

SOCIALWEALTH

IMPLEMENTING CARING ECONOMICS
IN MONTEREY COUNTY

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Prepared for Monterey County, California
Office of District 4 Supervisor Jane Parker

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EXECUTIVE SUMMARY

In an increasingly knowledge- and service-based economy, it is critical that adequate weight is given to the most important determinant of economic well-being: human capacity development. Supporting care and care work is the most effective approach to developing human capacity. Care is giving value to life-sustaining activities, and care work includes activities such as early childhood development, elder care, and protection of the environment.

Governments and businesses need a roadmap to investing in care and care work systematically. Measuring and managing the inputs and impacts of this investment should government and business performance measures. This investment is essential not only for quality of life, but local and national economic success. Yet its value has been overlooked, despite the fact that the data show its tremendous economic impact. To illustrate, the economic value of unpaid care work in the home (primarily performed by women) has been shown to account for between 30 and 50% of GDP. In Australia, the economic impact of unpaid care work is 50.6% of GDP¹.

Social Wealth: Implementing Caring Economics in Monterey County is a starting point for creating a road map for local governments interested in systematically integrating support for care work into policies and political environments. This handbook provides guidance on:

- ✓ Creating a conceptual framework to understand the premise of *caring economics* and using *Social Wealth Economic Indicators* to measure, and manage, investment in care and care work
- ✓ Using a caring economics lens to evaluate policy alternatives
- ✓ Engaging stakeholders around policies yielding co-benefits
- ✓ Systematically identifying windows of opportunity to integrate support for care work into existing policies and programs in the County
- ✓ Formulating an economic argument for support of care work within the County and presenting new innovative programs to advance this support. (See Appendix)

This handbook serves as a working document and a dynamic *workbook*, and County staff is invited to use *and improve* this document as new information is presented.

¹ Counting on Care Work in Australia, <http://www.security4women.org.au/wp-content/uploads/eS4W-Counting-on-Care-Work-in-Australia-Final-Report.pdf>

1 INTRODUCTION

Social Wealth: Implementing Caring Economics in Monterey County was prepared for Monterey County District 4 Supervisor, Jane Parker, and her office in May 2014, to guide the introduction and implementation of a caring economics approach in Monterey County policy dialogue and performance measures. Caring economics is essentially a new system of valuation of societal roles in which adequate and appropriate weight in a community and its service marketplace is given to the essential roles of *care work*.

This new way of valuing roles in an increasingly knowledge- and service-based economy has been coined *Caring Economics* by Dr. Riane Eisler and other economists, social scientists, and activists devoted to re-valuing care and *care work*. A caring economics approach can be employed alongside a number of other types of economic valuations of non-market goods, such as the valuation of natural resource conservation, and valuation of negative externalities of market activities.

At its core, a caring economics approach assumes that one root of societal inequities and injustice is the systematic devaluation of care and care work. *Care* can be defined as concern for both the short and long-term impact of policies and practices on people and nature. *Care work* is putting this care into specific actions, and can be paid or unpaid; formal or informal; and performed by family or non-family. For the purposes of this report, *care work* will encompass a variety of very different roles, including:

- ❖ Caring for children - *at home or outside the home*
- ❖ Early Childhood Development/Education
- ❖ Caring for the elderly - *at home or outside the home*
- ❖ Teaching
- ❖ Nursing
- ❖ Caring for and protecting the natural environment, or natural capital (environmental stewardship and conservation)

Caring Economics is a foundation for a movement to better understand the value of care and care work. As part of this movement, a growing body of evidence-based research has been undertaken to better understand the short- and long-term return on investment (ROI) of care work.

In the last three decades, studies advancing the knowledge of the long-term ROI of early childhood development programs have seen the most traction. These studies have been increasingly cited to support policy decisions promoting public investment in high-quality early

childhood education as a tool for violence prevention, crime prevention, economic independence, and health. Some of the most prominent research of this kind is the work of Dr. W. Steven Barnett of Rutgers University and his National Institute for Early Education Research (NIEER)².

Although supporting care work seems *intuitively* to be a worthy cause and an appealing platform for policy decisions, what policy-makers need is sound evidence on both the short- and long-term ROI of investment in care in order to implement these findings in a political environment.

Social Wealth: Implementing Caring Economics in Monterey County is a guide to begin integrating a caring economics approach at the level of local government.

GOAL

To help Monterey County District 4 Supervisor Jane Parker and her office implement a caring economics approach in the County.

OBJECTIVES

1. To create a useable conceptual framework of caring economics and social wealth economic indicators, and their relationship with each other.
2. To create a useable Caring Economics Lens for Monterey County District 4 staff
3. To create a Reference Tool on economic evidence showing the ROI of care and care work.
4. To introduce new ideas to catalyze support for investment in care work in Monterey County.

² National Institute for Early Education Research. <http://nieer.org/>

2 CONCEPTUAL FRAMEWORK OF CARING ECONOMICS

2.1 WHAT IS CARING ECONOMICS?

Caring Economics has emerged in recent years as a new perspective on the health and wealth of communities. With the assumption that the health and wealth of a community, or a nation, is no longer accurately or productively reflected by traditional economic metrics (like GDP or GNP), *Caring Economics* is an integrated economic theory championed by scholars like Riane Eisler in collaboration with the Urban Institute and the Center for Partnership Studies. Economists like Julie A. Nelson, Amartya Sen, and Joseph Stiglitz have also explored this fresh and integrative perspective on value in our economy in depth³. Caring Economics is a framework for a more realistic understanding of economic dynamics in our knowledge/service age. For example, it shows the major contributions of care and care work to the economy of communities and nations.

Caring Economics proposes an evolution of current priorities of capitalism, and promotes “a humane and prosperous economy that recognizes the enormous return on investment in the most important, yet undervalued, human work: the work of caring for and educating people, starting in early childhood”. Caring Economics “demonstrates the financial return on investment from policies such as paid sick and family leave, quality affordable pre-kindergarten, paycheck fairness, and other measures needed for equal rights, opportunities, and U.S. competitiveness in the knowledge/service economy.”⁴

The transition from single-minded pursuit of GDP growth in developed nations to pursuit of more integrated economic wellbeing and sustainable economic competitiveness outlined in the Caring Economy perspective will only be successful through new metrics that are:

1. clearly **defined** with measureable indicators;
2. **substantiated** with evidence-based arguments in the language of economic impact, such as ROI of early childhood development investment, and;
3. presented as **useable** tools for diverse stakeholders, such as policy makers, business leaders and managers, and caregivers and their families.

³ *The Quality of Life, Wider Studies in Development Economics* Edited by Martha C. Nussbaum and Amartya Sen, *Wider Studies*, 1993, Oxford University Press

⁴ *Caring Economy Campaign website* <http://www.caringeconomy.org/content/what-cec>

2.2 WHAT ARE SOCIAL WEALTH ECONOMIC INDICATORS?

The 2012 report *National Indicators and Social Wealth*, co-produced by the Urban Institute and the Center for Partnership Studies⁵ explains that shifting our focus to the measurement of a community or nation's social wealth will meet an urgent need, and that is "to identify the attributes of a society that make it possible to create and support the development of the full capacities of every individual throughout the human life span. These measures include the level of investment in early childhood education, time use (especially for care work), national investment in innovation, lifelong education, health, and the quality of the natural environment."⁶

In the collaborative volume, 'Quality of Life', Harvard economist and Nobel laureate Amartya Sen writes:

"When we inquire about the prosperity of a nation or a region of the world, and about the quality of life of its inhabitants... How do we determine this? What information do we require? Which criteria are truly relevant to human 'thriving'? Just knowing how much money is available for a given number of people (the analogue of GNP per capita, still widely used as a measure of quality of life) will not take us very far. We need to know not just about the money they do or do not have, but a great deal about how they are able to conduct their lives."⁷

In her foundational work, 'The Real Wealth of Nations', Dr. Riane Eisler illuminates the insufficiencies of GDP and GNP as a measure of national (or even community) health and wealth:

"Mainstream economic indicators such as the GNP (gross national product) and GDP (gross domestic product) leave out all activities that are not monetized and/or not reported for official records - a huge segment of every nation's economic activity. GNP and GDP also provide no information about how goods and services (including such basics as food, healthcare, and education) are distributed and how this impacts people's lives. Not only that, most mainstream productivity indicators include activities that actually worsen, rather than improve, the quality of life, because they fail to take into account environmental, health, and other costs of market activities."⁸

Social Wealth Economic Indicators include measures of human capacity development and care investment. Unlike other systems for measuring quality of life and economic success Social Wealth Economic Indicators include metrics for both inputs and outputs. Although this is not a hard and fast rule, most Human Capacity Measures are metrics for outputs, while Care Investment measures are metrics for inputs.

