STRENGTHENING OUR EQUITY MUSCLE TO ADVANCE IMPACT

United Way Strategy Guides in Childhood and Youth Success, Economic Mobility, and Health

United Way

United Way

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FOREWORD

We are honored to introduce United Way's Equity Strategy Guides to our trusted friends and colleagues across the network.

Your United Ways, much like ours, may not be identical, yet we are shared in our values, our vision, and our commitment to addressing the racial disparities affecting our communities.

At a critical point in our history, our network is presented with an extraordinary opportunity to respond, recover, reimagine, and rebuild who we are as a movement and what we represent. The unequal systems and structures affecting the root causes of racial inequities are more apparent than ever. These are times United Way was built for. The time for action is now.

Deploying the concrete approaches in these strategy guides to address your community's most pressing disparities will put your United Way on a long-term path to creating lasting, equitable change. You will find many of the strategies outlined in this resource will compliment work you are already doing or are included in your existing efforts and can be easily targeted, scaled and combined with other strategies to create more equitable access to Childhood and Youth Success, Economic Opportunity, and Health.

Leaning into this explicit equity work within our own communities has returned new stakeholders and partners who now see us for who we truly are – a force for equitable and systemic community change. We are witnessing the value this impact work is returning to our organizations, lifting our relevance, strengthening our standing in the community and driving revenue to broaden our reach.

A female philanthropist, a priest, two ministers, and a rabbi found common ground in 1887, and today we are calling on our network to stand up as an agent of equitable change for those most disproportionately impacted by structural and systemic racism.

Extraordinary growth lies ahead for our communities, but we must be steadfast in our conviction to ensure all people have opportunity and access lest we risk further entrenchment of broken systems and institutions.

With action, we will make our vision of a more equitable future a reality for all. Join us in our fight.
Living United,

Keisha Browder
Chief Executive Officer
United Way of Santa Cruz County

Michael Williamson
President and Chief Executive Officer
United Way of Southeast Louisiana

EXECUTIVE SUMMARY

STRENGTHENING OUR EQUITY MUSCLE TO ADVANCE IMPACT: STRATEGY GUIDES IN CHILDHOOD AND YOUTH SUCCESS, ECONOMIC MOBILITY, AND HEALTH

Strengthening Our Equity Muscle to Advance Impact: Strategy Guides in Childhood and Youth Success, Economic Mobility, and Health ("Strategy Guides") are designed to support United Ways in driving equitable, structural and sustainable community change. They build on community impact strategy guides initially shared in 2016 and complement the **United Way Worldwide Equity Framework**.

As the United Way network seeks to more explicitly address racial inequities, advancing specific goals, strategies, and outcomes in education, economic mobility, and health, all areas with persistent inequities rooted in historical policies and practices, is paramount to making fundamental change.

The Strategy Guides detail why United Way is placing an emphasis on addressing disparities rooted in racism. Data shows that racism in the United States has been the most pervasive form of discrimination which has resulted in significant rates of poverty, unemployment or underemployment, a lack of educational opportunities, and health disparities within Black Indigenous People of Color (BIPOC) communities.

Based on the six Equity Levers detailed in the Equity Framework, the Strategy Guides outline ready-to-deploy strategies to address inequities and close educational, economic, and health gaps rooted in historically institutionalized racism.

THE SIX EQUITY LEVERS ARE AS FOLLOWS:

- **Data**
- **Community Mobilization and Engagement**
- **Communications and Awareness Building**
- **Policy and Advocacy**
- **Fundraising, Resource Allocation and Grantmaking**
- **Local Capacity Building**

The use of the Equity Levers throughout the Strategy Guides emphasizes the particular aspects of inequity on which local United Ways should place their focus when trying to attain specific key outcomes.

United Way's 2028 U.S. Goals remain the same and provide a foundation for suggested racial equity goals for each impact area. Using this structure for the areas of Childhood and Youth Success, Economic Mobility, and Access to Health, local United Ways can integrate and deepen equity into their own impact efforts. Included in the Strategy Guides and summarized below are strategies and approaches that can be customized by local United Ways to maximize the impact and potential for achieving success towards more residents living good lives. Each impact area outlined below follows a similar format enabling readers to shift the frame, understand the issues, and explicitly advance equity efforts.

CHILDHOOD AND YOUTH SUCCESS

United Way has set a goal that 95 percent of students graduate from high school prepared for postsecondary education and entry-level careers by 2028. To make progress on this universal goal, it is essential to close high school and college access and completion gaps for BIPOC students.

SHIFT THE FRAME...

A critical starting point for United Ways hoping to make lasting educational change is to shift the focus from individual experiences to the role of structures, institutions, policies, and practices in contributing to current educational gaps and disparities. This includes the lasting impact of racist, discriminatory policies, and practices in housing, lending, "separate but equal" public education, and employment, all of which have limited opportunities across the board for upward mobility in people of color. This shift can help create different conversations that balance an individual perspective (i.e. why specific children are not performing well) with an institutional lens (i.e. the role of inadequate school funding policies that do not equalize resources between wealthy and poor school systems as a contributing factor in individual student performance). Shifting the frame can help deepen engagement, create shared understanding among key community stakeholders, and foster the implementation of strategies and actions that can improve outcomes for individual children and youth, while also changing overall, underline conditions for BIPOC students.

UNDERSTAND THE ISSUES...

Research and lived experiences of students and their families document that students of color, especially those who reside in under-resourced communities, on average, have different and unequal access to educational resources and opportunities in comparison to their white and Asian counterparts. This includes access to early childhood programs, high-quality K-12 schools, rigorous curricula, enrichment activities, informal networks, and additional supports (e.g. tutoring). As a result of historical and current institutional and implicit biases within the educational system, BIPOC students

are more likely to experience poor educational outcomes, including grade retention, school suspension, or expulsion, dropout, and lower rates of post-secondary attainment.

ADVANCE EXPLICIT EQUITY EFFORTS TO CLOSE EDUCATIONAL GAPS...

To address these issues, and take significant steps toward the 2028 U.S. Goal, United Ways can advance the following specific goals and strategies to create more equitable educational outcomes:

- Close school readiness gaps by ensuring that BIPOC children are prepared for kindergarten. A priority strategy United Ways can employ to achieve this goal is to increase access to high-quality early childhood experiences for BIPOC children.

- Close high school graduation gaps and prepare BIPOC students for postsecondary education. Critical strategies to accomplish this goal include increasing BIPOC student access to high-quality, high-performing schools, and ensuring that they can access wrap-around school and community based supports as they progress through K-12.

- Close attainment gaps by ensuring that Black, Indigenous, and students of Color attain postsecondary education and skills (i.e. technical certifications, 2-4 year degrees) that support employability, retention, and career advancement. Critical strategies to accomplish this goal include partnering with K-12 and higher education institutions to improve access, persistence and attainment for BIPOC students, and ensuring they have quality supports and services to keep them on the path to college graduation.

For additional information, refer to the complete CHILDHOOD AND YOUTH SUCCESS STRATEGY GUIDE

ECONOMIC MOBILITY

United Way aims to ensure that five million people get better paying jobs as a means to improve their economic mobility by 2028. By identifying and eliminating disparities in education, employment, housing, and access to financial resources, local United Way partners can implement tools provided in this section to make progress on the 2028 U.S. Goal.

SHIFT THE FRAME…

Ensuring opportunity for all requires we adopt a racial equity lens to our economic mobility work, in recognition of the corrosive relationship of systemic racism to upward mobility on the economic ladder. The ability of Americans to improve themselves and their families' economic condition is highly correlated to race and the patterns of discrimination that constrain opportunities and limit choices for some while creating privilege for others. The net worth of

the average white household in the United States is 10 times that of the average Black family. Well documented public and private discrimination in housing and lending has contributed to the significant gap in wealth between whites and people of color. This shift counters the notion of "pulling oneself up by the boot-straps," highlighting historic patterns of structural and institutional inequities. Unequal access to high-quality education and employment opportunities in high-growth sectors, combined with over representation in low-wage jobs with little to no room for advancement, remain chronic barriers to economic mobility for BIPOC individuals.

UNDERSTAND THE ISSUES…

There are several compounding inequities that have collectively contributed to the racial wealth gap. College degree attainment is a key strategy for upward mobility, however access to quality K-12 education and the rising cost of a post-secondary education with graduation remains significant barriers to entry. Additionally, many jobs pay less than a living wage and bring into focus the growing population making up the working poor. Despite the growing numbers of individuals who identify as BIPOC and hold advanced degrees, equal pay for equal work remains an elusive goal. Entrepreneurship is a proven accelerator in creating economic security and wealth generation. However, it is well documented that entrepreneurs who identify as BIPOC struggle to gain access to startup capital and are among the most vulnerable during economic downturns. Homeownership has long been regarded a foundation of the American dream and a critical pathway to economic mobility. The lasting legacy of redlining and ongoing devaluation of properties located within communities of color helps explain why many communities of color continue to experience concentrations of generational poverty.

ADVANCE EXPLICIT EQUITY EFFORTS TO CLOSE THE RACIAL WEALTH GAP…

To address these issues, and take significant steps toward the 2028 U.S. Goal, United Ways can advance the following specific goals and strategies to create more equitable economic mobility:

- Ensure BIPOC youth and adults have the education, skills, networks, and opportunities to obtain and retain good jobs with pathways for advancement. Core strategies to accomplish this goal include programmatic implementation of initiatives that allow BIPOC students to complete advanced degrees, certifications, and other technical training opportunities that create pathways for high paying jobs with opportunity for growth in high demand fields.
- Support BIPOC individuals and communities in growing their assets and net worth, which will close racial wealth gaps.
- Ensure BIPOC communities have access to capital,

network, resources and opportunities to develop and sustain successful businesses. Respective strategies include access to resources that promote entrepreneurship inclusive of capital, exposure, and educational opportunities that center business practices to start and scale operations.

For additional information, refer to the ECONOMIC MOBILITY STRATEGY GUIDE

ACCESS TO HEALTH

By 2028, the United Way hopes to ensure that 90 percent of people from marginalized communities are healthier. This can be accomplished through an equity goal of reducing racial and ethnic health disparities that close gaps in morbidity and mortality rates. United Way partners can help to ensure that low-income and BIPOC communities have access to the physical, mental, social, and economic resources needed to be healthy by implementing the strategies listed in this section.

SHIFT THE FRAME…

When offering pathways to accomplishing the 2028 U.S. Goal focused on Access to Health, it is important to recognize that one's health is not just a reflection of individual behavior but is also influenced by access to quality care, physical environment, and socioeconomic factors. Among the key factors that play a significant role in the health of individuals and communities are economic stability, neighborhood location and housing, access to education, availability of healthy foods and access to healthcare systems. These drivers of health (also known as the social determinants of health) have been defined by the Centers for Disease Control as the circumstances in which people are born, live, work, and age, as well as the healthcare system. Structural racism shapes where and how people live, and what opportunities they have, and therefore is a direct contributor to inequity because it limits the ability of BIPOC communities to access the resources and services needed to obtain good health. Efforts to advance health equity should address the detrimental role that racism and discrimination have played in shaping the health outcomes of under-resourced communities and recognize that unequal systems and structures have created significant roadblocks and challenges to achieving optimal health for all.

UNDERSTAND THE ISSUES…

When comparing communities with similar poverty rates, there are numerous structural and logistical barriers for BIPOC communities to access quality resources that contribute to positive health outcomes. Most recently, the COVID-19 pandemic highlighted healthcare inequities among people and communities of color due to disparities in access to stable housing, safe transportation,

remote working opportunities, and quality healthcare. According to research from the Kaiser Family Foundation, COVID-19 cases among Black and Hispanic Medicare beneficiaries were 1.6 times higher than the rate observed among white beneficiaries, and COVID-19 cases among American Indian/Alaska Native beneficiaries were 1.7 times higher than among white beneficiaries.

ADVANCE EXPLICIT EQUITY EFFORTS TO CLOSE HEALTH DISPARITIES...

To address these issues and take significant steps toward the 2028 U.S. Goal, United Ways can advance the following specific goals and strategies to create more equitable health outcomes.

- Address place-based health disparities by ensuring that BIPOC individuals and communities have an opportunity to be healthy regardless of where they live. A core strategy to achieve this goal is to work with community partners and residents to strengthen and build communities by addressing the social determinants of health.
- Reduce disparities in maternal and infant mortality for BIPOC mothers and babies. Key strategies to achieve this goal include improving access to and quality of prenatal and postpartum care, addressing social needs, and raising awareness of healthy infant development.
- Increase access to affordable, comprehensive health insurance and quality health care for populations facing gaps in health disparities. Critical strategies to achieve this goal are to promote public or private health insurance enrollment, remove barriers to access public benefits and health resources, and support health services in under-resourced and BIPOC communities.

For additional information, refer to the ACCESS TO HEALTH STRATEGY GUIDE

CLOSING

The Equity Strategy Guides are designed to move from theory to action. When it comes to tackling macro issues at a micro (local) level, it is important that United Ways harness the strength of the community by centering resident voice within existing work, and exploring partnerships with diverse, trusted community leaders. Paired with the value add of United Way, actions such as bridge building and expanding corporate relationships can be leveraged to catalyze equitable change in education, economic mobility, and health. Four foundational steps towards integrating equity to produce more equitable outcomes include:

- Collection and use of disaggregated data to inform decision making (refer to data sections within each of the Impact areas).
- Ensure everyone within the organization understands their role in driving equity. This includes moving beyond programmatic approaches by setting explicit goals that provide systemic solutions and tracking progress over time (refer to strategies and approaches by functional areas in the appendix).
- Ensure authentic community mobilization and engagement by empowering community residents to co-create solutions that also reflect a holistic view of the community's history. At times this might require establishing new partnerships with leaders or organizations that already hold the trust of the community (refer back to the Equity Framework).
- Engage new donors that have not previously supported United Way while also maintaining existing relationships.When making investments including racial equity in evaluation criteria is another tactic to be considered (Refer to Leveraging Equitable Impact in Childhood and Youth Success, Economic Mobility, and Access to Health to Engage New and Sustain Existing Donors).

We invite you and your colleagues to take the next step towards being more intentional in making the implicit explicit by: integrating an equity lens to frame issues and avoid perpetuating harmful narratives; expanding your understanding of the root causes of issues; taking specific actions to advance equity efforts; and leading with humility, including engaging new partners.

We look forward to continuing to listen and learn, enabling us to offer resources and solutions that are informed by a comprehensive understanding of place-based strategies that drive social change in pursuit of achieving the 2028 impact goals.

GETTING STARTED

HOW TO USE THIS GUIDE

Addressing present day racial inequities requires a holistic approach that respects the lived experiences of people of color and recognizes the lasting impact of past and present structural, institutional and racial discrimination. Integrated, cross-cutting strategies in education, economic mobility, and health are essential to meet the magnitude of the challenge and make significant change. United Ways are well poised to equitable community change, leveraging work across impact areas, partnerships that span public and private sectors, and convening capacity.

Strengthening Our Equity Muscle to Advance Impact: Strategy Guides in Childhood and Youth Success, Economic Mobility, and Health are designed to support United Ways in driving equitable, structural and sustainable community change. They build on the community impact guides initially shared in 2016 and complement United Way Worldwide's Equity Framework.

The Strategy Guides are intended for use by U.S. based United Ways that want to incorporate an explicit equity lens into their community impact work. They are designed to support United Way leaders and staff, especially Impact, Policy and Advocacy, Resource and Development, and Communications and Awareness Building teams in that effort. It provides strategies and approaches specific to functional team areas.

Throughout this document, you will notice the use of BIPOC, an acronym for Black, Indigenous, and People of Color. In isolation, the popularized use of People of Color (POC), often conflates the experiences of Black and Indigenous people, minimizing the historical relationship that shapes the experiences of those that identify as Black and Indigenous in the United States. Federal, State, and local legislative policies have effectively segregated millions of BIPOC families in under-resourced communities, systematically limiting access to equal opportunity.

Past and current discrimination lies at the root of the racial disparities we seek to remedy. This strategy guide offers perspectives, strategies, and approaches that will shift how we engage and co-create solutions with those most disproportionately impacted. United Ways have a tremendous opportunity to leverage cross-sector partnerships to generate solutions to address persistent inequities across education, economic mobility, and health.

STRENGTHENING OUR EQUITY MUSCLE TO ADVANCE IMPACT: STRATEGY GUIDES IN EDUCATION, ECONOMIC MOBILITY, AND HEALTH

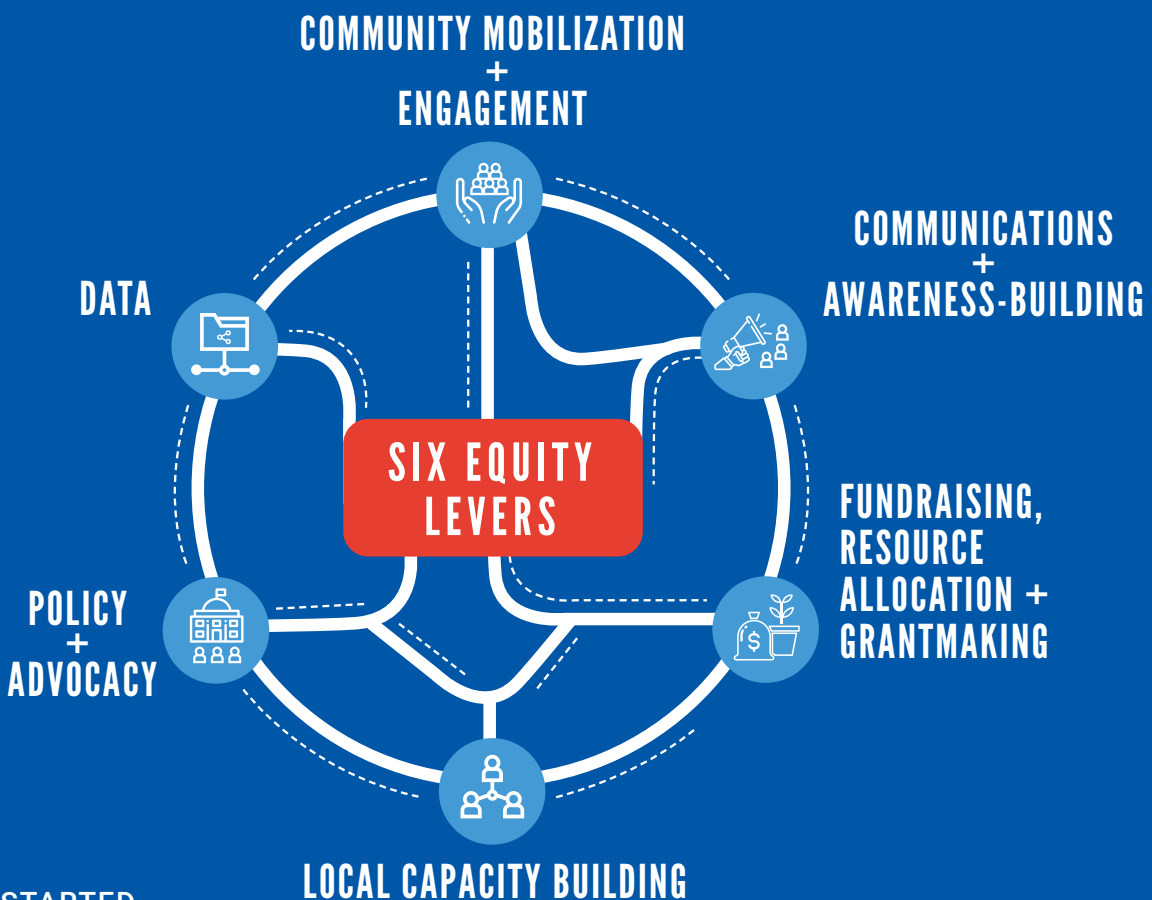
Strengthening Our Equity Muscle to Advance Impact: Strategy Guides in Childhood and Youth Success, Economic Mobility, and Health ("Strategy Guides") are designed to support United Ways in driving equitable, structural and sustainable community change. They build on community impact strategy guides initially shared in 2016 and complement the **United Way Worldwide Equity Framework**.

As the United Way network seeks to more explicitly address racial inequities, advancing specific goals, strategies, and outcomes in education, economic mobility and health, all areas with persistent inequities rooted in historical policies and practices, is paramount to making fundamental change.

The Strategy Guides detail why United Way is placing an emphasis on addressing disparities rooted in racism. Data shows that racism in the United States has been the most pervasive form of discrimination which has resulted in significant rates of poverty, unemployment

THIS DOCUMENT CONTAINS FIVE ESSENTIAL COMPONENTS:

- **Introduction and Context Setting**
- **Advancing Childhood and Youth Success and Closing Gaps in Outcomes Strategy Guide**
- **Advancing Economic Equity and Closing Gaps in Outcomes Strategy Guide**
- **Advancing Health Equity and Closing Gaps in Outcomes Strategy Guide**
- **Functional Area Approaches**



or underemployment, a lack of educational opportunities, and health disparities within Black Indigenous People of Color (BIPOC) communities.

Based on the six Equity Levers detailed in the **Equity Framework**, the Strategy Guide outlines ready-to-deploy strategies to address inequities and close educational, economic, and health gaps rooted in historically institutionalized racism. The six Equity Levers are as follows:

- Data
- Community Mobilization and Engagement
- Communications and Awareness Building
- Policy and Advocacy
- Fundraising, Resource Allocation and Grantmaking
- Local Capacity Building

The use of the Equity Levers throughout the Guides serves to emphasize the particular aspects of inequity on which local United Ways should place their focus when trying to attain specific key outcomes.

United Way's 2028 U.S. Goals remain the same and provide a foundation for suggested racial equity goals for each impact area. Using Before beginning this guide, it is recommended that you ground yourself in several tools and resources that will help you to strengthen and deepen your understanding of our approach to community impact and equity. The tools are:

- **Community Impact Model Overview** — a summary of our 2028 U.S. Goals, the original Strategy Guides, and information about how to establish a Community Impact agenda. This information can be found on **United Way Online.**

- **The Equity Framework** — a tool to help build the capacity of United Ways to integrate an explicit equity lens throughout their work and core business practices.

- **The Equity Toolkit** — a tool to assist you in building an internal understanding of the core issues related to equity and deepen your organization's capacity to focus on race, equity and inclusion.

Specifically, the Strategy Guides leverage the **Six Levers** in the Equity Framework as a starting point and foundation for driving community change to explicitly address gaps and disparities. With this in mind, it is critical that you are familiar with the levers in the Framework, particularly the **Data** and **Community Mobilization and Engagement** levers. These core components are foundational to the approaches that United Ways can employ to address challenges in their communities and are integral to supporting a strong base for an equity focused community impact agenda.

INTRODUCTION AND CONTEXT SETTING

This section details why United Ways should prioritize equity within their community impact work. It delves into our 2028 U.S. Goals and explores the importance of having an equitable approach to help us to accelerate our local impact and address historical inequities in our society.

The Strategy Guides are separated by Community Impact area and each one has the same overall structure. They all contain:

- An overview of the Community Impact area through an equity lens
- The Community Impact specific 2028 U.S. Goal
- A new Community Impact equity goal
- Key outcomes with corresponding strategies, and approaches
- Data points and sources
- Local United Way examples of cross-cutting equity strategies that address challenges in local communities

FUNCTIONAL AREA APPROACHES

This section lists strategies and approaches included in the Strategy Guides by functional area and is intended to assist United Way staff in identifying approaches that correspond with their primary job responsibilities.

For over one hundred years, United Way has been acknowledged by communities around the globe as a cornerstone in providing integrated community solutions to address evolving economic and societal challenges. Agility and flexibility are the mainstays required to sustain relevance and competitiveness in a rapidly evolving philanthropic marketplace. The Modern United Way Blueprint is a framework of ten critical success factors that ensure the network's continued relevance, impact, and ability to create meaningful change on the issues communities care about most.

To successfully embrace a growth mindset, teams must engage new partners, serve as community conveners, and lead with humility. Around the world, growing inequality has emerged as one of the most critical issues of the generation. Advances in technology have accelerated social connectivity through improved access to information. But it is these same technological advances that increase attention on the inequalities that inhibit historically marginalized community members from taking advantage of such advances. In the United States, racial inequality is entrenched in communities of all sizes.

Use **United Way's Global Impact Agenda** as a starting point to help you identify and/or refine your community priorities and goals.

The work of United Way is informed by a comprehensive understanding of place-based strategies that drive social change. However, the current moment of inflection has created an urgency to implement a broader set of actions aimed at eliminating root causes of systemic, interconnected inequality.

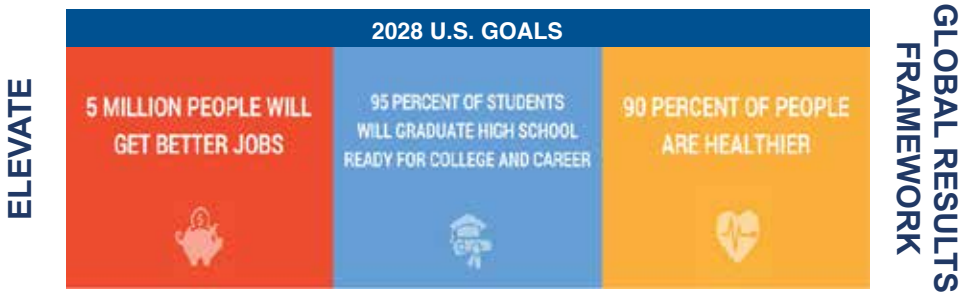
In the United States, United Way Worldwide (UWW) shared 2028 U.S. Goals that build on the impact work in local communities across the United States. The 2028 U.S. Goals set clear, simple targets and were created by a team of network leaders and UWW. These goals serve as our collective north star, but are localized in each community to maximize impact. In pursuit of our 2028 U.S. Goals, we intend to engage with 10 million people in over 1,000 communities. As a network, we value relationships established with community members, leaders, and organizations. These relationships, representing every sector of society, reflect joining together and working to do what one individual or entity is unable to do alone. Applying a racial equity lens to community engagement with an emphasis on including those who have been historically marginalized, underscores the priority United Way places on engaging community residents as co-creators of effective impact solutions.

