
Healthy Richmond/ Healthy Contra Costa

Reflections on Accomplishments and Lessons Learned

October 2023

Healthy Richmond was launched in 2010 as part of the California Endowment’s (TCE) Building Healthy Communities initiative (BHC), a community change initiative to advance statewide policy, change the narrative around health and health equity, and transform 14 California communities devastated by health inequities into a place where all people and neighborhoods thrive. Healthy Richmond, one of the 14 BHC communities, is a collaborative that convenes youth and resident leaders, community-based organizations, and systems leaders, with shared commitment to improve the health and well-being of all of Richmond’s residents by advancing policy and systems change.

From 2010 – 2020, Healthy Richmond’s core structure was based on a collective impact model which included the **backbone team** (Healthy Richmond staff who supported convening and facilitating the collaborative), **executive and steering committees** (the central bodies that drove the work of the collaborative), and **action teams** that were focused on addressing key health equity issues related to access to quality health, economic revitalization, and schools and neighborhoods. In 2019, Healthy Richmond began the process of laying the foundation for the next phase of work through a sustainability planning process with a renewed focus on continuing the work of the action teams, centering resident leaders, promoting community power building, advancing systems change, focusing more explicitly on race equity with its partners, and scaling its mission to serve residents county wide. In 2022, Healthy Richmond formally changed its name to Healthy Contra Costa (HCC) and continues to operate as a hub (a strategic intermediary, organizer and collective) that focuses on building power, centering community voice in decision making, and collectively advocating for system policy changes to increase health equity and racial justice across Contra Costa County.

This paper summarizes key accomplishments of Healthy Richmond/HCC from 2015 – 2020, key learnings and reflections, capacity building and sustainability efforts, as well as current efforts and accomplishments from 2020 and beyond.

Key Accomplishments: 2015 – 2020

Healthy Richmond spent nine years creating and facilitating three action teams wherein participants collectively advocated for equity-based policy changes and greater systems transparency. These Action Teams include the Access to Quality Healthcare Action Team (AQH), the Economic Revitalization Action Team (ERAT), and the Schools and Neighborhoods Action Team (SNAT). Key accomplishments in this section span from 2015 to 2020. Recent efforts of the action teams are included later in the report.

Access to Quality Healthcare Action Team

The overarching goal for the AQH Action Team is to expand access to comprehensive, quality, and timely healthcare for all Contra Costa residents, regardless of income, immigration status, background, gender, or age. The campaigns, strategies, and advocacy efforts from 2015 – 2020 of the AQH Action team focused on ensuring access to health coverage for all Richmond residents (with the #OneContraCosta Coalition) and launching the Healthy Equity Dine and Learn series to bring together community members, healthcare providers, and administrators to engage in dialogue.

- **Affordable Care Act Enrollment Events.** Since 2015, Healthy Richmond and their partners hosted enrollment events as an opportunity to connect people to health resources through Covered CA, Expanded Medi-Cal, and Contra Costa Cares including: the “Health Happened Here: We Connect” event in 2015 focused on the Medi-Cal population with multiple on-site health screenings and resources; the “Let’s Get Covered, Contra Costa!” enrollment event in early 2016 where materials were provided in 14 different languages and 102 people enrolled in healthcare; and in early 2018, an event at a city recreation center to support enrollment and re-enrollment in expanded MediCal for many West County residents.

