

IMPROVING UPWARD MOBILITY IN BOONE COUNTY

Boone County's Upward
Mobility Action Plan



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Table of Contents

3

Upward Mobility

4

Mobility Metrics for Boone County

6

Community Engagement Approach

7

Upward Mobility Timeline

8

Workgroup Process

9

Early Grade Literacy

12

Fair and Inclusive Housing

15

Jobs and Workforce Development

18

Common Themes and
Sustainability

19

Our Community Partners

Upward Mobility

Project Background: Upward Mobility Cohort

Upward Mobility is the idea that everyone deserves the chance to improve their lives, to strengthen their economic well-being, to be valued and feel they belong, and to have power and autonomy. Thriving communities are those that support opportunities to boost upward mobility and aim to narrow racial and ethnic inequities for children, youth, and adults.

Boone County is one of eight counties nationwide to join the Urban Institute's Upward Mobility Cohort. Since the beginning of 2021, the Urban Institute provided awardees with funding, technical assistance, and peer learning opportunities to help communities develop a Mobility Action Plan aimed at improving upward mobility and reducing racial inequities. Boone County's Mobility Action Plan describes goals, strategies, and target outcomes for boosting mobility from poverty.

Building on the insights of the US Partnership on Mobility from Poverty, the Urban Institute and a working group of researchers developed a framework and set of mobility metrics representing a range of policy areas that influence mobility. Communities can use these metrics to understand local conditions and disparities, set priorities, and take policy action to boost upward mobility and reduce inequities.

As part of its membership in the Upward Mobility Cohort, Boone County has:

- analyzed the mobility metrics and other local data to understand the areas of strength and concern for upward mobility and the people and communities who are most affected;
- partnered with local organizations and community members to examine the local histories and underlying factors that may perpetuate structural barriers affecting mobility and equity outcomes and ensure that the Mobility Action Plan reflects community priorities;
- identified the current and potential landscape of solutions by inventorying existing plans and programs within and beyond government to assess where there are gaps or opportunities for improvement; and
- engaged with peer counties to share best practices, address roadblocks, and facilitate continuous learning and improvement.

The Mobility Metrics framework includes metrics of well-being found to impact upward mobility from poverty. The US Partnership on Mobility from Poverty along with the Urban Institute developed this framework to help communities identify areas of focus to begin action planning. The Mobility Metrics framework was used throughout planning in Boone County.

For more information on this work, visit <https://upward-mobility.urban.org>.

Why did Boone County join the Upward Mobility Cohort?

The county's engagement in the Urban Institute's Upward Mobility Cohort comes at a critical time. Across many metrics of well-being, Boone County appears to be a community where everyone excels. However, when data is disaggregated by race/ethnicity, a very different story emerges. White families with resources fare well within the county. They have lower poverty rates, higher scores in measures of achievement in school, and better health outcomes. Families of color, specifically Black families, disproportionately experience higher poverty rates, poorer school outcomes, more referrals to juvenile justice, and poorer health outcomes. These disparities mean, if you are a person of color within the county, you are at a severe disadvantage for economic mobility. Those in poverty, within the county are impacted by limited upward mobility across generations. Boone County sought to create a holistic approach to improving education, health, housing, safety, and work to foster generational economic success for those most in need in Boone County. Central to the development of the Mobility Action Plan was engaging community members with lived experiences to identify results, indicators, root causes, and strategic actions.

About This Report

This community report is a summary of Boone County's Mobility Action Plan. The plan includes information about the project, the planning process, and strategies selected by the community to improve upward mobility from poverty. The full report is available at <https://www.showmeboone.com/community-services/upward-mobility.asp> and includes fuller descriptions of the community engagement process and data used throughout the project. This report is intended to provide an overview of the project for community members to work use as the community begins implementing strategies from this plan.

Mobility Metrics for Boone County

Throughout the project, Boone County utilized the data from the Mobility Metrics provided by the Urban Institute and local data to understand the conditions of mobility within the community. Data was organized into categories of Supportive Communities; Strong and Healthy Families; and Opportunities to Learn and Earn. Some data from across these categories are shown below to illustrate the sorts of metrics included.



Supportive Communities

Local Governance

A key source of power at both individual and community levels stems from exercising political influence over decisions affecting the community. Some research suggests that people who participate in politics feel more empowered and have higher life satisfaction and that children whose parents are politically engaged are more likely to become politically active themselves as they grow up.¹

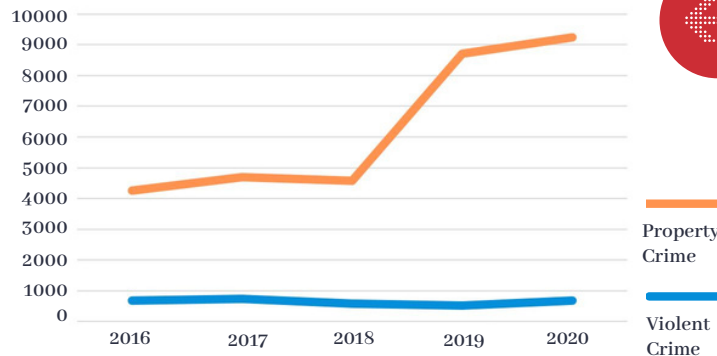


64% of voting-eligible Boone County residents voted in the 2016 General Election²

Exposure to Crime

Exposure to crime as a victim or within a community is associated with elevated levels of stress, depression, and anxiety in both youth and adults. Teens who are exposed to higher levels of violent crime are more likely to engage in criminal activity themselves.¹

Counts of Crimes in Boone County (2016-2020)³



In Boone County, the count of **violent crimes has remained stable** since 2016. During the same period, the count of **property crime has increased 117%**.

Strong and Healthy Families

Neonatal Health

Research shows educational outcomes can be impacted by your health when born. There are large disparities in birth outcomes for different race/ethnic groups within the community.

Poor childhood health has both short-term and long-term effects on educational attainment and can negatively affect adult health, which can in turn influence employment opportunities and wages. Caring for a child with chronic health or developmental conditions can also limit parents' work and earnings.¹



In Boone County, Black babies are **two and a half times more likely to die** by the age of one than White babies.⁴

Infant Mortality (per 1,000 people)

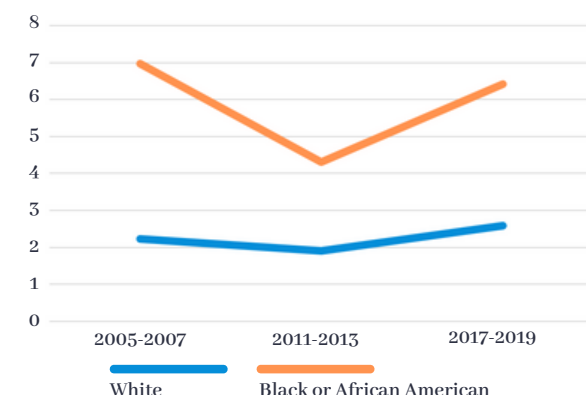
4.7

of White babies

12

of Black babies

Rate of Low Birth Weight at Full Term, by Race



Black mothers are **almost 2.5 times more likely to give birth to a baby with low birth weight than White mothers.**⁵

Children who are small for their gestational age may have ongoing health problems after birth.