⁵ *National Indicators of Social Wealth 2012*, Erwin de Leon The Urban Institute and the Center for Partnership Studies

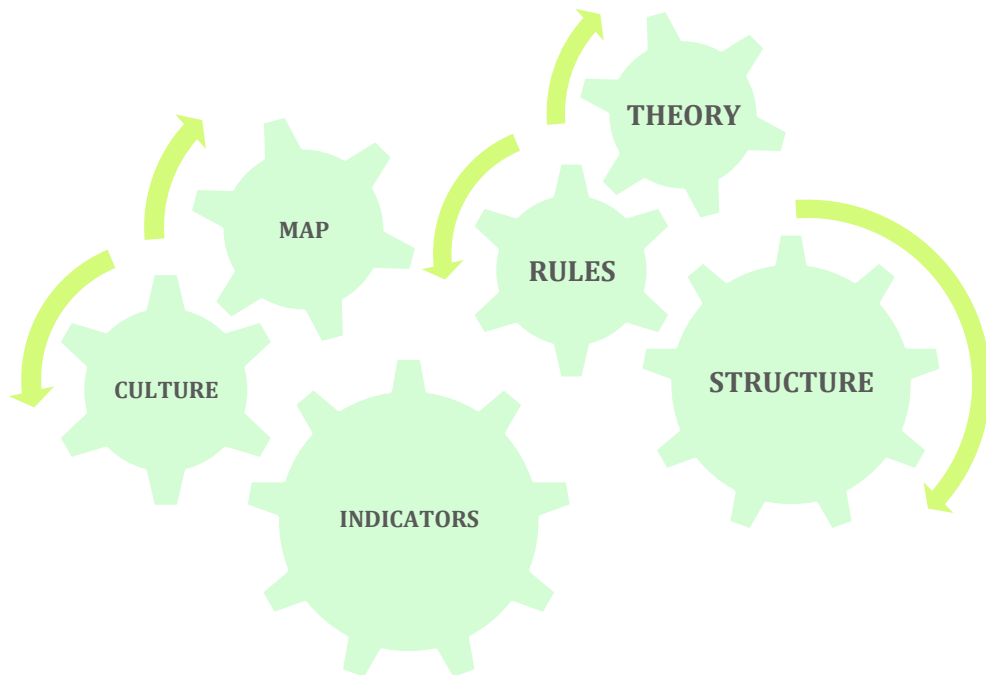
⁶ *Ibid.*

⁷ *The Quality of Life, Wider Studies in Development Economics* Edited by Martha C. Nussbaum and Amartya Sen, *Wider Studies*, 1993, Oxford University Press

⁸ *Real Wealth of Nations*, Riane Eisler (2007)

2.3 SIX FOUNDATIONS OF CARING ECONOMICS

Although it is critical to lay out a set of empirical indicators by which to measure social wealth in a caring economy, these indicators are not the only ingredients in a truly transformative system. The Caring Economy Campaign outlines Six Foundations of Caring Economics. “Progress in building any one of these foundations will set in motion progress in all the others in an interactive dynamic of change”.⁹



⁹ *Ibid.*

1 MAP

A Full-Spectrum Economic Map includes elements of a traditional economic map: the Market Economy, Government Economy, and Illegal Economy. Additionally, it includes elements traditionally not considered part of the economic structure of a society: the Unpaid Community Economy, Household Economy, and Natural Economy.¹⁰

2 CULTURE

A Caring Economy is supported by cultural beliefs and institutions that value and support care and care work. This includes a fuller understanding of how gender dynamics shape economic priorities, and of the correlation between caring for young children and productivity levels and quality of life measures as adults.

3 RULES

A Caring Economy has Policies, Rules, and Practices that align to recognize and support the high value of care and care work within an economy.

4 INDICATORS

A Caring Economy uses a comprehensive measurement system to assess the health and wealth of a society, including inputs and outputs that reflect more fully the social wealth of a given community. Social Wealth Economic Indicators both guide and track the impact of social policies.

5 STRUCTURE

A Caring Economy supports relations of mutual benefit, respect, and accountability as well as hierarchies of actualization rather than domination as part of the transition from partnership to domination models.¹¹

6 THEORY

A strong, evolving, theory of partnership maintains momentum of the Caring Economy movement and mainstreams the ROI of care and care work.

¹⁰ *Real Wealth of Nations*, Riane Eisler (2007)

¹¹ *The Chalice and the Blade*, Riane Eisler (1988) *Partnership/Domination Model*

2.4 SAMPLE SOCIAL WEALTH ECONOMIC INDICATORS

HUMAN CAPACITY INDICATORS

CAREGIVING MEASURES

1. Avg. weekly hours spent on unpaid care work
2. Enrollment rates for children 3-5 in formal preschool
3. Value of household work as % GDP
4. Median pay for childcare workers as compared to occupation of similar skill level and training requirement

EDUCATION MEASURES

1. Educational attainment as # of successfully completed formal education (by gender and age)
2. Participation rates in formal preschool (children under 6)
3. Enrollment growth by age in state-funded preschool programs
4. State spending on pre-K (nominal, and as compared to other budget allocations)
5. Tuition free compulsory primary education

HEALTH MEASURES

1. Infant mortality rates
2. Life expectancy at birth
3. Health-adjusted life expectancy at birth
4. Teenage birth rates
5. Lifetime risk of maternal mortality
6. Under 5 mortality rates
7. Immunization rates

SOCIAL COHESION MEASURES

1. Proportion of young people active or inactive participants in community groups

ENVIRONMENTAL MEASURES

1. Ecological footprint of consumption
2. Ecological footprint: bio capacity (deficit/reserve)
3. Consumption of ozone depleting substances
4. CO2 emissions per capita
5. GHG emissions per capita
6. Renewable freshwater resources per capita
7. Total population supplied by water industry

GENDER EQUITY MEASURES

1. Gender gap in educational attainment by age
2. Median earnings by gender
3. Gender gap in opportunity to change working hours
4. Employment rates by gender
5. Rates of violence against women
6. Prevalence of legislation on violence against women
7. Women's physical security

RACIAL/ETHNIC EQUITY MEASURES

1. Income and wealth disparities by ethnicity
2. Poverty rates by ethnicity
3. Incarceration rates by ethnicity
4. Unemployment rates by ethnicity

CARE INVESTMENT INDICATORS

GOVERNMENT INVESTMENT IN CARE WORK

1. Public spending on family benefits in cash, services, and tax measures (% GDP)
2. Public expenditures on education, by level (% GDP)
3. Family cash benefits for children aged 3-12 (% of avg. annual salary)
4. Public social expenditure by age group (proportion of total spending per child)
5. Statutory agreed annual leave
6. Public spending on childcare and early education services (% GDP)
7. Avg. Public spending on preschool per child
8. Maternity and Paternity leave (length, % wages paid in covered period)

BUSINESS INVESTMENT IN CARE WORK

1. Incidence of employer provided flexible work time arrangements
2. Child-related leave periods by duration of unpaid leave and duration of FTE paid leave
3. Employer provision of childcare, childcare assistance, or other domestic support (proportion of companies offering services)

