



# A Report on Community Needs, Opportunities, and a Path Forward for the East Contra Costa Community Alliance

**DRAFT**

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# Executive Summary

East Contra Costa Community Alliance (ECCCA) nonprofit leaders and funders are committed to working together to improve the quality of life for residents of East Contra Costa (ECC) who struggle to make ends meet. Collectively, they acknowledge a scarce funding environment relative to other Bay Area regions but also the potential of this nonprofit alliance to activate new and increased resources to provide services and to drive changes in local government and other systems to address racial, income, and wealth inequities. Specifically, the alliance can play a role in clarifying, translating, and communicating nonprofit leaders' and residents' vision of a flourishing community. The alliance can also play a part in fortifying individual member nonprofits' and collective capacity to strengthen

communities in East Contra Costa. Finally, the alliance can play a role in developing a new narrative of what is possible when racially and ethnically diverse communities unite across sectors to address the repercussions of regional economic dynamics, shifts in the resource landscape, and longstanding patterns of racial discrimination. This paper describes the context and rationale for doing so, and the potential steps toward enhanced alignment and more profound impact for the funders and nonprofits determined to transform the conditions of residents of ECC who are constrained in achieving their fullest potential.

“

In our ability to come together, we can increase our influence and power . . . tell the story of nonprofit services, of changing demographics.

”



# Introduction

East Contra Costa Community Alliance (ECCCA) commissioned this research to examine and present recommendations for the future direction of this newly-formed nonprofit alliance. Wendy Todd Consultants gathered information to support analysis and recommendations through a literature review, phone interviews with 10 ECCCA nonprofit leaders, and a focus group discussion involving four foundation funders of ECCCA and its member nonprofits. Findings from the literature review provide an overview of the unique context within which the nonprofit sector, funders, business, public agencies operate: specifically, confronting the relatively recent phenomenon of suburban poverty in a region profoundly shaken by the 2008 mortgage crisis and recession that followed, and by dramatic demographic changes over the past decade+. Themes from interviews with nonprofit leaders

provide a better understanding of the strengths and challenges within the community, particularly for people who struggle financially (See Appendix A for the Interview Discussion Guide). The focus group discussion with funders offered ecosystem-level analysis and recommendations about how the alliance might harness resources and adopt an abundance mindset in order to catalyze both effectiveness in operations and achieve larger-scale change (See Appendix B for the Interview Discussion Guide). This paper closes with recommendations and potential action steps intended to positively affect community well-being while simultaneously fortifying nonprofit infrastructure to navigate a dynamic need-opportunity landscape.

# Background and Context

In the 1980s, the economic boom of the San Francisco Bay Area reached East Contra Costa (ECC), integrating it as a bedroom community of the larger metro area. The population of ECC grew by 50,000 from 2000-2010, though only 4,000 new local jobs were added, mostly in low-wage industries. ECC's population is now approximately 319,000, nearly three times the population of Richmond and three-quarters the population of Oakland. Population is dispersed among four cities and several unincorporated communities. While in 1990, the population of ECC was two-thirds White, now just less than half of the population is White (46%). According to the Bay Area Equity Atlas, between 2000 and 2015, the White population changed from 58% to 46% of all residents, with the largest growth in the Latino (18 -> 25%) and Asian/Pacific Islander (11 -> 17%) populations. One-quarter of residents (25%) identify as Latinx, 14% Black, 10% Asian, 8% Mixed Race, and 15% other. Within Contra Costa County as a whole, the vast majority (75%) of children under age 17 are non-White.<sup>1</sup>

Alongside these demographic changes, the recession and foreclosure crisis of 2008 hit ECC inordinately hard. Rapid housing construction, used as an economic development strategy in the early 2000s, collided with predatory mortgage lending to the rising number of people of color fleeing gentrification in Oakland, San Francisco, and the Peninsula, giving rise to rates of foreclosure higher than in San Francisco or Silicon Valley by a factor of 100+.<sup>2</sup> Beginning in 2008, property tax revenues declined sharply, simultaneous with rapidly rising poverty rates and demand for social services due to the broader effects of the recession. These dynamics coalesce in rising poverty rates across ECC – 33% across the 2000s alone, with most

“ The geography of race and class in the San Francisco Bay Area has shifted dramatically over the last decade, and suburban poverty is on the rise. The need for social services has grown in communities outside of the urban core, outpacing the abilities of anti-poverty organizations to provide assistance. ”

*Chris Schildt, Building a Robust Anti-Poverty Network in the Bay Area (2012)*

ECC communities experiencing a doubling of poverty between 1990 and 2010 at the same time core urban cities witnessed a reduction.