- **Establishing and expanding Contra Costa Cares.** As part of Healthy Richmond’s advocacy efforts with the #OneContraCosta Coalition, in 2016, the Contra Costa County Board of Supervisors voted to support the Contra Costa Cares program to provide access to primary care for the uninsured. The \$1 million investment by the County and three local hospital systems (Kaiser Permanente, Sutter Health, and John Muir) allowed for 3,000 individuals to be enrolled in the program for one year. In 2017, Contra Costa Cares was funded for another year and the program was expanded with a commitment of \$750,000 to be matched by partnering hospitals. The \$1.5 million investment provided access to primary care for 4,467 undocumented adults in the county. In 2023, the advocacy shifted to removing the enrollment cap and adding behavioral health visits.
- **Health Equity Dine and Learn Series.** The Dine and Learn series began as a way to bring the knowledge and experience from community members utilizing health services (some for the first time as a result of the Affordable Care Act) to help doctors and health system administrators learn about their patient experiences so that they could act on those learnings. The precursor to the series were community listening sessions conducted in 2016 that focused on three underserved communities: Boys and Men of Color, Asian Pacific Islanders, and formerly incarcerated residents.
 - Dine and Learn 1 – Healthcare Providers. The first Dine and Learn event was held in the spring of 2016 and was attended by physicians and behavioral health providers across health systems including Contra Costa Health Services, Kaiser Permanente, and clinic providers. In hearing the themes shared by residents and findings from the community listening sessions, health care providers shared their own views on what they experienced in clinic and hospital spaces.
 - Dine and Learn 2 – Health System Administrators. The second event, held in the fall of 2016, shifted the audience focus to health systems administrators from Contra Costa Health Services, Kaiser Permanente, and local clinics. Afterwards, many administrators expressed interest in what was shared, and wanted to find ways to build the larger learning community.
 - Dine and Learn 3 – Community Health Advocates. The third event, hosted by Kaiser Permanente in early 2018, brought together Community Health Advocates (CHA) with health system administrators and health providers to discuss approaches, strategies, and best practices being used to reduce barriers to accessing care for West Contra Costa residents. Each system provided information on their equity work that was displayed as gallery walk for the systems leaders and community to review. Innovations in community engagement were also discussed.
- **CHA Site Visits to Healthcare Delivery Systems.** In 2018, after the third Dine and Learn event, the CHAs conducted three site visits to healthcare delivery systems serving local residents, primarily of Richmond and San Pablo. After the site visits were completed, Healthy Richmond continued to facilitate a learning space for the CHAs so that they could thoroughly assess the information presented in each site visit, in the context of their lived experience as patients and health advocates. The participation of the CHAs in all three site visits afforded them a rare opportunity to identify the strengths of each system, opportunities for the systems to work together, and differences/similarities between the systems in their approach.
- **Quarterly Health Equity Learning Session - Mental Health.** In the fall of 2019, Healthy Richmond hosted a mental health learning session to launch the learning community across health systems. The goal of the session was to build trust in health systems among the community, and panelists

shared the current state of mental health care within their respective systems, as well as gaps between community needs and approaches and current mental health support systems.

Economic Revitalization Action Team

The overarching goal for the Economic Revitalization Action Team (ERAT) is to create an employment and business environment that brings growth and economic vitality to the region while also supporting residents to build their capacity and financial stability, as well as their ability to take advantage of employment and other opportunities. To this end, the team's two top priorities include having meaningful input on the city's race equity policies related to workforce development and equitable housing development without gentrification, and the establishment of community research and policy recommendations for Richmond residents through the Y-Plan Adult Program.

- **City of Richmond joins GARE.** In January 2016, the City of Richmond joined the Government Alliance on Race and Equity (GARE) Cohort. GARE is a national network of government working to achieve racial equity by focusing on the power and influence of their own institutions and working in partnership with others. Healthy Richmond is partnering with the GARE Richmond team to create a “menu” of options related to equity, in the hopes that the city will take up these options when welcoming new businesses and/or developers into the community.
- **Berkeley Global Campus Community Working Group Report.** While UC Berkeley ultimately decided not to pursue a large development on the site of the current Field Station in Richmond, many Healthy Richmond partners actively participated in the development of a comprehensive Community Working Group Recommendations Report released in April 2016. The recommendations were intended to form the basis of a legally enforceable agreement between UC Berkeley and the Richmond community, covering the areas of local hire and workforce training, housing and displacement, education, and procurement. The process engaged multiple stakeholders, and in the end, the report reflected a strong commitment to equity for Richmond residents. This work has also influenced the recent development of a Comprehensive Economic Development plan for Richmond.
- **Richmond Living Map (RMAP).** The RMAP is a printed map of Richmond, developed as a commissioned work by a local artist. Youth and residents defined their own narrative about Richmond through their selection of locations and sharing of stories on the maps. Several community events are used as anchors to showcase map locations and engage residents and partners.
- **West County Healthcare Pathway Partners.** In April 2016, a collective impact effort involving many Hub partners to strengthen health career pathways for West Contra Costa County youth and young adults was launched. Partners worked to deepen program coordination, collaboration, and systems alignment to expand opportunities for young people to learn about and gain exposure to health careers. The key partners include LifeLong Medical Care, CCHS-Public Health, Clinic Consortium, WCCUSD, UCB-Y-Plan, Kaiser Permanente, the Workforce Development Board of Contra Costa County, as well as several local healthcare training partners.
- **Y-Plan Adult Programs.** Beginning in 2017, as part of a Healthy Richmond Community Grant, the ERAT developed a work-based learning program pilot for adults in Richmond in partnership with the Center for Cities + Schools, LEAP (Literacy for Every Adult Program), the City of Richmond, and the Stride Center. Since the pilot in 2017, there has been a Y-Plan program every year, with alumni forming the Resident Ambassador Program (see page 9).
 - Y-Plan – Bus Stops Transformation (2017). Richmond residents interested in ICT (Information and Communication Technologies) careers developed a project to find