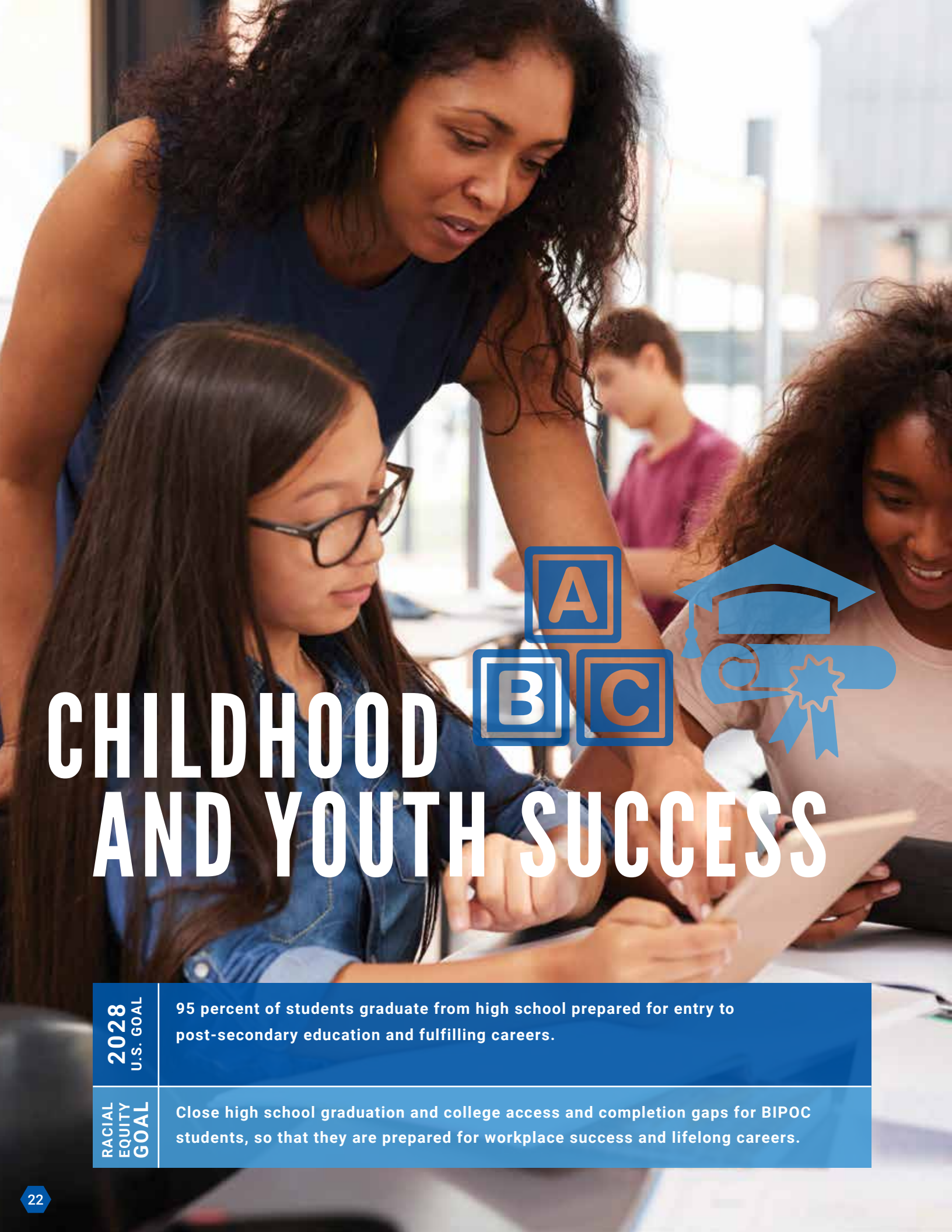
Years of divestment and segregation have amplified the voices and perspectives of some, while suppressing the voices of others. This silencing limits the effectiveness of community influence on policy makers who make key decisions about resource investments. Decisions, often made under universal declarations of public good, allow policy makers to bypass the intersections where the experiences and identities of these silenced community members reside. This guide centers authentic community engagement as one way to implement equitable strategies that reflect a cooperative approach. We believe that explicitly addressing persistent racial gaps and disparities in education, economic mobility, and health is critical to advancing our 2028 U.S. Goals.

The way we talk about the work of United Way, our diverse communities, and the residents we serve, matters. United Ways are consistently viewed as trusted communicators wielding expansive platforms that help raise awareness of issues most severely impacting local communities. Our work and the way we create messages to communicate about our efforts, makes a difference in perception. The **Frameworks Institute** defines framing as "making selective decisions on how we say what we say." This means deciding what is emphasized, what is explained and what is left unsaid. "Framing" highlights the strengths and assets of the individual and the community. "Framing" shifts historically dominant ideas and approaches in education, poverty, and health from status quo to challenges that question old notions. How these challenges are framed then allows an opportunity to engage with the public's trust, encouraging the political will to confront them.

In much of our impact work, equity has been implicitly embedded within our approach. United Ways and community partners have a solid foundation to explicitly integrate equity as both a process and an outcome. While it is true that disparity and inequities exist across multiple dimensions of identity, (i.e., race/ethnicity, gender, ability, sexual orientation, and income), data confirms that the most pervasive and seemingly intractable manifestation of disparity appears in historical patterns of institutional racism.

Over the next 10 years, we will engage 10 million people in the U.S. in 1,000 communities to achieve these goals





CHILDHOOD AND YOUTH SUCCESS

2028 U.S. GOAL	95 percent of students graduate from high school prepared for entry to post-secondary education and fulfilling careers.
RACIAL EQUITY GOAL	Close high school graduation and college access and completion gaps for BIPOC students, so that they are prepared for workplace success and lifelong careers.

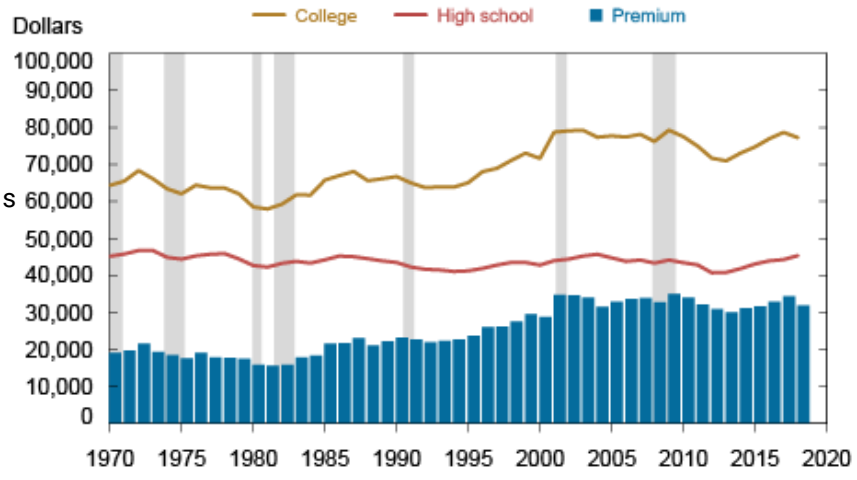
BACKGROUND

Education has long been viewed as the great equalizer in paving a path to increased opportunity. A quality education, starting with access to early-learning experiences and continuing through post-secondary education, is strongly correlated to the ability to earn a living wage, live a healthy life and fully participate in civic life. The average college graduate earns $33,000 more annually than the average worker with only a high school diploma.[1] Even accounting for disparities across races, data shows that within races, Black and Hispanic individuals with higher levels of education earn more in their lifetimes and their families achieve higher net wealth than those with less education.[2] Yet access to quality early learning experiences and K-12 education varies significantly based on race, socioeconomic status, and locality.

An equity lens in education shifts the focus from individual experiences to one placing stronger responsibility on the structures, institutions, policies and practices that have contributed to current unequal conditions. To understand present day education gaps and disparities, it is important to consider broader historical policies and practices covering the longitudinal impacts of discriminatory federal policies in housing lending practices, "separate but equal" public education, and discriminatory practices in hiring. All of which have limited educational opportunities to support the upward mobility of people of color.

These historical realities, combined with implicit bias among some educators, and present-day inequities in school funding formulas that rely heavily on local property taxes and resident wealth, inform current education policies and practices which exacerbate inequities and disparities within and across school systems. These inequities largely disadvantage Black, American Indian and Hispanic students, and advantage their white and Asian counterparts.

The College Wage Premium Remains Substantial



Sources: U.S. Census Bureau and U.S. Bureau of Labor Statistics, Current Population Survey, March Supplement; U.S. Bureau of Labor Statistics, Consure Price Index.

Notes: Dollar figures are expressed in constant 2018 dollars. Shaded areas represent periods designated as recessions by the the NBER.

3

Educational disparities start early and grow over time…

The lack of access to quality early childhood programs based on race/ethnicity, affordability, and availability limit the potential of these programs to improve kindergarten readiness and create more equitable educational outcomes in the United States. Although all families struggle to access quality programs, these challenges are intensified in low-income and/or children of color:

- 38 percent of Black and American Indian/Alaska Native and 34 percent of Hispanic children are enrolled in Pre-K programs in contrast to 43 percent of white children. [4]

- 60 percent of children in households where at least one parent has an Bachelor's Degree of higher attends preschool in contrast to 35 percent of children in families where the highest level of education earned is a less than a high school diploma. [5]

Gaps in access, resources, and opportunities emerge in early education and persist through K-12 and higher education. On average, students of color in the U.S. continue to experience different and unequal education in contrast to their white and Asian counterparts:

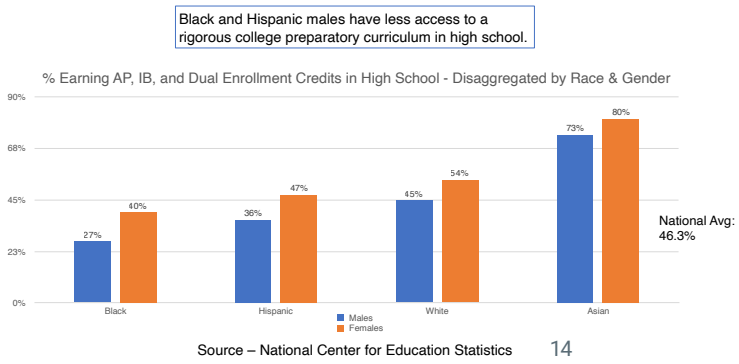
- 45 percent of Black and Hispanic, and 41 percent of American Indian/Alaska Native students attend schools where 75 percent or more qualify for Free and Reduced-Price Lunch (FRPL); in contrast only 15 percent of Asian, and 8 percent of white students attend schools with similar concentrations of poverty. [6]

- Inequities in school funding disproportionately impact students of color; these gaps are greater than inequities based on poverty in school systems with the greatest concentration of Black, Hispanic, and American Indian/Alaska Native students. While some state and localities have worked to create more equitable school funding approaches, at a national level, districts serving the greatest number of students of color receive $1,800 less per student in state and local funding than districts with the fewest students of color. [7]

- Researchers have long documented the correlation between teacher quality and student success in school. Students taught by high-quality teachers are more likely to attend college and earn higher incomes. [8] Yet low-income students of color are more likely to be taught by educators that are teaching out of their chosen field, are least experienced, and/or do not hold a teaching credential. [9]

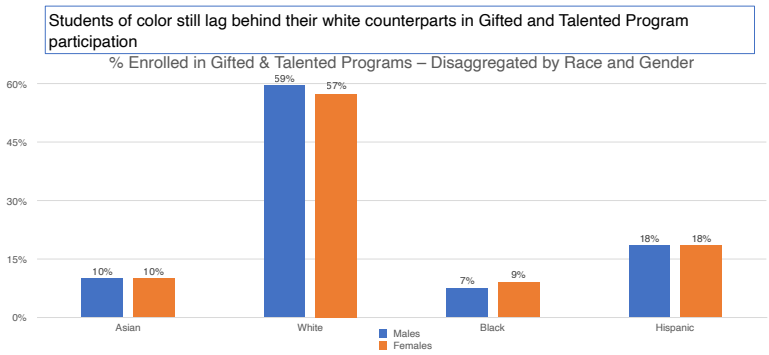
- Despite studies demonstrating positive results when students of color are taught by teachers who share their race/ethnicity, most notably Black students, approximately 80 percent of teachers in

National Data – AP, IB, and Dual Enrollment



Source – National Center for Education Statistics 14

National Data – Participation in Gifted and Talented Programs



Source – U.S. Department of Education, Office of Civil Rights (2017-18) 15

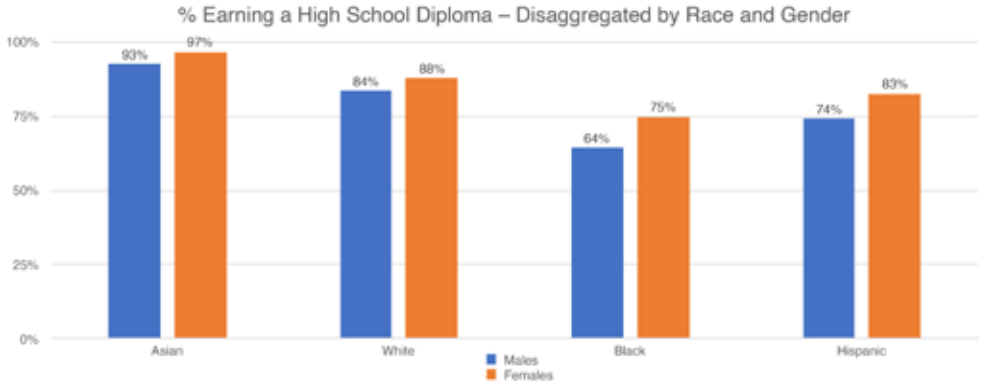
the U.S. are white (and largely female). In contrast, the majority of students attending public schools are Black and Hispanic.[10]

- Black and Hispanic students lack access to many core courses considered critical for college access: 25 percent of the schools in the U.S. with the highest enrollment of Black and Hispanic students do not offer Algebra II; one-third do not offer chemistry.[11]

- Black and Hispanic students have less access to the rigorous coursework (e.g., Advanced Placement, IB and dual enrollment) necessary for college and career success.[12] Black and Hispanic students are also under-represented in talented and gifted classes whether they attend schools that predominantly serve students of color or predominantly white schools.[13] This phenomenon of "racial tracking" has led to a prevalence of schools within schools, characterized by white and Asian students overwhelmingly placed in gifted and talented, AP and college preparatory courses

National Data – High School Graduation Rate

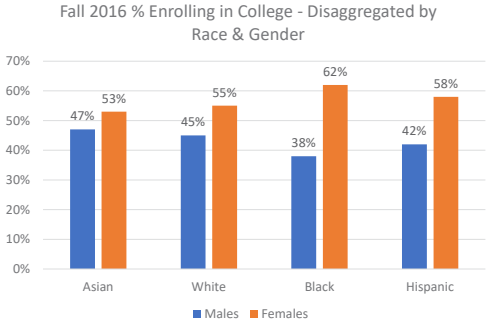
Despite significant progress in recent years in improving graduation rates for all students, black and Hispanic males still graduate high school at lowest rates than their peers.

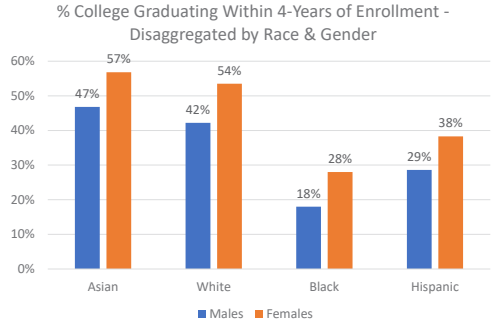


Source – National Center for Education Statistics 23

National Data - College Enrollment & Completion Rates

Despite progress black and Hispanic males enroll in and graduate from college at lower rates than their white and Asian peers of both sexes. They also enroll and graduate college at lower rates than black and Hispanic females.





Source – National Center for Education Statistics 24

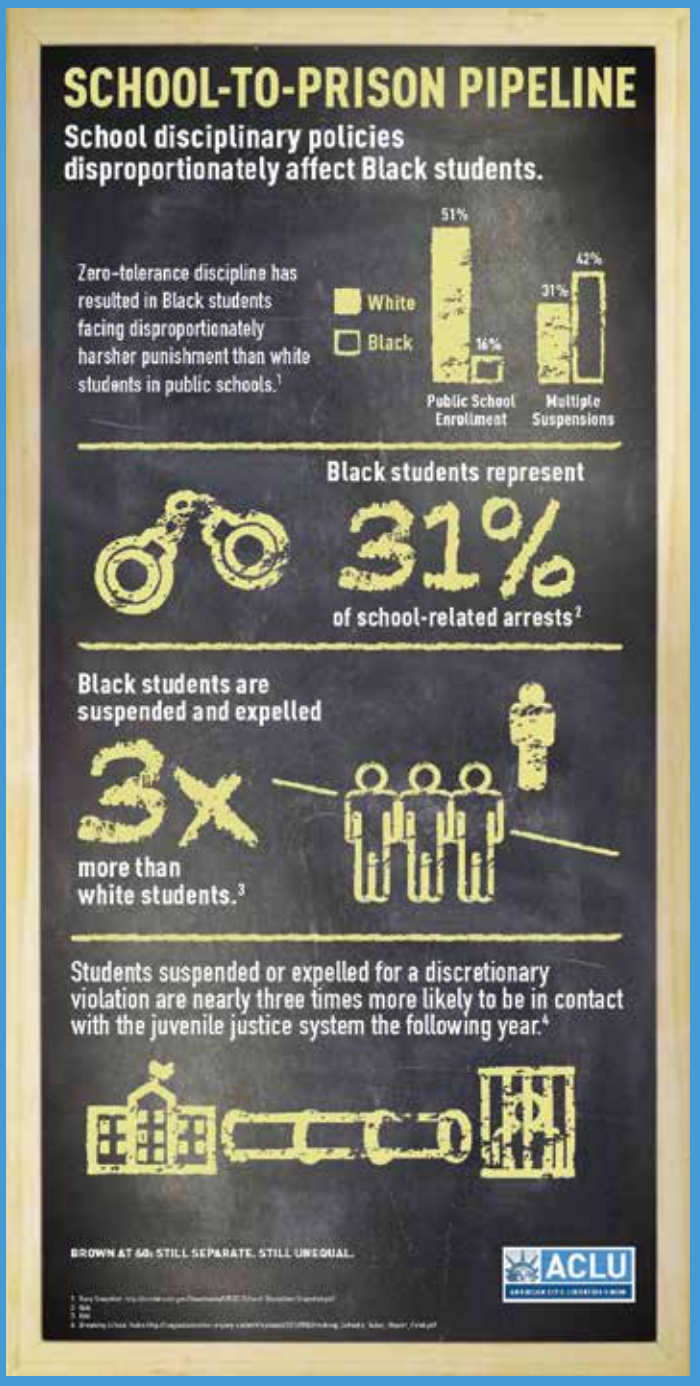
and their Black and Hispanic counterparts relegated to remedial and/or general education classes.

- Black students are more likely to be retained a grade: 6 percent of all students are retained a grade level, in contrast to 12 percent of Black students. Students of color, and particularly Black students, are more likely to be identified for special education classes and/or to be suspended or expelled from school, suffering harsher punishments for similar behaviors than their white peers. [16]

- Students expelled or suspended from school are far more likely to experience academic failure, be retained a grade or ultimately dropout. [17] School policies resulting in disproportionate pushout of Black males have dire consequences, and often become the starting point for prolonged involvement with juvenile and criminal justice systems.

These conditions contribute to persistent racial disparities in school achievement, college and career readiness, and engagement:

- Reading on grade level is critical to success in school and correlated with graduating high school on time. Despite this, significant gaps in reading proficiency persist: 45 percent of white and 57 percent of Asian 4th graders are proficient, compared to 18 percent of African American, 23 percent of Hispanic, and 19 percent of American Indian 4th graders. [18]



Copyright [2021] American Civil Liberties Union. Originally posted by the ACLU at [https://www.aclu.org/sites/default/files/infographics/090116-sttp-graphic.jpg].

- Despite recent progress Black and Hispanic students, particularly males, graduate high school [19] and enroll, [20] and graduate from college at lower rates than their white and Asian counterparts.[21]

- Significantly higher percentages of Black and Hispanic students are “disconnected” in that they are neither in school nor working. While overall one in nine youth in the U.S. ages 16-24 are considered disconnected 23 percent of American Indian, 17.4 percent of Black and 12.8 percent of Hispanic youth are disconnected. [22]

The COVID-19 pandemic has exacerbated pre-existing inequities in access, opportunity, achievement and attainment. Students of color are more likely to lack access to the technology necessary to stay engaged in learning as schools have shifted to remote or hybrid instruction, and more likely to be learning outside of the classroom. A recent study found that while all students have experienced learning loss, students of color and low-income students experienced the largest declines in mathematics and reading.[26]

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STRATEGIES THAT ADVANCE EDUCATIONAL EQUITY AND ADDRESS DISPARITIES

Improving access to quality education is not a great equalizer but is a critical component in creating a more robust system that increases opportunity. The following strategies are anchored in our levers from the Equity Framework and are intended to be paired with other education strategies or impact areas. The strategies prioritize addressing systemic and institutional changes rather than interventions focused on individuals.

SUMMARY OF OUTCOMES AND RELATED STRATEGIES

OUTCOME	BIPOC children are prepared for kindergarten and school readiness gaps are closed.	33
STRATEGY	Increase access to high-quality early childhood educational experiences for BIPOC children to support school readiness.	33
OUTCOME	BIPOC students graduate from high schools prepared for post-secondary success and high school graduation gaps are closed.	34
STRATEGY	Engage families, youth, schools, and community partners to ensure that BIPOC students have access to K-12 high-quality, high-performing schools.	34
STRATEGY	Organize a system of school and community-based supports for BIPOC students as they progress through elementary, middle, and high school.	37
OUTCOME	BIPOC students attain post-secondary education and degrees (2 and 4-year, technical) that support workforce entry, retention, and advancement; attainment gaps are closed.	38
STRATEGY	Partner with K-12 (middle, high schools) and higher education systems to improve post-secondary access, persistence, and attainment for BIPOC students.	38
STRATEGY	Provide BIPOC high school and college students with timely supports and services to ensure college access, persistence and completion.	40

OUTCOME

BIPOC children are prepared for kindergarten and school readiness gaps are closed.

STRATEGY

Increase access to high-quality early childhood educational experiences for BIPOC children to support school readiness.

LEVERS	RELATED APPROACHES
DATA	• Map availability and quality of early childhood programs in communities of color and target investments to address gaps in quality and access. • Partner with early childhood coalitions/providers and school districts to increase the use of common readiness assessments that measure school readiness. Advocate for adoption of statewide readiness assessments.
LOCAL CAPACITY BUILDING	• Partner with entrepreneurship programs (business development, networking) that aid women of color to start, expand, and sustain informal childcare programs, especially during economic downturns and other crisis. This may include removing barriers to funding, providing relevant training and professional development that help providers scale their businesses, and help identify and apply for loans and grants. • Advocate for continued/increased state and local investments in quality early childhood programs, especially those based in low-income communities and neighborhoods.
POLICY AND ADVOCACY	• Advocate for increased state subsidies for families that increase the affordability of childcare, early childhood, and Pre-K programs serving 0-5 years old. • Advocate for continued/increased state and local investments in quality early childhood programs, especially those based in low-income communities and neighborhoods. • Advocate for increased pay equity and enhanced benefits for early childhood workers (e.g., healthcare, retirement, and opportunities for continued education). • Advocate for state quality ratings and improvement systems (QRIS) to ensure equitable opportunities for informal childcare programs to improve their ratings by removing barriers.
FUNDRAISING, RESOURCE ALLOCATION AND GRANTMAKING	• Invest in training and professional development for early childhood educators across diverse settings (e.g., family/friend/neighbor care, childcare, Pre-K); including training on implicit bias and cultural competency. • Invest in early literacy programs (0-5 years) that provide access to books in the home and family resources that support early language development. • Provide equitable access to resources to parents, caregivers, and families, especially those that are low-income, to help them navigate early childhood systems by building awareness in quality care and Pre-K.
COMMUNITY MOBILIZATION AND ENGAGEMENT	• Engage families of young children (0-5 years), especially in low-income neighborhoods, to understand how ongoing barriers limit access to quality childcare, early childhood, and Pre-K programs. • Connect families and caregivers to each other, to create networks of information and support. • Use this information to inform state-level policy development and advocacy strategies.
COMMUNICATIONS AND AWARENESS BUILDING	• Partner with United Way affinity groups (African American, Women Leaders, Young Leaders) to launch awareness campaigns to increase community understanding of the importance of early childhood programs, highlighting gaps in access based on neighborhood, affordability, uneven quality, etc. • Frame access to early childhood programs essential to children's success and an opportunity remove existing barriers to ensure all children have an opportunity to a better start in life.

OUTCOME

BIPOC students graduate from high schools prepared for post-secondary success and high school graduation gaps are closed.

STRATEGY

Engage families, youth, schools, and community partners to ensure that BIPOC students have access to K-12 high-quality, high-performing schools.

LEVERS	RELATED APPROACHES
DATA	• Analyze and disaggregate data on school performance, student achievement and school resources to understand gaps and disparities. • Support the development and regular use of early warning and response systems that track attendance and grades and provide just-in-time supports to students at risk of dropping out. • Use school feeder pattern data to identify potential schools to partner with, based on those that serve significant numbers of students of color and/or where 40 percent or more of students qualify for Free and Reduced Meals. • Examine patterns in school tracking to identify disparities. • Advocate with school boards and districts to ensure programs serving predominantly students of color (Career and Technical Education tracks, general education track) prepare students for college. • Analyze state K-12 funding formulas to understand how education dollars are allocated to districts and how these mechanisms alleviate or exacerbate inequities within and between school systems.
LOCAL CAPACITY BUILDING	• Partner with schools and trusted faith/community-based organizations to engage students and families of color to understand their needs and challenges. • Provide families and caregivers with information/resources/networks to support their child's academic success. • Partner with higher education and state teacher licensure departments to identify and support policies, practices, and investments to increase the number of BIPOC college students pursuing teaching degrees.
POLICY AND ADVOCACY	• Advocate for changes in school/district policies to ensure that BIPOC students have access to a rigorous college-preparatory coursework including Gifted and Talented Education, Advanced Placement courses and Interational Baccalaureate curriculum. • Advocate for district and state policies that align high school graduation requirements with college entry requirements (following minimum coursework requirements). • Advocate for teacher preparation/licensure programs and job-embedded professional development to include implicit bias training. • Advocate for equitable teacher assignments and compensation/bonus policies that ensure highest qualified teachers are matched to schools with greatest need. • Advocate for changes in school curriculum to include relevant content that is inclusive of the history, culture, and lived experiences of people of color. • Advocate for changes in school disciplinary policy, as needed, to ensure policies do not disproportionately "push out" students of color through suspensions/expulsions. • Partner with local parent and youth coalitions to support their organizing efforts related to improving access, opportunities, and quality learning experiences in K-12 districts and schools for BIPOC students.
FUNDRAISING, RESOURCE ALLOCATION AND GRANTMAKING	• Partner with schools, community-based organizations and other funders to invest in and lead initiatives that improve high school graduation rates for students of color (e.g., United Way of Orange County's Destination Graduation, Communities in Schools, OnTrack Greenville, Los Angeles Regional Coalition for Linked Learning).

LEVERS	RELATED APPROACHES
COMMUNITY MOBILIZATION AND ENGAGEMENT	• Engage schools, youth-serving organizations, BIPOC students and their families to understand systemic barriers to school success, and to formulate solutions that drive resource investments, partnerships, and advocacy efforts. • Facilitate the creation of peer networks for families to engage and support one another. • Engage community residents to build and/or deepen shared understanding of the importance of a quality school system that advances equity and addresses gaps and disparities. • Partner with youth-led groups and organizations to ensure that youth voice and opportuniteis to lead are integrated into proposed strategies and solutions.
COMMUNICATIONS AND AWARENESS BUILDING	• Work with schools, students, and families to create awareness campaigns to effectively communicate barriers to on-time high school graduation. United Way of Anchorage's former No Labels Campaign is an example of an effective campaign to address stereotypes.

STRATEGY Organize a system of school and community-based supports for BIPOC students as they progress through elementary, middle, and high school.