Among school-age children currently, 54% are eligible for free or reduced-price lunch, and nearly one in five children (18%) lives below the Federal Poverty Level. ECC thus experienced increased need for human services, including among those who had never before had contact with safety net organizations. This demand persists, especially the

“ If you take a huge step back, we have a society that does not provide a social safety net. Public dollars, taxpayer dollars, do not support people to live with healthcare, childcare, all that stuff. . . We are all mired in a dysfunctional system. ”

need for mental/behavioral health and substance use recovery services (linked to high levels of stress); services to ensure food and nutritional security; and access to culturally responsive healthcare services, including specialty care.<sup>3</sup> Additionally, there is an ongoing need for livable wage jobs appropriate for diverse populations, including those with low levels of educational attainment.<sup>4</sup>

Currently, ECC residents face a trifecta of overarching challenges: (1) unavailability and unaffordability of decent housing; (2) inadequate transportation infrastructure to connect with livable wage jobs and needed services; and, (3) lingering repercussions of the rapid transition from a majority White to majority people of color population. ECC proves the most affordable community for many people of color pushed from the urban core due to gentrification. Yet, between 2000 and 2015, the share of renters that were burdened by the cost of housing in Contra Costa County went from 42% to 55%. Between 2011 and 2017, monthly market rent in Contra Costa County changed by \$778.<sup>5</sup> High rents cause financial insecurity, compel workers to commute long distances, and make it difficult for employers to find and keep workers. Notably, approximately 58% of ECC adults commute alone by car more than one hour each way to livable jobs, with grave implications on personal, family, and ecological well-being.<sup>6</sup>

As are jobs, amenities and human services are physically spread out. Inadequate and expensive public transportation infrastructure coupled with road density<sup>7</sup> and congested roads due to commuting patterns present significant health and quality of life challenges. Settlement patterns have exposed and exacerbated racism, leading to pockets of wealthy mostly White neighborhoods sprinkled among highly racially diverse under-resourced enclaves. Within these diverse communities, domestic violence rates and rates of bullying exceed state averages, sometimes dramatically.<sup>8</sup> Rates of school suspensions (17.7/100 students) and expulsions are more than double the state average.<sup>9</sup>

Jayson Beslig is one of 29,000 Contra Costa county workers who spend at least three hours commuting to and from work. Five or six days a week, Jayson takes the BART train from his home in Pittsburg to work the graveyard shift as a cabin cleaner at San Francisco International Airport. He is a union member, and receives overtime pay for his 10 or 12 hour shifts and a 50% transit discount. Still, he cannot afford to rent a home closer to work and he says that all of his current pay goes to groceries and rent (Bay Area Equity Atlas - <https://bayareaequityatlas.org/indicators/extreme-commuting#/>).

Despite shifting and increasing demand for human services, the nonprofit ecosystem that supports those living on low incomes faces a shortage of skilled professionals alongside dramatically increasing housing costs. Yet, government contracts typically fail to cover the full costs of providing services: three-quarters of Contra Costa Human Service agencies surveyed by the Human Service Alliance in 2018 reported that their revenue had failed to keep pace with the increased cost of doing business over the past three years.<sup>10</sup> Low overhead reimbursement rates and long reimbursement timeframes directly and negatively affect nonprofits and the individuals they serve. Lengthy reimbursement timeframes result in cash flow challenges that limit nonprofits' responsiveness and effective delivery of quality services. Low overhead reimbursement rates, absent private funding buffers, can lead to low pay and unbenefited compensation packages, making staff recruitment and retention extremely challenging and driving burnout. Strapped organizations skimp on infrastructure, sacrificing improvements in IT and facilities that reduce productivity, efficiency,



Jayson Beslig (photo credit Felix Uribe)

and effectiveness. They reduce the scope of services offered or the number of people served. In brief, the demand-need equation is out of balance, with repercussions on quality of life and sustainability of the human service ecosystem and those sustained by it.

Foundation funders have played an important role shoring up nonprofit capacity to provide quality, culturally responsive services to communities that are increasingly racially and ethnically varied. More recently, foundation funders have proactively supported collaborative efforts to extend and/or diversify services while also promoting nonprofits' capacity to organize residents and advocate for systems change. This strategy acknowledges that limited foundation grant funding cannot fully fill the gap left by inadequate public resources and outdated models for resourcing human services. Rather, organized and collective pressure to shift policies, practices, and systems to better serve communities stands a better chance at securing durable and large-scale changes that benefit community members struggling to get by who are not well-served by the current human service ecosystem.

