in the city where they live. For example, our research tells us that the average commute for residents living in the Antioch 94531 zip code is an hour and a half one way.

Giving this population employment options here in Contra Costa would create a market for new businesses and amenities closer to home. It would also support a sense of community and create an opportunity for better youth supervision during the work-week, because when parents are able to work closer to home, they can leave the house later in the morning and return home earlier.

A study done in Antioch by former Antioch Police Chief Jim Hyde on behalf of the Youth Intervention Network showed that most incidents involving youth happen between the hours of 3:00 and 7:00 before commuting parents are able to get home. This is no small issue when discussing economic revitalization along the Northern Waterfront because it addresses quality of life and safety concerns which are both important issues for business owners and entrepreneurs.

As mentioned earlier, the HPC process requires not only identifying issues related to a project or initiative, but also validating and invalidating those issues through research and exploration. This includes validating or invalidating assumptions about partnerships and service provision.

2. *Workforce Training and Enhanced Partnerships with Education Cluster*

This focus area includes:

- Support for resident job training and local job placement in livable wage jobs in high demand middle skill occupations coordinated and aligned with employers' needs
- Partnerships between workforce training providers and educational institutions to create and strengthen career pathways and workforce education and training opportunities for local residents

This cluster is designed to increase the support for resident job training and local job placement in livable wage jobs within high demand middle skill occupations.

This cluster is also designed to build collaborative partnerships between workforce training providers and educational institutions in order to create career pathways and a matrix of workforce education and training opportunities to connect residents middle and high skill jobs in the waterfront region.

Although workforce training is commonly known and articulated by many experts, CMAP, an award-winning planning organization in Illinois sums it up well by saying:

> ***"A well-educated, well trained, and highly skilled workforce may be the most important ingredient to strengthen our economy and ensure a high quality of life in our region."***

This equally applies to the work of the NWEDI and validates the critical importance of this cluster.

According to CMAP:

> ***"Education not only builds a skilled workforce, it also provides social, civic, and personal development. Inequitable access to high-quality education contributes to achievement gaps across racial, ethnic, and economic lines and to the decline of student achievement across the U.S. compared to other industrialized nations. Creating skilled workers for an economy that is constantly changing will require strategic investments and better education and workforce development programs, which must be coordinated and aligned with employers' needs."***

We add to that narrative the importance of a high quality labor market study that is specific to the region being cultivated.

> ***"While providing access to college should remain a high priority, the majority of jobs will continue to require more than a high school diploma but less than a four-year degree, making education beyond high school increasingly essential. With labor shortages in critical industries such as health care and freight, our community colleges, workforce boards, and occupational training institutions must provide specialized workforce training."***

Contra Costa has effective training programs as well as employers and community colleges that can work together to create collaborative venture opportunities to bring additional training partners to the region, expand opportunities and increase capacity to build the regional workforce.

As the economy and technology rapidly evolve, many workers will need to learn new skills and match those skills to jobs — often retraining multiple times throughout their careers. Yet, our workforce development system is often difficult for workers to navigate with its numerous programs, initiatives, and funding sources.

> ***"Too often graduates find their skills do not match job requirements because education and workforce training don't adapt quickly enough, especially for fast-growing industries. The lack of coordination between these systems often leaves employers' needs unmet as well."***

We have an opportunity through the NWEDI to create a much needed effective, adaptable and superior system of cooperation, coordination and collaboration that will ensure that workers gain skills that match employers' needs, and in turn, attract businesses to the area while helping to stabilize and grow the capacity of existing businesses.

Interlocking Relationship with the *Small Business Incubation and Support for Existing Business Expansion* Cluster

Business development and workforce training work hand and hand and are vitally necessary for the success of one another.

What is not often realized is how each has a shared responsibility and set of priorities related to internships and other applied work-experience opportunities for students, formerly incarcerated individuals (both youth and adult), and residents transitioning from homelessness, unemployment, or other challenges to self-sufficiency.

Addressing issues in these areas are critical for improving a city's business climate to grow existing and attract new businesses as well as for getting skilled residents off the highway and working locally.

For Example, Addressing Particular Issues with Regard to Reentry:
Of particular concern with respect to re-entry is a focus on changing the safety and economic climates of the target census tracts while simultaneously creating employer and trainer outreach and visibility.