solutions on how the City of Richmond could expand public WiFi along bus routes that residents regularly use to get to work. The participants worked together to create a set of project and policy recommendations based on a community survey they created to gather data and insights from residents and their own lived experiences. They presented their findings to a range of city staff from IT, engineering, planning, community services departments, and the Mayor's Office.

- Y-Plan – Workforce Development (2018). Through mind-mapping, a site visit to the Richmond-based Health Courier Corporation, a SWOT analysis, and a community survey, the Y-Plan Team addressed the issue of employee retention and support. Findings were presented to the City of Richmond and the Employment and Training Department.
- Y-Plan – Nystrom Master Plan (2019). In this project, Richmond residents focused on the Nystrom Village Housing Project in order to provide short-term (e.g., physical amenities and built environment) and long-term (e.g., economic and social well-being) recommendations informed by the needs of the Nystrom Community. Findings and recommendations were presented to the City of Richmond's Planning Department.
- **Development of the Equity-based Principles and Strategies document.** In 2019, the ERAT developed a document that outlined their commitment for "equity in all policies" and three main equity-based principles, which include authentic community engagement, comprehensive workforce development, and equitable physical development. The ERAT presented their equity platform to the City of Richmond and the Richmond GARE team.

Schools and Neighborhoods Action Team

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

- **LCAP Recommendations.** Each school year since the creation of the LCFF (local control funding formula) and LCAP, the SNAT members have developed a set of recommendations for the LCAP which they have presented to West Contra Costa Unified School District (WCCUSD).
- **"You are the Experts" Curriculum, Trainings, and Videos.** As part of a Healthy Richmond community grant, these LCAP parent advocacy trainings were brought to six school campuses and more than 70 parents attended in early 2017. Additionally, Healthy Richmond produced [a training video](#) that features parents and the superintendent explaining, in English and Spanish, the LCAP, how it works, and how parents can get involved in their schools and communities to advocate for their children to receive the resources and programs they need. This film has been used by SNAT and other Healthy Richmond partners to continue training parents about the LCAP process, which has helped stretch the reach of parent engagement efforts.
- **YES-Healthy Richmond Family Camps.** YES Nature to Neighborhoods provides access to experiences in the natural environment for youth, adults, and families living in Richmond and other parts of West Contra Costa County. In the fall of 2017 and 2018, YES Nature to Neighborhoods collaborated with Healthy Richmond's SNAT to design a special camp focused on helping parents understand and engage around the LCAP. Participant survey results indicated that an overwhelming majority of respondents left the camp having a better understanding of the LCAP process, feeling more connected to their community, and feeling compelled to become more engaged in school advocacy and in their community in general.

- **Parent Leadership Training by Center for Third World Organizing (CTWO).** In October 2017, four parent leaders attended a weekend intensive led by the CTWO to build critical skills in community organizing, including campaign strategy, canvassing, and participating in a community action.
- **Resolution for a Positive School Climate Policy.** SNAT members advocated for WCCUSD’s “Resolution for a Positive School Climate Policy” that contains a significant number of supports and new initiatives for restorative justice, trauma-informed care, training for teachers and staff, and ways to deeply involve students, parents, and community members in the process. The policy was passed in November 2017.
- **Richmond Parent Power Convening.** In January 2018, more than 60 parents, families, and district leaders convened for a day of storytelling, community building, and celebration of parents that are advocating for a healthier WCCUSD.
- **School Site Council Awareness Event.** In September 2019, parent leaders planned and facilitated an event to educate a broader base of parents on the role of their school’s SSC in budget oversight. Parents who attended also were asked to commit to a range of activities from observing a meeting, talking to a current SSC member, or requesting to be elected to the group.

