

01 Education

Affordable, Accessible, High-Quality Education & Skill-Building

SOLUTION 1

Improve Access to Quality Education

- EARLY CHILDHOOD EDUCATION (ECE)¹ ACCESS**
Expand access to ECE in the region by collaborating with local providers and subsidizing tuition for children of employees
- CONTINUING EDUCATION BENEFITS FOR EMPLOYEES**
Support continuing education and upskilling opportunities for employees
- SCHOLARSHIPS FOR UNDERSERVED STUDENTS**
Support college scholarship funds for underserved students to minimize financial barriers to higher education
- RESOURCE MATCHMAKING TO MEET STUDENT & EDUCATOR NEEDS**
Collaborate to elevate educator and student needs and match them with long-term resources (volunteering, expertise, products, services, etc.)

SOLUTION 2

Enhance Access to In-Demand Skills

- EMPLOYER DEMAND SIGNALING**
Align on and promote recommended knowledge, skills, abilities, and credentials (KSACs) and partner with educators as they integrate them into curricula, work-based learning (WBL) opportunities, and career pathways
- TRAINING FOR IN-DEMAND JOBS**
Identify clusters of in-demand job opportunities across regional employers and collaborate with nonprofits and education providers to develop and deliver job training programs for the roles

SOLUTION 3

Invest in Talent Development Through Work-Based Learning (WBL) Opportunities

- EARLY CAREER EXPOSURE**
Develop and promote STEM career exploration opportunities for students starting in elementary school
- PAID WORK EXPERIENCE FOR HIGH SCHOOL AND COLLEGE STUDENTS**
Partner with schools and work-based learning organizations to offer students paid, relevant work experience while they pursue their education
- EMPLOYEE-STUDENT MENTORING**
Incentivize coordinated volunteer efforts that support students' career exploration and skills and professional network development

02 Workforce

Family-Sustaining and Inclusive Employment Opportunities

SOLUTION 1

Embrace Inclusive Hiring

- SKILLS-BASED HIRING**
Support skills-based hiring efforts by broadening HR² and talent practices
- STANDARDIZED CREDENTIALING**
Form industry coalitions that standardize portable and stackable credentials to generate demand for skills-based roles; include credentials in job postings and as part of hiring decisions
- EXPANDED RECRUITING SOURCES**
Expand recruiting sources beyond traditionally targeted universities via multiple pathways including community colleges, training providers, apprenticeships, and Minority Serving Institutions
- LOCAL HIRING**
Commit to inclusive hiring from local talent pools, including underserved populations, for both full-time and contracted work

SOLUTION 2

Promote Equitable Retention & Advancement

- TALENT COMPOSITION**
Aspire to a workforce that reflects the diversity of talent in the region and track DEI³ metrics on representation, advancement, and pay equity
- PERFORMANCE EVALUATION**
Include DEI goals as a performance metric for manager- to executive-level employees
- BEST PRACTICES ON EMPOWERING DIVERSE VOICES**
Amplify diverse voices and collaborate to share best practices on empowering the voices of underrepresented employees to promote an inclusive culture

SOLUTION 3

Invest in Employee Well-Being

- FAMILY-SUSTAINING WAGES**
Work towards paying family-sustaining wages to employees that incorporate local costs of living
- PAID LEAVE**
Consider paid leave to support employee social and emotional well-being
- BEST PRACTICES FOR FAMILY-FRIENDLY POLICIES**
Share best practices for policies supporting employee well-being, like schedule predictability, hybrid work, mental health services, and childcare benefits

03 Access to Capital

Community Wealth Generation & Thriving Entrepreneurship Ecosystems

SOLUTION 1

Advance Financial Education and Resiliency

- FINANCIAL EDUCATION RESOURCES**
Champion and establish financial education programs that provide guidance and/or counseling from childhood through adulthood
- WEALTH CREATION RESOURCES**
Promote and invest in wealth-building programs and products, including matched savings accounts
- FINANCIAL RESILIENCY**
Consider piloting and scaling employee financial stability programs for times of crisis

