



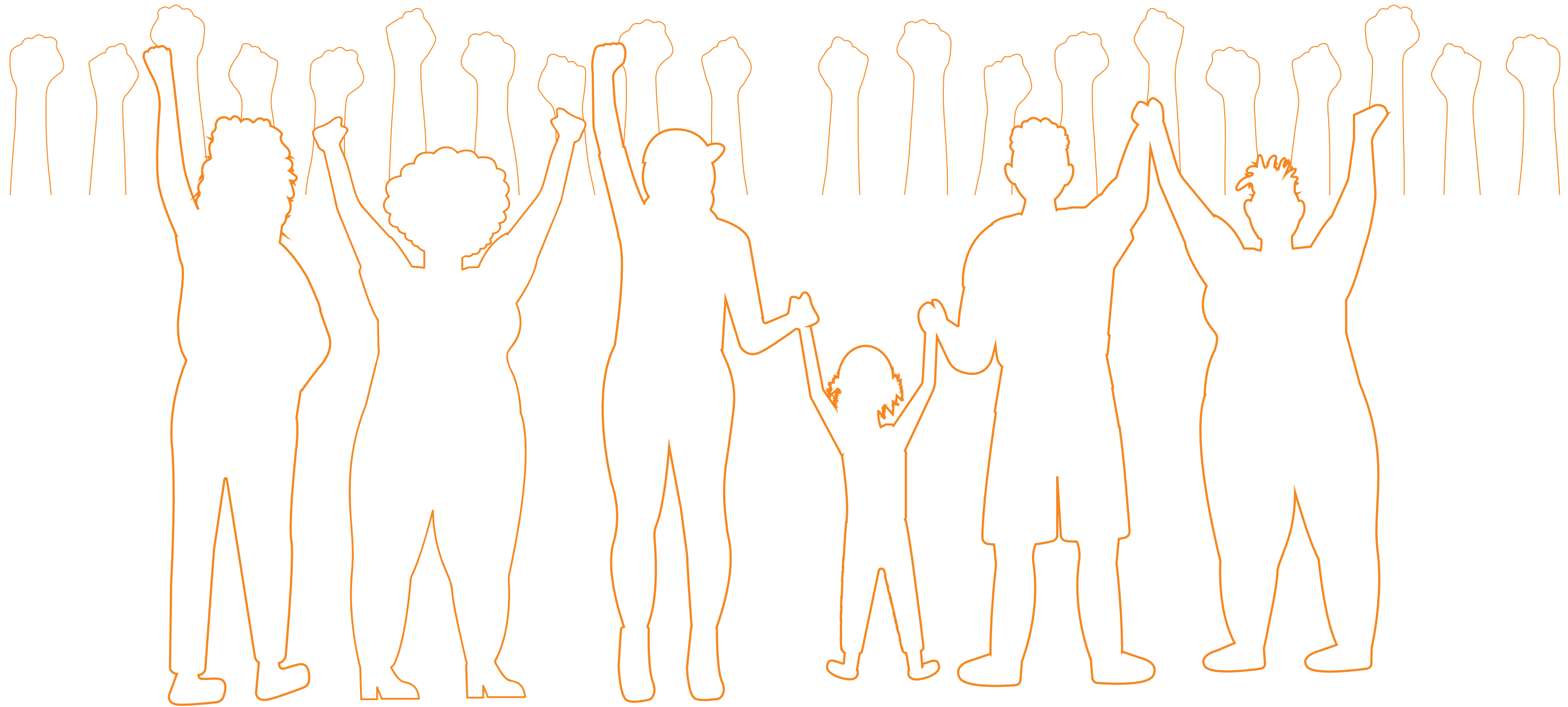
# **BURLINGTON'S RACIAL EQUITY STRATEGIC ROADMAP**

**Office of Racial Equity, Inclusion & Belonging**

**City of Burlington, VT**

**July 2021**





## LETTER from Burlington's Racial Equity, Inclusion & Belonging Director

America is changing. There's a realization for the white community that racism, whether overt or covert still exists in this country. Even while, for hundreds of years, Black, Indigenous, and people of color (BIPOC) have been screaming at the top of their lungs to be treated equally. Our collective cries for hope, and freedom from oppression have, until recently, fallen on deaf ears. Those cries have been muffled by microaggressions, inherent biases, and outright racism (systemic and individual) to ensure the comfort of the white population – to ensure this country remains engaged in white supremacy culture. It is a stain that goes so deep we often wonder if and how we can remove it. I don't believe ignoring history that is clearly affecting the present should be the goal.

America cannot be the moral authority of the world when its BIPOC citizens, in particular Black and Indigenous have been treated less than second class citizens. Burlington cannot be the capital of progressiveness when there is no room for racial justice, spaces of belonging, and insurance that BIPOC can show up as an authentic version of themselves – not an assimilated version. This strategic Roadmap is the first step towards racial equity, and racial justice informed by the community.

The wants and needs of the BIPOC community are a top priority for the REIB team. Equality cannot be the goal. We are far past that. Equity and equitable outcomes are the goals. As is changing the culture of the city to reflect the richness and value of all Burlingtonians. We are focused on making Burlington a place where race isn't a determining factor in any outcome.

- Director Tyeastia Green

## PROJECT TEAM

### CITY OF BURLINGTON RACIAL EQUITY, INCLUSION & BELONGING (REIB) OFFICE

**Tyeastia Green**, Director  
**Belan Antensaye**, Public Policy and Research Analyst  
**Skyler Nash**, Public Policy and Research Analyst

### VERMONT RACIAL JUSTICE ALLIANCE

**Vermont Racial Justice Alliance** is an organization established to address racial justice in Vermont. Through platforms and initiatives, outreach and education, community engagement and support, and cultural empowerment, the Vermont Racial Justice Alliance is working to secure sustainable power, ensure agency, and provide security for American Descendants of Slavery (ADOS), while embracing their history and preserving their culture.

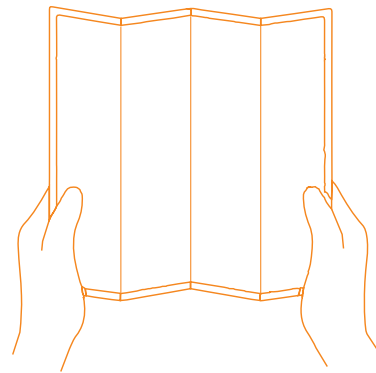
### PLANNING, DESIGN, AND VISIONING CONSULTANTS

**Grayscale Collaborative** is a Boston-based architectural and urban design firm that operates at the intersection of research and practice. Grayscale works with clients and communities to take on complex urban challenges, reconcile competing interests, forge new and ongoing relationships, and work collaboratively towards better designed and more inclusive places.

**All Aces** is an alternative to traditional Diversity, Equity, and Inclusion (DEI)/Diversity & Inclusion (D&I) consultants and professional development. All Aces leverages the DIET (Diversity, Inclusion, and Equity Transformation) Framework to help organizations identify equity opportunities to customize a DIET Plan for their organizational development and offers Professional and Personal (PROPER) development opportunities that support the DIET Plan to create cultures of belonging.

**Dr. Lily Song** is an urban planner and activist-scholar. Her research, teaching, and practice focus on infrastructure-based mobilizations and experiments that center the experiences and insights of historically marginalized groups for reparative planning and design in American cities and other decolonizing contexts.

## What is Burlington's Racial Equity Strategic Roadmap?



Burlington's Racial Equity Strategic Roadmap (the 'Roadmap') outlines a three-year strategic planning & implementation process for the city's inaugural racial equity plan. It references and expands upon previous equity initiatives as well as inputs provided by Black, Indigenous, and people of color (aka "BIPOC") Burlingtonians through a series of listening sessions. Inputs have been synthesized into three grounding Values which inform the goals, strategies, and actions identified in this Roadmap:



### Community & Power

Implementing Cultural Empowerment and Securing Equal Opportunity for BIPOC Residents \*



### Identity & Representation

Expanding Racial Equity, Inclusion, and Belonging\*



### Safety & Freedom

Restructuring Public Safety & Health\*

Thank you to those who participated and openly shared insight and feedback in the focus groups. Your time and input was integral to the creation of this Roadmap.

\*Please see pg. 25 for a full definitions of each Values.

## Budget Allocation and Planning



The \$1M dollars that Burlington has designated for this process is a three-year down payment on a much longer process of municipal cultural change and investment which should include the following, annually:

### 1. 1.8M-2M for REIB staff and interdepartmental support:

Hire additional staff to provide guidance, connections to external partners, and oversee the design, planning, and implementation process. Also, a commitment of dedicated staff time from other municipal departments will ensure cross-department collaboration, coordination, and policy implementation.

### 2. 150k for Data disaggregation and policy research:

Establish partnerships with the local research institutions and local community advocates to support data disaggregation, analysis, and equity policy research. Additionally, this relationship may present an opportunity to develop a Center for Cultural Empowerment with a temporary home in a university space.

### 3. 150k-250k for BIPOC Coalition:

Determine a sustainable compensation strategy for BIPOC Coalition participants and their organizations. People with lived experiences are also experts in determining solutions and should be paid for their time.

### 4. 550k-650k for Planning, Design & Implementation Support:

Develop and issue an RFP for planning, design, and program/policy implementation and consulting services, to support the City of Burlington Racial Equity goals and vision. Consultant groups will provide design and planning services - analysis, communications support, facilitation, framing, and technical assistance - for initiatives related to local economic development, community planning, and the future Cultural Empowerment Center. All work should incorporate subcontracts with local community-based organizations and vendors throughout the three year process, to the highest extent possible.

### 5. 250k-350k Community empowerment grants:

Develop community grant-making process in collaboration with the BIPOC Coalition. People need to see action, and this provides a small amount of money to support community projects and programs.

While catalytic, **\$1M dollars is insufficient** to cover the full costs of REIB staff, community-based partners (with operating budgets for needed activities and events), and external consultants and technical experts as well as the creation of a Culture Empowerment Center(CECC). It requires leveraging and expansion, in part through philanthropic and institutional partnerships. Besides financial commitments, operationalizing citywide changes in service of racial equity will additionally require leadership support. For example, this might entail ensuring staff in the REIB Office/Department have the equivalent capacity, authority, and coordinating channels as the Community Economic Development Office(CEDO) to provide needed REIB support and guidance (perhaps with assistance from the Employee Resource Group) across city departments.

A strategic plan for racial equity will only be effective if it is informed and guided by the people who are most affected -- BIPOC Burlingtonians. For that reason, the Roadmap planning process will continuously center feedback from BIPOC-identifying community leaders and residents and BIPOC-serving institutions, and direct those inputs to shape goals, strategy prioritization, and action plan-setting. This process embraces honest, two-way communication channels that recognizes and redresses past harms, and charts a clear and actionable path towards repairing forward.

# TABLE OF CONTENTS



<b>01. INTRODUCTION</b> .....	<b>pg. 13</b>
Why a Racial Equity Strategic Roadmap for Burlington? .....	pg. 13
Changing the Culture: Towards “Targeted Universalism” .....	pg. 15
<b>02. GROUNDWORK</b> .....	<b>pg. 19</b>
Elements of Successful Process .....	pg. 19
Background and Planning .....	pg. 21
BIPOC Listening Sessions .....	pg. 24
<b>03. STRATEGIC PLANNING PROCESS</b> .....	<b>pg. 27</b>
Eight Steps to Changing Culture and Disrupting Oppression .....	pg. 28
Vision, Challenges, Goals, and Metrics .....	pg. 42
Closing Remarks .....	pg. 54
<b>Appendix A - National Models</b> .....	<b>pg. 56</b>
<b>Appendix B - Equity Metrics</b> .....	<b>pg. 94</b>
<b>Appendix C - Pre-existing Priorities and Accomplishments</b> ....	<b>pg. 106</b>



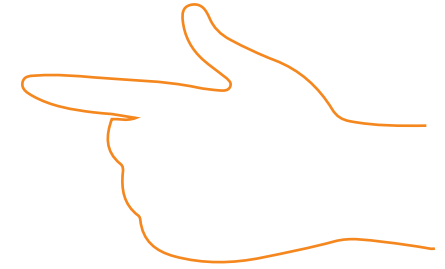
Image credit : James Buck



Image credit : James Buck

# 01.

## INTRODUCTION



### *Why a Racial Equity Strategic Roadmap for Burlington?*

Burlington is widely heralded for its progressive economic and social policies, and public commitments to promoting individual liberties. Vermont was the first state to abolish slavery and to introduce same-sex civil unions. Its most populous city, Burlington, has blazed the trail for other American cities pursuing policies and programs that promote general quality of life and prioritize the livelihoods of local people over those of multinational corporations.

A hallmark of Burlington's progressivism is strong public sector leadership. When many other American cities transformed their deindustrialized and dilapidated harbors into luxury gated housing and other privatized spaces, Burlington restructured its waterfront as public trust lands and redeveloped it for community-serving uses such as parks, museums, and piers. The phased strategy further designated a portion of waterfront lands for future generations to decide its use.

Burlington has also been a national leader in operationalizing models of housing and land use development to stabilize communities and allow working-class residents to build wealth through housing. In 1984, the municipality established one of the earliest one of the earliest - today, certainly the largest in scale - community land trusts (CLTs). The subsequent creation of the Lake Champlain Housing Development Corporation, Housing Trust Fund, and Inclusionary Zoning Ordinance put in place a "ladder of affordability" encompassing rental and co-op rental, ownership, cohousing, and shared equity homeownership models.

The City of Burlington, with state and federal support, has further pursued innovative approaches to workforce and economic development. Established in 1983, the Community Economic Development Office prioritized neighborhood planning and improvements benefiting low income and working class residents, in addition to downtown redevelopment promoting local businesses. Alongside city initiatives such as the Burlington Revolving Loan Program and Matching Grant Program, the state-level Vermont Employee Ownership Center (established in 2001), has technically assisted and financed employee-owned businesses.

The egalitarian values and ethos of Burlingtonians, while notable, remain imbedded in a dominant culture of whiteness. Vermont remains overwhelmingly white—the second most racially homogeneous state in the nation. To date, its congressional representatives have been white and male, as have been all of Burlington’s mayors. While the City of Burlington is home to the state’s largest foreign born population and has the highest number of BIPOC residents, its business, institutional, and nonprofit leadership lack diverse representation and are therefore vulnerable to paternalism, cultural biases, and blindspots.

Amidst nationwide protests in defense of Black Lives and uneven impacts of the COVID-19 pandemic on BIPOC communities, the City of Burlington made a commitment to “further racial justice” by allocating an initial \$1M to the Racial Justice Fund of the City’s FY21 annual budget, and by declaring racism “a public health crisis.” In 2021, Burlington also became one of the only municipalities in the nation to establish a task force on reparations. The “Queen City” has long blazed the trail for the rest of the state as well as the nation.

The Racial Equity Strategic Roadmap seeks to harness Burlington’s record of strong public sector leadership and progressive urban policies to catalyze a much needed shift from color-blindness to antiracism. This process entails listening to and learning from Burlington’s BIPOC communities and organizers how white supremacy and systemic racism operate across different sectors<sup>1</sup>, institutions, spaces, and internal practices. These changes are needed

1. For example, in 2012, the Burlington School Board released an equity and disparities report following a contentious meeting among parents, students, and teachers on harassment and the treatment of BIPOC students. And in 2018, the University of VT campus students, faculty, staff called attention to racism on campus and called for reform. “The students of color at the University of Vermont do not feel safe, welcomed, or included,” No Names for Justice said. Students from the group are protesting what they call a culture of white supremacy on campus and the administration’s lack of support.”

to support the long-term, comprehensive wellbeing and advancement of BIPOC Burlingtonians. Broadly speaking, antiracism centers emerging leaders and collective assets from Burlington’s BIPOC communities. It shifts decision-making and resource allocation to combat racial and social injustices, and to heal Burlington forward into a truly equitable future.

### ***Changing the Culture: Towards “Targeted Universalism”***

Culture is a strongly held and widely shared set of beliefs that guide our behavior. It influences everything from how we do our work to how we treat each other. Culture is rooted in historical and social contexts, rife with uneven power dynamics. The worldviews, ways of life, and self interests of dominant groups set norms and standards, which permeate every aspect of society - from individual prejudices to interpersonal relations to public policy.

Burlington cannot meaningfully advance racial equity without addressing the dominant civic and institutional culture of whiteness. It is critical to unpack how the dominant culture of American cities is steeped in white supremacy and this country’s legacy of racial oppression, in white supremacy and the country’s legacy of racial oppression. Moving forward, it is crucial to identify present-day impacts on communities of color, and explore new and intentional ways to establish cultures of freedom, belonging, and justice for BIPOC Burlingtonians. Whether to mitigate racial injustices or realize racial equity, the City of Burlington will need to pursue a targeted approach that incorporates BIPOC voices, assets, needs, and solutions.

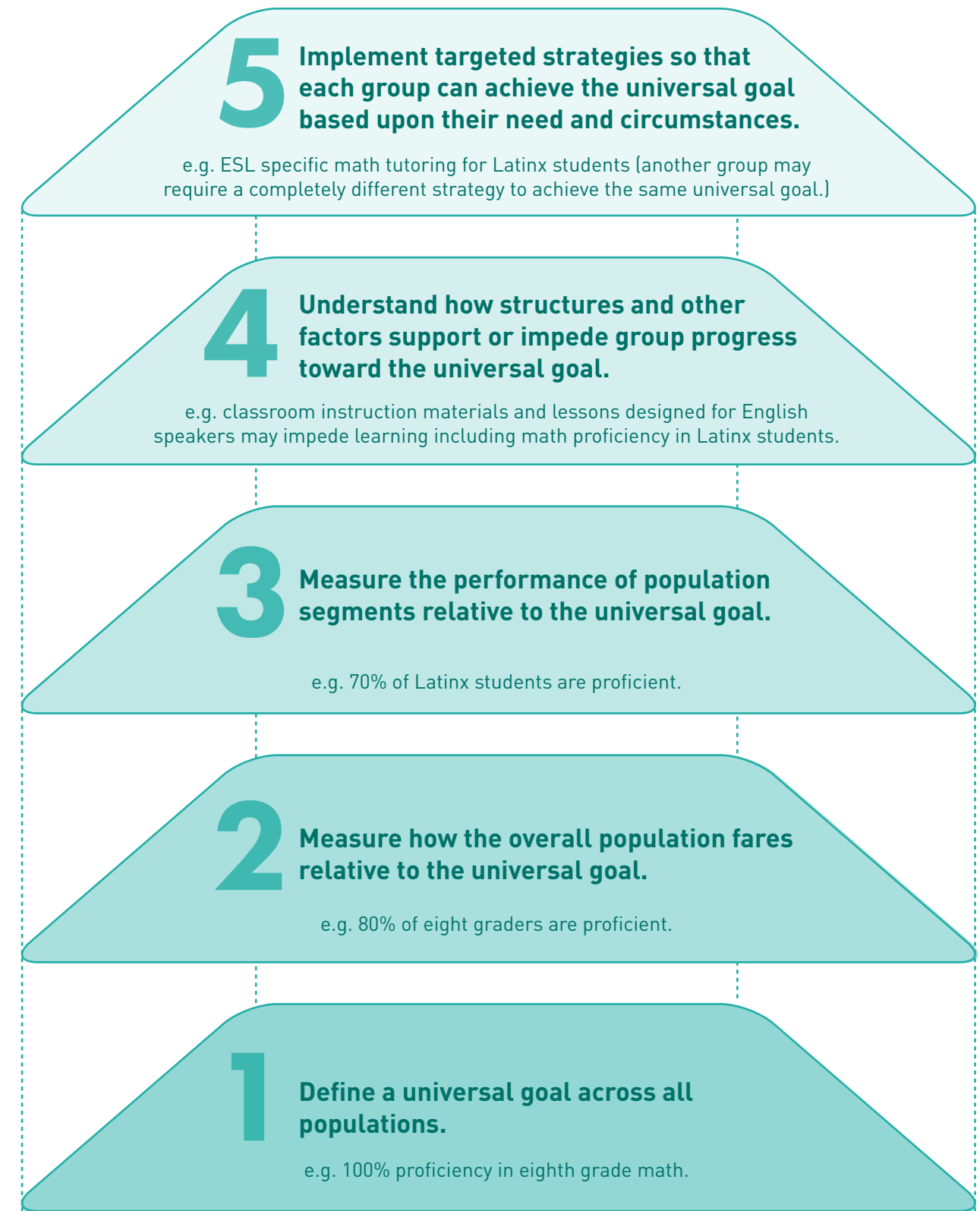
This three-year strategic planning process will build on existing efforts by the City of Burlington’s Office of Racial Equity, Inclusion, and Belonging (REIB) to shift existing cultures and systems. City-wide change requires broad-based, integrated adoption of new behaviors, policies, and procedures across agencies, businesses, nonprofits, and residents alike.