COMPARATIVE INVESTMENT DATA

1. Education versus prison spending

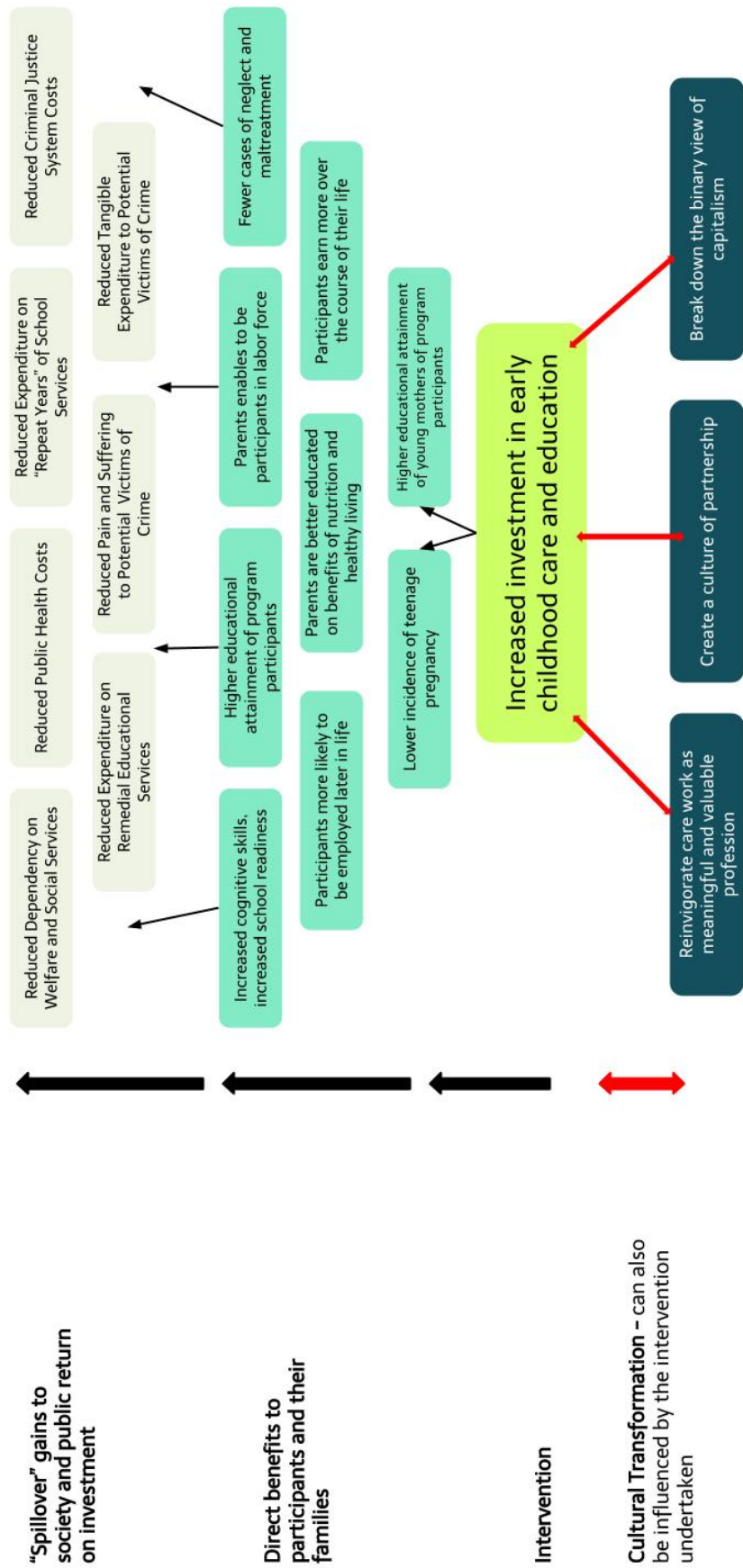
PUBLIC AND PRIVATE INVESTMENT IN PROTECTING THE ENVIRONMENT

1. Public sector environmental protection expenditure (% GDP)
2. Environmental protection expenditure by producer
3. Total clean energy research, development, deployment spending (% GDP)

2.5 CARING ECONOMY THEORY OF CHANGE

Caring economics rests on the premise that one root of many societal ills is the systematic devaluation of care work. The following causal diagram is a *caring economics theory of change* for one element of caring economics: early childhood care and education. This causal theory builds on the premise of support for care and care work as a critical foundation for public health, economic growth, and poverty reduction. See Figure 2.1.

EARLY CHILDHOOD CARE AND EDUCATION CAUSAL DIAGRAM Figure 2.1



3 PROMOTING A CARING ECONOMICS APPROACH IN MONTEREY COUNTY

3.1 CREATING A CARING ECONOMICS LENS

3.2 USING A CARING ECONOMICS LENS

3.3 ENGAGING STAKEHOLDERS

3.4 CHALLENGES OF CARING ECONOMICS APPROACH

3.1 CREATING A CARING ECONOMICS LENS

Evidence shows that we have grossly underestimated the economic value of care and care work. To reinvigorate the status of care work as an investment with a high public return, the concepts of caring economics and social wealth measurement systems need to be translated into a flexible, yet targeted, **policy lens** through which **to identify and analyze opportunities to support care and care work.**

To do this, all Social Wealth Economic Indicators (SWEIs) have been turned into action items and categorized into two domains, each with six objectives. Since SWEIs aim to both *guide* policy and *measure* the outcomes and impact of that policy, SWEIs are at once action items and measurement indicators.

The following lens turns SWEIs *from* measurement tools *into* policy objectives.

HUMAN CAPACITY	CARE INVESTMENT
1. Support high-quality caregiving for children and the elderly	1. Increase government investment in care work
2. Support early childhood care and education	2. Increase business investment in supporting care work
3. Promote family health	3. Recognize the correlation between care work and human development
4. Bring communities together	4. Recognize that <i>education</i> is an investment public health, economic development, crime prevention and violence prevention
5. Support women to reduce poverty	5. Effectively address poverty by providing support for care work
6. Protect the natural environment	6. Invest in protecting the natural environment as critical to human capacity development and a sustainable economy.

3.2 USING THE CARING ECONOMICS LENS

The Caring Economics Lens gives policy makers and their teams a broad working definition of the goals of a caring economy and an effective tool for action. This tool is a simple guide to caring economics priorities and allows you to cross-reference County Strategic Initiatives and Performance Measures with Caring Economy priorities. When you find overlap, you can use the Caring Economics Reference Tool in the Appendix to make the economic argument for support of care work.

Where the policy objectives in the Caring Economics Lens overlap with Strategic Initiatives, performance measures, or benchmarks, special attention should be given to understanding the overlap.

To use the Caring Economics Lens, it may be helpful also to employ two new frameworks for formulating policy alternatives or interventions. The first is a Cultural Change Framework that divides support for a caring economy into four approaches: Knowledge, Attitude, Skills, and Community. Examples of implementation channels for the four approaches are below, and can be adapted for the specific initiative being analyzed.

Cultural Change Framework

APPROACH	IMPLEMENTATION CHANNELS (examples)
Knowledge	Increase community understanding of the economic value of care and care work
Attitude	Elevate the status of caregiving as a meaningful, productive, and high-value role in society
Skills	Increase the skills of care givers and early child care and education workers through high-quality training and certification courses
Community	Garner community support for care work through advocacy campaigns; create community support groups for caregivers; bring existing organizations together around common benefits of care.

Adapted from Exploring Cultural Competency Within Public Affairs Curriculum¹²

¹² *Exploring Cultural Competency Within the Public Affairs Curriculum, Tony Carrizales, Journal of Public Affairs Education (2009)*

Another useful framework is Bolman and Deal’s Four Lenses of organizational behavior. These four frames present the following four possible perspectives for promoting a caring economics approach.

1) A **structural lens** views challenges as opportunities that can be addressed with structural changes within organizations, communities, or political bodies.

2) A **human resources lens** promotes change through human capacity development and professional development.

3) A **political lens** sees issues as political challenges that are influenced by the interpersonal dynamics of political actors involved.

4) A **symbolic lens** identifies opportunities to change deeply engrained culture, attitudes, and convictions around a topic, and recognizes that *emotion* plays a key role in any policy change.

You may want to fill in arguments or key points that emerge from using these four lenses in relation to support for care work in a community.

Four Lenses Framework

	STRUCTURAL	HUMAN RESOURCES	POLITICAL	SYMBOLIC
Invest in early childhood development				
Support independent older adults				

Adapted from Bolman & Deal’s Reframing Organizations (2003)

3.3 ENGAGING STAKEHOLDERS

Supporting care work as a foundation of a strong economy aligns with the interests and missions of diverse stakeholders throughout the county. Garnering this support entails collective efforts of public and nongovernmental agencies and businesses. It is necessary that stakeholders be engaged systematically around a common agenda. To create this agenda, it is important to clearly communicate the benefits of *investing* in care work. Three elements of stakeholder engagement should be considered:

1. **Think Collectively:** Using a collective impact approach
2. **Identify Co-Benefits:** Finding and communicating common
3. **Identify Stakeholders:** Identify and systematically engage diverse stakeholders

1. THINK COLLECTIVELY

A Collective Impact¹³ approach can be used as one method of engaging stakeholders in Monterey County to support care work.

The five conditions of inter-sectoral Collective Impact are:

1. Sharing a common agenda
2. Shared measurement systems
3. Mutually reinforcing activities
4. Continuous communication
5. Backbone support organizations

2. IDENTIFY CO-BENEFITS

Collaborations work best when partners can see tangible gains for themselves.¹⁴ Co-benefits are shared benefits that arise from collaboration working towards common goals. Since supporting care work is a foundation of social, environmental, and public health, many co-benefits for mutual gain exist. Understanding the co-benefits of a particular policy or program can also help guide the identification of stakeholders.

Examples of policies yielding co-benefits:

- ❖ *Investing in early childhood care and education as crime and violence prevention*
- ❖ *Supporting single mothers as a public health and economic security intervention*
- ❖ *Supporting women in the workplace with family flexible policies as job creation and stress reduction*
- ❖ *Supporting care for elderly to maintain independence of older adults and reduce dependency on social services*

¹³ Kania, J., & Kramer, M. (2011, Winter). *Collective impact*. *Stanford Social Innovation Review*, 9(1). Retrieved from: http://www.ssireview.org/articles/entry/collective_impact

¹⁴ *Health in All Policies* http://www.phi.org/uploads/files/Health_in_All_Policies-A_Guide_for_State_and_Local_Governments.pdf

3. IDENTIFY STAKEHOLDERS

Successful engagement of stakeholders around a common agenda is a multi-step process requiring varying levels of participation along the way. Monterey County can consider these steps as a roadmap to engaging stakeholders to support caregivers.