“ There isn't that much time for me to do laundry or go grocery shopping on my working days because I'll be too tired. ”

# ECC Nonprofit & Funders' Response

Local nonprofits and foundation funders, including those involved with ECCCA, have responded valiantly to rapidly changing demographics and evolving needs. ECC nonprofits report important changes in how they work. They've hired staff who come from and/or who are of the same race/ethnicity as the individuals they serve. They've expanded services to new locations and launched new programs. They've established relationships with new and non-traditional partners, shoring up partnerships with housing providers, community colleges, school districts, and legal aid organizations. They're trained staff on mental health first aid and embarked on community engagement in order to better accompany ECC residents. Some have adopted or are actively contemplating advocacy as a strategy toward realizing their missions, bringing along their boards and staff. Several have already contributed to regional advocacy coalitions working on issues including immigrants' rights and well-being, affordable housing, school board representation, and healthcare access, among others.

## *Community Assets*

**ECCCA members commonly expressed the following community assets to support community well-being:**

- Residents are invested in ECC, have a sense of ownership; close-knit communities; a “hometown feel”; “great families”
- Nonprofits, private funders, and local residents have a strong spirit of partnership and are engaged or willing to be collaboratively engaged in efforts to improve well-being and safety
- There are areas ripe for redevelopment
- Nonprofits have dedicated, willing volunteers providing services in-kind (leveraging nonprofits' financial resources)
- Faith-based organizations that foster a sense of belonging and provide locus for community organizing, advocacy

“ The Board of Supervisors doesn't have a culture of support and knowledge about the needs of the community and how it has changed over time. They don't have a grasp on the nature of the needs. ”

## Challenges

Notwithstanding these community assets, challenges to community well-being and nonprofit efficacy in ECC persist. ECCCA nonprofit leaders indicated the most pressing issues facing families struggling to make financial ends meet were **lack of affordable housing, limited public transportation options, and few livable wage jobs within ECC (including within nonprofits themselves)**. Geographic dispersion of municipalities poses an obstacle to establishing countywide approaches to big issues, such as affordable housing and transportation. Effective and necessary county-funded programs are subject to discontinuation when funding streams shift or dry up, leaving nonprofits and their clients in the lurch. County contracts are competitive. Some nonprofits underbid as a strategy to secure

partnerships, perpetuating and exacerbating sub-par compensation practices and impairing their capacity to invest in infrastructure. ECC nonprofits experience high rates of staff turnover as a result, often losing trained and skilled staff to county agencies. Additional challenges cited by ECCCA nonprofit leaders include: inadequate fundraising and HR capacity; lack of dedicated staff to lead or coordinate advocacy and community engagement; insufficient funding for professional development and staff retreats; and insufficient funds to invest in priority infrastructure needs, especially IT and facilities upgrades.

Within this context, ECCCA has taken shape.

“ The cities act in siloes so it is difficult to have countywide initiatives and have cities contribute to countywide initiatives. ”

# Reflections on ECCCA

Following on cohort-based capacity strengthening funded by East Bay Community Foundation in 2016, approximately a dozen nonprofits based in and operating in ECC came together as ECCCA in 2019 to explore opportunities for further collaboration. The dozen organizations have a total of approximately 150 full-time and 70 part-time staff, the majority focused on service delivery in ECC. Collectively, these organizations serve more than 4,600 ECC residents annually, providing healthcare, employment training, legal services, childcare, food, emergency and transitional shelter,

youth development programs, and allied support to people with low incomes. These organizations collectively provide human services totaling in the millions of dollars annually while also sustaining local jobs, growing the local economy, and improving the well-being for local residents. (See Attachment C for a list of ECCCA member organizations.)

Interviews with nonprofit leaders of ECCCA member organizations and funders identified the value of this emergent nonprofit group, as well as its challenges.

Value of ECCCA	Challenges of ECCCA
Opportunity to increase influence and political power, articulate the value of nonprofits, make visible nonprofits’ effective response to changing demographics, especially to public sector officials/funders	“Not a natural through-line to our work”; “Defining who we are as a whole and our common purpose”; As yet, no strong and unified voice has emerged to tell the need/opportunity story
Opportunity to share info, resources, experiences, discuss pressing issues, engage in shared problem-solving	Diversity of members in terms of org size, mission, staff capacity, infrastructure, strategies & programs
Together, to tell the story of local communities, articulate needs, assets, and opportunities in a way that would be compelling to partners & funders	Geographic dispersion of members and their clients (hindering most effective cross-referral and co-management to provide wrap-around support)
Share in community engagement & advocacy	Lack depth of experience with community organizing and advocacy, though these are of great interest to foundation funders
Facilitate warm hand-offs, reduce duplication, fill gaps	Member nonprofits’ day-to-day operational demands limit the energy, creativity, and time available for visioning a new human service ecosystem and experimenting with practical strategies to leverage resources/realize efficiencies