Studies show that this balance is critical. Briefly, as reported by a study, commissioned by the U.S. Office of Justice Programs:

"*Returning to a more disadvantaged neighborhood was associated with higher risks of absconding and returning to prison for a technical violation, a lower risk of being arrested, and more adverse labor market outcomes, including less employment and lower wages.*"

Cumulative exposure to disadvantaged neighborhoods was associated with lower employment and wages but not related to recidivism. Returning to a more affluent neighborhood was associated with a lower risk of being arrested, absconding, and returning to prison on a technical violation, and more positive labor market outcomes, including greater employment and wages.

Being employed substantially reduced the risk of all recidivism outcomes, but there was no evidence that employment mediated the association between neighborhoods and recidivism. Taken together, these results suggest that the neighborhoods parolees experience during parole were strong predictors of recidivism and labor market outcomes, but there is not a simple answer to the question of what neighborhood characteristics constitute "risky" environments for parolees. Finding employment after being incarcerated can be an important step in a former inmate's reintegration into the community. Yet this is frequently one of the most difficult tasks former offenders undertake. Survey results suggest that between 60 and 75 percent of ex-offenders are jobless up to a year after release.

Most employers are reluctant to hire applicants with criminal records.
National Institute of Justice (NIJ)-funded research has shown that most employers are reluctant to hire applicants with criminal records. In a study conducted in New York City, for example, a criminal record reduced the likelihood of a callback or job offer by nearly 50 percent (28 percent for applicants without a criminal record versus 15 percent of applicants with a record). The negative effect of a criminal record was substantially larger for black applicants. The penalty for having a criminal record by white applicants was about half the size of the penalty for black applicants with a criminal record.

Employment prospects improve when applicants interact with the hiring manager.
In the New York City study, employment prospects for applicants with criminal records improved when applicants had an opportunity to interact with the hiring manager, particularly when these interactions elicited sympathetic responses from the manager.

Although individual characteristics of employers were significant, the researchers concluded that personal interaction between the applicant and prospective employer was in itself a key factor in a successful hiring. This is one important reason why strategic partnerships with industry, business and philanthropic partners will be discussed later in this document.

All trainees in the *Small Business Incubation and Support for Existing Business Expansion* cluster can use their skills to fulfill licensing and certification requirements by assisting with hands-on projects such as building and installing park equipment, constructing facilities for organic farming, building temporary shelter for trainees; and restoring and building out sites to be used for small business incubation and training sites.

As discussed, we know that this type of human capital development will enhance workforce development, help reduce crime, and empower members of the community engaged in the training programs to make permanent improvements to their communities while developing the skills and workforce capacity that is important to existing businesses and new employers where they live.

Further, as the owner of a business, we at Emerald know all too well how stressful it is to take your entrepreneurial dream from vision to reality. It is also too often the case that, whether starting a business or re-entering the workforce, mental, preventative, and primary healthcare are not being prioritized or being flat out ignored by clients.

The next cluster we will discuss, the *Strategic Regional Partnerships that Include Barrier Removal Services* cluster, will work closely with philanthropic, mental health, preventative, and primary care organizations to make these services available to the entrepreneurs involved in the incubator, as well as to the workforce trainees who are restarting their lives and developing careers. And more than just being made available, participants will be encouraged to engage these services when needed.

3. *Strategic Regional Partnerships that Include Barrier Removal Services Cluster*

This focus area includes:

- Build and support strategic regional partnerships to reach hard to serve populations; remove barriers to health, employment, job training, housing, reentry, family reunification, and educational services; and increase equitable access to health and wealth opportunities and participation in the local economy

While researching, identifying issues and developing a strategy for developing the community and human capital in the Northern Waterfront region, the interest in collaborative engagement, service delivery and support has been encouraging and inspiring.

Thought Partners from the Business, Faith, Health, Investment and Philanthropic Communities
Anytime an agency, city county, business state or any other entity embarks upon an initiative to improve economic conditions through community and human capital development, it is critical that partners who have a stake in the initiative's success and who have developed track records of accomplishment in their areas of expertise must be at the table and engaged in helping build, message and fund components of the work.

Several key thought partners engaged in conversation with us about the NWEDI are:

Dan O'Brien – Former Area President for Northern California, Shea homes
As an example of the value of effective and passionate thought partners, we were fortunate to have had Mr. Dan O'Brien from Shea homes join our team during the building and execution of the East Contra Costa *Health/Wealth Initiative* as a thought partner.

He shares a genuine passion for community, business development, job creation, and an effective collaborative initiative'*s* ability to introduce, inspire, and train youth and young adults in preparation for great careers in the construction sciences and trades as employees and/or entrepreneurs.

