

# 4 Criteria Used in Prioritizing Strategic Goals

| Criterion                                | Description   | Rationale  |
|--|---|--|
| <b>1. Has large <u>Racial Gaps</u></b>   | ...exhibits large racial gaps, particularly for African Americans   | Guiding principle #1 calls for reducing racial gaps in outcomes  |
| <b>2. Has a higher <u>Prevalence</u></b> | <p>directly affects a larger number of people. Does it affect hundreds, thousands, millions?</p> <ul style="list-style-type: none"> <li>• <u>High prevalence ex.:</u> H.S. dropout</li> <li>• <u>Low prevalence ex.:</u> infant mortality</li> </ul>  | <ul style="list-style-type: none"> <li>• Less prevalent does not mean less important</li> <li>• Touches a larger number of people so there's a larger built-in constituency/sense of impact</li> <li>• Statistically rarer events are harder to predict and influence</li> </ul> |
| <b>3. Has higher <u>Leverage</u></b>     | <p>...substantially changes subsequent life course outcomes or "alters trajectories."</p> <ul style="list-style-type: none"> <li>• <u>High leverage ex.:</u> College graduation</li> <li>• <u>Low leverage ex.:</u> School absence</li> </ul>   | <ul style="list-style-type: none"> <li>• Provides bigger bang for the buck. Influences multiple outcomes.</li> <li>• More likely to tangibly change people's lives</li> </ul>  |
| <b>4. Has lower <u>Redundancy</u></b>    | <p>...can't be mostly accounted for by another North Star outcome. Another North Star outcome absorbs its long-term effects.</p> <ul style="list-style-type: none"> <li>• <u>Redundancy examples:</u> <ul style="list-style-type: none"> <li>• School absences are redundant for high school graduation. School absences don't matter much if one graduates from high school</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Focusing on non-redundant North Star Outcomes provides focus and efficiently allocates effort and attention</li> </ul>  |

# 5 Racial Equity Strategic Goals



**Reduce Infant Mortality**



**Increase the Percentage of Families with Incomes above 250% Federal Poverty Level (FPL) for a Family of Four**



**Increase the Attainment of Postsecondary Credentials with Significant Labor Market Value**



**Increase Stable Full-Time Employment Among Individual Adults with Incomes at or Above 250% Federal Poverty Level (FPL)**



**Reduce Adult First-Time Felony Convictions**

# Goal



**Reduce Infant Mortality**

# 12 Strategies



Increase culturally appropriate and respectful pregnancy, labor, and delivery support



Increase support services for peripartum people (e.g., housing, DV, SUD services)



Create environmental just, healthy, and accessible physical spaces



Support family and paid leave policies for pregnant parents



Address bias and racism in the medical field



Increase community-responsive prenatal care and peripartum programs, incl MH services

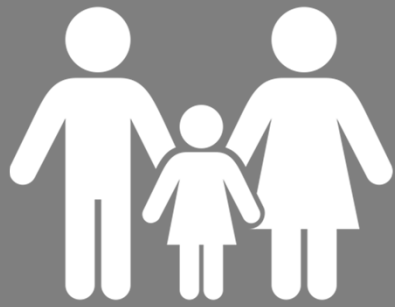


Improve transportation infrastructure to increase access to care



Implement alternates to incarceration for pregnant women

# Goal



Increase % of Families with Incomes above 250% FPL

# 7 Strategies



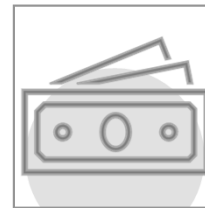
Expand job training programs, particularly for jobs in growth sectors (e.g., Green jobs)



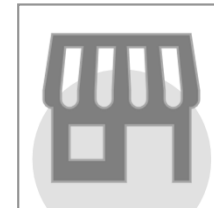
Create employment opportunities into high-demand industries (e.g., Technology and healthcare).



Support policies and practices that promote equitable pay and living wages;



Promote/expand guaranteed basic income program



Expand loans, grants, and incubation programs to small businesses to increase entrepreneurship opportunities

# Goal



Increase education and training opportunities that lead to good jobs

# 21 Strategies



Improve middle school grades



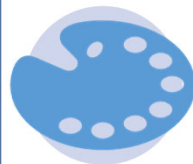
Reduce school suspensions and decrease absences



Expand opportunities to get technical/vocational credentials



Increase associate's degree completion



Increase participation in arts education



Provide online training and free online career certificates



Provide stipends for attending college



Increase enrollment, and completion of college degree or certification

# Goal



**Increase Adults with Stable Full-Time Jobs**

# 34 Strategies



Work with community colleges to create career paths to full-time employment



Support translation services to connect non-English speakers with jobs



Provide paid internships for youth and young adults



Keep existing and increase new affordable housing



Help families afford high-quality childcare services



Support policies that increase pay and support for childcare workers



Improve/expand transportation options for low-income households



Promote First Source Hiring programs for residents from disadvantaged neighborhoods



Improve hiring and job opportunities for justice-involved people

# Goal



## Reduce Adult First-Time Felony Convictions

# 25 Strategies



Help people with misdemeanors and/or felonies keep a clean record



Help people with misdemeanors and/or felonies avoid arrest and jail



Support youth development and prevention programs to reduce negative contact with police.



Increase high school graduation and decrease student dropout



Promote free online high school programs to increase graduation



Target support for youth at risk of HS dropout to disrupt the school to prison pipeline



Hire folks that reflect communities disproportionately impacted by the justice system



Encourage community-centered and trauma-informed law enforcement practices