LEVERS	RELATED APPROACHES
DATA	• Partner with schools, especially those serving high-poverty and/or majority students of color, to invest in, develop and use data to identify students at-risk of academic failure or dropping out, based on attendance, grades, and behavior. (e.g., early warning and response systems). • Map the existence of afterschool and summer programming to identify gaps in in availability.
LOCAL CAPACITY BUILDING	• Partner with local companies to provide technology resources and expertise to schools and families that will close the "digital divide" in Internet, software, and hardware access. • Support out-of-school programs (i.e. afterschool, summer) and other youth serving coalitions to implement systemic approaches that improve quality, access, and sustainability of these programs for students of color.
POLICY AND ADVOCACY	• Advocate for increased state and local investment in technology to close the digital divide, including closing gaps in Internet access, software and hardware availability. • Advocate for state investments in training for teachers to strengthen their capacity to provide online instruction. • Advocate for increased school-based resources to close reading proficiency gaps, including Title I reading specialists, volunteer tutors and school-based literacy programs. • Advocate for state and local funding to expand access to high-quality out-of-school time programs (afterschool and summer).
FUNDRAISING, RESOURCE ALLOCATION AND GRANTMAKING	• Partner with companies, civic leaders and non-profits to provide BIPOC high school students with internships, mentorships, summer jobs, and career fairs to increase career exposure and build work experience history. • Partner and invest in comprehensive initiatives to remove documented barriers to student learning (e.g., community schools, early grade reading efforts). • Invest in community-based afterschool, summer and other programs that: o support effective student transitions (e.g., elementary to middle to high school); o close prevalent gaps in opportunity and exposure between groups of students (e.g., access to STEAM); o provide timely academic supports that keep students on track, through tutoring, credit recovery, mentoring, and homework assistance; and o provide literacy supports to close gaps in reading proficiency, with particular emphasis during elementary school.
COMMUNITY MOBILIZATION AND ENGAGEMENT	• Engage families and students of color to understand the types of enrichment opportunities and academic supports needed. • Use this information to inform resource investments in programs that address these gaps and needs.
COMMUNICATIONS AND AWARENESS BUILDING	• Lead issue-based campaigns to increase donor and community awareness of persistent barriers to student learning (e.g., food access, school attendance, healthcare access).

OUTCOME

BIPOC students attain post-secondary education and degrees (2 and 4-year, technical) that support workforce entry, retention, and advancement; attainment gaps are closed.

STRATEGY

Partner with K-12 (middle, high schools) and higher education systems to improve post-secondary access, persistence, and attainment for BIPOC students.

LEVERS	RELATED APPROACHES
DATA	• Use the Federal Student Aid database to review FAFSA completion rates by state and district to determine whether low-income and/or students of color are applying for the federal aid they may be eligible for. • Analyze disaggregated high school data on college plans/enrollment to identify gaps in college attendance/access within and between schools. • Use this data to inform resource investments and potential partnerships.
LOCAL CAPACITY BUILDING	• Partner with high schools and community-based organizations to organize volunteers, i.e., a "second shift of adults" that can support college and career preparation activities (e.g., SAT Prep, financial aid counseling, FAFSA completion, application assistance, information sessions). • Partner with local community/technical/4-year colleges, historically black college and universities, 211s, and community-based partners to connect BIPOC college students with ongoing supports that remove barriers to persistence (i.e., transportation, childcare, emergency financial assistance, food assistance, book stipends). • Partner and invest in local coalitions that are explicitly focused increasing post-secondary access for Black, Indigenous and students of color.
POLICY AND ADVOCACY	• Work closely with state level college access networks to advance state level advocacy and policy strategies explicitly focused on increasing college enrollment of BIPOC students. • Advocate for universities and community colleges to conduct and share results of equity audits examining school practices and policies related to recruitment/outreach, curriculum access, representation, financial aid, faculty hiring, and 4-year graduation rates.
FUNDRAISING, RESOURCE ALLOCATION AND GRANTMAKING	• Invest in and partner with companies, civic leaders and non-profits to provide BIPOC college students with apprenticeships, internships, mentorships, summer jobs, and career fairs to increase career exposure and build work experience history. • Frame investments in as opportunities to close access and opportunity gaps for BIPOC in key growth sectors. This can appeal to companies that are interested in ensuring that they have access to diverse workforce and are able to attract historically underrepresented groups. For example, Apple rolled out its own $100 million Racial Equity and Justice Initiative (REJI), part of which is designed to focus on increasing equitable access to high-quality learning opportunities. This includes launching the Propel Center, a global innovation and learning hub for Historically Black Colleges and Universities (HBCUs), an Apple Developer Academy to support coding, entrepreneurship, and technological education for students in Detroit.
COMMUNITY MOBILIZATION AND ENGAGEMENT	• Engage families of middle, high school, and college-age youth to advocate for state level policy changes to increase post-secondary access for BIPOC and/or low-income students (e.g., increase state funding for schools that serve BIPOC students, increase access to student aid, loan forgiveness).
COMMUNICATIONS AND AWARENESS BUILDING	• Create awareness campaigns highlighting the growing importance of a college degree for employment in key fields e.g., Science, Technology, Engineering, Art, Mathematics, (STEAM) job stability, future earnings potential, and civic engagement.

STRATEGY Provide BIPOC high school and college students with timely supports and services to ensure college access, persistence and completion.

LEVERS	RELATED APPROACHES
DATA	• Analyze disaggregated high school data on college plans/enrollment to identify gaps in college attendance/access within and between schools. • Map existing local college access, preparation, and completion programs to identify potential gaps in student supports.
LOCAL CAPACITY BUILDING	• Partner with high schools serving BIPOC students to engage with families and students so they have access to information, networks and related resources that support college access and ensure the best college fit (academic, financial, geographic, social).
POLICY AND ADVOCACY	• Advocate for states to increase support for schools that predominantly serve BIPOC students (e.g. public 4-year colleges, community colleges, historically black colleges and universities, Hispanic serving institutions). • Advocate for expansion of state scholarships to facilitate college access for BIPOC students, especially those that are low-income, first generation, and/or seeking a degree in fields where career professionals of color are underrepresented (e.g. STEAM).
FUNDRAISING, RESOURCE ALLOCATION AND GRANTMAKING	• Invest in efforts and/or leverage 211 to ensure effective high school and college transitions and address "summer melt" (e.g. text-to-mobile campaigns, onboarding/summer transition programs, financial aid, application and registration deadlines, etc.). • Invest in targeted mentoring efforts and peer support networks to ensure BIPOC college students have access to ongoing social and emotional support (e.g., POSSE). • Invest in efforts at technical, community, and 4-year colleges that provide enhanced advising services for BIPOC college students including coursework, major selection, career counseling, and employment assistance that support transitioning to the workplace. • Provide supports to help BIPOC students complete FAFSA applications, obtain Pell Grants and scholarships, access affordable student loans, and compare college financial aid packages. • Engage corporate donors by framing investments in post-secondary completion efforts for BIPOC students as a way to increase workforce readiness and ensure a diverse talent pipeline. For example, PepsiCo plans to institute a $25 million scholarship program for Black students in community colleges and students who are moving from two-year to four-year institutions.

COMMUNITY MOBILIZATION AND ENGAGEMENT	• Engage BIPOC students and families to understand and develop strategies to address barriers to college access and attainment. • Partner with community-based and/or local chapters of national youth-serving organizations that focus on BIPOC youth (e.g. Black Girls Code, ASPIRA) to promote leadership development and college access.
COMMUNICATIONS AND AWARENESS BUILDING	• Partner with local middle and high schools, families and youth to plan activities promoting college-going culture (e.g., National College Signing Day on May 1st).

USING EDUCATION DATA

As noted in the Data Lever in United Way's Equity Framework, using data is a critical strategy for advancing equity. Consistent use of disaggregated data helps surface persistent racial gaps and disparities, better understand who is most impacted by an issue, and identify root causes so that United Ways can work with other stakeholders to develop equity centric goals and strategies.

In education, significant data exists to help fuel strategies that can address longstanding opportunity and attainment gaps for students of color. A good approach is collecting disaggregated data that highlights gaps in educational opportunities, resources, networks and supports, as well as gaps in outcomes like 3rd grade reading proficiency and high school graduation rates. Collecting data on widespread, systemic gaps in opportunities and resources helps paint a more complete picture of why outcomes are different for students.

This kind of data collection can drive storytelling that helps increase awareness, build shared understanding, and create widespread support for solutions that are explicitly designed to close persistent gaps in educational outcomes. Using data to understand the historical origins of the persistent gaps can strengthen and expand support for solutions that go beyond supports for individual students and families to policy changes resulting in more equitable school funding approaches, increased access to high-quality Pre-K in under-resourced communities, and increased access to high-quality teachers and curricula for BIPOC students.

Included below are data points, many of which United Ways can access publicly and track to demonstrate progress (or challenge) in improving health outcomes. **The list is not exhaustive but focused on a vital few data points that should be disaggregated by race, gender, income level, ability status, and geography** (where available). Data on outcomes will be more readily available than data on access to networks, supports, resources and opportunities. Where data does not exist, United Ways can partner with state and local education agencies, higher education institutions, local advocacy organizations, data centers, and others to help fill these critical information gaps. **Indicators labeled with an asterisk (*) are included in United Way's common measurement framework, the Global Results Framework.**

EARLY CHILDHOOD

ACCESS AND PARTICIPATION	OUTCOMES
• Availability of quality, affordable childcare (0-3 yrs.) programs (e.g. informal, center-based care) and Preschool programs (3-5 yrs.) • Access to early literacy experiences and supports (e.g. books outside of school, Born Learning Trails) • Percent and number of children enrolled in early childhood programs (0-5 yrs.)* • Percent of children who complete Pre-K programs • Percent and number of children participating in developmental screenings • Number of community/state-based early childhood coalitions or collaboratives focused on quality and access • Number of community-based informal parent networks that provide information, resources, and support for families	• Percent of children who achieve key developmental milestones* • Percent of children who are prepared for kindergarten (i.e. proficient on school readiness assessments)*

EARLY CHILDHOOD – K-12

ACCESS AND PARTICIPATION

- Percent and number of students attending high-quality K-12 schools (performing satisfactory or above state accountability requirements)
- Percent of students attending schools that are low-performing and/or more than 40 percent qualify for Free and Reduced Meals
- Percent and number of K-12 children and youth who participate in afterschool/summer programs and/or receive individualized supports*
- Percent and number of youth participating in internships and/or summer jobs
- Percent of youth who receive job skills training*
- Percent and number of students who participate AP, IB and Gifted and Talented programs
- Percent and number of students who participate in dual enrollment or early college programs
- Percent and number of students who participate in Career and • Technical Education programs
- Percent and number of children/youth with consistent access to the Internet
- Percent and number of youth with access to computer software and hardware
- Access to books outside of school
- Number of community/state-based early coalitions or collaboratives focused on access to high-quality afterschool and summer programs
- Number of community/state- coalitions or collaboratives focused on promoting quality, equitable K-12 education

OUTCOMES

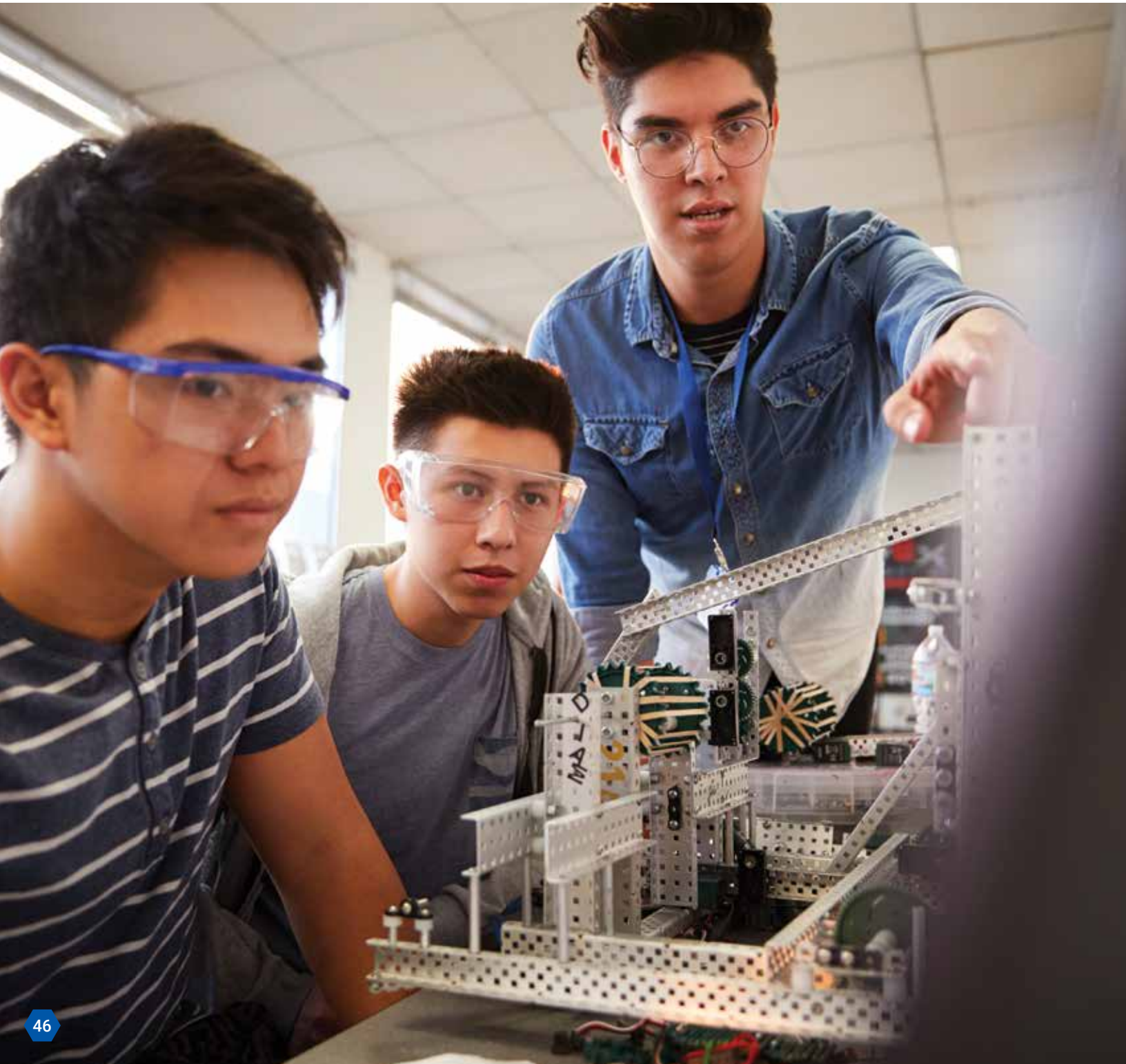
- Percent of students reading at grade level 3rd grade reading proficiency rates*
- Percent of students who earning passing grades in core subject areas*
- Percent of students who maintain satisfactory or improve school attendance*
- Percent of youth who develop soft skills*
- Percent of students who are referred to special education
- Percent of students who are retained a grade
- Percent of students who are suspended or expelled from school
- Percent of students who graduate high school on time (race, income level, gender)*
- Percent of students who graduate HS college and career ready
- Percent of youth (15-24) who are employed and/or complete internships*

EARLY CHILDHOOD – POST-SECONDARY

ACCESS AND PARTICIPATION	OUTCOMES
• Percent and number of students who receive college/career counseling in high school • Percent and number of students who participate in/or have access to college supports (college visits, test prep, financial aid/ scholarship information) • Percent and number of high school seniors who complete FAFSA applications • Percent and number of students who participate Advanced Placement, International Baccalaureate and Gifted and Talented Education • Percent and number of youth participating in internships and/or summer jobs • Number of community/state-based coalitions or collaboratives focused on post-secondary access and completion	• Percent of students who graduate high school college and career ready • Percent and number of students who matriculate to college (2 and 4 year, technical) after their senior year of high school • Percent and number of students who graduate college within 4 or 6 years of enrollment • Percent and number of adults with some form of post-secondary degree or credential • Percent of youth who are "disconnected" (ages 16-24, neither working or in school)

KEY EDUCATION DATA SOURCES

The national data sources listed below are places to gather education data, a good portion of which is disaggregated by race, income level, gender, and geographic location. This list is not exhaustive, but provides a starting point for identifying education data that can be used to contextualize and deepen understanding of economic gaps and disparities in the community your United Way serves. In addition, some of the resources below focus specifically on gathering and analyzing data through an equity lens.



- **Local school districts and/or state education agencies** – for district, school, and student data; best sources for current, local educational information including school/district demographics, per pupil expenditures, school quality, student achievement and performance, and school accountability information.

- National Center for Education Statistics – comprehensive repository of national education data including topics in early childhood, K-12, and post-secondary and often disaggregated by race, income level, gender and geography.

- National Assessment for Educational Progress – commonly referred to as the Nation's Report Card; access national student performance data for key grade levels in core subject areas, including reading, mathematics, and disaggregated by race, income level, gender, and geography.

- U.S. Department of Education – main access point for information and data on a wide range of educational issues, including early childhood, K-12 and post-secondary. In addition to linking to key data warehouses like NCES (see above), the site contains information on federal education grants, regulations and policy guidance, and student loans (Pell Grants).

- U.S. Census Bureau – for information on educational attainment, school enrollment, school finances and expenditures.

- Measure of America – provides annual data on the prevalence of disconnected youth in the United States (i.e. the number and percent of youth ages 16-24 neither in school or working); including reports highlighting disparities, and an interactive tool that can be used to visualize the extent of the problem by geographical area.

- Kids Count Data Center – Annie E. Casey Foundation's Data Center annual compiles key data to highlight the well-being of children and youth in the United States, which is published in the KIDS Count Data Book; the data book indexes and ranks child well-being by state based on a set of indicators across four domains: education, health, economic well-being and family/community.

- Education Trust – provides data, research, reports, and policy analysis to advocate for equitable access to a quality education for all students; interactive data tools can be used to understand the current state of educational practice, outcomes and the prevalence of racial inequities by state, including college completion, access to early childhood education, access to advanced, college prep coursework, and teacher diversity and quality.

- Urban Institute – provide research reports, briefs, and fact sheets on key issues in childcare, early childhood education, K-12, and postsecondary education.

CROSS-CUTTING STRATEGY: STRENGTHENING STUDENT SUPPORTS THROUGH COMMUNITY SCHOOLS

As noted earlier, children and youth grow up in communities with significant differences in access to quality education, housing, healthcare, and other resources, often the result of systemic inequities. Creating sustainable change that addresses persistent, systemic, educational gaps and disparities requires comprehensive and integrated approaches that span impact areas. Community schools are one example where United Ways have worked in partnership with local school systems and community-based organizations to strengthen systems of support for students and their families, particularly those attending historically under-resourced schools and/or living in low-income communities. Cross-sector partnerships are a defining feature of community schools. This model leverages local partnerships and resources to provide comprehensive supports for students and their families including health services, afterschool and summer programs, family engagement activities, and connection to other vital, community-based services, all of which are tailored to meet the needs of students and remove barriers to academic success.

Community school initiatives can drive more equitable educational outcomes when they are intentionally placed in under-resourced neighborhoods, focus services and supports in schools with significant gaps in educational resources, and effectively engage families and residents to understand needs, challenges, and assets.

Research from the Learning Policy Institute found that well-implemented community schools contribute to improved student attendance, performance in mathematics and reading, and high school graduation. In addition, high-quality community schools foster strong peer and adult relationships, and promote student physical health and mental well-being.[27]

COMMUNITY SCHOOLS WITH UNITED WAY OF THE GREATER LEHIGH VALLEY, UNITED WAY OF SALT LAKE, AND UNITED WAY OF BUFFALO & ERIE COUNTY

Today, across the network there are many United Ways leading community schools. While most are longstanding efforts, the work of United Way of the Greater Lehigh Valley, United Way of Salt Lake, and United Way of Buffalo & Erie County provide compelling examples of the roles United Ways' are playing in advancing this cross-cutting strategy. These United Ways and others are promoting community schools by playing structural roles that often include:

- forging cross-sector partnerships with school systems, community-based organizations, social service agencies, and local businesses to provide school and community-based supports and services;
- engaging corporate, individual, and public donors to support the work;
- aligning and coordinating efforts with partners including establishing shared goals and mutual accountability;
- creating management structures to support implementation; and
- documenting progress and sharing results.

As part of their goal to increase to 50 percent the number of students reading on grade level by 2022, and prepare all students for graduation and life, United Way of Greater Lehigh Valley invests in community schools that level the playing field in high poverty neighborhoods. This approach ensures access to safe and stable learning environments where children and families find the confidence to succeed. There are currently 14 United Way Community Schools serving 8,300 kids in four Lehigh Valley School Districts: Allentown School District, Bangor Area School District, Bethlehem Area School District and Easton Area School District. United Way serves as the central hub engaging: local school district leadership, a school principal who leads the vision and mission at each site, a community school director employed by a community-based organization or institution of higher education, and a site-based leadership team of parents, educators, community and business partners. They invest in programs that have increased third grade reading scores, improved the number of babies born healthy, improved kindergarten readiness and completed successful transitions to high school.

United Way of Salt Lake has invested in community school partnerships in 9 local neighborhoods. Community schools leverage local partnerships and resources to provide support for kids and their families. Community schools integrated focus on

academics, health and social services, youth and community development and community engagement lead to improved student learning, stronger families, and healthier communities. Through expansive partnerships that provide academic enrichment, tutoring, afterschool programs, healthcare services, and basic needs, community schools help to ensure kids are on track to succeed. In June 2015, the Coalition for Community Schools recognized these efforts, across eight communities in the region, with a National Award for Excellence in bolstering academic achievement, improving outcomes for families and in uniting neighborhoods.

A community school is not just another program being imposed on a school. It embodies a way of thinking and acting that recognizes the historic central role of schools in our communities — and the power of working together for a common good. Educating our children, yes, but also strengthening our families and communities so that, in turn, they can help make our schools even stronger and our children even more successful."

– Ira Harkavy and Martin J. Blank, *Education Week*

United Way of Buffalo & Erie County serves as the backbone organization for community based organizations that operate as Lead Partners for each of the four community schools in the region and serve over 2,800 students in two Erie County School Districts. During the pandemic, community schools worked together to provide additional virtual learning resources and social-emotional learning in an effort to support students and prevent learning loss. Partners focused on students' readjustment to school, mental health, and social-emotional learning as foundations to increase overall student outcomes. UWBEC is utilizing the UWW Racial Equity Framework in schools by supporting the development of data systems that leverage multiple sources of information to address student needs within an equity lens. District staff go through continuous training on culturally responsive-sustaining teaching to ensure that all students have access to a curriculum that is inclusive of the history and experiences of all Americans, including historically marginalized populations.

UNITED WAYS ACROSS THE NETWORK LEADING COMMUNITY SCHOOLS

(AS OF NOVEMBER 2021)

Greater Gallatin United Way
Heart of Florida United Way
Mason County United Way
United Way for Greater Austin
United Way New York City
United Way of Asheville and Buncombe County
United Way of Central and Northeastern Connecticut
United Way of Central Indiana
United Way of Central Iowa
United Way of Central Mexico
United Way of Buffalo & Erie County
United Way of Central Maryland
United Way of Greater Cincinnati
United Way of Greater Cleveland
United Way of Greater Greensboro
United Way of Greater Milwaukee
United Way of Greater Toledo
United Way of Heart of West Michigan
United Way of King County
United Way of Lancaster County
United Way of Lincoln and Lancaster County
United Way of McLean County
United Way of Metropolitan Chicago
United Way of Northeast Florida
United Way of Northern Arizona
United Way of Northern Utah
United Way of Orange County
United Way of Racine County
United Way of Rhode Island
United Way of Salt Lake
United Way of South Hampton Roads
United Way of the Bay Area
United Way of the National Capital Area
United Way of Youngstown and the Mahoning Valley

ECONOMIC MOBILITY

2028 U.S. GOAL	**Five million people get better paying jobs as a first step in improving economic mobility.**
RACIAL EQUITY GOAL	**Identify and eliminate disparities in education, employment, housing, and access to financial resources that will enable BIPOC individuals and families to achieve greater economic mobility and close the racial wealth gap.**

BACKGROUND

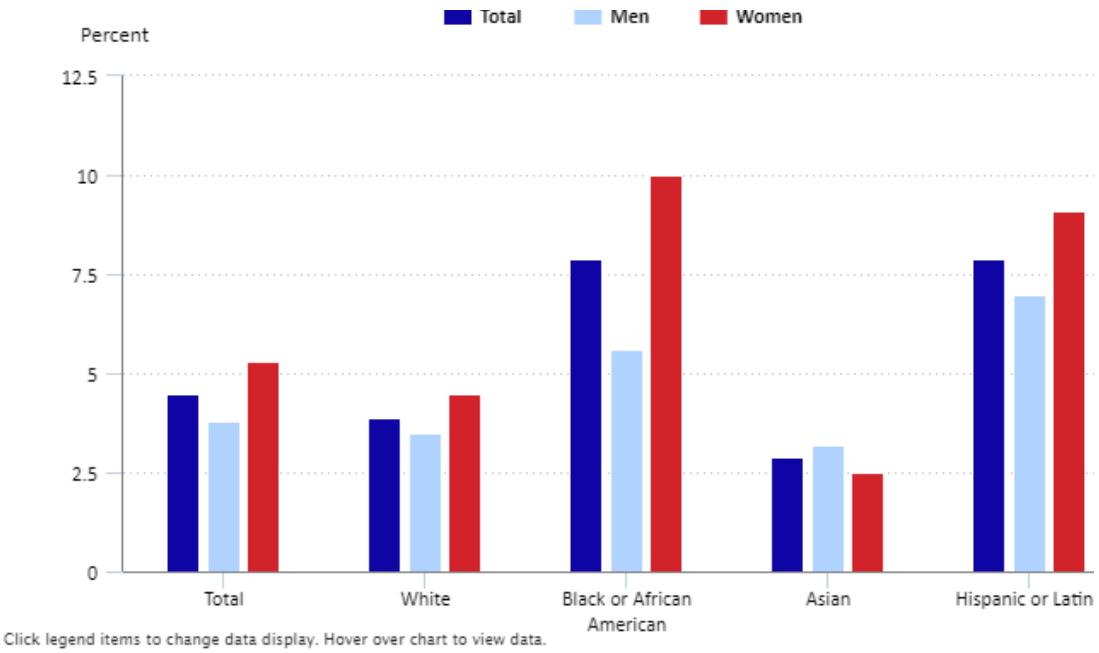
Economic Mobility refers to the ability of Americans to improve themselves and their families' economic condition. As a result of historic patterns of segregation and limited educational opportunities, BIPOC and women of all races are overrepresented in low-paying jobs with little to no room for advancement. This makes it harder to attain income and asset generated wealth that can be passed to future generations.

According to the Wage Atlas, college degree attainment is considered a primary solution to poverty reduction and the narrowing of gaps in wealth between BIPOC and whites in the United States.[28] Although degree attainment is a key strategy, the rising cost of a post-secondary education with graduation remains a significant barrier to entry. Additionally, many jobs pay less than a living wage and bring into focus the growing population making up the working poor.[29]

Entrepreneurship is a proven accelerator in creating economic security and wealth generation. One in ten Americans is self-employed and hold 37 percent of U.S. wealth.[30] This means that an increase in entrepreneurship among people of color should create income for the entrepreneur and the people of color they might employ.