*Data citations can be found on page 19.

Mobility Metrics for Boone County

Opportunities to Earn and Learn

A slowly **widening disparity** exists in employment for Black and White members of the labor force. ⁶

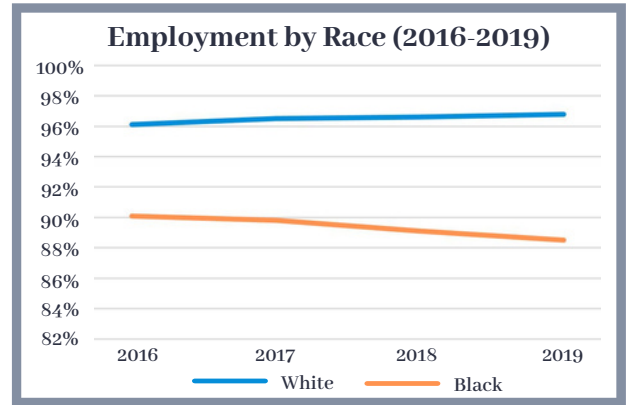


A higher proportion of Black students attend schools with the highest Free and Reduced Lunch (FRL) rates. ⁷

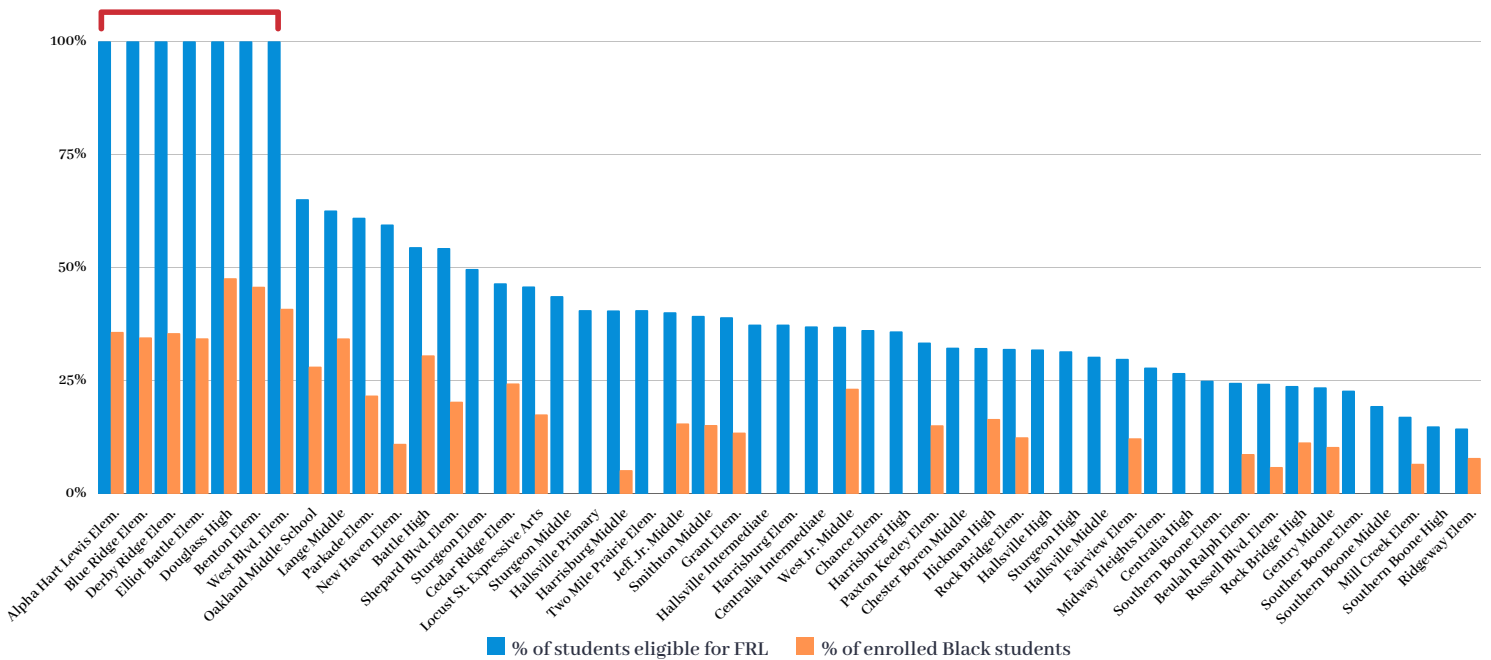


Student Poverty Concentration

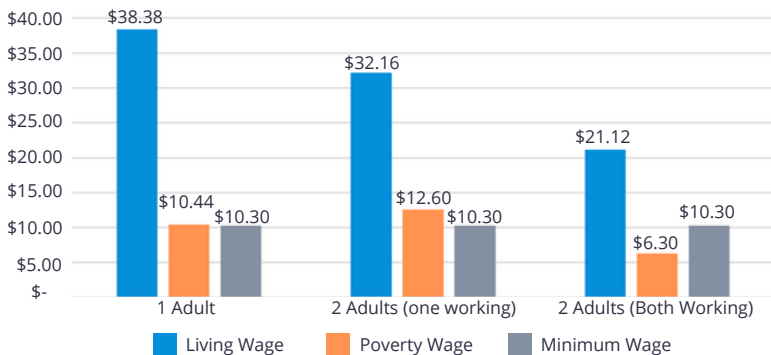
Attending schools that serve high concentrations of students experiencing poverty affect children's long-term mobility prospects. Low-income children and children of color achieve better academic outcomes when they attend more economically and racially diverse schools. ¹



Percent of Students Eligible for FRL and Black Student Enrollment (2018)



2021 Living, Poverty, and Minimum Wages for Boone County, MO with 2 Children



Living Wage

The Massachusetts Institute of Technology (MIT) publishes a living wage calculator for each county in the United States. This tool estimates the cost of living in each county typical expenses to meet basic needs. The calculator determine a local wage rate that allows residents to meet minimum standards of living. Typical basic needs expenses included are housing, childcare, medical expenses, taxes, and food. ¹



Many families in Boone County do not earn **living wages**. ⁸

*Data citations can be found on page 19.

