

PROGRESS REPORT:

The CALIFORNIA URBAN PARTNERSHIP's 10-year Initiative to build economic security in low income communities of color.

SACRAMENTO REGION FOCUS AREA

Concentrated poverty in geographic boundary areas that include the federally designated Sacramento Promise Zone, and 10 of the Healthy Sacramento Coalition's 15 priority zip code areas; with average unemployment rates ranging between 21% to 43% in overlapping census tracts. The high poverty and unemployment rates in these areas have remained relatively unchanged for well over 2 decades.



JOINT VENTURE PROJECTS

Amplifying grassroots community-based institutions capability through Collective Impact, and linking low income neighborhoods to regional industry clusters and economies, is key to our three market based program, business and policy initiatives: **Eat, Build and Innovate.**

EAT

Healthy Food Hub & Regional Destination

Construction Business Cluster & Neighborhood Revitalization

BUILD

INNOVATE

The STEM Workforce Diversity Pipeline

URBAN JOBS & WEALTH CREATION: Our Data and Community Driven Priority

BACKGROUND



1 In 2014, 2015 and 2016, the California Urban Partnership reviewed over 20 reputable studies and reports that declared an urgent need to build economic security in African American and Latino communities.



2 In 2015, completed 27 organizational capacity assessments of influential non-profit organizations led by and primarily serving communities of color in Sacramento, Oakland, Los Angeles and San Diego.



3 Analyzed 135+ empowerment variables revealing immense community capabilities undermined by chronic fragmentation and systemic factors; moreover, revealed a need for long term technical, cross sector and fund support to build collaboration and scale regional economic initiatives that intently solve social problems.



4 In 2016, interviewed and engaged 328 African American and Latino business, community, academic, faith, youth, law enforcement and government leaders and activists at Collaboration 101 regional meetings (Sacramento, Oakland, Los Angeles and San Diego).



5 Analyzed findings, conclusions and recommendations received by 328 African American and Latino leaders and activists, which informed the development of the CUP's criteria and priorities for market based joint ventures (Eat, Build, Innovate) that address the social determinants of health.



6 In 2016, launched ARIZE.org - an online community resource, engagement tool and digital magazine. ARIZE will support robust Initiative progress tracking and reporting on an ongoing basis.

NEXT STEPS



PLAN

Recruit Partners  
Identify Funds  
Complete Action Plans  
**6-8 Months**



BUILD

Partners Engaged  
Community Support  
Funding Secured  
Metrics Set  
**1-3 Years**



SCALE

Partnership Strong  
Outcomes Visible  
Success Stories  
**2-5 Years**



IMPROVE CONDITIONS

Systems Change  
Businesses Thrive  
Job Readiness Up  
Community Health Up  
Racial Disparities Down  
**5+ Years**

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**EAT, BUILD and INNOVATE** represent the **California Urban Partnership's** three exciting joint venture project priorities based on engagement and feedback, with and from, hundreds of regional leaders of color. These market based and sustainable economic initiatives are designed to intently solve social problems at a regional level. They increase the capability of grassroots community institutions to collectively define and deliver the cross-sector solutions they need in joint venture efforts; and, mitigate the fragmentation, institutional and cultural incompetence factors that create barriers for urban job and wealth creation.

Employing the principles of Collective Impact, our **Community Investment Initiative** will scale tangible **EAT, BUILD and INNOVATE** outcomes. Joint ventures will form via shaping a common agenda, shared measurement system, mutually reinforcing activities and continuous communication through CUP backbone support (i.e., organizing long term planning, cross sector, technical, fund development, management, coaching, marketing, outreach and policy support).

## EAT

### Healthy Food Hub & Regional Destination

The Farm To Fork Marketplace concept is a social enterprise housed in commercial real estate located within the Promise Zone boundary area. Features include professional kitchens to incubate food-based businesses, community gathering space, and amenities for onsite retail sales, cold storage and outside distribution of fresh local produce. This enterprise is connected to external networks with farmers of color and regional growers, as well as ownership opportunities for food packaging and processing operations with global reach. Driven by market-based management and social innovation principles, this concept addresses the health problems of residents living in food deserts, business ownership inequities and unemployment faced by communities of color. The Marketplace will not only serve the needs of low-income residents – it will connect Promise Zone neighborhoods to the regional economy by creating strong businesses, jobs, a desirable mainstream destination for healthy and delicious cooked food, nutrition science education, community events, and a vibrant scene for the arts, entertainment and cultural diversity. All the featured components provide opportunities for multiple organizations and entities to link-in to a supply chain partnership and Collective Impact strategy. Phase 1 operations *may* employ a seasonal open air lot and tents format.

