



CORPORATE PARTNERS FOR RACIAL EQUITY

INVESTMENT UPDATE

A LETTER TO OUR CORPORATE SPONSORS

CONTENTS

I am so proud to share a report of our inspiring collective efforts. Together, we leaned into a vision of creating a community of equitable education, economic opportunity, and safety and justice. Our vision has led us on a powerful journey towards racial equity in our community of San Antonio.

The report outlines the work and dedication of individuals and organizations who believe in the power of collaboration and the possibility of change. Thank you to our educators, business leaders, community leaders, and allies who have and continue to contribute to this vision. The work, passion, and resilience are inspirational and serve as a call to action.

As we review our progress, I hope we both celebrate and recognize that there is still so much to be done. I am confident that our spirit of investment, collaboration, and commitment will continue forward. And I am confident that we will continue to make strides towards a more just and equitable future for our community.

*I'm incredibly grateful to be a part of this work. Thank you,
RC Buford*

Projects like this don't simply materialize one day; they result from months of behind-the-scenes efforts by scores of very dedicated people. That is especially true of projects as important as this one. This Investment Update could not have been possible without the commitment of multiple people from organizations around San Antonio coming together for a common purpose. I have long believed that San Antonio's core competencies are collaboration and service. We see examples of our community collaborating and serving every day, but I can't think of a finer example - or of a better example of extending grace to those in our community who haven't always enjoyed it - than of the investments detailed in this report.

The organizations that participated and the people from them who gave their time and efforts deserve our gratitude. I hope you're pleased with the results, and that this report provides hope that our community will continue to work together to solve problems.

*Phil Green
Chairman and CEO
Cullen/Frost Bankers, Inc.*



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INTRODUCTION

In October 2021, San Antonio business leaders launched Corporate Partners for Racial Equity (CPRE) and pledged \$13.8 million over five years to improve racial equity in San Antonio and Bexar County, investing in six strategies in the areas of Equitable Education, Economic Opportunity, and Safety and Justice.



This report documents key milestones from the initiative's first two years, identifies critical structural challenges in the work, and lays out next steps for years three through five with the hope of continued investment.

About Corporate Partners for Racial Equity

In the wake of the murder of George Floyd in May 2020, twelve local business leaders came together to improve racial equity in our community:

- **Brad Barron**, President & CEO, NuStar Energy
- **Craig Boyan**, President & COO, H-E-B
- **RC Buford**, CEO, Spurs Sports & Entertainment
- **Joe Gorder**, Chairman & CEO, Valero Energy Corporation
- **Phil Green**, Chairman and CEO, Cullen/Frost Bankers, Inc.
- **Adam Hamilton**, President & CEO, Southwest Research Institute
- **Kevin Jones**, CEO, Rackspace Technology
- **Wayne Peacock**, CEO, USAA
- **Robert Puente**, President & CEO, SAWS
- **Jenna Saucedo-Herrera**, President & CEO, greater:SATX
- **G.P. Singh**, Philanthropist
- **Kevin Voelkel**, President, Toyota Motor Manufacturing Texas, Inc.



The Investment and Strategy Planning Process

The Corporate Partners for Racial Equity looked closely at racial disparities in San Antonio and Bexar County. George Floyd’s murder was an awakening jolt that was then sustained in part by solid quantitative evidence of local racial/ethnic inequities in one after another issue area: access to health care, education, financial capital, housing, and transportation, as well as involvement with the justice system. The pattern was clear, consistent, and inarguable, and CPRE members came away with a clarity of understanding that local racial inequities are pervasive, deeply rooted, and complex.

In a year-long discovery and planning process, over 30 local and national leaders and experts contributed their knowledge and understanding of the barriers, challenges, and lack of resources that are systematically worse for people of color, and how those challenges limit opportunity and shape lives. The Corporate Partners for Racial Equity created three Community Resource Groups (CRGs) charged with identifying and recommending to the Corporate Partners for Racial Equity areas of investment and investment strategies in one of the three issue areas: equitable education, economic opportunity, and safety and justice. CRG membership included civic community representatives (e.g., nonprofits and government) and representatives of the business community. Each Community Resource Groups work was Informed by the evidence base in each issue area and by relevant, neutral, high-quality community data disaggregated by both race/ethnicity and place. The CRGs utilized the Results Based Accountability (RBA) and Results Count frameworks in a process supported by staff of the United Way of San Antonio & Bexar County.

The process generated six strategies, two in each of the three issue areas. A designated Implementation Partner leads and is accountable for each strategy, with subgrants passing to Program Partners who work in close coordination on that strategy.

Equitable Education

1 Multiply Success

2 Digital Inclusion

Economic Opportunity

3 Dual Generation

4 Financial Equity Fund

Safety and Justice

5 Wrap-Around Services and Community Diversion Efforts

6 Internship Program for Justice Involved Individuals

About this Report

The San Antonio Area Foundation partnered with Community Information Now (CINow) to tell a concise story of the initiative’s first two years. Not described here is the extensive work of the Implementation Partners and Program Partners to build the infrastructure, staffing, policies and procedures, and measurement processes to support achievement, tracking, and communication of that progress and the challenges they encounter. The content draws primarily from reports submitted quarterly by the Implementation Partners, along with presentation-style documents over-viewing the initiative and summarizing progress.

Following this introduction, [Years 1-2 Progress at a Glance](#) summarizes key quantitative measures across the three issue areas in a one-page infographic format. The bulk of the narrative report is organized into three sections, each focused on one of the three issue areas: [Equitable Education](#), [Economic Opportunity](#), and [Safety and Justice](#). Each section contains:

- A one-page overview summarizing the strategies for that issue area, investment amounts, implementation partners, and program partners; and
- A one- to two-page description of each strategy in that issue area, including description and rationale, quantitative measures of progress to date, and a summary of the structural and systemic challenges that partners and participants are experiencing.