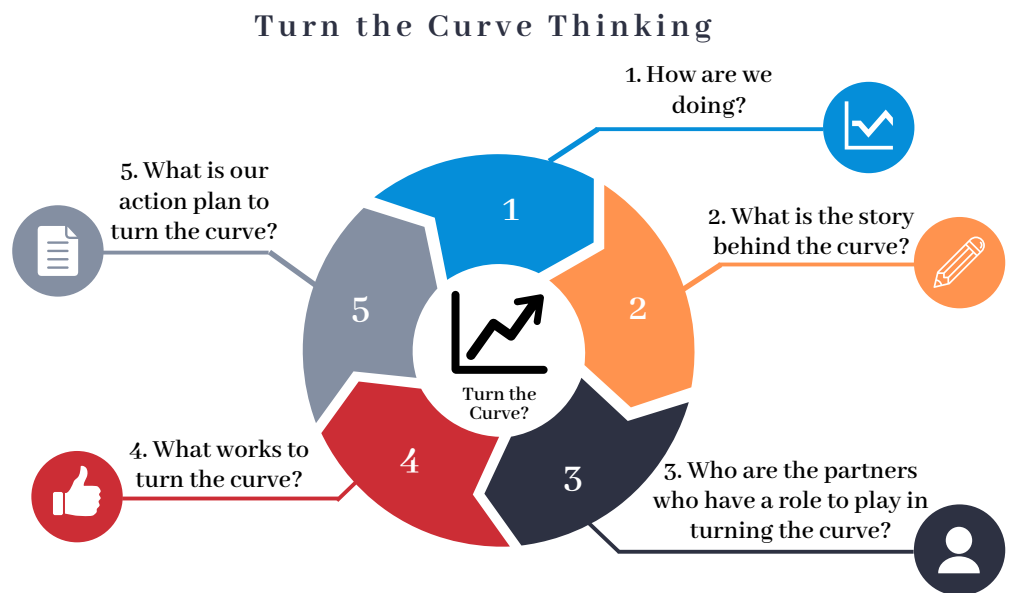
Community Engagement Approach

Traditionally, planning efforts in Boone County have solicited feedback from communities through interviews, town halls, or other venues to earn buy-in or to add stories that will build consensus for an already developed plan. Boone County wanted to try a new, different approach to planning. The county wanted to engage and involve community stakeholders in a more meaningful way by involving them in every step of the planning process. They analyzed data, set priorities, and created a plan to improve mobility. Boone County sought to center racial equity in the Mobility Action Plan's processes, objectives, and goals. The County to utilize the Results-Based Accountability framework throughout the planning process.

Results-Based Accountability Framework

The RBA framework connects local data related to a community issue to drive work toward a common population result. This is followed by a set of goals and activities that will create the desired impact on the focused trendline, which projects how data trends will continue without intervention. Results-Based Accountability begins with the end results groups want in their communities and works backwards toward the how the change can be accomplished.

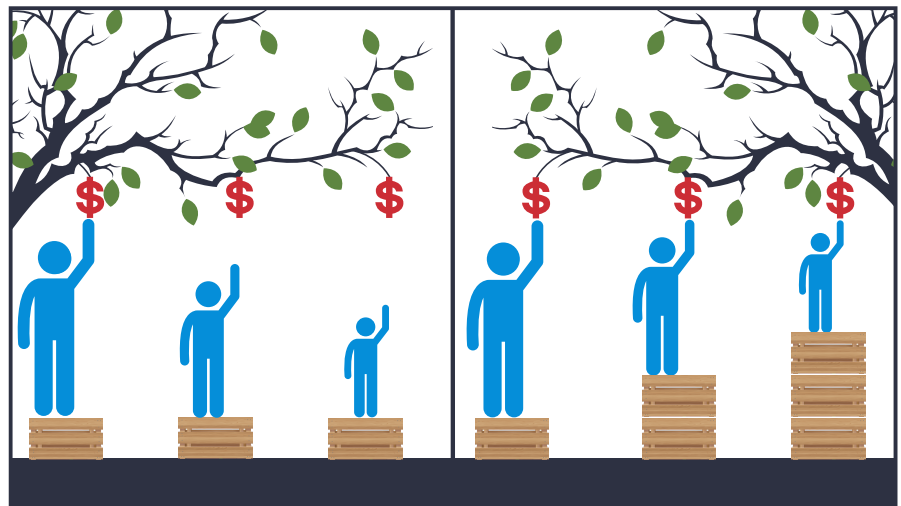
Results-Based Accountability utilizes 'Turn the Curve Thinking' to guide planning activities, which involves using five questions to create an action plan. Each step has corresponding processes which moves planning activities forward. These processes allow for participants to rank ideas to find solutions which are tailored to the community context and planning groups. Participants move through the Turn the Curve Thinking process multiple times as planning progresses.



Targeted Universalism

The Results-Based Accountability (RBA) framework aligns with targeted universalism, which is a transformational approach to promoting racial equity. Targeted universalism seeks to improve conditions of well-being by addressing the needs of diverse groups while working toward a collective goal for all. It allows for more specific interventions and policy solutions rather than universal approaches, which can benefit population groups who already thrive while others are further left behind.

The image on the right shows two scenes of individuals working toward upward mobility. On the left, universal approaches provide the same strategies for all groups and do not provide different strategies for groups with different needs. On the right, groups with different needs are provided strategies which address their needs. The targeted universalism approach mirrors the right image when implemented. This approach aligns with the RBA framework and was used while developing the Mobility Action Plan.



Boone County Upward Mobility Timeline

Boone County announced the Upward Mobility award in May 2021 and held a Data Walk in August 2021. Priorities selected at the Data Walk informed the creation and direction of workgroups to build our community's plan.



Announced Award
May 2021



Data Walk
August 2021

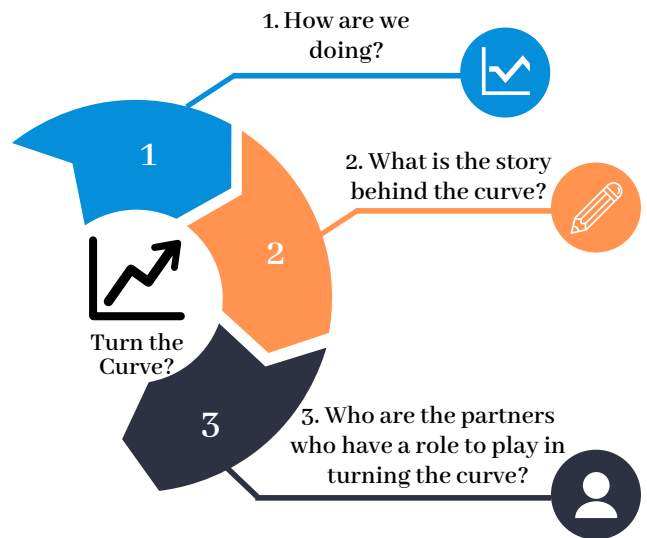


Workgroup Process
Nov. 2021 - June 2022

Data Walk

The County wanted to have priorities selected by the community to inform the initial planning efforts. Forty individuals who represented community organizations, institutions, and neighborhoods attended the event.

The data walk included a gallery of more than twenty posters displaying locally available data from a variety of sources across the three categories of Strong and Healthy Families; Supportive Communities; and Opportunities to Learn and Earn. Participants were encouraged to move around the room and reflect on which metric they would want to see changed in the next five years. Through discussion, participants identified and reached consensus on the metrics they wanted to see improved. All group work at the data walk was facilitated by Stakeholder Facilitators. The data walk was the first iteration of the Turn the Curve Thinking process addressing the first three questions. This initial planning step resulted in five initial priorities identified by the community.



Stakeholder Facilitators were contracted by the County to help shape the Mobility Action Plan. Three community leaders with lived experiences and expertise in convening meetings, facilitated planning sessions.

Initial Priorities

Supportive Communities

- Increase available inclusive housing to reduce and mitigate neighborhood segregation.

