

CASE STUDY: STOCKTON

# Seeding an Environmental Justice Coalition

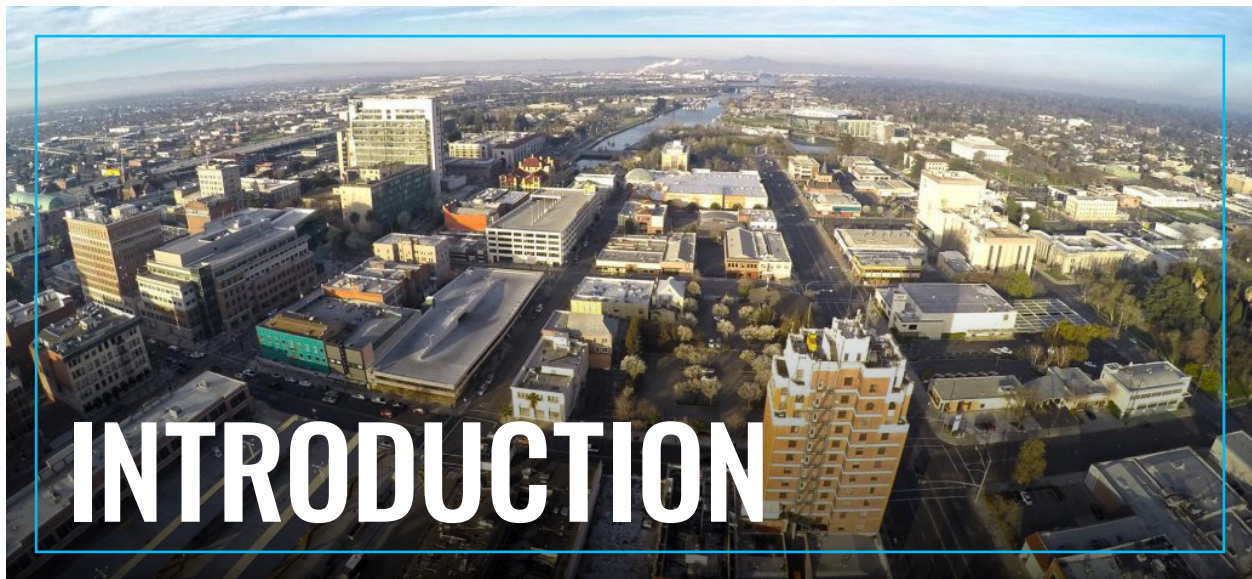
---



Fighting Redlining and Climate Change  
with Transformative Climate Communities

---

THE GREENLINING INSTITUTE NOVEMBER 2021



Aerial View of Stockton. Credit: Rise Stockton

The COVID-19 pandemic has heightened awareness of structural inequities in the U.S., and it has become undeniable that the climate crisis does particularly severe harm in under-resourced communities, including communities of color and low-income communities. In order to build a future where all communities can build wealth, live in healthy places filled with economic opportunity, and are ready to meet the challenges posed by climate change, the U.S.'s efforts to combat the climate crisis must confront this reality.

California has pioneered a unique approach to fostering community-led solutions that meet the needs of those hit first and worst by climate change through a program called Transformative Climate Communities. TCC, managed by the Strategic Growth Council, is unique in two ways:

- TCC puts community leadership first, requiring all projects to develop a collaborative governance structure between stakeholders such as local government, community-based organizations and residents. The process works to ensure that projects are derived from resident-identified needs, giving community members ownership over changes taking place in their own neighborhoods.
- TCC then funds communities to develop and implement holistic, connected visions for how to transform their neighborhoods to reduce CO2 emissions and provide meaningful community benefits such as cleaner air, improved health

and job opportunities. For example, this might include building affordable housing near transit, planting an urban street canopy and installing solar on homes, all at once.

TCC was created by AB 2722 (Burke, 2016), cosponsored by The Greenlining Institute and the California Environmental Justice Alliance. Since then, it has provided Planning Grants to 18 communities to develop their projects, and eight Implementation Grants enabling on-the-ground work to begin.

Five years after the program's establishment, The Greenlining Institute is examining TCC's progress thus far, and is beginning to gauge both successes and areas for improvement. Greenlining conducted an intensive qualitative evaluation of how TCC's components work together to deliver equity outcomes, which is included as a separate report outlining best practices and recommendations for community-led transformation. This evaluation also includes four detailed Case Studies from Ontario, East Oakland, the Northeast San Fernando Valley and Stockton, examining specific local planning and implementation efforts in detail.

Stockton Rising's TCC project is not only making foundational quality-of-life neighborhood improvements but also seeding the formation of a new environmental justice coalition, demonstrating how investments can help transform a community when they are rooted in equity and community leadership.