This Roadmap outlines necessary cultural, institutional, and systemic shifts for the City of Burlington. These are rooted in a framework of targeted universalism: where ‘universalism’ is a principle that treats all people the same, independent of culture, race, ethnicity, and other forms of identity. Within a “targeted universalism” framework, universal goals are also established for everyone, but the strategies developed to achieve those goals are targeted, based upon how different groups are situated within structures, culture, and across geographies to ensure that they can successfully achieve the universal goal. Universalism is akin to equality, whereas targeted universalism is more directly related to equity. The latter responds to differing baselines, which result from layered historic and institutional actions. “Targeted universalism” is goal-oriented, with the intention of bringing everyone to the same baseline, and to a point where universal goals and processes truly work for all<sup>2</sup>.

Key to this approach is setting goals that can have the greatest impact to change rather than what is easiest or most comfortable. Another important part of this framework affirming the voices and choices of BIPOC communities in framing the problem (and the narrative) as well as developing targeted strategies, even when existing data may not always seem to substantiate it. The implementation of “targeted universalism” involved five layers, and can be applied to address a wide range of racial equity priorities.

2. <https://belonging.berkeley.edu/targeteduniversalism>



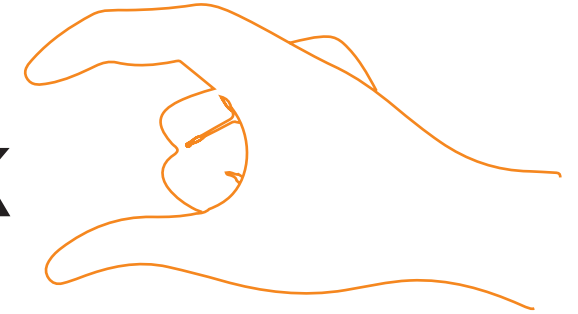
 **Start Here**

Images: Targeted Universalism Approach



Image credit : James Buck

## 02. GROUNDWORK



### *Elements of a Successful Process*

Burlington has consistently advanced progressive economic and social policies and promoted individual liberties. But not all Burlingtonians have felt the benefits equally. BIPOC residents make up 18% of the population and continue to face disparities in income, housing stability, supportive educational environments, small business assistance, and political representation.

When taking steps to advance racial equity, it is important that Burlingtonians begin with a common understanding of the legacies of racial injustice in the United States more broadly, in order to understand how they manifest for BIPOC communities in Burlington. Only then can a racial equity strategic planning process successfully address long-standing imbalances of power in existing governance structures, decision-making processes, budgetary procedures, and procurement practices for City departments and funding streams.

Racial equity should not be separate from the day-to-day work of public agencies, but rather should be embedded in their guiding principles and operating protocols, and reinforced with technical assistance from the REIB Office and other city leaders.

A successful Roadmap involves answering the questions and taking action accordingly. The following graphic illustrates possible answers to guide planning priorities:

**Q. What are Burlington's racial equity goals and metrics for success?**

**A. Establish a Baseline**

Conduct public engagement sessions to develop a shared definition of racial equity, take stock in existing disparities, and generate a shared sense of urgency.

**Q. How will the wisdom of BIPOC Burlingtonians - those directly impacted by race-based disparities - inform the remedies?**

**A. Center BIPOC Voices**

Center the voices of Burlington's BIPOC community at every stage of the process.

**Q. Who are the individuals, organizations, and public sector champions for racial equity, and how will they work together across sectors and interests? What is the organizing and political work necessary to ensure that Burlington serves BIPOC residents?**

**A. Establish Collaborative Partnerships**

Identify organizations already engaged in equity work, as well as those that should be, but are not.

**Q. What are the beliefs and related actions necessary to transform how BIPOC residents experience Burlington?**

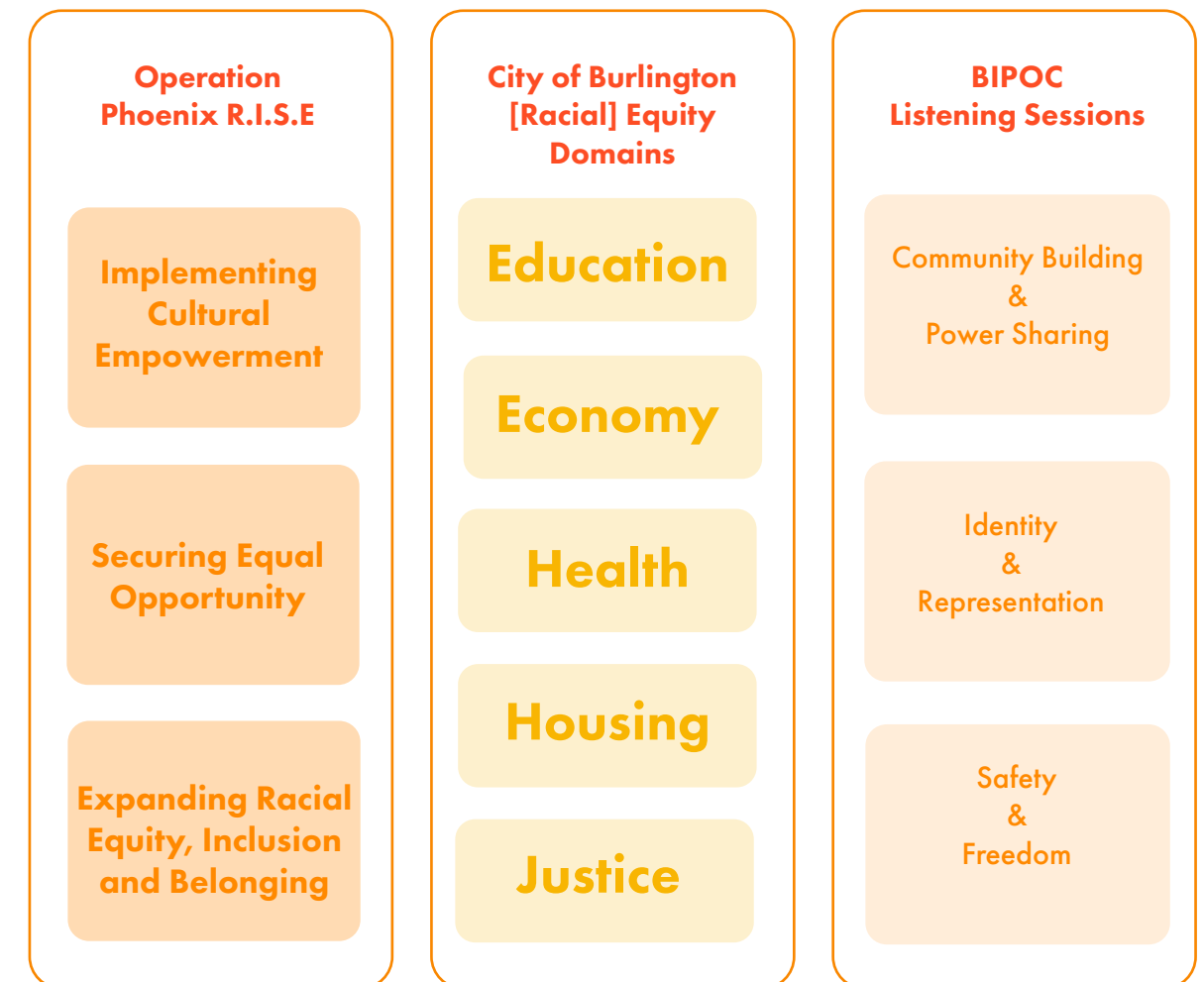
**A. Ensure Accountability and Focus on Results**

Disaggregate all city data by race to move from a race-blind universalist to BIPOC-targeted approach to equity.

## Background and Planning

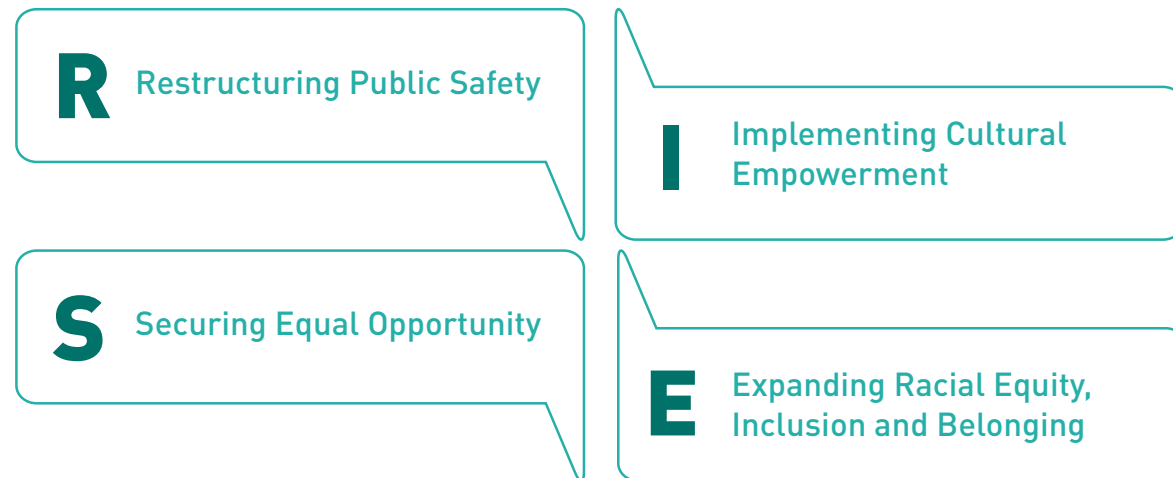
This work also involves reviewing existing public programs, identifying opportunities to work with cross-sectoral agencies, and partnering with organizations already engaged in racial equity work. Advancing racial equity will require making a shared commitment across organizations, departments, and sectors (i.e. Economy, Education, Health, Housing, and Justice), to increase access to resources and opportunities for BIPOC residents, communities, and businesses.

The following graphic outlines existing equity markers used by the City and by the Vermont Racial Justice Alliance. The right-most column builds on those values, contextualizing inputs from BIPOC community members to create a shared platform for the City of Burlington.



### Operation Phoenix R.I.S.E.

While Burlington’s progressive achievements are significant and existing priorities are useful, questions remain as to how they have specifically benefited BI-POC Burlingtonians, and what a racially equitable Burlington looks like. To begin to address these questions, the City of Burlington has been working closely with The Vermont Racial Justice Alliance to utilize its Operation Phoenix R.I.S.E. framework:

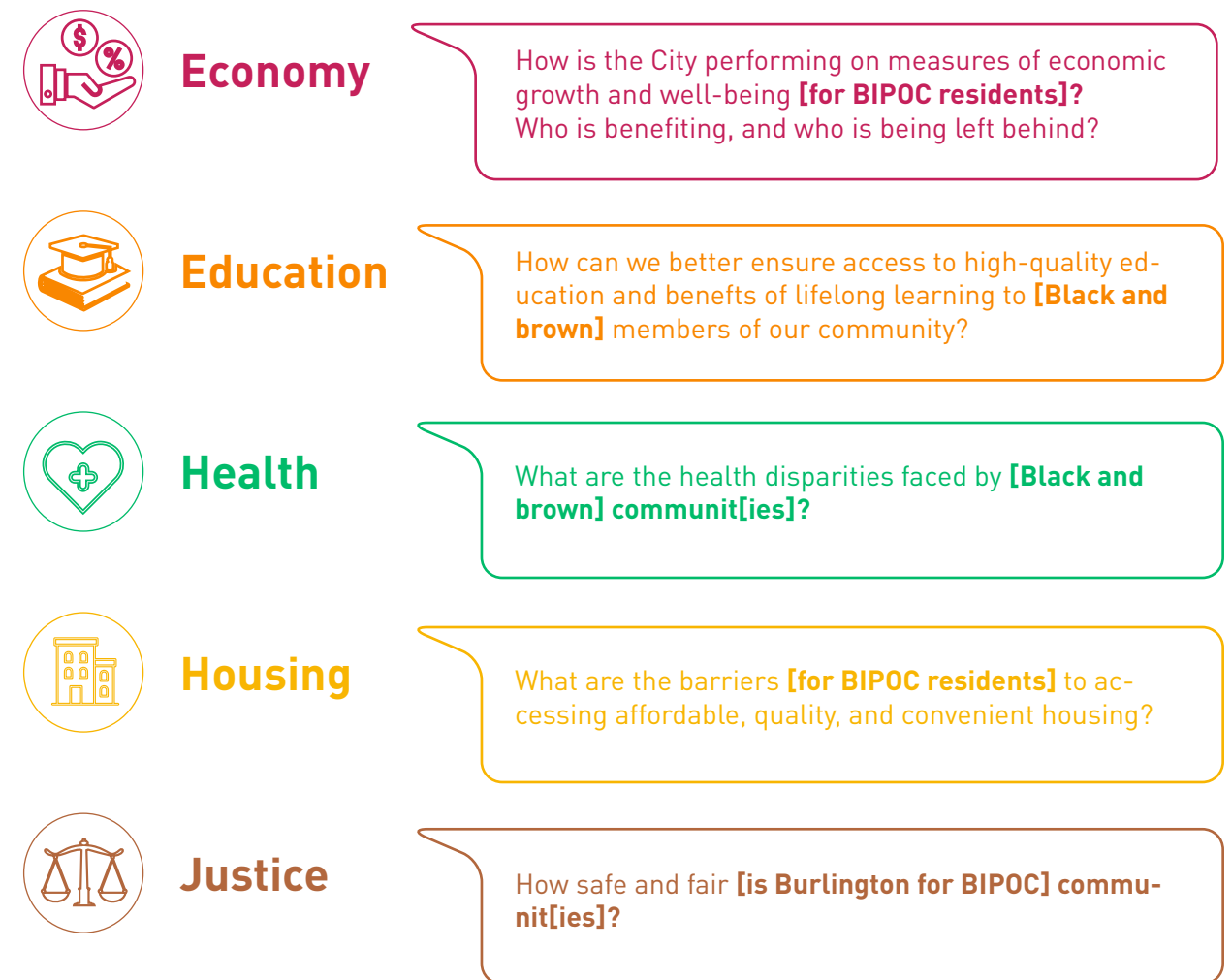


At its core, Operation Phoenix R.I.S.E. aims to transform the lives of Black and brown people by investing in their communities and economic aspirations by providing them with opportunity and ensuring racial equity. Early priorities have been identified in collaboration with the City, and should be further activated and expanded upon as part of this Roadmap. These include:

- Design and build a Cultural Empowerment Community Center (CECC)
- Develop racially equitable procurement practices
- Disaggregate data by race through a centralized, publicly accessible database
- Integrate community engagement into public strategies

### City of Burlington [Racial] Equity Domains

In 2019, Burlington reoriented its Equity Report to assess the state of equity across five “Equity Domains”: Economy, Education, Health, Housing, and Justice. While data described a demographic shift in the future makeup of the city (noting that one-third of Burlington’s youth are people of color), and highlighted racial disparities in all five Equity Domains, none of the recommendations mentioned race. In order for Burlington’s racial equity plan to be effective, the impacts of racism must be made explicit. As a first step, the City’s five Equity Domains were reconceptualized as five Racial Equity Domains by asking:



## BIPOC Listening Sessions

As a point of departure for this Roadmap, an ad-hoc group of over 70 activists, business owners, public employees, and community-based organization representatives were convened for BIPOC-only listening sessions. Listening sessions were designed to be safe spaces for collective imagination and discussion, and to root this ongoing Roadmap in BIPOC perspectives. Participants shared their insights in response to various questions. The following are questions and take-aways from the initial assessment and BIPOC listening sessions:

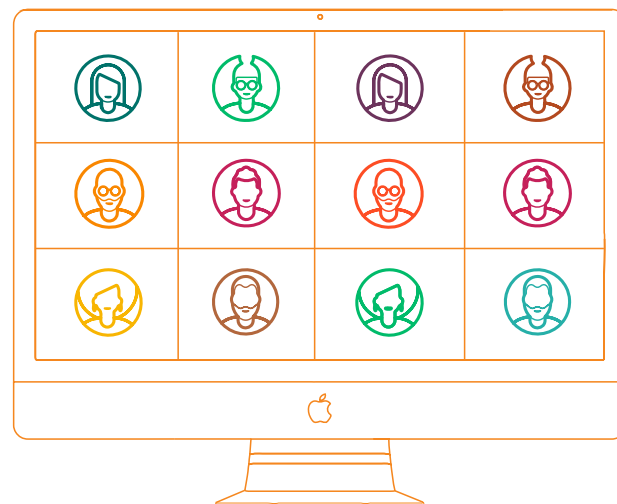
**Session 1** The first session was about the “**what**” and “**where**” – what are the issues and priorities? Where should we be focusing in terms of promising policies and programs?

**Session 2** The second session was about the “**who**” and the “**how**” – who needs to be a part of the conversation and how will that intersectional coalition work together to make change happen?

What are/have been the challenges to achieving racial equity in Burlington?

What does a racially equitable Burlington look like, and how is that different from today?

What partnerships already exist and what new partnerships need to be created to move this work forward?



Three framing “Values” emerged to inform the framework for action identified in this Roadmap:



### COMMUNITY BUILDING & POWER SHARING

**Implement cultural empowerment and secure equal opportunity for BIPOC residents** by addressing structural racism and white supremacy, and transforming Burlington into a place that promotes racial justice and BIPOC community power-building.



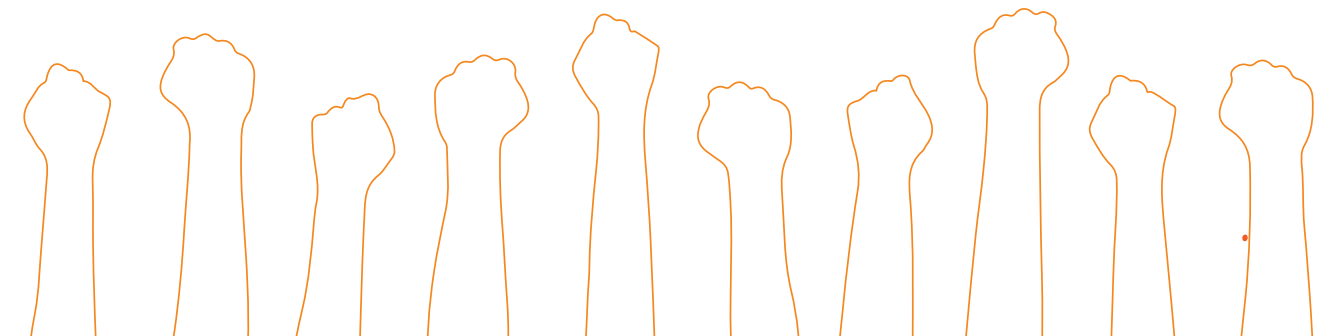
### IDENTITY & REPRESENTATION

**Expand racial equity, inclusion and belonging** so that BIPOC Burlingtonians are recognized for their contributions to society and have access to leadership opportunities in the public, private, and non-profit sectors.



