



Developing Human Capital in Communities

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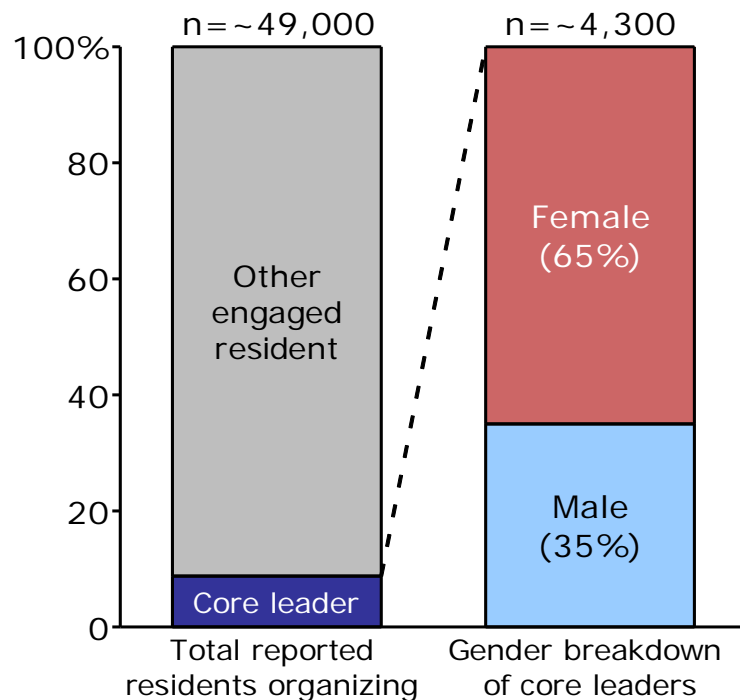


A baseline assessment revealed significant resident engagement and identified priorities

Resident Organizing: Increase by 30% the number of residents actively organizing on health issues in BHC sites

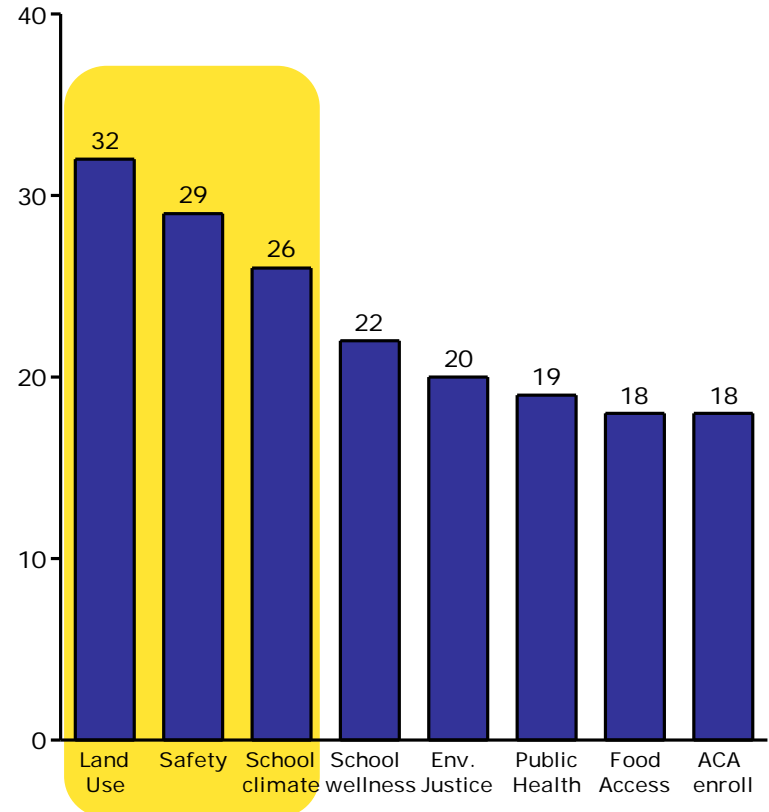
Of the ~49,000 residents organizing, ~10% are core leaders (e.g. meet ≥1 /week)

of residents* organizing as reported by respondents to survey (n=65 organizing groups)