## PLANNING GRANT

### Stockton Climate Action Plan: Neighborhoods Implementation

**Award Amount:** \$170,000

**Award Year:** Round 1 (2018)

## IMPLEMENTATION GRANT

### Stockton Rising

**Award Amount:** \$10.8 million

**Leverage Funding:** \$20.4 million

**Award Year:** Round 3 (2020 - 2025)



Residents participating in a transformative healing and memorial event at the garden. Credit: Rise Stockton

Situated along the San Joaquin River, Stockton is a port city in California's Central Valley. Stockton's TCC Project Area focuses on the South Stockton neighborhood—a primarily Latinx, African American and Asian neighborhood that has long experienced environmental burdens from multiple freeways, heavy industry and the Port of Stockton.<sup>1</sup> Today, 93% of residents in the TCC Project Area live within the top 10% of the most environmentally burdened census tracts in California, according to CalEnviroScreen 3.0, and the remaining 7% are within the top 25%. Furthermore, historic marginalization and disinvestment combined with the City of Stockton's 2012 bankruptcy have left the community with poor physical infrastructure and a high concentration of poverty and unemployment.<sup>2</sup>

“ At the end of the day, this is just about the ability for us to have more years of life with our families and with our loved ones. That's it. That's what this is all about.... And then to ask the question, “Why does the other side of town live longer than our side of town?”

— **Dillon Delvo**  
Little Manila Rising

1 San Joaquin Valley Air Pollution Control District. Stockton. <https://community.valleyair.org/selected-communities/stockton/>

2 Wollan, M. (2012, July 18). Years of Unraveling, Then Bankruptcy for a City. The New York Times. <https://www.nytimes.com/2012/07/19/us/years-of-unraveling-then-bankruptcy-for-a-city.html>



Mayor Michael Tubbs and Rise Stockton leaders. Credit: Rise Stockton

Against this backdrop of disinvestment, organizations in South Stockton advocated and prepared for the TCC opportunity for several years. In 2014, The Greenlining Institute shared the TCC opportunity with community partners in Stockton, convening a group of community-based organizations to explore how to bring California Climate Investment program dollars to Stockton. Many of the organizations involved in the early convenings continued

on to join South Stockton's 2017 TCC Planning Grant application, inviting the Mayor's Office of the City of Stockton to partner with them as the Lead Applicant. Together, they formed Stockton Rising, a collaborative proposal between the City of Stockton, community partners and residents to secure and implement the TCC Planning and Implementation Grants.



Partners after Stockton City Council approved the TCC application in 2020. Credit: Rise Stockton

After over a year of meetings with residents and more than 20 community-based organizations, Stockton Rising's TCC Planning Grant resulted in the Sustainable Neighborhoods Plan (SNP), a community plan built on a vision of community-led climate justice. The SNP highlights a suite of priority projects from seven community-identified strategies: energy, health, parks, safety, transportation, waste and water.

Stockton Rising's collective efforts led to a \$10.8

million TCC Implementation Grant award in 2020. Based on the community priorities outlined in the SNP, Stockton's Implementation Grant will result in a total of five projects that address five community-identified strategies: transit access and mobility, energy efficiency and solar installation, water efficiency, urban greening and green infrastructure, and health and well-being. Moving forward, the TCC Implementation Grant will be governed collaboratively by community-based partners, eight resident representatives and the City of Stockton.





Residents “greenlining the hood” in a vacant lot that has been transformed into a community garden. Credit: Rise Stockton

## COLLABORATIVE GOVERNANCE ECOSYSTEM

At the time of this case study’s publication, Stockton had completed its one-year TCC Planning Grant and was in the first few months of implementing its multi-year Implementation Grant. Thus, we focus our analysis on the broader collaborative governance ecosystem as it manifested during the TCC Planning Grant term and Implementation Grant proposal process, offering an initial look at Stockton’s Implementation Grant Collaborative Stakeholder Structure.

### Overview

Relative to other case study cities, the strength of Stockton Rising’s collaborative governance ecosystem falls in the middle, marked by both successes and challenges. Its collaborative governance ecosystem consisted of a relatively new coalition that served as a community anchor, variable local government support across departments and strong technical assistance.

Stockton’s community anchor consisted of a group of nonprofits that came together for the first time to advance the TCC opportunity in Stockton. These organizations have long fought for more equitable

conditions for their neighborhoods. However, without deep previous experiences working together, they were not bound by a foundation of trust. Neither did these organizations have a history of working on environmental justice issues prior to the TCC initiative. The TCC Planning Grant offered an opportunity to form new environmental justice-focused partnerships, leading to the formation of the Rise Stockton coalition.

In terms of local government, Mayor Tubbs’ Office provided strong support throughout both the Planning and Implementation Grant periods. The City Manager’s Office, on the other hand, offered variable support. Within a context of fiscal constraint, the City Manager was reluctant to assign staff and resources to an initiative that might not manifest. Ultimately, the City Manager provided a high-performing Lead For America Fellow to act as the City of Stockton’s project lead during the Implementation Grant proposal process. Similarly, the Public Works Department presented initial resistance to TCC efforts during the Implementation Grant proposal period. Variable support across departments meant that the City Manager’s project lead and community partners needed to invest significant capacity into negotiating support between departments.