### SAFETY & FREEDOM

**Restructure public safety & health** so that BIPOC Burlingtonians feel free to experience the abundance, beauty, and joy the world has to offer, and can achieve a high quality of life, wellness, security, and freedom of movement that is often reserved for white people.



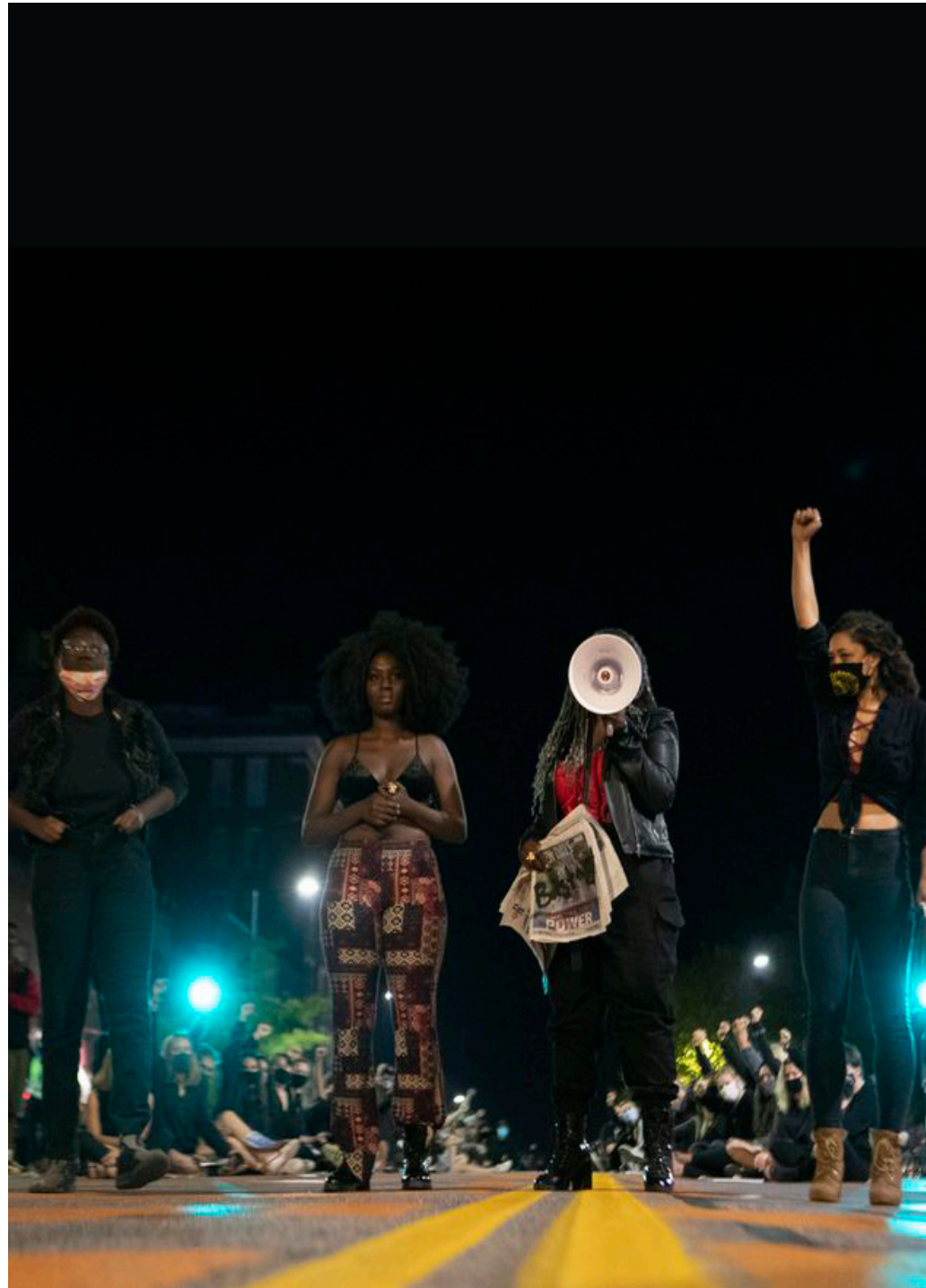


Image credit : James Buck

# 03.

## STRATEGIC PLANNING PROCESS

### *Eight Steps to Changing Culture and Disrupting Oppression*

The following 8-step process provides an overview of how to build and sustain productive disruption within institutions<sup>3</sup>. While this is framed over three years, it should really be understood as the start of a much longer commitment to cultural transformation within the City of Burlington. Skipping steps may create the illusion of progress, but that will never produce lasting results. It is important to create momentum and build upon small gains.

During the creation of this Roadmap, steps 1, 2, and 3 were initiated.

---

3. For further reading, see: "Leading the Change: Why Transformation Efforts Fail", by John Kotter, and Lewin's Change Management Model

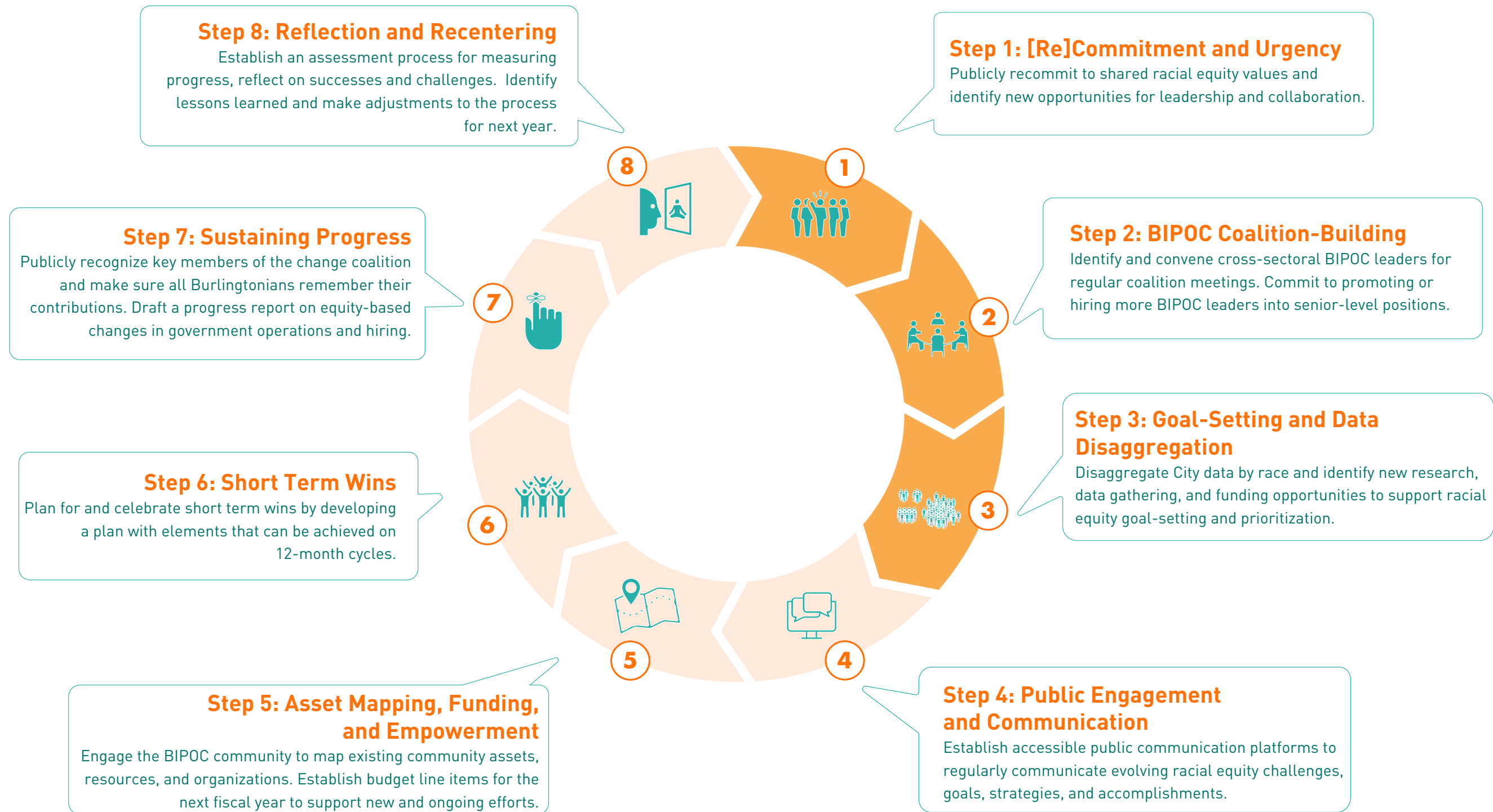


Image: Eight Steps to Changing Culture and Disrupting Oppression



**Step 1: [Re]Commitment and Urgency**  
Publicly recommit to shared racial equity values and identify new opportunities for leadership and collaboration.

The chances of success improve when there is a continued sense of urgency and commitment to a shared set of values. The City of Burlington has begun a process to envision a more racially equitable Burlington, and continuing this process will require ongoing engagement with other Burlingtonians.

**Why?** There is already a sense of urgency for BIPOC communities. However, this is an opportunity to begin to build multiracial coalitions of support, so that community members understand why this work is important, why doing it now matters, and how the benefits of targeted universalism for BIPOC Burlingtonians will create a better Burlington for all.

**What?** Recommit to shared Values: Safety and Freedom, Identity and Representation, and Community Power. Identify new opportunities for leadership and collaboration across City agencies. Draft an Executive memo and make a public commitment to racial equity collaboration.

**Who?** City of Burlington Office of REIB in collaboration with with other government agencies, City Council, and the Mayor



**Step 2: BIPOC Coalition-Building**  
Identify and convene cross-sectoral BIPOC leaders for regular coalition meetings. Commit to promoting or hiring more BIPOC leaders into senior-level positions.

It takes strong leadership and coalition building to make change happen. Systems are configured to persist as the status quo, and it may seem easier for people to minimize risk than to challenge existing norms. Racial Equity, Inclusion, and Belonging Director Tyeastia Green is already leading the way towards creating a BIPOC Coalition and should partner with other leaders in City government to have a joint commitment to advancing racial equity.

**Why?** Without enough public resources and energy supporting change in Burlington, chances of success are low. Strong leadership across sectors is necessary to do this work.

**What?** Identify and convene cross-sectoral BIPOC leaders. Organize and participate in regular coalition meetings throughout the year. Convene regular (monthly or bi-monthly) BIPOC listening sessions to share spaces, ideas, and resources with the larger BIPOC population. Commit to promoting or hiring more BIPOC leaders into senior-level positions.

**Who?** City of Burlington Office of REIB in collaboration with the VT Racial Justice Alliance, and the Burlington BIPOC Coalition (Activists, Civic Leaders, Business Leaders, and Community-based Organizations)





**Step 3: Goal-Setting and Data Disaggregation**  
 Disaggregate City data by race and identify new research, data gathering, and funding opportunities to support racial equity goal-setting and prioritization.

Change should be guided by collective racial equity goals set by the BIPOC community. It is important to establish which goals are transformational, but also realistic and achievable. Data needs to be disaggregated by race in order to understand the nuances among various groups, and to tailor strategies to achieve the goals.

**Why?**  
 The BIPOC community has the best understanding of their own needs, and it is critical to rely on their expertise to guide cultural change in the City. Data disaggregation is necessary to understand the disproportionate challenges they face, and to target solutions.

**What?**  
 Collectively establish racial equity goals to address challenges. Prioritize goals that are transformational, realistic, and achievable. Disaggregate all city data by race to assess challenges to achieving goals. Develop projects, programs, and policies to achieve the goals. Seek funding. Identify new research and data gathering opportunities and initiatives.

**Who?**  
 City of Burlington Office of REIB in collaboration with other government agencies, philanthropic organizations, and academic institutions



**Step 4: Public Engagement and Communication**  
 Establish accessible public communication platforms to regularly communicate evolving racial equity challenges, goals, strategies, and accomplishments.

When racial equity goals are fresh on everyone's minds, they will remember them and respond to them. A few emails and town hall meetings are not sufficient. If leadership and supporters have not grown tired of communicating the same message repeatedly, then it probably has not been communicated enough. Communication comes in both words and deeds, and the latter are often the most powerful form. Nothing undermines change more than behavior by leadership and supporters that is inconsistent with their words.

**Why?**  
 Transformative change occurs when many people rally around a common opportunity. People need to be engaged and motivated to move in the same direction and drive change.

**What?**  
 Regularly communicate the racial equity goals and their relationship to the vision. When communicating, think - message, medium, frequency, and behaviors. Establish public communication platforms: website, email, lists. Include racial equity work as an agenda item for major public events.

**Who?**  
 City of Burlington Office of REIB in collaboration with other government agencies

5

### Step 5: Asset Mapping, Funding, and Empowerment

Engage the BIPOC community to map existing community assets, resources, and organizations. Establish budget line items for the next fiscal year to support new and ongoing efforts.

Change must build on existing assets, especially through resourcing people and organizations already doing racial equity work. Provide people and organizations with tools to identify barriers and assets, and use the information to inform funding strategies. Action is essential, both to empower others and to maintain the credibility of the change effort as a whole.

#### Why?

In the first half of a transformation, no organization or community has the momentum, power, or time to build on all assets or move beyond all obstacles. Supporting existing assets is an efficient way to make progress and to validate the good work that is already happening in Burlington.

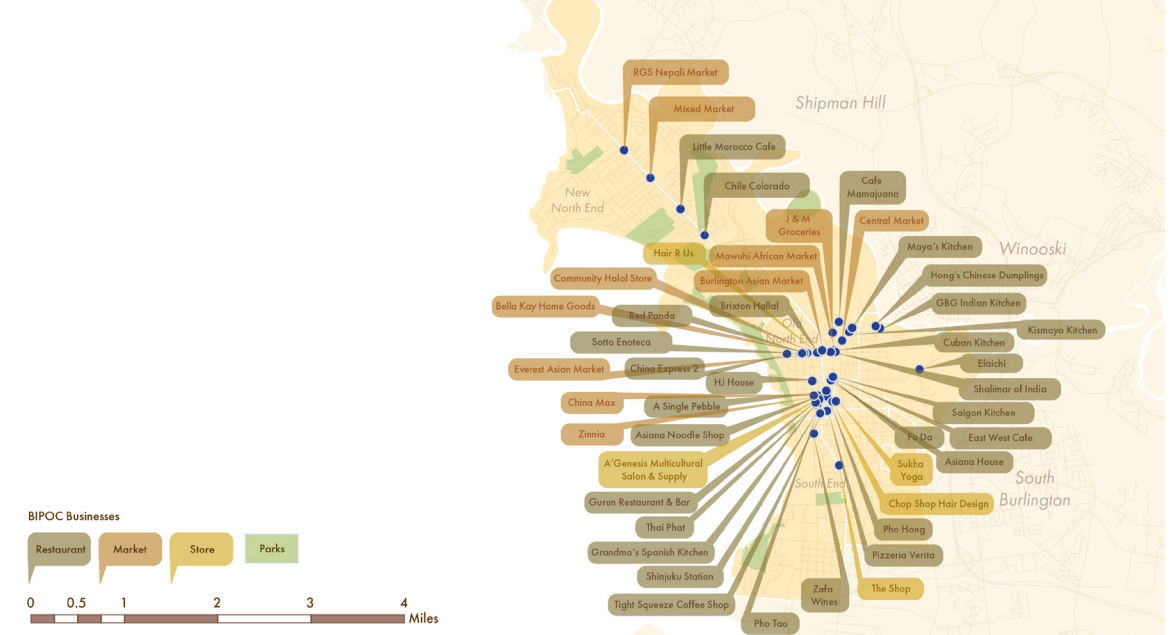
#### What?

Engage BIPOC community leaders and citizens to create asset maps of existing BIPOC resources and organizations. Establish budget line items for next fiscal year to support various BIPOC initiatives that require funding. Engage the BIPOC community and provide people with tools to support their goals and identify barriers to success.

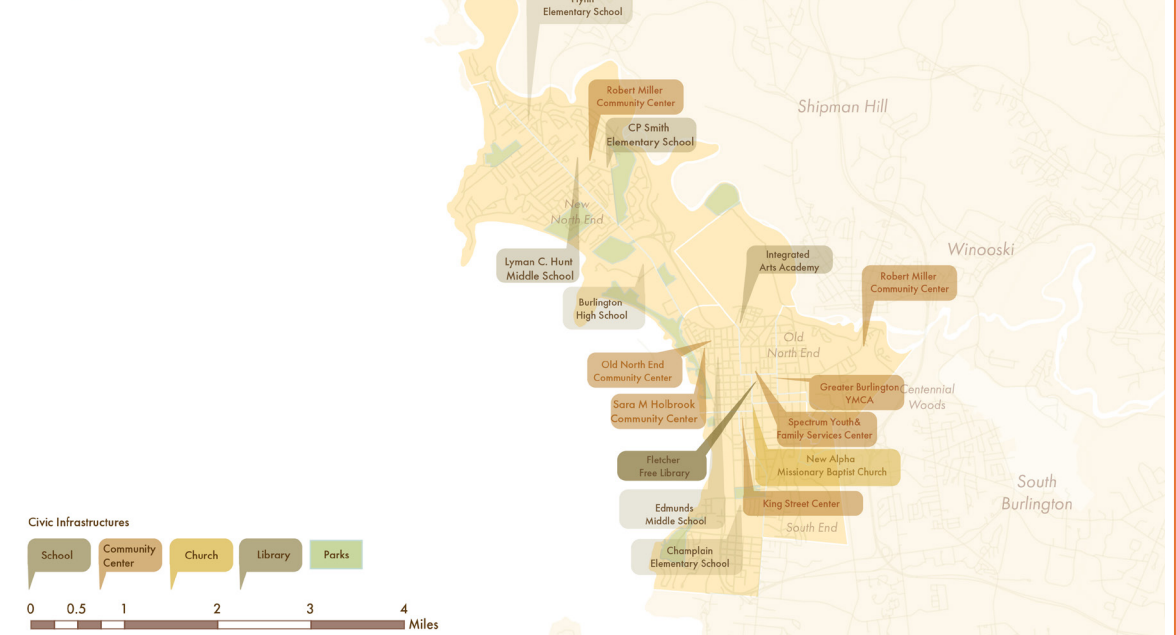
#### Who?

City of Burlington Office of REIB, Vermont Racial Justice Alliance, BIPOC Coalition, BIPOC residents

#### Burlington BIPOC Businesses



#### Burlington BIPOC Civic Infrastructures



Images: Examples of Asset Mapping



**Step 6: Short Term Wins**  
Plan for and celebrate short term wins by developing a plan with elements that can be achieved on 12-month cycles.

The graphic features a stylized map of Vermont with a callout box for Step 6. The callout box contains the title and description. To the right of the callout box is a circular icon with the number 6 and a group of people icon. The map also includes a location pin icon in the bottom right corner.

Success builds momentum, and momentum leads to greater success. Define shorter-term wins (and celebrate them!).

**Why?**  
Most people won't go on the long march unless they see compelling evidence in 12 to 24 months that the journey is producing expected results.

**What?**  
Plan for and celebrate short-term wins by making public commitment to, and budget allocation for, near term projects. Convene BIPOC Coalition members and BIPOC community leaders to identify needs and opportunities. Develop a plan with elements that are actionable and can be achieved in 12-month cycles.

**Who?**  
City of Burlington Office of REIB, Vermont Racial Justice Alliance, BIPOC Coalition, BIPOC residents, City Council, and the Mayor



**Step 7: Sustaining Progress**  
Publicly recognize key members of the change coalition and make sure all Burlingtonians remember their contributions. Draft a progress report on equity-based changes in government operations and hiring.