The experience and passion Dan brought to the table was invaluable and resulted in the financing and launching of the *Building Industry Technology Academy (BITA*) curriculum for transitional age students into the Antioch Unified School District. The BITA program can be viewed at: **https://www.youtube.com/watch?v=aCZRJ_8-aZw**.

BITA is a multi-year high school program in the construction trades. Core academic standards and skills are integrated into the construction curriculum, providing the students the connection between the technical skills and their academic classes through hands-on training, project-based learning, field trip experiences, and internships. There were 125 students enrolled in BITA during the 2017 school, and many of them were placed in summer jobs.

Allan Young – Tech Entrepreneur, Venture Capital Investor, Incubator Founder
Allan is a venture partner at Piedmont Partners Group (PPGV), a private equity group that has invested in clean energy, healthcare and technology. With PPGV, he sources and manages opportunities in the technology sector and is generally looking for companies with $20M to $100M in revenue.

Allan's specialties are entrepreneurship, management, financial analysis, intellectual property law, marketing and sales, software project management and product development. He is co-founder of *LaunchHear,* a company that introduces new and unreleased consumer products to a private invitation-only network of digital influencers.

He is also a managing director of a seed stage fund called *Topline Capital* which has invested in technology companies building solutions in senior healthcare, artificial intelligence, virtual reality and cloud infrastructure.

Moreover, Allan is the founder of both *Runway,* one of Silicon Valley's and San Francisco's largest technology incubators, and *TopLine,* the biggest technology and startup incubator in the East Bay, and the only one in existence with a built-in marketing and sales accelerator. Different from other incubators that cater only to small and early stage startups, *TopLine* is designed for startups to scale their team revenues and customer service operations.

We have had several meetings about the NWEDI and he is interested in further exploration, including working with bank Community Reinvestment Act (CRA) officers to partner on investments into growing businesses that need capital in order to grow and create local jobs along the waterfront.

We will be conducting follow-up meetings between Allan and potential NWEDI partners.

Nancy Ortberg, CEO, and Mike Brock, Chief Strategy Officer, of TBC – Silicon Valley
TBC (Transforming the Bay for Christ) is a non-profit organization started by Pat Gelsinger in 2013 with several leaders from the faith, business, and tech communities who had begun to gather and dream about how people of faith could work together to make life better for every person in the Bay Area—physically, educationally, relationally and spiritually.

Mr. Gelsinger is CEO of VMware, a $4.6 billion Silicon Valley technology company. In 1979, at the age of 18, he was recruited from a 2-year technical school in Pennsylvania to join Intel as a technician in quality assurance. While working full-time, he used Intel's college tuition reimbursement program to complete his BSEE at Santa Clara and went on to Stanford where he earned a master's degree in electrical engineering and computer science. At age 31, he was appointed the company's youngest Vice President and a few years later as its first Chief Technology Officer.

He worked at Intel for 30 years as one of its top executives. In 2010 he became the Chief Operating Officer at EMC located in the Boston Area. In the fall of 2012 he came back to Silicon Valley to join VMware as its CEO and now donates ½ of his salary annually to the work of TBC.

We had the privilege of meeting with Nancy Ortberg, CEO, and Mike Brock, Chief Strategy Officer, of TBC – Silicon Valley and then facilitating a meeting with them and more than 20 members of the faith community who live, work and worship in the waterfront region and who are church, business government, community and service provider leaders. The discussion centered on East Contra Costa needs and points of potential collaboration among the faith community and local leadership. It was an amazing and energetic discussion and will be on going.

Lillian Roselin, Executive Director - John Muir/Mt. Diablo Community Health Fund
The John Muir Mt. Diablo Community Health Fund has been given a community benefit mission of creating lasting health and health care improvements for people in central and east Contra Costa communities who are uninsured or underinsured, have limited access to health care, are most at risk for poor health, and are most likely to experience disparities in health care.

Since their inception, their most valuable contribution has been fostering the start-up and expansion of sustainable health care programs and services that achieve this mission. Their *Guiding Principles* are:

- *Valuing Diversity: We seek to award our grants to organizations that respond to and reflect the rich diversity of the local communities and people residing in central and east Contra Costa County.*
- *Valuing Connections: We seek to develop and participate actively in partnerships with organizations and people who share our health-related mission.*
- *Building Capacity: We are committed to investing in the administrative and governance capabilities of nonprofit organizations, as well as the capacity of these organizations to help the people they serve.*
- *Valuing Learning: We practice and promote continuous learning by being open to new ideas and different points of view, and by promoting best practices for managing and governing nonprofit organizations.*

We have found Lillian to be an open, enthusiastic, knowledgeable and deeply invested in finding new and effective ways of implementing the foundation's mission. She is an active thought partner, and is currently in discussion with us about opportunities to support the NWEDI's objectives related to workforce development within the heath care industry and to support East Contra Costa veterans and the elderly.