Finally, Third City Coalition and The Greenlining Institute acted as technical assistance providers. Third City Coalition provided community engagement and project management support

from the Planning Grant application up until the Implementation Grant application, while The Greenlining Institute provided project management support during and prior to the Planning Grant.

## COLLABORATIVE GOVERNANCE ECOSYSTEM

### COMMUNITY ANCHOR

#### **Rise Stockton:**

Stockton's TCC efforts were advanced by a loose coalition of community groups and nonprofits that turned into the Rise Stockton coalition. At the start of the project, these groups were not bound together by a deep shared history of working together or trust.

### LOCAL GOVERNMENT

#### **Multiple City Departments:**

Mayor Tubbs' Office offered strong political support and line staff to lead on workforce development. The City Manager's Office provided administrative and project management, although department executives did not initially buy in to the TCC effort. The Public Works department also presented initial resistance.

### TECHNICAL ASSISTANCE

#### **Greenlining and Third City Coalition:**

The Greenlining Institute provided TCC expertise, project management, and support for the grant application process. Third City Coalition provided community engagement and project management support.

## Community Anchor

We categorize the community-based and non-profit organizations that would coalesce into the Rise Stockton coalition as the community anchor because it was the collective group, rather than a single organization, that held enough political weight to ground the initiative in resident-identified visions. This coalition coalesced around the TCC Planning and Implementation Grants and, knowing the rigorous financial and administrative requirements associated with TCC, approached the City of Stockton to join them as a Lead Applicant to collectively pursue and implement TCC.

In its initial phases, the community anchor faced two challenges. First, partnerships require time and effort to strengthen. As a new partnership, community groups had to build relationships and create trust in real time, which complicated efforts to define roles and advance a collective vision. Unlike other TCC Case Study sites, Stockton did not have the benefit of prior partnerships and trust. Second, although many of the community partners work directly with South Stockton residents, none of the

“ It always just felt like we had such a huge deficiency because we didn't have the organizations. It baffles me that we could be this educational equity and historic preservation org, and in the course of one year we're now one of the leading EJ organizations in the city. It speaks to the scarcity of programs and initiatives and organizations... in our community.

— **Dillon Delvo**  
Little Manila Rising

“ There’s just a completely different power dynamic where partners were driving the ship with the City Council and leveraging that power dynamic, which had not been done in a long time. Because of that precedent, the City’s been able to even build the Implementation Grant the same way. They’re like, ‘Oh, this is just the way we do things in TCC.’ So that’s been foundational to this collaborative governance path that we’ve gone down. There’s just this underlying premise that we’re doing things differently.

— **Jasmine Leek**  
Third City Coalition

partners had a deep history of organizing specifically around environmental justice. As a result, community organizations had to shore up gaps in environmental expertise even as they worked to educate and organize residents around environmental issues.

Despite these initial challenges, TCC opened a door for community groups to set the decision-making table and seed new community partnerships. Because community partners were able to identify their own strategies and select their own initial partners for the TCC Planning Grant application, stakeholders reported that the coalition work leading up to securing the TCC Planning Grant was particularly robust. This new approach to collaborative governance set the tone for future community-government relations in a way that ensured community voices were centered even through Stockton’s Implementation Grant award two years later.

In Stockton, TCC laid the foundation for a burgeoning environmental justice movement, creating expanded nonprofit capacity, greater environmental expertise and deeper partnerships. Spurred by the TCC investment, multiple community-based organizations hired new staff to focus on environmental justice issues. The partnerships developed through the TCC Planning Grant then catalyzed the creation of a new 15-member coalition, Rise Stockton, whose membership includes community-based and

nonprofit organizations focused on environmental justice beyond just TCC.<sup>3</sup>

Although still in its infancy, this additional capacity has already resulted in tangible outcomes. Since the TCC Planning Grant, partners have secured environmental equity-focused State funding outside of TCC. This includes being selected as an AB 617 community to develop community emission reduction plans<sup>4</sup> and receiving a Sustainable Transportation Equity Project (STEP) award to implement integrated transportation equity strategies.<sup>5</sup>

## Local Government

Mayor Tubbs and the Mayor’s Office played a critical role in marshalling the political will to greenlight the TCC Planning Grant effort. Without support from Mayor Tubbs’ office, the initiative would not have moved forward. Illustrating the importance of the Mayor’s Office’s role, one interviewee stated that the Public Works Department was unwilling to meet with community organizations until the Mayor’s Office intervened. Furthermore, support from the City Council played a key role in advancing the TCC opportunity; the City Council ultimately voted to approve the TCC grant for the City of Stockton.

At the same time, the administrative side of the City offered uneven support. With limited financial

3 Rise Stockton. <https://risestockton.org/>

4 San Joaquin Valley Air Pollution Control District. Stockton. <https://community.valleyair.org/selected-communities/stockton/>

5 California Air Resources Board. Sustainable Transportation Equity Project (STEP). <https://ww2.arb.ca.gov/our-work/programs/low-carbon-transportation-investments-and-air-quality-improvement-program-1>

“ I’ve seen a shift, and that to me is more than the money, more than any grant award. Just seeing people change their minds, like when our Public Works Director was like, ‘Full stop—we’re going to support what the community wants.’ She’s the new Public Works Director, but she has worked in the department before, when the previous Public Works director was there who was not supportive. Seeing that kind of shift in the way that they talk about this work is really gratifying. That’s ultimately what we’ve all been asking for as a baseline.