Funders acknowledge a continuum of potential collaboration for locally-based nonprofits; from low-risk information sharing to tightly knit networks that share resources and engage in joint-advocating campaigns. They see the role ECCCA could play as an educator of and advocate to funders and decision makers and, over the longer term, a developer of community leadership and advocacy capacity. They see how powerful a collective network of nonprofits, public leaders, funders, business community, and residents could be if there was alignment in the narrative of community needs and solutions. Importantly, the first steps in this direction would be to articulate who's around the table (membership criteria) and why; formulate a theory of change; clarify values to anchor collective work; refine their shared vision for the community; and agree on a governance structure. The Census effort was cited as a positive development with these characteristics; AB 5 organizing was identified as a prospective catalyst for network organizing.

“ What has been really valuable about ECCCA is to connect with other leaders of other organizations to talk about higher level structural issues impacting nonprofits. Tackling bigger-picture nonprofit issues together is helpful. ”



## Local Advocacy Efforts

ECCCA member nonprofits clearly understand the importance of policy change and advocacy targeting decision-makers who influence funding priorities and levels. Almost every nonprofit leader interviewed identified lack of time and dedicated staff capacity – i.e., insufficient resources – to consistently and strategically engage in advocacy. A handful of respondents indicated the need to revisit their organizations’ missions and build board support before embarking on advocacy.

ECCCA funders recognize not all nonprofits are positioned to engage in community organizing and advocacy, but see the value of nonprofits’ participation in a cross-sector network that would have the capacity to advocate for a range of positive changes in the community, including improved public funding levels and more efficient

“ Among foundations there is a push for advocacy and organizing, but they need to keep in mind that our clients cannot advocate if their basic needs are not met. ”

and fair public funding processes, the uses of County general fund resources, and increased accountability of public officials to include the community in decision-making. [Thrive Alliance](#), San Mateo County’s nonprofit coalition, was cited by one foundation representative as an example of a successful nonprofit alliance operating in these ways.

“ We all want equity and civic engagement with all the populations in the region. Seems like funders want it TODAY and they don’t have the pulse of community. There are few organizations with the capacity to organize, and families are just trying to survive. Moving money from direct services to organizing efforts – at what cost? How will unemployed families participate in advocacy if they cannot feed their family? ”

# Resource Landscape

## *Nonprofit / Funder Relationships*

Not all ECCCA members are funded by all the ECCCA funders and, therefore, ECCCA funders are not aware of all the ECCCA members. However, within the bounds of existing partnerships, ECCCA nonprofit leaders and funders were asked to describe their relationships. In general, nonprofit leaders and funders who have individual relationships with one another speak highly of their ability to share information and discuss significant issues, both internal to the organization and external, involving the community and region. Nonprofit leaders generally feel well-supported by foundation colleagues, and consider them as genuine thought partners.

ECCCA funders noted, vis-à-vis the group, that they do not yet view ECCCA as a formalized network because the group's purpose and goals, governance structure, membership criteria, and priorities have not yet been developed. For instance, foundation representatives acknowledged the potential benefits of diversifying membership to include public sector staff, e.g., to bridge the gap in understanding community needs, the true costs of service delivery, and the dynamics at the root

of nonprofit compensation practices and resulting staff turnover. Notably, ECCCA funders have intentionally shied away from directing ECCCA's efforts in order to allow for organic evolution of the alliance.

“ We are giving folks space to actually grapple and lift up and come up with their own solutions. . . . And I think sometimes we can be a little more assertive in helping folks understand not just philanthropy but what is the intersection with public funding [and other diverse revenue streams] . . . ”

A handful of nonprofit leaders indicated that foundation funders' recent shift to focus on advocacy, community organizing, and movement building to effect systems change has resulted in gaps in funds for direct services. Funders expressed the reason for the shift as rooted in the intention to have the greatest impact possible with limited resources. Funders hope individual donors, other funders, including government entities, and refreshed business models among nonprofit leaders could improve nonprofits' abilities to cover direct service costs.

ECCCA members had mixed feedback regarding the quality of partnership with county elected officials and agency staff. Three nonprofit leaders indicated that Contra Costa County was notably worse than Alameda County with regard to contract negotiation, terms, and oversight. While a handful of respondents enjoyed favorable working relationships with county electeds, several reported them to be out of touch with community needs and unaware of the extent of nonprofits' contribution to community well-being.