Step 1: List and organize potential stakeholders

Step 2: Understand stakeholder interests, constraints, their potential contribution, and the best way to interact with each

Step 3: Understand the influence map for the particular issue, and know where stakeholders stand on the map

Step 4: Consider guiding questions when thinking about stakeholder engagement around a caring economics issue

Step 1: List and organize potential stakeholders

The following table can be used to list all potential stakeholders under three broad categories: Public Agencies, Nongovernmental Organizations, and the Private Sector. Potential stakeholders for caring economics topics are listed for Monterey County.

Public Agencies	Nongovernmental Orgs	Private Sector
<p>Monterey County</p> <ol style="list-style-type: none"> Health Department Child Support Services Social Services Police Department Equal Opportunity Office Intergovernmental and Legislative Affairs Monterey County Area Agency on Aging (AAA), Sam Trevino Violence prevention agencies and collectives Public Schools – School Board Higher Ed Institutions City Councils and mayors <p>CA</p> <ol style="list-style-type: none"> CA Dept. of Ageing CA Dept. of Health and Safety, Caregivers Programs Board of Education Social Services 	<p>Monterey County</p> <ol style="list-style-type: none"> Alliance on Aging Latino community organizations African American community organizations Voices for Children: CASA of Monterey County Central Coast Center for Independent Living Community Human Services Seniors Council Foster Grandparents Program Housing Resource Center of Monterey County Meals of Wheels (Monterey Peninsula and Salinas Valley) Restorative Justice Partners, Inc. YWCA of Monterey County Community Foundation for Monterey County – Women’s Fund 	<p>Monterey County</p> <ol style="list-style-type: none"> Salinas Valley Women’s Business Network Care Solutions Monterey County Sweet Leaf Caregivers Collective C4 Consulting – Michelle Slade Family in-Home Caregiving of Monterey Seniors Helping Seniors Monterey Peninsula

<p>16. City Mayors, Governor, Legislature</p> <p>17. National Association of Commissions for Women</p> <p>US</p> <p>18. Administration on Ageing National Family Caregiver Support Program (NFCSP)</p> <p>19. Dept. of Education's Early Childhood Care initiatives</p> <p>20. Dept. of Health and Human Services</p>	<p>13. Del Mar Caregivers Resource Center</p> <p>14. Health Projects Center Central Coast Area Health Education Center (AHEC)</p> <p>15. Monterey County Rape Crisis Center (MCRCC)</p> <p>16. Planned Parenthood</p> <p>CA</p> <p>17. LeadingAge California</p> <p>18. California Caregivers Resource Centers</p> <p>19. California Caregivers Alliance</p> <p>20. California Latino Council</p> <p>US</p> <p>21. National Alliance for Caregiving</p> <p>22. National Family Caregivers Association</p> <p>23. Generations United</p> <p>24. AARP</p> <p>25. NIEER</p> <p>26. Center for Partnership Studies (CPS)</p> <p>27. And other organizations that are CPS's Caring Economy Campaign (CEC) Coalition Members <i>listed at caringeconomy.org</i></p>	
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Step 2: Understand stakeholder interests, constraints, their potential contribution, and the best way to interact

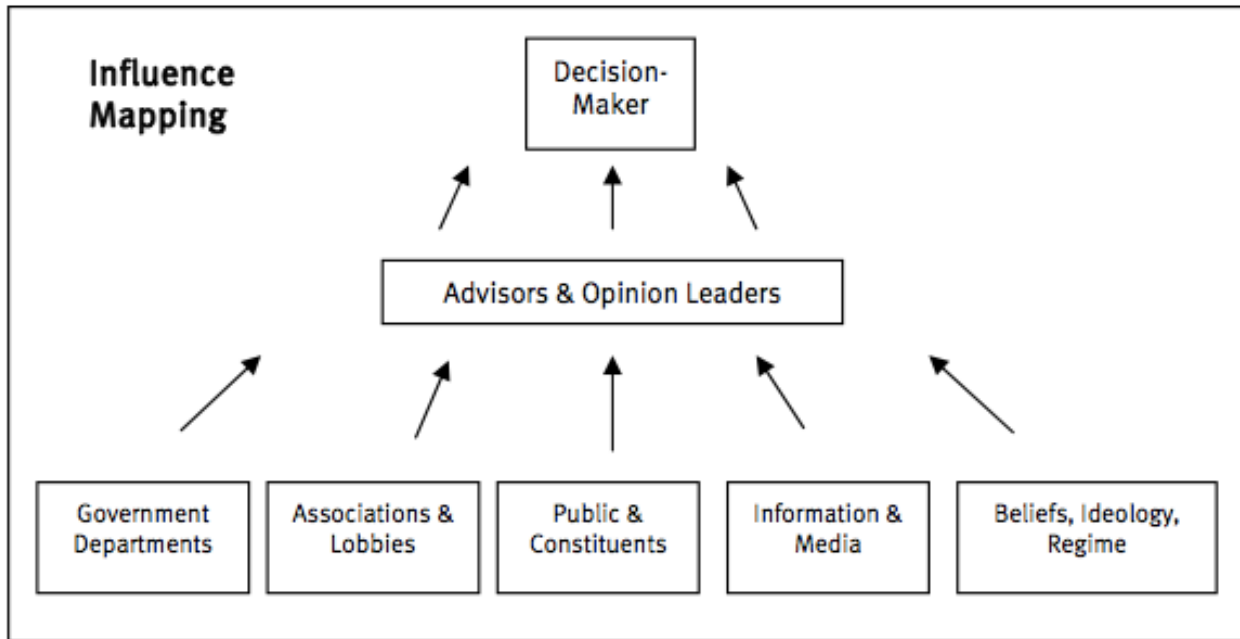
You can use this table to understand key stakeholders as they relate to the particular issue at hand, and how they can best be engaged to support care work more broadly.

Example: Provide information

Stakeholder	Interests	Problems or constraints	Potential contribution	How to interact

Step 3: Understand the influence map for the particular issue and where stakeholders fit on the map

An Influence Map can help you understand the context and actors that influence decisions around a policy or program. Start at the top, and then discuss with your team the individuals and institutions that influence that decision-maker. Influencers may in turn be influenced by the nature of the information they receive, or the particular cultural, political, or ideological context within which they operate.



From the Overseas Development Institute's Tools for Policy Impact – A Handbook for Researchers 2004¹⁵

¹⁵ Overseas Development Institute's Tools for Policy Impact – A Handbook for Researchers Daniel Start and Ingie Hovland 2004

Step 4: Consider guiding questions when thinking about stakeholder engagement around a caring economics issue.

To best engage stakeholders efficiently, begin by asking yourself and your team specific questions¹⁶ about goals and objectives. This will also help inform the type of network you build around a particular issue relating to care work.

- ✓ What type of information are you seeking? Are you:
 - Collecting input on existing policies or programs?
 - Identifying new opportunities to support care work?
 - Identifying best practices to support care work?

- ✓ How will you use the information gathered? Will you:
 - Fill gaps in knowledge?
 - Influence other decision-makers?
 - Promote agencies to change a program or policy?
 - Support agencies with financial resources to change program or policy?

- ✓ How will you get input from stakeholders? Channels available include:
 - One-on-one discussions
 - Community forums, meetings, town halls
 - Webinars and teleconferences
 - Formal or inform advisory groups
 - Invitations for written input
 - Social media or internet communications