— Jasmine Leek  
Third City Coalition

resources coming out of the post-bankruptcy period, the City Manager was initially reluctant to dedicate staff and resources to TCC. In a sign of the City’s internal capacity struggles, the only full-time staff members provided for the TCC initiative were funded through FUSE Corps, a nonprofit fellowship program, and Lead for America, a federal volunteer program administered through the Corporation for National & Community Service. The Public Works Department, meanwhile, held strained relationships with community groups and did not initially cooperate with community requests for department engagement. However, both the unsupportive City Manager and Public Works Department Director transitioned out of their roles during the TCC process and were replaced by individuals who supported community collaboration. Over time, these leadership changes have created a stronger foundation for collaborative governance within TCC.

Supportive line staff also proved invaluable to the TCC effort. Both the FUSE Corps Fellow and the Lead For America Fellow provided essential expertise, competency and dedication to TCC’s community vision. Without initial buy-in from leadership in the City Manager’s Office and the Public Works Department, these line staff invested deeply in negotiating with the City and community partners to advance the TCC initiative and stay true to community priorities. The FUSE Fellow facilitated partnership negotiations and provided extensive workforce development expertise for the Implementation Grant proposal. As the City of Stockton’s TCC project lead, the Lead For America Fellow played a

vital role advocating for the community-led ethos of the program within city government.

These examples illustrate the importance of City staff being willing to and capable of building internal political will and negotiating fraught departmental and community-government dynamics. They also demonstrate the critical role that cultural shifts, hiring and leadership within city government play in the success of any equity-focused program, particularly within a context in which government-community relationships are already strained.

### Technical Assistance

Stockton Rising leveraged two sources of technical assistance for its proposal and grant implementation efforts, particularly in the Planning Grant process: The Greenlining Institute, a statewide policy advocacy organization based in Oakland, California, and Third City Coalition, a local civic engagement organization from Stockton.

The Greenlining Institute provided early technical assistance by convening community groups to catalyze efforts around the TCC opportunity in 2014. The Greenlining Institute led the Planning Grant application process, providing education and outreach, convening partners, facilitating early planning processes, and offering policy and technical assistance. Our efforts helped create a foundation for the Stockton Rising coalition to collectively advance the TCC Planning and Implementation Grant opportunities. Third City then played a central role, particularly during the Planning Grant term, serving

as the primary project manager for the grant. In this capacity, Third City coordinated the Planning Grant process, managed meetings and partner relationships, supported community engagement activities, and led the communications strategy. Both Third City and Greenlining also assisted the application process for the Implementation Grant, supporting a “core team” that included the offices of the Mayor and City Manager.

These technical assistance providers played central, integrated roles from the outset of the Planning Grant. Their understanding of organizational needs, established coalition relationships, and expertise on the TCC program allowed them to productively take on core project management competencies.

PARTNERS	
PLANNING GRANT	IMPLEMENTATION GRANT
<ol style="list-style-type: none"> <li>1. City of Stockton (Grantee)</li> <li>2. Catholic Charities of the Diocese of Stockton</li> <li>3. Fathers &amp; Families of San Joaquin</li> <li>4. PUENTES</li> <li>5. Third City Coalition</li> <li>6. Public Health Advocates</li> <li>7. Rising Sun Center for Opportunity</li> <li>8. STAND</li> </ol> <p>*As a result of the TCC planning process, the nonprofit and community groups listed here (i.e. all but the City) came together as Rise Stockton.</p>	<ol style="list-style-type: none"> <li>1. City of Stockton (Grantee)</li> <li>2. Catholic Charities of the Diocese of Stockton</li> <li>3. PUENTES</li> <li>4. Public Health Advocates</li> <li>5. Rising Sun Center for Opportunity</li> <li>6. GRID Alternatives</li> <li>7. San Joaquin Regional Transportation District</li> <li>8. Insight Garden Program</li> <li>9. Edible SchoolYard Project</li> <li>10. Little Manila Rising</li> <li>11. UCLA Luskin Center for Innovation (Site Evaluator)</li> </ol>

Stockton's Implementation Grant will be governed collaboratively by Implementation Grant partners, eight resident representatives and the City of Stockton. The structure is one of the few instances in which the City of Stockton has shared power with community partners, and represents a real shift away from historic, top-down community development towards community ownership.

This is also the first time Stockton partners have developed a collaborative governance structure. The freedom to create their own structure allowed the group to adapt to fit local contexts, but also meant that partners struggled to create a structure from scratch, without historic models to guide them. Because no single organization held expertise on how to create a structure, The Greenlining Institute

drafted the initial structure with feedback collected from community-based partners.