EQUITABLE EDUCATION



All youth of color are successful and supported in school and life

	<i>Multiply Success</i>	<i>Digital Inclusion</i>
<i>Investments</i>	\$700,000 annually for three years	\$100,000 annually for three years
<i>Implementation Partners</i>	United Way of San Antonio and Bexar County	SA Digital Connects implementing SA/Bexar Digital Plan Connecting Every Household United Way
<i>Program Partners</i>	<p>Family Service Association</p> <p>Good Samaritan</p> <p>Presa Community Center</p> <p>Empower House SA</p> <p>YWCA</p> <p>City Year San Antonio</p> <p>Urban Strategies Inc.</p>	<p>Implementation Partners</p> <ul style="list-style-type: none"> • 15+ private sector funders • 200+ community organizations working with residents • MHM/ \$21m community grants for devices and literacy • Fiber for unserved: \$60m+ <ul style="list-style-type: none"> - City SA/ AT&T - Bexar / Spectrum • Bexar/ Navigators • State Broadband Office - future grants • FCC/ ACP = affordability • NTIA/ Commerce rules

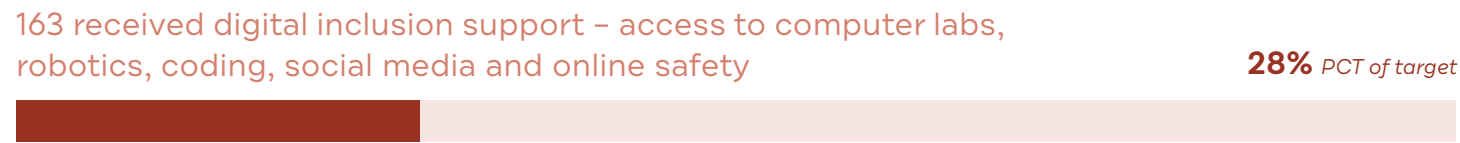
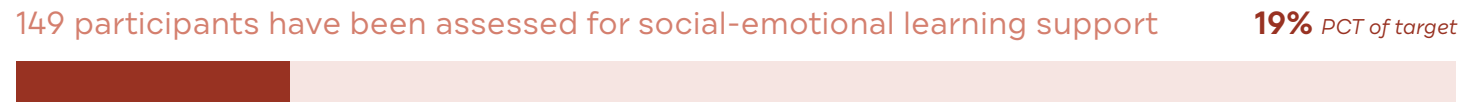
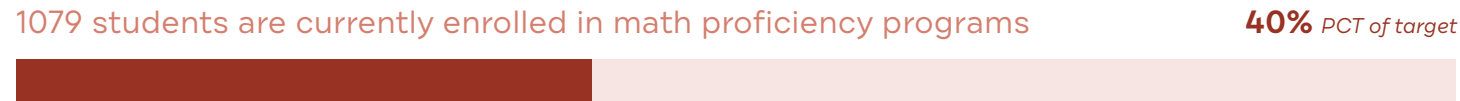
Total investment in Equitable Education: \$2,400,000



Strategy 1: Multiply Success

Investment in this strategy expands access to quality in-school and out-of-school academic resources in specific geographic areas to address issues such as achieving at-grade level in reading and math. This is intended to reduced summer slide and ensure social emotional learning in ways that are culturally sensitive and tailored to the needs of children of color with an emphasis on Black students in the community.

Multiply Success is working with 4th grade through 9th grade youth of color in a total of 24 campuses in East Central ISD, Edgewood ISD, Harlandale ISD, Northside ISD, San Antonio ISD, and Essence Prep public charter school.



Program partners will begin measuring outcomes in Year 3.

- Percent of students narrowing math proficiency gap since the start of school year
- Percent of students demonstrating improved social-emotional capacities

Participants Visualized

The graph below helps us understand the demographics of this program and who this investment is helping.



i 97%
of Multiply Success participants are youth of color

i 11%
identify as Black or African American

Multiply Success, An Impact Story

“All youth of color are successful and supported in school and life”

Strategy

Invest in existing programming and resources for in-school and out-of-school time tutoring for reaching children of color.

Approach

Invest in unique, innovative, effective programs that build math and STEM skills for 4th – 9th grade youth of color with a focus on outreach to and retention of Black students. The investment focuses on math tutoring, STEM/STEAM curriculum, social-emotional learning and development, digital access/inclusion and academic enrichment events.

Locations

Multiply Success is currently serving students in one public charter schools (Essence Preparatory), seven campuses in East Central ISD, three campuses in Northside ISD, six campuses in San Antonio ISD, three campuses in Edgewood ISD, and four campuses in Harlandale ISD.

When Jessica enrolled in math tutoring with Multiply Your Future, she was not able to successfully solve addition or subtraction problems. Solving multiplication and division was beyond her abilities, and every answer from her was “I don’t know.”*

When she started working with the Multiply Your Future team, she felt empowered by her tutors after accomplishing each newly acquired math skill. Her self-confidence started to show and the use of her new phrase, “I will figure it out,” became her new mantra. She continues to successfully apply learning strategies to help problem solve. In addition, Jessica is now proficient with her multiplication. Jessica shared with her tutor that when given a math homework assignment, she was the only one who completed the assignment, and that out of thirty problems, she missed only two. She was so proud of herself, and so was her tutor because before she was not willing or interested in solving one single problem. This young students smiles when she walks in the room, immediately is ready to work and never says, “I don’t know.”

*name has been changed



Implementation

The CPRE funds for Multiply Success are integrated into the full Successful Students Impact Council. As such, program partners attend quarterly indicator group meetings with their respective cohorts and quarterly Impact Council meetings, where SSIC volunteers can directly connect with and engage program representatives. The meetings serve as spaces for both funded and nonfunded impact partners to share best practices, review performance data and address shared challenges.

Performance (September 2023 – December 2023)

Program partners have steadily increased trust and relationships with program youth. They have used this relationship to increase efforts providing youth more support in math related concepts and build confidence in youth to accomplish math comprehension. To help increase not only enthusiasm for math but provide exposure for STEM, United Way is continuing their partnership with community stakeholder San Antonio Museum of Science and Technology (SAMSAT). More program partners have taken advantage of this opportunity to engage youth in STEM/STEAM hands on activities while in a fun and exciting atmosphere. Focus on parent engagement last quarter has proved fruitful as partners have seen increase attendance by families. Family engagement events have been held to promote a stronger relationship between youth and parents and also build relationship between program staff and parents. Having parents be a part of tutoring and bringing college students has provided extra support to youth as well as a space to ask questions in a comfortable setting.