Lessons Learned from Healthy Richmond’s Efforts

For over 10 years, Healthy Richmond has convened residents and decisionmakers and facilitated community organizing and community leadership development activities to support community power building. These efforts prioritized community voice, with goals focused on ensuring that policy and systems change efforts center the concerns of those most impacted and meaningfully engage community members in ways that leverage and honor their strengths and insights. Reflecting upon Healthy Richmond’s approach to its work, several lessons emerge that may be useful to others seeking to engage in equity-focused, community-centered change:

- **Lead with values.** Underlying Healthy Richmond’s efforts is the belief that residents should have the voice and power to determine their destiny and that they have inherent strengths that should be leveraged to support them in articulating and acting upon their own visions for change. With these values undergirding their approach, Healthy Richmond and its partners were able to take an authentic and strategic approach to supporting the capacity of residents as they served as active change agents focused on bringing into fruition their vision for a healthier future for their families.
- **Create safe spaces for participation.** Encouraging community members’ meaningful and active engagement in policy discussions and decisions requires more than simply inviting them to meetings, particularly in arenas where they have been historically excluded. It requires thoughtful attention to community cultures and context in order to create spaces for discussion that feel safe and welcoming. To that end, Healthy Richmond staff emphasized the importance of “meeting people where they are” so that they could engage productively and comfortably. This included taking time to break down policy jargon, providing them with tools and resources to understand how policies and systems work, encouraging questions and discussion, and having bilingual staff in place so that participants could engage in either Spanish or English.
- **Gain community trust.** Healthy Richmond staff recognize the critical importance of trust building, particularly with communities of color and other historically underserved and exploited communities that suffer persistently from the effects of structural racism. Healthy Richmond staff have therefore been intentional in their efforts to build mutual trust with residents by being upfront about expectations and communicating a sense of partnership in their shared journey together. Moreover, they focused on investing time in authentic relationship building such that

those working together on a campaign or for a particular cause could understand each other as full human beings. Healthy Richmond staff members structured community meetings and trainings in ways that incorporated time for participants to get to know each other on a personal level, helping them to see the similarities and differences in their experiences so that they could have a deeper and more empathetic understanding of the ways in which challenges manifest across communities. This also helped them to ensure that their efforts are sensitive, responsive, and culturally aligned.

- **Invest in “reach” to ensure broad participation.** Healthy Richmond and its partners recognize how difficult it can be for Richmond community members to participate in workshops or trainings, given work schedules and family demands. To ensure access to information and trainings to as many families as possible, training development efforts included a focus on creating common scripts and aligned messaging so that they could better ensure that they were sharing clear, accurate, and consistent information during the recruitment and engagement process. Moreover, they were intentional about their dissemination efforts with a focus on utilizing a range of methods to increase access and range of information distribution (e.g., developing video trainings in addition to in-person workshops in a variety of settings).
- **Create paths for community engagement at different levels.** Recognizing differing levels of interest and capacity for engagement, Healthy Richmond and its partners offered multiple paths for engagement with varying degrees of intensity. Whether it be through attendance at information workshops or town halls, participation on committees, or participation in intensive organizing trainings, parents and students were afforded a range of opportunities to engage in ways that felt comfortable to them, aligned with their capacity, and met their interests and needs.
- **Help cultivate strategic relationships** Healthy Richmond staff shared that cultivating strong relationships is key to building power. They therefore focused on supporting relationship building between residents, advocacy organizations, and decision-makers so that residents could have direct connections to the leaders and organizations that could help them achieve their goals. They also focused heavily on fostering strong relationships across families in order to create a sense of solidarity across cultures so that their advocacy efforts would be rooted in a strong sense of unity. Given the depth of disparities for African American (AA) residents, it’s important to lift up specific policy advocacy and budget justice issues to dismantle institutional racism that impact the AA community. Building multi-cultural solidarity, in some instances, has not been the priority for leaders who know we must demand changes for their community in order to address deeply embedded racism in our systems. All BIPOC communities will benefit as a result.
- **Attending to reflection and celebration.** Healthy Richmond staff shared that power building efforts should always incorporate time for reflection to learn from missteps and from successes. They noted that it is important to emphasize not just the end results of political wins or the number of people who turn out to organizing events, but also the journey and the process to get there. Importantly, they added that taking time to not only learn from, but also acknowledge and celebrate their successes is critical for helping parents and students remain motivated and hopeful, which helps them to remain resilient against persistent challenges.