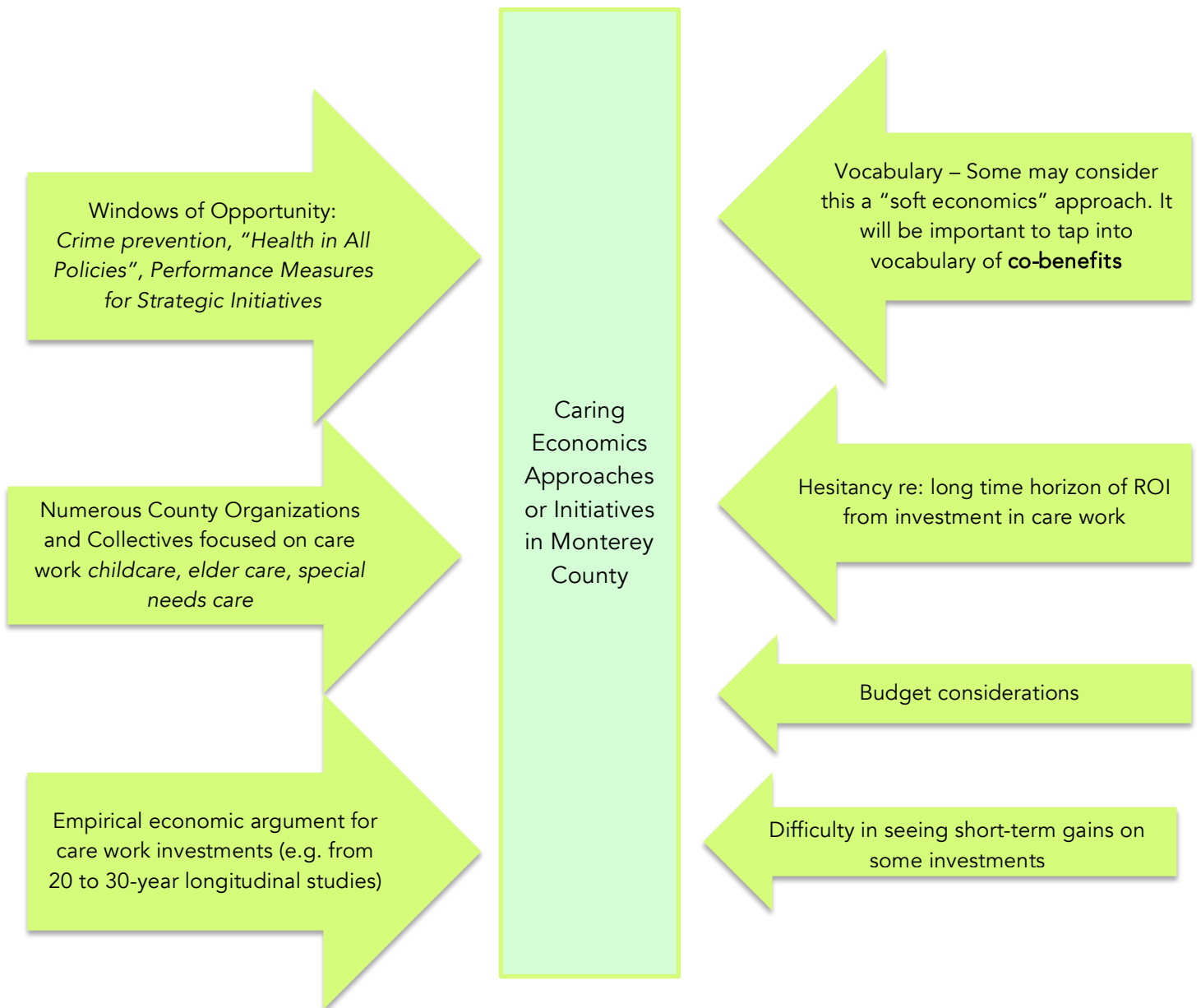
- ✓ Who can help you achieve your goals? Consider:
 - If stakeholders are already in your network, or are new connections
 - If you need a coordinating individual or organization to serve as a convener
 - If you need facilitators for community forums, meeting, or town halls

- ✓ Consider potential resource partners and funders that are interested in supporting of care work. Try to understand:
 - What funders are already supporting children, families, women, and the elderly?
 - Are they familiar with the caring economics theory of change?
 - Can creating partnerships reduce costs?

¹⁶ Adapted from *Health in All Policies*: <http://www.apha.org/NR/rdonlyres/882690FE-8ADD-49E0-8270-94C0ACD14F91/0/HealthinAllPoliciesGuide169pages.PDF>

3.4 CHALLENGES OF A CARING ECONOMICS APPROACH

Analyzing policy issues through a caring economy lens presents some challenges. The diagram below shows the forces that would broadly support a caring economics approach in Monterey County (on the left) and the forces that may create resistance to this approach (on the right). There will be more and different competing forces when each particular issue is viewed separately.



4 IMPLEMENTATION OPPORTUNITIES IN MONTEREY COUNTY

4.1 IDENTIFYING WINDOWS OF OPPORTUNITY FOR A CARING ECONOMICS APPROACH

4.2 USING EXISTING GOVERNMENTAL TOOLS

4.3 ALIGNING WITH "HEALTH IN ALL POLICIES"

4.4 INCORPORATING SOCIAL WEALTH MEASURES WITH "MANAGING FOR RESULTS" COUNTY PERFORMANCE MEASURES

4.5 INTEGRATING SOCIAL WEALTH ECONOMIC INDICATORS INTO 2014-2015 STRATEGIC INITIATIVES

4.1 IDENTIFYING WINDOWS OF OPPORTUNITY FOR A CARING ECONOMICS APPROACH

Some questions you want to ask¹⁷ when **identifying windows of opportunity for caring economics**:

- ✓ What are the existing or newly forming inter-agency initiatives that have potential implications for caregivers, the elderly, or families with children?
- ✓ What single-agency initiatives would most benefit from partnership with additional agencies to support care work?
- ✓ Is there a new or ongoing process where social wealth metrics or data could be added?
- ✓ What partners have you worked with successfully in the past?
- ✓ Is there a particular care work issue of significant concern to specific community groups? Are they asking for something to be done about it?

¹⁷ Adapted from *Health in All Policies – A Guide for State and Local Governments*

4.2 USING EXISTING GOVERNMENTAL TOOLS ¹⁸

The tools of government and public policy can be effective mechanisms for change. Below is a list of possible tools government can use to support care work and boost social wealth, with general opportunities for using each tool, and more specific action items for supporting a *caring economy* in Monterey County.

TOOLS	OPPORTUNITY	MONTEREY COUNTY CARING ECONOMICS ACTION
Employment	Government employee policies can support caregivers and care work and set an example for private businesses.	Support for parents that are county employees through family flexible workplace policies (paid sick leave, paid maternity leave, paid parental leave, flexible scheduling options)
Taxes	Government can add, change, or abolish taxes to finance otherwise reward services.	Refundable tax credits for care givers. Support tax credits for donation to child care services in county. See United Way Larimer County Child Care Tax Credit system ¹⁹ .
Subsidies and Grants	Public grants and subsidies can reduce the cost burden of particular activities or expenditures. This can include payment for care services.	County-supported subsidies for qualified care workers in homes
Service Provision	Governments can provide direct services to communities and individuals. Agencies can expand services, connect services, and reduce barriers to service.	Provide county-supported parenting education in schools Work with gynecologists and doctors to provide the SAIV (Spiritual Alliance to Stop Intimate Violence) Caring and Connected Parenting Guide. ²⁰

¹⁸ Adapted from *Health in All Policies – A Guide for State and Local Governments*

¹⁹ United Way Larimer County Childcare Tax Credit system http://uwaylc.org/wp-content/uploads/2011/08/Child-Care-Fund_UWLC_2013.pdf

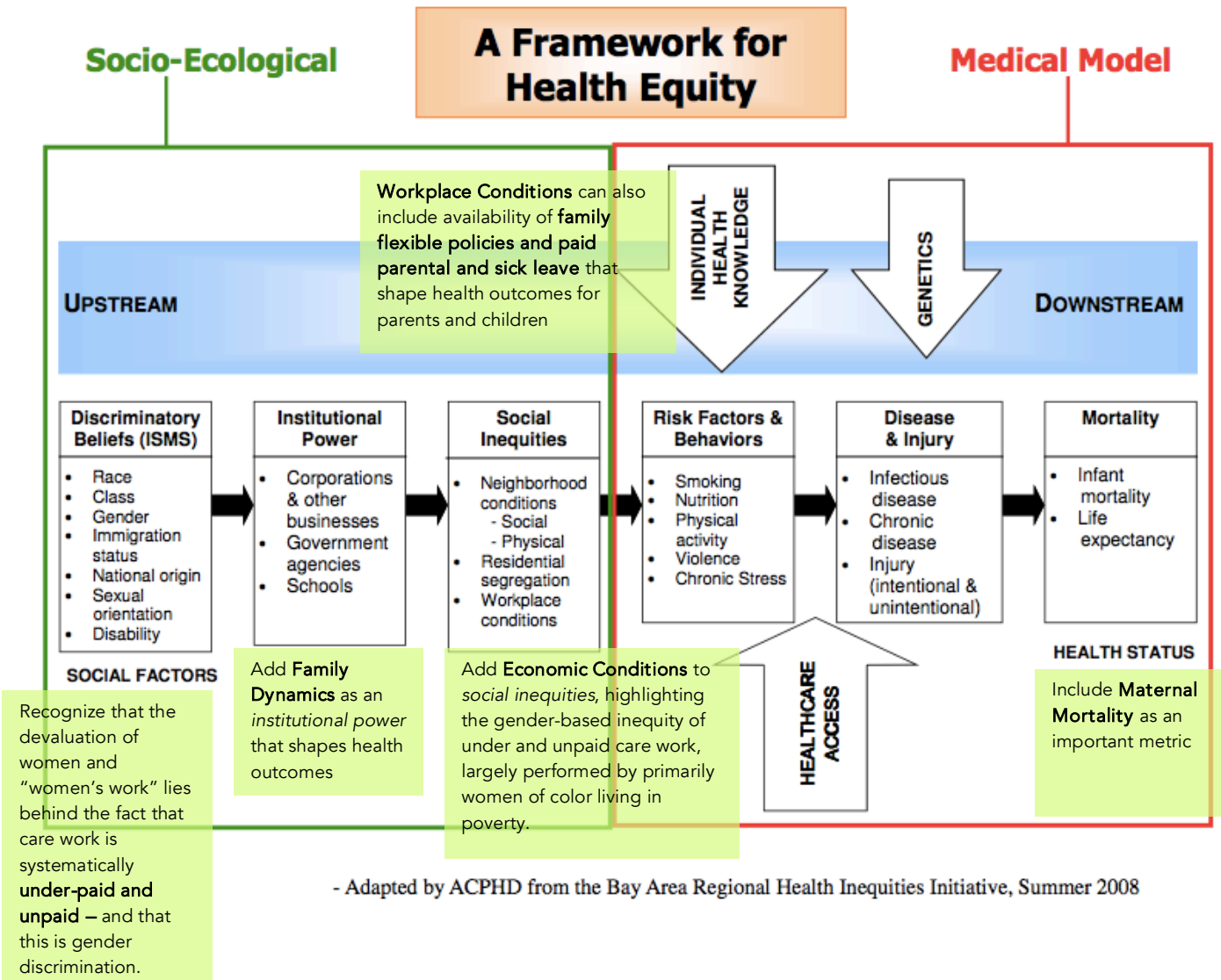
²⁰ *Caring and Connected Parenting Guide* <http://www.partnershipway.org/news-media-room/partnership-news/featured-news/cps-sponsored-caring-connected-parenting-guide-available-online>