Metrics

845

students currently enrolled in math proficiency programs

(74% of target)

239

were assessed for social-emotional learning support

(30% of target)

217

received digital inclusion support (access to computer labs, robotics, coding, social media and online safety)

(38% of target)

Strategy 2: Digital Inclusion

Investment in this strategy supports SA Digital Connects, a public-private-community collaboration that developed the San Antonio and Greater Bexar County Digital Investment Plan. The organization will focus on implementing our community’s Digital Investment Plan and partner with key stakeholders to designate local, state, and federal funding for initiatives to close the digital divide.

The San Antonio and Greater Bexar County Digital Investment Plan targets three determinants of digital inclusion:

 <p>Access / Infrastructure</p> <p><i>Reliable internet at speeds of at least 100/100 Mbps</i></p> <ul style="list-style-type: none"> Submitted 50,000 location challenges to FCC maps used to inform funding for broadband Elicited over 50% of total resident responses to the TX Broadband Development Office survey - 9,500 out of 16,000 across the state Facilitated collaboration of internet service providers and local government leading to \$60M+ contracts with AT&T/City and Spectrum/County-providing broadband access to over 30,000 households 	 <p>Affordability</p> <p><i>Service levels at prices households can afford</i></p> <ul style="list-style-type: none"> Built the Affordable Connectivity Program Toolkit - helping eligible households with free/discounted internet and devices - at 153,000 households enrolled in Bexar County enrolled in the program; US Congress is considering additional funding this year Advocated for federal and state funding to include a long-term and sustainable solution to affordable home internet 	 <p>Adoption / Devices & Skills</p> <p><i>People feel safe, confident, and secure online</i></p> <ul style="list-style-type: none"> Developed the Digital Connectivity Asset Map in partnership with SACRD as a resource to find digital services like free wi-fi and devices, drop-in tech help, and classes Supported BiblioTech’s initiative to establish a Digital Navigator Program - with 6 Navigators and training for all BiblioTech employees Informed the \$21M investment by Methodist Healthcare Ministries to community organization grants for devices/digital skills training
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Community Connects

SA Digital Connects is a partnership including over 200 organizations that convene regularly to share resources, align strategy and implementation for greater impact, and use data to inform future programming. It is the community organizations component of the partnership model that has set the standard for digital inclusion coalitions across the country. Our success is dependent on the collaborative efforts between the community and public and private sectors.

As a key element of our scope of work, we are also continuously identifying the best ways to support our partner community organizations. Telling the story of our collective impact using data allows us to glean insights into where we are bridging the gaps and where we still need more effort. This allows us to make informed decisions about programming and funding across the digital inclusion ecosystem. A new platform to track progress over time in closing the digital divide, is in the planning stages now and scheduled to launch later in 2024.

Virginia works at the Prek4SA West Campus and she shared her story with us because it was only after she had access to a computer in her home that she was able to register for school and begin her associates degree online. She was previously earning minimum wage and living paycheck to paycheck- but after she completed her coursework and earned her degree, she had the qualifications she needed to apply for a new role. She applied for her job at Prek4SA online, she encouraged her sister to register her nieces for the Prek4SA program and find ways to engage the young girls in online learning programs. Virginia also helped her 74 year old mother go online to sign up for public services, set up an email address, and even use online banking tools. The opportunities that have been afforded to Virginia and her family by having access to reliable internet, having a computer in their home, and having the skills they need in our digital world- they are why we do this work means greater economic mobility, stability, and success for their future. To see more of Virginia’s story: <https://www.sadigitalconnects.com/>



Structural & Systemic Challenges

Multiply Success

- The recruitment and retention of Black students has remained a challenge for our program partners and is expected to become increasingly harder with school closures.
- Capacity building and staff retention continue to be a central challenge for program partners, impacting their interviewing processes and overall budgets.

Digital Inclusion

- The digital divide is layered and complex- it requires a focus on access to broadband to historically underserved communities. Digital redlining is a result of service providers selecting to not service a particular area or community because those areas are seen to be not as profitable.
- Redlining is especially pervasive in the internet and digital technology space as it rapidly evolves and leaves individuals and families with low household incomes at an even further disadvantage.
- A significant challenge we have come across is the complexity of measuring the various components of digital divide; in any community this is the case as access/infrastructure, affordability, and adoption/ devices and skills are typically each addressed by different sectors and agencies.



ECONOMIC OPPORTUNITY



All individuals and families of color are economically stable

	Dual Generation	Financial Equity Fund
Investments	\$400,000 annually for three years Leveraged funding: Seimer Institute, Aetna Foundation, Doris Duke Foundation	\$540,000 annually for three years
Implementation Partners	United Way of San Antonio and Bexar County	LiftFund
Program Partners	AVANCE San Antonio, Chrysalis Ministries, Empower House SA, Family Service Association, KLRN, Madonna Neighborhood Center, Project Quest, Restore Education	Frost Bank

Total investment in Economic Opportunity: \$2,820,000

Unlocking the Procurement Economy:

The San Antonio Procurement Playbook

In 2021 only 15% to 20% of procurement spending in San Antonio went to Black- or Hispanic-owned firms, despite Black and Hispanic residents together totaling 72% of San Antonio’s population. Drexel University’s Nowak Metro Finance Lab and the Aspen Institute Latinos and Society Program jointly developed the Procurement Playbook in 2022 as part of a larger effort to use the expanding Procurement Economy as a vehicle to grow small businesses and build prosperous local economies. The approach was applied and tested in 2023 as Supply SA.