Bob Uyeki, CEO – The Y & H Soda Foundation
Guided by their founders' values and Catholic social teaching, the Y&H Soda Foundation strives to practice:

- *Stewardship - We seek to be accountable to the legacy of our Founders by deploying our resources effectively and efficiently in service to the community.*

- *Partnership - We commit to working with others, drawing together the best resources of our communities to advance our shared mission.*
- *Learning - We listen to others, gather and share knowledge, and improve our work as informed by our experience.*
- *Integrity - We strive to honor our mission, values, and commitments in all that we do.*
- *Compassion - We are concerned for the most vulnerable members of our community and work to ensure that all persons may share in the blessings of society and contribute to the common good.*
- *Dignity - We respect and appreciate the dignity and strengths of each individual and seek to build upon these gifts to create a more caring community in the East Bay.*
- *Innovation - We imagine, seek out, and support the leaders, ideas, and relationships that will strengthen and transform our communities.*

Conversations with Bob have already led to valuable insight, advice, and an introduction to other potential stakeholder partners.

Sharon Goldfarb, Los Medanos College (LMC) Nursing Program
The LMC Registered Nurse (RN) Associate Degree Program in Nursing requires two academic years beyond completion of prerequisite courses.

Designed to prepare qualified graduates to practice nursing in entry-level positions, the focus is on learning the healthcare needs of all ages in medical, surgical, obstetric, pediatric and psychiatric settings. In addition to classroom theory and skills practice, clinical experience is provided in a variety of Bay Area medical centers and health care agencies.

Director Sharon Goldfarb shared with us several very important facts. The first is that nationally there is a shortage of RNs of nearly 800,000. Second, many of the RN students at Los Medanos live in East Contra Costa and would prefer to intern and give back in the cities where they live.

Sharon has a vision of a nurse's clinic in East Contra Costa. A local RN clinic would enhance the internship opportunities and potentially help community health-minded RN graduates find meaningful employment and contribute to the communities where they live. Not only could this potentially open up employment opportunities for graduates, but according to Sharon, the economic impact would also be significant since nursing careers are now the number one employment vehicle for moving from poverty to self-sufficiency. This effort could in fact create a pipeline of providers in East Contra Costa. Sharon has expressed a genuine interest in exploring this opportunity.

We are involved in on-going meetings with relevant stakeholders to explore these opportunities and are having deeper conversations about resources, capacity, assets, collaboration, shared space, physical locations, strategies, obstacles; opportunities, and timelines.

Dexter Hall – Wells Fargo Bank
Over the last year we had several meetings with Dexter Hall, Vice-President/District Manager for Wells Fargo Bank, who shared with us his deep interest in community revitalization along the Northern Waterfront. He developed an understanding about the potential for the NWEDI in the area of entrepreneurialism and was involved in several conversations with Bret Sweet and Len Turner about the incubation of new businesses in partnership with Oakley, Antioch, Pittsburg, and Brentwood and the possibility of establishing a micro-loan fund to support entrepreneurs.

Before leaving the Bay Area for an assignment with Wells Fargo near his home in Texas, Dexter introduced us to the Senior Vice President of Wells, Steve Hitchcock, and facilitated a meeting for us to brief Steve on the community and human capital development strategy of the NWEDI. Steve has expressed his support for this effort and is interested in continuing to explore the possibility of establishing a micro-loan fund to support entrepreneurs through a business incubator.

Pat Mims, Site Manager - Rubicon Programs, Antioch
The mission of Rubicon Programs is to transform East Bay communities by equipping people to move out of poverty by developing assets, income, wellness, and connections. Rubicon also has offices in Richmond.

We have met with Pat Mims and discussed the importance of a focus on the re-entry population. Job training, job placement, and entrepreneurial opportunities are critical for the re-entry success of returning citizens. Rubicon is placing a priority on returning citizens who are veterans. He is interested in partnering with the NWEDI through Rubicon's 3-year coaching relationship with their clients. This would create the ability to turn warm hand-offs into employment after job training with on-going mentoring.