TOOLS (cont.)	OPPORTUNITY (cont.)	MONTEREY COUNTY CARING ECONOMICS ACTION (cont.)
Agency budgets	Public agencies control budget priorities, allocations, and spending	<p>Include in budget permanent housing for homeless women</p> <p>Include in agency budgets higher priority for childcare provision at public institutions</p> <p>Include in agency budgets higher priority for provision of in-home elder care and consider long-term ROI of keeping older adults independent longer</p>
Data/Information	Government agencies can collect and share data and information across agencies, or with the public. Standardizing data can make collaboration easier.	Hold public forums on Caring Economics and Social Wealth Economic Indicators.
Education	Governments can provide information and educate local organizations and stakeholders about particular issue areas and opportunities	<p>Convene organizations working to support care work.</p> <p>Provide classes in local schools and educational institutions on caregiving, parenting, and implementing caring economic policies.</p>
Purchasing and contracting	Agencies spend money purchasing goods and services to carry out their functions. Regulations around these procurement and contracting policies can be put in place to encourage certain types of company standards and be a model for business	Stipulate in contracts that preference be given to companies with policies that support care work, like family flexible policies and business support for child care. Could be facilitated by a rating and certification system. See Appendix 3.1 for social venture idea that would support this process.

4.3 ALIGNING WITH “HEALTH IN ALL POLICIES”

A big window of opportunity exists to integrate a caring economics approach into the Health in All Policies strategy adopted by the Monterey County Public Health Department. Recent interest in promoting a *socio-ecological* model of public health in Monterey County and the guiding Framework of Health Equity used by the Health Department opens up myriad opportunities for co-benefit identification of policies that support care and care work to improve public health outcomes.

Presented here is the Framework for Health Equity, with commentary (in green) on how to incorporate a caring economics approach to strengthen what is already a multi-sectoral approach but does not specifically recognize the centrality of care.



4.4 INCORPORATING SOCIAL WEALTH MEASURES WITH “MANAGING FOR RESULTS” COUNTY PERFORMANCE MEASURES

The Managing for Results County Performance Measure system tracks performance of County divisions in three domains of metrics: *Output/workload* metrics, *efficiency* metrics, and *effectiveness* metrics. As outlined below, Social Wealth Economic Indicators can be integrated into the performance measurement system, especially into *effectiveness* measures, which are projected to be developed in the next 5 to 10 years.

MEASURES	DESCRIPTION
Output/Workload	These performance measures are designed to give the Board and the public a sense of whether a program’s workload is increasing or decreasing. It represents completed activity or effort.
Efficiency	These performance measures are designed to give the Board and the public a sense of how well we are using our resources. It is the ratio between the amount of input and the amount of output.
Effectiveness	These performance measures are designed to give the Board and the public a sense of what the impact of the program or service is on the community, or the County organization. They can answer, “How well was it delivered?” and “Did we meet our target goals?”. This measure is fundamental to quality, impact, and outcome.

From Managing for Results Reports

RECOMMENDATIONS

- ✓ **Monterey County should consider integrating Social Wealth Economic Indicators as it develops effectiveness metrics for departmental performance measures.** Since many departments have yet to craft effectiveness measures for their work, this is an opportunity for the county to be creative with the integration of Social Wealth Economic Indicators into performance measures.
- ✓ **Monterey County should consider incorporating care investment Social Wealth Economic Indicators as it develops output/workload and efficiency measures.**
- ✓ **The County should continue to research relevant comparative investment data that illuminate the long-term ROI of support for care work and caregivers.** These would be a way to engage the public into the performance measurement process, and serve as an effective communication tool to demonstrate the co-benefits of supporting care work.

4.5 INTEGRATING SOCIAL WEALTH ECONOMIC INDICATORS INTO 2014-2015 STRATEGIC INITIATIVES

The County's annual Strategic Initiatives (with relevant milestones and performance measures) present another window of opportunity to integrate a caring economics approach and Social Wealth Economic Indicators. County staff can use the Caring Economics Lens tool to identify overlaps with County Strategic Initiatives, and understand where the themes of *gender, care for children, care for the elderly, and protection of the natural environment* can be found in the Strategic Initiatives and Milestones, and how these can be strengthened by a social wealth metric system.

5 EVALUATING IMPACT WITH SOCIAL WEALTH ECONOMIC INDICATORS

County support for care work is an important investment. However, the challenge is that long-term, but long-lasting, gains may not be apparent right away. Below is the logic model of measurement needed to communicate the ROI of investing in care work.

Logic Model of Impact Measurement



CARE INVESTMENT MEASURES

Care Investment Social Wealth Economic Indicators measure *inputs* into a system. Measurement of inputs is important when formulating ratios of spending, as in comparing a community's investment in education versus cost of crime, courts, and jails.

HUMAN CAPACITY MEASURES

These Social Wealth Economic Indicators take stock of the outcomes and impact of care investment, in terms of public health, educational attainment, long-term public return on investment, crime and violence reduction, poverty rates, and reduction in gender gaps.

6 CONCLUSIONS

Social Wealth: Implementing Caring Economics in Monterey County provides a road map for integrating a caring economics approach in a large California county, and offers a template for other counties, municipalities, and even states. This handbook is still a work in progress, that defines and *refines* the components and applications of caring economics and Social Wealth Economic Indicators. We invite readers to use this handbook, and to contribute to its evolution.

Monterey County can serve as a pilot demonstration project for the implementation of a caring economics approach and the integration of Social Wealth Economic Indicators into performance measures.

Here is a summary of key recommendations:

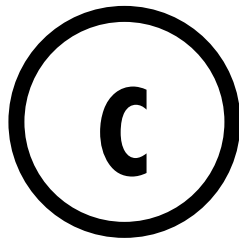
1. Engage stakeholders to support caring policies by demonstrating co-benefits, and communicate these co-benefits clearly to all influencing and influenced actors.
2. Identify caring economic opportunities in tools of government.
3. Capitalize on *existing windows of opportunity* in the County to integrate caring economics approaches.
4. Examine policy alternatives and initiatives through a caring economics lens, and adapt the lens to specific county needs.
5. Use the Reference Tool in the Appendix to communicate the economic argument for support of care work, and adapt the tool to specific county needs.

APPENDIX

1. TWO SOCIAL VENTURE IDEAS
 - 1.1 C CORPORATION CERTIFICATION
 - 1.2 CARECORPS
2. CARING ECONOMICS REFERENCE TOOL
3. LIST OF ADDITIONAL ALTERNATIVE ECONOMIC INDICATORS

1. TWO SOCIAL VENTURE IDEAS

1.1 C CORPORATION CERTIFICATION



Care Corporation

Proposed C Corporations (or Care Corporations) are organizations and companies that meet a set of rigorous criteria relating to family-flexible policies, work-life balance, and consideration of employee health and wellness.