SOLUTION 2

Support Underrepresented Entrepreneurs & Minority Business Enterprises (MBEs)

- SUPPLIER DIVERSITY**
Make and fulfill commitments to increase supplier diversity and provide resources to help businesses access contract opportunities
- BORROWER ACCESSIBILITY**
Identify alternative credit application requirements and/or increase the availability of no-cost and low-cost capital for MBEs
- FUNDING & CAPACITY-BUILDING FOR COMMUNITY DEVELOPMENT FINANCIAL INSTITUTIONS (CDFIs) & MINORITY DEPOSITORY INSTITUTIONS (MDIs)**
Increase direct funding and internal capacity-building support for CDFIs and MDIs to facilitate more effective capital deployment in underserved communities
- FUNDING & CAPACITY-BUILDING FOR DIVERSE ENTREPRENEURS**
Invest directly in diverse entrepreneurs and/or support business coaching and network building initiatives

SOLUTION 3

Support Entrepreneurship Ecosystem Connectedness

- ENTREPRENEURSHIP ECOSYSTEM MAPPING**
Assess, aggregate, and promote landscape of public/private resources including funding, programs, physical spaces, and networks that exist across the region
- HIGH-GROWTH INDUSTRY CLUSTERS**
Support efforts that identify and catalyze existing and potential high-growth industry clusters
- PUBLIC-PRIVATE FUNDING MODELS**
Explore public/private co-investment strategies to de-risk and incentivize private investment in key industries

04 Affordable Housing

Affordable, Sustainable Housing in Thriving Communities

SOLUTION 1

Expand Housing Affordability

- POOLED INVESTMENT**
Support and/or invest in a regional public-private fund to finance affordable housing development
- PRO-GROWTH ZONING ADVOCACY**
Advocate for zoning policies that generate more housing throughout the region, including policies that provide flexibility on where and what type of housing can be built (e.g., multi-family, accessory-dwelling units, etc.) to increase housing stock
- EQUITABLE LOAN PROCESSES**
Support the design and implementation of equitable mortgage application practices/processes such as credit score alternatives

SOLUTION 2

Support Housing Stability

- EMPLOYER-ASSISTED HOUSING**
Partner with the public sector to offer down payment assistance, rent subsidies, and other housing benefits to employees
- TENANT'S RIGHTS & EVICTION PREVENTION**
Support public sector efforts to expand tenants' rights education programs and funding for non-profit eviction prevention programs such as emergency assistance grants
- HOMEOWNERSHIP EDUCATION**
Partner with public and non-profit programs to make homebuying and homeownership education available to employees to help potential homebuyers navigate the process, access quality loan products, and explore alternative models of homeownership
- HOUSING QUALITY**
Support efforts to improve the quality of affordable housing, including the safety and sustainability of housing units as well as the availability and accessibility of surrounding neighborhood resources such as parks, community recreation centers, and more

SOLUTION 3

Decrease Homelessness

- PERMANENT SUPPORTIVE HOUSING**
Support public and non-profit efforts that provide immediate permanent housing and wraparound services (mental health support, job placement and training, etc.) for individuals and families experiencing homelessness
- INTERIM HOUSING**
Support interim housing solutions to provide immediate shelter and stability to unhoused individuals and families

05 Infrastructure

High-Performing and Accessible Transportation & Digital Infrastructure

SOLUTION 1

Enhance Access to High-Quality Public Transit

- FREQUENT, ALL-DAY TRANSIT**
Call for the expansion of frequent, all-day transit service, especially for transit-dependent communities
- TRANSIT BENEFITS AND EQUITABLE TRANSIT FARES**
Provide discounted or free transit passes to all employees, especially lower-wage employees, and support equitable fare strategies for transit operations
- INCLUSIVE TRANSIT ORIENTED DEVELOPMENT**
Incent inclusive TOD⁴ at transit stations, including local hiring provisions for construction