Stockton's Collaborative Stakeholder Structure (CSS) is the most complex of those we examined, consisting of a small steering committee and working groups for capital projects implementation, community engagement and workforce development, and a larger Community Coalition. Stockton's CSS also includes a Mandatory Consultation Process, which is triggered upon any proposed change to the scope of work. In the Mandatory Consultation Process, the Community Coalition will provide a publicly available recommendation, and the Steering Committee will make final decisions on any scope adjustments.



Catholic Charities of the Diocese of Stockton staff recruiting for resident Climate Justice Leaders. Credit: Rise Stockton

## COLLABORATIVE STAKEHOLDER STRUCTURE

**Grant Administration:** The City of Stockton serves as the Implementation Grant Grantee. In this capacity, it is responsible for overall grant administration, accounting services, and management and coordination of the TCC partners. The City also serves as the liaison between SGC and the TCC Partners. **Steering Committee:** The Steering Committee is a governing council responsible for the management of grant progress and coordination and alignment with grant partners. The Steering Committee considers recommendations from the Community Coalition related to any changes in the TCC scope of work. The TCC Steering Committee has five members: one TCC Program Manager from the City of Stockton, one Community Engagement Coordinator, one Workforce Coordinator and two resident representatives.

**Capital Strategies Coordination:** Tasked with coordinating capital strategies, this sub-committee consists of eight implementing Partners and two resident representatives.

**Community Engagement Plan (CEP) Coordination:** Tasked with coordinating CEP activities, this sub-committee consists of five implementing Partners, two community stakeholders and two resident representatives.

**Workforce Development and Economic Opportunities Plan (WDEOP) Coordination:** Tasked with coordinating WDEOP activities, this sub-committee consists of four implementing Partners, two community stakeholders and two resident representatives.

**Community Coalition:** The Community Coalition is an advisory committee designed to share updates, solicit feedback and engage residents about TCC progress, and all Project Area residents can join this body. The Community Coalition also prepares advisory recommendations on any scope of work changes for the Steering Committee to review.



Rise Stockton leaders during a community workshop. Credit: Rise Stockton

## PLANNING GRANT

During the Planning Grant, Stockton Rising partners spent over a year engaging residents to turn community visions into tangible project ideas. Their efforts culminated in a Sustainable Neighborhood Plan which outlines community priorities for TCC; aligns with existing City goals, plans and policies; and identifies additional funding sources and strategies.

### Community Engagement Strategies

Third City Coalition, Public Health Advocates, Fathers & Families of San Joaquin and PUENTES worked together to host 20 community meetings, conduct door-to-door canvassing and administer surveys to identify resident concerns and priorities for more equitable neighborhoods. In total, the coalition hosted five town halls, 20 small meetings and workshops, and eight Climate Leadership Forum seminars; conducted 10 survey and door-to-door canvassing campaigns; had 100 one-on-one conversations; and gave 25 presentations. These engagement activities were complemented by a Tree Census Update, which documented street tree health and density in the area.

“ One of the strengths is that the partners that we have at the table are people who are really trusted and that have been really saturated in the community... Everybody is doing it with residents in mind, centering how we can make this process really responsive to the needs of residents.

— Erin Reynolds  
Public Health Advocates

Despite being relatively new to environmental justice work, Stockton Rising's community partners brought a wealth of deep community networks. They leveraged these networks to drive outreach and resident participation, as well as to ensure that Stockton Rising and TCC-related decisions held true to the community-driven spirit of TCC.

Stockton Rising used the TCC Planning Grant to foster long-term community capacity by training and organizing residents to advocate on behalf of community issues. Furthermore, TCC's place-based focus allowed Stockton organizations to tailor their community engagement strategies to address challenges and needs within their local context. Recognizing a need for engaged, climate change-savvy residents that are empowered to advocate for environmental equity, Stockton Rising created a series of educational workshops known as Climate Leadership Forums. These workshops were designed to capture resident perspectives, educate and empower residents with tools to address the climate-related issues within their communities, and strengthen relationships between coalition organizations and residents within the Project Area.

### The Sustainable Neighborhood Plan

The year-long community engagement funded by the TCC Planning Grant resulted in the Sustainable Neighborhood Plan (SNP), which provides a roadmap for community-centered development.<sup>6</sup> It outlines community priorities, goals and a suite of community-identified projects that fall under seven themes: Energy, Health, Parks, Safety, Transportation, Waste and Water. The SNP further refines project ideas by exploring alignment with Stockton's existing Climate Action Plan and 2040 General Plan.

TCC's holistic, community-driven approach allowed Stockton Rising to develop a neighborhood plan that centered resident perspectives more authentically than traditional, government-led community engagement processes typically do.

## IMPLEMENTATION GRANT

### Projects

In June 2020, Stockton partners won a \$10.8 million TCC Implementation Grant. This was a partial award given the limited amount of funding available for the TCC program as a whole, and represented only a fraction of Stockton's original vision and neighborhood plan totaling \$28.2 million worth of investments.