According to 2016 Census data, at the end of 2014 there were 5.4 million businesses, only 17.5 percent of them qualified as minority owned, even though Black, Hispanic, Asian, and other minority populations represent more than 38 percent of the population.[31] Additionally, limited access to capital and the ability to scale operations has limited the number of Black and Hispanic entrepreneurs to 14 percent and 8 percent of all U.S. entrepreneurs, with combined revenues of less than 2 percent of $33.5 trillion.[32]

Chart 2. Working-poor rates by gender, race, and Hispanic or Latino ethnicity, 2017



Click legend items to change data display. Hover over chart to view data.
Source: U.S. Bureau of Labor Statistics, Annual Social and Economic Supplement (ASEC) of the Current Population Survey (CPS).

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Black Women's Wage Equality by Educational Attainment

Educational Attainment	Black Women's Earnings	White, non-Hispanic Men's Earnings	What Black Women Are Paid for Every Dollar Paid to White, non-Hispanic Men	Wage Gap
No high school diploma	$27,165	$42,021	$0.65	$0.35
High school diploma	$31,951	$51,787	$0.62	$0.38
Some college, no degree	$39,064	$60,777	$0.64	$0.36
Associate's degree	$40,690	$63,258	$0.64	$0.36
Bachelor's degree or more	$60,731	$96,041	$0.63	$0.37
Bachelor's degree	$54,343	$85,899	$0.63	$0.37
Master's degree	$65,161	$101,111	$0.64	$0.36
Professional degree	$102,383	$150,614	$0.68	$0.32
Doctorate degree	$117,356	$130,985	$0.90	$0.10

Source: National Women's Law Center calculations based on U.S. Census Bureau, Current Population Survey, 2021 Annual Social and Economic Supplement, Table PINC-03. Educational Attainment, People 25 years old and over, by total money earnings in 2020, available at http://www.census.gov/data/tables/time-series/demo/income-poverty/cps-pinc/pinc-03.html. "What Black Women Are Paid for Every Dollar Paid to White, non-Hispanic Men" is the ratio of Black female and white, non-Hispanic male median earnings for full time, year round workers. Earnings are in 2020 dollars. The "wage gap" is the additional money a woman would have to make for every dollar made by a man in order to have equal annual earnings. Workers without a high school diploma exclude those who have not completed at least 9th grade.

NATIONAL WOMEN'S LAW CENTER

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Homeownership has long been regarded a foundation of the American dream and a critical pathway to economic mobility.[35] A home is typically the family's greatest single asset and accounts for a significant portion of one's overall wealth. The net worth of the average white household in the United States is 10 times that of the average Black family.[36] Public and private discrimination in housing and lending has contributed to the significant gap in wealth between white people and people of color.[37]

Richard Rothstein, author and member of the Economic Policy Institute said, "The housing programs begun under the New Deal were tantamount to a state-sponsored system of segregation."[38] The lasting legacy of redlining and ongoing devaluation of properties located within communities of color helps explain why many of these communities continue to experience concentrations of generational poverty. As such, we know that opportunity is often predefined by zip code. Ensuring opportunity for all requires that we adopt a racial equity lens to our economic mobility work, in recognition of the corrosive relationship of systemic racism to upward mobility on the economic ladder.

STRATEGIES THAT ADVANCE ECONOMIC EQUITY AND ADDRESS DISPARITIES

The ability of Americans to improve themselves and their families' economic condition is highly correlated with racism and the patterns of discrimination that constrain opportunities and limit choices for some while creating privilege for others.[39] The following strategies are anchored in our levers from the **Equity Framework** and are not intended to be used in isolation but paired with other strategies of economic mobility or other impact areas. The following strategies outline a shift from programmatic tactics to interventions addressing unequal systems and structures historically drawn to ignore the root-causes of racial inequity.

SUMMARY OF OUTCOMES AND RELATED STRATEGIES

OUTCOME	BIPOC youth and adults have the education, skills, networks and opportunities to obtain and retain good jobs with pathways for advancement.	60
STRATEGY	BIPOC students complete advanced degrees, certifications, and/or technical training programs to secure well-paying jobs in high-growth sectors.	60
STRATEGY	BIPOC youth and adults advance to good jobs and careers in high-growth, high-wage sectors.	62
OUTCOME	Assets and Wealth: BIPOC grow their assets and net worth, and close racial wealth gaps.	64
STRATEGY	BIPOC have equitable opportunities to use quality and comparable financial products and services.	64
STRATEGY	BIPOC individuals have safe, affordable housing.	66
STRATEGY	Increase BIPOC individual homeownership and ensure home valuations are determined equitably.	68
OUTCOME	BIPOC entrepreneurs have access to capital, network, resources and opportunities to develop and sustain successful businesses.	70
STRATEGY	Facilitate BIPOC entrepreneurs' access to capital, training, and opportunities for business development and expansion.	70
STRATEGY	Ensure equitable business opportunities for BIPOC-owned small businesses.	72

OUTCOME

BIPOC youth and adults have the education, skills, networks and opportunities to obtain and retain good jobs with pathways for advancement.

STRATEGY

BIPOC students complete advanced degrees, certifications, and/or technical training programs to secure well-paying jobs in high-growth sectors.

LEVERS	RELATED APPROACHES
DATA	• Review regional labor market data to identify jobs in high-growth sectors that offer family-sustaining wages, benefits, and opportunities for career advancement. • Review hiring data to identify high-growth sectors in which BIPOC are under-represented. • Convene training providers to agree on a common set of outcomes. • Disaggregate outcomes data by race and ethnicity. • Convene training providers to review data, assess disparities and adjust outreach and training plans. • Work with higher education institutions (2 and 4-year colleges) to identify challenges to degree completion, essential for success in high-wage growth sectors (e.g. STEAM).
LOCAL CAPACITY BUILDING	• Connect BIPOC to organizations that facilitate applying for public and private financial aid programs needed to pay for post-secondary education/training. • Increase nonprofit organizations' capacity to facilitate online completion of college enrollment applications, financial aid forms and/or job applications.

LEVERS	RELATED APPROACHES
POLICY AND ADVOCACY	• Advocate to expand Pell Grant eligibility to industry-recognized short-term credentialing programs. • Advocate for pathways for individuals with DACA, TPS, and undocumented status to achieve permanent legal status and citizenship and a pathway to Federal financial aid. • Advocate for tuition equity policies that ensure undocumented residents are not disproportionately burdened with out-of-state tuition rates at colleges and universities. • Advocate for correctional education programs connected to in-demand occupations. Correctional education should be connected to re-entry goals with in-demand fields. • Recommend for-profit and nonprofit partners conduct outreach and recruitment efforts with HBCUs, public universities, and community colleges educating majority BIPOC students. • Work with post-secondary coalitions to advocate for community college credits being automatically accepted at 4-year public colleges, in facilitation of continued education for BIPOC students.
FUNDRAISING, RESOURCE ALLOCATION AND GRANTMAKING	• Invest in job training organizations with set goals of increasing BIPOC enrollment in training programs for high-growth, high-wage employment sectors. • Provide job training organizations with supplemental funding supporting transportation, childcare and educational stipends (items not always included in WIOA-funded training programs). • Invest in efforts to remove barriers to post-secondary degree completion for BIPOC students, including access to emergency stipends, childcare, transportation, and grants to cover gaps in financial aid.
COMMUNITY MOBILIZATION AND ENGAGEMENT	• Convene BIPOC students for a better understanding of barriers to degree completion, credentialing and job attainment. • Engage BIPOC students in designing strategic programs that address these barriers to increase the likelihood of success.
COMMUNICATIONS AND AWARENESS BUILDING	• Document, promote, and advocate for locally-relevant, successful approaches.

STRATEGY

BIPOC youth and adults advance to good jobs and careers in high-growth, high-wage sectors.

LEVERS	RELATED APPROACHES
DATA	• Create a scorecard that recognizes corporate and nonprofit partners (including vendors and donors) and whose leadership team reflects the community where it operates. • Use scorecard data in the decision-making process of agency funding and vendor contracts that recognize corporate donors and employer partners. • Recommend corporate and nonprofit partners use objective analytics in making promotion decisions that reduce biases. • Analytics equitably communicate the criteria, process and expectations for attaining promotion. • Recommend that for-profit and nonprofit partners audit promotion practices, compensation/ salary bands and retention strategies to ensure that BIPOC staff have equitable access to in-house advancement.
LOCAL CAPACITY BUILDING	• Fund and promote the expansion of career coaching services that promote career development, retention and advancement of BIPOC youth and adults. • Fund and promote the development of sector-based training and educational programs specifically designed to achieve career advancement opportunities for BIPOC employees.
POLICY AND ADVOCACY	• Advocate for programs that receive public funding to collect data disaggregated by race, including apprenticeship and pre-apprenticeship programs. • Encourage the state to invest in organizations with a demonstrated track record of effectiveness in serving BIPOC communities. • Encourage employers to open advancement opportunities to embedded workers that complete education/training programs. • Promote BIPOC participation and leadership in professional networks, labor unions and community organizations. • Encourage these organizations to establish goals with tracking on the degree they are moving toward more inclusive representation. • Encourage employers to sign a pledge committing to increase BIPOC representation in executive leadership, division and upper-level leadership positions. • Set clear goals with merit raises attached to attainment. • Measure success in terms of representation and the level to which an organization adapts norms established for an inclusive culture. • Encourage employers to establish formal mentorship programs tracked by participation of BIPOC employees. • Advocate for states and municipalities to “Ban the Box,” prohibiting public and private employers from asking for criminal history on job application. • Delaying background checks until a job offer is made to a qualified applicant. • Advocate for employers and training providers to set goals that increase BIPOC representation in job readiness programs in high-growth sectors. • Advocate for employers to set goals that increase the hiring of BIPOC. • Recommend for-profit and nonprofit partners recalibrate hiring processes to eliminate bias in recruitment, interviewing, hiring, onboarding, and promotion. • Mitigate the potential for implicit/explicit bias: o Eliminate unnecessary educational requirements. o List compensation information on job postings in assurance of living wages. o Conduct blind reviews of resumes. o Standardize candidate interview questions. o Sample testing that objectively evaluates the quality of a candidate’s work.

LEVERS	RELATED APPROACHES
FUNDRAISING, RESOURCE ALLOCATION AND GRANTMAKING	• Invest in paid apprenticeship or internship programs that allow trainees to gain work experiences that improve chances at job placement and advancement. • Fund training programs in high-growth, high-wage employment sectors, including programs designed for embedded workers. • Create recognition opportunities for employers who meet equity standards. • Frame potential corporate investments as opportunities to close access and opportunity gaps. This can appeal to companies that are interested in ensuring that they have access to diverse workforce and are able to attract historically underrepresented groups to fill leadership positions. For example, the NBA recently announced a 10-year, $300 million commitment for grants to foster economic growth and career readiness in Black communities.
COMMUNITY MOBILIZATION AND ENGAGEMENT	• Convene community stakeholders to identify challenges BIPOC workers face in career advancement and use feedback to shape program design. • Convene community members, including residents, students, employees, advocates, business owners and leaders, to host conversations exploring local conditions to identify opportunities to build more equitable cultures and institutions.
COMMUNICATIONS AND AWARENESS BUILDING	• Document, promote and advocate for locally relevant successful approaches.

OUTCOME

Assets and Wealth: BIPOC grow their assets and net worth, and close racial wealth gaps.

STRATEGY

BIPOC have equitable opportunities to use quality and comparable financial products and services.

LEVERS	RELATED APPROACHES
DATA	• Convene and support Community Reinvestment Act (CRA) collaboratives that track, promote and hold lenders accountable for implementing equitable lending practices related to access and costs.
LOCAL CAPACITY BUILDING	• Work with mainstream financial institutions (including credit unions) to design financial products that meet BIPOC's needs, including checking and savings accounts, loans and credit products. • Work with credit unions and alternative financial service providers to design affordable micro-credit products. • Design strategies that reach and engage communities and populations traditionally underserved by mainstream financial institutions. • Provide tools, resources and technical assistance to help organizations serving traditionally underserved consumers by promoting mainstream banking products or affordable alternatives. • Promote products/services, such as direct deposit and auto bill pay, that make transactions affordable and automatic. • Encourage employers to offer opt-out options when enrolling employees in retirement plans. Encourage automatic contribution of pay increases to private retirement savings (401k, 403b).
POLICY AND ADVOCACY	• Advocate for state policies that cap interest rates and that eliminates or limits loan fees. • Advocate for state policy that increase penalties for financial institutions found guilty of employing discriminatory and predatory lending practices. • Advocate for states and localities to direct more financial resources to Community Development Financial Institutions (CDFIs). • Advocate for government benefits to be disbursed via direct deposit. • Advocate for financial institutions to actively review their policies and practices to identify and eliminate patterns of disparate treatment and discrimination on the basis of race. • Advocate for public and private incentives that promote regular savings and investment.

FUNDRAISING, RESOURCE ALLOCATION AND GRANTMAKING	• Fund peer lending programs to increase BIPOC access to micro credit. • Facilitate partnerships between economic mobility programs and CDFIs and Credit Unions to increase access to affordable financial products. • Engage donors and establish loan funds to increase accessibility and affordability of timely consumer and small business loans.
COMMUNITY MOBILIZATION AND ENGAGEMENT	• Provide stipends for community members joining Community Reinvestment Act (CRA) collaboratives.
COMMUNICATIONS AND AWARENESS BUILDING	• Document, promote, and advocate for locally-relevant successful approaches.

STRATEGY

BIPOC individuals have safe, affordable housing.

LEVERS	RELATED APPROACHES
DATA	• Compile data on local housing conditions, disaggregated by race.
LOCAL CAPACITY BUILDING	• Train community housing advocates to advocate for equitable, safe and affordable housing decisions with zoning boards and community planning groups.
POLICY AND ADVOCACY	• Advocate for states and localities to ban practices that allow landlords to discriminate against tenants who use housing vouchers. • Advocate for housing authorities to remove policies that exclude individuals with criminal convictions from living in affordable housing units.
FUNDRAISING, RESOURCE ALLOCATION AND GRANTMAKING	• Fund community development corporations (CDCs) that build affordable housing. • Advocate for changes to housing authority policies that make affordable housing more accessible. • Fund training programs to help BIPOC secure leadership opportunities with community planning groups, local boards and commissions overseeing housing and land use. • Fund housing counseling services that help BIPOC secure housing in high-opportunity neighborhoods.
COMMUNITY MOBILIZATION AND ENGAGEMENT	• Convene or sponsor housing advocacy groups able to assess community conditions, frame priorities and advocate with local government agencies in the expansion of safe and affordable housing.
COMMUNICATIONS AND AWARENESS BUILDING	• Document, promote and advocate for locally relevant successful approaches.

STRATEGY

Increase BIPOC individual homeownership and ensure home valuations are determined equitably.

LEVERS	RELATED APPROACHES
DATA	• Compile data on local home ownership rates, mortgage costs, availability, and home valuation, disaggregated by race.
LOCAL CAPACITY BUILDING	• Convene and support Community Reinvestment Act (CRA) collaboratives to track, promote and hold mortgage lenders accountable for implementing equitable lending practices. • Convene financial institutions, real estate agencies and community leaders to evaluate real estate assessment practices that ensure property values are determined accurately and equitably. • Train financial and homeownership coaches to guide BIPOC individuals through the homeownership process.
POLICY AND ADVOCACY	• Advocate for public investment in home buying counseling and down payment assistance services. • Advocate for state policy focused on fairness in lending practices to ensure potential BIPOC homeowners have access to comparable mortgage loans and interest rates.
FUNDRAISING, RESOURCE ALLOCATION AND GRANTMAKING	• Fund down payment assistance services aimed at closing the homeownership gap. • Fund Individual Development Account (IDA) programs that facilitate homeownership. • Fund and coordinate shared equity homeownership programs. • Fund homeownership counseling and other programs that help potential BIPOC owners access equitable mortgage rates and home equity lines of credit. • Fund nonprofit home appraisal services to correct for systemic under assessment in determining collateral/purchase value and over assessment when calculating property tax obligation.
COMMUNITY MOBILIZATION AND ENGAGEMENT	• Convene residents and community stakeholders to identify challenges that inhibit BIPOC homeownership and drive disparate home valuation rates. • Use feedback to shape funding and program decisions.
COMMUNICATIONS AND AWARENESS BUILDING	• Document, promote and advocate for locally relevant successful approaches.

OUTCOME

BIPOC entrepreneurs have access to capital, network, resources and opportunities to develop and sustain successful businesses.

STRATEGY

Facilitate BIPOC entrepreneurs' access to capital, training, and opportunities for business development and expansion.

LEVERS	RELATED APPROACHES
DATA	• Compile data on self-employment rates and the rates at which BIPOC-owned small businesses are awarded contracting opportunities by local governments, anchor businesses and other United Way partners, disaggregated by race. • Compile data on the cost, approval rates and accessibility of capital for local entrepreneurs disaggregated by race.
LOCAL CAPACITY BUILDING	• Engage local municipalities to encourage investment of CDBG funds in small business training, lending services and start-up grants. • Integrate business training services with financial capability programs, free tax preparation and other supportive services. • Convene collaborations with Small Business Development Centers (SDBCs) and Women's Business Development Centers (WBDCs), which provide advanced business assistance services, and Community Development Corporations (CDCs) and Community Based Organizations (CBOs) that have direct relationships with BIPOC entrepreneurs in disadvantaged communities. • Promote BIPOC participation in business improvement districts (BIDs). • Convene foundations, community leaders and other stakeholders to establish credit unions and community banks that prioritize affordable, equitably-priced and culturally relevant financial products that meet the needs of BIPOC individuals and businesses. • Convene and support Community Reinvestment Act (CRA) collaboratives to track, promote and hold lenders accountable for implementing equitable lending practices. • Support the development or expansion of Community Development Financial Institutions (CDFI's) that can provide capital to local BIPOC entrepreneurs.
POLICY AND ADVOCACY	• Advocate for local municipalities to designate Community Development Block Grant (CDBG) funds that promote BIPOC business development and expansion. • Advocate for states and localities to direct more financial resources to CDFI's that lend to small businesses. • Advocate for the expansion of private and public grants available to help BIPOC entrepreneurs obtain the capital required to start a business.

FUNDRAISING, RESOURCE ALLOCATION AND GRANTMAKING	• Fund technical assistance services for BIPOC entrepreneurs. • Fund collaborations with Small Business Development Centers (SDBC's) and Women's Business Development Centers (WBDC's), that provide advanced business assistance services, and Community Development Corporations (CDC's) and Community Based Organizations (CBO's), that have direct relationships with BIPOC entrepreneurs in disadvantaged communities. • Fund training programs that help BIPOC business owners secure leadership opportunities with business improvement districts (BID's), community planning groups and local boards and commissions. • Frame corporate investments as an opportunity to diversify their own business supply lines, For example, PepsiCo recently announced a $438 million, five-year commitment with plans to increase its spending on Black-owned suppliers by $350 million over five years and invest $50 million in Black-owned businesses. Similarly, Apple is providing venture capital funding for Black and Brown entrepreneurs. • Engage donors and establish loan funding to increase accessibility and affordability of consumer and small business loans at competitive rates. • Examine internal procurement policies to ensure equitable access of BIPOC-led organizations to United Way contracts.
COMMUNITY MOBILIZATION AND ENGAGEMENT	• Convene community members to identify challenges BIPOC entrepreneurs face when starting or expanding businesses and use feedback to develop locally relevant strategies that increase business development opportunities. • Convene community members and business owners to identify challenges BIPOC entrepreneurs face in working to obtain capital operating funds for their business. Use feedback to establish priorities and establish strategies.
COMMUNICATIONS AND AWARENESS BUILDING	• Document, promote, and advocate for locally relevant successful approaches.

STRATEGY

Ensure equitable business opportunities for BIPOC-owned small businesses.

LEVERS	RELATED APPROACHES
DATA	• Compile data on the rates small businesses are awarded contracting opportunities, segmented by local governments, anchor businesses, other United Way partners; disaggregated by race.
LOCAL CAPACITY BUILDING	• Train business coaches and/or expand access to business coaching services, which can guide BIPOC entrepreneurs through the process of bidding for public and private business opportunities.
POLICY AND ADVOCACY	• Advocate for expansion of state and federal programs that give preferential status to BIPOC owned small businesses bidding for state and federal contracts. • Advocate for transparent contracting processes (city, county) that include BIPOC owned businesses, targeted toward small business and microentrepreneurs. • Convene corporate and nonprofit partners to advocate for procurement procedures that include BIPOC contractors and vendors.
FUNDRAISING, RESOURCE ALLOCATION AND GRANTMAKING	• Fund business coaching services that help BIPOC entrepreneurs access public and private business opportunities. • Fund initiatives to build and strengthen the operational capacity of BIPOC-led United Way grantees, especially those that are small non-profits. For an example, see **United Way of Metropolitan Dallas' Nonprofit Success Institute.** • Screen prospective grant recipients to ensure their contracting process provides equitable access to BIPOC-owned businesses.
COMMUNITY MOBILIZATION AND ENGAGEMENT	• Convene community members and business owners to identify challenges faced by BIPOC entrepreneurs in securing equitable business opportunities. Use feedback to set priorities and shape strategies.
COMMUNICATIONS AND AWARENESS BUILDING	• Document, promote and advocate for locally relevant successful approaches.

USING ECONOMIC DATA

As noted in the **Data Lever in United Way's Equity Framework**, using data is a critical strategy for advancing equity. Consistent use of disaggregated data helps surface persistent racial gaps and disparities, better understand who is most impacted by an issue, and identify root causes so that United Ways can work with other stakeholders to develop equity centric goals and strategies.

In economic mobility, use of data can help unearth and deepen understanding of persistent socioeconomic inequalities, many of which have their origins in racist, discriminatory practices and policies. Disaggregated data on a range of economic indicators, including wages, employment, home and business ownership, poverty, household income, net worth, and access to financial products (e.g. credit, loans, bank accounts), combined with context regarding past discriminatory practices in lending, housing, employment, and education creates a more comprehensive picture of the structural disparities in access, opportunities, and resources that help to explain the scope and magnitude of current socioeconomic inequities.

This kind of storytelling is critical to increasing awareness, building shared understanding, and developing widespread support for solutions that are explicitly designed to close racial economic disparities. Using data to understand the historical origins of the persistent racial wealth gap, for example, can help United Ways work with partners to strategize solutions that go beyond shoring up families and stabilizing finances to policy and practice changes centered in accumulating long-term wealth, such as: including supporting BIPOC led entrepreneurship, facilitating access to capital, lowering and/or eliminating student loan debt, and increasing home ownership.

Included below are data points, many of which United Ways can access publicly, to track and demonstrate progress (or challenges) in creating equitable access. **The list is not exhaustive but focused on a vital few data points that should be disaggregated by race, gender, income level, ability status, and geography** (where available). Data on outcomes will be more readily available than data on access to networks, supports, resources and opportunities. Where data does not exist, United Ways can partner with higher education institutions, local advocacy organizations, data centers, and others to help fill these critical information gaps. Indicators labeled with an asterisk (*) are included in United Way's common measurement framework, the **Global Results Framework.**

FINANCIAL STABILITY AND ECONOMIC MOBILITY

ACCESS AND PARTICIPATION

- Number of individuals who access affordable financial products and services (bank accounts, mortgages, consumer and business loans, lines of credit)*
- Number of individuals with access to affordable housing (i.e. less than 37 percent of income devoted to housing costs)*
- Number of individuals with access to employment opportunities that provides a living wage
- Number of individuals participating in programs offering financial coaching/education, credit repair, savings plans
- Number of youth who matriculate to college (2, 4-yr., technical) after their senior year of high school
- Number of individuals who access job skills training*
- Number of individuals with access to affordable healthcare services and supports*
- Number of individuals with access to healthcare insurance*
- Number of individuals/families with access to affordable, quality childcare services
- Number of community/state-based coalitions or collaboratives focused on workforce development and/or job training
- Number of community/state-based early childhood coalitions or collaboratives focused on post-secondary access and completion
- Number of community-based job training and/or re-entry programs and services

OUTCOMES

- Percent of people who have a bank account (disaggregated by race, income level)
- Percent of individuals who own homes (by race, income level)
- Median property values (by race, geography)
- Percent of individuals who gain employment*
- Percent of individuals who gain employment that provides a living wage
- Percent of individuals who increase their wages*
- Percent of individuals who are unemployed (disaggregated by race, gender, education level)
- Percent of individuals who earn job-relevant licenses, certificates and/or credentials*
- Percent of individuals with four-year college degrees
- Percent of individuals living below 150 percent of the federal poverty line
- Percent of children living in poverty
- Percent of businesses owned (disaggregated by race)
- Percent of business receipts generated (disaggregated by race)
- Net worth (disaggregated by race, gender) ($ amount)
- Median household income (disaggregated by race, gender) ($ amount)
- Median wages (disaggregated by race, gender) ($ amount)
- Percent of individuals able with 3 months of emergency savings

KEY ECONOMIC MOBILITY SOURCES

The national data sources listed below are places to gather economic mobility data, a good portion of which is disaggregated by race, income level, gender, and geographic location. This list is not exhaustive but provides a starting point for identifying economic mobility data that can be used to contextualize and deepen understanding of economic gaps and disparities in the community your United Way serves. In addition, some of the resources below focus specifically on gathering and analyzing data through an equity lens.

- **Bureau of Labor Statistics** – for data on employment, unemployment, wages, benefits, employment projections and characteristics of the U.S. workforce.

- **U.S. Census Bureau** – contains reports, aggregated data and searchable, customizable data on key economic indicators including median income, poverty, employment, labor force participation, and housing.

- **Prosperity Now** – provides data, strategies, and tools to advance policies and practices to advance economic mobility; contains resources focused on addressing the racial wealth gap.

- **Policy Link** – provides data, resources and tools to advance racial and economic equity; their **Racial Equity Index** includes nine indicators that cover-economic vitality, readiness, and connectedness that communities can use to understand the relative degree of prosperity and well-being experienced by different racial and ethnic groups.

- **FDIC** – Conducts a biannual survey of American households use of banking and other financial services, good source of information on access to and disparities in mainstream financial products.

- **Federal Reserve Bank of St. Louis** – contains resources including blog posts, webinars, and issue briefs on economic inequality and the correlation of demographic characteristics with wealth; also see the Fed's **Institute for Economic Equity**.

- **National Financial Capability Study** – launched in 2009, and conducted every three years, the National Financial Capability Study benchmarks key indicators of financial capability and evaluates how these indicators vary based on demographic, behavioral, attitudinal and financial literacy characteristics.

CROSS-CUTTING STRATEGIES AND EXAMPLES

Creating sustainable changes that address persistent systemic barriers to achieving economic mobility requires comprehensive and integrated approaches across impact areas. Place-based strategies are examples where United Ways have worked in partnership with local and national leaders to introduce cross-cutting strategies that address structural barriers that contribute to economic gaps in local communities.

COMMUNITY MOBILIZATION AND ENGAGEMENT - PLACE BASED STRATEGIES GREATER CHICAGO NEIGHBORHOOD NETWORKS INITIATIVE

Engagement and mobilization are essential aspects of the value United Way brings to communities. The ability to assemble community residents from diverse backgrounds and perspectives differentiates United Way from other organizations. Equity based community engagement helps create effective impact solutions centered around education, economic mobility, and health. United Way's role as a convener helps to build credibility by surfacing underline causes of community issues and implementing solutions that reflect the lived experiences of community residents.