Sustainability Efforts

In 2019, Healthy Richmond began to lay the foundation for the next phase of work, which would take place after the sunseting of Building Healthy Communities Initiative in 2020. The goal of these efforts was to review Healthy Richmond's core areas of work and prioritize efforts that advance power-building and race equity with its partners. Healthy Richmond created a Sustainability Task Force to lead the sustainability efforts which engaged organization partners, systems partners, and resident leaders. To support these efforts, Healthy Richmond engaged two consultants: Y's Change focused on organizational development and Dana Ginn Paredes from Movement Strategy Center focused on sustaining a collective political and policy advocacy approach. Key activities during the sustainability process from 2019 – 2021 included:

- **All-Partner Convening (Fall 2019).** This convening launched the discussions focused on defining and articulating HCC's Strategic Compass on Race Equity.
- **Resident and Parent Leader Retreat on Race Equity (Winter 2020).** Approximately 15 resident and parent leaders gathered to reflect on the race equity work from the all-partner convening. Together, participants explored the concept of race equity and its role in their advocacy efforts. They also offered their own insights to further inform the Strategic Compass on Race Equity.
- **Landscape Analysis (Spring – Summer 2020).** Y's Change conducted individual and group interviews with 17 individuals from 3 public institutions and 10 community-based organizations to better understand the strengths, needs, and opportunities of the collaborative to help inform its future structure and strategic direction moving forward.
- **Completion of the Strategic Compass on Race Equity (Summer 2020).** Healthy Richmond's key campaign partners participated in a series of Movement Strategy sessions to develop the Strategic Compass on Race Equity (see text box on next page), with next steps focused on refining the articulation of their values/practices, develop timelines for the compass process and operations, and conducting a landscape snapshot to ground the development of the milestones.
- **One-on-one Partner Dialogues (Fall 2020).** Movement Strategy conducted one-on-one conversations with 14 Healthy Richmond partners to shape the priorities for cross-sector campaigns and operations as a collaborative in the next chapter of work. Y's Change facilitated complementary systems conversations.
- **Landscape Snapshot Sessions (Spring 2021).** These virtual sessions included deeper discussions in strategy pods to further determine and prioritize cross-sector campaigns and begin discussions on fund development strategies and opportunities.

Partners involved in the Sustainability Process

Organizational Partners

ACCE Contra Costa
Building Blocks for Kids
Contra Costa Board of Education
East Bay Center for the Performing Arts
East Bay Neighborhood Housing Services
Ensuring Opportunities
Healthy Richmond
Richmond LAND
Rubicon
RYSE Center
Safe Return Project
The Latina Center
Urban Tilth
West Contra Costa Public Education Fund
Yes Nature to Neighborhoods

Systems Partners

City of Richmond: City Manager;
Community Services
Contra Costa Health Service
West Contra Costa Unified School District

Strategic Compass on Race Equity

Vision: Healthy Contra Costa envisions a transformed community where resident leaders, community-based organizations, and system leaders work together to demand equity in education, economy, healthcare and safe communities to increase race equity and eliminate racism.

Purpose: To strengthen accountability across Contra Costa County and increase economies of scale for organizational partners by bridging relationships with systems and investing in resident leadership development pathways to engage cross-sector and county-wide issues.

Horizon statement: A demonstration of collective impact and power-building for public systems change - rooted in Richmond - that centers residents and young people to advance healing and the elimination of anti-Black racism across Contra Costa County.