A new Procurement Innovation Council, composed of SWMBE specialists, small business advocacy organizations, and small business owners, will help reduce the severe fragmentation of San Antonio’s procurement economy across multiple levels of government and separate agencies, making it easier for suppliers to identify and respond to opportunities. The Council will also expand supplier development initiatives and develop innovative capital and bonding products. The new Procurement Academy, a complementary effort by the University of Texas at San Antonio to strengthen small businesses’ ability to successfully navigate complex procurement systems, graduated its first cohort in December 2023.

Key Milestones & Timeline for Supply SA Implementation

	First Three Months May – July 2024	First Six Months August – October 2024	First Year By April 2025	Second Year By April 2026
Communication	Launch event, with Accountability Champions & Community Stakeholders	Re-engage business support/advocacy organizations	Share 1-year update with Accountability Champions & Community Stakeholders	Share pilot program update with Accountability Champions & Community Stakeholders
Coordination	Hire Supply SA Director Reconvene Procurement Innovation Working Group Develop small business outreach/engagement plan	Support agencies in implementation of priority recommendations Map the regional procurement ecosystem	Share 1-year implementation update with Executive Committee Agencies demonstrate progress on implemented priority recommendations	Share pilot program update with Executive Committee
Capacity Building	Hire Supply SA Procurement Navigators (x 3) Launch v1 Procurement Service Center (PSC) Launch Supply SA website with Common Portal landing page	Finalize Procurement Navigator Curriculum Begin training Community-based Procurement Navigators	Launch Procurement Fellowship program Expand regional outreach and engagement of diverse local business owners	Launch second cohort of Procurement Fellowship Adapt existing programming to meet identified agency & small business needs
Evaluation & Reporting	Identify target outcomes for pilot program	Collecting data from agencies, Navigators, and Procurement Service Center	Select & onboard external firm to provide evaluation and reporting services Collect feedback from participating businesses	Pilot program evaluation and outcomes report

Strategy 3: Dual Generation

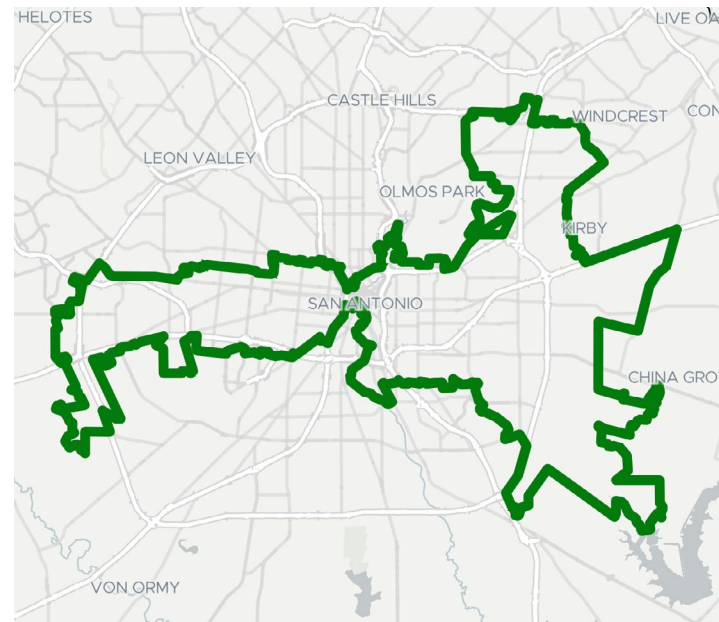
Investment in this strategy offers an opportunity to invest in a place-based Initiative that is both an economic development strategy and a way to address economic inequities and disparities for families and their children age 0 - 10.

Implementation

The Dual Generation Initiative utilizes a multi-generational approach to providing services to the entire household (Adult & Child). Our goal is to work with families on their paths to economic stability. The Initiative is made up of 8 funded partners that utilize a shared client data system to track the progress of the child and adult in the household. Dual Generation leadership and practitioners meet monthly with other non-funded community partners of Dual Generation to staff shared families, review performance data, and address any challenges. To ensure our processes and procedures are family centered, we actively work with our Parent Advisory Committee to incorporate parent voice and lived experience into our strategies. Currently our Parent Advisory Committee (PAC) is made up of seven families of who identify as Black/African-American or Hispanic; with 71% of the members being Black/African-American.

Target Area

The Dual Generation Initiative footprint encompasses areas in San Antonio that have a high ratio of households living at or below 200% Federal Poverty Level. In 2013, the Dual Generation Initiative was established with a focus area on the Eastside of San Antonio and in 2021, the Initiative expanded to serve three Westside zip codes. Families can receive Dual Generation services at any of our eight non-profit agency locations or Dual Generation family case coaches can meet families where they live or work.



Impact Story

Yazmine Sanchez Guerrero* enrolled into the United Way Dual Generation Initiative on September 2021, as a single parent of four children. At the time of enrollment Yazmine was facing several obstacles; COVID-19 hit her household 3 times, finding affordable childcare for her children was a challenge, and she was unemployed.

Yazmine’s goal was to earn her High School diploma to create better opportunities for herself and her children. She began receiving family case coaching support, enrolled into a GED program, and received childcare assistance at a quality childcare center for both all day and after school care.

Services provided by Restore Education, a Dual Gen workforce development partner, helped keep the family from being homeless more than once. Through hard work and perseverance and access to ongoing wrap around services & support available through Dual Generation her life and employment prospects have been changed.

In January 2023, after completing her GED certification Yazmine enrolled in the Medical Front Office program. Upon completion in March 2023, she received her Certified Medical Administrative Assistant Certification. Earning this certification placed Yazmine in a position that plays a critical role in our healthcare system by ensuring the smooth and effective operations of a medical office or clinic. In April 2023, Yazmine was hired at a local eye center as a Patient Coordinator and as of January 2024, she received a \$3.50 raise in her position and is now married.



*Name has been changed

Approach

The entry point for Dual Generation is meeting with a Family Case Coach. Family case coaching includes coaches and families partnering together to create goals around professional, economic, and family milestones. These conversations are meant to identify and navigate barriers to ensure the households needs are addressed and the family can successfully advance on their journey toward economic mobility.