Johnny Rodriguez, Executive Director – ODAT
One Day At a Time (ODAT) was founded in 1997 by Johnny Rodriguez, to help turn around the lives of young men and women that are at high risk of becoming involved with violence or gangs.

ODAT provides youth with a supportive network of peers, opportunities for academic and personal growth and exposure to impactful experiences. By enhancing leadership skills, providing guidance and developing trusting relationships, ODAT empowers youth with the confidence and life skills to make better choices and lead positive lives. Johnny is interested in partnering with the NWEDI on job training efforts focused on youth and working more closely with school districts across the waterfront to connect families to holistic services and workforce and training opportunities for families identified through the AUSD Youth Intervention Network (YIN), ODAT, and other youth serving organizations.

City Police Chiefs, Contra Costa County District Attorney - Diana Becton's Office, and Contra Costa County Probation
Conversation, collaboration and the collective development of messaging with these departments are critical to community and human capital development strategies because restoring and maintaining a sense of wellbeing, safety, quality of life and pride in target census tracts contributes to attracting businesses, sparking entrepreneurial energy and attracting an educated workforce. We have had a brief initial conversation with District Attorney - Diana Becton and a more thorough meeting has been scheduled.

We have begun these individual conversations with the others listed above and will invite these key stakeholders to an informational meeting being planned for rolling out the *Conceptual Framework*.

Alvaro Fuentes, Executive Director - The Community Clinic Consortium
The Community Clinic Consortium, established in 2004, provides representation and support to 26 non-profit community health center sites and their patients in Contra Costa and Solano counties. The Consortium advocates for funding and policy changes that help health centers meet the diverse health care and social service needs of about 200,000 patients annually; serves as a local resource for clinic staff, clients and the community; and supports the involvement of communities in developing a responsive health care system.

Alvaro is very interested in the health related components of the community development work and also in helping to engage and mobilize community support for the community and human capital development strategy of the NWEDI.

Dwayne Dalman, Economic Development Director - City of Oakley; Kwame Reed, Economic Development Director - City of Brentwood; Ron Bernal, City Manager - City of Antioch; Lizeht Zepeda, Economic Development Program Manager - City of Antioch; Nancy Kaiser, Director of Parks & Recreation - City of Antioch; Kolette Simonton, Economic Development Director - City of Pittsburg; John Montagh, Economic Development Director - City of Concord*;* Brian Nunnally, Economic Development Coordinator - City of Concord; Christina Radcliffe, Economic and Community Development Director - City of Martinez; Zach Seal, Economic Development Coordinator - City of Martinez; David Biggs, City Manager - City of Hercules

We will continue to meet with these individuals to discuss the *Conceptual Framework* and next steps for their cities in the area of community and human capital development.

Federal Glover, County Supervisor District 5; Holland White, Supervisor Glover's Special Projects Aide; Diane Burgis, County Supervisor District 3; Mark Goodwin, Supervisor Burgis' Chief of Staff; David Twa, County Administrator; John Kopchik, Director of Conservation and Development; and Amalia Cunningham, Economic Development Director for the County.

We will meet with these County officials to discuss the *Conceptual Framework* and next steps for its implementation.

V. Initiative Oversight/Management & Fund Development

As discussed throughout this document, the NWEDI *Community and Human Capital Development Strategy* has been designed such that partners strategically interlock with one another for optimal impact in specific areas related to desired outcomes. At the same time, they provide critical infrastructure needed to sustain and boost the effectiveness of the other clusters. By doing this, the three clusters are dynamically linked and form a powerful collaborative effort with the potential to transform not only the targeted census tracts along the waterfront, but also the entire county.

Data-Driven, Outcomes-Based Methodology

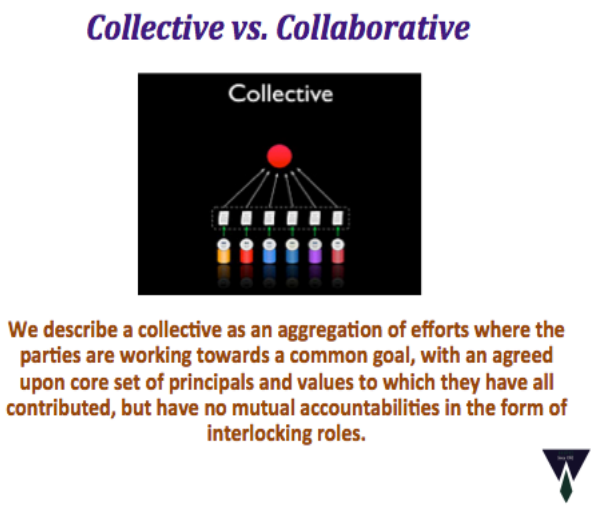
The projected impact of this strategy includes attracting businesses to the waterfront region by increasing the skilled and trained workforce so that it impacts the capacity, expansion and sustainability of existing businesses; increases regional employment; reduces poverty; increases revenue generation; and improves infrastructure, health, entrepreneurialism, crime reduction, neighborhood revitalization, and the image of the Northern Waterfront when being evaluated by businesses, corporations and new residents seeking areas of economic vibrancy and opportunity.