While stakeholders were disappointed to receive less funding than expected, they were nevertheless excited to begin to make the investments needed to improve quality-of-life and fight climate change. These investments are foundational and transformational at the same time, resulting in projects to improve streetscapes, provide solar power, ensure energy and water efficiency upgrades, increase food security, and build out the urban tree canopy to protect against the urban heat island effect. Taken together, the investments form a holistic, community-led strategy to combat climate change, engage residents, create jobs for Stocktonians and build the concrete improvements needed in South Stockton.

“Cities have general plans and general plans certainly involve a very significant amount of engagement, but they're just very technical documents that are made for different people. This felt like a very substantial collection of resident voices that really directly spoke to what they wanted. It didn't have this high-level language of, 'We want to have 80% of our electrical load come from renewable sources by fiscal year 2020.' It was like, 'We would like lower utility costs.'... The community engagement was very critical to allow us to understand more directly what the residents really want and what they need.

---

— Grant Kirkpatrick  
City of Stockton

6 Rise Stockton. Sustainable Neighborhood Plan. <https://risestockton.org/snp>

## PROJECTS

### **\$10.8 Million Funded Primarily Through TCC**



#### **Energy & Water Efficiency**

**Upgrades:** Energy and water efficiency upgrades for approximately 800 residences. Local youth will be hired to install energy-saving devices in residents' homes.



**Urban Forestry:** Planting and maintenance of 1,750 trees to reverse the decline in Stockton's tree canopy. Plantings will be carried out by the City, as well as by community volunteers who will be trained on arboriculture



### **\$20.4 Million Funded Through Additional Leveraged Funding Strategies**

**Complete Streets:** Streetscape improvements to transform a ten-block auto-dominated thoroughfare called Miner Avenue into a "complete street," with improvements such as re-establishing a tree canopy, more accessible sidewalks, new pedestrian oriented lighting, bike lanes and street furniture.



**Solar Installation:** Solar installation at four multi-family affordable housing sites, as well as for 108 low-income, single-family homeowners. Solar will help to reduce greenhouse gas emissions while providing immediate and long-term direct utility savings for families. These installations will also support local workforce development through hands-on solar installation and on-the-job training.



**Fresh Produce Boxes:** Distribution of community supported agriculture boxes full of healthy, organic produce for 50 families. These fresh produce boxes will help to alleviate food insecurity, especially amidst the COVID-19 pandemic.

## TRANSFORMATIVE PLANS

In the second round of TCC, applicants were asked to develop four Transformative Plans: a Community Engagement Plan, Displacement Avoidance Plan, Workforce Development Plan and a Climate Adaptation and Resiliency Plan. The Transformative Plans serve as the connective tissue between funded projects and the goals of reducing greenhouse gases while building shared prosperity and resiliency.

TCC's Transformative Plans allow the community to meet long-standing neighborhood needs in a comprehensive, integrated and community-centered way.

### TRANSFORMATIVE PLANS



**Community Engagement Plan (CEP):** Public Health Advocates leads the Community Engagement Working Team (CEWT), which coordinates community engagement for Stockton Rising. Public Health Advocates will train 10 Community Liaisons to develop deep expertise on Stockton Rising, while also creating a youth empowerment program to train youth climate resilience experts. Outside of these targeted engagement strategies, the CEWT will advance broad engagement through an annual block party, an annual summit and an informational newsletter.