Land use, safety, and school climate were the three top issue areas for resident driven groups

of respondents from resident organizing groups working in specific issue areas (n=65)**



*As reported by the 65 respondents representing resident organizing groups

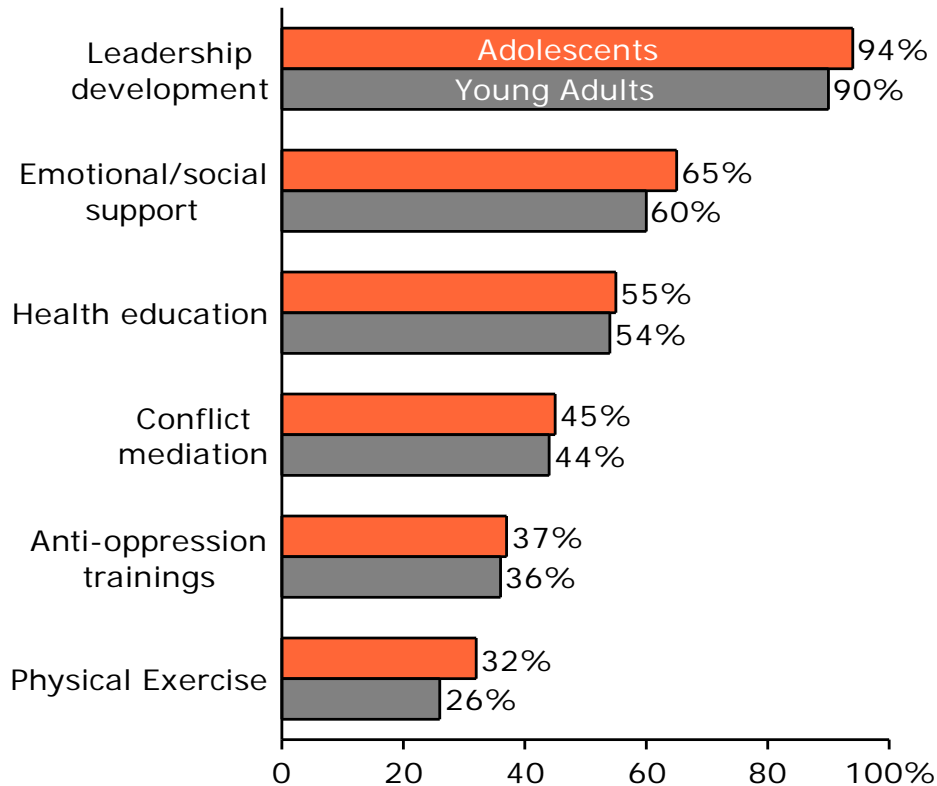
**Respondents were permitted to select >1 category

Research reveals youth efforts are focusing on health and gaining traction

Youth Leadership: Improve health outcomes for youth leaders and organizers as a result of health activism