The graphic features a stylized map of Vermont with a callout box for Step 7. The callout box contains the title and description. To the right of the callout box is a circular icon with the number 7 and a hand icon. The map also includes a circular icon with the number 8 in the top right corner.

Anchor changes in Burlington's culture - once there is a pattern of success, ensure the trend continues. Establish a clear hiring and training system for leadership and clear expectations for the BIPOC coalition. Create plans to replace key leaders of change as they move on to ensure that their legacy is not lost or forgotten and that historical narrative remains intact.

**Why?**  
Many change efforts fail because change has not become a habit, because there was not enough attention paid to succession planning, and because there are not enough people in key positions to champion this work.

**What?**  
Publicly recognize key members of the original change coalition, and make sure Burlingtonians - new and old - remember their contributions. Anchor changes in Burlington culture by recognizing key members of the coalition and leadership. Draft a progress report on equity-based changes in government operations and hiring.

**Who?**  
City of Burlington Office of REIB in collaboration with other government agencies

### Step 8: Reflection and Recentering

Establish an assessment process for measuring progress, reflect on successes and challenges. Identify lessons learned and make adjustments to the process for next year.



After a few months of hard work, leaders and supporters may be tempted to declare victory with the first clear improvement. While celebrating a win is fine, declaring the war won prematurely can immediately derail the work. Instead, methodically reflect on successes and challenges, recenter priorities and make necessary process adjustments. Make reflection and recentering an accepted part of municipal culture.

#### Why?

Organizational change is ongoing so it is important to be self-critical throughout the process. Taking time to reflect on recent work and to measure results will reveal what is working and what is not, and make it easier to recenter efforts moving forward.

#### What?

Establish a clear goal measurement and assessment process. Assess goal attainment. Identify best practices and lessons learned. Reflect on the successes and challenges over the past year and make recommendations for adjustments to the process for the following year.

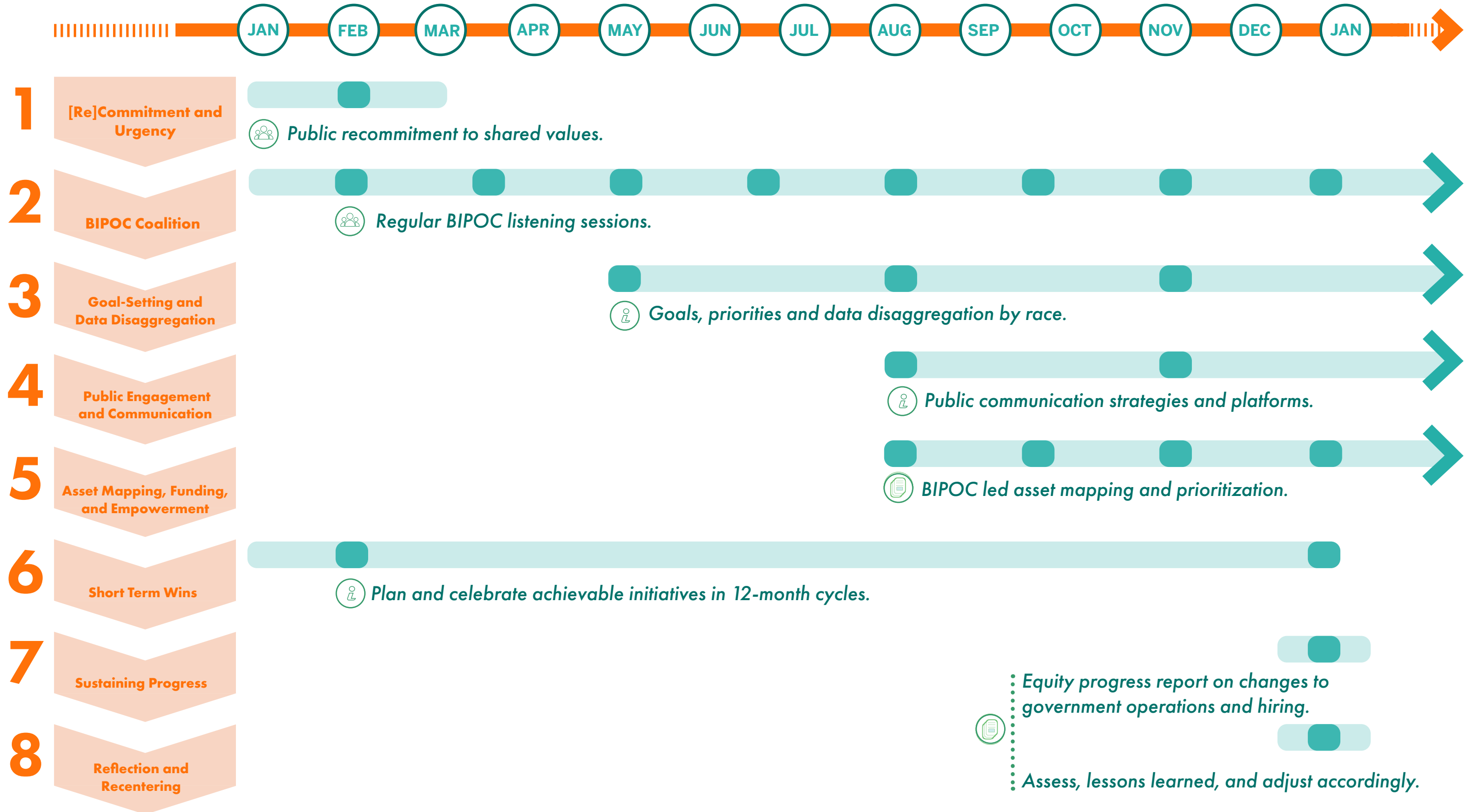
#### Who?

City of Burlington Office of REIB

Change is real when it becomes “the way we do things around here,” when it seeps into the bloodstream of the City of Burlington. Until new behaviors are rooted in social norms and shared values, they are subject to reverting back to the status quo as soon as the pressure for change is removed.

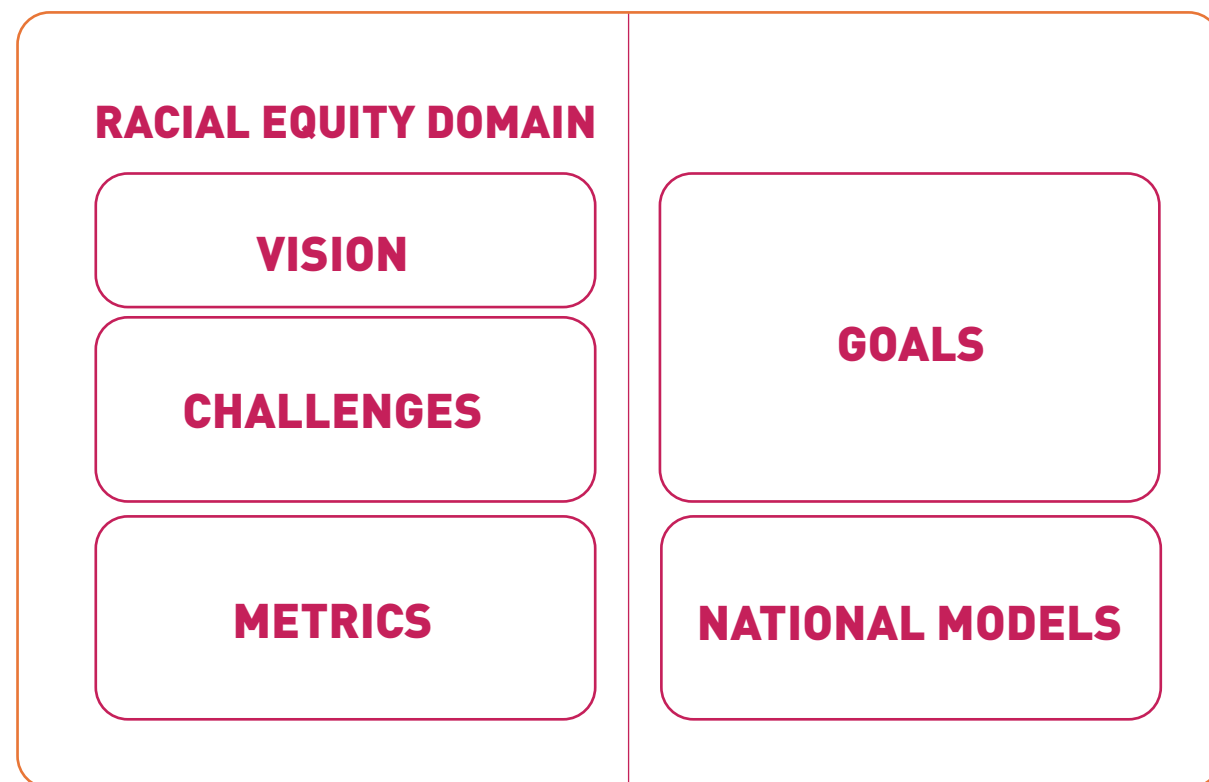
Facilitating change within an organization is extremely difficult; it is even more difficult to do it for an entire city. Take a pragmatic - and patient - approach through the eight steps outlined above to increase the chances of successfully realizing the change that is wanted and needed within the City of Burlington.

## Annual Actions and Deliverables



## Vision, Challenges, Goals and Metrics

Inputs from these BIPOC listening sessions directly informed the following list of preliminary goals and challenges (shown in bolded text in 'Challenges'). These benchmarks are organized by Burlington's Racial Equity Domains, in order to root the listening session goals within an existing action framework in the city of Burlington. This sort of integration is intended to provide an authentic foundation for a three-year strategic Roadmap:



example page

## Visions and Goals at a Glance

### Economy



**Build an economically sustainable community where BIPOC residents prosper and thrive.**

- Growth in BIPOC-owned businesses.
- Growth in BIPOC-targeted jobs and opportunities.
- Growth in BIPOC-targeted funding and resources.
- Increase in sustained community engagement around economic issues.

### Education



**Build and promote a healthy and nurturing learning environment that is representative of the BIPOC community.**

- Higher recruitment and retention in BIPOC faculty and leadership.
- Broader, equal access to resources for BIPOC residents.
- Creation of community-centered learning approach.
- Improved equity across the learning spectrum.

### Health



**Develop and advance the accessible and high quality public health system to empower BIPOC communities and culture.**

- Increase in access to food and resources.
- Increase in BIPOC representation in the healthcare system.
- Support public health of BIPOC communities and cultures.
- Increase diversity education for children and adults.

### Housing



**Support and expand equitable access to high quality housing and home ownership.**

- Growth in BIPOC ownership of housing and land.
- Growth in resources and programs to support homeowners.
- Growth in resources and programs to support renters.
- Improved quality of housing.

### Justice



**Build and strengthen justice and equity into all systems.**

- Increase in BIPOC representation in leadership.
- Ensure equal access to opportunities and resources.
- Build collective BIPOC vision and voice.
- Build justice and equity into all systems.



# ECONOMY

## VISION

Build an economically sustainable community where BIPOC residents prosper and thrive.

## CHALLENGES

There is a **lack of funding and resources** for positions and departments focused on racial equity. When programs are funded, they are often white-led initiatives “for” BIPOC communities instead of providing funding for the work that is already being done by and for people of color. There seems to be **an adherence to the Status Quo** and not enough focus on promoting or tapping into businesses and services that change/depart from existing norms, which leads to a **lack of understanding of BIPOC concerns** and the notion that people of color should be “happy to have been invited” is detrimental. There are also **not enough programs that target youth of color** and offer them a seat at the table. In general, there is **not a targeted approach to racial equity** based on Burlington-specific challenges.

**\$39.4k**

Median Household Income for Black VT Residents  
(White: \$63.7k)

U.S. Census Bureau 2019 5-year ACS Table S1903

**4.4%**

Unemployment Rate for Black VT Residents  
(White: 3.5%)

U.S. Census Bureau 2019 5 year ACS Table S2301

**25.9%**

% of VT’s Black Population at or below the poverty level  
(White: 10.4%)

U.S. Census Bureau 2019 5 year ACS Table S1701

## METRICS (see pg.94)

Minimum Wages	Median Wages	Poverty	Working Poor	Unemployment	Income Growth	Racial Equity in Income
Income Inequality	Home ownership	Business Ownership	Business Revenue	Job & Wage Growth	Job & GDP Growth	

## GOALS

**1**

INCREASE BIPOC OWNED BUSINESSES

**2**

INCREASE BIPOC TARGETED JOBS AND OPPORTUNITIES

**3**

INCREASE BIPOC TARGETED FUNDING AND RESOURCES

**4**

INCREASE BIPOC COMMUNITY ENGAGEMENT ACROSS DIFFERENT GENERATIONS

## NATIONAL MODELS

Founders of Color .....	pg. 58
Start-Up to Storefront .....	pg. 59
Bronzeville SOUP .....	pg. 60
Inclusion Works Strategic Plan .....	pg. 61
Reformed Procurement Guidelines .....	pg. 62
New Voices Foundation .....	pg. 63
Radical Imagination for Racial Justice Grant .....	pg. 64
New York Foundation Grants .....	pg. 65
Ward 8 COVID-19 Relief .....	pg. 66
Planning for an Equitable LA .....	pg. 67
Change for You(th) .....	pg. 68



# EDUCATION

## VISION

Build and promote a healthy and nurturing learning environment that is representative of the BIPOC community.

## CHALLENGES

There is a **lack of diversity** and lack of BIPOC representation among teachers and staff, and issues of staff retention. There is **unequal treatment of BIPOC students**, where overuse of punitive punishment leads to black and brown students being penalized at higher rates. There is a **lack of resources and opportunities to support BIPOC student needs** with limited materials, resources, and training that recognizes diversity, equity and inclusion. There is a **lack of awareness by law enforcement**, and police presence in schools has an adverse impact on BIPOC students. There is a general **lack of inclusive narratives** in the curriculum, which fail to offer diverse historical perspectives and realities.

**33.7%**

% of VT Black 3rd Graders proficient in Language Arts (White: 50.0%)

2018 Smarter Balanced Tests

**2.5X**

Black VT students receiving multiple days of suspension compared to their numbers (White: 3.5%)

US Dept Of Ed Civil Rights Data

## METRICS (see pg.101)

Educational Attainment

School Poverty

Educational Outcomes

Inequities in Discipline

High School Graduation Rate

## GOALS

**1**

INCREASE DIVERSITY IN FACULTY AND LEADERSHIP

**2**

IMPROVE BIPOC ACCESS TO RESOURCES

**3**

DEVELOP A COMMUNITY CENTERED APPROACH TO DECISION-MAKING

**4**

IMPROVE BIPOC TEACHER RECRUITMENT AND RETAINMENT

**5**

INCREASE OPPORTUNITIES ACROSS THE LEARNING SPECTRUM

**6**

CREATE NEW MODELS FOR LEARNING

## NATIONAL MODELS

New Leaders ..... pg. 69  
 The Puente Project ..... pg. 70  
 Elimination of Oakland Schools PD ..... pg. 71  
 Local School Decision-Making Committees ..... pg. 72  
 Building Parent Power ..... pg. 73  
 Building for Equity ..... pg. 74



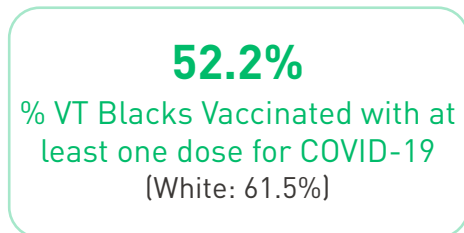
# HEALTH

## VISION

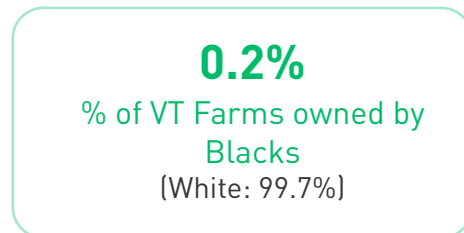
Develop and advance an accessible and high quality public health system to empower BIPOC communities and culture.

## CHALLENGES

Perceptions of **healthcare as unequal and [of] poor quality**. Stigma for those relying on support programs. Many BIPOC communities **lack resources and knowledge about the healthcare system**, including language gaps, technology gaps, complex application processes, and lack of financial resources. There is a **lack of diversity in medical leadership** leading to less BIPOC representation and therefore less awareness of BIPOC issues.



VT DoH COVID-19 Dashboard/CDC



2017 Census of Agriculture - National Agricultural Stat. Service

## METRICS (see pg.99)

- Life Expectancy
- Environmental Pollution
- Causes of Death
- Causes of Illness
- Fertility and Mortality
- Universal Health Coverage

## GOALS

- 1 INCREASE ACCESS TO FOOD AND RESOURCES**
- 2 ADVANCE ANTI-RACIST HEALTHCARE BY INCREASING BIPOC REPRESENTATION**
- 3 EMPOWER BIPOC COMMUNITIES AND CULTURES**

## NATIONAL MODELS

- Restoration ..... pg. 75
- The Magnolia Mother's Trust ..... pg. 76
- Queer and Trans Mental Health Fund ..... pg. 77
- Melanin & Mental Health ..... pg. 78
- HBCU Medical School Debt Relief ..... pg. 79

# HOUSING

## VISION

Support and expand equitable access to high quality housing and homeownership.

## CHALLENGES

City policies and private practices seem to favor homeowners over renters, and landlords are not accountable for poor living conditions. The quality of housing is low for BIPOC residents, with limited options and low energy efficiency. There are not enough resources and programs supporting affordable housing in the form of grants or rent controls, and there are a few large developers with most of the control. There is also a lack of understanding of BIPOC household needs including non-nuclear family structures, lack of credit history (particularly for immigrant and refugee population), and lack of equity-building opportunities to grow wealth.

24.4%

% of Black VT Homeowners  
(White: 72%)

U.S. Census Bureau 2019 5-Year ACS Table S2502

## METRICS (see pg.98)

Housing burden by tenure and severity

Percent of households without a vehicle by race

Average travel time to work by race

Eliminating Rent Burden

## GOALS

1

INCREASE BIPOC OWNERSHIP OF HOUSING AND LAND

2

PROVIDE RESOURCES AND PROGRAMS TO SUPPORT RENTERS

3

IMPROVE THE QUALITY OF HOUSING

## NATIONAL MODELS

STASH ..... pg. 80  
 Restorative Housing Program ..... pg. 81  
 Newark Movement for Economic Equity ..... pg. 82  
 Over-the-Rhine Renter Equity Program ..... pg. 83

# JUSTICE

## VISION

**Build and strengthen justice and equity into all systems.**

## CHALLENGES

There is a general **lack of engagement, communication, and understanding** including a perception that the public sector lacks transparency in decision making and does not take into account how decisions impact BIPOC communities. There is a feeling that Vermont hides behind **an image of liberalism which fuels complacency**, a lack of empathy, and stalls actions to change. There is an impression of **white supremacy and adherence to the status quo** in business, public safety, and law-making. There is a sense that **violations against BIPOC citizens** lack accountability by protecting police rights over citizen rights. There has been public shaming, harassment, and disenfranchisement of BIPOC activists. There is **no explicit focus on race** where data is not disaggregated, racism is not acknowledged, and the focus is on diversity in terms of head counts rather than on equity.

