

A just economy where race is never a barrier to opportunity

# Strategic Plan

2021 – 2023



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# The Greenlining Institute's Three-Year Strategic Plan

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At this moment when the need for racial equity has never been more urgent, we are proud to share The Greenlining Institute's new three-year strategic plan outlining our vision for a more just future for communities of color. We intend to step forward into this moment with boldness and precision to address the root causes of widespread racial and economic inequity and the harm such inequity causes. We will focus on the most acute needs that must be addressed in order to improve the health and well-being of communities of color: economic well-being, housing and climate impacts. We remain committed to bringing tangible, meaningful resources to communities of color while keeping a long-term eye towards building a just economy that eliminates all forms of redlining once and for all.

The Greenlining Institute has long been grounded in community and coalition building and we will make a renewed commitment to investing in and building power with allied organizations and the most impacted communities. Community voices will be fundamental as we grow our statewide and national role to hold power to account while bringing diverse stakeholders together to develop powerful long-term solutions. We will continue to invest in an expanding generation of multi-ethnic leaders through our Leadership Academy and expand the success of its model to committed organizations and institutions across multiple issues and sectors.

As we confront this tumultuous period in our nation's history, we recognize that the challenges are many and will require greater focus alongside new and old partners. We look forward to working with all of you on the exciting road ahead. Together we can establish enduring and meaningful solutions so that communities of color can thrive and race is truly never a barrier to opportunity.

In solidarity,

Debra Gore-Mann  
President and CEO

Tunua Thrash-Ntuk  
Board Co-Chair

Robert Apodaca  
Board Co-Chair



## Vision and Values

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The Greenlining Institute works towards a future where communities of color can build wealth, live in healthy places filled with economic opportunity, and are ready to meet the challenges posed by climate change.

To achieve this vision, we believe that we must build a just economy that is:

- › **Cooperative**
- › **Sustainable**
- › **Participatory**
- › **Fair**
- › **Healthy**

# Organizing Principles

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Community drives every stage of our work



Our efforts deliver direct benefits to communities of color



We work to ensure that race is never a barrier to health or wealth



We seek solutions that endure and address the multiple needs of our communities



We build for the future by helping communities learn how to build change efforts themselves



We nurture an internal culture that is in alignment with our aspirations

# What We Do

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## Advocate

- Shape and lead strategy and policy efforts
- Raise the visibility of issues that impact communities of color
- Build political will for the policies we champion

## Bridge Builder

- Keep the public and private sectors honest, making sure they deliver on their promises
- Bring different kinds of people together to work for powerful solutions
- Share our knowledge with communities so they can shape their own futures

## Incubator

- Work with communities to generate and test new policies and programs
- Train multi-ethnic leaders, organizations and communities of color so they can be the strongest and most resilient advocates for change
- Offer spaces for community connection

# Levers and Approach



## The Greenlining Institute will:

- Grow our influence statewide and nationally
- Streamline our issue-based work and build out our housing and homeownership efforts
- Engage our community more deeply, beginning with cultivating the membership of Greenlining's Coalition
- Shift public and private sector policies and practices in ways that advance racial equity
- Expand resources that flow to communities of color
- Build our internal capacity to carry out this important work

Over the next three years (2021-23), Greenlining will work to increase the well-being of communities and households of color through the following strategies:

# Core Equity Strategies



## Strategy 1:

### Shape a just and healthy economy and eliminate the root causes of inequities faced by communities of color

- Ensure COVID-19 economic recovery efforts prioritize the needs of households and businesses of color
- Expand public and private dollars available to communities of color to strengthen their communities with affordable housing, jobs, clean energy, transportation, etc.
- Advance financial reform to end unfair practices that concentrate power and wealth
- Eliminate all forms of redlining to establish healthy integrated communities
- Build new systems that hold the public and private sectors accountable for investing in communities of color

# Core Equity Strategies



## Strategy 2:

### Increase household wealth in communities of color

- Expand and target resources and business development opportunities for households and businesses of color to build wealth through homeownership, jobs and entrepreneurship
- Protect and restore communities of color from wealth stripping, including medical debt and excessive utility and insurance costs
- Pilot innovative policies and projects to support the expansion and replication of community-led solutions

# Core Equity Strategies



## Strategy 3:

### Build healthy and climate-resilient communities of color

- Improve the quality of indoor and outdoor air by advancing policies like building decarbonization
- Increase clean transportation options and access to other clean technologies
- Support communities of color to prepare for and respond to challenges posed by climate change
- Provide capacity building and technical assistance needed to support community-led change efforts

# Core Equity Strategies



## Strategy 4:

### **Build intersectional leadership and power across issues, sectors and places to advance an equity agenda**

- Establish an equity driven policy agenda that can be adopted by public, private and philanthropic decision makers
- Cultivate the Greenlining Coalition and work with members to create and advance an effective platform for advocacy
- Create opportunities for communities of color to participate in public decision-making processes
- Support organizations led by communities of color to access resources and advance their advocacy agendas

# Core Equity Strategies

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## Strategy 5:

### Cultivate an expanding generation of racial equity leaders

- Expand Greenlining's Leadership Academy through new programs and partnerships
- Support community partners to lead change efforts themselves
- Diversify corporate and philanthropic governance boards
- Increase the participation of leaders of color in public boards and commissions

# Core Equity Strategies



## Strategy 6:

### Strengthen Greenlining's internal operations

- Support a healthy and dynamic workplace that honors and values staff identities and experiences, fosters career development, and reflects our core values
- Strengthen internal operations and embrace safety, technology and security capability to meet the demands of our workplace
- Invest in strategic communications and build out earned and digital media strategies
- Grow and diversify our resource base, building out individual donor contributions and fee-for-service efforts

**“Look closely at the present you are constructing:  
it should look like the future you are dreaming.”**

– Alice Walker