This engagement and strategy process revealed that systems partners and organizational partners viewed Healthy Richmond as having played a key role in bridging relationships and they noted that they would like Healthy Richmond to continue in this role. They recognized that Healthy Richmond has the potential to increase the economies of scale for social change with its partners when it operates at the county-level while still remaining anchored in the progress in Richmond. They emphasized that cross-sector campaigns at the county level should center budget justice and power-building strategies in the areas of health, economics, education, and criminal justice, and that Healthy Richmond should continue to invest in resident leadership development with a focus on strengthening generations of residents for strategic engagement on county-wide, cross-sector issues. These findings led Healthy Richmond to expand its mission to work county-wide and change its name to **Healthy Contra Costa**.

Healthy Contra Costa (HCC) continues to deepen its relationships with partners and created a three-tiered partnership model, which enables others to engage at a level of depth that meets their capacity. The three partnership types, in order of intensity of engagement and commitment, includes anchor, allies, and supporters. As of October 2023, HCC has signed partnership agreements with 16 anchor partners and 14 others have expressed intentions for partnership. This, coupled with new partnerships HCC has developed in central, east, and far east Contra Costa County, signals a strong foundation for the work moving forward. As they continue to deepen and expand this foundation, HCC is also currently working toward the development of a funding committee to diversify HCC's funding base to support both HCC as the backbone role and staff as well as the campaign work.

Organizational Structure Development

Y's Change assisted the Sustainability Taskforce and Steering Committee to finalize their organizational structures. These efforts resulted in the development of the following:

- Vision, purpose, backbone role, and horizon statements
- Shift in governance structure bodies toward a resident-led Leadership Team, Advisory Council, and Campaign Action Teams
- Lists of key policy partners, proposed partner responsibilities, and partnership agreement template
- Articulation of a fundraising model that defines how shared partnership agreements will result in efforts to both diversify the collaborative's budget and seek funding for both the backbone staff and partners
- Core frameworks utilized or developed: The Spectrum from Community Engagement to Ownership; Power building ecosystem description; Resident power-building diagram; Structure diagrams for cross-sector policy and resident power building strategies; Race equity strategies graphic

During the course of the sustainability efforts Y's Change also assisted Healthy Richmond to make key decisions to remain a fiscally sponsored initiative for the next five years and develop processes to transition fiscal sponsorship from Local Initiative Support Corporation to RCF Connects as a new fiscal sponsor.

Current Efforts: 2020 – 2023

Though the BHC initiative officially ended in 2020, the sustainability investments and continued programmatic efforts ensured that the work begun by Healthy Richmond could continue on through HCC. TCE continued to fund HCC albeit at lower levels each year and their continued partnership supports HCC's Anti-Racism in health systems and education equity campaigns. This section summarizes efforts from 2020 to the present, and key accomplishments by HCC in the areas of health justice, economic justice, and education justice.

Health Justice

- **Participation in the COVID-19 Vaccine Equity Committee.** In late 2020, HCC's Director participated in Contra Costa Health's (the county health department) COVID-19 Vaccine Equity Committee wherein they created a vaccine equity framework to support the vaccine roll out across Contra Costa County.
 - Additionally, HCC is supporting Contra Costa Health with their health equity work through helping them launch the **Historically Marginalized Community Group**, create public health measures that center racial equity, and incorporate community in quality assurance metrics discussions. HCC led the effort to establish the AAPI focus group which later created a formal structure and is now fiscally sponsored by a local APPI community-based organization.
- **CHAs' Together Towards Health Project.** In the fall of 2021, HCC's CHAs, which included BIPOC residents from Richmond, San Pablo, and Bay Point, participated in the Together Toward Health project, where they collected community experiences of 448 residents from the COVID-19 pandemic. Partners included Health Leads, who supported CHAs to connect community members to resources that address the social determinants of health, and Streetwyze, which supported the CHAs in monitoring data, data analysis, and reporting. CHAs concluded the project by formally meeting with Contra Costa Health (CCH) to present recommendations in the areas of accessibility and equitable healthcare services, community building and collaboration, and center BIPOC marginalized voices. Furthermore, the CHAs recommended specific systemic changes and more importantly, a seat at the CCH decision making table hosted by the Health Equity Team.
- **Continued Contra Costa CARES advocacy with the #OneContraCosta coalition.** In January 2022, the Governor announced expanding eligibility to enroll income-eligible immigrants of all ages in Medi-Cal beginning in January 2024. These changes will allow the CARES program to sunset at the end of December 2023 because all income-eligible residents will qualify for the full scope of Medi-Cal benefits. However, advocacy efforts are still needed in the interim and HCC was able to secure a rapid response grant from the San Francisco Foundation for its CARES-focused advocacy campaign. This resulted in the recruitment of 15 community-based organizations to participate in the #OneContraCosta CARES Outreach and Education Network, increased payment rates for CARES providers, and three behavioral health services visits added to the provisions of CARES. This campaign will continue to advocate for the new remaining uninsured by recommending that the county consider sustaining primary care for undocumented residents who earn above 138% of the federal poverty level (FPL) as many neighboring counties have done. HCC will also build upon its existing coalition to include allied organizations that work on housing and legal rights issues impacting immigrant community members.