Household	Adult	Child
<ul style="list-style-type: none"> • Monthly Family Case Coaching Meetings • Family Engagement Events • Networking Opportunities • Basic Needs Supports • Parent Advisory Committee • Parent Education/Support Programs 	<ul style="list-style-type: none"> • Workforce & Certification Trainings • College Readiness courses • Career Readiness courses • Life Skills Programs • Financial Counseling • Job Placement 	<ul style="list-style-type: none"> • Subsidized quality early childhood education for children 0 to 5. • Subsidized out of school time programming for children 6 to 10. • Parent Child Education Programs • Parenting Programs
532 Households 	541 Adults Served 	549 Children Served 

Additional Project Activities

- Trauma Informed Care Training
- Bridges out of Poverty Training
- Cultural Competency Training
- Racial Equity Institute 's Groundwater Training
- Increased childcare center providers from 6 centers to 33.
- New Partners: Empower House SA & Project Quest SA
- New Culturally Aware Child Abuse Prevention Programs.
- Annual Family Engagement events
 - Project Warmth
 - Family Celebration
 - Back to School Bash
 - Fall Festival
 - Holiday Gift Distribution



Families Served



Year # of Families	% of Families Residing in Zip Codes on the Eastside	% of Families Residing in Zip Codes on the Westside
Y1 244 Families	60%	40%
Y2 274 Families	38%	62%
Y3 318 Families	29%	71%

Outcomes

The Dual Generation Initiative measures how well parents and children are doing throughout their journey, with a focus on how families are “better off” at the completion of the program. Families typically remain in the program for approximately three years and can return to the program should they develop new goals.

Year Number of Individuals	Vocational & Workforce Training Stage	Household Stabilization & Support Stage*
Y1 Active Adults	86%	14%
Y2 Active Adults	74%	26%
Y3 Active Adults	70%	30%

*Adults not enrolled in vocational and workforce training may be engaged in programs designed to stabilize their households and/or prepare them for their selected careers.

Adults In Employment Training	% Employed After Job Training	# Reporting Increased Income
161	41%	142

Strategy 4: Financial Equity Fund

Investment in this strategy offers micro and small Black-owned businesses access to capital without the business owner giving up equity or ownership. It will provide the ability for businesses to be innovative, develop new processes, technologies, and continue building equity.

Lift Fund awarded a total of \$500,000 in each of Years 1 and 2 to Black-owned small businesses who applied to participate in and receive funding via the Racial Equity Fund.

Year 1

18 Black-owned businesses selected

Demographics

13 female-owned
6 veteran-owned

Sectors

22% in Hospitality & Food Services
22% in Health Care / Social Services
11% in Construction
11% in Education
11% in Professional/Technical Services
Remainder in Service, Finance/Insurance, and Retail

Year 2

15 Black-owned businesses selected

Demographics

7 female-owned
4 veteran-owned

Sectors

47% in Education
20% in Service
Remainder in Accommodation & Food Services, Health Care / Social Services, Professional/Technical Services, Real Estate, and Finance/Insurance

Business owners participated in six monthly workshops:

- Launch Meeting & Value Based Leadership
- Capacity Building
- Digital Divide
- Legal & Insurance Clinic
- Financial Readiness 101: Accounting & Tax Principles
- Grant & Loan Readiness

Awardees also have access to workshops including business and financial consultations.

Grow Now! A Financial Equity Fund Project Summary

Project Overview

The San Antonio Area Foundation (SAAFdn), in partnership with Corporate Partners for Racial Equity, has created a \$1.5 million dollar fund to support black-owned micro and small businesses in Bexar County over a three-year period launched in the Spring of 2022. \$500,000 is awarded each of the 3 program years. Years of national data show a clear pattern of inequity in access to credit and capital for black-owned businesses, thereby limiting the establishment, expansion and growth. This fund, administered by LiftFund, offers businesses access to capital as well as a menu of comprehensive services that include grant funding, business advising, networking, and marketing opportunities.

Market Analysis

The Black San Antonio Small Business community is ever-changing:

- Black-owned businesses struggle with funding for numerous reasons from discriminatory practices to lack of financial literacy or a business plan/road map
- 29% of businesses fail because they run out of cash.
- Only 78.5% of small businesses survive their first year.
- Business owners under 30 years of age are more likely to fail.
- Most small business owners do not understand how to outreach for procurement opportunities
- 1% of federal contracting went to Small, Minority, and Women Owned Business Enterprises last year

Goals and Strategy

The program will provide financial support in the form of grants up to \$35,000 to eligible micro and small for-profit businesses. In addition to funding, the grant awards include: Financial & Business planning consultations with LiftFund, including a pre- and post-funding assessment; Values Based Leadership program; access to specific workshops based on the business and financial client needs; and connection with a personal mentor. The grant funds will be distributed in three allocations over a six-month period contingent on completion of the following:

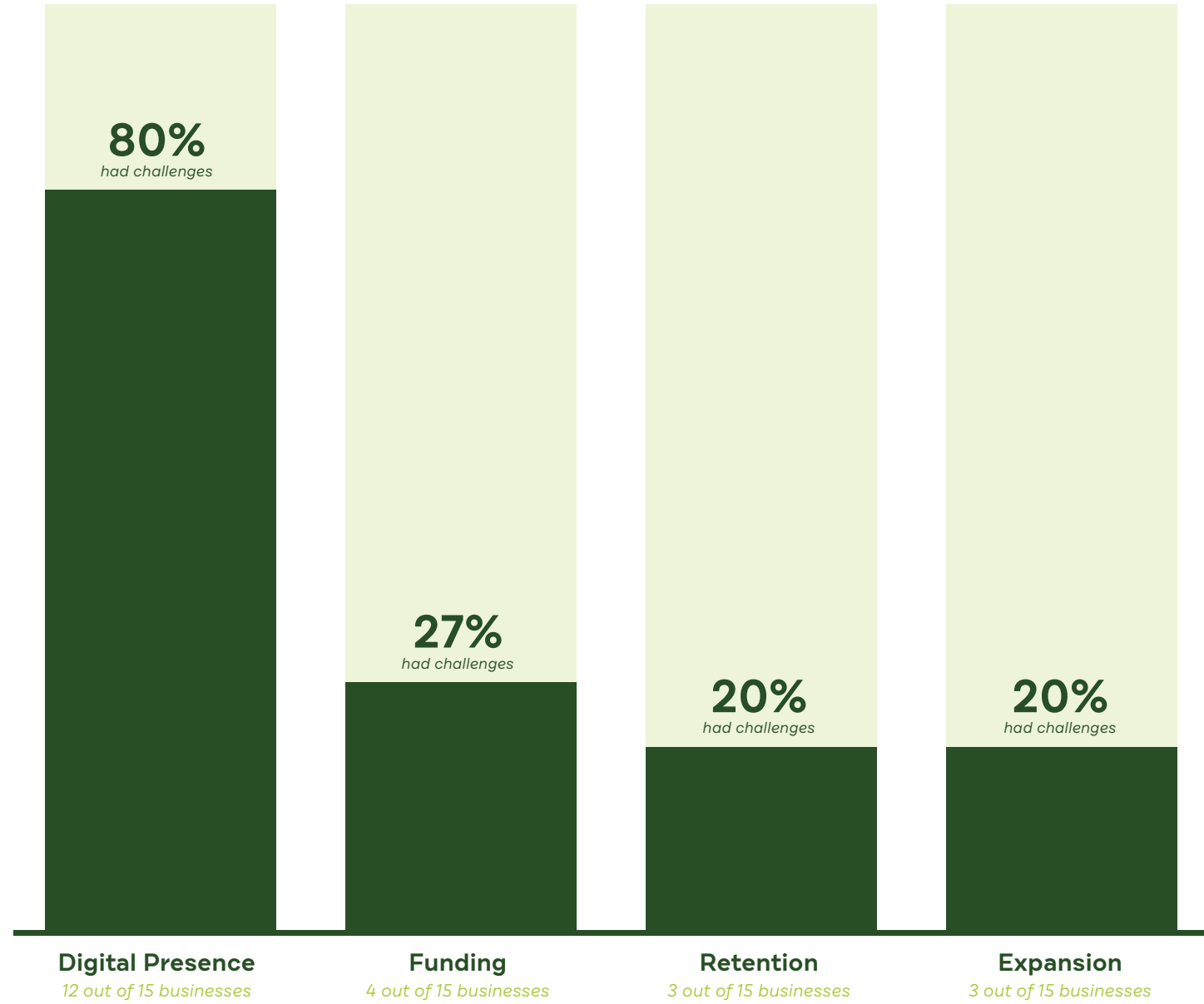
Six private consultations with business advisor:

- One (1) workshop on Values-Based Leadership
- Five (5) additional workshops based on the business goals
- At least one (1) financial session
- Additionally, two (2) follow-up consultations are required after the grant is fully funded.



Structural and Systemic Challenges

Black-owned business grantees reported facing a number of challenges, with the most commonly-experienced challenge being *development and maintenance of a digital presence*.



SAFETY AND JUSTICE



All youth of color are successful and supported in school and life



Total investment in Safety and Justice: \$3,336,000

	<i>Wrap-Around Services and Community Diversion Efforts</i>	<i>Internship Program for Justice Involved Individuals</i>
<i>Investments</i>	\$845,000 annually for three years	\$267,000 annually for three years
<i>Implementation Partners</i>	UP Partnership	UP Partnership
<i>Program Partners</i>	<p>Campus-Based Restorative Justice</p> <ul style="list-style-type: none"> • 100 Black Men of San Antonio • American Indians in Texas at the Spanish Colonial Missions • Children's Bereavement Center of South Texas • Empower House SA (formerly Martinez Street Women's Center) • Family Service Association • Rise Recovery <p>New Opportunities & Horizons</p> <ul style="list-style-type: none"> • American Indians in Texas • Center for Acknowledging the Values Accomplishments of Our Remarkable Youth • Celebrate Dyslexia • Communities In Schools of San Antonio • Ecumenical Center for Religion and Health • Empower House • Family Service Association • Project QUEST, Inc • Rise Recovery • Roy Maas Youth Alternatives Inc. • Students of Service (SOS) 	<p>Chrysalis Ministries Restore Education</p>

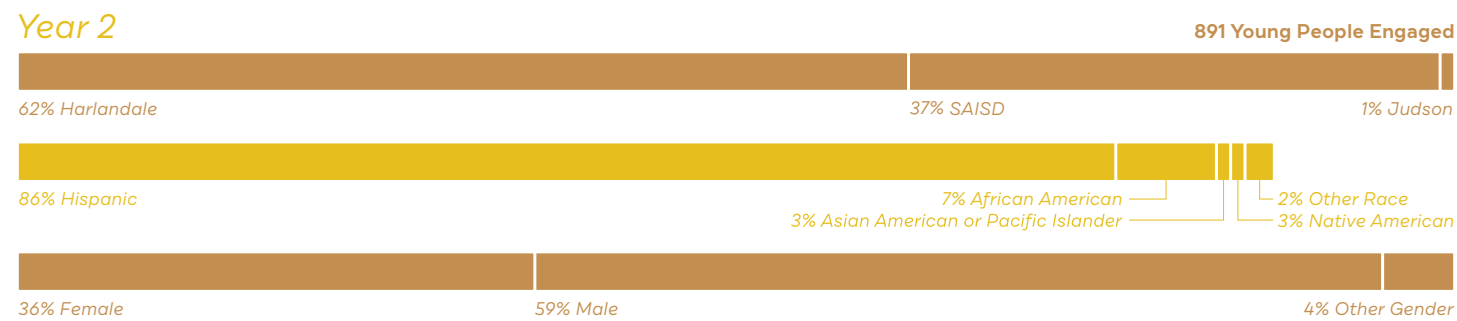
Strategy 5: Wrap-Around Services and Community Diversion Efforts

Investment in this strategy will lead to an increase in community safety and student success, while decreasing ethnic, racial and geographic disparities in both high school completion and justice system involvement.