**14.3%**  
% of Black drivers stopped and searched resulting in contraband and arrest  
(White: 17.0%)

Trends in Racial Disparities in Vermont Traffic Stops, 2014-19

**9.9%**  
% of VT prisoners who are Black  
(White: 85.8%)

VT Dept of Corrections Race Report/US Bureau of Justice

## METRICS (see pg.103)

Traffic Stops

Arrests

Charges

Police Officer Disciplinary Action for Civilian Complaints related to Racism

## GOALS

- 1 INCREASE BIPOC REPRESENTATION IN LEADERSHIP**
- 2 ENSURE EQUAL ACCESS TO OPPORTUNITIES AND RESOURCES**
- 3 BUILD COLLECTIVE BIPOC VISION AND VOICE**
- 4 BUILD JUSTICE AND EQUITY INTO ALL SYSTEMS**

## NATIONAL MODELS

- Stockton Economic Empowerment Demonstration ..... pg. 84
- Restore, Reinvest, and Renew Program ..... pg. 85
- She the People ..... pg. 86
- Color of Change ..... pg. 87
- Counter-Mapping ..... pg. 88
- Story Maps Fellowship ..... pg. 89
- Regional Immigrant Entrepreneur Storytelling ..... pg. 90
- San Antonio 2020 ..... pg. 91
- Nashville International Center for Empowerment ..... pg. 92
- Harlem Children’s Zone ..... pg. 93

## Closing Remarks

The Racial Equity Strategic Roadmap initiates a three-year journey toward a Burlington that fully supports and empowers its BIPOC residents. It takes stock of previous initiatives for racial equity, addressing components that don't serve us and building on the ones that do. All the while, the Roadmap remains grounded in the lived experience of communities of color, centering our voices.

We began by acknowledging that while the values of Burlington appear to be progressive and egalitarian, the ethos is still dominated by a culture of whiteness. This culture of whiteness is a barrier to realizing the full humanity of BIPOC Burlingtonians. Therefore, the Roadmap commits to a cultural shift towards Targeted Universalism. This method advances initiatives that directly target inequities in order to bring all residents to a universal standard.

This Roadmap is categorized, evaluated, and advanced along Five [Racial] Equity Domains -- Economy, Education, Health, Housing, and Justice -- with the understanding that they are intersectional in nature. These domains served as the scaffold for community discussions. Through two separate BIPOC Listening Sessions, participants identified some of the present-day impacts of racism on themselves, their families, and their communities at large. Along the way, critical questions guided the discussion: What are the main issues and priorities? Where should we be focusing in terms of promising policies and programs? Who needs to be part of the conversation? How will that intersectional coalition work together to make change happen?

The questions led us to three community priorities that would ultimately guide the goal-setting process: 1) Community Building and Power Sharing,

2) Identity and Representation, 3) Safety and Freedom. As we proceed through the Roadmap, these themes will serve as our north star.

As this iterative process continues, we are dedicated to sustained community engagement that centers BIPOC voices. We are committed to shifting decision-making and resource allocation towards our communities and partners. We are devoted to systemic change intended to make the largest impact, even when that may require a more challenging or lengthy process. We are committed to measuring and evaluating progress through disaggregated metrics that tell the specific stories of our communities. Understanding that data isn't the whole picture, we will center the voices and choices of Burlington's BIPOC communities throughout the process.

Ultimately, this Roadmap is a means to change culture and disrupt oppression. Along the way, we will repeatedly reflect and recenter on the three community-driven themes. We invite you to join us to create a culture of inclusion and belonging throughout the City of Burlington.

- Burlington Office of Racial Equity, Inclusion & Belonging

# APPENDIX A

## NATIONAL MODELS

### Overview

<b>01</b>	Founders of Color .....	58
<b>02</b>	Start-Up to Storefront .....	59
<b>03</b>	Bronzeville SOUP .....	60
<b>04</b>	Inclusion Works Strategic Plan .....	61
<b>05</b>	Reformed Procurement Guidelines .....	62
<b>06</b>	New Voices Foundation .....	63
<b>07</b>	Radical Imagination for Racial Justice Grant .....	64
<b>08</b>	New York Foundation Grants .....	65
<b>09</b>	Ward 8 COVID-19 Relief .....	66
<b>10</b>	Planning for an Equitable LA .....	67
<b>11</b>	Change for You(th) .....	68
<b>12</b>	New Leaders .....	69
<b>13</b>	The Puente Project .....	70
<b>14</b>	Elimination of Oakland Schools PD .....	71
<b>15</b>	Local School Decision-Making Committees .....	72
<b>16</b>	Building Parent Power .....	73
<b>17</b>	Building for Equity .....	74
<b>18</b>	Restoration .....	75
<b>19</b>	The Magnolia Mother's Trust .....	76
<b>20</b>	Queer and Trans Mental Health Fund .....	77
<b>21</b>	Melanin & Mental Health .....	78
<b>22</b>	HBCU Medical School Debt Relief .....	79
<b>23</b>	STASH .....	80
<b>24</b>	Restorative Housing Program .....	81
<b>25</b>	Newark Movement for Economic Equity .....	82
<b>26</b>	Over-the-Rhine Renter Equity Program .....	83
<b>27</b>	Stockton Economic Empowerment Demonstration .....	84
<b>28</b>	Restore, Reinvest, and Renew Program .....	85
<b>29</b>	She the People .....	86
<b>30</b>	Color of Change .....	87
<b>31</b>	Counter-Mapping .....	88
<b>32</b>	Story Maps Fellowship .....	89
<b>33</b>	Regional Immigrant Entrepreneur Storytelling .....	90
<b>34</b>	San Antonio 2020 .....	91
<b>35</b>	Nashville International Center for Empowerment .....	92
<b>36</b>	Harlem Children's Zone .....	93

# Founders of Color

## Increase BIPOC Owned Businesses

National, online



SOURCE: <https://www.foundersofcolor.org/>

**Program:** **Minority-Owned Business Support Community**  
 A national organization and online hub dedicated to minority-owned small business growth. They serve as an online community connection point for minority entrepreneurs, and offer a range of programs and business support. These include a subscription-based membership program called The Collective which offers skills development, execution assistance coaching, and emotional and community support over a 12-month period. They also offer 3-month intensive group coaching programs.

**Context:** Founded to close the “growth gap” between minority- and white-led businesses

**Actors:** Founders of Color (private company), national membership across 40 states

**Funding:** Private - amount unknown; Membership fees

**Outcomes:** Medium-term: minority business owner resources, training, and support; growth in minority-owned small businesses; networks  
 Long-term: racial wealth gap reduction

**City of Burlington potential role:** Provide direct funding for BIPOC-owned businesses to become members of Founders of Color or other similar cohort programs; and/or foster and fund the creation of a local cohort program to connect and resource BIPOC-owned businesses

<https://www.foundersofcolor.org/>

# Start-Up to Storefront

## Increase BIPOC Owned Businesses

Pittsburgh, PA



SOURCE: <https://www.ura.org/news/catapult-is-growing>



SOURCE: <https://www.paparamount.com/catapult-business-incubator>

**Program:** **Minority and Women-Owned Business Support Program**  
 A free, 12-month business incubation program that provides classes, capital and connections for small minority- and women-owned retail businesses in specific neighborhoods. Approximately 15 businesses participate a year. After participants complete the program, they become eligible to occupy a local storefront incubator space at 90% rent reduction.

**Context:** Started as a response to gentrification pressures along a commercial corridor.

**Actors:** Urban Redevelopment Authority, East Liberty Development Inc, Catapult Greater Pittsburgh, Larimer Consensus Group, Paramount Pursuits

**Funding:** City (Urban Redevelopment Authority’s MWBE Program and Center for Innovation and Entrepreneurship) - \$150k initial grant; Community Developer (Neighborhood Allies) - \$15k; Philanthropy (PNC Foundation) - unknown

**Outcomes:** Medium-term: free business development guidance; storefront incubator space; network opportunities  
 Long-term: minority-owned business scene stabilization; generational wealth building

**City of Burlington potential role:** Organize and provide direct funding for a BIPOC-owned business support program

[www.catapultpittsburgh.org/programs/](http://www.catapultpittsburgh.org/programs/)

## Bronzeville SOUP

### Increase BIPOC Owned Businesses

Chicago, IL



SOURCE: <http://www.thebronzevilleincubator.com/new-events/bronzevillesoup>

**Program:** **Fundraising Event/Strategy**  
 A series of microfinance potlucks, business presentations and awards that are part of a community development plan to catalyze Black business corridors. Attendees give \$5 donations for food and a vote, watch 5-minute presentations on various initiative ideas, and then vote on what project they believe will benefit the community the most. The winning project gets the money collected that evening.

**Context:** Bronzeville used to have a thriving Black business corridor which has been affected by disinvestment. Bronzeville SOUP was created to connect and fund businesses along that corridor.

**Actors:** Urban Juncture, Illinois Institute of Technology, Chicago Planning Department

**Funding:** Philanthropy (Enterprise) - \$5k; Crowdfunding - \$5/head towards winning pitch

**Outcomes:** Medium-term: business and finance education; seed money for local business ideas  
 Long-term: community-driven economic sustainability; creation of thriving Black business corridor

**City of Burlington potential role:** Provide direct funding for similar events; and/or partner, promote, support similar efforts in Burlington

<http://www.thebronzevilleincubator.com/new-events/bronzevillesoup>

## Inclusion Works Strategic Plan

### Increase BIPOC Targeted Jobs and Opportunities

Philadelphia, PA



# Procurement

SOURCE: <https://www.phila.gov/departments/procurement-department/>

**Program:** **Equitable Contracting and Procurement Plan**  
 A 2010 report mapping a strategy to help minority- and women-owned businesses become prime contractors. Strategies included reforming the city's certification process, improving contracting data collection, and steps to diversify construction contracting. The city had reached 32% utilization by 2016, and increased certified businesses by 72% since 2010.

**Context:** The Office of Economic Opportunity was established in 2009 to promote economic development of minority, women, disabled and disadvantaged small businesses (M/W/DSBEs) through registration programs and contract review and monitoring activities.

**Actors:** Philadelphia Office of Economic Opportunity; Philadelphia Department of Commerce

**Funding:** Public (City of Philadelphia)

**Outcomes:** Medium-term: increased number of certified minority-owned businesses; more city contracts given to minority-owned businesses; transparent city processes  
 Long-term: reduction in racial unemployment disparities; robust minority-owned business environment

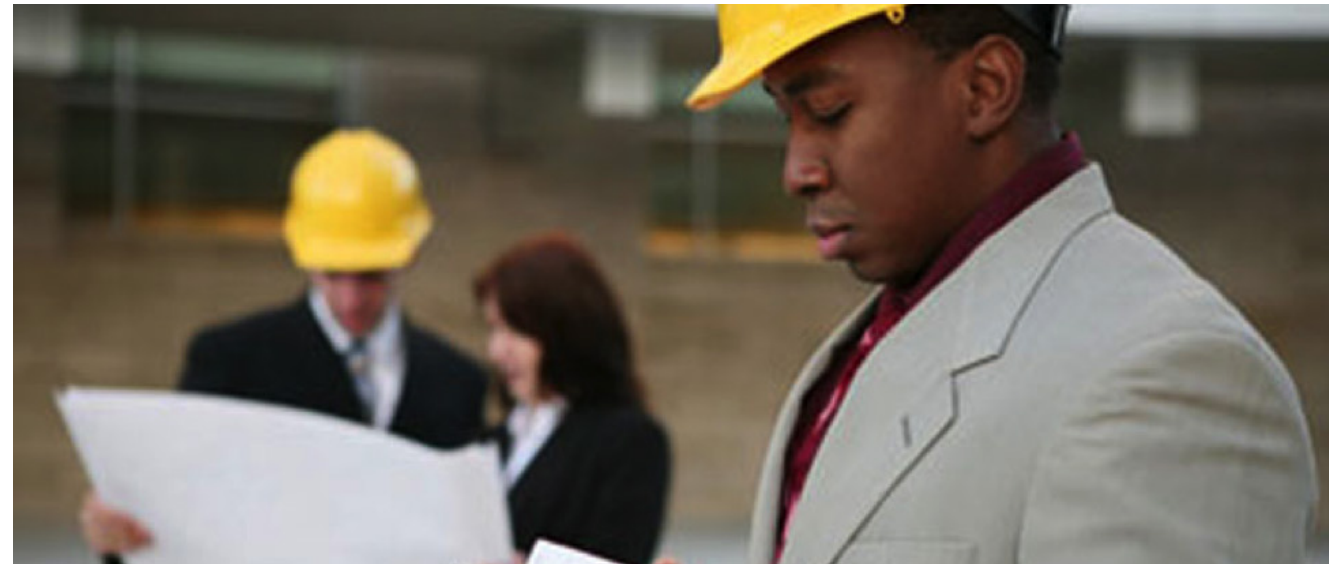
**City of Burlington potential role:** Review and revise the City's contracting & procurement practices to target opportunities to BIPOC-owned businesses; Increase data transparency and accountability

<https://www.phila.gov/departments/office-of-economic-opportunity/>

## Reformed Procurement Guidelines

### Increase BIPOC Targeted Jobs and Opportunities

St. Paul, MN



SOURCE: <https://icic.org/blog/city-st-paul-reforming-procurement-policies-open-opportunities-inner-city-businesses/>

**Program:** **Equitable Contracting and Procurement Practices**  
 The Purchasing and Contract Compliance Division rewrote the city’s procurement guidelines to be more accessible to minority-owned and small businesses, created a new online bidding platform that made the process more transparent, and allowed vendors to download bids free of charge. An annual procurement fair makes opportunities more visible to vendors, and multi-jurisdictional MWBE certifications makes working across the region easier.

**Context:** Created to address massive racial disparities in unemployment rates, and complaints that the City’s procurement processes were closed off.

**Actors:** City of St. Paul, Mayor Chris Coleman, Purchasing and Contract Compliance Division

**Funding:** n/a

**Outcomes:** Medium-term: increased number of certified minority-owned businesses; more city contracts given to minority-owned businesses; transparent city processes  
 Long-term: reduction in racial unemployment disparities; robust minority-owned business environment

**City of Burlington potential role:** Review and revise the City’s contracting & procurement practices to target opportunities to BIPOC-owned businesses

[www.icic.org/blog/city-st-paul-reforming-procurement-policies-open-opportunities-inner-city-businesses/](https://www.icic.org/blog/city-st-paul-reforming-procurement-policies-open-opportunities-inner-city-businesses/)

## New Voices Foundation

### Increase BIPOC Targeted Funding & Resources

National



SOURCE: <https://newvoicesfund.com/>



SOURCE: <https://www.facebook.com/NewVoicesFamily/>

**Program:** **Non-profit Grant and Cohort Program**  
 Non-profit supporting women of color entrepreneurs. They are focused on providing flexible funding, learning, and networking opportunities to entrepreneurs via pitch competitions, mobile accelerators, coaching and mentoring, online masterclasses, and communications outreach on a variety of channels. They provide up to 60 grants a year, ranging from \$5,000 - \$25,000 per grant and have awarded \$915,000 to 87 companies.

**Context:** New Voices Fund and Foundation was created by Essence Ventures CEO Richelieu Dennis to address the disparity in revenue and funding for women of color owned businesses and provide equal access to capital, expertise, and networks. They launched at the ESSENCE Festival in New Orleans in 2018.

**Actors:** New Voices Fund (private philanthropy), New Voices Foundation (non-profit arm)

**Funding:** Philanthropy (New Voices Fund)- \$100m initial fund; sustained by donations, matched funds

**Outcomes:** Medium-term: capital funding; business guidance and expertise  
 Long-term: generational wealth building; industry-shift

**City of Burlington potential role:** Provide direct match funding alongside New Voices Foundation (or similar) to local BIPOC businesses; and/or partner with and support existing local non-profits supporting BIPOC entrepreneurs

<https://newvoicesfoundation.org/>



# Radical Imagination for Racial Justice

## Increase BIPOC Targeted Funding & Resources

Boston, MA



SOURCE: <https://massart.edu/radical-imagination-racial-justice>

**Program:** **Racial Justice Grant Program**  
 Regranting program that supports artists and creatives of color ages 14+ who live and/or work in Boston to imagine a racially just future. This initiative spans three years, and distributes funds to people advancing racial justice through collaborative projects in their communities. The first year included 10 grants of \$1,000 and 6 grants of \$40,000. Artists are asked to devote a minimum of 20% of their grant money to some element of well-being.

**Context:** Created to support artists of color, grounded in the belief that they know what is essential for the freedom and liberation of their communities.

**Actors:** City of Boston Arts & Culture, Massachusetts College of Art and Design

**Funding:** Public (City of Boston); Philanthropy (Surdna Foundation); Academic Institution (Massachusetts College of Art and Design) for a total of \$1.2m

**Outcomes:** Medium-term: resources for artists of color; community building  
 Long-term: progress towards racial justice

**City of Burlington potential role:** Organize and provide direct funding for similar racial justice arts grant program

[www.imaginejusticeboston.org/](http://www.imaginejusticeboston.org/)

# New York Foundation Grants

## Increase BIPOC Targeted Funding & Resources

New York, NY



SOURCE: <https://nyf.org/grants-awarded-2021/>

**Program:** **Community Organizer Grants**  
 The New York Foundation supports grassroots initiatives that confront systemic barriers and inspire people to work towards a more just and inclusive city through advocacy and organizing. Grants are given to people that mobilize for equitable resources, and groups organizing collective voice. Most grants are for \$40,000 - \$45,000, and grantees also have access to a capacity-building program and other forms of support. Grants fall into three categories; new organization start-up grants, existing organizations with new project grants, and institutional support grants.

**Context:** Created to fill a substantial funding gap for grassroots organizations pushing for long-term improvements for BIPOC communities.

**Actors:** New York Foundation

**Funding:** Philanthropy

**Outcomes:** Medium-term: funding for community organizers  
 Long-term: progress on racial justice efforts; relationship building between grantees and funders

**City of Burlington potential role:** Provide direct funding for philanthropies working in this space; and/or mobilize and attract philanthropic funding for BIPOC community organizers

<https://nyf.org/>

# Ward 8 COVID-19 Relief

## Increase BIPOC Targeted Funding & Resources

Washington, DC



SOURCE: <https://washingtoncitypaper.com/article/503690/creating-economic-stability-for-d-c-s-ward-8-residents/>



SOURCE: <https://washingtoncitypaper.com/article/503690/creating-economic-stability-for-d-c-s-ward-8-residents/>

**Program:** **Income Supplement Program**  
 Direct cash and food assistance to high-need residents in Ward 8 of Washington DC during the COVID-19 pandemic. When the pandemic hit, THRIVE partnership coordinated with local foundations, corporations, and individual donors to provide direct cash payments and grocery assistance to 500 Ward 8 residents. As of December 2020, it had delivered \$2 million in cash and aimed to allocate \$5,500 to at least 400 families. Households could choose to receive cash as a single payment or in five equal, monthly installments.

**Context:** Ward 8 is an historically Black neighborhood where residents face health and economic disparities as a result of structural racism, which were exacerbated by the pandemic.

**Actors:** THRIVE East of the River (Martha’s Table, Bread for the City, the Far Southeast Strengthening Collaborative, and 11th Street Bridge Park / BBAR)

**Funding:** Philanthropy (local foundations); Corporations; Individual Donors for a total of \$2m

**Outcomes:** Medium-term: immediate resources to families in need  
 Long-term: stability and mobility for minority families; job connections

**City of Burlington potential role:** Foster similar collaborations that can be activated in emergencies; and/or create city-managed emergency income supplement funds

[www.bbardc.org/thrive/](http://www.bbardc.org/thrive/)

# Planning for an Equitable LA

## Increase BIPOC Community Engagement

Los Angeles, CA



SOURCE: <http://allianceforcommunitytransit.org/community-plan-updates/>



SOURCE: <https://www.planningforequity.org/get-started-with-community-planning>

**Program:** **Community Engagement Process**  
 A training, funding, and information campaign to inform, engage, and advocate for community members in Los Angeles’ ongoing process to update its community plans. The City plans to update its 35 community plans every 6 years, and the campaign seeks to make the planning process and resulting plans more equitable.

**Context:** Low-income and minority communities have historically been left out of city planning processes, and the plans have not benefited them.