Strong and Healthy Families

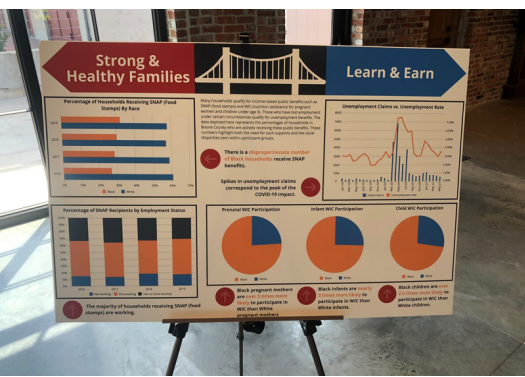
- Develop local solutions to support families across the "benefit cliff" as they increase their wages and begin to lose public assistance.

Opportunities to Learn and Earn

- Improve disparities of literacy scores at third grade.
- Reduce opportunity gaps in workforce development and employment.
- Decrease referrals to the 13th Judicial Circuit Juvenile Office.

From these initial priorities, the Stakeholder Facilitators selected three priorities to begin planning with workgroups of community members.

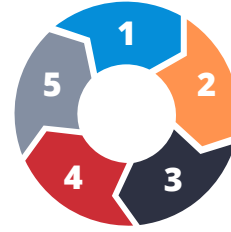
Images of posters from data walk gallery



Workgroup Process

Workgroups

Following the data walk, three workgroups were established: Early Grade Literacy; Fair and Inclusive Housing; and Jobs and Workforce Development. Each workgroup, led by Stakeholder Facilitators, engaged in the Results-Based Accountability planning processes to develop three interconnected, but distinct, Mobility Action Plans. Engagement and participation in planning efforts included individuals most impacted by the problem, those with lived experience, community leaders, community stakeholders, and elected officials joining as equal planning partners. Each of the workgroups worked through planning activities to plan out the goals, strategies, measurement, and sustainability using the five questions outlined in RBA 'Turn the Curve Thinking.'

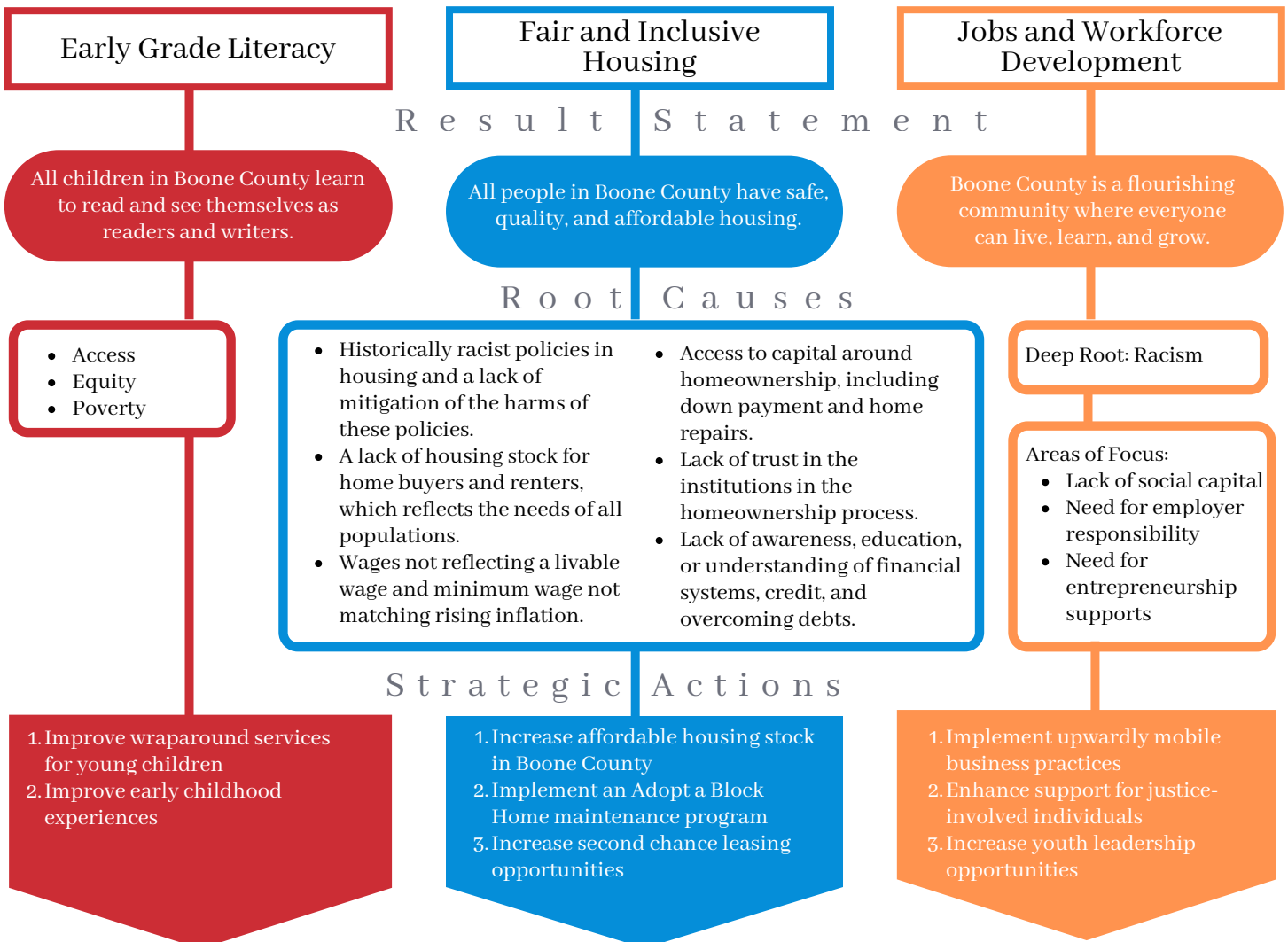


1. How are we doing?
2. What is the story behind the curve?
3. Who are the partners who have a role to play in turning the curve?
4. What works to turn the curve?
5. What is our action plan to turn the curve?

Mobility Action Plan

Each workgroup's plan is included in the following pages along with a letter from the Stakeholder Facilitators who led each workgroup. Each action plan contains the results, indicators, root causes, and strategic actions. The action plans included the following components:

- **Result Statement:** An aspirational result developed by the workgroup.
- **Indicator:** The representation of a trend to track measurable change over time.
- **Root Causes:** The core issue(s) that sets in motion the cause-and-effect reaction that lead to the problem(s).
- **Strategic Actions:** Activities or steps to achieve the goal statement.



Letter from Stakeholder Facilitator - Early Grade Literacy

Alvin Plummer, Minority Men's Network

To me, upward mobility describes a concept/idea to help level the “playing field” for a larger portion of the population. By involving the community in planning efforts, the resulting plan identifies true needs, becomes more acceptable, and has a better chance of success. It’s all about buy in! For many, if not all of us, Results-Based Accountability was a new way of problem solving. Therefore, it was important to keep group members focused on the steps necessary to reach an “action plan.” Results-Based Accountability centers data and equity because the inequities that exist are very prevalent and obvious. However, when data is added to the equation, the realities of disparities are made more evident to those who may be in “denial.”

I was asked to share my experiences to assist in the development of a plan for early childhood literacy. Our group was deeply concerned about children who are not doing well, and we were committed to establishing an ‘action plan’ recognizing there is much more to be done. We recognized the strategies will not obliterate all the problems. However, with dedicated implementation and follow-up, the strategies will have a significant impact on positive results. We will know we have been successful when future data reflects improvements for early childhood literacy among all children and especially those who are currently falling behind.