“ The size of the financial resources we have available is not conducive to making a substantial difference . . . so we feel that our resources – the best use – is to make systems change, so that the resources our colleagues have to use can have the greatest impact. ”



# Vision: The Future of ECC

There is strong agreement among ECCCA nonprofit leaders and funders about the challenges and opportunities that exist in ECC. Additionally, they share a vision of a region with:

- Adequate supply and affordability of quality transit-oriented housing;
- Livable wage jobs;
- Good quality, safe childcare centers and schools prepared to serve a racially/ethnically diverse population;
- Affordable, accessible, and culturally responsive healthcare, inclusive of mental/behavioral healthcare and substance use recovery support;
- Appropriate, affordable transportation infrastructure to support good quality of life; and,
- Active community leadership and advocacy around issues of shared importance.

Additionally, nonprofit leaders and funders envision a future where nonprofits' contributions are well understood, and where they are valued in the community by other funders, elected officials, public agency leaders, and the business community as vital contributors to and experts within the human services ecosystem.

## Recommendations

### *Long-term Outcomes*

The research pointed toward a number of outcomes and potential strategies ECCCA may consider to improve community vitality. Long-term outcomes can be considered in relation to two strategic priorities: (1) addressing community issues related to suburban poverty; and, (2) improving nonprofit infrastructure and efficacy in mobilizing and utilizing resources. The tables below summarize suggested outcomes related to these two strategic priority areas. In full transparency, these may not be shared among all ECCCA members. Rather, some outcomes and strategies may be relevant to some nonprofits and funders, though not to others. This list is informed by feedback received through interviews and focus groups, is meant to identify most oft-cited issues/opportunities, and is not exhaustive.

## Address Community Issues Related to Suburban Poverty

Desired Outcomes	Potential Strategies and Resources to Leverage
<p>1. A shared learning agenda is designed and implemented with a particular focus on engaging and educating elected officials and public/private funders on community issues and value added by nonprofits.</p>	<p>Through site visits, roundtable discussions, and strategic conversations, educate elected officials (especially Board of Supervisors) about evolving needs and assets within ECC, including your organizations' efforts</p>
<p>2. Health and social services are more accessible for individuals and families in ECC.</p>	<p>Conduct co-location feasibility study</p> <p>Advocate for transportation priorities cited by nonprofits' service users</p> <p>Leverage work being done through <a href="#">Mobility LABs</a>, explore additional resource hubs (like <a href="#">SparkPoint Contra Costa</a> initiative) &amp; co-location of services to ease clients' transportation and access issues – "places where people will frequent"</p> <p>Leverage work being done through <a href="#">Mobility LABs</a> to systematize and improve data-sharing, develop effective channels and tools for sharing information to provide more coordinated co-management of clients</p>
<p>3. More low-income residents and residents of color play an active role in shaping decisions that impact their lives and communities.</p>	<p>Use resources like Monument Impact's leadership training and <a href="#">Urban Habitat's Boards and Commissions Leadership Institute</a>, continue to build the community's power to advocate for the systems, infrastructure, services and opportunities they need</p>
<p>4. Improvements are made on a particular issue impacting ECC residents experiencing poverty (e.g. affordable housing, improved public transportation system, livable wages, etc.)</p>	<p>Build on/contribute to work being done through existing advocacy coalitions (<a href="#">CCISCO</a>, <a href="#">Great Communities Collaborative</a>, <a href="#">Family Economic Security Partnership</a>, <a href="#">Contra Costa Budget Justice Coalition</a>, <a href="#">Alliance of Californians for Community Empowerment</a>, <a href="#">CCC Human Services Alliance</a>, <a href="#">CARES Network</a> and <a href="#">STAND Together</a>, etc.), formulate shared advocacy messages that clearly articulates vision for ECC around housing, access to healthcare, food insecurity, transportation, livable wage jobs, immigrant safety and well-being, etc.</p>

## Improve Nonprofit Infrastructure & Efficacy

Desired Outcomes	Potential Resources to Leverage
<p>1. Increase direct service grants and donations from donors, private foundations, public sources, and businesses to local nonprofits</p>	<p>Continue in-person facilitated meetings, at least quarterly, to strengthen relationships, share information, and continue to identify places where collective effort could both attract new individual donors and yield greater impact</p> <p>ECCCA funders and nonprofits partner to develop messaging (new narrative) and strategy for soliciting and engaging new donors, funders, and businesses</p> <p>Engage in advocacy and fundraising training and coaching to support new narrative and new approaches to fundraising</p>
<p>2. Increase the financial capacity of nonprofits to offer livable wages and benefits for staff so that high-quality services are provided by staff who are well-supported</p>	<p>Develop a new narrative around the assets nonprofits offer, to influence more individual giving and improve public contracts (building from CalNonprofits' <a href="#">Causes Count</a> messaging)</p> <p>Nonprofits access technical assistance to increase business acumen skills and refresh/update financial models</p> <p>Funders develop strategies to engage other funders, including awareness-raising within public sector of nonprofits' contribution</p> <p>Building from work done by Human Service Alliance, continue to advocate for reform of county contracting practices</p>
<p>3. Increase formalized partnerships among nonprofits, businesses, and public agencies to better leverage and share local resources</p>	<p>Explore where/whether consolidating back office (Admin, HR, IT, Finance) might help drive efficiencies and reduce costs</p> <p>Build on members' existing relationships with businesses, develop outreach materials articulating shared vision, nonprofits' contributions and use to tap pro-bono assistance, activate employee giving &amp; advocacy, attract new financial resources</p> <p>Leverage work being done through Mobility LABs to systematize and improve data-sharing, develop effective channels and tools for sharing information to provide more coordinated co-management of clients</p>