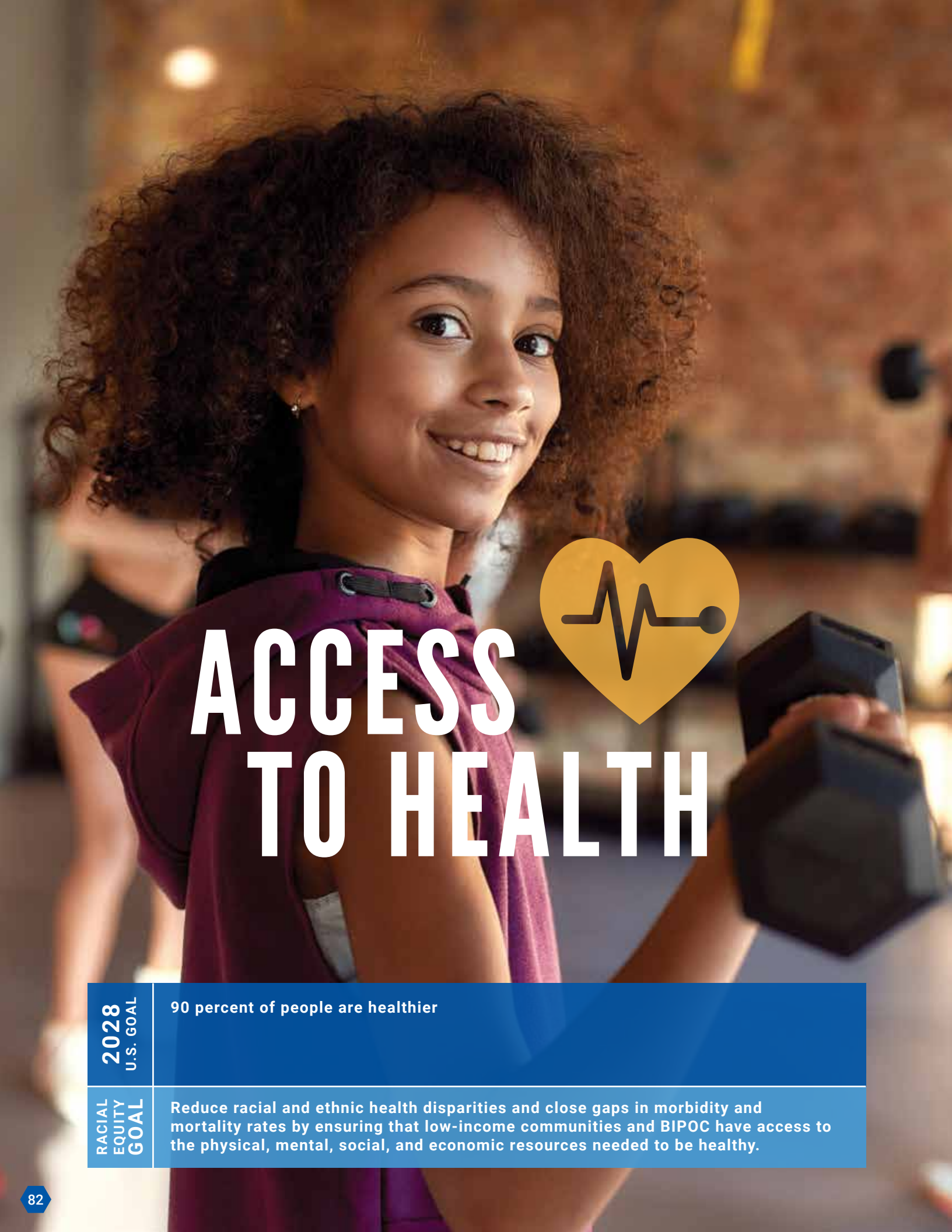
The vision of creating stronger neighborhoods motivated **United Way of Metro Chicago** to implement their Chicago Neighborhood Networks Initiative. Each neighborhood initiative was informed by the residents, based on a shared understanding of their community's history. United Way of Metro Chicago took intentional steps to move stakeholders from a programmatic mindset to a collective approach. Neighborhood residents were encouraged to identify and create investment strategies based on their own understanding. Once United Way focused on priorities identified by community residents instead of issue-oriented approaches, the work accelerated. The history of a community and the residents who call the area home presented an opportunity for United Way of Metro Chicago to start a conversation. Their role in the Neighborhood Networks Initiative shifted from a conversation on issues to a collaborative effort centered on pursuing common goals. Targeted universalism and place-based strategies made it easier to identify shared goals, disaggregate data (identify how groups are situated relative to goals), and identify the structures, policies, and practices supporting or impeding progress.

The Auburn Gresham Neighborhood Network launched in 2016 after United Way of Metro Chicago coordinated efforts between The Greater Auburn Gresham Development Corporation and 10 supplemental social service agencies. This collective identified a common agenda in ensuring early literacy training for children Pre-K to 3rd grade. Families were given comprehensive access to social supports including healthcare, affordable housing resources, and growing a green economy. The GOLD Initiative was one key strategy in providing professional development and literacy support to five schools. This initiative also expanded health services, workforce development training, and job placement assistance to parents. The initiative produced social and emotional support to over 1000, students, workforce development training to 120 parents, and job placement to 12 individuals.

The Austin Neighborhood Network, in 2016, released Thrive 2025, a strategy which sets bold impact goals to help Austin improve early childhood education outcomes, community revitalization efforts, and access to living wage employment opportunities for residents. This strategy has led to the vision of developing a $10 million community hub that includes a state-of-the-art early learning, health and recreation center, and a job development incubator. Currently, the network currently has a network of more than 60 non-profit, faith-based, public, and private members.

The Brighton Park Neighborhood Network was established in 2012 in partnership with the Brighton Park Neighborhood Council with the vision of advancing outcomes for families through the delivery of comprehensive social services based in community schools. The network has seen parents and residents take an active role in their neighborhood through convening and community engagement. Education supports and access to physical and mental health care are key components of the approach. Currently, the coalition has 40 partners that include schools, hospitals, social service providers, city departments, elected officials, and small businesses.

The Cicero Neighborhood Network is a Robert Wood Johnson Foundation 2018 Culture of Health Winner. The network's vision is to cultivate homegrown leaders to improve lives through trauma-informed community health and safety. The network engages parents, schools and the local police department in their efforts to create a safer community. Student academic success is fostered through parent recruitment and involvement in the school system at all grade levels. The network has conducted an extensive trauma training with 136 Cicero Police Department officers and 72 high school staff members.



ACCESS TO HEALTH

2028 U.S. GOAL	90 percent of people are healthier
RACIAL EQUITY GOAL	Reduce racial and ethnic health disparities and close gaps in morbidity and mortality rates by ensuring that low-income communities and BIPOC have access to the physical, mental, social, and economic resources needed to be healthy.

BACKGROUND

The Center for Disease Control and Prevention (CDC) indicates that health equity is achieved when all people have the opportunity to attain their full health potential and no one is disadvantaged from realizing this goal because of their socioeconomic position or other socially determined circumstance. Health inequity is largely influenced by the comprehensive connectivity across systems that make up the foundations of health, also known as the social determinants of health. Outlined in the chart below, the social determinants of health include economic stability, neighborhood and physical environment, education, food, community and social context, and health care systems. United Ways are well positioned to serve as conduits in facilitating more collaborative working relationships across sector to holistically address persistent gaps.

The COVID-19 pandemic has demonstrated the importance of having access to these essential social, economic, and physical needs in determining health outcomes. For instance, essential workers, who are overwhelmingly people of color, have been disproportionately impacted by COVID-19.[40] The disparities in morbidity and mortality are primarily due to inequities in access to stable housing, access to high quality health care, and safe transportation.[41] According to research from the Kaiser Family Foundation, COVID-19 cases among Black and Hispanic Medicare beneficiaries were 1.6 times higher than the rate observed among white beneficiaries, and COVID-19 cases among American Indian and Alaska Native beneficiaries were 1.7 times higher than among white beneficiaries.

Furthermore, when comparing communities with similar poverty rates, there are numerous structural and logistical barriers to accessing resources that contribute to positive health outcomes, such as healthy food, healthcare services, and active transportation. For instance, Black and Hispanic neighborhoods have fewer large supermarkets and more small grocery stores (with limited access to fresh produce) than their white counterparts.[42] According to the American Public Health Association, poor health and poverty are deeply intertwined, with the most significant impact being the life expectancy gap of more than 10 years between the richest one percent of Americans and the poorest one percent.

Local resources, access to quality medical facilities, and variances in community conditions are also closely tied to disparities in health outcomes.[44] Approximately 20 percent of an individual's health outcome is shaped by clinical care, 50 percent by social and economic factors along with the physical environment and 30 percent to individual behavior.[45] Access to health care is directly tied to access to affordable health insurance. The percentages listed above speak to the contributing factors of racial disparity affecting overall health and life expectancy. Black and Hispanic people are more likely to experience chronic health conditions, live in unhealthy communities, and often lack means of affording quality health insurance. Additionally, these gaps, created in racial origins, become problematic when combined with patterns of condescending BIPOC patient treatment, fostering distrust of the profession and its practitioners.

A RECORD OF MEDICAL MISTREATMENT

- It is unclear to what degree the tactics were successful, but one of the earliest recorded instances of germ warfare was conducted in America when blankets infected with smallpox were distributed among Indigenous people in 1763.[46]

- Between 1862 and 1870, one fourth of former slaves either became ill or died from white doctors and hospitals' refusal to provide them services.[47]

- The 1932 Tuskegee Study of Untreated Syphilis in the Negro Male experiment recruited hundreds of Black men with untreated syphilis with the promise of free medical care. Doctors from the U.S. Public Health Service (PHS) denied and limited the men's access to treatment and studied the disease's effects over a 40-year period.[48]

- Dr. James Marion Sims, deemed the father of modern gynecology, made his medical discoveries by experimenting on enslaved Black women, without the use of anesthesia.[49]

- Bioethical issues came to be associated with the history of patient Henrietta Lacks, a Black woman whose cells were used extensively and without permission by physicians at John Hopkins University. Her cells were the first,

identified as “eternal cells” manifesting an ability to reproduce indefinitely.[50]

Racial and ethnic disparities continue to contribute to BIPOC mistrust. **Medical News Today** reported that in addition to limited access to trauma centers for people in predominantly Black neighborhoods, racial bias prevents this community from receiving emergency care. Research conducted by the **National Academy of Sciences** found that a number of white medical students believed Black people have a higher tolerance for pain than white people. Doctors are also faulted for victimizing Black people and their conditions, scolding adult patients for perceived poor behavioral choices. The data confirms that reasons for chronic conditions are far more complex than mere behavioral choice, and instead can be attributed to many factors, including the pervasive effects of racism. According to the **CDC**, Black and Indigenous women over the age of 30 are four to five times more likely to die from pregnancy related complications than white women. Biases and stereotypes are an established impact on health outcomes even when economic status is not a factor.

If we are to make any progress toward our 2028 health goals, it is critical to comprehend the social determinants of health and their ties to historically-based medical apprehension. Shared understandings make it more important than ever that BIPOC communities are empowered, through access to resources and information, to be in more control of their own health outcomes.

SOCIAL DETERMINANTS OF HEALTH:

KFF

Economic Stability	Neighborhood and Physical Environment	Education	Food	Community and Social Context	Health Care System
Employment	Housing	Literacy	Hunger	Social integration	Health coverage
Income	Transportation	Language	Access to healthy options	Support systems	Provider availability
Expenses	Safety	Early childhood education		Community engagement	Provider linguistic and cultural competency
Debt	Parks	Vocational training		Discrimination	Quality of care
Medical bills	Playgrounds	Higher education		Stress	
Support	Walkability				
	Zip code / geography				

Health Outcomes
Mortality, Morbidity, Life Expectancy, Health Care Expenditures, Health Status, Functional Limitations

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STRATEGIES TO ADVANCE HEALTH EQUITY AND ADDRESS DISPARITIES

Gaps in access to quality healthcare and disparities in health outcomes correspond directly to historical and ongoing treatment inequalities based on race. The following strategies are anchored in our Equity Framework levers. They are not intended to be used in isolation but paired with other health strategies and/or strategies from other impact areas. As previously referenced, the following strategies outline a shift from programmatic tactics to targeted interventions designed to address unequal systems and structures, historically ignored as root factor causes of racial inequity.

SUMMARY OF OUTCOMES AND RELATED STRATEGIES

OUTCOME	BIPOC individuals have an opportunity to be healthy regardless of where they live.	88
STRATEGY	Work with community partners and residents to strengthen and build healthy, supportive, resilient communities in areas with poor health outcomes, by addressing the social determinants of health.	88
OUTCOME	BIPOC mothers and babies have healthy birth outcomes and thrive.	90
STRATEGY	Improve access to and quality of prenatal and postpartum care to women of color, with particular emphasis on Black women.	90
STRATEGY	Decrease infant mortality rates in BIPOC communities by supporting prenatal care and access to social needs for mothers and raising awareness of healthy infant development.	93
OUTCOME	Populations facing gaps in health disparities will have access to affordable comprehensive health insurance and receive quality, culturally appropriate health care.	94
STRATEGY	Promote public or private health insurance enrollment among BIPOC individuals.	94
STRATEGY	Remove barriers to access public benefits and health resources.	96
STRATEGY	Support and expand health services in under-resourced communities.	97

OUTCOME

BIPOC individuals have an opportunity to be healthy regardless of where they live.

STRATEGY

Work with community partners and residents to strengthen and build healthy, supportive, resilient communities in areas with poor health outcomes, by addressing the social determinants of health.

LEVERS	RELATED APPROACHES
DATA	• Collaborate with community leaders and members to identify and map key health indicators (i.e., poverty, infant mortality, and life expectancy) to gain an understanding of community inequities. • Analyze available food retail, emergency feeding programs and urban agriculture to identify food deserts. • Assess utilization of federal nutrition programs, such as Supplemental Nutrition Assistance Program (SNAP) and Women, Infant and Children (WIC) nutrition programs. • Map publicly available parks and playgrounds as well as safe bike lanes and walking paths to identify improvements and inform local policy makers to create safe neighborhoods.
LOCAL CAPACITY BUILDING	• Partner with leaders and elected officials to support programs and provide funding to local BIPOC entrepreneurs, innovators and farmers looking to sell and/or grow healthy, affordable food. • Partner with farmers markets to accept EBT and redeem Supplemental Nutrition Assistance Program. • Highlight vendors who provide dollar-for-dollar match of SNAP funds spent on fresh fruits and vegetables. • Utilize 211 to address unmet transportation needs that can connect people to food assistance, job interviews, etc. • Support active transportation initiatives for school age children in transit deserts. • Access federally funded child nutrition programs, i.e., Summer Food Service Program and Child Adult Care Food Program. • Ensure that nonprofit and community partners serving BIPOC communities are prepared to address emergency crisis situations (i.e., able to increase capacity quickly).

LEVERS	RELATED APPROACHES
POLICY AND ADVOCACY	• Advocate for sidewalk connectivity and investment in green spaces that provide opportunities for walking, biking and other forms of physical exercise. • Partner with advocates to support improvements to public transportation infrastructures. • Advocate for equitable food procurement practices in large institutions, like hospitals and school systems. • Advocate for policy issues that address racism as a public health issue. • Support federal funding to expand broadband/internet access through infrastructure investment and affordability supports for low-income households.
FUNDRAISING, RESOURCE ALLOCATION AND GRANTMAKING	• Invest in mapping health services in Community Schools, community centers and other social locations where people congregate, barber shops, beauty parlors, etc. • Invest in mental health services and trauma informed approaches that build community and recognize community trauma is a result of structural racism, poverty, historical disinvestment, etc. • Invest in efforts that engage communities in designing green spaces and play areas. • Invest in programs that work to increase the availability and awareness of healthy foods in corner stores. • Invest in initiatives that promote social connectedness, programs in schools that help students strengthen social skills, networks and connections. • Invest in the availability and provisioning of healthy, culturally appropriate nutritious food and emergency feeding programs. • Invest in readiness and emergency preparedness that address health pandemics and/or other emergency situations disproportionally impacting BIPOC communities (COVID-19). • Invest in health literacy campaigns that increase knowledge and awareness about chronic disease prevention methods. • Frame corporate investments as an opportunity for partners to collaborate with and improve health outcomes in communities where their employees live, work, and play. For instance, the Walmart Foundation provided resources to the American Heart Association to increase access to affordable and healthy food in communities of color.
COMMUNITY MOBILIZATION AND ENGAGEMENT	• Work with community members and partners to convene discussions on the historical roots of racism and its effect on health. • Identify actions to take at the local level by working with residents and partners to co-create strategic plans for each neighborhood/locality. • Develop relationships with diverse sets of data partners (health departments, hospitals, departments of education, public works) to obtain robust data pictures. • Engage hospitals in the results of community health needs assessments and community benefits investments.
COMMUNICATIONS AND AWARENESS BUILDING	• Share findings of community conversations and suggested action steps. • Engage community partners in developing communication strategies that emphasize the role all citizens play in promoting and improving the community's health. • Share success stories that link cross-sector collaborations with the value of the benefits delivered. • Develop familiarity with the sectors you want to engage, avoiding broad generalizations and acknowledging subgroups.

OUTCOME

BIPOC mothers and babies have healthy birth outcomes and thrive.

STRATEGY

Improve access to and quality of prenatal and postpartum care to women of color, with particular emphasis on Black women.

LEVERS	RELATED APPROACHES
DATA	• Map access to maternity and pediatric care in high needs areas, including ObGyn providers and hospitals providing obstetric care. • Utilize maternal mortality review committee data to identify leading causes of preventable pregnancy related death, and identify the populations impacted.
LOCAL CAPACITY BUILDING	• Provide culturally appropriate training and support to doulas and community healthcare workers working with underserved mothers from the first trimester of pregnancy through the first year of life. • Work with ObGyn's and pediatricians to screen new mothers for postpartum mental health conditions and connect them to culturally appropriate mental health resources and services. • Work with ObGyn's and pediatricians to screen pregnant women and new mothers for unmet social needs (i.e., housing, food insecurity, transportation) to connect them to appropriate resources.
POLICY AND ADVOCACY	• Advocate to make data on mortality from childbirth and pregnancy complications publicly available. • Advocate for implicit bias training for those in obstetrics and gynecology. • Support advocacy efforts that extend Medicaid postpartum maternity coverage past 60 days. • Provide doula services. • Support paid family leave efforts. • Increase access to Maternal, Infant and Early Education Home Visiting (MIECHV) programs.
FUNDRAISING, RESOURCE ALLOCATION AND GRANTMAKING	• Implement and expand group prenatal care models like Centering Pregnancy that provide mental health and social support to pregnant women. • Support investments in telehealth services. • Invest in substance abuse and tobacco cessation programs for pregnant women. • Invest in nutrition education and connect pregnant mothers to healthy, fresh and affordable food resources.
COMMUNITY MOBILIZATION AND ENGAGEMENT	• Recruit at risk parents to participate in home visitation programs from prenatal through early childhood. • Center the voices of BIPOC mothers and families in creating local pregnancy initiatives.
COMMUNICATIONS AND AWARENESS BUILDING	• Work with expectant mothers and their partners to develop communication strategies promoting the importance of prenatal and postpartum care for BIPOC and low-income women.

STRATEGY Decrease infant mortality rates in BIPOC communities by supporting prenatal care and access to social needs for mothers and raising awareness of healthy infant development.

LEVERS	RELATED APPROACHES
DATA	• Map community infant mortality rates. • Map affordable early childcare facilities
LOCAL CAPACITY BUILDING	• Work with ObGyn's and pediatricians to screen new mothers for unmet social needs (i.e., housing, food insecurity, transportation) and act as a resource. • Promote parental health insurance enrollment in Medicaid and CHIP and registration for public benefits with access to health information resources.
POLICY AND ADVOCACY	• Advocate for expanded access to paid family medical leave. • Support state and local tobacco control legislation. • Increase access to affordable pediatric care, especially for children 0-5 years.
FUNDRAISING, RESOURCE ALLOCATION AND GRANTMAKING	• Invest in early childhood home visiting programs. • Invest in initiatives that focus on healthy infant development, i.e. bonding, breastfeeding, and safe sleep.
COMMUNITY MOBILIZATION AND ENGAGEMENT	• Engage trusted community partners, to identify solutions and recommendations that meet infant needs.
COMMUNICATIONS AND AWARENESS BUILDING	• Develop communications strategies that promote improving infant health, i.e., well baby visits, immunizations, smoke free homes, etc.

OUTCOME

Populations facing gaps in health disparities will have access to affordable comprehensive health insurance and receive quality, culturally appropriate health care.

STRATEGY

Promote public or private health insurance enrollment among BIPOC individuals.

LEVERS	RELATED APPROACHES
DATA	• Work with community members to map areas of high concentrations of uninsured and Medicaid enrollees, including vulnerable and homeless populations.
POLICY AND ADVOCACY	• Advocate for Medicaid expansion and/or implementation. • While advocating for modernization, audit Medicaid enrollment and retention processes to assess accessibility.
FUNDRAISING, RESOURCE ALLOCATION AND GRANTMAKING	• Invest in culturally appropriate federal, state and local enrollment campaigns targeting uninsured and underinsured households. • Utilize 211 for targeted health insurance enrollment efforts. • Invest in and utilize 211 for targeted health insurance enrollment efforts in Medicaid and CHIP. • Frame investments to increase access to health insurance, especially for healthcare companies and insurers, as a cost reduction strategy that will ultimately strengthen their business environments by improving access to services.
COMMUNITY MOBILIZATION AND ENGAGEMENT	• Convene community members, CBO's, hospitals and other partners to identify barriers to health insurance enrollment and provide potential solutions.
COMMUNICATIONS AND AWARENESS BUILDING	• Develop culturally appropriate federal, state and local enrollment communication campaigns that target uninsured and underinsured households.

STRATEGY

Remove barriers to access public benefits and health resources.

LEVERS	RELATED APPROACHES
FUNDRAISING, RESOURCE ALLOCATION AND GRANTMAKING	• Invest in care coordination networks between 211, health care, and social service providers that address the social needs of the patient (i.e., transportation, food access, etc.). • Fund programs that integrate benefit screenings and enrollment with emergency food provisions and other basic needs. • Frame investments to increase access to benefits and social needs, especially for healthcare companies and insurers, as a cost reduction strategy that will ultimately strengthen their business environments by improving client access to services that improve health outcomes.
COMMUNICATIONS AND AWARENESS BUILDING	• Develop culturally and linguistically appropriate communication campaigns that raise awareness of available public benefits and health resources.

STRATEGY

Support and expand health services in under-resourced communities.

LEVERS	RELATED APPROACHES
DATA	• Map available health services and identify gaps in access.
LOCAL CAPACITY BUILDING	• Support implicit bias and cultural sensitivity training for healthcare providers. • Support mental health first aid training for community members and partners. • Support trauma informed health care practices.
FUNDRAISING, RESOURCE ALLOCATION AND GRANTMAKING	• Utilize system navigators and community health workers to provide culturally sensitive assistance and care coordination to assist patients through available supports and resources. • Increase the availability of culturally and linguistically competent mental and behavioral health services. • Invest in health literacy interventions that incorporate patients' culture, language, or literacy levels into understanding of care. • Partner with state agencies and counseling services to connect people to virtual/telehealth mental health care using 211. • Support school based health clinics to increase access to care for students. • Invest in pediatric oral health initiatives that encourage healthy dental habits and increase access to care. • Frame investments to increase access to culturally appropriate healthcare, especially for healthcare companies and insurers, as a cost reduction strategy that will ultimately strengthen their business environments by improving client utilization of services that improve health outcomes.
COMMUNITY MOBILIZATION AND ENGAGEMENT	• Engage community members in identifying gaps in health services. • Engage community members in initiatives to increase and promote patient advocacy for consumers with low literacy levels.
COMMUNICATIONS AND AWARENESS BUILDING	• Develop culturally and linguistically appropriate communication campaigns that raise awareness of available health services.

USING HEALTH DATA

As noted in the **Data Lever in United Way's Equity Framework**, using data is a critical strategy for advancing equity. Consistent use of disaggregated data helps surface persistent racial gaps and disparities, better understand who is most impacted by an issue, and identify root causes so that United Ways can work with other stakeholders to develop equity centric goals and strategies.

When conducting an inventory of available data to understand community level health, it is necessary to expand the scope of the data collection beyond access to health care, insurance, and health outcomes. Social determinant of health measures, such as educational attainment and employment, are key pieces of the data puzzle to achieving health equity.

Included below are data points, many of which United Ways can access publicly and track to demonstrate progress (or challenge) in advancing equity and improving health outcomes. **The list is not exhaustive but focused on a vital few data points that should be disaggregated by race, gender, income level, ability status, and geography** (where available). Where data does not exist, United Ways can partner with public health departments, hospital systems, local advocacy organizations, data centers, and others to help fill these critical information gaps. **Indicators labeled with an asterisk (*) are included in United Way's common measurement framework, the Global Results Framework.**

HEALTHY COMMUNITY

ACCESS AND PARTICIPATION	OUTCOMES
• Percent of students in elementary, middle, and high school who meet physical activity recommendations • Percent of adults (aged 18 years and over) engaged in no leisure-time physical activity • Percent of elementary and secondary schools and early childcare settings that are trauma-informed • Access to bike lanes and trails • Proximity to public parks • Percent of people living in food deserts • Percentage of population who are food insecure • Percent of students participating in the School Breakfast Program • Percent of eligible students participating in the Summer Food Service program • Number of individuals receiving to number of individuals eligible for SNAP benefits, based on income	• Self reported physical health status • Self reported mental health status • Number of deaths due to any cause per 100,000 • Percent of children and adolescents with obesity • Percent of adults with obesity

HEALTHY MOTHERS AND BABIES

ACCESS AND PARTICIPATION	OUTCOMES
• Percent of pregnant women who receive prenatal care • Percent of women who are screened for postpartum depression at their postpartum checkup • Percent of women/families participating in home visiting programs • Percent of children who have received recommended vaccinations by their 2nd birthday	• Rate of infant deaths per 1,000 live births occurred within the first year of life • Maternal deaths per 100,000 live births • Percent of infants weighing less than 2,500 grams at birth

HEALTH CARE INSURANCE AND ACCESS

ACCESS AND PARTICIPATION	OUTCOMES
• Percent of adults who have a regular physician • Percentage of adults who reported not seeking medical care or dental care due to cost • Percent of children and adolescents under 18 years received care in a medical home • Percent of people under age 65 who have any kind of health insurance	• Percentage of adults reporting racial discrimination in healthcare settings in the past 12 months • Percentage of preventable emergency room rates

KEY HEALTH DATA SOURCES

The national data sources listed below are places to gather health data. This list is not exhaustive but provides a starting point for identifying data that can be used to contextualize and deepen understanding of gaps in access and connections to health disparities in the community your United Way serves. In addition, some of the resources below focus specifically on gathering and analyzing data through a health equity lens.

- **City, County, or State Health Departments** — Community Health Needs Assessments, local Behavioral Risk Factor Surveillance System reports, Vital Records data including births, deaths, marriages, and domestic partnerships.

- **Local Planning Commissions** — provides information on transportation availability, green spaces, municipal ordinances, etc.

- Centers for Disease Control and Prevention — Behavioral Risk Factor Surveillance System, Morbidity and Mortality reports, Healthy People 2020, National Center for Health Statistics, data and statistics by topic area.