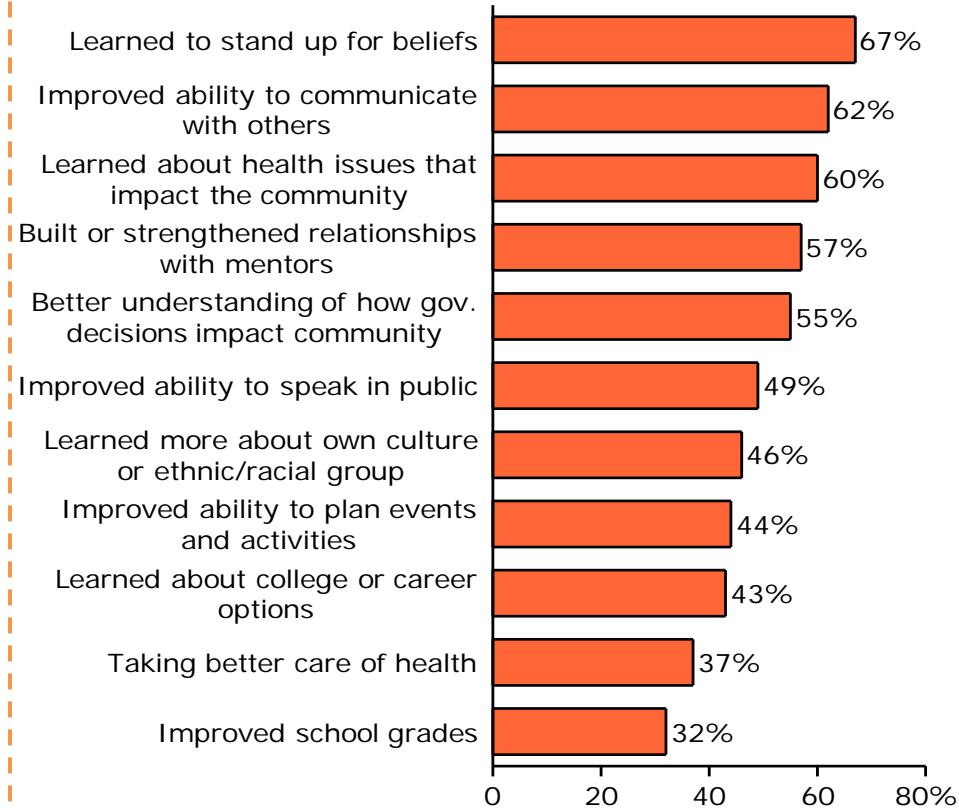
Baseline results show programs are building skills relevant to creating policy change and promoting well-being

% of orgs. that involve youth by type of health programming (n=88)



Youth report their involvement is having an impact on their sense of agency, physical health, and well-being

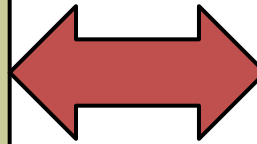
% of youth responding "a lot" when asked to what degree programming impacted them (n=1149)



Partnership w/ Federal Reserve aims to bring capital investments to sites via three activities

Partnerships: Establish partnerships with the Fed Reserve and ≥ 1 major non-profit health systems that catalyze investments in primary prevention and environmental change in ≥ 5 BHC sites

The Federal Reserve Bank (FRB) brings critical relationships w/ banks, convening power, and community development credibility and expertise



TCE brings relationships with its 14 BHC sites, convening power, grant and investment dollars, and serves as a source of public information

1 Convene stakeholders from different systems

- TCE and FRB hosted 4 convenings with a range of philanthropic, banking, health and community develop. organizations to promote:
 - Awareness of shared community development goals
 - Opportunities for impact investment at the nexus of health and community development

2 Assess community development needs and opportunities

- Retained Avivar Capital to produce a summary of capital needs and opportunities in each BHC site
 - Example project: In Santa Ana, Avivar assessed financing options for Wellness Center

3 Attract and cultivate co-investors

- Currently evaluating potential development of SE quadrant of Sacramento
 - With local leaders, AIM Consulting, and Purpose Built Communities
 - Purpose Built to provide access to new investors
- Hosted forum with FRB & Sierra Health Foundation to explore financing options for healthcare service expansion in low-income neighborhoods



TCE's vision of success is a measurable increase in capital investments in the 14 BHC sites

BHC benefits from robust funding partnership with Kaiser Permanente (KP)