# Recommended Next Steps

ECCCA could pursue several steps in the short-term to support its continued evolution in ways that maximize value. Steps are aimed to formalize the network and potentially secure future funding to move toward a shared vision for ECC.

- 1 Explore models of private/public networks to help inform the purpose, structure, and composition of ECCCA.
- 2 Create a charter for ECCCA that includes the purpose of the group, governance structure, roles and responsibilities, communication methods, budget, short and long-term goals. A draft charter template is provided as Attachment D.
- 3 Map current initiatives involving local nonprofits and funders aimed to: address complex issues related to suburban poverty; create and tell the narrative of the community and/or nonprofit value; increase nonprofit capacities; align funders around shared desired impact; etc. (e.g., Mobility LABs, STRONG Funders, and Great Communities Collaborative, among others).
- 4 Once developed, present ECCCA Charter to funders and invite their participation and support for a backbone entity to operationalize ECCCA.
- 5 Co-create a Theory of Change for ECCCA (with a cross-sector group of public, private, and FBO leaders) that articulates the long-term goal of ECCCA.

A number of assumptions are built into these recommended next steps. First, it is assumed a Subcommittee within ECCCA would have the interest and capacity to engage and explore network models, map current initiatives, and draft a Charter. Second, it is assumed the current configuration and membership of ECCCA may shift given the direction and desired outcomes the Subcommittee proposes.

# Sources

- 1 Kaiser Permanente. 2019 CHNA.
- 2 Schildt, Chris. 2012. *Building a Robust Anti-Poverty Network in the Bay Area*. Federal Reserve Bank of San Francisco.
- 3 Kaiser Permanente. 2019. KP-Antioch CHNA.
- 4 Kaiser Permanente. 2019 KP-Antioch CHNA. Approximately one-third of Latinx adults surveyed reported less than high school diploma.
- 5 <https://bayareaequityatlas.org/indicators/housing-burden#!/?geo=09000000000000062>, accessed January 15, 2020.
- 6 <https://bayareaequityatlas.org/indicators/extreme-commuting#!/> accessed January 8, 2020.
- 7 Kaiser Permanente. 2019 KP-Antioch CHNA. ECC has 4.6 miles of roads per square mile of land (vs. state average of 2.0).
- 8 Kaiser Permanente. 2019 KP-Antioch CHNA. The domestic violence hospitalization rate for women and girls age 10 and older in KP-Antioch service area (6.3 per 100,000 people) is almost 30% higher than the state average. More than one-third of youth of all races except Native American report experiences of bullying in the prior year, with 43% of Black youth (vs. 33% of White) experiencing bullying.
- 9 John Muir Health System. 2019 CHNA.
- 10 Human Services Alliance of Contra Costa. October 2018. *Nonprofits' Real Cost of Doing Business and What We Can Do About It*.

# Appendices

- A - ECCCA Members: Interview Discussion Guide
- B - Foundation Funders: Focus Group Discussion Guide
- C - List of nonprofit leaders and funders interviewed
- D - Draft ECCCA Charter Template

## *Appendix A*

# ECCCA Members: Interview Discussion Guide

## Interview Discussion Guide

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East Contra Costa Community Alliance (ECCCA)

January 2020

### Introduction

Thank you for participating in a 45 to 60-minute phone call with Wendy Todd Consulting (either Wendy Todd or Caitlin Brune) in the beginning of January. We look forward to hearing your perspectives on shifting community needs, the non-profit landscape, ECCCA, and potential revenue sources that lead to improved financial health and sustainability for East Contra Costa County (ECCC) nonprofits. Your responses will be kept confidential – only themes that emerge from our interviews will be shared with ECCCA and its funders. The information you provide will help shape the future direction of ECCCA.