- US Census Bureau — develops the yearly American Community Survey which provides details on a variety of topics across the areas of social, economic, housing, and demographic.

- U.S. Department of Agriculture's Economic Research Service (USDA) — provides a number of tools related to food security and access.

- Health Resources and Services Administration — focuses on data related to geographically, isolated, economically, and medically vulnerable populations.

- County Health Rankings and Roadmaps — provides data about multiple factors that influence health and increase health equity, measures the health of nearly every county in all 50 states.

- Hope Initiative — resource that tracks state level social determinants of health and health outcomes by race, ethnicity, and socioeconomic status.

- The Trust for Public Land – ParkScore index tool which evaluates public park land and access for major U.S. cities.

CROSS-CUTTING STRATEGIES AND EXAMPLES

Throughout this guide we have outlined strategies and approaches designed to make important progress in childhood and youth success, economic mobility, and health. Creating sustainable changes that address persistent systemic issues also requires comprehensive and integrated approaches that span impact areas. Examples range from leveraging national partnerships in providing just-in-time resources, to longer term strategies for eliminating the drivers of systemic inequality. The goal is to pair effective strategies in specific impact areas with thorough cross-sector partnerships and collaboration that can potentially achieve broader, lasting change.

BET & UNITED WAY WORLDWIDE COVID-19 Relief Fund

NOVEMBER 2020 IMPACT SNAPSHOT (TO DATE)

BET AND UNITED WAY WORLDWIDE have partnered to provide immediate relief to alleviate the disproportionate negative impacts of COVID-19 experienced by African American individuals, families and communities. Specifically, this effort funds community-based organizations that are providing emergency financial assistance, food access, and health and student learning supports for African American individuals and families in Atlanta, Chicago, Detroit, Los Angeles, New Orleans and New York City. To date, this effort has raised more than **$18.4 million** to support the work of the local United Ways in these cities and provided timely, immediate relief to roughly **2,516,460** individuals.

FINANCIAL ASSISTANCE

GOAL: Provide financial and employment assistance to families experiencing economic hardship as a results of job or business loss, or other negative impacts of COVID-19

KEEPING THE DOORS OPEN FOR WOMEN AND MINORITY-OWNED BUSINESSES IN LOUISIANA - Women and minority-owned small businesses in low-to-moderate income communities are significantly impacted by economic downturns, natural disasters and global health crises. In Louisiana, this event has had a significant impact on the small business community, especially those that are located and operating in our most vulnerable communities. Since the onset of the COVID-19 pandemic, the Urban League of Louisiana's Center for Entrepreneurship & Innovation (CEI) has continued to provide its core services with a deliberate focus on helping businesses survive and thrive during and after the pandemic. The CEI provides small-business development services including comprehensive business planning and support, loan packaging, business certifications, and assistance with operational streamlining, business financials and accounting, and other support services. To safely support its clients during COVID-19, the CEI has transitioned to virtual training and counseling sessions, including hosting several online information sessions to create awareness and increase access to emergency funding programs like the CARES Act Paycheck Protection Program, the SBA Economic Injury Disaster Loans and Advance and other loan and grant programs.

Since the declaration of Louisiana's statewide COVID-19 emergency and the directive of Stay-at-Home mandates in March 2020, the CEI has provided training to over 1,300 small businesses. Dorothy Nairne is the owner of Delta Builds. This start-up venture strives to be the premier supplier of eco-friendly building materials, glass containers and household products manufactured from recycled materials. The company is also certified as a disadvantaged enterprise (DBE) by the state of Louisiana and City of New Orleans. Delta Builds has been recognized for its bold business model from the Roddenberry Foundation and New Voices. Dorothy has been a client of the Urban League of Louisiana since 2018 and has participated in several of the organization's small business programs. At the onset of the COVID-19 pandemic, Dorothy had received over 45 hours of counseling and participated in several training sessions. Dorothy and Delta Builds will continue to thrive with support from CEI, BET and United Way.

4,308 individuals referred to temporary housing

$3,418,877 rent/mortgage assistance provided

22,825 individuals received rent or mortgage assistance

4,360 individuals received employment assistance and/or workforce development

17,667 individuals referred to government assistance (e.g. CARES Act, unemployment)

$1,148,949 basic household necessities provided

42,755 individuals received assistance with basic household needs

$756,459 utilities assistance provided

6,686 individuals received utilities assistance

United Way fights for the health, education and financial stability of every person in every community.

FOOD ASSISTANCE

GOAL: Provide access to nutritious food and meals for individuals and families experiencing food insecurity as a result of the COVID-19 outbreak

GETTING FOOD TO THOSE MOST IN NEED IN DETROIT - For more than 30 years, United Way partner Forgotten Harvest has helped fight hunger in Metro Detroit by rescuing surplus food from restaurants, grocery stores, caterers and more and delivering it free of charge to local pantries and food banks. When the COVID-19 pandemic began, the organization faced a "perfect storm" of surges in demand, fewer volunteers and food shortages that required staff to revamp their overall operating model in a matter of days. To help, United Way for Southeastern Michigan awarded grant funding to Forgotten Harvest, made possible by the BET COVID-19 Relief Fund. The support targets the city of Detroit, where African Americans have been disproportionately impacted by COVID-19. The grant funding allowed Forgotten Harvest the flexibility and funds to open 17 On-the-Go Mobile Pantries across Metro Detroit, where individuals and families are supplied with 45 to 65 pounds of food each week. The mobile pantries operate using a truck-to-trunk distribution model that allows for safe social distancing. Omar lost his job at the beginning of the COVID-19 pandemic and was struggling to provide his family with basic needs, including food. "Because of the help I am getting from Forgotten Harvest, I've been able to take care of myself and family," Omar said.

460,994 individuals received meals (e.g. home delivery)

1,842,151 individuals accessed nutritious food (e.g. food pantries, farmers' markets)

HEALTH SUPPORTS

GOAL: Provide access to free, preventative health screenings and other supports related to pre-existing conditions (e.g. heart disease, diabetes) that create vulnerabilities in the African American community for viruses like COVID-19

PROVIDING JUST-IN-TIME CARE IN NEW ORLEANS - New Orleans has been an epicenter of COVID-19 cases. The pandemic has decimated an already fragile healthcare infrastructure and highlighted the barriers to care that patients have. For Common Ground, a nonprofit health clinic, 70% of their patients live below 100% of Federal Poverty Levels (FPL). For many patients, the public hospital facility that accepts patients on a sliding fee scale is almost an hour away by public transportation. Through Common Ground's testing initiatives and culturally competent care, they have been able to test over 200 members of the community and provide coronavirus care management. John* was a healthy father and husband of two small children when he suddenly experienced shortness of breath. He called Common Ground the following Monday and was able to get into the clinic and get tested right away. His results came in the following day: he was positive for coronavirus. Dr. Michele Kautzman, John's doctor at Common Ground, sent him to the hospital to be admitted, given his pre-existing conditions. It's because of Kautzman and Common Ground that John is still alive today. *Name has been changed to protect privacy in compliance with HIPAA.

51,414 individuals accessed preventative health services (e.g. health screenings for diabetes, hypertension)

50,951 individuals accessed healthcare services and supports (e.g. physical, mental, dental)

STUDENT SUPPORTS

GOAL: Provide access to the Internet, computers, software and other resources to support learning at home while schools are closed and in the summer

FACILITATING ONLINE STUDENT LEARNING IN CHICAGO - When Chicago Public Schools (CPS) announced they would be going fully remote for the school year, laptop devices quickly became a necessary school supply. In Youth Guidance's push to understand its students' needs, they quickly pivoted to delivering a Youth Needs Assessment, and what they learned from over 4,000 assessments was that technology was one of the most often identified needs. Unfortunately, CPS was not able to deliver Chromebooks to all students, while others received slow-working machines, and of those, they were only on loan to each student. It became Youth Guidance's goal to provide all students who needed a laptop with their own permanent device to fully engage in school, as well as maintain critical connection to their Youth Guidance mentors and peers. Through the United Way BET Chromebook distribution program, Youth Guidance was able to identify and deliver 156 Chromebooks to Chicago students. MJ, a counselor from Steinmetz College Prep stated, "During this pandemic some of my students received their Chromebooks from the agency. A few of my kids called to tell me that they really need the Chromebooks in order to be able to do their regular schoolwork and do not think they would be able to pass without it." MJ noted that one of his students called crying after receiving his Chromebook. "They were so happy to receive it and that Youth Guidance had kept their promise."

2,725 students obtained access to the internet

4,003 students obtained access to computer hardware and/or software

5,621 students received other education supports (e.g. books, school supplies)

Sources: This data is aggregated from the six United Ways participating in the BET & United Way Worldwide COVID-19 Relief Fund (United Way of Greater Atlanta, United Way of Metro Chicago, United Way for Southeastern Michigan, United Way of Greater Los Angeles, United Way of Southeastern Louisiana and United Way of New York City).

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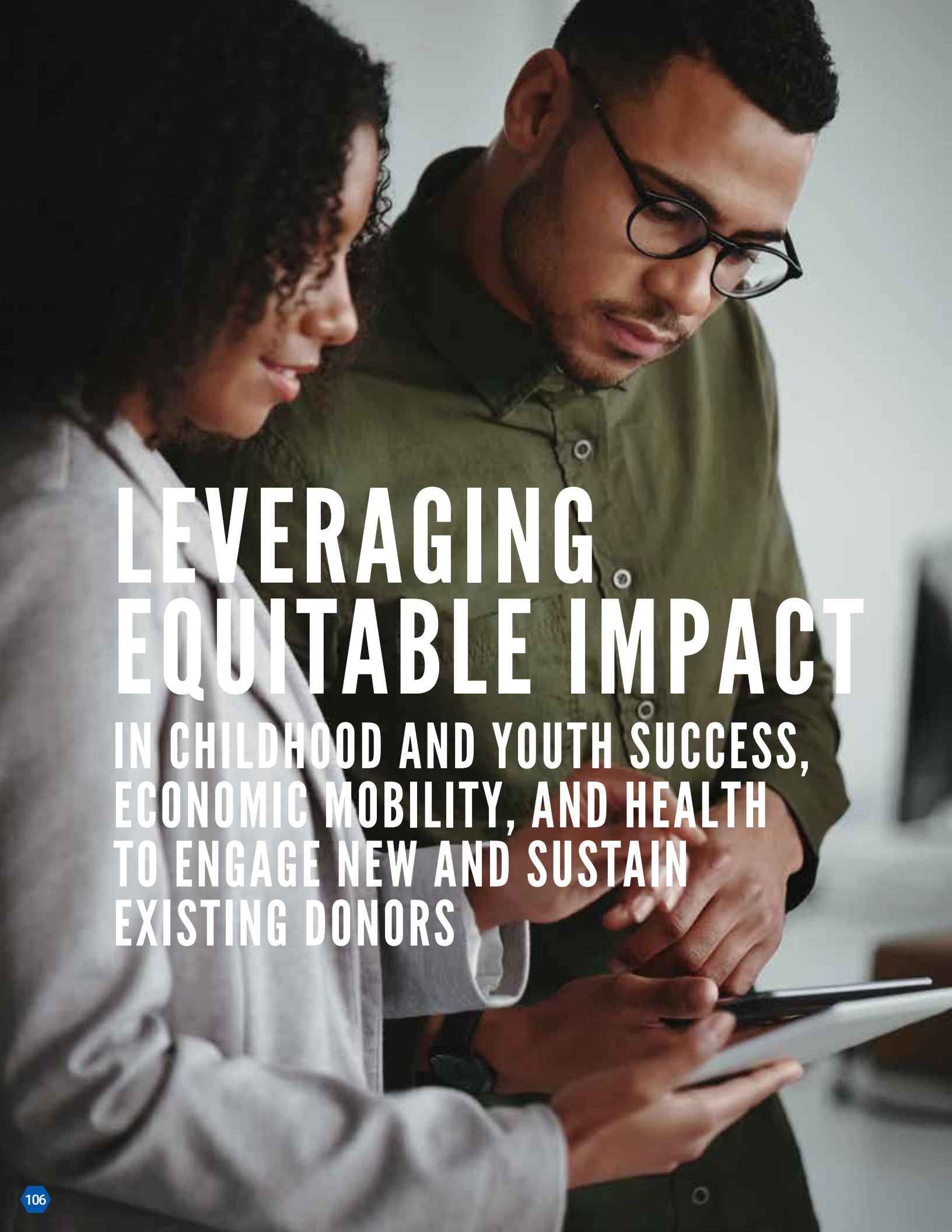
FUNDRAISING, RESOURCE ALLOCATION AND GRANTMAKING - BEING RESPONSIVE TO COMMUNITY NEEDS THROUGH COLLABORATION AND JUST-IN-TIME SUPPORTS

UWW AND BET COVID-19 Relief Efforts

Disasters, both human and weather related, are an unfortunate fact of life. United Ways must cement the value of their historical relevance as the go-to resource for short term assistance with emergency needs. This means relying on strong relationships with agency partners established prior to disasters when victims look to the organization for dependable, trusted assistance. COVID-19 reporting has highlighted the disproportionate health, education, and economic impact on BIPOC communities.[51] This reflected, in large part, on long standing racial disparities compounded across resources limited access to health, education, and economic mobility. In response, **United Way Worldwide** partnered with **BET Networks** in April 2020 to introduce the COVID-19 Relief Efforts initiative.

This United Way Worldwide collaboration with BET was initiated to provide needed relief in the African American community by alleviating some of the negative health, economic, and educational effects exposed by the COVID-19 pandemic. Resources funded community-based organizations providing emergency financial assistance, and access to food and health clinics. Student-learning and family supports were established in six major U.S. cities: Atlanta, Chicago, Detroit, Los Angeles, New Orleans and New York City. Relief was provided in the form of rent, mortgage and utility assistance. Internet access, including computer hardware/software, and other learning supports were provided to keep students engaged while learning at home. Food assistance in the form of pantries, soup kitchens and meal kits ensured that families had access to nutritious meals. Health assistance provided families access to primary and preventative health care. To date this joint effort has raised over $18.4 million in support of these six cities. Critical relief was distributed to over 2.5 million people.

By cultivating and leveraging relationships, these United Ways were able to effectively engage and mobilize in response to the pandemic. They have each gained priceless credibility by not allowing the impacts of racial inequity exposed by the pandemic to go unchallenged. The United Way Network partnered with community and national organizations to mobilize a real time response to meet critical resident needs. Credibility earned in times of crises positions United Way as a trustworthy community partner responsive to the particular needs of BIPOC communities.



LEVERAGING EQUITABLE IMPACT

IN CHILDHOOD AND YOUTH SUCCESS, ECONOMIC MOBILITY, AND HEALTH TO ENGAGE NEW AND SUSTAIN EXISTING DONORS

INTRODUCTION

Authentically nurturing and growing relationships with existing donors while simultaneously establishing relevance and credibility with new donors is critically important. This includes expanding donor recognition and stewardship efforts to include donors that may not be reached through traditional United Way giving thresholds (e.g., Tocqueville Society). This approach can help address long held stereotypes that people from marginalized communities are often viewed and portrayed as program recipients as opposed to being engaged as potential donors. According to a joint study from the W.K. Kellogg Foundation and Rockefeller Philanthropy Advisors, nearly two-thirds of Black households donate to community-based organizations and causes, to the tune of $11 billion each year, and Black households on average give away 25 percent more of their income per year than Whites.[52]

In what has been commonly referred to as the civil rights movement of the 21st century, this gradual buildup of grass-roots efforts has advanced to the center stage. In 2018, Kellogg introduced **"The Business Case for Racial Equity: A Strategy for Growth."** that outlines how the United States economy could be $8 trillion larger by 2050 if the country eliminated racial disparities in health, education, incarceration, and employment.[53] More recently, the convergence of social unrest and the disproportionate impacts of COVID-19 on Black and Indigenous communities has given increased visibility and global attention to anti-black racism and its harmful impacts.

In response, a growing number of individuals and corporations are making investments to address immediate needs as well as systemic issues. During the summer of 2020, many corporations released position statements opposing racism and racial injustice and promised greater commitment and accountability for progress. Many organizations committed by signing on to the **15 Percent Pledge**, which urges major retailers to commit at least 15 percent of their shelf-space to Black-owned businesses (in alignment with the estimated proportion of the black population in the U.S.). Similarly, Harvard Business Review discussed an emerging trend: corporate social justice strategies that would potentially compliment or in some instances replace corporate social responsibility efforts.[54]

As the corporate, philanthropic, and individual donor landscape continues to evolve, so do giving trends and donor expectations. In response, many

United Ways have taken innovative steps to ensure there are pathways for donors to engage and give to causes they care most about. Historically, one primary vehicle for much of this work has been the creation of affinity groups. United Ways have established successful groups centered around various dimensions of diversity including, but not limited to, women, those with military experience and their families, various racial and ethnic groups, as well as LGBTQ+. These groups have provided a model for cause giving that has been replicated across the network as a way to engage segments of donors more deeply, allow donors to inform investment decisions, and raise awareness of disparities. In the previous decade, United Way's for instance, took up the cause of early grade reading and fueled the network's overall focus on engaging volunteers across the U.S. to support early literacy. However, these groups have often operated in silos, falling short of their true potential to increase engagement and create shared purpose across different donor segments.

Increased corporate and individual donor interest creates a window of opportunity for United Ways to provide new pathways for donors to invest in racial equity initiatives and/or BIPOC led organizations. Success in this arena requires United Ways to take risks and adapt a growth mindset. This includes embracing the notion that some donors may be lost, but that creating equitable community impact also provides opportunities to engage new donors and expand awareness among others.

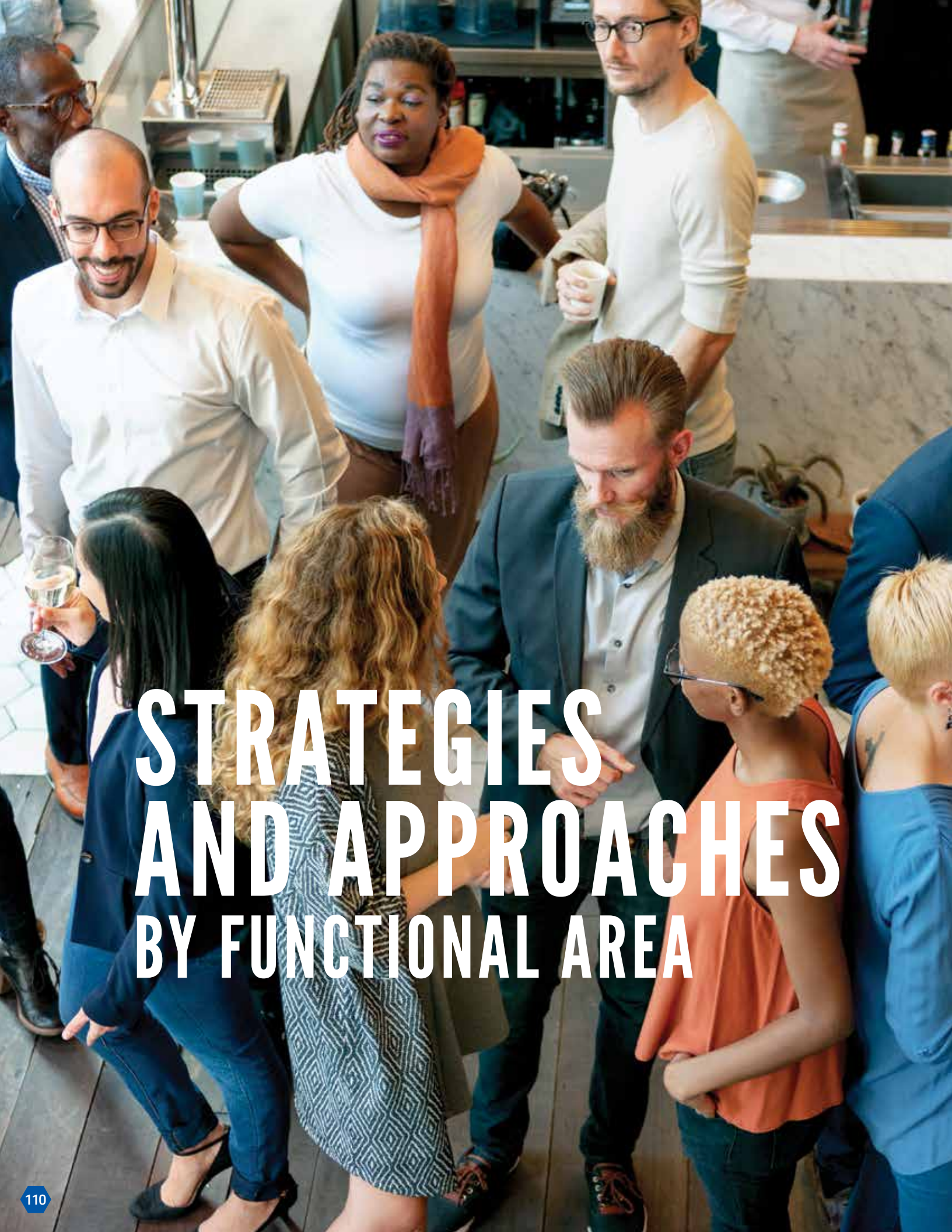
EXAMPLES OF UNITED WAYS THAT HAVE SUCCESSFULLY ENGAGED CURRENT AND NEW DONORS TO ESTABLISH RACIAL EQUITY FUNDS TO ADDRESS SYSTEMIC INEQUITIES INCLUDE:

- United Way of Greater Atlanta's (UWGA) United for Racial Equity and Healing Fund, provides donors the opportunity to fund UWGA's investments in community-based organizations that are BIPOC-led and serving communities most impacted by structural racism, advancing racial justice, and prioritizing civic engagement and youth voice.

- United Way of the Greater Lehigh Valley (UWGLV), in partnership with local leaders, created the Fund for Racial Justice and Equity. Investors can give directly to the fund to nurture and advance executive BIPOC leadership and build the capacity of BIPOC-led nonprofit organizations in the Lehigh Valley. Funding partners include Truist, Behr Paint, and the UWGLV's Women United.

- United Way of the Greater Triangle (UWGT) established its Anti-Racism Community Fund as an extension of the organization's equity-driven community impact strategy. The fund aims to turn nationwide conversation around systemic racism into local action by providing resources to support local leaders of color, establish environments where residents hold the power to create community-level change, and invest in organizations with experience dismantling institutional racism in the housing, food, health, workforce, or education sectors. The first $125,000 in individual donations were matched by UWGT and John Rex Endowment.

- The United Way of Dane County and the United Way of Milwaukee and Waukesha County partnered with the UW Credit Union to create the UW Credit Union Fund for Racial Equity to demonstrate their shared commitment to improving the financial and overall well-being of BIPOC residents in Madison and Milwaukee. Funds raised were used to support the work of 24 organizations explicitly focused on serving BIPOC residents, promoting racial equity, and removing barriers in education and financial sectors.



STRATEGIES AND APPROACHES BY FUNCTIONAL AREA

STRATEGIES AND APPROACHES BY FUNCTIONAL AREA

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RESOURCE DEVELOPMENT 130

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POLICY AND ADVOCACY 148

ROLE: Community Impact and Engagement Lead

STRATEGY: Increase access to high-quality early childhood educational experiences for BIPOC children to support school readiness.

CHILDHOOD AND YOUTH SUCCESS

DATA APPROACHES:

- Map availability and quality of early childhood programs in communities of color and target investments that address gaps in quality.
- Partner with early childhood coalitions/providers and school districts to increase the use of common readiness assessments that measure school readiness. Advocate for adoption of statewide readiness assessments.
- Note: common approaches to assessing quality of highly rated programs in BIPOC communities, proximity to BIPOC children.

CAPACITY BUILDING APPROACHES:

- Partner with entrepreneurship programs (business development, networking) that aid women of color to start, expand, and sustain informal childcare programs, especially during economic downturns and other crisis. This may include removing barriers to funding, providing relevant training and professional development that help providers scale their businesses, and help identify and apply for loans and grants.

COMMUNITY MOBILIZATION AND ENGAGEMENT BUILDING APPROACHES:

- Engage families of young children (0-5 years), especially in low-income neighborhoods, to understand how ongoing barriers limit access to quality childcare, early childhood, and Pre-K programs.
- Connect families and caregivers to each other, to create networks of information and support.
- Use this information to inform state-level policy development and advocacy strategies.

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Invest in training and professional development for early childhood educators across diverse settings (e.g., family/friend/neighbor care, childcare, PreK).
- Trainings on implicit bias and culturally competent curriculums.
- Invest in early literacy programs (0-5) that provide access to books in the home and family resources that support early language development.
- Provide resources to parents to help them navigate early childhood systems by building awareness in quality care and PreK (demand – ensure equitable access to informational resources.

ROLE: Community Impact and Engagement Lead

STRATEGY: Engage families, youth, schools and community partners to ensure that Black, Indigenous, and Students of Color have access to K-12 high-quality, high-performing schools.

CHILDHOOD AND YOUTH SUCCESS

DATA APPROACHES:

- Analyze and disaggregate data on school performance, student achievement and school resources to understand gaps and disparities.
- Support the development and regular use of early warning and response systems that track attendance and grades and provide just-in-time supports to students at risk of dropping out.
- Use school feeder pattern data to identify potential schools to partner with, based on those that serve significant numbers of students of color and/or where 40 percent or more of students qualify for Free and Reduced Meals.
- Examine patterns in school tracking to identify disparities.
- Advocate with school boards and districts to ensure programs serving predominantly students of color (CTE tracks, general education track) prepare students for college.
- Analyze state K-12 funding formulas to understand how education dollars are allocated to districts and how these mechanisms alleviate or exacerbate inequities within and between school systems.

CAPACITY BUILDING APPROACHES:

- Partner with schools and trusted faith/community-based organizations to engage students and families of color to understand their needs and challenges.
- Provide information/resources/networks they can access to support their child's academic success.
- Partner with higher education and state teacher licensure departments to identify and support policies, practices, and investments to increase the number of BIPOC college students pursuing teaching degrees.

COMMUNITY MOBILIZATION AND ENGAGEMENT BUILDING APPROACHES:

- Engage schools, youth-serving organizations, youth and families of color to understand systemic barriers to school success, and to formulate solutions that drive resource investments, partnerships, and advocacy efforts.
- Facilitate the creation of peer networks for families to engage and support one another.
- Engage community residents to build and/or deepen shared understanding of the importance of a quality school system that advances equity and addresses gaps and disparities.
- Partner with youth-led groups and organizations to ensure that youth voice and opportunities to lead are integrated into proposed strategies and solutions.

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Partner with schools, community-based organizations and other funders to invest in and lead initiatives that improve high school graduation rates for students of color (e.g., United Way of Orange County's Destination Graduation, Communities in Schools, On Track Greenville, Los Angeles Regional Coalition for Linked Learning).

ROLE: Community Impact and Engagement Lead

STRATEGY: Organize a system of school and community-based supports for Black, Indigenous and students of color as they progress through elementary, middle and high school.

CHILDHOOD AND YOUTH SUCCESS

DATA APPROACHES:

- Partner with schools, especially those serving high-poverty and/or majority students of color, to invest in, develop and use data to identify students at-risk of academic failure or dropping out, based on attendance, grades, and behavior (e.g., early warning and response systems).
- Map the existence of afterschool and summer programming to identify gaps in in availability.