Partnerships: Establish partnerships among TCE, the Fed Reserve and ≥1 major non-profit health systems/hospitals that catalyze investments in primary prevention & environmental change in ≥ 5 BHC sites

| | Schools | Neighborhoods | Prevention |
|---|--|---|--|
| Regional / Statewide Collaboration | <ul style="list-style-type: none"> Los Angeles Food Policy Council; KP and TCE hold seats on the Council FreshWorks: \$272M public-private fund that increases healthy food access (~21 partners in total) | | |
| Boyle Heights | | | KP assisted w/ IT system and referral at new Wellness Center |
| Long Beach | Created coalition to remove flavored milk from schools, promote water in schools, and breakfast in the classroom | <ul style="list-style-type: none"> Created walking loops around parks and neighborhoods Passed policy to remove soda from city vending machines | Collaborated on a joint site tour for the Childhood Obesity Conference in Long Beach |
| Eastern Coachella Valley | Men's Alliance program at Fresno Unified School district | | Developed health indicators for SE Asian community through BMOC work |
| Richmond | <ul style="list-style-type: none"> Restorative justice effort at Richmond High School School-based health center network at West Contra Cost Unified School District | <ul style="list-style-type: none"> Collaborators on violence prevention (HEAL) Convenes Richmond Funders Group Conducting analysis of KP procurement strategy to identify local sourcing and job creation opportunities (with East Oakland site) | Supporting sole Federally Qualified Health Center (FQHC) in Richmond |
| South Sacramento | SCUSD's Connect Center (one-stop family resource center) | <ul style="list-style-type: none"> Oak Park Farmer's Market Ceasefire efforts | Co-lead Healthy Sacramento Coalition (Community Transformation Grants: Collaboration w/ public health depts. & CDC to address chronic disease) |

FreshWorks partnership has invested in ~28 food businesses and is showing promising results

*Partnerships: Establish 20 private sector partnerships between 2014 and 2020 with a 1-1 match with TCE investment**

California FreshWorks is a multi-tiered public-private partnership designed to increase access to healthy food in underserved communities in California; partners include banks, philanthropy, healthcare, and non-profit organizations**

Multi-partner fund has been providing capital to fresh food retail and distribution operations for three years

- Deployed over \$54.9M in loans and New Market Tax Credits
- Made 28 investments to date:
 - 18 grocery stores
 - 4 mobile food vendors
 - 2 farmers' markets
 - 2 community-supported agricultural programs
 - 2 food microenterprise intermediary program grants
- Investments to date include:
 - Numero Uno (\$12M): Full service grocery store serving low income communities in South LA
 - Northgate Market City Heights (\$8.5M): Full service grocery store serving the City Heights
 - Palomino Market (\$651K): Large grocery serving the City of

Evaluation of three FreshWorks-funded stores highlighted positive trends

- Supporting healthy consumer habits:
 - Survey reported 71% of consumers were more likely to buy fresh fruit and 68% to buy fresh veggies after Northgate (LA) store opened
- Creating jobs and boosting employee wages:
 - Analysis revealed stores have created **450 jobs for low-middle income worker, of which >60% are from the local community**
 - **Wages outpaced non-FreshWorks grocery stores at the lower-end of the wage spectrum**
- **Bringing significant capital to low- and middle-income communities**
 - **Three stores generated over \$40M in economic activity to their communities**
 - **Over \$10M in employee wages annually brought into communities**

Note: Given leadership insights and the nature of private partnerships, the wording of this goal will be revised

*FreshWorks effort is also a key program strategy in support of prevention and environmental change

**TCE is reviewing lessons learned from the first 3 years of FreshWorks financing to develop FreshWorks 2.0 to address the unique capital needs of the state's diverse operators and communities

Source: California FreshWorks Fund Initiative Evaluation, Expert Advisory Group Convening slides (Nov. 2014)

TCE helped lead the creation of two philanthropic alliances focused on boys and young men of color

Partnerships: Implement national philanthropic alliance focused on boys and men of color (BMOC)

What we've accomplished...

What's next...