Early Grade Literacy Mobility Action Plan

Result Statement:

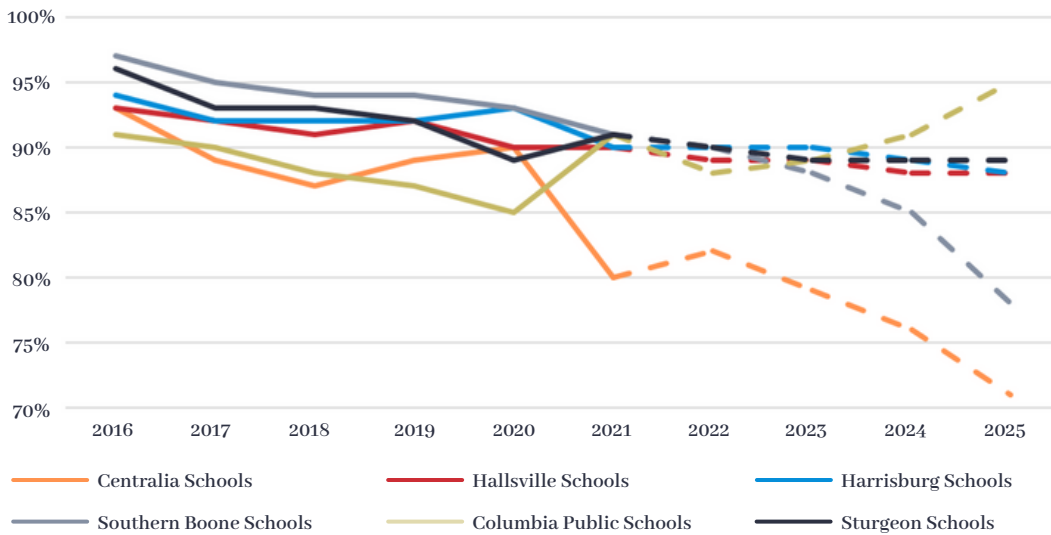
All children in Boone County learn to read and write and see themselves as readers and writers.

Indicators:

- Percent of students scoring "proficient" or "advanced" on third grade English Language Arts Missouri Assessment Program (MAP) scores.
- Percent of students scoring "proficient" or "advanced" on third grade English Language Arts MAP scores over time by third grade cohort.
- Percent of students meeting individual district-level literacy benchmarks.
- Percent of kindergarten and third grade students rated as "academically ready" and "behaviorally ready" for their grade by their teachers.
- Percent of students whose attendance is 90% or greater.

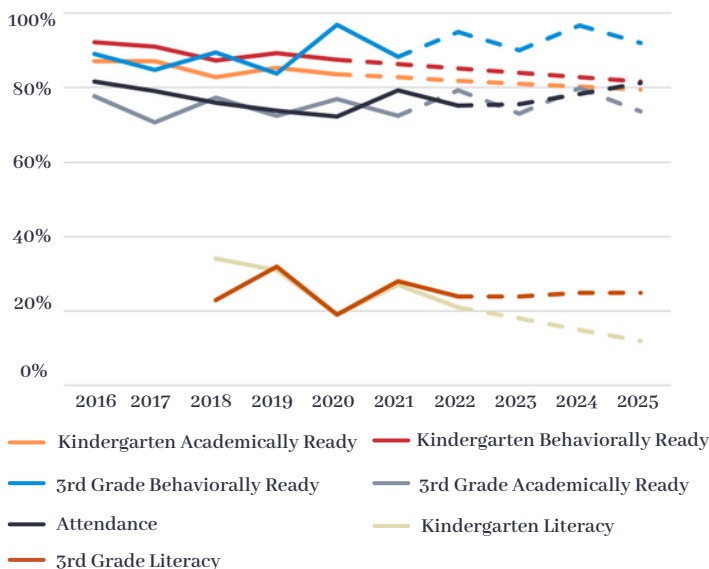
Data from these indicators showed disparities in literacy and language arts proficiency and readiness across race/ethnicity. Some indicators are visualized below to show trends over time for Boone County.

Percentage of K- 8 Students in Boone County Schools who Attended School 90% of Time⁹

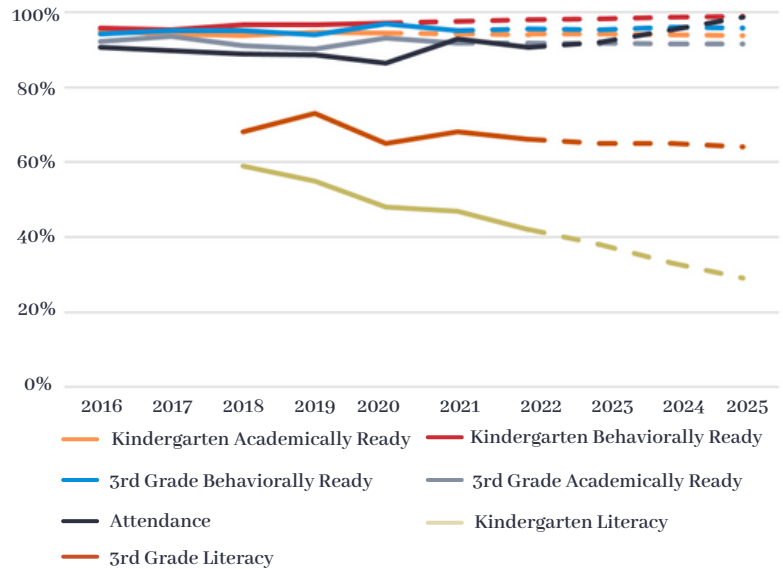


Each graph includes historical data, indicated by a solid line, and forecasted data, represented by a dotted line. Trends were predicted based on past trends in data and show what is likely to happen without making changes in the community.

Educational Trends for Black Students within Columbia Public Schools, 2016 - 2025^{9,10}



Educational Trends for White Students within Columbia Public Schools, 2016 - 2025^{9,10}



Early Grade Literacy Mobility Action Plan

Root Causes:

- Poverty includes the issues of student food insecurity, student mobility, and the lack of affordable, quality housing.
- Access refers to awareness of and access to community resources; awareness of and access to opportunities that develop children's social and academic skills; and cultural, generational, and language barriers to community resources and opportunities. Cultural barriers include perceptions by families toward certain institutions, as well as by institutions towards certain groups or types of families, resulting in underlying trust issues that must be resolved before equitable access can be ensured.
- Equity encompasses equitable access to all the resources and opportunities, as well as neighborhood segregation related to affordable housing, school district zoning, and resource distribution.



Strategic Action: Improve wraparound services for young children.

- Increase targeted tutoring
- Coordinate services for young children including transportation
- Increase corporate investments in wraparound services
- Increase social/emotional/behavioral supports for children
- Improve access to afterschool programs
- Increase enrichment activities for parents and children

Workgroup members identified many local providers who offer existing services to children and their families. However, there is a lack of general coordination of these services are barriers for families and for the service providers themselves. Coordination of services became its own key action, while other key actions focused on increasing or improving access to existing services.