Economic Justice

- **Spectrum of Community Engagement to Ownership Workshop:** In the fall of 2020, the City of Richmond's Race Equity Team (also known as the GARE team) and HCC hosted a half-day virtual workshop facilitated by Rosa Gonzalez of Facilitating Power, who developed the Spectrum of Community Engagement to Ownership framework in partnership with multiple communities advancing racial equity through centering resident voice and power. The purpose of the workshop was to create a space for collaborative learning and capacity building to promote equitable community engagement and fair outcomes for all Richmond residents by centering on historically marginalized groups impacted by structural racism. There were over 60 participants representing community-based organizations, different departments of City of Richmond, Contra Costa Health, WCCUSD, and resident leaders. A case study was developed describing the outcomes of this workshop and it was included in the 2022 county Office of Racial Equity and Social Justice report presented to the Board of Supervisors.
- **Y-PLAN Bridge Program:** Held in the Summer 2021, three Y-Plan alumni participated in this week-long training to join the City of Richmond's Race Equity Team Resident Ambassador Program. During the training, facilitators shared practical tools and conceptual knowledge to help participants understand how their positions as resident ambassadors and visions of equity in its all forms (i.e., health, racial, housing, etc.) are associated with institutional/systems change, the political landscape, policy advocacy, and community power.
- **Launch of the Resident Ambassador Program.** In 2021, Resident Ambassadors focused on supporting the development of Richmond's 5- year Race Equity Action Plan by attending city meetings and planning meetings. Resident Ambassadors also met with the City of Richmond's Planning Department to follow up on the Nystrom Master Plan to ensure residents that are going to be temporarily displaced would have their housing needs met during the development process. Additionally, Resident Ambassadors are attending and participating in other City of Richmond events.
- **Community Buzz Cafés on Race Equity.** Throughout 2022, the Resident Ambassadors of the Racial Equity Team hosted monthly Community Buzz Café Meetings on Race Equity where residents learned about the goals of the Racial Equity Action Plan and provide input into the development and strategies in the plan. The next step will be to ensure that community recommendations be added to the city's 5-year Race Equity plan.
- **Youth-led North Richmond Youth Listening Sessions.** Youth and education were named as key priorities in the North Richmond Quality of Life planning process. Specifically, it was articulated that youth need supportive environments that are conducive to their learning and education and promote social cohesion and belonging. In 2022, HCC North Richmond Youth Leaders (NRYL) conducted five listening sessions with over 50 participants to engage youth that currently live or have lived experience in North Richmond and to ensure that their input is integrated in efforts to make North Richmond a more youth-friendly environment and community. The recommendations in this report will be the foundation to create a youth center in the neighborhood.
- **North Richmond Resident Leadership Team's Brookside Site Advocacy.** Throughout 2022 and 2023 the North Richmond Resident Leadership Team (NRRLT) has been advocating for a full clean-up at the Brookside Site and for regulatory agencies to be transparent and accountable to partner with impacted community members for input during the development process. The community recommendations that were developed were presented to the state agency, Department of Toxic Substances Control regulatory agency, and the county Hazardous Materials

Commission. Although the advocacy did not result in stopping the development or a more complete clean-up of the brownfield site, the county is reviewing its decision-making process for approvals of future developments.