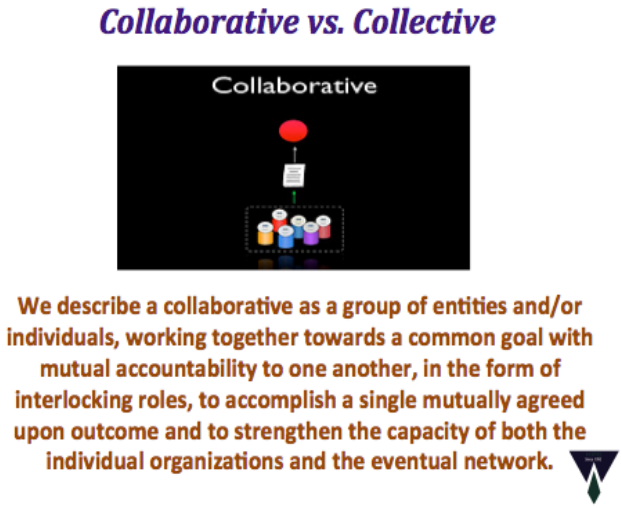
We are honored to be working in partnership with Craft Consulting on the NWEDI. Craft's role includes articulation of the economic opportunities being created and helping to tell the story through research, projections and the development of a strategic plan for the industry side of the initiative.

Collaborative Approach

We have designed a **collaborative** approach because it allows for concerted and intentional engagement, the creation of interlocking roles for sustainability, and shared accountability for outcomes that have been mutually agreed upon.

Having these interlocking roles and mutual accountability memorialized in writing will support funding opportunities and create the bases for effective fiscal agency and strategy implementation.





Project Implementation

As we move forward towards adoption of the *Conceptual Framework* and then implementation, we are faced with two key issues.

The first is that physical locations for entrepreneurial and training centers not already located in the region must be secured. We have been in discussions with city officials and others about potential space. Once the County accepts this strategy for community and human capital development, we will move forward with negotiations and MOU development.

The second issue is management of the launch and on-going implementation of this framework.

Both are issues that are critical to the success of the community/human capital development portion of the NWEDI. As a result of initial discussions, tours of possible locations and initial conversations with potential funders and investors, we are confident that securing the right locations or funding will not be a barrier to implementation

We are in discussions with partners regarding revenue generation and mutually beneficial resource sharing and with financial institutions, foundations and investors about direct funding and investment into modeling the human/community development strategy.

As we prepare to assist with coordination of major grant proposals to foundations for build-out and implementation of this community/human capital development strategy, we are having preliminary budget discussions with potential partners with the very clear understanding that implementation is not within the scope of Emerald's current contract with the County.

However, in the spirit of full disclosure we will be actively exploring funding sources so that once our contract obligations are completed with the County we can work with funders and a fiscal agent to oversee the implementation of the community/human capital development strategy we have designed.

Fiscal Management of the Community/Human Capital Development Component of NWEDI
It is clear through discussions with funders that although there is genuine interest in receiving and potentially approving funding proposals for a comprehensive and collaborative approach to NWEDI community/human capital development, fiscal agency and partner coordination and outcomes monitoring and reporting will need to happen through a credible and experienced fiscal agent.

We have had several in-depth discussions with Kristin Connelly, Executive Director, and Josh Huber, Director of Research and Projects, of the Contra Costa Economic Partnership (CCEP), about the possibility of fiscal agency and coordination of the community/human capital development portion of the NWEDI.

The CCEP is a 501C3 organization, founded in 1995 by business and civic leaders to engage business, government, and civic leaders in the areas of land use, workforce, and infrastructure to retain and create quality jobs for Contra Costa and enhance the region's quality of life.