Due to funding structures of programs, workgroup members felt that increasing corporate investment in wraparound services would enhance existing capacity and aid in sustainability. The workgroup plans to create community messaging related to the connections between early grade education, school success, and future workforce development as the first step to increasing corporate involvement.

Strategic Action: Improve Early Childhood Experiences.

- Increase access to quality childcare
- Increase access to targeted home visiting services
- Improve community messaging including parent education on importance of literacy
- Coordinate targeted literacy exposure to young children and their families

The workgroup discussed that, for many children, the achievement gap begins before children enter school in their kindergarten year. This discussion led to two key actions focused primarily on children who have not yet entered school – increase access to quality childcare and increase access to targeted home visiting services. Workgroup members identified organizations already working in these areas, but more supports are needed.

The workgroup adopted a key action relating to improving community messaging about the importance of early literacy that honors family value structures. This key action also includes a marketing and media plan.

The final key action for this workgroup centers around coordination of targeted literacy exposure to young children and their families through community messaging. Workgroup members intend to research effective literacy initiatives, coordinate existing providers in the space, and pair this with the community messaging action.

Letter from Stakeholder Facilitator - Fair and Inclusive Housing

Brittany Hughes, Political/Religious Organizer

Upward mobility is the ability to easily, freely, and consistently move forward as opposed to backwards. It means that while we don't all start in the same spot, we have the same opportunities to land in the same place because we operate out of abundance not scarcity. Everyone has access to what they need and perhaps even who they need to help change the conditions that they live under.

I said yes to this project because it was an opportunity to try on something different than what the county and city have tried before as it relates to addressing the root causes of the things that plague our community the most. There's something special about allowing our long-term city and community plans to be driven by the folks who make up the community, as the most valuable part of community planning is the community itself. We have a multitude of people who make up our county and they all have unique stories and experiences that they bring into the room that helps us consider all sides of an issue. Creating plans that pair the experiences and solutions of directly impacted folks and allies with strong data to support those stories proves that to build something that is both powerful and long lasting – we need both. The data alone doesn't tell the whole story and, while story telling can be impactful, how much stronger can they be when the stories have numbers to confirm the things we already know to be true as it relates to equity and opportunity in Boone County.

I'm not sure if I could define my style of facilitation per se, but my goal in facilitating was to help get the room's thinking going and get out of the way. Being able to ground the room in group norms and redirect when we veered off course were the prominent pieces of my facilitation method and, for the most part, I tried not to interject my opinions about what the group was building unless it felt like something big was missing from the discussion. I hope that my facilitation and the thinking of the working group will lead to something that is long lasting in the county. Being able to move folks into safe and affordable housing is something I hope for the future. Being able to have Black home buyers purchase homes and have services in place that help them maintain these homes so that they can one day be passed down to their loved ones is also something I hope we see somewhere down the line and is one of the benchmarks I would look for to know that we were successful in our efforts. Our team dived a little bit into the idea of using housing initiatives as part of a larger reparations strategic plan and I hope that this is something that folks keep leaning into. I look forward to seeing how this project grows and develops over time.

Fair and Inclusive Housing Mobility Action Plan

Result Statement:

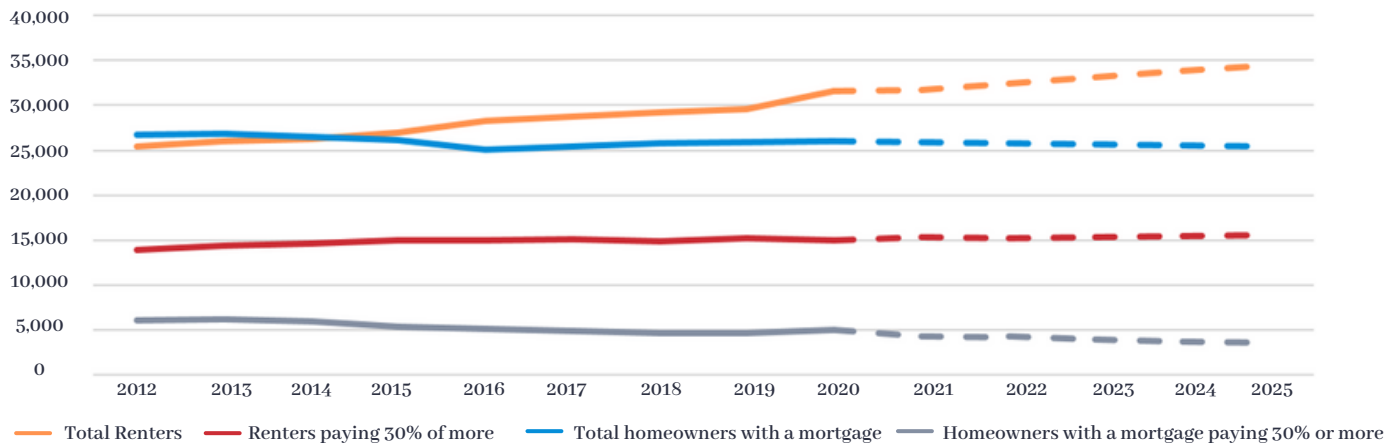
All people in Boone County have safe, quality, and affordable housing.

Indicators:

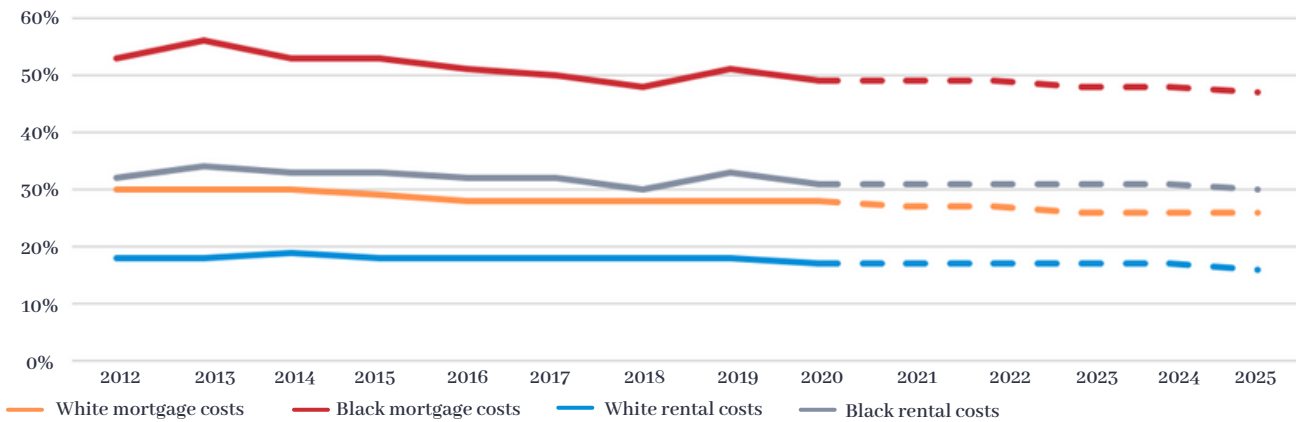
- Percentage of people paying more than 30% of income on housing (housing cost burdened).
- Average cost of rent or home ownership compared to Area Median Income.
- Percentage of homeowners by race/ethnicity with a specific focus on Black homeownership rates.