## BUILD

### Construction Business Cluster & Neighborhood Revitalization

The *Business Cluster* concept (with a Phase 1 focus on strengthening underrepresented entrepreneurs in the Building Industry), is a program to increase supplier diversity in the public and private sector, grow small businesses, revitalize Promise Zone neighborhoods, and create employment and job training opportunities for at-risk youth and ex-offenders. **Component 1:** As the targeted small business owners maintain their existing firms, this program will provide them with coaching, management and technical assistance to form joint ventures with other compatible underrepresented entrepreneurs. The joint venture structure (legal entity, website, etc) will aggregate the talent, skills and resources of shareholding trades men and women, who will all TEAM up to complete contract work, on a case by case basis as opportunities emerge, and as the JV develops a high performing portfolio. **Component 2:** University graduate student fellows – under the direction of a business development specialist – will identify public and private sector bid opportunities, and prepare responses on behalf of JV cluster program participants; coordinating with JV teams on bid costs, functions, goals and final proposal presentations. Funded by fees, contract profit shares and grants. **Component 3:** In a strategy involving Land Trusts, CDFIs, banks, workforce agencies, government entities and other partners, JVs will play an instrumental role in the rehab and construction of residential and commercial properties in distressed neighborhoods. By increasing their contracting competitiveness, impact on a region's economic output, and revitalizing blighted areas, the JVs will be well positioned to help create jobs and training opportunities for populations with high unemployment challenges (i.e., ex-offenders and at-risk youth).

## INNOVATE

### The STEM Workforce Diversity Pipeline

The STEM Workforce Diversity Pipeline concept is a program employing innovative strategies to identify promising at-risk and underrepresented students in elementary, middle and high school, and provide them with a foundation to successfully complete their education and pursue careers in STEM fields (healthcare, bioscience, engineering, building trades, energy, aerospace, automobile mechanics and information technology >>> web development, software programming, ISM, visual media and sound production). A key objective is more efficiently linking a continuum of life skills training, trauma counseling, mentoring, parent engagement and community outreach to core academic, career training and job programs. This includes real world exposure, entrepreneurial pathways and a common case management system. These components provide numerous opportunities for multiple organizations and entities to link-in as partners in a culturally appropriate, grassroots driven and industry specific workforce and community development strategy. **Desired Outcome:** Funded Network of grassroots and cross-sector STEM workforce organizations (working with schools) train X# of at-risk participants for X# of years in their various industry/skill focus areas, using a shared academic, counseling, mentoring, case management, parent engagement, community outreach, arts/culture and event support system in a region.

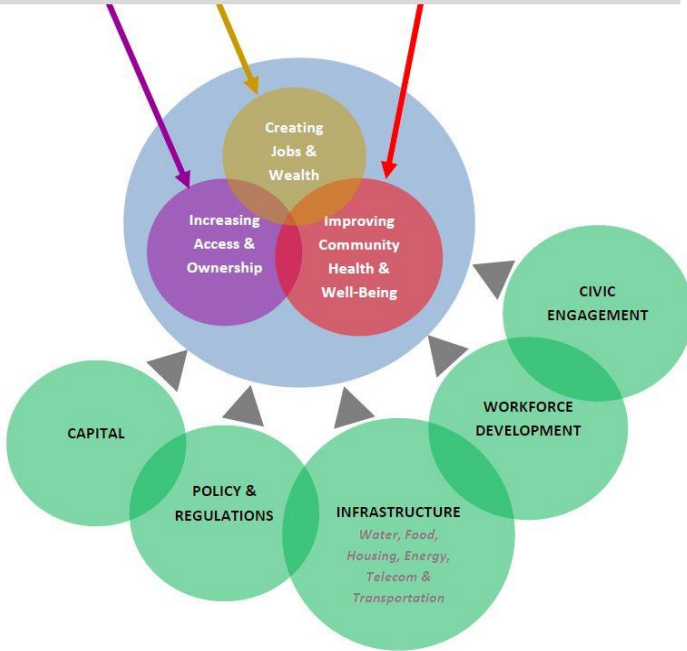
This concept proposes to veer away from the tradition of asking young people "what do you want to be," and moves towards asking "what problems (*personal, family, community*) would you like to solve," and then equipping them with a virtual magic wand to be the change they wish to see. It recognizes the failure that results when leaders (from all sectors) don't provide the full range of support that at-risk and underrepresented students need, based on the extraordinary barriers they face due to generational poverty and a wide variety of environmental risk factors. Moreover, it recognizes the disadvantages created by a host of fragmented and uncoordinated efforts, which make it extremely difficult to scale up the vast numbers of underrepresented workers and entrepreneurs needed in STEM fields, and, to ensure their economic inclusion and participation.