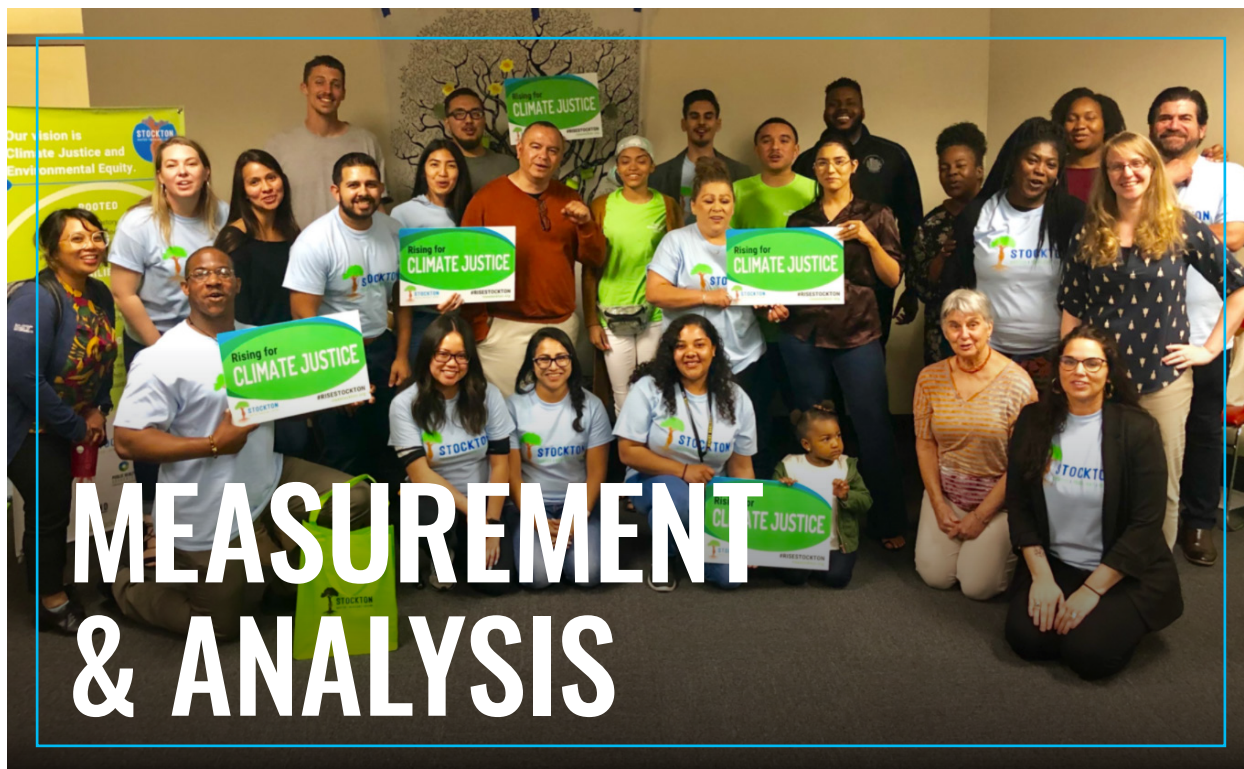
**Displacement Avoidance Plan (DAP):** Stockton did not meet DAP requirements at application. Interviewees indicated that Stockton has been struggling primarily with disinvestment, rather than the challenges that come from investment in a region that can lead to displacement of residents. Therefore, displacement is not a well-researched local issue, and local displacement data and expertise were difficult to obtain. Recognizing these unique circumstances, SGC awarded Stockton's Implementation Grant conditionally upon a revised DAP. They provided the City of Stockton a separate \$100,000 Technical Assistance Grant to support the creation of a more robust DAP, to be completed within the first year of the grant award.



**Workforce Development & Economic Opportunities Plan (WDEOP):** Stockton's WDEOP emphasizes high-quality, local jobs in clean energy through four programs: (1) GRID Alternatives' Solar Installation Training Program trains participants with solar installation skills and provides industry certification; (2) The San Joaquin Regional Transit District sponsors a three-year Bus Maintenance Mechanic Apprenticeship Program, and TCC will provide a full-time, three-year apprenticeship opportunity to four apprentices who will be paid Journeyman wages with benefits; (3) Rising Sun Center for Opportunity formed a new partnership with California Human Development to provide youth ages 18-24 with pre-apprenticeship pathways and prepare participants for careers in unionized building and construction trades; (4) The Insight Garden Program holds weekly classes for inmates reentering the workforce to teach practical skills in green careers.



**Climate Action and Resiliency Plan:** Climate Action and Resiliency is an overarching framework for Stockton's TCC work. Key resiliency elements include an urban greening project that will plant trees to mitigate the heat island effect, as well as solar, energy and water efficiency programs aimed at low-income households.



Rise Stockton coalition members participate in a community meeting. Credit: Rise Stockton

As a one-year grant of \$170,000, the Planning Grants do not require extensive evaluation. The Planning Grant partners submitted a Final Report outlining accomplishments and strategies for implementation at the end of the grant term.

Now that most Round 1 and 2 Planning Grants are concluded, the Strategic Growth Council will conduct an internal evaluation of the accomplishments and challenges experienced by Planning Grant grantees, including Stockton. This internal evaluation will result in adjustments to the Planning and Implementation Grant structures and inform changes to the types of technical assistance provided.

For the Implementation Grant, data collection and indicator tracking is considered one of TCC's Transformative Elements, a core part of how the program creates positive change. As a part of this

commitment, Stockton will be required to provide extensive evaluation of its quantifiable progress and outcomes, using performance indicators based on TCC's overall framework (reductions in greenhouse gases, improvements in public health and environmental benefits, and expanded economic opportunity and shared prosperity). TCC communities are allocated funding to select and hire a pre-qualified academic institution as their TCC Evaluation team.

Stockton selected UCLA's Luskin Center for Innovation as its evaluator. Although UCLA Luskin is located in Southern California and does not have experience working in the San Joaquin Valley, Luskin also serves as the evaluator for three additional TCC sites, bringing a wealth of experience evaluating TCC and working with the TCC communities.



Fathers & Families of San Joaquin advocating for health equity for the San Joaquin Valley. Credit: Rise Stockton

Transformative Climate Communities offers a model for fighting climate change, building economic prosperity and redressing the historic oppression of our most under-resourced communities. The TCC program empowers the communities most impacted by poverty and pollution to choose their own goals, strategies and projects to reduce greenhouse gas emissions and deliver multiple tangible benefits.

This approach represents a model for national climate change efforts that should be replicated at both the federal and state levels. For our full analysis of the Transformative Climate Communities program, see *Fighting Redlining and Climate Change with Transformative Climate Communities*.