The C Corporation proposal capitalizes on the success and momentum of B Labs and the B Corporation certification²¹. B Labs is a non-profit organization with three activity areas: 1) certifying B Corporations that meet a set of corporate social responsibility and environmental sustainability standards; 2) creating a set of metrics and analytics for benchmarking, measuring, and business reporting of social and environmental impact; and 3) advocating for legislative shift and creation of new legal business entities that recognize and support the social mission of B Corporations.

Job seekers in all sectors and industries may soon seek out C Corporations as employers for their consideration of work-life balance, wellness, and family-flexible policies. As the C Corps brand builds, C Corporations will benefit from increased visibility and stay competitive in attracting top talent across industries and hiring levels.

Many C Corporations will also realize the economic gains associated with the family-flexible policies and wellness considerations that garnered the C Corps Certification. For example, a 2001 study reported that firms offering paid parental leave had 2.5% higher profits than those who did not. In addition, Chase Manhattan saw a 115% return on investment after offering emergency child-care services, and saved the company a productivity loss of 6,900 workdays in just one

²¹ B Labs and B Corporation: <https://www.bcorporation.net/what-are-b-corps/the-non-profit-behind-b-corps>

year²². These methods of family-flexibility should be rewarded and celebrated. Creating a *brand* or *trademark* for these companies will be high priority.

Monterey County can serve as a pilot community for a C Labs certification system, and the creation of a useable set of criteria that could apply not only to larger corporate employers, but also be relevant and useful for smaller businesses, non-profit organizations, and public agencies.

The following steps are necessary to venture proposal further:

1. Draft a useful set of C Corporation Criteria
2. Seek out or solicit organizations/corporations to certify
3. Create a handbook on becoming a C Corporation

(Example) Step 1: Create C Corporation Certification Criteria

Criteria should include (but not be limited to) the following domains and indicators:

Family Flexible Policies	Employee Wellness
Paid maternal leave	Physical health benefits offered
Paid paternal leave	Mental health benefits offered
Flexible paid leave for family care	Preventative health facilitated at workplace (healthy environment, food, physical activity options)
Paid sick leave	Preventative health facilitated outside workplace (subsidized gym membership)
Telecommute options	
Child care subsidies	

²² Sandra Burud and Marie Tumolo, *Leveraging the New Human Capital, 2004 taken from The Real Wealth of Nations, by Riane Eisler, 2007*

Further research is needed to explore this possibility, but 2014 is a window of opportunity as momentum for similar *certification to advocacy* projects, like B Labs, is building.

Resources for Exploring C Corporation Venture Idea

- ❖ 100 Best Companies for Working Mothers
<http://www.workingmother.com/content/data-2013-working-mother-100-best-companies>
- ❖ B Corporation and B Labs
<https://www.bcorporation.net/>
- ❖ Families and Work Institute
<http://www.familiesandwork.org/>
- ❖ Fortune's 100 Best Companies to Work For
<http://money.cnn.com/magazines/fortune/best-companies/2014/list/>
- ❖ Glassdoor.com 25 Top Companies for Work Life Balance
http://www.glassdoor.com/Top-Companies-for-Work-Life-Balance-LST_KQ0,35.htm

CARECorps

CARECorps is an innovative proposal for a public-private partnership organization aimed at reinvigorating the appeal of care work as a professional pathway for both young people and active retirees.

CARECorps members will be trained to provide high-quality care to both young children and seniors. Members can choose a certification track (Early Childhood Development OR Senior Care). Each track provides rigorous training for individuals, and places them within care work organizations around the County (eventually, around the country or world) providing superior care to those who need it most. The program can be partially subsidized by the local, state, or federal government, and partially funded by organizational employers, much like AmeriCorps.

Across the United States, between 2010 and 2020, the number of non-institutionalized (living at home) adults over 65+ that require care for a condition will increase by 36%, to 15 million individuals needing care²³.

Monterey County will be home to increasing number of independent and dependent older adults. In Monterey County alone, between 2010 and 2060, the number of *mature retirees* (ages 75-84) is projected to grow 141% and the number of *seniors* (ages 85+) projected to grow 276%²⁴. As older adults live longer and families live further away from each other, care work becomes increasingly critical in maintaining the independence of older adults and keeping people healthy and active for longer. This enormous demographic shift is also an opportunity for job creation.

Between 2010 and 2060, the number of preschool aged children in Monterey County is projected to grow by 9%, and in California, by 18%. Although this is a much smaller shift, early childhood development should still play a major part in building the movement around care work as meaningful and promising professional pathway.

CARECorps can build on the model of programs like AmeriCorps, Peace Corps, and harnessing the recent momentum of models such as Teach for America and Venture for America.

WHAT CARECorps SHOULD AVOID

²³ AARP, <http://www.aarp.org/livable-communities/learn/demographics/info-12-2012/profile-older-americans-2011.html>

²⁴ CA Department of Finance- Report P-1 (Age) <http://www.dof.ca.gov/research/demographic/reports/projections/P-1/>

Unlike some of these programs, **CARECorps** should not limit service to a two-year period. Neither should **CARECorps** seek to limit compensation by capitalizing on the idealism, altruism, or inexperience of members. If **CARECorps** is to achieve sustainability, its members must be well paid and highly skilled. Training courses should lead to certifications that are recognized nationally, and warrant high degrees of respect.

Many training and certification programs for caregivers exist, but most offer online-only curriculum and may not have the reputation of quality²⁵.

The mission of **CARECorps** will be to reinvigorate care work among youth and active older adults as a professional pathway. Branding and aspirational appeal will be critical to maintain momentum, along with high quality of training, and significant resources for members to access jobs available in the sector.

This new organization will contribute to highlighting the enormous personal, social, economic contribution of care and care work.

²⁵ <http://www.caregiverlist.com/>

2. CARING ECONOMICS REFERENCE TOOL

This reference tool is based on a working definition of caring economics that focuses on three action domains:

1. Invest in early childhood care and education
2. Support care work through government and workplace policy
3. Address the gender gap to empower women and reduce poverty

Policymakers can use facts and resources presented as a starting point in formulating economic arguments in support of care work and gender balance, and showing how these relate to human capacity development. National, state, and local facts and resources are presented in support of care investment.

1. INVEST IN EARLY CHILDHOOD CARE AND EDUCATION

Topic	Talking Points and Data	Resource
Investing in early childhood care as violence and crime prevention	Early childhood care and education initiatives consistently show higher returns than spending on policing or incarceration. In a 35-year study of a Michigan preschool program, those who participated in pre-school were 19% less likely to have had multiple arrests, 15% less likely to have committed a violent crime, and 20% less likely to use illegal drugs.	National Institute for Early Education Research (NIEER) ²⁶ nieer.org
Investing in early childhood care as economic development	Early childhood care and education initiatives consistently show a high ROI in terms of economic independence of participants throughout their lifetimes. In a 35-year study of a Michigan preschool program, those who participated in pre-school were 20% more likely to earn a living wage, 14% more likely to be employed, and 16% more likely to have a savings account.	NIEER
Investing in early childhood care and education to close the achievement gap	Whether or not a student has access to high-quality early childhood care and education impacts his or her academic (and therefore professional) achievement later in life. A 30-year study of a high-quality North Carolina preschool program showed that children who had been to preschool were 18% less likely to need special education, 29% less likely to repeat a grade, 16% more likely to graduate from high school, and 23% more likely to attend a 4-year college.	NIEER
Investing in early childhood care and education to improve health outcomes	Participation in high quality early childhood care and education has negative correlation with rates of smoking. In four longitudinal studies of preschool participants versus non-participants in the US, all participant groups were 4-16% less likely to smoke than non-participants. Smoking is the leading preventable cause of death in the US, causing 1 in 5 deaths ²⁷ .	NIEER Policy Brief: Early Childhood Education, Pathways to Better Health ²⁸

²⁶ See presentation for overview: http://nieer.org/sites/nieer/files/Economics%20of%20ECE_Loyola_Nores.pdf

²⁷ CDC 2014 http://www.cdc.gov/tobacco/data_statistics/fact_sheets/health_effects/effects_cig_smoking/

²⁸ NIEER Policy Briefing: <http://nieer.org/sites/nieer/files/health%20brief.pdf>