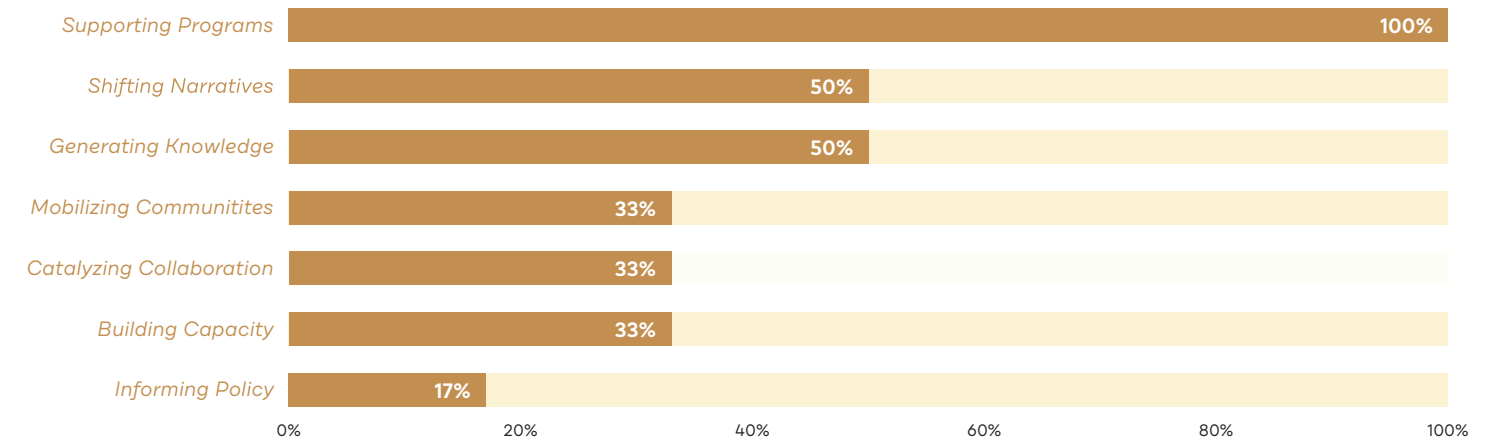
This strategy has involved two grant programs: *Campus-Based Restorative Justice Grants* and *New Opportunities and Horizons Grants*.

Campus-Based Restorative Justice Grants

In Year 1, six community partners were awarded three-year grants for Campus-Based Restorative Justice programs in three school districts - Harlandale, Judson, and San Antonio Independent School District—strengthening those districts’ ability to help their students avoid justice system involvement and recover from it. UP Partnership has integrated student data from partners and school districts and developed interactive Tableau dashboards to ensure that partners’ work is informed by trend data on their students’ academic outcomes, behavior, and disciplinary rates.



All grantees used the funds to support programs. Most supported other related activities as well, particularly *generating knowledge* and *shifting narratives*.



American Indians of Texas, Youth Leadership Development 2023-24

- Conducted Rites of Passage Classes with 100+ opportunity youth at Harlandale Alternative Center, a transitional school for at-risk students to develop restorative and coping skills to succeed in their high schools
- Hosted multiple youth in our Solution Project week-long leadership seminar
- Engaged youth in volunteer service opportunities at our powwows, resource fairs, and other events
- Hosted the inaugural “Unidos Si Se Puede” youth civic event in partnership with Raising Canes and Mayor Ron Nirenberg in attendance.



New Opportunities and Horizons Grants

Eleven organizations were awarded a combined total of \$1,212,000 in two-year grants to provide wrap-around support services in alternative schools in seven school districts: East Central, Edgewood, Harlandale, Judson, Northside, San Antonio, and Southwest. The Roy Maas Youth Alternatives charter district and Rise Inspire Academy are also included. These grants included two-year capacity building funding to build the sector.

- American Indians In Texas At The Spanish Colonial Missions: Youth Leadership Development
- Celebrate Dyslexia: Juvenile Probation Dyslexia Pilot
- Center for Acknowledging the Values Accomplishments of Our Remarkable Youth: Project Pathways: From Pre-Apprenticeship to Project Management Careers
- Communities In Schools of San Antonio: Project Have – Healing, Access, & Voice for Everyone
- Ecumenical Center for Religion and Health: Counseling and Health and Harmony for Alternative School Students
- Empower House SA: Empower Youth Development Program
- Family Service Association: New Opportunities and Horizons
- Project QUEST, Inc: Creating Alternative Pathways to Life Changing Careers
- Rise Recovery: Youth Empowered by Sobriety (Y.E.S.)
- Roy Maas Youth Alternatives Inc.: RMYA Meadowland Charter District
- Students of Service (SOS): SOS Pathfinder Program



Impact Story: Empower House SA

With the addition of our Restorative Justice specialist at Estrada Achievement center, we're able to support the youth who need it the most. Our RJ specialist works with referred Estrada students whose assignments are 30 days or more. Once they return to their home campus, she meets with 1-2 times/month to check in with them on their goals, grades, attendance, discipline incidents, and their development. She has provided an intro to restorative justice workshop for parents and caregivers to learn about restorative practices and how to incorporate them into home life. She also provided an intro to RJ workshop for Estrada middle school teachers. One student she worked with enrolled in credit acceleration, was able to finish all her courses by the time she left Estrada, and is now done with high school. The student connected with a military recruiter and has decided to join the Navy.

Project QUEST

Through formal presentations and personal interactions, QUEST has strived to bridge the gap between the students and the many opportunities awaiting them after graduation. QUEST's journey began with presentations to students who were 2-3 years away from graduation. After QUEST's first classroom presentation QUEST realized the biggest challenge was going to be with capturing the group's attention. QUEST recognized that there was a need to refine the approach, and decided to better target their interests and ideals to ensure that the message resonates effectively.

QUEST understands that this group of students is a lot more unique than others QUEST has worked with in the past. QUEST decided that offering incentives to encourage participation was the best option. This created a more inviting atmosphere, which in turn encouraged students to actively engage with the opportunities and information that we were trying to present to them.