# ACKNOWLEDGEMENTS

We are so grateful to the nearly 50 stakeholders across 5 Transformative Climate Communities sites who we interviewed for this evaluation. These interviews form the backbone of this evaluation, and our interviewees included residents, community-based organizations, non-profit organizations, local government and other stakeholders who are pioneering what it means to make community-led transformation real. We are indebted to our interviewees for their deep work in community, and for sharing their wisdom, stories, expertise and critical insights.

**Ann Rogan**, formerly with the City of Stockton

**Darren Kumar**, Rising Sun Center for Opportunity

**Dillon Delvo**, Little Manila Rising

**Erin Reynolds**, formerly with Public Health Advocates

**Grant Kirkpatrick**, City of Stockton

**Jasmine Leek**, Third City Coalition

**Jonathan Pruitt**, Catholic Charities of San Joaquin

**Peter Elias**, resident

**Sammy Nuñez**, Fathers & Families of San Joaquin

We are also extremely grateful for the partnership of the University of California Los Angeles Luskin Center for Innovation. As the evaluator for five TCC sites, UCLA Luskin is conducting comprehensive quantitative and qualitative analysis of the progress, challenges and outcomes of implementing TCC. We were lucky to be able to consult with them at every stage of this evaluation, from designing the interview methodology to reviewing our findings. Special shout-out to Kristen Soares, who supported in conducting interviews with the TCC stakeholders.

**Colleen Callahan**, UCLA Luskin Center for Innovation

**Emma French**, UCLA Luskin Center for Innovation

**Jason Karpman**, UCLA Luskin Center for Innovation

**Kristen Soares**, formerly with UCLA Luskin Center for Innovation

**Silvia González**, formerly with UCLA Center for Neighborhood Knowledge

Lastly, we would like to thank our expert reviewers from partner organizations, public agencies and academia who offered invaluable feedback and upgrades to this evaluation. Their insights and critical questions helped to deepen and strengthen our analysis.

**Alexandra Gallo**, Strategic Growth Council

**Corrine Van Hook-Turner**, Movement Strategy Center

**Dan Carol**, Milken Institute

**Desiree Williams-Rajee**, Kapwa Consulting

**Elizabeth Mattiuzzi**, Federal Reserve Bank of San Francisco

**Gerard Rivero**, Strategic Growth Council

**Madeline Wander**, UCLA Luskin School of Public Affairs

**Saharnaz Mirzazad**, Strategic Growth Council

**Sekita Grant**, The Solutions Project

**Sophie Young**, Strategic Growth Council

**Tiffany Eng**, California Environmental Justice Alliance

Report design by Design Action Collective  
Cover photo by LPS.1 / Wikimedia Commons

# ABOUT

## THE GREENLINING INSTITUTE

The Greenlining Institute works toward a future when communities of color can build wealth, live in healthy places filled with economic opportunity, and are ready to meet the challenges posed by climate change. To achieve this vision, Greenlining is committed to building a just economy that is inclusive, cooperative, sustainable, participatory, fair and healthy. Our multifaceted advocacy efforts address the root causes of racial, economic and environmental inequities in order to meaningfully transform the material conditions of communities of color in California and across the nation. We act as an incubator of new policy ideas, a bridge builder between people, communities and government, and an advocate to build momentum for transformative change.

## AUTHORS

### **Emi Wang**

Associate Director, Capacity Building,  
The Greenlining Institute

Emi is a bridge-builder and policy advocate, dedicated to supporting community-led solutions. As the Associate Director of the Capacity Building team, Emi leads Greenlining's place-based work to meaningfully connect communities to the organization's policy strategies. To reverse decades of disinvestment and racist policies, we must double down on community ownership of the solutions. The Capacity Building team supports low-income communities of color from the bottom-up to gain equitable opportunity to lead their own transformations. The team also works to change systemic and policy conditions from the top-down so that our communities can thrive. Emi has significant experience supporting local stakeholders with strategy and partnership development, as well as extensive experience in developing and implementing policy strategies that center community capacity building and leadership. Emi graduated from Vassar College with a B.A. in History.

### **Rachel Lu**

Policy and Research Consultant,  
The Greenlining Institute  
Masters of Urban and Regional  
Planning Candidate, UCLA

Rachel works to advance strategies that address the social, economic, and environmental impacts of pollution on low-income communities of color. She is currently pursuing a Master of Urban and Regional Planning at the University of California Los Angeles' Luskin School of Public Affairs, where she studies topics at the intersection of transportation equity, environmental justice, and land use. Prior to graduate school, Rachel worked at The Greenlining Institute where she leveraged talents in storytelling, fundraising, and multi-stakeholder collaboration to grow the organization's racial and economic equity policy programs. She launched her career in San Francisco at Mission Economic Development Agency, where she provided low-income Latinx families with essential services for economic stability. Today, Rachel serves on the board of a transportation advocacy non-profit called TransForm, the WTS-UCLA student chapter, and Planners of Color for Social Equity UCLA. She graduated from the University of Michigan with a B.A. in Environmental Studies.