2. SUPPORT CARE WORK THROUGH GOVERNMENT AND WORKPLACE POLICY

Topic	Talking Points and Data	Resource
Supporting care work for the elderly through government policy to keep older adults independent longer	<p>Better support for informal caregivers is critical to whether or not an older adult can remain in his or her home. The AAPR estimates that in between 2010 and 2020, the number of non-institutionalized adults needing care will increase 36% to over 15 million.</p> <p>Recent research has also shown that older adults living in states with higher per capital spending on home and community-based care services had significantly lower risk of nursing home admission²⁹, entailing a public cost savings.</p>	<p><i>US Administration on Ageing</i> AARP</p>
Supporting care work through workplace policy as employee retention	<p>Studies show that provision of childcare services by employers reduces employee turnover up to 50%.</p> <p>A large, multi-organization study on the impact of employer-sponsored childcare reported an up to 50% reduction in employee turnover, increased retention of “top performers”, and served as a mechanism to retain top performing women.</p>	<p>Real Saving from Employer-Sponsored Childcare Investment Impact Study Results³⁰</p>
Supporting care work through workplace policy as cost savings	<p>Supporting care work lowers the high cost of absenteeism for businesses</p> <p>Chase Manhattan’s investment in backup childcare services for employees saw a 115% ROI, and saved the company 6,900 workdays in one year.</p> <p>Supporting care work yields higher profits and increases productivity of employees</p> <p>American Express saw \$40 million in increased sales productivity after introducing telecommuting and flexible work hours for employees.</p> <p>An early 2000s study showed that firms offering paid parental leave had 2.5% higher profits than those who did not.</p> <p>Companies on the Working Mothers’ list “100 Best Companies for Working Mothers” (offering childcare benefits, flexible scheduling, telecommuting) had higher customer satisfaction rates and increased market value of 3-11%.</p>	<p><i>Leveraging the New Human Capital</i> by Sandra Burud and Marie Tumolo (2004)</p>

²⁹ *US Administration on Ageing*

http://www.aoa.gov/AoARoot/About/Annual_Report/doc/FY%202011%20Report%20to%20Congress%20AoA%20%20

³⁰ <http://www.brighthorizons.com/resources/pdf/investmentimpact.pdf>

Topic	Talking Points and Data	Resource
Supporting care work through workplace policy to advance women within organization	Women leave work because of workplace policies, not the demands of their families. Recent research presented at a Harvard Business School symposium shows that ¾ of women leave work to be with their families because workplace policies and hours were not flexible enough. Those that left cited unreasonable expectations of work hours, and not the desire to be home with family, as the reason for leaving.	Gender and Work: Challenging Conventional Wisdom <i>Opting Out</i> Pamela Stone http://www.hbs.edu/faculty/conferences/2013-w50-research-symposium/Documents/stone.pdf

3. ADDRESS THE GENDER GAP TO EMPOWER WOMEN AND REDUCE POVERTY

Topic	Talking Points and Data	Resource
Supporting the advancement of women in the workplace for economic growth	Since the 2008, the only firm types that have reported net growth in employment numbers have been large, publicly traded firms, and private women owned businesses. All other private business reported a net loss in employment numbers ³¹	National Association of Women Business Owners
Supporting homeless women as poverty reduction	As of 2013, there were 735 homeless women in Monterey County (1,855 men) and 565 families with children that were homeless. Only 5% of those families were sheltered. There are high public costs for those experiencing homelessness, which include emergency room use, incarceration, costs of policing, and costs of regular access to homeless services.	Monterey County Homeless Census and Survey
Provide better support for single mothers as a poverty reduction strategy	Although single-mother-supported families only make up 12% of families in Monterey County, 45% of families living below the poverty line are supported by single mothers ³² . At the root of these shocking statistics is the fact that most of these women are or were full- or part-time caregivers, and that care work is systematically under- and unpaid ³³ . Nationally, only 21% of families with children have a mother at home. 79% of families have two parents working, or have single parents working.	2012 Census Data The Shriver Report http://shriverreport.org/family-friendly-for-all-families/

³¹ National Association of Women Business Owners http://nawbo.org/section_103.cfm

³² http://www.cdph.ca.gov/data/informatics/Documents/Final_CHA_pdf_11_21_13.pdf MoCo Community Health Assessment and <http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk> 2012 Census Data

³³ The Shriver Report http://shriverreport.org/unpaid-and-undervalued-care-work-keeps-women-on-the-brink/#_edn3

3. LIST OF ADDITIONAL ALTERNATIVE ECONOMIC INDICES

NATIONAL AND INTERNATIONAL INDICES

Index	Organization	Annotation & Comments
Better Life Index http://www.oecdbetterlifeindex.org/	<i>Organization for Economic Co-operation and Development (OECD)</i>	Compares OECD countries across quality of life domains, including: housing, income, jobs, community, education, environment, civic engagement, health, life satisfaction, and work-life balance.
Genuine Progress Indicators http://genuineprogress.net/genuine-progress-indicator/	<i>Center for Sustainable Economy</i>	Includes economic, environmental, and social progress indicators. Economic indicators include measures of income inequality and costs of under- and unemployment.
Global Gender Gap Report http://www.weforum.org/issues/global-gender-gap	<i>World Economic Forum</i>	Ranks 136 countries on the level of gender-based disparities across four criteria: economy, politics, education, and health.
Global Prosperity Index http://www.prosperity.com/	<i>Legatum Institute</i>	Ranks 142 countries on eight sub-dimensions of <i>prosperity</i> : economy, entrepreneurship and opportunity, governance, education, health, safety and security, personal freedom, and social capital.

Index	Organization	Annotation & Comments
<p>Global Youth Wellbeing Index http://www.youthindex.org/</p>	<p><i>Center for Strategic and International Studies - CSIS</i></p>	<p>Index compares 30 high- and low-income countries across 40 indicators within six domains of youth well being: citizen participation, economic opportunity, education, health, information and communications technology, and safety and security.</p>
<p>Gross National Happiness Index http://www.grossnationalhappiness.com/</p>		<p>Drafted by the UNDP and the Centre for Bhutan Studies, the GNH Index assesses nations on 33 indicators across nine domains of happiness: psychological wellbeing, health, education, culture, time use, good governance, community vitality, ecological diversity and resilience, and living standards.</p>
<p>Human Development Indices http://hdr.undp.org/en/data</p>	<p><i>United Nations Development Programme</i></p>	<p>Compares all UN member countries based on diverse indexes of human development.</p>
<p>Inclusive Wealth Report https://www.ihdp.unu.edu/article/read/iwr</p>	<p><i>International Human Dimensions Programme on Global Environmental Change</i></p>	<p>Compares all UN member countries based on diverse indexes of human development.</p>
<p>Social Progress Index http://www.socialprogressimperative.org/data/spi</p>	<p><i>Social Progress Imperative</i></p>	<p>Conceived at the World Economic Forum’s Agenda Council on Philanthropy and Impact Investing, the SPI is means to spur global competition to create the enabling environment fostering social innovation and well being, much like the Global Competitiveness Index catalyzed economic growth.</p>

Compares 132 countries across three domains: basic human needs, foundations of wellbeing, and opportunity. Led by team of Harvard Business School professors.

State of Working America

<http://stateofworkingamerica.org/>

*Economic Policy
Institute*

An ongoing analysis since 1988 of a variety of indicators including family incomes, wages, unemployment, wealth, and poverty to attempt to paint a fuller picture of the US's economic progress.

**State of the World's
Mothers Index**

http://www.savethechildren.org/site/c.8rKLIXMGlpI4E/b.8585863/k.9F31/State_of_the_Worlds_Mothers.htm

Save the Children

Ranks countries in terms of best and worst *places to be a mother*. Based on five indicator domains: maternal health, children's wellbeing, educational status, economic status, and political status.

STATE AND LOCAL INDICES

Index	Organization	Annotation & Comments
<p>Healthy Communities Data and Indicators Project</p> <p>http://www.cdph.ca.gov/programs/Pages/HealthyCommunityIndicators.aspx</p>	<p><i>California Department of Public Health</i></p>	<p>Drafts of a common set of indicators that a <i>healthy community</i> should provide, including indicators on: the natural environment, the built environment, health, the economy, civic engagement, and social relationships.</p>
<p>The Equality of Opportunity Project</p> <p>http://www.equality-of-opportunity.org/</p>	<p><i>Harvard University and UC Berkeley</i></p>	<p>Ranks US metropolitan areas in terms of <i>economic mobility</i> across five domains: segregation, income inequality, school quality, social capital, and family stability.</p>
<p>Santa Cruz County Community Assessment Project (CAP)</p> <p>http://www.appliedsurveyresearch.org/storage/database/quality-of-life/santacruzcap/cap18_2012/CAP_Year18_CompleteReport.pdf</p>	<p><i>United Way Santa Cruz County</i></p>	<p>Started in 1994, longitudinal study to measure and track changes in quality of life in Santa Cruz County across six domains: economy, education, health, public safety, natural environment, and social environment.</p>
<p>Solano County (CA) Index of Economic and Community Progress</p> <p>http://www.solanocounty.com/civicax/filebank/blobdload.aspx?BlobID=14997</p>	<p><i>Solano County Economic Development Corporation</i></p>	<p>Measures <i>changes</i> over time of economic and community progress indicators within Solano County, with some comparison to state (CA) and national averages.</p>