**Actors:** Alliance for Community Transit-Los Angeles, City of Los Angeles, 37 non-profit partner organizations, including housing, environmental, and anti-obesity groups

**Funding:** n/a

**Outcomes:** Medium-term: engagement of historically marginalized community members in the planning process; clarification of discriminatory planning processes  
 Long-term: development plans that are informed by, and thus, respond to needs and desires of the community; civic capacity building

**City of Burlington potential role:** Invite community members and community organizations directly into the city’s planning process; and/or partner with local organization to design a participatory process

[www.allianceforcommunitytransit.org/community-plan-updates/](http://www.allianceforcommunitytransit.org/community-plan-updates/)

# Change for You(th)

## Increase BIPOC Community Engagement

Minneapolis, MN



SOURCE: <https://content.govdelivery.com/accounts/MPLS/bulletins/251185a>



SOURCE: <https://content.govdelivery.com/accounts/MPLS/bulletins/1b26131>

**Program:** **Participatory Budgeting Process**  
 A 2019 youth-led participatory budgeting process funded by the city’s Division of Race and Equity’s ReCAST grant money. Participants aged 14-24 shared and shaped proposals for trauma-informed services for Minneapolis youth. Eight projects were funded in four categories; How to Talk to Youth About Trauma, Community Support, Youth Interactions with Law Enforcement, and Youth Experience with Transportation.

**Context:** People of color face life-threatening disparities in Minneapolis. To help address this, the city applied for The Substance Abuse and Mental Health Services Administration’s Resilience in Communities After Stress and Trauma (ReCAST) program.

**Actors:** City of Minneapolis, Division of Race and Equity, local community groups, youth

**Funding:** Federal (The Substance Abuse and Mental Health Services Administration’s ReCAST grant) - \$100k (out of a \$1m total award)

**Outcomes:** Medium-term: increased youth community engagement; youth-focused projects  
 Long-term: youth capacity building

**City of Burlington potential role:** Plan and fund a BIPOC youth participatory budgeting process

[www2.minneapolismn.gov/government/departments/coordinator/race-equity/what-we-do/past-work/](http://www2.minneapolismn.gov/government/departments/coordinator/race-equity/what-we-do/past-work/)

# New Leaders

## Increase Diversity in Faculty & Leadership

National



SOURCE: <https://www.newleaders.org/>



SOURCE: <https://www.newleaders.org/>

**Program:** **School Leadership Training Program**  
 A national organization working to ensure high academic achievement for all children, especially students in poverty and students of color, by developing school leaders and advancing policies and practices that allow these leaders to succeed. They have leadership development training programs that focus on creating and supporting leaders of color at different career points. Two-thirds of their alumni are people of color (well above the national average of 20% for principals and teachers). Their main program is Aspiring Principals, which began with 14 participants and now has had over 6,000 participants in 45 cities.

**Context:** Created to address the representation disparity between students of color and school leadership of color.

**Actors:** New Leaders

**Funding:** Philanthropy

**Outcomes:** Medium-term: increased diversity in school leadership at all levels  
 Long-term: higher academic achievement for students of color

**City of Burlington potential role:** Fund a New Leaders program (or similar) at Burlington Public School district

<https://www.newleaders.org/>

## The Puente Project

### Improve BIPOC Access to Resources

California, Texas, Washington



SOURCE: <https://missioncollege.edu/depts/puente/>

**Program:** **Academic Preparation Program**  
 An intersegmental academic preparation program designed to support Latinx and other educationally underrepresented students. It takes an interdisciplinary approach to support all aspects of students' lives with wrap-around writing, counseling and mentoring components. In the high school program, students are supported by Puente-trained counselors and teachers, who integrate Latinx and multicultural literature into mandated core curriculum. The end goal is to improve college-going rates and provide supplemental resources.

**Context:** Created as a grassroots initiative to address achievement gaps between Latinx and white students.

**Actors:** The Puente Project, University of California, California Community College

**Funding:** Public (University of California, California Community College); Private

**Outcomes:** Medium-term: support and resources for Latinx and other students  
 Long-term: higher academic achievement and increased college-going rates for underrepresented students

**City of Burlington potential role:** Organize, support, and/or fund a similar BIPOC-support program at Burlington Public Schools and the University of Vermont

[www.thepuenteproject.org/](http://www.thepuenteproject.org/)

## Elimination of Oakland Schools PD

### Eliminate Police Use of Force in Schools

Oakland, CA



SOURCE: <https://edsources.org/2020/oakland-school-board-unanimously-agrees-to-eliminate-its-police-force/634544> (Courtesy of the Black Organizing Project)

**Program:** **School Police Department Elimination Initiative**  
 Oakland's Unified School District moved to eliminate their school police department, and ensured that the District 'no longer employed law enforcement or armed security presence of any kind within the schools.' They launched a community-driven process to revise the District safety plan. They also directed the Superintendent to identify funds to support students of color such as school-based case managers, psychologists, restorative justice practitioners, academic mentors and advisors, culture and climate leads, and other health professionals.

**Context:** In the wake of the murder of George Floyd, Oakland Schools responded by eliminating their school police department.

**Actors:** Oakland's Unified School District, Oakland School District Police Department, Superintendent, community members

**Funding:** n/a

**Outcomes:** Medium-term: removal of police presence in public schools  
 Long-term: healthier, restorative justice practices in public schools

**City of Burlington potential role:** Collaborate with and fund the Burlington Public Schools to establish alternative restorative justice practices

<https://oaklandside.org/2020/06/25/school-board-vote-defund-disband-oakland-school-police/>

# Local School Decision-Making Committees

## Develop a Community Centered Approach to Decision-Making

Cincinnati, OH



SOURCE: <https://www.cps-k12.org/community/get-involved/lsdmc>



SOURCE: [https://volunteer.uc.edu/agency/detail/?agency\\_id=105051](https://volunteer.uc.edu/agency/detail/?agency_id=105051)

**Program:** **School Police Department Elimination Initiative**  
 Primary governing body for each Cincinnati Public School. They give insight and input into decisions about bylaws, school goals, school budgets, principal selection, changes to school programs, grants, and coordinating the development of the schools as Community Learning Centers. They are composed of 12 members who each serve two-year terms; three parents, three community representatives, three licensed members selected by the Cincinnati Federation of Teachers, and three non-teaching staff including the principal, and may also include 2-3 students. The committees receive training and support, and meet monthly during the school year.

**Context:** Initially established in the 1970s, LSDMCs were repurposed in 2006 as governing bodies to diversify the decision-making power of each public school.

**Actors:** Cincinnati Public Schools, parents, teachers, community members

**Funding:** n/a

**Outcomes:** Medium-term: distributed decision-making power  
 Long-term: trust-building between parents and schools, more responsive local schools

**City of Burlington potential role:** Advocate for a community decision-making body for Burlington Public Schools

[www.cps-k12.org/community/get-involved/lsdmc](https://www.cps-k12.org/community/get-involved/lsdmc)

# Building Parent Power

## Develop a Community Centered Approach to Decision-Making

Chicago, IL



SOURCE: <https://cofionline.org/COFI/>

**Program:** **Community and Parent Organizing Training Program**  
 Organization that works at a local level to build parent leadership skills in order to organize around policy changes in their schools. Parent teams identify community strengths and needs, and aim to bring more resources to that community. More than 3,000 parents have been trained by COFI, and there are over 25 Parent Action Teams. They use their collective expertise to come up with innovative and practical solutions, and have been successful in establishing new programs, gaining resources, and putting new projects into action. Wins include the removal of zero tolerance policies from the Chicago Student Code of Conduct.

**Context:** Created to engage communities that are often left out of conversations about policy by building a movement of parent leaders working for economic, racial, and social justice.

**Actors:** COFI

**Funding:** Philanthropy

**Outcomes:** Medium-term: organized local parent groups; individual policy change in schools  
 Long-term: systemic policy change in schools

**City of Burlington potential role:** Fund COFI trainings and/or workshops for Burlington parents; and/or support similar existing local efforts

[www.cofionline.org/COFI/](https://www.cofionline.org/COFI/)

# Building for Equity

## Create New Models for Learning

National, online



SOURCE: <https://www.cce.org/work/district-school-design>

**Program:** **District and School Design Guide**  
 A guide that provides educators with a framework for driving equity-focused, innovative school change. It is aimed at school leaders and educators trying to build culturally responsive, student-centered schools. The guide is one tool offered by Center for Collaborative Education, who also offer other services (workshops, coaching sessions, leadership training) that build the capacity of school and district teams to create collaborative school cultures.

**Context:** Created to help address racial achievement gaps and to promote equity in education by placing students at the center of their own learning.

**Actors:** Center for Collaborative Education

**Funding:** n/a (free resource)

**Outcomes:** Medium-term: more culturally responsive, student-centered schools  
 Long-term: collaborative culture shift in public education

**City of Burlington potential role:** Advocate for Burlington schools to incorporate racial equity into their learning model

[www.cce.org/equityguide](http://www.cce.org/equityguide)

# Restoration

## Increase Access to Food & Resources

Brooklyn, NY



SOURCE: <https://restorationplaza.org/>

**Program:** **Community Development Organization**  
 A community development organization that partners with residents and businesses to promote healthy eating and lifestyles in Central Brooklyn. They run multiple initiatives to connect thousands of residents to free exercise classes and events, access to nutritious food, and equitable distribution of food to underserved populations. One initiative is "Farm to Institution," which cultivates strategic local partnerships to provide fresh, healthy local produce to senior centers and Head start school programs.

**Context:** Created in the 1960s to catalyze equitable community development in Central Brooklyn.

**Actors:** Restoration; ThriveNYC; local farms

**Funding:** Private; Public

**Outcomes:** Medium-term: increase in access to healthy food and resources  
 Long-term: increase in mental and physical wellbeing

**City of Burlington potential role:** Support similar local community development organizations and initiatives

<https://restorationplaza.org/>

ECONOMY

EDUCATION

HEALTH

HOUSING

JUSTICE

ECONOMY

EDUCATION

HEALTH

HOUSING

JUSTICE

# The Magnolia Mother's Trust

## Increase Access to Food & Resources

Jackson, MS



SOURCE: <https://secure.givelively.org/donate/springboard-to-opportunities/the-magnolia-mother-s-trust>

**Program:** **Income Supplement Program**  
 A pilot program that provides \$1,000 a month for one year to Black mothers living in extreme poverty. The program includes access to peer support and leadership opportunities, individual coaching and counseling. The first cohort included 20 women, and the second included 110. The program has launched a Springboard Storytelling Lab that supports mothers to tell their stories and influence policymakers.

**Context:** Created to build a movement centered on dignity and deservedness for all, starting with Black women.

**Actors:** The Economic Security Project, Springboard to Opportunities

**Funding:** Nonprofit (Hopewell Fund through the Economic Security Project)

**Outcomes:** Medium-term: stabilized and supported families; improved mental health  
 Long-term: capacity-building for participating mothers; economic policy changes

**City of Burlington potential role:** Fund a guaranteed income assistance program for BIPOC residents

[www.springboardto.org/magnolia-mothers-trust/](http://www.springboardto.org/magnolia-mothers-trust/)

# Queer and Trans Mental Health Fund

## Increase Access to Food & Resources

National, online



SOURCE: <https://www.nqttcn.com/about-us>

**Program:** **Mental Health Fund**  
 A free mental health fund for queer and trans BIPOC people to access mental health support. It provides financial support for up to 6 sessions with a psychotherapist at up to \$100 per session. It is organized by the National Queer and Trans Therapists of Color network, a healing justice organization.

**Context:** Created in response to the increased violence, threats, surveillance, and instability experienced by queer and trans BIPOC people following the 2016 presidential election.

**Actors:** National Queer and Trans Therapists of Color

**Funding:** Unknown

**Outcomes:** Medium-term: improved mental health for queer and trans BIPOC people  
 Long-term: increase in healing justice

**City of Burlington potential role:** Fund a free mental health fund for queer and trans BIPOC residents

<https://nqttcn.com/en/mental-health-fund/>

## Melanin & Mental Health

### Increase Access to Food & Resources

National, online



SOURCE: <https://www.melaninandmentalhealth.com/>

- Program:** **Mental Health Directory**  
An online directory of 'culturally competent clinicians' serving Black and Latinx communities. The company also promotes and advocates for their network of therapists, raises awareness about how mental health affects minority communities, provides free business support resources, and hosts networking events.
- Context:** Created to connect individuals with mental health professionals who were committed to serving the specific needs of Black and Latinx communities, in order to promote growth and healing.
- Actors:** Melanin & Mental Health; national network of therapists
- Funding:** Private
- Outcomes:** Medium-term: improved mental health; network connections between clients and therapists  
Long-term: mental health industry shift towards cultural competence

**City of Burlington potential role:** Fund the coordination of a local online directory of mental health experts serving BIPOC communities

[www.melaninandmentalhealth.com/](http://www.melaninandmentalhealth.com/)

## HBCU Medical School Debt Relief

### Advance Anti-Racist Healthcare, Increase BIPOC Representation

Nashville, Washington DC, Atlanta, Los Angeles



SOURCE: <https://www.nbcnews.com/now/video/mike-bloomberg-donates-100-million-to-historically-black-medical-schools-91099717667>

- Program:** **Student Debt Relief**  
A series of scholarships available to current students enrolled in medical programs at four HBCUs; Meharry, Howard, Morehouse and Charles R. Drew. They are intended to ensure that more Black doctors that know how to treat Black patients enter the field without burdensome student debt. It is the first commitment in the Greenwood Initiative, a larger portfolio of strategies focused on increasing generational wealth among Black families and shrinking the racial wealth gap.
- Context:** Created to address growing racial disparities in health care, exacerbated by COVID-19, and to increase the number of Black doctors.
- Actors:** Bloomberg Philanthropies; HBCU Medical Schools
- Funding:** Philanthropic (Bloomberg Foundation) - \$100m
- Outcomes:** Medium-term: increase in Black doctors; reduction in Black doctor student debt  
Long-term: reduction in racial health disparities

**City of Burlington potential role:** Organize scholarships for BIPOC residents to attend medical school

[www.bloomberg.org/funders-projects/the-greenwood-initiative/](http://www.bloomberg.org/funders-projects/the-greenwood-initiative/)



# STASH

## Increase BIPOC Ownership of Housing and Land

Boston, MA



SOURCE: <https://mahahome.org/STASH>

- Program:** **Matched-savings Program**  
A matched-savings program for first-generation homebuyers in Boston below area median income. Participants participate in a MAHA Homebuying 101 class, save \$2,500, and receive \$5,000 match dollars as they close on a house. It is a pilot program, and an example of race-conscious public policy; 97% of participants are BIPOC. Public funding was redirected from the Boston Police Department's budget to the Department of Neighborhood Development, as part of the city's effort to increase equity and inclusion.
- Context:** Created to address Massachusetts' racial homeownership and wealth gaps, which is one of the worst in the country, and to redistribute police funding.
- Actors:** Massachusetts Affordable Housing Alliance; City of Boston; Boston Department of Neighborhood Development
- Funding:** Public (Boston Police Department diverted funds) - \$325k
- Outcomes:** Medium-term: lower barrier to homeownership for first-generation homebuyers  
Long-term: close the racial homeownership and wealth gap

**City of Burlington potential role:** Create and fund a similar first-generation/BIPOC homebuyer matched savings program

[www.mahahome.org/STASH](http://www.mahahome.org/STASH)

# Restorative Housing Program

## Increase BIPOC Ownership of Housing and Land

Evanston, IL



SOURCE: <https://www.cityofevanston.org/Home/Components/News/News/5226/17>

- Program:** **Homeowner Repairs**  
A fund that supports Black homeownership, home improvements, and mortgage assistance through \$25,000 grants. It is part of the first municipal reparations program in the United States. The City of Evanston's reparations initiative aims to address the historical wealth and opportunity gap for Black residents. Future reparations initiatives in Evanston will likely focus on economic development, education, finances, and history/culture.
- Context:** Created to acknowledge and address the harm caused to Black Evanston residents due to discriminatory housing policies and practices and inaction by the City from 1919-1969.
- Actors:** City of Evanston; Equity and Empowerment Commission; Reparations Committee
- Funding:** Public (City's Municipal Cannabis Retailers' Occupation Tax) - \$400k in \$25k grants
- Outcomes:** Medium-term: revitalize, preserve and stabilize Black owner-occupied homes; increase homeownership and build wealth  
Long-term: improve retention rate of Black homeowners; build intergenerational equity amongst Black residents

**City of Burlington potential role:** Create a reparations fund to support homeownership efforts of BIPOC residents

<https://www.cityofevanston.org/government/city-council/reparations>

# Newark Movement for Economic Equity

## Provide Resources and Programs to Support Renters

Newark, NJ



SOURCE: <https://www.politico.com/states/new-jersey/story/2020/06/11/newark-mayor-dismantling-police-a-bourgeois-liberal-solution-for-a-much-deeper-problem-1292674>



SOURCE: <https://newarkequity.org/>

**Program:** **Guaranteed Basic Income Pilot**  
 A two-year guaranteed basic income pilot that focuses on residents experiencing housing insecurity, including a large rental population. Though Newark’s median income is less than \$40,000 a year, United Way of Greater Newark estimates that a family must make \$63,000 a year to meet basic needs. The first year includes 30 residents who will receive \$6,000 a year in guaranteed income, and will expand to hundreds by Fall 2021.

**Context:** Created to support Newark’s 78% renter population, as median rents have risen 20% while median income has fallen 10% since 2000.

**Actors:** City of Newark, Economic Security Project, The Jain Family Institute

**Funding:** Philanthropy (the Jain Family Institute); Private

**Outcomes:** Medium-term: resources to housing insecure residents  
 Long-term: reduction in racial wealth gap

**City of Burlington potential role:** Fund a guaranteed basic income pilot focusing on BIPOC renter support

[www.newarkequity.org/](http://www.newarkequity.org/)

# Over-the-Rhine Renter Equity Program

## Provide Resources and Programs to Support Renters

Cincinnati, OH



SOURCE: <https://www.localhousingsolutions.org/plan/case-study-library/building-wealth-and-community-for-renters-in-cincinnati-oh/>

**Program:** **Renter Equity Program**  
 A program for renters to build financial assets by contributing to and benefit from the management of their apartment communities. The program provides “equity credits” each time a resident completes a “renter obligation,” which includes paying rent on time, attending a community meeting, and participating in family coaching. Residents can earn a maximum of \$10,000 in equity credits over 10 years. The equity program runs in three different apartment buildings, serves 109 units, and over 200 predominantly Black residents.

**Context:** Created as a way to have greater social impact for renters, who typically do not build wealth at the same rate as homeowners

**Actors:** Cornerstone Rental Equity

**Funding:** Nonprofit (loan fund)

**Outcomes:** Medium-term: equity-building opportunities for renters  
 Long-term: renter wealth-building, decrease in poverty and increase in opportunities in low-income areas

**City of Burlington potential role:** Create a reparations fund to support homeownership efforts of BIPOC residents

<https://www.localhousingsolutions.org/plan/case-study-library/building-wealth-and-community-for-renters-in-cincinnati-oh/>

# Stockton Economic Empowerment Demonstration

## Ensure Equal Access to Opportunities and Resources

Stockton, CA



SOURCE: <https://www.stocktondemonstration.org/>

**Program:** **Guaranteed Basic Income Pilot**  
SEED gave 125 residents \$500/month for two years, with no strings attached. Residents had to be at least 18 years old, reside in Stockton, and live in a low median-income neighborhood. They found that it reduced income volatility, enabled recipients to find full-time employment, increased health and wellbeing, decreased depression, and alleviated financial scarcity which created new opportunities for self-determination, choice, goal-setting and risk-taking.

**Context:** Created by Mayor Michael D. Tubbs to confront, address, and humanize inequality, income volatility, and poverty.