Once a fiscal agent is identified, funding for this role will be included in grant proposals for the *Community/Human Capital Development* component and allow the fiscal agent to contract with an entity to assist with the development and management of the collaborative portion of the work.

Justification for recommending this approach comes from advice and concerns expressed by stakeholders and foundations during our research and exploration.

The most commonly stated advice, comments, and concerns regarding the *Community/Human Capital Development* component of the NWEDI going forward are as follows:

1. There is consensus of appreciation among stakeholders and partners for the role that Supervisor Glover and the County Board of Supervisors collectively have played as visionaries that saw the need for revitalization of the Northern Waterfront and, therefore, acted as the initial convener that coordinated the bringing together of partners and leadership under a common vision and funded the fact-finding process and development of an effective collaboration and set of strategies.
2. Collaborative engagement of the waterfront cities must not be or appear to be controlled or directed by the County. Instead, the County must continue to support the acquisition of neutral expertise through a collaborative process of team-building among partners that includes:
    a. Identifying subject-matter expertise from among the cities for the purpose of putting together a collaborative that can be organizationally managed by a fiscal agent.
    b. Creating interlocking roles between cities and the county based on subject-matter expertise and staff involved from waterfront cities based on individual and collective focus that minimizes competitiveness and reinforces a spirit of collaboration and cohesiveness.
    c. Memorializing the interlocking roles in the form of signed MOUs that include scope of work and projected outcomes.
    d. There must be a strategically coordinated effort to produce, broadly announce, and celebrate some immediate (short-term) collective wins.
    e. John Kopchik should remain involved and be the collaborative team member representing the County, along with Amalia Cunningham, the newly hired Economic Development Director for the County.

Interlocking Roles
As we discussed earlier in this document, relationships will not be left to chance. Interlocking roles should be identified within each cluster for the purpose of expanding the capacity of individual stakeholders as well as enhance the relationships between clusters.

These conversations and verbal agreements should be used to draft MOUs once the *Conceptual Framework* has been accepted by the County. Those MOUs will then be discussed by stakeholders to affirm or make necessary changes prior to acceptance. Once MOU language and interlocking roles are explicitly described and agreed upon and signed, the language in the MOUs will be managed by the coordinating entity/fiscal agent.

VI. Outcomes Measurement & SROI

Memorializing and managing goals, projected outcomes, and how they will be measured will be an important component of the fiscal agent's work. The broad projected outcomes include:

1. Evidence in the target census tracts over time that shows the neighborhoods are becoming a more desirable place to live

2. Physical amenities are improved in areas where partners start up training programs and incubators

3. Building and waterfront characteristics are upgraded as a part of hands-on construction/carpenter training projects and wealth accumulation of residents is increased

4. Training opportunities and variety of training options are increased and result in an increase in local employment in areas of labor leakage

5. Crime stats show a significant reduction in violent and property crimes because of an increase in employment and community revitalization projects

6. Social capital and collaboration is significantly increased and evidenced by the establishment of and participation in local community organizations and efforts

It is important to note here that the initial phase of the community and human capital development strategy should prioritize and target particularly impoverished and traditionally problematic and visible census tracts along the waterfront. This is why we have focused the initial strategy on the eastern end of the Northern Waterfront.

Goals and projected outcomes, and how they will be measured, will be an important component of implementation and fund development. It is important to us that we do not promote assumptions, biases or fears based on false narratives, silos, competition or stereotypes about ethnic groups, communities, and census tracts and that we set additional goals and reassess current goals and outcomes based on factual, current, and relevant data. Therefore, working with the right stakeholder/planning team will help us further dissect and understand root causes underlying the stats, studies, and community perceptions.

Outcomes Measurement
Emerald favors using community/human capital development outcome measures designed by the *World Economics Forum* with some of our own variations as follows:

There are three guiding concepts underlying the second edition of the *World Economics Forum Human Capital Index* (WEFHCI).

The first is a focus on learning and employment outcomes.
Our variation includes not only pipeline education outcomes, but also training program completion, job placement and business launch success related to small business incubation strategies that place an emphasis on learning how to operate and grow successful businesses. Businesses that launch and hire employees within a year of launch would also be measured. The goal is to provide a snapshot of where targeted areas and demographics have turned the dial with regard to developing and increasing the human capital potential of residents across all backgrounds and ages.

The second is a focus on demographics.
We agree completely with the WEFHCI approach that, whenever possible, create an index that takes a "generational view and disaggregates indicators according to five distinct age groups, highlighting issues that are unique or particularly crucial for the human capital development of each cohort."