Education Justice

- **Resident and Parent Leader Retreat on Race Equity.** Also captured in the sustainability section on page 6, this retreat in early 2020 included a deep dive on how race equity impacts the advocacy work in the SNAT team.
- **Building Parent Power Town Halls:** In the summer of 2020, Healthy Richmond partnered with local West Contra Costa residents to host two parent-led town halls focused on distance learning caused by the COVID-19 pandemic. Following the town halls, they developed a platform that included nine recommendations to address problems related to equity, transparency, and inclusion.
- **Welcoming Superintendent Hurst Community Led Forum.** In the summer of 2021, Healthy Richmond co-hosted with Building Blocks for Kids Richmond a Q&A with WCCUSD Superintendent Dr. Chris Hurst and community members. Parent leaders facilitated the forum and asked specific questions related to community ownership.
- **Parent Leader Retreat.** This two-day overnight retreat in early 2022, co-hosted with YES Nature to Neighborhoods, focused on building relationships among parent advocates through storytelling and reflection toward actions that advance race equity.
- **WCCUSD Parent & Student Led Community Forum.** This forum in 2022 centered on the visions and voices of the youth who are directly experiencing what it is like to be in school while dealing with the many different pressures and challenges that emerged from the pandemic.
- **Youth Integration Service Initiative.** In the Spring of 2022, Healthy Richmond launched the Youth Service Integration Initiative to create a shared vision and strategy for a coordinated system for Community Schools. The initiative team met with district staff, the Director of the Office of African American Student Achievement, mental health providers, and afterschool providers. They created a final report that included an analysis of the efforts and resources to date, description of the high need schools and student populations, a shared strategy and framework for unification, and recommendations and next steps.

Summary

Over the course of the 10-year Building Healthy Communities initiative, Healthy Richmond, its partners, and the community remained resilient despite facing multiple challenges. As Healthy Richmond staff reflected upon the arc of their experiences over the course of this initiative, key characteristics of the organization and its partners emerged, which are likely factors in their ability to remain effective and resilient. These are shared in the textbox on the next page.

Keys to Effectiveness

- **Adaptability.** Recognizing that no two communities are the same, Healthy Richmond customized their approaches across their different campaigns to fit the local neighborhood context.
- **Responsiveness.** Healthy Richmond grew in its capacity to turn and act quickly when responding to changing policy contexts and political environments.
- **Patience.** Healthy Richmond staff recognize that relationship building across residents, community organizations, and systems takes time, but investments in time and patience throughout the process are critical for authentic and impactful engagement.
- **Humility.** Healthy Richmond operated with an awareness that while their strengths were in organizing and power building, they were often not the content experts in work of their campaigns. They relied on their partners and residents to bring their expertise to the table.
- **Unrelenting faith.** The work that Healthy Richmond, its partners, and the community engaged in to advance more equitable outcomes for their community was hard, complex, and daunting. Key to their endurance was a relentless belief in the ability of community members to make and drive change.

Building power takes time, particularly with communities that have been historically and persistently excluded from decision-making efforts and within systems that are reticent to change. It also requires mutual respect, attention to trust-building, and a firm belief that communities are powerful. As a hub that provided resources and support to community members, and facilitated strategic connections to leverage the unique and formidable strengths of partners and community leaders, Healthy Richmond played a key role in fostering collective impact in service of more equitable outcomes for Richmond families. Moving forward as Healthy Contra Costa, current efforts are focused on systems-level accountability and transparency and ensuring resident voice is institutionalized within systems. It is also focused on supporting partners in identifying and working together towards shared racial equity goals.

As Healthy Contra Costa continues to build upon its strong foundation of support, it continues to incorporate the lessons and experiences that emerged through Healthy Richmond as it works in deep partnership with community-based organizations and resident leaders to continue building resident power and advancing systems change that centers race equity and is driven by community. A key shift over the last year is the recognition that systems change is not simply policy wins. Instead, it will require transparent and collaborative partnership with system leaders who are committed to advancing anti-racism in institutions. This necessitates documented systemic change goals, documented methods to track progress and BIPOC residents who are most harmed having a seat at the table serving as accountability partners to review both impact measures and results.