**Actors:** Mayor Michael D. Tubbs, City of Stockton

**Funding:** Private (donations) - \$3m

**Outcomes:** Medium-term: resources and opportunities  
Long-term: dignity and agency to low-income families

**City of Burlington potential role:** Fund a guaranteed basic income pilot focusing on BIPOC residents

<https://www.stocktondemonstration.org/>

# Restore, Reinvest, and Renew Program

## Ensure Equal Access to Opportunities and Resources

Illinois



SOURCE: <https://www.facebook.com/tgovstratton/posts/1323635087825264>

### RESTORE, REINVEST, AND RENEW (R3)

*R3 grants fund programs in Illinois communities that have been harmed by violence, excessive incarceration, and economic disinvestment.*

[R3.Illinois.gov](https://r3.illinois.gov/)

SOURCE: <https://r3.illinois.gov/>

**Program:** **Grant Program**  
A grant program that funds initiatives in communities that have been harmed by violence, excessive incarceration, and economic disinvestment. Initiatives fall across five areas; civic legal aid, economic development, reentry, violence prevention, and youth development. In its first year, 80 grants totaling \$31.5 million were given to organizations. The R3 program is funded through 25% of Illinois cannabis tax revenue.

**Context:** Created to divert government tax resources to improve public safety outcomes without relying on traditional justice systems.

**Actors:** State of Illinois; Illinois Criminal Justice Information Authority

**Funding:** Public -25% of IL cannabis tax revenue

**Outcomes:** Medium-term: resources to communities; collaboration between nonprofits  
Long-term: community-driven neighborhood revitalization; justice reform

**City of Burlington potential role:** Fund similar grant program, diverting City funds from traditional justice budgets

<https://r3.illinois.gov/>

## She the People

### Build Collective BIPOC Vision and Voice

National, online



SOURCE: <https://www.shethepeople.org/>

- Program:** **Voting Activist Organization**  
An organization that elevates the political voice and leadership of women of color. By activating and mobilizing women of color, they seek to build an inclusive, multiracial coalition to power a new progressive political era. They host events, run and support publicity and advocacy campaigns, publish research reports, and build out networks to support voting across the country.
- Context:** Created to amplify the voices of women of color in politics and build community.
- Actors:** She the People
- Funding:** Private
- Outcomes:** Medium-term: elevated political voice for women of color; strengthened political community  
Long-term: shifted progressive politics

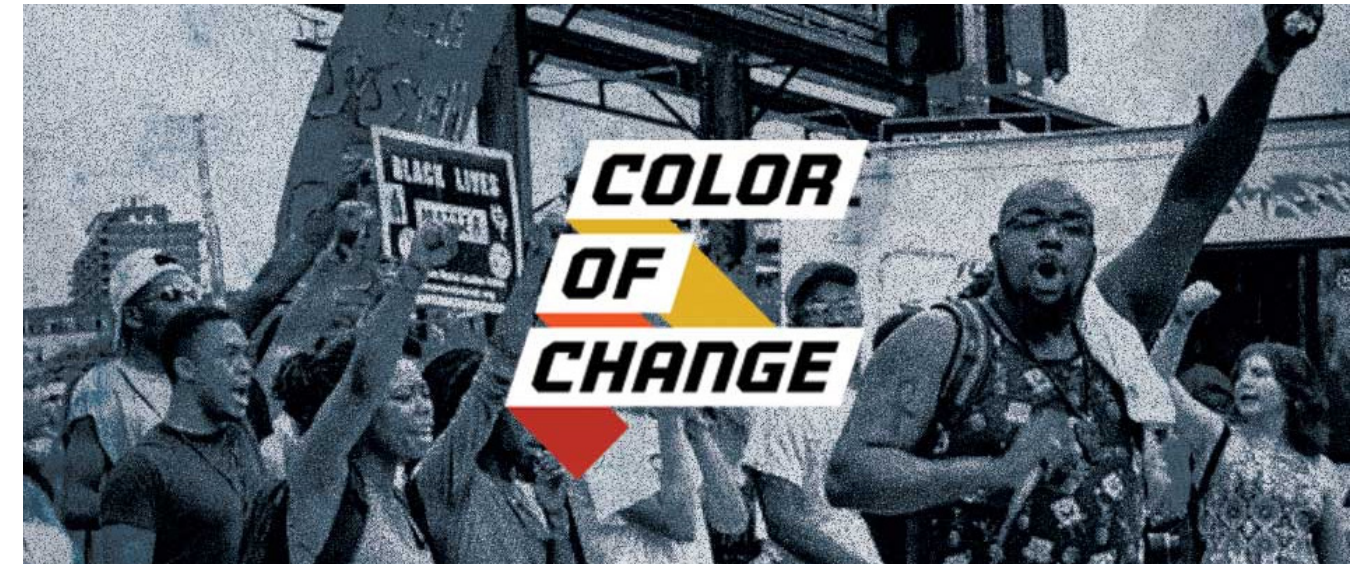
**City of Burlington potential role:** Connect local BIPOC organizers with She the People or similar local organization

<https://www.shethepeople.org/>

## Color of Change

### Build Collective BIPOC Vision and Voice

National, online



SOURCE: <https://www.beacon.us/organizations/color-of-change>

- Program:** **Nonprofit Civil Rights Advocacy Organization**  
A racial justice organization that leads and supports campaigns to build power for Black communities. They commission research on systems of inequality in order to advance solutions for racial justice, advocate and lobby through public campaigns to move decision-makers in corporations and government. Their campaigns touch upon criminal justice, culture change and media justice, voting freedom and democracy, tech justice, right wing politics and white nationalism, and economic justice.
- Context:** Created after Hurricane Katrina to coordinate online resources to support the Black community.
- Actors:** Color of Change
- Funding:** Philanthropy; Private
- Outcomes:** Medium-term: individual progress on racial justice campaigns  
Long-term: progress towards racial justice

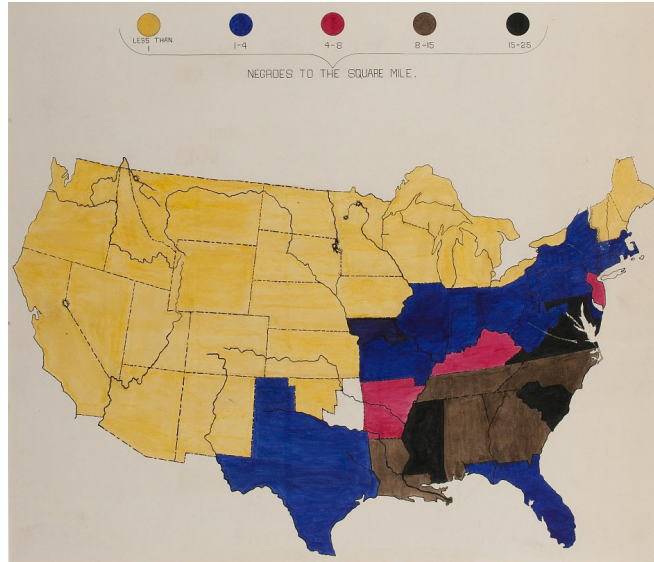
**City of Burlington potential role:** Connect local BIPOC organizers with Color of Change or similar local organization

[www.colorofchange.org/](http://www.colorofchange.org/)

# Counter-Mapping

## Build Justice and Equity into All Systems

National



SOURCE: <https://usafacts.org/articles/web-du-bois-hand-drawn-data-visualizations-black-americans/>



SOURCE: <https://usafacts.org/articles/web-du-bois-hand-drawn-data-visualizations-black-americans/>

**Program:** **Critical Mapping Strategy**  
 Counter-mapping is the creation of alternative maps and geographic imaginaries, transforming them into tools of social and political resistance, activism, and community building. Counter-maps are a tool to document the effects of racism, challenge white supremacy, put forth alternate socio-spatial visions, and create knowledge that can help mobilize for social change. Examples include W.E.B. Du Bois' Paris Exposition of 1900, Louise Jefferson's pictorial maps between 1930-1960, Ida B. Wells' maps in the 1900s, and the Equal Justice Initiative today.

**Context:** Created to challenge the narratives of maps that historically failed to spatialize non-dominant populations

**Actors:** Activists, cartographers

**Funding:** n/a

**Outcomes:** Medium-term: new geographic imaginaries; tools for knowledge  
 Long-term: mobilization towards racial justice

**City of Burlington potential role:** Fund local BIPOC activists and artists to create counter-maps of Burlington

[https://www.dropbox.com/s/9a3i261y8uj4nsm/10\\_AldermanInwoodBottone\\_2021\\_MappingTheMovement.pdf?dl=0](https://www.dropbox.com/s/9a3i261y8uj4nsm/10_AldermanInwoodBottone_2021_MappingTheMovement.pdf?dl=0)

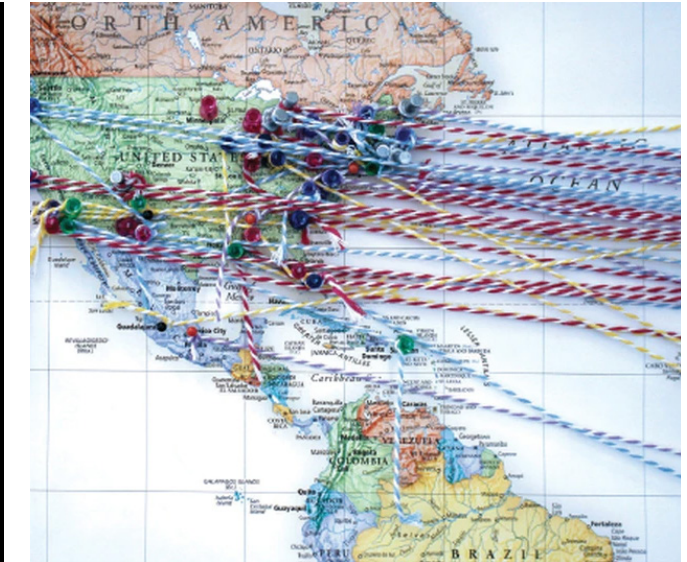
# Story Maps Fellowship

## Build Justice and Equity into All Systems

Santa Fe, NM



SOURCE: <https://sfai.org/project-type/story-maps-fellowship/>



SOURCE: <https://www.sfreporter.com/news/coverstories/2018/11/28/mapping-the-divide/>

**Program:** **Art and Policy Fellowship**  
 A 9-month fellowship where a diverse group of artists geographically, artistically, digitally and anecdotally map Santa Fe. The fellowship supports local BIPOC artists to work in partnership with the City of Santa Fe on the mutual goal of fostering greater inclusion and equity in policy making. It provides a forum for knowledge-sharing between art and policy that would likely not occur naturally in any other form.

**Context:** Created in 2018 to combat the disconnect between BIPOC resident's lived experience and the City's policies.

**Actors:** Santa Fe Art Institute, Santa Fe Office of Affordable Housing, Office of Economic Development, Fire Department, Parks and Recreation

**Funding:** Philanthropy (Ford Foundation) - \$25k/fellow for 9 months

**Outcomes:** Medium-term: connections between artists and policymakers; policies influenced by storytelling and mapping  
 Long-term: transformational, equitable and collaborative civic processes

**City of Burlington potential role:** Organize and fund an art/policy fellowship in partnership with local organization

[www.sfai.org/residency/fellowships/story-maps/](http://www.sfai.org/residency/fellowships/story-maps/)

# Regional Immigrant Entrepreneur Storytelling

## Build Justice and Equity into All Systems

Boston, MA



SOURCE: <https://www.mapc.org/resource-library/regional-immigrant-entrepreneur-storytelling-project/>

**Program:** **Regional Storytelling and Economic Development Project**  
 A storytelling project focused on stories of resilient Asian immigrant entrepreneurs. It provides a platform for them to share their experiences as small business owners before and during COVID-19 in order to both uplift voices and investigate the impact of COVID-19 on that specific community. This took the form of both a data-driven research report, and a storytelling effort documented through film.

**Context:** Created during an economic development project in response to COVID-19 to help convey the complexity of the Asian immigrant entrepreneur community.

**Actors:** Metropolitan Area Planning Council, Asian Community Develop Corporation, Boston Chinatown Neighborhood Center, Chinatown Main Street, Quincy Asian Resources, Inc.

**Funding:** Public

**Outcomes:** Medium-term: economic development plan; increased understanding of Asian immigrant entrepreneur community  
 Long-term: policy change, racial justice

**City of Burlington potential role:** Organize and fund a similar story-driven planning process with BIPOC residents

[www.mapc.org/resource-library/regional-immigrant-entrepreneur-storytelling-project/](https://www.mapc.org/resource-library/regional-immigrant-entrepreneur-storytelling-project/)

# San Antonio 2020

## Build Justice and Equity into All Systems

San Antonio, TX



SOURCE: <https://sa2020.org/>

**Program:** **Community Vision Support Nonprofit**  
 A nonprofit that drives progress towards a shared community vision through research, storyline, and practice. They began during a city-wide planning process that defined community goals, results, and prioritized community indicators by which to measure progress. After the planning report was published, they became a tool to ensure accountability. They track community indicator data, analyze it, and report it publicly on a live website. They partner with the city to achieve results.

**Context:** Created after a community planning process in order to support realistic progress and track accountability towards collective goals.

**Actors:** San Antonio 2020, City of San Antonio

**Funding:** Public (City); Private (donations); Philanthropy

**Outcomes:** Medium-term: measurable progress on community goals  
 Long-term: transparent civic processes

**City of Burlington potential role:** Plan for and create an independent entity that will measure racial equity goal progress after the planning process is complete

[www.sa2020.org/](https://www.sa2020.org/)

# Nashville International Center for Empowerment

## Build Justice and Equity into All Systems

Nashville, TN



SOURCE: <https://www.empowernashville.org/>

**Program:** **Cultural Empowerment Center**  
 An organization that empowers refugees and immigrants with intergenerational, comprehensive programs and resources. They offer educational programs for all ages, including language, citizenship, and naturalization services specifically for adults. In partnership with the Nashville Public Schools, they offer professional development for public teachers to learn how to better support the refugee student community. They also help with immigration, resettlement and employment, and run health services inhouse.

**Context:** Created by a group of Sudanese refugees who hoped to help others coming to Tennessee.

**Actors:** Nashville International Center for Empowerment

**Funding:** Philanthropy; Public; Private

**Outcomes:** Medium-term: smoother refugee and immigrant resettlement; family support  
 Long-term: prosperous, diverse communities, intergenerational stability

**City of Burlington potential role:** Create a BIPOC cultural empowerment center with intergenerational resources and programs

[www.empowernashville.org/](http://www.empowernashville.org/)

# Harlem Children’s Zone

## Build Justice and Equity into All Systems

New York, NY



SOURCE: <https://www.davisbrodybond.com/harlem-childrens-zone>

**Program:** **Cultural Empowerment Center**  
 An organization trying to end intergenerational poverty in Harlem through early childhood, education, and career programs, community outreach, and wellness initiatives for entire families. They are housed in two community centers in the neighborhood, and have a multi-purpose community wellness center called The Armory that offers free or low-cost community fitness programming. The community centers house a charter school and are a hub for group activities, social support, and other resources.

**Context:** Created as a one-block pilot in the 1990s to provide comprehensive support for children and families within a finite geographic area.

**Actors:** Harlem Children’s Zone

**Funding:** Private (donations)

**Outcomes:** Medium-term: family support; programs and resources  
 Long-term: end to intergenerational poverty

**City of Burlington potential role:** Create a BIPOC cultural empowerment center with intergenerational resources and programs

<https://hcz.org/>

# APPENDIX B

## EQUITY METRICS

### *Overview*

Key considerations for this approach is to focus on setting goals that represent the biggest levers of impact to change versus what is easy or comfortable to address. Another important part of this is the voice and choice of Black, Indigenous, and People of Color (BIPOC) in framing the problem and narrative the data may or may not be conveying. This collaborative process helps to identify key areas for additional data collection.

Analysis often happens apart from the people and places being studied, which can lead to incorrect findings and can even bring harm to a community. Giving people the opportunity to offer their interpretations of the data can reduce the risk of making incorrect or harmful interpretations. A data walk is one way to engage people in conversations around data and to facilitate those conversations. Other engagement possibilities are organizing formal structures, like community-led panels and committees, and tapping into partnerships with community-led organization.





# ECONOMY

## Minimum Wages

Wages on the lower end of the wage distribution are stagnant, causing a decline in the share of workers who can earn a living wage. This trend is driven by shifts in the U.S. economy, such as corporate outsourcing to countries with lower wages, stock buybacks in lieu of investment in workers, employer consolidation, and declines in union membership. Federal policy choices, such as fiscal austerity and a stagnant minimum wage, also contribute. However, these shifts have disproportionately impacted women and people of color. These populations are overrepresented in low-paying jobs because of historical factors such as racial segregation and policies that banned women and people of color from accessing education and higher paid professions. Ongoing factors, like discriminatory hiring practices, lack of affordable childcare, and disparities in generational wealth, also contribute to wage stagnation.

## Wages (Median)

Since the 1980s, our national economy has become increasingly polarized between high-wage, knowledge-economy jobs and low-wage service sector jobs, while the middle-wage jobs that have typically served as stepping stones into the middle class for workers without college degrees are disappearing. High-wage workers are seeing tremendous income gains while low-wage workers' wages have stagnated or declined. Racial and gender inequity is baked into earnings disparities as well since workers of color and female workers are segregated into the lowest-paid occupations and sectors.

## Poverty

Poverty remains high in the United States because of various trends including wage stagnation among lower paying jobs, cutbacks in social protection programs, and deindustrialization. People of color, particularly Latinx and Black Americans, continue to suffer from poverty at much higher rates than White Americans. This disparity is caused by various historical factors such as racial segregation and policies that banned people of color from accessing education and higher paid professions. Ongoing factors, like decades of disinvestment in infrastructure and social programs, discriminatory hiring practices and disparities in generational wealth, also contribute to poverty.

## Working Poor

Wages on the lower end of the wage distribution are stagnant, causing a rise in the number of people who are working yet still struggling economically. Shifts in the U.S. economy, such as corporate outsourcing to countries with lower wages, employer consolidation, and declines in union membership, are driving this stagnation. Federal policy choices, such as fiscal austerity and a minimum wage that has not been raised since 2009, also contribute to the rise in working poor. These shifts disproportionately impact women and people of color because they are overrepresented in low-paying jobs as a result of historical factors such as racial segregation and policies that banned women and people of color from accessing

education and higher paid professions. Ongoing factors, like discriminatory hiring practices, lack of affordable childcare, and disparities in generational wealth, also contribute to working poverty.

## Unemployment

A variety of historical and contemporary factors cause Black, Native American, Latinx, and other workers of color to experience unemployment at much higher rates than White workers. Employer discrimination against Black workers has not improved in 25 years: among workers with the same resumes, White applicants receive 36 percent more callbacks than Black applicants and 24 percent more callbacks than Latinx people. In addition, racial segregation and disinvestment mean that students of color have far less access to well-resourced, high-quality schools. Transportation, affordable childcare and housing near job centers, and credit checks are also significant barriers to employment. Finally, racist policing practices and criminal legal system disproportionately incarcerate Black and Latinx men who then face employer discrimination due to their criminal records.

## Income Growth

Reduced bargaining power among workers due to declines in union membership and corporate consolidation as well as a higher average unemployment rate have caused incomes for low-wage workers to grow more slowly than those of high-wage workers. Growing trade with low-wage countries, automation, and stagnant minimum wage rates also contribute to income inequality. However, growing income inequality disproportionately impacts women and people of color as these populations are concentrated in low-wage jobs. This trend is a result of historical practices, such as racial segregation and policies that banned women and people of color from accessing education and higher paid professions, as well as ongoing factors, including biased hiring practices and inadequate childcare support.

## Income Inequality

Reduced bargaining power among workers due to declines in union membership, an increased average unemployment rate, and growing trade with low-wage countries have resulted in increased income inequality. The dismantling of social protection policies, such as welfare reforms passed in 1996 that tied benefits to employment, have also contributed to this increase. Growing income inequality has disproportionately impacted women and people of color. Historical practices, such as racial segregation and policies that banned women and people of color from accessing education and higher paid professions, and ongoing factors, including biased hiring practices, inadequate childcare support, and disparities in wealth have contributed to these race and gender disparities.