QUEST was also able to speak with students in a more personal setting. One on one conversations with students were a lot different than the open discussions and presentations QUEST had in the classrooms. Students told QUEST about how they have taken dual credit classes towards certifications such as Medical Assistance or Nurse's Aide Certifications. They asked detailed questions about the type of support QUEST provides. Some even shared more personal stories about why they were attending Cooper Academy or how they didn't think they had many options outside of the military.

One thing QUEST found helpful when having conversations with these individuals is that they focus on results. For a lot of them, when they are searching for employment or strategizing their next steps, it all comes down to the money. There is less focus on what they want to do long term, but more focus on short term, fast results. Recognizing this, QUEST shifted the approach to meet them where they are at. With this insight, QUEST has been able to hold their attention and interest when showcasing the highest paying careers with little to no experience needed. QUEST also emphasizes the support services, specifically how QUEST conducts skills assessments that help individuals understand their natural skills.

So far in this experience, QUEST has learned to be innovative in the approach if QUEST wants to make the right connections. QUEST's goal is to inspire and empower the students at Cooper Academy at Navarro to take the next steps in their education.



Roy Mass Youth Alternatives Stories

THE BROTHERS

Roy Mass Youth Alternatives supported two brothers living at Haven for Hope with their mother. One day, Mom said, “I can’t do this anymore,” and left them there. Since they are both minors, they were brought to RMYA’s emergency shelter, The Bridge. They have THREE YEARS TOTAL of education and are ages 17 and 15. The 17-year-old will age out of the system soon – which is frightening because he will be utterly alone. Fortunately, we have programs like Turning Point that serve youth 18-24 who have been in foster care or lack stable housing. All teachers are special education certified to deal with learning gaps and behavioral challenges. The brothers also receive mental health care through RMYA’s counseling center.

DUAL CREDIT OPPORTUNITY

The Meadowland Charter District includes the Oaks Academy in Boerne and Stepping Stones in San Antonio. The Oaks Academy serves residential children and community youth with higher needs. Thanks to funding from CPRE, the Oaks Academy set up a dual credit program with McMurray University. Light House Charter School on the West Side also uses this program. We have youth currently enrolled in the dual credit program receiving college/high school credit. We are grateful to CPRE for this opportunity for our children.



In Their Own Words: What is Restorative Justice?

The restorative justice approach prioritizes acceptance of responsibility for harm done, and repair of harm, fostering healing and restoration of relationships rather than disconnection. Here’s what youth and teachers involved in the work so far have to say about restorative justice.

Students of Color

“don’t feel alone”

“people express what they need to express”

“helped me talk about stuff that I don’t really talk about in school [or] at home”

“it helps me feel better when I am sad”

“comfortable enough to talk about their feelings”

Teachers

“restorative practice circles break down the barriers that a lot of our students have...[and] help us foster relationships... [and] repair relationships”

“[a] complete turn around in the classroom,” with dramatic changes in behavior, improved classroom engagement, and improved test scores

“long lasting effects on the whole child”

“people always ask me does [restorative practice] really work? And the answer is yes, yes it really does.”

Strategy 6: Internship Program for Justice Involved Individuals

Investment in this strategy will lead to an increase in community safety, while decreasing ethnic, racial and geographic disparities in employment.

Two core components of this strategy are:



Assessments of students and ongoing monitoring of interns



Training in soft skills, job readiness, professional attire, and related areas

The goal is to place 20 to 25 justice-involved youth per year in paid internships, moving six to eight per year to full-time employment. Internships are six months in duration, renewable by the employer, and pay \$15 per hour for 20 hours per week.

As of 2023 Q3, 29 justice-involved young people were receiving support through GED programming, Ready to Work, job readiness, second chance manufacturing programs, and/or gainful employment.

Join the movement in Fair Chance Hiring.

Our community needs you.

Chrysalis Ministries Impact Story

Chrysalis Ministries in conjunction with Restore Education and Up Partnership were able to offer Chrysalis' first on site GED class for youth disengaged from a traditional high school program during Spring 2023. One young person entered the program with intentions to earn his GED. The youth was able to score within the "college ready" metrics for both social studies and math. Upon completion of his GED, youth wanted to attend college and was connected with the Alamo Promise program. Receiving an acceptance from San Antonio College for Spring 2024 semester, youth decided to pivot in another direction and recently swore into the United States Air Force in early March of 2024.



Structural and Systemic Challenges

Chrysalis Ministries has put 26 JIY through GED and have 3 more pending enrollment. They have put 6 youth through manufacturing training at Toyetsu and 7 youth into internships.

- Toyetsu and Union Pacific are the leaders in Second Chance/Fair Chance hiring in our area.
- One challenge is Chrysalis Ministries currently does not have opportunity to place justice-involved youth at the CPRE organizations.

There are not enough corporations willing to work with Chrysalis Ministries on this program. Chrysalis Ministries can expand from 30 to 250 youth if more employers get involved.

Next Steps

- We will set a date and organize a Second Chance (“Fair Chance”) workshop for CPRE organizations and other employers.
- Workshop will include Toyetsu and/or Union Pacific.
- Workshop participants should include HR/Hiring departments. They are the ones that can address corporate policies and practices; and they are the ones who will need to work through the challenges (working around court dates, working with parole officers, addressing issues with transportation/behavior management, etc.)
- Fair Chance hiring will streamline next step to HR hiring policies, and other internal policies (e.g., many companies state in their policies that they don’t hire individuals with a history of justice-involvement). They will need to work with Bexar County Juvenile Probation and others for check-ins and follow-ups. There are companies that provide training for companies as they enter into fair chance hiring and learning how to work with the fair chance individuals with a little bit of grace. Toyetsu and Union Pacific are the leaders in fair chance hiring in our area and we have names of companies that provide training and policy support.
- The individuals hired may need support for transportation, child care, work attire, etc.
- Through our CPRE efforts, San Antonio can be a leader in closing these opportunity gaps.





Thank you.