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CREATING URBAN JOBS AND WEALTH  
THROUGH TRIPLE BOTTOM LINE PROGRESS

TBL = EQUITY, ECONOMIC and ENVIRONMENTAL PROGRESS



# #EquityMatters

## OUR POSITION

**1**  
Reactions to calls for fairness, equity and self-healing for communities of color should not incite visceral and adversarial responses, but rather open the doors to learning, partnership collaboration, resources and empowerment that repairs immense generational damage and the overall human condition.

**2**  
Income inequality, institutional racism and generational poverty have been well documented as conditions that are real, and interrelated. These unacceptable realities demand that communities of color must own, lead and access processes to define and deliver the solutions they need without apologizing for holding themselves, government, the private sector and other forces accountable for progress.

**3**  
Increasing long-term investments in comprehensive, culturally competent and collaborative Urban Job and Wealth Creation strategies will significantly reduce health and social problem costs, fuel successful economic development and deliver highly valuable returns to communities, industries and policymakers.

**4**  
Our Initiative is dedicated to organizing long term efforts to close the economic achievement gap through joint venture community program, business and policy initiatives in partnership with the public and private sector. Amplifying grassroots community-based institutions capability through Collective Impact, and linking neighborhoods to regional industry clusters and economies, is key to our work.

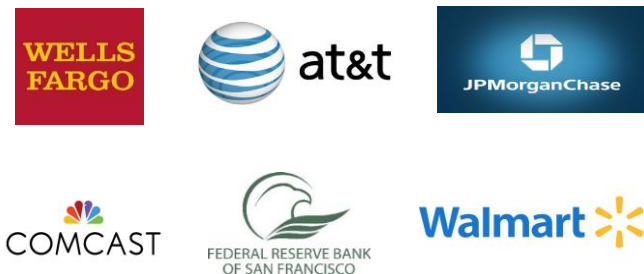
## TBL PERFORMANCE CONSIDERATIONS

**EQUITY**  
Addressing income inequality requires greater access and ownership of tools, processes and assets for economic prosperity. This is how policies, investment and program strategies will respond successfully to the challenges unique to underserved populations, and places where they live.

**ECONOMIC PROGRESS**  
Solving social problems by tapping market-based opportunities offers great pathways to creating jobs and lasting wealth. Linking low-income neighborhoods and communities of color to regional industry clusters, supply chains and economies is key.

**ENVIRONMENTAL PROGRESS**  
Removing systemic barriers to community health demands recognizing the influence of environmental risk factors such as public institutions, neighborhood surroundings, family, school and ecological conditions. Culture and language issues are important.

## CORPORATE PARTNERS



## COMMUNITY PARTNERS – SACRAMENTO REGION

- Greater Sacramento Urban League
- Green Tech Education & Employment
- Hawk Institute
- Healthy Sacramento Coalition
- KDEE 97.5 Radio
- Links
- NAACP Sacramento Branch
- Nehemiah Corporation
- Neighborhood Wellness Foundation
- Roberts Family Development Center
- Sac Asian Chamber of Commerce
- Sac Black Chamber of Commerce
- Sacramento Black Nurses Association
- Sac Employment & Training Agency
- Sac Hispanic Chamber of Commerce
- Sacramento Observer Newspaper
- Sacramento Promise Zone
- Souletics
- South Oak Park Community Association
- Target Excellence
- Tuskegee Flyers
- United College Action Network
- US Department of Agriculture
- Voices of the Youth
- Yes2Kollege

*Partial List.....*

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