### Homeownership

Persistent disparities in homeownership across race can be explained in part by differences in income levels among White households and households of color. However, the racial wealth gap is also a driving force. The long history of racial oppression and segregation in the United States in which people of color have been dispossessed and excluded from economic prosperity has contributed to a large racial wealth gap: the median net worth of White households was \$130,800 but only \$17,530 for Latinx households and \$9,590 for Black households in 2014. This racial wealth gap, along with racist housing policies such as redlining, has prevented generations of communities of color from purchasing homes. As homeownership remains one of the most widely available and effective ways to increase wealth over generations, the lack of parental homeownership among communities of color today further diminishes the wealth of the current generation and their ability to purchase a home.

### Business Ownership

People of color are less likely than Whites to have access to capital and contracts to start and grow a business, due in part to historical policies such as redlining that denied home loans and wealth-building opportunities to people of color. Today, business loan denial rates for firms owned by people of color are three times higher than for firms owned by Whites. Business owners of color also pay higher interest rates and receive lower loan and equity investments. Although creditworthiness is a factor in loan denials, this metric does not reflect how reliably individuals pay their rent. Underrepresented groups also often face barriers accessing important networks and training programs.

### Business Revenue

People of color are less likely than Whites to have access to capital and contracts to start and grow a business, due in part to historical policies such as redlining that denied home loans and wealth-building opportunities to people of color. Today, business loan denial rates for firms owned by people of color are three times higher than for firms owned by Whites. Business owners of color also pay higher interest rates and receive lower loan and equity investments. Although creditworthiness is a factor in loan denials, this metric does not reflect how reliably individuals pay their rent. Underrepresented groups also often face barriers accessing important networks and training programs.

### Job & Wage Growth

Reduced bargaining power among workers due to declines in union membership, a decreased average labor force participation, and growing trade with low-wage countries have resulted in stagnant wage and job growth rates over the past 30 years despite increases in productivity. Workers of color, and particularly Black workers, have felt the impact of this trend most heavily. This inequity is driven by a variety of historical factors such as racial segregation and policies that banned women and people of color from accessing education and higher paid professions. Ongoing factors, from biased hiring practices and inadequate childcare support to disparities in wealth, have also contributed to this inequity.

### Job & GDP Growth

The disparity between GDP and job growth rates following the Great Recession reveals who has been left behind as the U.S. economy slowly recovers. Beginning in the 21st century, the economy underwent structural changes that created a growing mismatch between available workers and job opportunities. Middle-skill routine jobs diminished because of automation and outsourcing to lower-wage countries—this trend was accelerated by the Great Recession. The recession also caused many businesses to restructure and eliminate unneeded labor. Together, these shifts have created a growing polarization in the job market, forcing many middle-wage workers to take large pay cuts or stop looking for work altogether. Indicators like GDP growth, which now indicate a healthy economy, are unable to capture the continued impacts of the recession.

### Racial Equity in Income

Historically, people of color were barred from educational opportunities that would allow them to obtain higher-paid employment, while occupations dominated by people of color (e.g., domestic and agricultural work), were excluded from minimum wage and overtime protections. Deindustrialization and cuts to the public sector in the late 20th century decimated unions and disproportionately hurt people of color who were first to be laid-off and pushed into a growing service sector. Today, hiring and pay discrimination against people of color is widespread even among candidates with equal education and the loss of worker protections has created wealth for top earners as wages have declined for the bottom half. Opportunities for racial inclusion exist in industries driving economic growth (e.g., tech), but to date, these industries have lacked the racial diversity reflective of the nation's population.

*Resource(s):*

*Municipal Policy Blueprint for a More Inclusive Path to Prosperity*

*The Racial Wealth Gap: Why Policy Matters*

*How Income Inequality Feeds the Racial Wealth Gap*



# HOUSING

## Housing burden by tenure and severity

**Housing Burden:** Lack of affordable housing production coupled with skyrocketing housing prices and stagnant wages for low-wage workers has caused the housing burden for poor Americans, particularly low-income renters, to increase following the recovery from the 2008 crisis. People of color are over-represented in these populations; this is due in part to a long history of racial segregation forged through practices such as racially restrictive housing covenants, redlining, and discriminatory lending. People of color are also more likely to rent than own a home because historical dispossession and discrimination have prevented accumulation of wealth and upward mobility.

## Percent of households without a vehicle by race/ethnicity

**Car Access:** Income and wealth disparities have caused Americans of color to have less access to vehicles than White Americans. Racial segregation forged through the expropriation of land from Indigenous people and racially discriminatory practices such as redlining dispossessed communities of color and excluded them from economic prosperity. As a result, people of color are more likely to experience poverty and lack generational wealth than their White counterparts. This trend along with racially discriminatory pricing for auto loans and car insurance that make car ownership more costly drive inequities in car access between White Americans and Americans of color.

## Average travel time to work (minutes) by race/ethnicity

**Commute Times:** People of color face longer commute times than White people because of the country's long history of racial segregation. The expropriation of land from Indigenous people along with racially discriminatory practices such as redlining and racially restrictive housing covenants have led to the economic dispossession and exclusion of communities of color. These practices also made communities of color more vulnerable to displacement due to gentrification. As urban housing prices skyrocket, people of color are increasingly pushed out of urban areas and away from their employers. As most cities in the United States lack quality public transportation, people of color increasingly face longer commute times.

## Eliminating Rent Burden

Lack of affordable housing production coupled with skyrocketing housing prices and stagnant wages for low-wage workers has caused the housing burden for poor Americans, particularly low-income renters, to increase following the recovery from the 2008 housing crisis. People of color are over-represented in these populations; this is due in part to a long history of racial segregation forged through practices such as racially restrictive housing covenants, redlining, and discriminatory lending. People of color are also more likely to rent than own a home because historical dispossession and discrimination have prevented accumulation of wealth and upward mobility.



# HEALTH

## Life Expectancy

Life expectancy is a key indicator for health, revealing continued health disparities between racial groups. Black, Latinx, and Native Americans are more likely than White and Asian Americans to live in areas with concentrated poverty due to the United States' long history of racial segregation forged through historical practices such as racially exclusive housing covenants and zoning laws as well as ongoing ones such as discriminatory hiring and mortgage lending. Impoverished neighborhoods often have higher exposures to environmental toxins, are targeted by Big Sugar and Big Tobacco that promote unhealthy products, and lack quality health-care services. Because of these inequities, these groups often experience health complications at higher rates than their White and Asian American counterparts. Researchers have also found that people of color experience deterioration as they age at higher rates than White Americans due to the psychological impacts of marginalization.

## Environmental Pollution [Air + Water + Soil + Housing]

People of color are disproportionately exposed to pollution and toxic materials that are primarily caused by affluent White Americans' consumption habits. This disparity is largely caused by ongoing racial segregation forged through historical practices such as racially exclusive housing covenants and zoning laws as well as ongoing ones such as discriminatory hiring and mortgage lending. These practices have dispossessed communities of color of economic and political power. As a result, their neighborhoods are often located in closer proximity to highways, industrial plants, and other sources of pollutants in addition to poorly maintained housing stock.

## Causes of Death

In addition to knowing how long people live and how frequently they die, people concerned about population health want to know what kills people. Knowing how frequently people die of a particular cause helps guide efforts to improve population health. Therefore, researchers calculate measures like cause-specific mortality rates – which is the proportion of a population that dies of stomach cancer, malaria, or any other specific cause in a given time period.

Causes of death and cause-specific mortality rates give greater weight to causes that kill people late in life. That makes them an important tool for health policymakers who are looking to prevent these deaths. Research shows that people generally are more concerned about deaths at younger ages than deaths at older ages. Early death can be costly for societies – by, for example, preventing a lifetime's worth of income or work, or leaving a family without their primary caregiver.

### Causes of Illness

Population health is not just about death. Things that do not kill us but cause us suffering, such as depression or arthritis, also have an impact. The Global Burden of Disease (GBD) study, unlike traditional methods of describing population health, recognizes this by estimating the years lived with disability (YLDs) in populations. YLDs reflect the amount of time in a year that people live with any short- or long-term health condition, taking into account the severity of that condition. Therefore, time lived with schizophrenia results in more YLDs than the same amount of time lived with acne.

### Fertility and Mortality

Understanding potential patterns in future population levels is crucial for anticipating and planning for changing age structures, resource and health-care needs, and environmental and economic landscapes. Future fertility patterns are a key input to estimation of future population size, but they are surrounded by substantial uncertainty and diverging methodologies of estimation and forecasting, leading to important differences in global population projections. Changing population size and age structure might have profound economic, social, and geopolitical impacts.

### Universal Health Coverage

Achieving universal health coverage (UHC) involves all people receiving the health services they need, of high quality, without experiencing financial hardship. Making progress towards UHC is a policy priority for both countries and global institutions, as highlighted by the agenda of the UN Sustainable Development Goals (SDGs) and WHO's Thirteenth General Programme of Work (GPW13). Measuring effective coverage at the health-system level is important for understanding whether health services are aligned with countries' health profiles and are of sufficient quality to produce health gains for populations of all ages.



## EDUCATION

### Educational Attainment

The gap in educational attainment between White students and students of color is largely driven by disparities in school poverty rates. Students of color are more likely to attend high-poverty schools because of ongoing racial segregation forged through historical practices such as racially exclusive housing covenants and zoning laws as well as ongoing ones such as discriminatory hiring and mortgage lending. Students at high-poverty schools often have less access to quality resources and score lower on standardized testing than their wealthier counterparts. At the same time, the rising cost of college combined with decreased financial aid prevents many students of color, who are disproportionately low income, from attending college.

### School Poverty

Despite the 1954 Supreme Court ruling *Brown v Board of Education of Topeka* that banned racial segregation, students of color remain far more likely to attend high-poverty schools than White students. Racial segregation in the United States was forged through historical practices such as racially exclusive housing covenants and zoning laws as well as ongoing ones such as discriminatory hiring and mortgage lending. These practices dispossessed communities of color and excluded them from economic prosperity while White communities have accumulated wealth. The resulting geographic concentrations of wealth and poverty cause students of color to attend high-poverty schools at much higher rates than White students.

### Educational Outcomes

There are substantial gaps in educational outcomes between black and white students in the United States. Recently, increased attention has focused on differences in the rates at which black and white students are disciplined, finding that black students are more likely to be seen as problematic and more likely to be punished than white students are for the same offense. Although these disparities suggest that racial biases are a contributor, no previous research has shown associations with psychological measurements of bias and disciplinary outcomes.

### Inequities in Discipline

School disciplinary processes are an important mechanism of inequality in education. Most prior research in this area focuses on the significantly higher rates of punishment among African American boys. Controlling for background variables, black girls are three times more likely than white girls to receive an office referral; this difference is substantially wider than the gap between black boys and white boys. Moreover, black girls receive disproportionate referrals for infractions such as disruptive behavior, dress code violations, disobedience, and aggressive behavior. We argue that these infractions are subjective and influenced by

gendered interpretations. Using the framework of intersectionality, we propose that school discipline penalizes African American girls for behaviors perceived to transgress normative standards of femininity.

### High School Graduation Rate

The national high school graduation rate has risen to a new all-time high. New figures released by the U.S. Department of Education's National Center for Education Statistics show that 84.6 percent of the students in the class of 2016-17 earned diplomas in four years. That's a half-point better than in 2015-16, when the graduation rate was 84.1 percent.

#### For Additional Consideration

Deficit-based thinking in interpretation means attributing differences in education outcomes among racial groups to student deficiencies while ignoring the impact(s) of systemic racism on those students. By failing to address systemic issues, deficit based thinking tacitly accepts them—and expects more of students with fewer resources. Take SAT scores as an example: Black and Latinx students tend to score below the national average. Deficit-based thinking might conclude that Black and Hispanic students need to spend more time studying to close this gap. That would ignore phenomena like intergenerational systemic racism, which has privileged White perspectives in curricula, produced racially segregated schools, and caused students of color to internalize negative stereotypes. Some describe the persistent discrimination against these students as creating an “educational debt,” so that simply providing them test prep or other services wouldn't be sufficient. Avoiding deficit-based thinking means understanding these systems of oppression and taking the time to look beyond the student to explain trends in your data.

*Resource(s): Using Data to Advance Racial Equity: Schools that strive for equity can collect, interpret, and use data about students in purposeful and self-reflective ways*



# JUSTICE

### Traffic Stops

One of the most common interactions the police have with the public is a traffic stop. In 2019, Burlington police pulled over 2,063 vehicles, 9.6% of which were operated by Black drivers. This is nearly double the proportion of Black residents of Burlington (5.3%), and while some measures like the outcome of searches or warnings issued are trending toward parity, other disparities remain.

### Arrests

The Burlington Police Department (BPD) responds to over 28,000 calls for service each year and in each of the past two years has made approximately 1,600 arrests. Arrests in Burlington have declined significantly since 2016. In 2019, the overall arrest rate in Burlington was 37 arrests per 1,000 residents. Of people arrested in 2019, 17.3% were Black. When compared to the Black population of Burlington (5.3%), this indicates an arrest rate of 123 arrests per 1,000 Black residents as compared to 33 arrests per 1,000 White residents in Burlington. Without accounting for other variables, this translates to Black people being arrested at a rate of about 3.7 times that of White people in Burlington.

### Charges

One theme in the literature on disparities in arrest rates is the often pronounced racial disparity in drug and weapons-related arrests. This pattern does appear to hold in Burlington for drug-related charges, as Black arrests are disproportionately concentrated in four arrest types, including drug-related arrests. These four types occur at a higher rate than both the population total would predict and a higher rate than the overall rate of Black arrests by the BPD. Expungement does not appear to play a major role in influencing the total number of drug and assault arrests -- there were a total of ten assault-related arrests expunged and two drug-related arrests expunged in 2019, though expungements can accumulate over time and numbers could be higher in earlier years. The BPD is not able to analyze the race of expunged arrests because that information is removed from the records management system.

### Police Officer Disciplinary Action for Civilian Complaints related to Racism

The disciplinary process is supposed to help address police misconduct while supporting officers who have exercised their discretion appropriately and within the framework of law and policy. Unfortunately, the approaches police generally use fall well short of achieving their primary purpose and leave the department, employees and the community with concerns, especially Black, Indigenous and People of Color. There is significant dissatisfaction with the discipline approach: it is predominately punishment oriented, it takes an excessive amount of time, many decisions are overturned on appeal, and the entire process leaves one with a sense that there should be a better way to help officers stay within the boundaries of acceptable behavior and learn from the mistakes made in an increasingly difficult and challenging job.

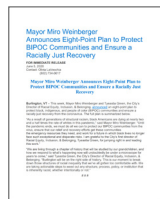
*Resource(s): [1] 2019 Equity Report Follow Up: Burlington Race and Arrest Rate Analysis  
[2] National Institute for Justice - Police Discipline: A Case for Change*

# **APPENDIX C**

## **PRE-EXISTING PRIORITIES AND ACCOMPLISHMENTS**

## Pre-existing Priorities and Accomplishments

Below is a list of highlights, takeaways, and pre-existing priorities and accomplishments already identified by the City in other recent reports:



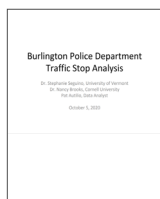
### 1. 8-Point Plan

- Track data on COVID-19 cases by race, ethnicity, and geography
- Communicate and build trust with communities of color
- Enhance access to testing and health care
- Protect essential and low-wage workers
- Provide social services to keep vulnerable groups safe
- Ensure communities of color have access to and receive targeted, equitable share of economic relief and recovery resources
- Identify structural progress that we can achieve with the emergency response



### 2. Community Declaration of Racism as Public Health Emergency 2020

- Commit to sustained and deep work of eradicating systemic racism as organizations, actively fighting racist practices and participating in the creation of more just and equitable systems
- Announce immediate and specific actions for our organizations to address this emergency in the work we do
- Commit to coordinate our work and participate in ongoing joint action, grounded in science and data, to eliminate race-based health disparities and eradicate systemic racism



### 3. Burlington Police Department Traffic Stop Analysis 2020

- End racial disparities in traffic stops



### 4. The City of Burlington 2019 Equity Report

- (2018 accountability) Continue housing reforms to improve community access
- (2018 accountability) Better coordinate city's youth programming goals and outreach strategies
- (2018 accountability) Conduct further analysis of city workforce
- (2018 accountability) Establish LGBTQ+ community liaisons and reporting structure
- (2018 accountability) Expand library amnesty programming
- (2018 accountability) Finalize language access plan and streamline translation services
- (2018 accountability) Conduct a review of city procurement practices
- (2019) Reevaluate advertising, recruitment, and retention practices in City departments
- (2019) Establish trusted advisors within city workforce structure
- (2019) Further examine transportation needs and ongoing efforts to improve transit within the city
- (2019) Explore collaboration with LGBTQ+ organizations to better understand data collection needs in the years to come
- (2019) Evaluate cemetery burial practices and regulations in Burlington
- (2019) Continue and expand demographic data collection
- (2019) Leverage city resources to ensure accurate reporting of 2020 census



### 5. Racial Justice Resolution 2020

- City of Burlington prioritize the eradication of systemic racism in the creation of the municipal budget
- Burlington PD decrease through attrition the max total number of uniformed police officers by 30% from 105 to 74 uniformed officers
- General fund dollars freed by reducing officers will be used to reduce demand for police services through social services as well as social justice, racial justice, and economic justice initiatives, including the community-based cultural empowerment center, minority-owned business municipal procurement program, and a capital access program
- City will terminate the Memorandum of Understanding between BPD and Burlington School District by spring 2021.
- Joint committee of City Council Public Safety Committee & Police Commission begin an inquiry into how to build a healthy and safe community, what

- institutions we need to reach that goal. Includes full assessment of BPD.
- Training/events that explore systems of oppression are required for City staff at all levels at least twice a year, and three times for members of criminal justice system
- City establish a task force to consider an apology or reparations for the role Burlington played in Chattel Slavery
- Citizen-led Police Commission be entrusted with access to all complaints about sworn officers and city-council based Public Safety Committee
- Police Commission be entrusted with and may ask for collection of additional quarterly demographic-disaggregated data
- Police Commission must approve by simple majority any disciplinary decision the Police Chief wishes to implement
- City negotiate for mandatory requirements to report use of force, stronger disciplinary measures and full transparency of disciplinary proceedings in police encounters involving brutal or excessive force
- CNA contract to perform an operational and functional assessment of the BPD
- Talitha contract to facilitate community discussions surrounding public safety transformation.



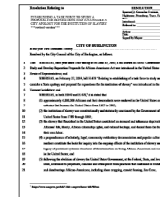
**6. COVID Racial Equity Rapid Response Team Memo 2020**

- In response to the Eight Plan program, creation of a Racial Equity Rapid Response Team of 7 BIPOC community members.
- Tackle the Eight-Point Plan



**7. REIB Small Business Grants 2020**

- Provide grants to BIPOC business owners who have been left out of all other relief efforts
- Asked for 50k to achieve this. Already distributed \$125k to 25 BIPOC small businesses, but have over 113 BIPOC small businesses
- The BIPOC Small Business and Non-Profit Relief Grant distributed \$180,000 to 29 BIPOC Small Businesses and Non-Profits



**8. Reparation Task Force Resolution**

- Creation of a Task Force to study reparations, consider a proposal for reparations and a City apology for the institution of slavery
- Task Force to consist of 5 members (Hal Colston, Tyeastia Green (chair), Christine Hughes, Rebecca Zietlow, and Pablo Bos) and scholars (Elyse Guyette, Rashad Williams, Dr. William Darity, and Laura Hill).



**9. Trends in Racial Disparities in Traffic Stops 2012-2019**

- Recommend BPD follows practice of agencies like Vermont State Police which has virtually eliminated missing data