Data from these indicators showed disparities across the number of households which are housing cost burdened. Housing cost burdened means spending more than 30% of a household's income on housing costs. Some indicators are visualized below to show trends over time for Boone County.

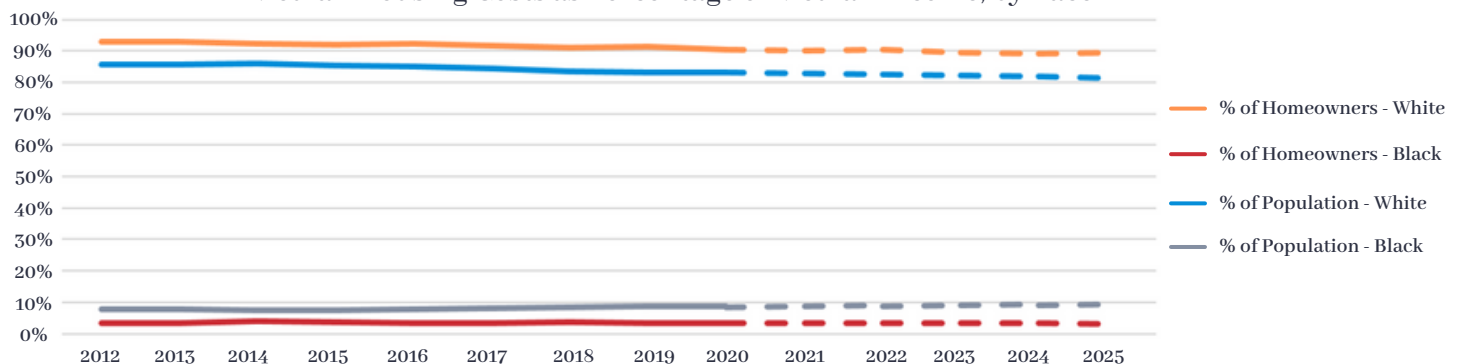
Housing Cost Burdened by Housing Type, 2012 - 2025¹¹



Median Housing Costs as Percentage of Median Income, by Race¹¹



Median Housing Costs as Percentage of Median Income, by Race¹¹



*Data citations can be found on page 18

Fair and Inclusive Housing Mobility Action Plan

Root Causes:

- | | |
|--|---|
| <p>1 Historically racist policies in housing and a lack of mitigation on the harms of these policies.</p> <p>2 A lack of housing stock for home buyers and renters, which reflects the needs of all populations.</p> <p>3 Wages not reflecting a livable wage and minimum wage not matching rising inflation.</p> | <p>4 Access to capital around homeownership, including down payment and home repairs.</p> <p>5 Lack of trust in the institutions in the homeownership process.</p> <p>6 Lack of awareness, education, or understanding of financial systems, credit, and overcoming debts.</p> |
|--|---|



Strategic Action: Increase affordable housing stock in Boone County

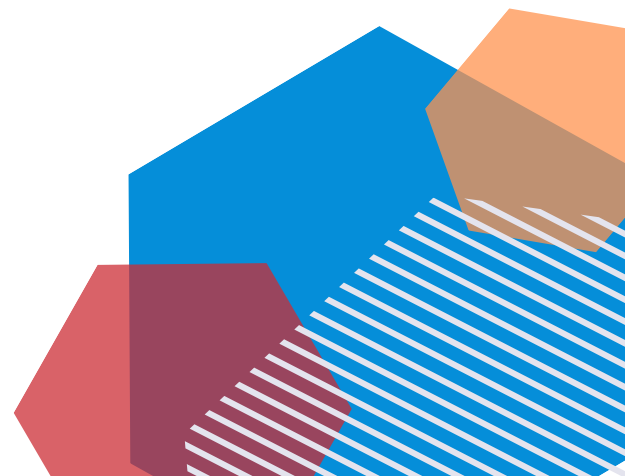
- Improve community messaging around affordable housing
- Coordinate information for community members who don't qualify for traditional home financing
- Policy analysis of housing policies negatively impacting housing development
- Create housing trust fund for Boone County
- Complete Housing Market Study
- Improve housing policies to support development of affordable housing

Strategic Action: Implement an Adopt-a-Block Home Maintenance program

- Improve strategic outreach to Black Boone County residents eligible for home maintenance programs
- Improve community messaging around systemic racism and its impact on generational wealth
- Develop and fund a position to coordinate home maintenance programs and expand capacity


Strategic Action: Increase 'Second Chance' leasing opportunities

- Improve community messaging around housing choice vouchers program
- Develop and implement a landlord training program
- Develop and implement a tenant training program
- Expand capacity to provide wraparound supportive services for renter participants
- Develop and implement 'Second Chance' Lease agreements
- Develop coordinator position to connect renters and supportive services



Letter from Stakeholder Facilitator - Jobs and Workforce Development

Alvin Cobbins, Minority Men's Network

A portrait of Alvin Cobbins, a Black man with a grey beard and mustache, wearing a dark grey button-down shirt and a necklace with a yellow pendant. He is looking directly at the camera with a slight smile. The background is a blurred outdoor setting with greenery and a paved path.

Upward Mobility means having the opportunity, education, resources, motivation, knowledge, and community support in place so one can succeed to the highest level of choice. The Jobs and Workforce Development group is dedicated, consistent, creative, motivated, determined, honest, and concerned. With all this being said, we are all in this together. This group is a reflection of what Columbia and Boone County looks like from a bird eye view. This project created an organized community approach so that everyone has the opportunity and resources necessary so that they may flourish, grow, learn, and live a health prosperous life.

When we looked at the data, we discovered that no matter what area of interest, the data was consistent as it related to race and disparities. We also discussed the need for everyone to participate and be a part of the success. At last, we discussed and agreed that racism was a root cause to many hurtful evils.

I am an avid community volunteer and I have always been in search of root causes. I have served on several commission and community efforts to address crime and other outbreaks of issues facing our communities. Symptoms will always return over and over again but addressing root causes are usually sustainable over a much longer period. The future is uncertain, however upon completion of the process, Boone County will have a plan that identifies a root causes, creates solutions to combat or fix the root cause, and has systems in place to monitor the results. Results can be used to develop a continuous improvement model and make changes as needed to produce success.

Jobs and Workforce Development Mobility Action Plan

Result Statement:

Boone County is a flourishing community where everyone can live, learn, and grow.