National Executives' Alliance

- Established in April 2013; pledged \$194M over 5 years
- Grown to 41 members including Ford, Atlantic, RWJ, OSF
- Amplifies TCE's Sons & Brothers strategy nationwide
- Works in concert with the President's My Brother's Keeper
- **Investments leveraged in 2014 include:**
 - \$10M, 3-year research initiative focused on developing a better understanding of strategies to improve BMOC outcomes
 - \$15M investment in school discipline reform
 - \$2M to create 1st national database documenting police behavior

- Funding of a national place-based effort focused on BMOC and Places of Opportunities that scales TCE's grassroots-to-treetops approach
- Developing and rolling-out of coordinated funding strategy to replicate TCE's sentencing reform work in other states

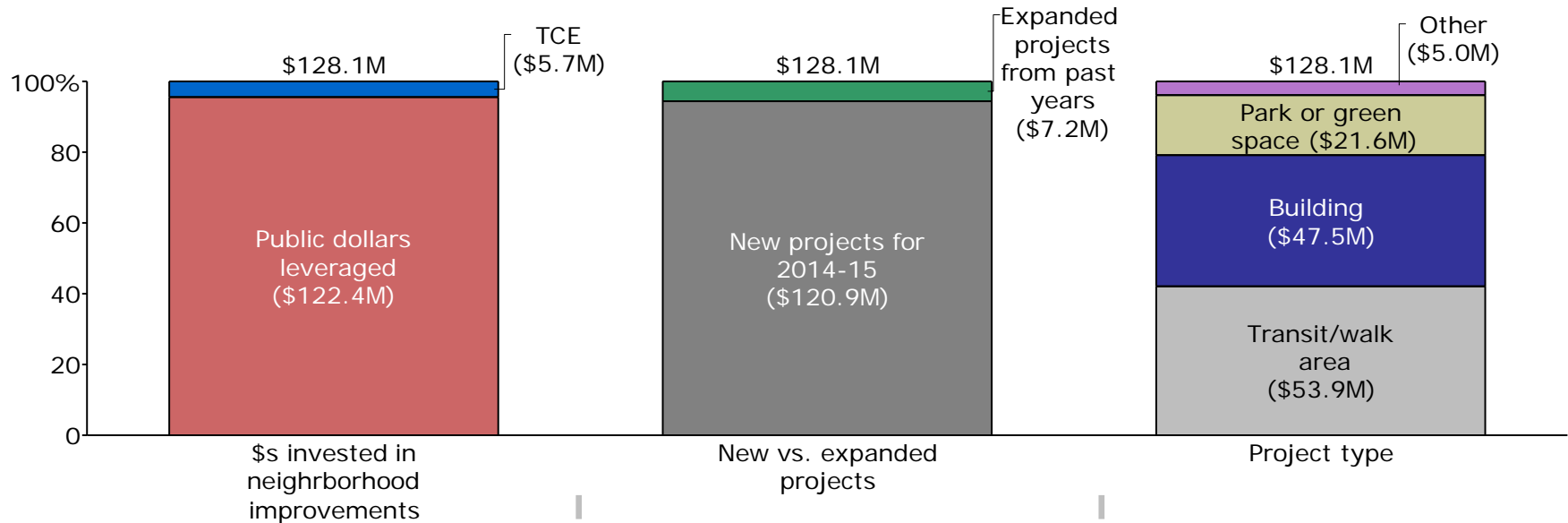
California Executives' Alliance

- Launched in May 2014
- Consists of 18 California foundations
- Adopted life course framework similar to Sons & Brothers
- Strategy is to **support and coordinate interventions spanning cradle to career for boys and men of color**
- Raised ~\$170K for rapid response fund to address police violence in California

- Poised to support My Brothers' Keeper Community Challenge Cities in California and local implementation of Prop. 47

BHC sites leveraged its funding more than 20x for physical improvements

Neighborhoods: Incorporate health equity principles in land use policies at the city, county or regional level in all BHC sites



- **City Heights:** Bus Rapid Transit line will connect residents to opportunities downtown