### Discussion Questions

Reflections on ECCCA

1. Moving forward, what value could the ECCCA offer you, your organization, and residents living in ECCC?

Reflections on the community

2. If you could wave a magic wand and improve the quality of life for individuals and families who struggle financially to make ends meet in ECCC, what would you do?
3. What are unique or noteworthy assets and strengths within the East Contra Costa community that fortify the entire ecosystem (nonprofits, funders, government/public agencies, faith-based organizations, residents, etc.) to tackle challenges posed by poverty?

Reflections on ECCC nonprofit capacity

4. As the needs in the community grow and the demographics of those who need and access services shifts, what (if any) changes will your organization need to make (or is in the process of making) in order to better realize your mission?
  - a. What assists you to make these changes?
  - b. What are barriers to making these changes?

5. A priority expressed by ECCCA is to “advocate for resources to strengthen the infrastructure of nonprofit organizations serving ECCC.” Infrastructure needs have been characterized as: suitable facilities (including facilities for possible service and office co-location); up-to-date IT systems; appropriate staffing levels; and competitive staff compensation, including health insurance and other benefits.
  - a. Which of these infrastructure needs (if any) do you think ECCCA could prioritize and collectively address?
  - b. Are there other nonprofit infrastructure needs that concern you?
5. Describe the extent to which your organization engages in advocacy (at the local, state, county, levels). What was the intention of your advocacy efforts and to whom are/were your efforts directed?
6. To what extent do you engage your clients and/or community members in advocacy efforts that impact their lives?
7. What capacity building support, if any, would your organization be interested in accessing in order to more deeply engage in advocacy efforts that could improve the lives of your clients?
8. In terms of ECCCA’s advocacy, what specifically would you like to see ECCCA advocate for? Who are primary targets for this advocacy?

#### Reflections on ECCC Resource Landscape

9. How would you characterize the relationship between public and/or private funders and nonprofits in ECCCA?
  - a. What supports authentic partnership?
  - b. What detracts from true partnership? What can be done about this/these factors?
10. Please describe to what extent your organization works with community partners (e.g. public officials; the business community; faith-based organizations; foundations; community residents or residents’ organizations; labor unions, etc.). If your organization is not currently working with representatives from some of these sectors, describe your hopes, constraints and/or reservations in initiating stronger partnerships to realize your organization’s mission.

## Focus Group Discussion Guide

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East Contra Costa Community Alliance (ECCCA)

January 2020

### Introduction

Thank you for participating in a 60-minute focus group with ECCCA funders and Wendy Todd Consulting on January 13th. We look forward to hearing your perspectives on shifting community needs, the nonprofit and philanthropic landscape in East Contra Costa County. Your individual responses will be kept confidential – only themes that emerge from our focus group discussion will be shared with your ECCCA colleagues. The information you provide will help shape the future direction of ECCCA.

### Discussion Questions

1. Moving forward what value could the ECCCA offer you, your foundation, and residents living in ECCCA?
2. If you could wave a magic wand and improve the quality of life for individuals and families who struggle financially to make ends meet in ECCCA, what would you do?
3. Work to eradicate and address the repercussion of poverty and foster conditions for all ECCCA residents to live healthy lives and reach their full potential includes work across sectors resourced by a diversity of funding sources, revenue streams, and public/private partnerships, as well as community engagement and leadership.
  - a. To what extent do you feel ECCCA members have achieved this mix? Where are primary shortfalls in strength or capacity?
  - b. What are the prevailing drivers and barriers to ECCCA members' successfully resourcing the community with (in their words) "good programs [provided in a] service-rich environment" that help residents move toward self-sufficiency?
4. How would you characterize the relationship between funders and nonprofits in ECCCA?
  - a. What supports authentic partnership?
  - b. What detracts from true partnership? What can be done about this/these factors?
  - c. How do public funders (e.g., city and county governments) figure within the relationship?

5. What are some viable strategies your organization may consider that could better address the context in which ECCC nonprofits are operating, especially significant levels of poverty, a housing crisis, the impacts of displacement, a dispersed social service nonprofit and public provider network, and an under-resourced nonprofit sector (as described in the nonprofit real costs study)?
6. What would your organization need from ECCCA to consider increasing the amount of funding to existing member organizations, consider funding the collaborative itself, or invest in new organizations committed to engage in collective dialogue and action intended to improve the lives of lower-income residents of ECC?
  - a. What specific strategies do you believe ECCCA could use to leverage resources?
  - b. What other public or private funders, if any, may be interested in contributing to the ECCC nonprofit pooled fund at East Bay Community Foundation?
  - c. What specific information would be most helpful in supporting new funders to invest?
7. The perception among some nonprofits is that the pivot to an equity-focused agenda among some funders has resulted in a reduction in funding for direct services.
  - a. Does this perception seem accurate based on your experience and/or data?
  - b. If yes, what strategies, if any, might your foundation or other funders use to help close the gap in direct services funding?