CAPACITY BUILDING APPROACHES:

- Partner with local companies to provide technology resources and expertise to schools and families that will close the "digital divide" in internet, software and hardware access.
- Support out-of-school programs (i.e. afterschool, summer) and other youth serving coalitions to implement systemic approaches that improve quality, access, and sustainability of these programs for students of color.

COMMUNITY MOBILIZATION AND ENGAGEMENT BUILDING APPROACHES:

- Engage families and students of color to understand the types of enrichment opportunities and academic supports needed.
- Use this information to inform resource investments in programs that address these gaps and needs.

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Partner with companies, civic leaders and non-profits to provide BIPOC high school students with internships, mentorships, summer jobs, and career fairs to increase career exposure and build work experience history.
- Partner and invest in comprehensive initiatives to remove documented barriers to student learning (e.g., community schools, early grade reading efforts).
- Invest in community-based afterschool, summer and other programs that:
  - o support effective student transitions (e.g., elementary to middle to high school);
  - o close prevalent gaps in opportunity and exposure between groups of students (e.g., access to STEAM);
  - o provide timely academic supports that keep students on track, through tutoring, credit recovery, mentoring, and homework assistance;
  - o provide literacy supports to close gaps in reading proficiency, with particular emphasis during elementary school.

ROLE: Community Impact and Engagement Lead

STRATEGY: Partner with K-12(middle, high schools) and higher education systems to improve postsecondary access, persistent and attainment for BIPOC students.

CHILDHOOD AND YOUTH SUCCESS

DATA APPROACHES:

- Federal Student Aid database to review FAFSA completion rates by state and district to determine whether low-income and/or students of color are applying for the federal aid they may be eligible for.
- Analyze disaggregated high school data on college plans/enrollment to identify gaps in college attendance/access within and between schools.
- Use this data to inform resource investments and potential partnerships.

CAPACITY BUILDING APPROACHES:

- Partner with high schools and community-based organizations to organize volunteers, i.e., a "second shift of adults" that can support college and career preparation activities (e.g., SAT Prep, financial aid counseling, FAFSA completion, application assistance, information sessions).
- Partner with local community/technical/4-year colleges, historically black college and universities, 211s, and community-based partners to connect BIPOC college students with ongoing supports that remove barriers to persistence (i.e., transportation, childcare, emergency financial assistance, food assistance, book stipends).
- Partner and invest in local coalitions that are explicitly focused on increasing post-secondary access for Black, Indigenous and students of color.

COMMUNITY MOBILIZATION AND ENGAGEMENT BUILDING APPROACHES:

- Engage families of middle, high school, and college-age youth to advocate for state level policy changes to increase post-secondary access for BIPOC and/or low-income students (e.g., increase state funding for schools that serve BIPOC students, increase access to student aid, loan forgiveness).

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Invest in and partner with companies, civic leaders and non-profits to provide BIPOC college students with apprenticeships, internships, mentorships, summer jobs, and career fairs to increase career exposure and build work experience history.

ROLE: Community Impact and Engagement Lead

STRATEGY: Provide BIPOC high school and college students with timely supports and services to ensure college access, persistence and completion.

CHILDHOOD AND YOUTH SUCCESS

DATA APPROACHES:

- Analyze disaggregated high school data on college plans/enrollment to identify gaps in college attendance/access within and between schools.
- Map existing local college access, preparation, and completion programs to identify potential gaps in student supports.

CAPACITY BUILDING APPROACHES:

- Partner with high schools serving BIPOC students to engage with families and students so they have access to information, networks and related resources that support college access and ensure the best college fit (academic, financial, geographic, social).

COMMUNITY MOBILIZATION AND ENGAGEMENT BUILDING APPROACHES:

- Engage BIPOC students and families to understand and develop strategies to address barriers to college access and attainment.

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Invest in efforts and/or leverage 211 to ensure effective high school and college transitions and address "summer melt" (text-to-mobile campaigns, onboarding/summer transition programs, financial aid, application and registration deadlines, etc.).
- Invest in targeted mentoring efforts and peer support networks to ensure BIPOC college students have access to ongoing social and emotional supports (e.g., **POSSE**).
- Invest in efforts at technical, community, and 4-year colleges that provide enhanced advising services for BIPOC college students including coursework, major selection, career counseling, and employment assistance that support transitioning to the workplace.
- Provide supports to help BIPOC students complete FAFSA applications, obtain Pell Grants and scholarships, access affordable student loans, and compare college financial aid packages.

FUNDRAISING APPROACHES:

- Engage corporate donors by framing investments in post-secondary completion efforts for BIPOC students as a way to increase workforce readiness and ensure a diverse talent pipeline. For example, PepsiCo plans to institute a $25 million scholarship program for Black students in community colleges and students who are moving from two-year to four-year institutions.

ROLE: Community Impact and Engagement Lead

STRATEGY: BIPOC students complete advanced degrees, certifications and/or technical training programs to secure well-paying jobs in high-growth sectors.

ECONOMIC MOBILITY

DATA APPROACHES:

- Review regional labor market data to identify jobs in high-growth sectors that offer family-sustaining wages, benefits, and opportunities for career advancement.
- Review hiring data to identify high-growth sectors in which BIPOC are under-represented.
- Convene training providers to agree on a common set of outcomes.
- Disaggregate outcomes data by race and ethnicity.
- Convene training providers to review data, assess disparities and adjust outreach and training plans.
- Work with higher education institutions (2 and 4-year colleges) to identify challenges to degree completion, essential for success in high-wage growth sectors (e.g. STEAM).

CAPACITY BUILDING APPROACHES:

- Connect BIPOC to organizations that facilitate applying for public and private financial aid programs needed to pay for post-secondary education/training.
- Increase nonprofit organizations' capacity to facilitate online completion of college enrollment applications, financial aid forms and/or job applications.

COMMUNITY MOBILIZATION AND ENGAGEMENT BUILDING APPROACHES:

- Convene BIPOC students for a better understanding of barriers to degree completion, credentialling and job attainment.
- Engage BIPOC students in designing strategic programs that address these barriers to increase the likelihood of success.

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Invest in job training organizations with set goals of increasing BIPOC enrollment in training programs for high-growth, high-wage employment sectors.
- Provide job training organizations with supplemental funding supporting transportation, childcare and educational stipends (items not always included in WIOA-funded training programs).
- Invest in efforts to remove barriers to post-secondary degree completion for BIPOC students, including access to emergency stipends, childcare, transportation, and grants to cover gaps in financial aid.

ROLE: Community Impact and Engagement Lead

STRATEGY: BIPOC youth and adults advance to good jobs and careers in high-growth, high-wage sectors.

ECONOMIC MOBILITY

DATA APPROACHES:

- Create a scorecard that recognizes corporate and nonprofit partners (including vendors and donors) and whose leadership team reflects the community where it operates.
- Use scorecard data in the decision-making process of agency funding and vendor contracts that recognize corporate donors and employer partners.
- Recommend corporate and nonprofit partners use objective analytics in making promotion decisions that reduce biases.
- Analytics equitably communicate the criteria, process and expectations for attaining promotion.
- Recommend that for-profit and nonprofit partners audit promotion practices, compensation/salary bands and retention strategies to ensure that BIPOC staff have equitable access to in-house advancement.

CAPACITY BUILDING APPROACHES:

- Fund and promote the expansion of career coaching services that promote career development, retention and advancement of BIPOC youth and adults.
- Fund and promote the development of sector-based training and educational programs specifically designed to achieve career advancement opportunities for BIPOC employees.

COMMUNITY MOBILIZATION AND ENGAGEMENT BUILDING APPROACHES:

- Convene community stakeholders to identify challenges BIPOC workers face in career advancement and use feedback to shape program design.

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Invest in paid apprenticeship or internship programs that allow trainees to gain work experiences that improve chances at job placement and advancement.
- Fund training programs in high-growth, high-wage employment sectors, including programs designed for embedded workers.
- Create recognition opportunities for employers who meet equity standards.

FUNDRAISING APPROACHES:

- Frame potential corporate investments as opportunities to close access and opportunity gaps. This can appeal to companies that are interested in ensuring that they have access to diverse workforce and are able to attract historically underrepresented groups to fill leadership positions. For example, the NBA recently announced a 10-year, $300 million commitment for grants to foster economic growth and career readiness in Black communities.

ROLE: Community Impact and Engagement Lead

STRATEGY: BIPOC have equitable opportunities to use quality and comparable financial products and services.

ECONOMIC MOBILITY

DATA APPROACHES:

- Convene and support Community Reinvestment Act (CRA) collaboratives that track, promote and hold lenders accountable for implementing equitable lending practices related to access and costs.

CAPACITY BUILDING APPROACHES:

- Work with mainstream financial institutions (including credit unions) to design financial products that meet BIPOC's needs, including checking and savings accounts, loans and credit products.
- Work with credit unions and alternative financial service providers to design affordable micro-credit products.
- Design strategies that reach and engage communities and populations traditionally underserved by mainstream financial institutions.
- Provide tools, resources and technical assistance to help organizations serving traditionally underserved consumers by promoting mainstream banking products or affordable alternatives.
- Promote products/services, such as direct deposit and auto bill pay, that make transactions affordable and automatic.
- Encourage employers to offer opt-out options when enrolling employees in retirement plans. Encourage automatic contribution of pay increases to private retirement savings (401k, 403b).

COMMUNITY MOBILIZATION AND ENGAGEMENT BUILDING APPROACHES:

- Provide stipends for community members joining Community Reinvestment Act (CRA) collaboratives.

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Fund peer lending programs to increase BIPOC access to micro credit.
- Facilitate partnerships between economic mobility programs and CDFIs and Credit Unions to increase access to affordable financial products.
- Engage donors and establish loan funds to increase accessibility and affordability of timely consumer and small business loans.

ROLE: Community Impact and Engagement Lead

STRATEGY: BIPOC have safe, affordable housing.

ECONOMIC MOBILITY

DATA APPROACHES:

- Compile data on local housing conditions, disaggregated by race.

CAPACITY BUILDING APPROACHES:

- Train community housing advocates to advocate for equitable, safe and affordable housing decisions with zoning boards and community planning groups.

COMMUNITY MOBILIZATION AND ENGAGEMENT BUILDING APPROACHES:

- Convene or sponsor housing advocacy groups able to assess community conditions, frame priorities and advocate with local government agencies in the expansion of safe and affordable housing.

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Fund community development corporations (CDCs) that build affordable housing.
- Advocate for changes to housing authority policies that make affordable housing more accessible.
- Fund training programs to help BIPOC secure leadership opportunities with community planning groups, local boards and commissions overseeing housing and land use.
- Fund housing counseling services that help BIPOC secure housing in high-opportunity neighborhoods.

ROLE: Community Impact and Engagement Lead

STRATEGY: Increase BIPOC homeownership and ensure home valuations are determined equitably.

ECONOMIC MOBILITY

DATA APPROACHES:

- Compile data on local home ownership rates, mortgage costs, availability, and home valuation, disaggregated by race.

CAPACITY BUILDING APPROACHES:

- Convene and support Community Reinvestment Act (CRA) collaboratives to track, promote and hold mortgage lenders accountable for implementing equitable lending practices.
- Convene financial institutions, real estate agencies and community leaders to evaluate real estate assessment practices that ensure property values are determined accurately and equitably.
- Train financial and homeownership coaches to guide BIPOC individuals through the homeownership process.

COMMUNITY MOBILIZATION AND ENGAGEMENT BUILDING APPROACHES:

- Convene residents and community stakeholders to identify challenges inhibiting BIPOC homeownership and drive disparate home valuation rates.
- Use feedback to shape funding and program decisions.

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Fund down payment assistance services aimed at closing the homeownership gap.
- Fund Individual Development Account (IDA) programs that facilitate homeownership.
- Fund and coordinate shared equity homeownership programs.
- Fund homeownership counseling and other programs that help potential BIPOC owners access equitable mortgage rates and home equity lines of credit.
- Fund nonprofit home appraisal services to correct for systemic under assessment in determining collateral/purchase value and over assessment when calculating property tax obligation.

ROLE: Community Impact and Engagement Lead

STRATEGY: Facilitate BIPOC entrepreneurs access to capital, training, and opportunities for business development and expansion.

ECONOMIC MOBILITY

DATA APPROACHES:

- Compile data on self-employment rates and the rates at which BIPOC-owned small business are awarded contracting opportunities by local governments, anchor businesses and other United Way partners, disaggregated by race.
- Compile data on the cost, approval rates and accessibility of capital for local entrepreneurs disaggregated by race.

CAPACITY BUILDING APPROACHES:

- Engage local municipalities to encourage investment of CDBG funds in small business training, lending services and start-up grants.
- Integrate business training services with financial capability programs, free tax preparation and other supportive services.
- Convene collaborations with Small Business Development Centers (SDBCs) and Women's Business Development Centers (WBDCs), which provide advanced business assistance services, and Community Development Corporations (CDCs) and Community Based Organizations (CBOs) that have direct relationships with BIPOC entrepreneurs in disadvantaged communities.
- Promote BIPOC participation in business improvement districts (BIDs)
- Convene foundations, community leaders and other stakeholders to establish credit unions and community banks that prioritize affordable, equitably-priced and culturally relevant financial products that meet the needs of BIPOC individuals and businesses.
- Convene and support Community Reinvestment Act (CRA) collaboratives to track, promote and hold lenders accountable for implementing equitable lending practices.
- Support the development or expansion of Community Development Financial Institutions (CDFI's) that can provide capital to local BIPOC entrepreneurs.

COMMUNITY MOBILIZATION AND ENGAGEMENT BUILDING APPROACHES:

- Convene community members to identify challenges BIPOC entrepreneurs face when starting or expanding businesses and use feedback to develop locally relevant strategies that increase business development opportunities.
- Convene community members and business owners to identify challenges BIPOC entrepreneurs face in working to obtain capital operating funds for their business. Use feedback to establish priorities and establish strategies.

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Fund technical assistance services for BIPOC entrepreneurs.
- Fund collaborations with Small Business Development Centers (SDBC's) and Women's Business Development Centers (WBDC's), that provide advanced business assistance services, and Community Development Corporations (CDC's) and Community Based Organizations (CBO's), that have direct relationships with BIPOC entrepreneurs in disadvantaged communities.
- Fund training programs that help BIPOC business owners secure leadership opportunities with business improvement districts (BID's), community planning groups and local boards and commissions.
- Examine internal procurement policies to ensure equitable access of BIPOC-led organizations to United Way contracts.

FUNDRAISING APPROACHES:

- Frame corporate investments as an opportunity to diversify their own business supply lines, For example, PepsiCo recently announced a $438 million, five-year commitment with plans to increase its spending on Black-owned suppliers by $350 million over five years and invest $50 million in Black-owned businesses. Similarly, Apple is providing venture capital funding for Black and Brown entrepreneurs.
- Engage donors and establish loan funding to increase accessibility and affordability of consumer and small business loans at competitive rates.

ROLE: Community Impact and Engagement Lead

STRATEGY: Ensure equitable business opportunities for BIPOC-owned small businesses.

ECONOMIC MOBILITY

DATA APPROACHES:

- Compile data on the rates small business are awarded contracting opportunities, segmented by local governments, anchor businesses, other United Way partners; disaggregated by race.

CAPACITY BUILDING APPROACHES:

- Train business coaches and/or expand access to business coaching services, which can guide BIPOC entrepreneurs through the process of bidding for public and private business opportunities.

COMMUNITY MOBILIZATION AND ENGAGEMENT BUILDING APPROACHES:

- Convene community members and business owners to identify challenges faced by BIPOC entrepreneurs in securing equitable business opportunities. Use feedback to set priorities and shape strategies.

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Fund business coaching services that help BIPOC entrepreneurs access public and private business opportunities.
- Fund initiatives to build and strengthen the operational capacity of BIPOC-led United Way grantees, especially those that are small non-profits. For an example, see United Way of Metropolitan Dallas' Nonprofit Success Institute.
- Screen prospective grant recipients to ensure their contracting process provides equitable access to BIPOC-owned businesses.

ROLE: Community Impact and Engagement Lead

STRATEGY: Work with community partners and residents to strengthen and build healthy, supportive, resilient communities in areas with poor health outcomes, by addressing the social determinants of health.

ACCESS TO HEALTH

DATA APPROACHES:

- Collaborate with community leaders and members to identify and map key health indicators (i.e., poverty, infant mortality, and life expectancy) to gain an understanding of community inequities.
- Analyze available food retail, emergency feeding programs and urban agriculture to identify food deserts.
- Assess utilization of federal nutrition programs, such as Supplemental Nutrition Assistance Program (SNAP) and Women, Infant and Children (WIC) nutrition programs.
- Map publicly available parks and playgrounds as well as safe bike lanes and walking paths to identify improvements and inform local policy makers to create safe neighborhoods.

CAPACITY BUILDING APPROACHES:

- Partner with leaders and elected officials to support programs and provide funding to local BIPOC entrepreneurs, innovators and farmers looking to sell and/or grow healthy, affordable food.
- Partner with farmers markets to accept EBT and redeem Supplemental Nutrition Assistance Program.
- Highlight vendors who provide dollar-for-dollar match of SNAP funds spent on fresh fruits and vegetables.
- Utilize 211 to address unmet transportation needs that can connect people to food assistance, job interviews, etc.
- Support active transportation initiatives for school age children in transit deserts.
- Access federally funded child nutrition programs, i.e., Summer Food Service Program and Child Adult Care Food Program.
- Ensure that nonprofit and community partners serving BIPOC communities are prepared to address emergency crisis situations (i.e., able to increase capacity quickly).

COMMUNITY MOBILIZATION AND ENGAGEMENT BUILDING APPROACHES:

- Work with community members and partners to convene discussions on the historical roots of racism and its effect on health.
- Identify actions to take at the local level by working with residents and partners to co-create strategic plans for each neighborhood/locality.
- Develop relationships with diverse sets of data partners (health departments, hospitals, departments of education, public works) to obtain robust data pictures.
- Engage hospitals in the results of Community Health Needs Assessments and community benefits investments.

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Invest in mapping health services in Community Schools, community centers and other social locations where people congregate, barber shops, beauty parlors, etc.
- Invest in mental health services and trauma informed approaches that build community and recognize community trauma is a result of structural racism, poverty, historical disinvestment, etc.
- Invest in efforts that engage communities in designing green spaces and play areas.
- Invest in programs that work to increase the availability and awareness of healthy foods in corner stores.
- Invest in initiatives that promote social connectedness, programs in schools that help students strengthen social skills, networks and connections.
- Invest in the availability and provisioning of healthy, culturally appropriate nutritious food and emergency feeding programs.
- Invest in readiness and emergency preparedness that address health pandemics and/or other emergency situations disproportionally impacting BIPOC communities (COVID-19).
- Invest in health literacy campaigns that increase knowledge and awareness about the prevention of chronic diseases.

FUNDRAISING APPROACHES:

- Frame corporate investments as an opportunity for partners to collaborate with and improve health outcomes in communities where their employees live, work, and play. For instance, the Walmart Foundation provided resources to the American Heart Association to increase access to affordable and healthy food in communities of color.

ROLE: Community Impact and Engagement Lead

STRATEGY: Improve access to and quality of prenatal and postpartum care to women of color, with particular emphasis on Black women.

ACCESS TO HEALTH

DATA APPROACHES:

- Map access to maternity and pediatric care in high needs areas, including ObGyn providers and hospitals providing obstetric care.
- Utilize maternal mortality review committee data to identify leading causes of preventable pregnancy related death, and identify the populations impacted.

CAPACITY BUILDING APPROACHES:

- Provide culturally appropriate training and support to doulas and community healthcare workers working with underserved mothers from first trimester of pregnancy through the first year of life.
- Work with ObGyn's and pediatricians to screen new mothers for postpartum mental health conditions and connecting them to culturally appropriate mental health resources and services.
- Work with ObGyn's and pediatricians to screen pregnant women and new mothers for unmet social needs (i.e., housing, food insecurity, transportation) to connect them to appropriate resources.

COMMUNITY MOBILIZATION AND ENGAGEMENT BUILDING APPROACHES:

- Recruit at risk parents to participate in home visitation programs from prenatal through early childhood.
- Center the voices of BIPOC mothers and families in creating local pregnancy initiatives.

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Implement and expand group prenatal care models like Centering Pregnancy that provide mental health and social support to pregnant women.
- Support investments in telehealth services.
- Invest in substance abuse and tobacco cessation programs for pregnant women.
- Invest in nutrition education and connect pregnant mothers to healthy, fresh and affordable food resources.

ROLE: Community Impact and Engagement Lead

STRATEGY: Decrease infant mortality rates in BIPOC communities.

ACCESS TO HEALTH

DATA APPROACHES:
- Map community infant mortality rates.
- Map affordable early childcare facilities.

CAPACITY BUILDING APPROACHES:
- Work with ObGyn's and pediatricians to screen pregnant women and new mothers for unmet social needs (i.e., housing, food insecurity, transportation) to connect them to appropriate resources.
- Promote parental health insurance enrollment in Medicaid and CHIP and registration for public benefits with access health information resources.

COMMUNITY MOBILIZATION AND ENGAGEMENT BUILDING APPROACHES:
- Engage trusted community partners, to identify solutions and recommendations that meet infant needs.

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:
- Invest in early childhood home visiting programs.
- Invest in initiatives that focus on healthy infant development, i.e. bonding, breastfeeding, and safe sleep.

ROLE: Community Impact and Engagement Lead

STRATEGY: Promote public and/or or private health insurance enrollment among BIPOC.

ACCESS TO HEALTH

DATA APPROACHES:
- Work with community members to map areas of high concentrations of uninsured and Medicaid enrollees, include vulnerable and homeless populations.

COMMUNITY MOBILIZATION AND ENGAGEMENT BUILDING APPROACHES:
- Convene community members, CBO's, hospitals and other partners to identify barriers to health insurance enrollment and provide potential solutions.

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:
- Invest in culturally appropriate federal, state and local enrollment campaigns targeting uninsured and underinsured households.
- Utilize 211 for targeted health insurance enrollment efforts.
- Invest in and utilize 211 for targeted health insurance enrollment efforts in Medicaid and CHIP.

FUNDRAISING APPROACHES:
- Frame investments to increase access to health insurance, especially for healthcare companies and insurers, as a cost reduction strategy that will ultimately strengthen their business environments by improving access to services.

ROLE: Community Impact and Engagement Lead

STRATEGY: Support and expand health services in underserved communities.

ACCESS TO HEALTH

DATA APPROACHES:

- Map available health services and identify gaps in access.

CAPACITY BUILDING APPROACHES:

- Support implicit bias and cultural sensitivity training for healthcare providers.
- Support mental health first aid training for community members and partners.
- Support trauma informed health care practices.

COMMUNITY MOBILIZATION AND ENGAGEMENT BUILDING APPROACHES:

- Engage community members in identifying gaps in health services.
- Engage community members in initiatives to increase and promote patient advocacy for consumers with low literacy levels.

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Utilize system navigators and community health workers to provide culturally sensitive assistance and care coordination to assist patients through available supports and resources.
- Increase the availability of culturally and linguistically competent mental and behavioral health services.
- Invest in health literacy interventions that incorporate patients' culture, language, or literacy levels into understanding of care.
- Partner with state agencies and counseling services to connect people to virtual/telehealth mental health care using 211.
- Support school based health clinics to increase access to care for students.
- Invest in pediatric oral health initiatives that encourage healthy dental habits and increase access to care.

FUNDRAISING APPROACHES:

- Frame investments to increase access to culturally appropriate healthcare, especially for healthcare companies and insurers, as a cost reduction strategy that will ultimately strengthen their business environments by improving client utilization of services that improve health outcomes.

ROLE: Resource Development

STRATEGY: Increase access to high-quality early childhood educational experiences for BIPOC children to support school readiness.

CHILDHOOD AND YOUTH SUCCESS

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Invest in training and professional development for early childhood educators across diverse settings (e.g., family/friend/neighbor care, childcare, PreK).
- Trainings on implicit bias and culturally competent curriculums.
- Community connectedness in the ability to define their own needs and tap into grant access.
- Invest in early literacy programs (0-5) that provide access to books in the home and family resources that support early language development.
- Provide resources to parents to help them navigate early childhood systems by building awareness in quality care and PreK (demand – ensure equitable access to informational resources.

ROLE: Resource Development

STRATEGY: Engage families, youth, schools and community partners to ensure that BIPOC children have access to K-12 high-quality, high-performing schools.

CHILDHOOD AND YOUTH SUCCESS

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Partner with schools, community-based organizations and other funders to invest in and lead initiatives that improve high school graduation rates for students of color (e.g., United Way of Orange County's Destination Graduation, Communities in Schools, On Track Greenville, Los Angeles Regional Coalition for Linked Learning).

ROLE: Resource Development

STRATEGY: Organize a system of school and community-based supports for BIPOC students as they progress through elementary, middle and high school.

CHILDHOOD AND YOUTH SUCCESS

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Partner with companies, civic leaders and non-profits to provide BIPOC high school students with internships, mentorships, summer jobs, and career fairs to increase career exposure and build work experience history.
- Partner and invest in comprehensive initiatives to remove documented barriers to student learning (e.g., community schools, early grade reading efforts).
- Invest in community-based afterschool, summer and other programs that:
  - o support effective student transitions (e.g., elementary to middle to high school);
  - o close prevalent gaps in opportunity and exposure between groups of students (e.g., access to STEAM);
  - o provide timely academic supports that keep students on track, through tutoring, credit recovery, mentoring, and homework assistance; and
  - o provide literacy supports to close gaps in reading proficiency, with particular emphasis during elementary school.

ROLE: Resource Development

STRATEGY: Partner with K-12 (middle, high schools) and higher education systems to improve post-secondary access, persistence, and attainment for BIPOC students.

CHILDHOOD AND YOUTH SUCCESS

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Invest in and partner with companies, civic leaders and non-profits to provide BIPOC college students with apprenticeships, internships, mentorships, summer jobs, and career fairs to increase career exposure and build work experience history.

FUNDRAISING APPROACHES:

- Frame investments as opportunities to close access and opportunity gaps for BIPOC in key growth sectors. This can appeal to companies that are interested in ensuring that they have access to diverse workforce and are able to attract historically underrepresented groups. For example, Apple rolled out its own $100 million Racial Equity and Justice Initiative (REJI), part of which is designed to focus on increasing equitable access to high-quality learning opportunities. This includes launching the Propel Center, a global innovation and learning hub for Historically Black Colleges and Universities (HBCUs), an Apple Developer Academy to support coding, entrepreneurship, and technological education for students in Detroit.

ROLE: Resource Development

STRATEGY: Provide BIPOC high school and college students with timely supports and services to ensure college access, persistence and completion.

CHILDHOOD AND YOUTH SUCCESS

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Invest in efforts and/or leverage 211 to ensure effective high school and college transitions and address "summer melt" (text-to-mobile campaigns, onboarding/summer transition programs, financial aid, application and registration deadlines, etc.).
- Invest in targeted mentoring efforts and peer support networks to ensure BIPOC college students have access to ongoing social and emotional supports (e.g., POSSE).
- Invest in efforts at technical, community, and 4-year colleges that provide enhanced advising services for BIPOC college students including coursework, major selection, career counseling, and employment assistance that support transitioning to the workplace.
- Provide supports to help BIPOC students complete FAFSA applications, obtain Pell Grants and scholarships, access affordable student loans, and compare college financial aid packages.
- Engage corporate donors by framing investments in post-secondary completion efforts for BIPOC students as a way to increase workforce readiness and ensure a diverse talent pipeline. For example, PepsiCo plans to institute a $25 million scholarship program for Black students in community colleges and students who are moving from two-year to four-year institutions.