SOLUTION 2

Remove Barriers to Mobility

- TRANSIT-ACCESSIBLE WORKSITES & SUBSIDIZED MULTIMODAL⁵ ACCESS**
Prioritize transit-accessible worksite locations and, for locations outside of transit networks, look to remove barriers through shared mobility services
- SEAMLESS MULTIMODAL TRANSPORTATION OPTIONS**
Advocate for targeted roadway investments, the removal of physical barriers to opportunity, robust multimodal options, and sustainable transportation infrastructure

SOLUTION 3

Increase Digital Connectivity

- AFFORDABLE BROADBAND & DIGITAL DEVICES**
Collaborate with policymakers, internet providers, and technology companies to provide affordable home internet options and digital devices to overlooked communities
- ACCESSIBLE BROADBAND**
Advocate for the widespread expansion of reliable and high-quality broadband services, especially for communities of color, rural populations, and LMI⁶ communities
- DIGITAL SKILLS PROFICIENCY**
Support and fund organizations that provide digital skills trainings for historically overlooked communities

06 Health Equity

Accessible and Effective Health Care Ecosystems

SOLUTION 1

Increase Affordability and Access to Equitable Care

- INTEGRATED EMPLOYER HEALTH**
Expand quality, accessibility, and availability of subsidized healthcare, mental/behavioral health, and well-being⁷ benefits to employees
- DATA COLLECTION IMPROVEMENTS**
Include standardized race metrics in data collection and analysis to increase understanding of equity-related health and well-being metrics
- RESOURCE MATCHMAKING TO SUPPORT COMMUNITY CARE PROVIDER NEEDS**
Collaborate to match business expertise, assets, and services to non-clinical needs (e.g., operations, marketing, technology, etc.) of community-based, health care and well-being providers

SOLUTION 2

Improve Maternal & Infant Health and Well-Being

- MATERNAL HEALTH BENEFITS**
Expand employer-provided health benefits, like home visits and doula coverage, that enhance the maternal health journey and improve outcomes
- SCREENING INCENTIVES**
Implement partnerships and internal policies that encourage employees to attend regular pre/postnatal check-ins, lactation consults, and mental health screenings
- COHORT SUPPORT**
Partner with community health providers and/or internal HR departments to create employee groups that provide education and support for employees/families during the pregnancy and early childhood journey

SOLUTION 3

Bolster Food & Nutrition Security

- ACCESS TO HEALTHY FOODS**
Partner with food assistance programs and providers to expand access to healthy food and amplify food assistance programs
- PUBLIC FOOD BENEFITS**
Advocate for increased funding and expanded eligibility for public food benefits

SOLUTION 4

Enhance Community Resiliency

- COMMUNITY ASSOCIATIONS**
Support community-led associations in under-represented neighborhoods that empower community members to identify, design, and implement solutions for key health needs
- REPURPOSE UNUTILIZED SPACE FOR HEALTH CARE**
Utilize available corporate or retail spaces to offer accessible and convenient health care and/or well-being services to employees and/or community members
- REGION-WIDE COORDINATED CARE PLATFORM**
Scale existing coordinated care network(s) that aggregate(s) care, wrap-around services, and public benefits across the region to help employees and other community members better understand/access these resources

ICON KEY

- Organizational Practice
- Financial Investment
- Resource-Sharing
- Public Policy

DEFINITIONS:

¹ Early Childhood Education (ECE): includes programs for children from birth to five years old
² HR: Human Resources
³ DEI: Diversity, Equity, & Inclusion
⁴ TOD: Transit Oriented Development

⁵ Multimodal: Refers to walking, biking, ridesharing, and use of public transit

⁶ LMI: Low-to-Moderate Income

⁷ Health and Well-Being: Refers to medical and mental health services, and non-medical drivers of health, including, but not limited to, access to health food, safe housing, reliable transportation