## Appendix C

### List of nonprofit leaders and funders interviewed

#### *Nonprofit leaders interviewed*

Name	Agency
1. Barbara Bunn McCullough	Brighter Beginnings
2. Ann Wrixton	CASA of Contra Costa County
3. Verna Haas	Contra Costa Senior Legal Services
4. Cathy Botello and Misty Mathiasen	C.O.P.E. Family Support Center
5. Regina Kaiser	Dreamcatchers Empowerment Network
6. Joleen Lafayette	Loaves and Fishes
7. Debra Ballinger	Monument Impact
8. Alissa Friedman	Opportunity Junction
9. Betty Geishirt Cantrell	SparkPoint Contra Costa
10. Kirsten Rigby	Village Community Resource Center

#### *Funder focus group participants*

Name	Agency
1. Melissa Stafford-Jones	Leshar Foundation (via phone call after focus group)
2. Luis Arteaga	Y+H Soda Foundation
3. Bob Uyeki	Y+H Soda Foundation
4. David Pontecorvo	East Bay Community Foundation
5. Yolanda Alindor	San Francisco Community Foundation
6. Mahvash Hassan	Consultant to STRONG Funders

## *Appendix D*

# Draft ECCCA Charter Template

## *Background of ECCCA*

In 2016, a number of foundations established the East Contra Costa STRONG Nonprofits Fund, a pooled fund at the East Bay Community Foundation, with the long-term goal of strengthening the ecosystem of organizations addressing poverty in the region through the provision of direct services, community organizing, and advocacy for systems change. The Fund provided a grant to CompassPoint Nonprofit Services to convene a cohort of up to 10 small- to mid-sized nonprofit organizations to participate in a series of group learning sessions and individual coaching focused on sustainability planning. This cohort operated in parallel with the Contra Costa Leadership Institute (CCLI), a leadership development cohort led by LeaderSpring with principal funding from the Thomas J. Long Foundation. A total of 16 organizations participated in and completed these two cohorts. Many of these groups have come together over the past six months to consider opportunities for further collaboration.

## *ECCCA Purpose*

Ideas to consider: The purpose of the network may be to develop a common voice on specific issues (ADVOCATE) OR share and leverage resources to achieve a common goal (COLLABORATE), OR share information and/or build skills related to a common challenge/topic (EDUCATE).

## *ECCCA Development Goal*

Ideas to consider:

1. ECCCA will form a steering committee of nonprofit leaders, public and private funders to draft a charter and develop theory of change.
2. ECCCA will invite diverse community leaders to participate in ECCCA who may be interested in partnering to advance the theory of change.

## *ECCCA Three Year Goals*

Consider these key questions: What would change in the community as a result of ECCCA working together? What would success look like in ECC as a result of ECCCA's work?

## *ECCCA Governance Structure*

Ideas to consider:

### **Decision-making**

Decision-making will be made through group consensus. If consensus cannot be reached a majority vote will make the decisions. You will need to determine who has voting rights – e.g. a steering committee or members who attend at least x% of meetings

### **Meetings**

Two-hour monthly meetings rotating among the member sites. Meeting agendas will be developed by \_\_\_\_ and distributed \_\_\_\_days before the meeting.

### **Roles and responsibilities**

1. Meeting facilitator – this role may develop agendas, facilitate meeting to ensure participants are willing and able to fully participate, secure and prep meeting speakers, suggest pre-read materials or tools prior to the meeting
2. Meeting notetaker – takes meeting notes and disseminates to ECCCA within 48 hours of the meetings that includes clearly articulated decisions made and next steps
3. Funder Liaison – provide reports and updates to funders of ECCCA, requests support (beyond grant funds) as needed
4. Steering Committee – sets the direction of ECCCCA, helps establish meeting agendas and sustain active participation among members in ECCCA, manages budget, uses networks to engage diverse community leaders in ECCCA, engage in debrief calls to reflect on previous meetings and plan for future meetings/activities, maintains up-to-date on issues, challenges, and opportunities in the external environment that may impact ECCCA's efforts, engages in branding, marketing, and promotional activities on behalf of ECCCA.

## *Network Budget/Resources*

Key questions to consider:

1. Will steering committee members be resourced through private funds for their leadership of the group?
2. Will ECCCA benefit from contracting with an independent facilitator to support the network during and in between meetings?
3. What resources are needed, if any, for branding? For website and other communications materials?
4. What resources are needed to support meeting logistics? Food, meeting space, etc.?