The third is the practice of holding all community/human capital component partners to the same standard, and assessing all outcomes with respect to their "distance to the ideal" set of outcomes.

By establishing an absolute measure of performance, the index allows for both intra- and inter-program/strategy comparisons year-to-year.

We agree with the WEFHCI that, "human capital is not a one-dimensional concept and can mean different things to different stakeholders."

In the business world, human capital is the economic value of an employee's set of skills. To a policymaker, human capital is the capacity of the population to drive economic growth.

Below are charts that illustrate an example of what the WEFHCI looks like when applied to global evaluation. Emerald customizes this model to accommodate the scope, size, and projected outcomes related to initiatives we design for community/human capital development.

Table 1: Structure of the Human Capital Index, 2015

	Under 15 Age Group	15–24 Age Group	25–54 Age Group	55–64 Age Group	65 and Over Age Group
LEARNING	Enrolment in education	Enrolment in education	Educational attainment	Educational attainment	Educational attainment
	Primary enrolment rate	Tertiary enrolment rate	Primary education attainment rate	Primary education attainment rate	Primary education attainment rate
	Secondary enrolment rate	Vocational enrolment rate	Secondary education attainment rate	Secondary education attainment rate	Secondary education attainment rate
	Basic education survival rate	Educational attainment	Tertiary education attainment rate	Tertiary education attainment rate	Tertiary education attainment rate
	Secondary enrolment gender gap, female-over-male ratio	Primary education attainment rate			
		Secondary education attainment rate			
	Quality of education	Quality of education	Workplace learning		
	Quality of primary schools	Quality of education system	Staff training services		
		Youth literacy rate	Economic complexity		

	Under 15 Age Group	15–24 Age Group	25–54 Age Group	55–64 Age Group	65 and Over Age Group
EMPLOYMENT	Vulnerability	Economic participation	Economic participation	Economic participation	Economic participation
	Incidence of child labour	Labour force participation rate	Labour force participation rate	Labour force participation rate	Labour force participation rate
		Unemployment rate	Unemployment rate	Unemployment rate	Unemployment rate
		Underemployment rate	Underemployment rate	Underemployment rate	Underemployment rate
		Not in employment, education or training rate	Employment gender gap, female-over-male ratio	Healthy life expectancy at birth	Healthy life years beyond age 65
		Long-term unemployment rate			
		Skills	Skills		
		Incidence of overeducation	High-skilled employment share		
		Incidence of undereducation	Medium-skilled employment share		
		Skill diversity	Ease of finding skilled employees		

Social Return on Investment (SROI)
In addition to traditional methods of measuring outcomes, community and human capital development requires calculating *Social Return on Investment* (SROI) in order to show impact that is generally broader in nature and typically more sustainable.

An abbreviated definition of SROI can be stated as:

Social Return On Investment (SROI) is an impact assessment approach that incorporates social, environmental, financial and economic values in management of and decision-making on (social) business investments. The method assigns monetary values to results, also to the non-tangible non-financial results.

In this case, it would be economic outcomes associated with increases in resident quality of life and the impact of that increase on the Northern Waterfront.

SROI analyses the changes that stakeholders experience as a result of an investment. In general terms, investment means the use of capital in the expectation of creating future benefits. These benefits can be of a financial as well as non-financial nature; they may include material as well as intangible benefits.

VII. Final Thoughts

To create a plan that carries a ***shared vision and common ground*** through an interactive process, your team must absolutely, completely, and stubbornly avoid "habitus."

Habitus is public enemy #1 in any planning process.

Habitus is a compilation/field of behaviors, history, beliefs, attitudes, and practices that support the continuation, maintenance and empowerment of biased thinking surrounding a problem or issue.

Habitus acts as a strong catalyst for resistance to change.

In other words, it is the stuff that fuels silos, irrational fears, prejudice, exclusion, inflexibility, and negative competition.

However, fact-finding as a key element of the planning process helps reduce the power of habitus. Fact-finding helps fight habitus and fuels a credible strategy and approach that will draw support, wider acceptance, spark excitement, and get results.

NWEDI has an opportunity to change health, education, and economic outcomes in Contra Costa County for all residents, including English learners, people living in poverty and low wage work, youth who are disengaged, homeless people, formerly incarcerated people, people of color, veterans, residents commuting long hours, and recent immigrants.

It's totally possible with the right strategy.

To do so would be amazing and have a transformative impact on the community dynamics and quality of life of the Northern Waterfront.