ROLE: Resource Development

STRATEGY: BIPOC students complete advanced degrees, certifications, and/or technical training programs to secure well-paying jobs in high-growth sectors.

ECONOMIC MOBILITY

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Invest in job training organizations with set goals of increasing BIPOC enrollment in training programs for high-growth, high-wage employment sectors.
- Provide job training organizations with supplemental funding supporting transportation, childcare and educational stipends (items not always included in WIOA-funded training programs).
- Invest in efforts to remove barriers to post-secondary degree completion for BIPOC students, including access to emergency stipends, childcare, transportation, and grants to cover gaps in financial aid.

ROLE: Resource Development

STRATEGY: BIPOC youth and adults advance to good jobs and careers in high-growth, high-wage sectors.

ECONOMIC MOBILITY

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Invest in paid apprenticeship or internship programs that allow trainees to gain work experiences that improve chances at job placement and advancement.
- Fund training programs in high-growth, high-wage employment sectors, including programs designed for embedded workers.
- Create recognition opportunities for employers who meet equity standards.

FUNDRAISING APPROACHES:

- Frame potential corporate investments as opportunities to close access and opportunity gaps. This can appeal to companies that are interested in ensuring that they have access to diverse workforce and are able to attract historically underrepresented groups to fill leadership positions. For example, the NBA recently announced a 10-year, $300 million commitment for grants to foster economic growth and career readiness in Black communities.

ROLE: Resource Development

STRATEGY: BIPOC have equitable opportunities to use quality and comparable financial products and services.

ECONOMIC MOBILITY

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Fund peer lending programs to increase BIPOC access to micro credit.
- Facilitate partnerships between economic mobility programs and CDFIs and Credit Unions to increase access to affordable financial products.
- Engage donors and establish loan funds to increase accessibility and affordability of timely consumer and small business loans.

ROLE: Resource Development

STRATEGY: BIPOC have safe, affordable housing.

ECONOMIC MOBILITY

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Fund down payment assistance services aimed at closing the homeownership gap.
- Fund Individual Development Account (IDA) programs that facilitate homeownership.
- Fund and coordinate shared equity homeownership programs.
- Fund homeownership counseling and other programs that help potential BIPOC owners access equitable mortgage rates and home equity lines of credit.
- Fund nonprofit home appraisal services to correct for systemic under assessment in determining collateral/purchase value and over assessment when calculating property tax obligation.

ROLE: Resource Development

STRATEGY: Facilitate BIPOC entrepreneurs access to capital, training, and opportunities for business development and expansion.

ECONOMIC MOBILITY

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Fund technical assistance services for BIPOC entrepreneurs.
- Fund collaborations with Small Business Development Centers (SDBC's) and Women's Business Development Centers (WBDC's), that provide advanced business assistance services, and Community Development Corporations (CDC's) and Community Based Organizations (CBO's), that have direct relationships with BIPOC entrepreneurs in disadvantaged communities.
- Fund training programs that help BIPOC business owners secure leadership opportunities with business improvement districts (BID's), community planning groups and local boards and commissions.

FUNDRAISING APPROACHES:

- Frame corporate investments as an opportunity to diversify their own business supply lines, For example, PepsiCo recently announced a $438 million, five-year commitment with plans to increase its spending on Black-owned suppliers by $350 million over five years and invest $50 million in Black-owned businesses. Similarly, Apple is providing venture capital funding for Black and Brown entrepreneurs.
- Engage donors and establish loan funding to increase accessibility and affordability of consumer and small business loans at competitive rates.

ROLE: Resource Development

STRATEGY: Work with community partners and residents to strengthen and build healthy, supportive, resilient communities in areas with poor health outcomes, by addressing the social determinants of health.

ACCESS TO HEALTH

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Invest in mapping health services in Community Schools, community centers and other social locations where people congregate, barber shops, beauty parlors, etc.
- Invest in mental health services and trauma informed approaches that build community and recognize community trauma is a result of structural racism, poverty, historical disinvestment, etc.
- Invest in efforts that engage communities in designing green spaces and play areas.
- Invest in programs that work to increase the availability and awareness of healthy foods in corner stores.
- Invest in initiatives that promote social connectedness, programs in schools that help students strengthen social skills, networks and connections.
- Invest in the availability and provisioning of healthy, culturally appropriate nutritious food and emergency feeding programs.
- Invest in readiness and emergency preparedness that address health pandemics and/or other emergency situations disproportionately impacting BIPOC communities (COVID-19).

FUNDRAISING APPROACHES:

- Frame corporate investments as an opportunity for partners to collaborate with and improve health outcomes in communities where their employees live, work, and play. For instance, the Walmart Foundation provided resources to the American Heart Association to increase access to affordable and healthy food in communities of color.

ROLE: Resource Development

STRATEGY: Improve access to and quality of prenatal and postpartum care to women of color, with particular emphasis on Black women.

ACCESS TO HEALTH

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Implement and expand group prenatal care models like Centering Pregnancy that provide mental health and social support to pregnant women.
- Support investments in telehealth services.
- Invest in substance abuse and tobacco cessation programs for pregnant women.
- Invest in nutrition education and connect pregnant mothers to healthy, fresh and affordable food resources.

ROLE: Resource Development

STRATEGY: Decrease infant mortality rates in BIPOC communities by supporting prenatal care and access to social needs for mothers and raising awareness of healthy infant development.

ACCESS TO HEALTH

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Invest in early childhood home visiting programs.
- Invest in initiatives that focus on healthy infant development, i.e. bonding, breastfeeding, and safe sleep.

ROLE: Resource Development

STRATEGY: Promote public and/or private health insurance enrollment among BIPOC.

ACCESS TO HEALTH

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Invest in culturally appropriate federal, state and local enrollment campaigns targeting uninsured and underinsured households.
- Utilize 211 for targeted health insurance enrollment efforts.
- Invest in and utilize 211 for targeted health insurance enrollment efforts in Medicaid and CHIP.

FUNDRAISING APPROACHES:

- Frame investments to increase access to health insurance, especially for healthcare companies and insurers, as a cost reduction strategy that will ultimately strengthen their business environments by improving access to services.

ROLE: Resource Development

STRATEGY: Remove barriers to access public benefits and health resources.

ACCESS TO HEALTH

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Invest in care coordination networks between 211, health care, and social service providers that address the social needs of the patient, (i.e., transportation, food access, etc.)
- Fund programs that integrate benefit screenings and enrollment with emergency food provisions and other basic needs.

FUNDRAISING APPROACHES:

- Frame investments to increase access to benefits and social needs, especially for healthcare companies and insurers, as a cost reduction strategy that will ultimately strengthen their business environments by improving client access to services that improve health outcomes.

ROLE: Resource Development

STRATEGY: Support and expand health services in under-resourced communities.

ACCESS TO HEALTH

RESOURCE ALLOCATION AND GRANTMAKING APPROACHES:

- Utilize system navigators and community health workers to provide culturally sensitive assistance and care coordination to assist patients through available supports and resources.
- Increase the availability of culturally and linguistically competent mental and behavioral health services.
- Invest in health literacy interventions that incorporate patients' culture, language, or literacy levels into understanding of care.
- Partner with state agencies and counseling services to connect people to virtual/telehealth mental health care using 211.
- Support school based health clinics to increase access to care for students.
- Invest in pediatric oral health initiatives that encourage healthy dental habits and increase access to care.

FUNDRAISING APPROACHES:

- Frame investments to increase access to culturally appropriate healthcare, especially for healthcare companies and insurers, as a cost reduction strategy that will ultimately strengthen their business environments by improving client utilization of services that improve health outcomes.

ROLE: Communications and Awareness Building

STRATEGY: Increase access to high-quality early childhood educational experiences for BIPOC students to support school readiness.

CHILDHOOD AND YOUTH SUCCESS

COMMUNICATIONS AND AWARENESS BUILDING APPROACHES:

- Partner with United Way affinity groups (African American, Women Leaders, Young Leaders) to launch awareness campaigns to increase community understanding of the importance of early childhood programs, highlighting gaps in access based on neighborhood, affordability, uneven quality, etc.
- Frame access to early childhood programs essential to children's success and an opportunity to remove existing barriers to ensure all children have an opportunity to a better start in life.

ROLE: Communications and Awareness Building

STRATEGY: Engage families, youth, schools and community partners to ensure that BIPOC students have access to K-12 high-quality, high-performing schools.

CHILDHOOD AND YOUTH SUCCESS

COMMUNICATIONS AND AWARENESS BUILDING APPROACHES:

- Work with schools, students, and families to create awareness campaigns to effectively communicate barriers to on-time high school graduation. United Way of Anchorage's former No Labels Campaign is an example of an effective campaign to address stereotypes.

ROLE: Communications and Awareness Building

STRATEGY: Organize a system of school and community-based supports for BIPOC students as they progress through elementary, middle and high school.

CHILDHOOD & YOUTH SUCCESS

COMMUNICATIONS AND AWARENESS BUILDING APPROACHES:

- Lead issue-based campaigns to increase donor and community awareness of persistent barriers to student learning (e.g., food access, school attendance, healthcare access).

ROLE: Communications and Awareness Building

STRATEGY: Partner with K-12 (middle, high schools) and higher education systems to improve post-secondary access, persistence, and attainment for BIPOC students.

CHILDHOOD & YOUTH SUCCESS

COMMUNICATIONS AND AWARENESS BUILDING APPROACHES:

- Create awareness campaigns highlighting the growing importance of a college degree for employment in key fields (STEAM), job stability, earnings potential and civic engagement.

ROLE: Communications and Awareness Building

STRATEGY: Provide BIPOC high school and college students with timely supports and services to ensure college access, persistence and completion.

CHILDHOOD AND YOUTH SUCCESS

COMMUNICATIONS AND AWARENESS BUILDING APPROACHES:

- Partner with local middle and high schools, families and youth to plan activities promoting college-going culture (e.g., National College Signing Day on May 1st).

ROLE: Communications and Awareness Building

STRATEGY: BIPOC students complete advanced degrees, certifications, and/or technical training programs to secure well-paying jobs in high-growth sectors.

ECONOMIC MOBILITY

COMMUNICATIONS AND AWARENESS BUILDING APPROACHES:

- Document, promote, and advocate for locally-relevant, successful approaches.

ROLE: Communications and Awareness Building

STRATEGY: BIPOC youth and adults advance to good jobs and careers in high-growth, high-wage sectors.

ECONOMIC MOBILITY

COMMUNICATIONS AND AWARENESS BUILDING APPROACHES:

- Document, promote and advocate for locally relevant successful approaches.

ROLE: Communications and Awareness Building

STRATEGY: BIPOC individuals have equitable opportunities to use quality and comparable financial products and services.

ECONOMIC MOBILITY

COMMUNICATIONS AND AWARENESS BUILDING APPROACHES:

- Document, promote, and advocate for locally-relevant, successful approaches.

ROLE: Communications and Awareness Building

STRATEGY: BIPOC have safe, affordable housing.

ECONOMIC MOBILITY

COMMUNICATIONS AND AWARENESS BUILDING APPROACHES:

- Document, promote, and advocate for locally-relevant successful approaches.

ROLE: Communications and Awareness Building

STRATEGY: Increase BIPOC homeownership and ensure home valuations are determined equitably.

ECONOMIC MOBILITY

COMMUNICATIONS AND AWARENESS BUILDING APPROACHES:

- Document, promote, and advocate for locally-relevant successful approaches.

ROLE: Communications and Awareness Building

STRATEGY: Facilitate BIPOC entrepreneurs access to capital, training, and opportunities for business development and expansion.

ECONOMIC MOBILITY

COMMUNICATIONS AND AWARENESS BUILDING APPROACHES:

- Document, promote, and advocate for locally-relevant successful approaches.

ROLE: Communications and Awareness Building

STRATEGY: Work with community partners to strengthen and build healthy, supportive, resilient communities in areas with poor health outcomes, by addressing the social determinants of health.

ACCESS TO HEALTH

COMMUNICATIONS AND AWARENESS BUILDING APPROACHES:

- Share findings of community conversations and suggested action steps.
- Engage community partners in developing communication strategies that emphasize the role all citizens play in promoting and improving the community's health.
- Share success stories that link cross-sector collaborations with the value of the benefits delivered.
- Develop familiarity with the sectors you want to engage, avoiding broad generalizations and acknowledging subgroups.

ROLE: Communications and Awareness Building

STRATEGY: Improve access to and quality of prenatal and postpartum care to women of color, with particular emphasis on Black women.

ACCESS TO HEALTH

COMMUNICATIONS AND AWARENESS BUILDING APPROACHES:

- Work with expectant mothers and their partners to develop communication strategies promoting the importance of prenatal and postpartum care for BIPOC and low-income women.

ROLE: Communications and Awareness Building

STRATEGY: Decrease infant mortality rates in BIPOC communities by supporting prenatal care and access to social needs for mothers and raising awareness of healthy infant development.

ACCESS TO HEALTH

COMMUNICATIONS AND AWARENESS BUILDING APPROACHES:

- Develop communications strategies that promote improving infant health, i.e., well baby visits, immunizations, smoke free homes, etc.

ROLE: Communications and Awareness Building

STRATEGY: Promote public and/or or private health insurance enrollment among BIPOC individuals.

ACCESS TO HEALTH

COMMUNICATIONS AND AWARENESS BUILDING APPROACHES:

- Develop culturally appropriate federal, state and local enrollment communication campaigns that target uninsured and underinsured households.

ROLE: Communications and Awareness Building

STRATEGY: Remove barriers to access public benefits and health resources.

ACCESS TO HEALTH

COMMUNICATIONS AND AWARENESS BUILDING APPROACHES:

- Develop culturally and linguistically appropriate communication campaigns that raise awareness of available public benefits and health resources.

ROLE: Communications and Awareness Building

STRATEGY:Support and expand health services in under-resourced communities.

ACCESS TO HEALTH

COMMUNICATIONS AND AWARENESS BUILDING APPROACHES:

- Develop culturally and linguistically appropriate communication campaigns that raise awareness of available health services.

ROLE: Policy and Advocacy

STRATEGY: Increase access to high-quality early childhood educational experiences for BIPOC children to support school readiness.

CHILDHOOD AND YOUTH SUCCESS

POLICY AND ADVOCACY APPROACHES:

- Advocate for increased state subsidies for families that increase the affordability of childcare, early childhood, and Pre-K programs serving 0-5 years old.
- Advocate for continued/increased state and local investments in quality early childhood programs, especially those based in low-income communities and neighborhoods.
- Advocate for increased pay equity and enhanced benefits for early childhood workers (e.g., healthcare, retirement, and opportunities for continued education).
- Advocate for state quality ratings and improvement systems (QRIS) to ensure equitable opportunities for informal childcare programs to improve their ratings by removing barriers.

ROLE: Policy and Advocacy

STRATEGY: Engage families, youth, schools and community partners to ensure that BIPOC students have access to K-12 high-quality, high-performing schools.

CHILDHOOD AND YOUTH SUCCESS

POLICY AND ADVOCACY APPROACHES:

- Advocate for changes in school/district policies to ensure that Black, Indigenous and other students of color have access to a rigorous college-preparatory coursework including GT, AP courses and IB curriculum.
- Advocate for district and state policies that align high school graduation requirements with college entry requirements (following minimum coursework requirements).
- Advocate for teacher preparation/licensure programs and job-embedded professional development to include implicit bias training.
- Advocate for equitable teacher assignments and compensation/bonus policies that ensure highest qualified teachers are matched to schools with greatest need.
- Advocate for changes in school curriculum to include relevant content that is inclusive of the history, culture, and lived experiences of people of color.
- Advocate for changes in school disciplinary policy, as needed, to ensure policies do not disproportionately "push out" students of color through suspensions/expulsions.
- Partner with local parent and youth coalitions to support their organizing efforts related to improving access, opportunities, and quality learning experiences in K-12 districts and schools for BIPOC students.

ROLE: Policy and Advocacy

STRATEGY: Organize a system of school and community-based supports for BIPOC students as they progress through elementary, middle and high school.

CHILDHOOD AND YOUTH SUCCESS

POLICY AND ADVOCACY APPROACHES:

- Advocate for increased state and local investment in technology to close the digital divide, including closing gaps in Internet access, software and hardware availability.
- Advocate for state investments in training for teachers to strengthen their capacity to provide online instruction.
- Advocate for increased school-based resources to close reading proficiency gaps, including Title I reading specialists, volunteer tutors and school-based literacy programs.
- Advocate for state and local funding to expand access to high-quality out-of-school time programs (afterschool and summer).

ROLE: Policy and Advocacy

STRATEGY: Partner with K-12 (middle, high schools) and higher education systems to improve post-secondary access, persistence, and attainment for BIPOC students.

CHILDHOOD AND YOUTH SUCCESS

POLICY AND ADVOCACY APPROACHES:

- Work closely with state level college access networks to advance state level advocacy and policy strategies explicitly focused on increasing college enrollment of BIPOC students.
- Advocate for universities and community colleges to conduct and share results of equity audits examining school practices and policies related to recruitment/outreach, curriculum access, representation, financial aid, faculty hiring, and 4-year graduation rates.

ROLE: Policy and Advocacy

STRATEGY: Provide BIPOC high school and college students with timely supports and services to ensure college access, persistence and completion.

CHILDHOOD AND YOUTH SUCCESS

POLICY AND ADVOCACY APPROACHES:

- Advocate for states to increase support for schools that predominantly serve BIPOC students (e.g., public 4-year colleges, community colleges, historically black colleges & universities, Hispanic serving institutions).
- Advocate for expansion of state scholarships to facilitate college access for BIPOC students, especially those that are low-income, first generation, and/or seeking a degree in fields where career professionals of color are underrepresented (e.g. STEAM).

ROLE: Policy and Advocacy

STRATEGY: BIPOC students complete advanced degrees, certifications, and/or technical training programs to secure well-paying jobs in high-growth sectors.

ECONOMIC MOBILITY

POLICY AND ADVOCACY APPROACHES:

- Advocate to expand Pell Grant eligibility to industry-recognized short-term credentialing programs.
- Advocate for pathways for individuals with DACA, TPS, and undocumented status to achieve permanent legal status and citizenship and a pathway to Federal financial aid.
- Advocate for tuition equity policies that ensure undocumented residents are not disproportionately burdened with out-of-state tuition rates at colleges and universities.
- Advocate for correctional education programs connected to in-demand occupations. Correctional education should be connected to re-entry goals with in-demand fields.
- Recommend for-profit and nonprofit partners conduct outreach and recruitment efforts with HBCUs, public universities, and community colleges educating majority BIPOC students.
- Work with post-secondary coalitions to advocate for community college credits being automatically accepted at 4-year public colleges, in facilitation of continued education for BIPOC students.

ROLE: Policy and Advocacy

STRATEGY: BIPOC youth and adults advance to good jobs and careers in high-growth, high-wage sectors.

ECONOMIC MOBILITY

POLICY AND ADVOCACY APPROACHES:

- Advocate for programs that receive public funding to collect data disaggregated by race, including apprenticeship and pre-apprenticeship programs.
- Encourage the State to invest in organizations with a demonstrated track record of effectiveness in serving BIPOC communities.
- Encourage employers to open advancement opportunities to embedded workers that complete education/training programs.
- Promote BIPOC participation and leadership in professional networks, labor unions and community organizations.
- Encourage these organizations to establish goals with tracking on the degree they are moving toward more inclusive representation.
- Encourage employers to sign a pledge committing to increase BIPOC representation in executive leadership, division and upper-level leadership positions.
- Set clear goals with merit raises attached to attainment.
- Measure success in terms of representation and the level to which an organization adapts norms established for an inclusive culture.
- Encourage employers to establish formal mentorship programs tracked by participation of BIPOC employees.
- Convene community members, including residents, students, employees, advocates, business owners and leaders, to host conversations exploring local conditions to identify opportunities to build more equitable cultures and institutions.
- Advocate for states and municipalities to "Ban the Box," prohibiting public and private employers from asking for criminal history on job application.
- Delaying background checks until a job offer is made to a qualified applicant.
- Advocate for employers and training providers to set goals that increase BIPOC representation in job readiness programs in high-growth sectors.
- Advocate for employers to set goals that increase the hiring of BIPOC.
- Recommend for-profit and nonprofit partners recalibrate hiring processes to eliminate bias in recruitment, interviewing, hiring, onboarding, and promotion.
- Mitigate the potential for implicit/explicit bias:
    - Eliminate unnecessary educational requirements.
    - List compensation information on job postings in assurance of living wages.
    - Conduct blind reviews of resumes.
    - Standardize candidate interview questions.
    - Sample testing that objectively evaluates the quality of a candidate's work.

ROLE: Policy and Advocacy

STRATEGY: BIPOC individuals have equitable opportunities to use quality and comparable financial products and services.

ECONOMIC MOBILITY

POLICY AND ADVOCACY APPROACHES:

- Advocate for state policies that cap interest rates and that eliminates or limits loan fees.
- Advocate for state policy that increase penalties for financial institutions found guilty of employing discriminatory and predatory lending practices.
- Advocate for states and localities to direct more financial resources to Community Development Financial Institutions (CDFIs).
- Advocate for government benefits to be disbursed via direct deposit.
- Advocate for financial institutions to actively review their policies and practices to identify and eliminate patterns of disparate treatment and discrimination on the basis of race.
- Advocate for public and private incentives that promote regular savings and investment.

ROLE: Policy and Advocacy

STRATEGY: BIPOC individuals have safe, affordable housing.

ECONOMIC MOBILITY

POLICY AND ADVOCACY APPROACHES:

- Advocate for states and localities to ban practices that allow landlords to discriminate against tenants who use housing vouchers.
- Advocate for housing authorities to remove policies that exclude individuals with criminal convictions from living in affordable housing units.

ROLE: Policy and Advocacy

STRATEGY: Increase BIPOC individual homeownership and ensure home valuations are determined equitably.

ECONOMIC MOBILITY

POLICY AND ADVOCACY APPROACHES:

- Advocate for public investment in home buying counseling and down payment assistance services.
- Advocate for state policy focused on fairness in lending practices to ensure potential BIPOC homeowners have access to comparable mortgage loans and interest rates.

ROLE: Policy and Advocacy

STRATEGY: Facilitate BIPOC entrepreneurs access to capital, training, and opportunities for business development and expansion.

ECONOMIC MOBILITY

POLICY AND ADVOCACY APPROACHES:

- Advocate for local municipalities to designate Community Development Block Grant (CDBG) funds that promote BIPOC business development and expansion.
- Advocate for states and localities to direct more financial resources to CDFI's that lend to small businesses.
- Advocate for the expansion of private and public grants available to help BIPOC entrepreneurs obtain the capital required to start a business.

ROLE: Policy and Advocacy

STRATEGY: Ensure equitable business opportunities for BIPOC-owned small businesses.

ECONOMIC MOBILITY

POLICY AND ADVOCACY APPROACHES:

- Advocate for expansion of state and federal programs that give preferential status to BIPOC owned small businesses bidding for state and federal contracts.
- Advocate for transparent contracting processes (city, county) that include BIPOC owned businesses, targeted toward small business and microentrepreneurs.
- Convene corporate and nonprofit partners to advocate for procurement procedures that include BIPOC contractors and vendors.

ROLE: Policy and Advocacy

STRATEGY: Work with community partners and residents to strengthen and build healthy, supportive, resilient communities in areas with poor health outcomes, by addressing the social determinants of health.

ACCESS TO HEALTH

POLICY AND ADVOCACY APPROACHES:

- Advocate for sidewalk connectivity and investment in green spaces that provide opportunities for walking, biking and other forms of physical exercise.
- Partner with advocates to support improvements to public transportation infrastructures.
- Advocate for equitable food procurement practices in large institutions, like hospitals and school systems.
- Advocate for policy issues that address racism as a public health issue.
- Support federal funding to expand broadband/internet access through infrastructure investment and affordability supports for low-income households.

STRATEGY: Improve access to and quality of prenatal and postpartum care to women of color, with particular emphasis on Black women.

ACCESS TO HEALTH

POLICY AND ADVOCACY APPROACHES:

- Advocate to make data on mortality from childbirth and pregnancy complications publicly available.
- Advocate for implicit bias training for those in obstetrics and gynecology.
- Support advocacy efforts that extend Medicaid postpartum maternity coverage past 60 days.
- Provide doula services.
- Support paid family leave efforts.
- Increase access to Maternal, Infant and Early Education Home Visiting (MIECHV) programs.

STRATEGY: Decrease infant mortality rates in BIPOC communities by supporting prenatal care and access to social needs for mothers and raising awareness of healthy infant development.

ACCESS TO HEALTH

POLICY AND ADVOCACY APPROACHES:

- Advocate for expanded access to paid family medical leave.
- Support state and local tobacco control legislation.
- Increase access to affordable pediatric care, especially for children 0-5 years.

STRATEGY: Promote public and/or private health insurance enrollment among BIPOC.

ACCESS TO HEALTH

POLICY AND ADVOCACY APPROACHES:

- Advocate for Medicaid expansion and/or implementation.
- While advocating for modernization, audit Medicaid enrollment and retention processes to assess accessibility.

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ACKNOWLEDGEMENTS

This document was principally written by Jennifer A. Ingram of Calibrated Lens and United Way Worldwide under the leadership of Ayeola Fortune, Impact Lead, and Myeta Moon, Director of Health, with input from Laura Scherler, Senior Director of Economic Mobility and Corporate Solutions and Bryndan Stueve, Manager, Community Impact and Economic Mobility. United Way Worldwide also wishes to thank each of the following individuals for their thoughtful review and feedback on this report:

- **Matt Aliberti,** Director, Foundations and Grants, United Way Worldwide
- **Keisha Browder,** Chief Executive Officer, United Way of Santa Cruz County
- **Tap Bui,** Vice President of Community Impact, Health and Fund Distribution, United Way of Southeast Louisiana
- **Jennifer Cathy,** Chief Impact Officer, United Way of Greater Rochester
- **Leslie Dancu,** Chief Impact Officer, United Way of Greater Knoxville
- **Kimberlee Guenther,** Ph.D., Chief Impact Officer, United Way of Metro Chicago
- **Mike Kerkorkian,** Senior Director, Corporate Relations, United Way Worldwide
- **Matt Marshall,** President/CEO, United Way of West Tennessee
- **Sandy Monck,** SVP & Chief Impact Officer, United Way of Central Maryland
- **Chris Preston,** Vice President, Corporate Relations, United Way Worldwide
- **Ryan Parker,** Vice President of Community Impact, United Way of Central Alabama
- **Kadie Peters,** Vice President of Community Impact Allocations and Grants, United Way of Central Alabama
- **Judith Poey,** Associate Vice President & Health Program Officer, United Way of Central Maryland
- **Jennifer St John,** Vice President, Community Initiatives, United Way of The Chattahoochee Valley
- **Ashlee Weaver,** Senior Director of Community and Capacity Building, United Way Of Central Indiana
- **Michael Williamson,** President & Chief Executive Officer, United Way of Southeast Louisiana

Graphic Design: Aram Asarian www.aramdesigns.com | **Lever Iconography:** www.flaticon.com

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