- Total project funding = \$45.0M
- TCE funding = \$100K

- **South LA:** Rail to River Slauson Walking and Biking Path

- Total project funding = \$2.9M
- TCE funding = \$150K

- **East Salinas (expanded):** Salinas Regional Soccer Complex

- Total project funding = \$4.0M
- TCE funding = \$490K

- **Boyle Heights (new):** Hazard Park Armory youth center renovation

- Total project funding = \$6.0M
- TCE funding = \$300K

- **Eastern Coachella Valley (park or green space):** North Shore Regional Park

- Total project funding = \$5.0M
- TCE funding = \$250K

- **South Sacramento (building):** Louise Perez Community Center

- Total project funding = \$2.5M
- TCE funding = \$10K

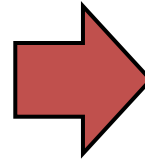
Prop. 47 has potential for great impact; TCE to invest in concerted effort to ensure implementation

Neighborhoods: Increase opportunities and support for underserved youth so they stay in school and the community

Potential impact of Prop. 47 on...

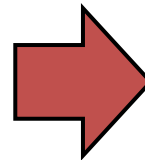
Those in contact with the criminal justice system

- Currently incarcerated – eligible for reclassification and/or release
- **Previously convicted – records can be reclassified (implications for jobs, housing, public benefits, voting, etc.)**



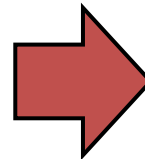
State funding flows

- ~2M Californians eligible
- Funding available summer 2016 to be allocated the following ways:
 - 65% - Mental health, substance abuse other services
 - 25% - Truancy prevention
 - 10% - Crime victim trauma services



County funding flows

- Estimated county savings from free jail bed capacity:
 - Los Angeles: \$100 - \$175M/yr
 - San Diego: \$28.4 - \$49.7M/yr
 - San Joaquin: \$ 68-\$12M/yr



TCE and partners next steps...

- Educate BHC communities about the law and reach out to individuals eligible for reclassification / resentencing
- Engage and organize justice-involved indiv. and families on broader social justice issues

- Work with Board of Community Corrections, CA Dept. of Ed., and Victim Svcs. Board to ensure equitable & efficient distribution of cost savings

- Support local coalitions of advocates to advocate for reallocation of cost savings from jails to prevention and services

Total est. reallocation to Prevention = \$500M to \$1B / year

Partnerships with Irvine and Atlantic aim to create health career pathways for youth

Prevention: Increase opportunities for underserved youth / young people of color in grades 7-16 so that they are prepared to enter health field

Research & Assessment Phase:

Laying the groundwork

- Conducting grade 7-16 career pathways assessments, as well as regional infrastructure assessments in 7 regions containing BHC sites
- Utilizing ongoing findings from this research to develop site-level grantmaking strategies that augment current investments in each region

Incorporating lessons

- Developing and defining career pathways require coordination of many systems including K-12 schools, community and technical colleges, Workforce Investment Boards, and the private sector
- BHC provides an ideal platform for getting these systems to talk to each other and coordinate efforts

Grantmaking & Implementation Phase:

Leveraging partnerships

- Established partnership with the **Irvine Foundation's Linked Learning Initiative** (benefiting from Irvine's 10-year investment in youth career pathways statewide) to fund:
 - Technical assistance
 - Six pilot BHC sites
- **Atlantic and TCE made a \$22.2M** grant to Alameda Health System to provide work-based learning and internship opportunities

Defining the vision

- Increased career opportunities for young people to pursue jobs in the health field, beginning with Grade 7-16 student-centered pathway programs, enabled by effective regional infrastructures

Revitalization Trap¹

Don't just focus on inequities – Consider also the politics and practices that contribute to economic inequality, concentration of income, wealth, and power.

- Is excessive compensation of top executives, and growing isolation of the wealthy living in enclaves a human capital issue (that bears on population health)?
- Is proliferation of low-wage jobs, and declining bargaining power of employees a human capital issue?
- Can “healthy business climate” mean *overall prosperity shared by working people*?

¹ Peter Dreier, 2015