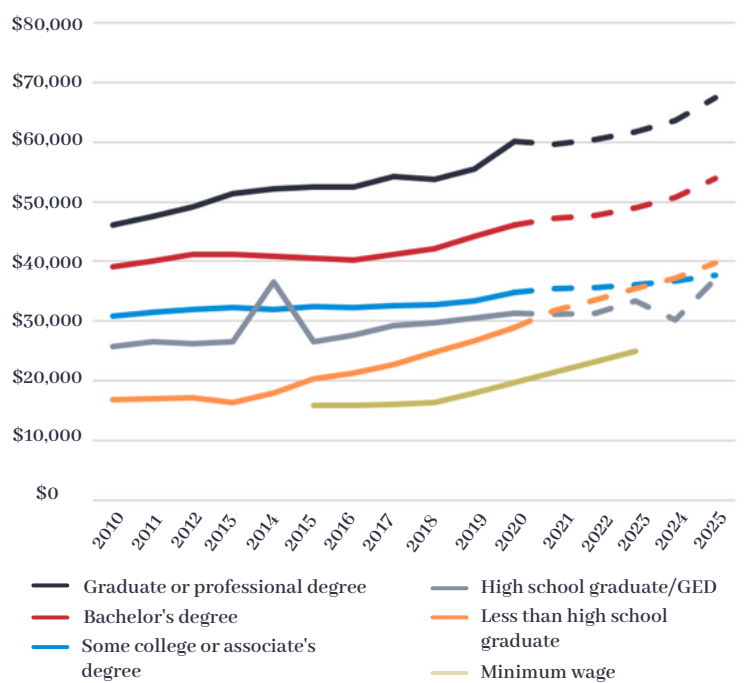
Indicators:

- Average median family household income by race/ethnicity.
- Average median income by educational attainment and educational attainment by race/ethnicity.
- Percentage of students who graduate high school by race/ethnicity.
- Number of childcare slots accepting state subsidy in Boone County.

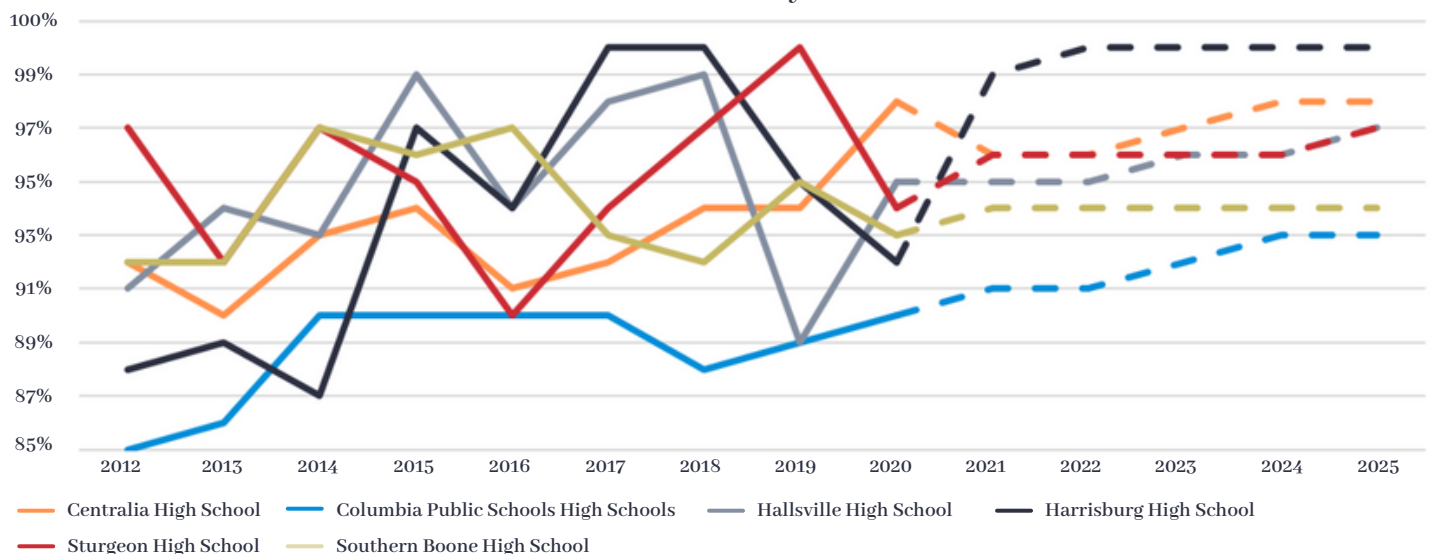
Family Household Median Income by Race 2012-2025¹²



Median Earnings by Educational Attainment in Boone County 2010-2015¹³



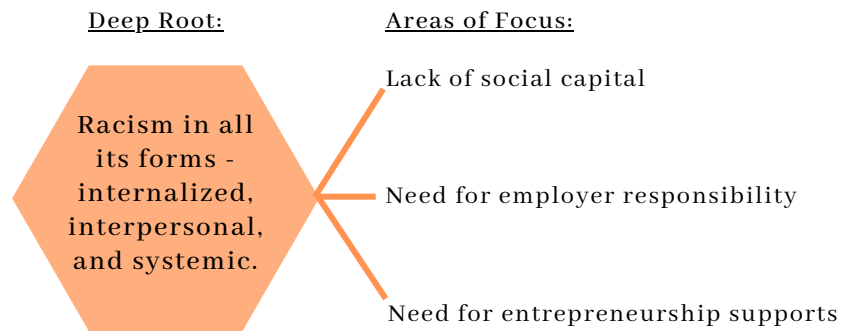
Graduation Rates for Boone County School Districts 2012-2025¹⁴



Jobs and Workforce Development Mobility Action Plan

Root Causes:

Workgroup members discussed the impact of systemic racism which has led some communities in the county to experience generational poverty. Discussions focused on changing policies and systems instead of seeing individuals from communities at a deficit. The workgroup wants to continue discussing and addressing racism in the community and wanted to have three areas of focus for strategy development in the Mobility Action Plan.



Strategic Action: Implement upwardly mobile business practices

- Improve community messaging on importance of business community to support upward mobility practices
- Train and support businesses in creating Upwardly Mobile business practices
- Create opportunities to acknowledge and incentivize businesses which support employees' upward mobility
- Develop career pipelines across industries
- Support policy changes to expand access to workforce training programs

Members discussed the need for creating pathways to livable wage employment opportunities, especially for those who have been historically marginalized. There is a need for employers to develop internships and apprenticeships to help employees gain social capital to improve their earning potential. There is a need to incentivize businesses to diversify their employees by overcoming the stigma or perceived risk associated in hiring diverse employees. The workgroup identified the need for a consistent community story which reflects the needs of the community. Messaging needs to focus on supporting upward mobility of employees and the importance of hiring individuals connected to social services.

Strategic Action: Enhance supports for justice-involved individuals

- Expand Ban the Box within Boone County and ensure eligible Columbia businesses are compliant
- Increase capacity to coordinate with individuals who are justice-involved/post-release and employers who will hire justice-involved individuals
- Create and coordinate internships and apprenticeships for justice-involved individuals

Members discussed the need for increased capacity to coordinate with individuals who are justice-involved or post-release and employers who will hire these individuals. There are several agencies and grassroots organizations that are currently tackling this need; however, additional coordination is needed to improve economic opportunity through internships and apprenticeships.

Strategic Action: Increase youth leadership opportunities

- Increase opportunities to expose youth to careers in middle and high school
- Expand opportunities for high school students to earn associate degrees (Middle College Program) for all Boone County schools

Workgroup members identified the need to expose youth to industries within the county while they are in middle and high school. Earlier interactions with local industries may keep youth within the county as they obtain their education. Increasing coordination and intentional outreach for all youth to existing services and training opportunities is needed. Underlying this strategy is the need to develop pathways of opportunity for local youth in Boone County to transition into the workforce.

Workgroup members discussed the need to expand access to programs which allow high school students to earn an associate degree. These programs exist in some school districts, but others lack funding to implement the program in their schools.



Common Themes and Sustainability

Common Themes

Across all workgroup plans, there were similar themes identified which need to be addressed at the community level.

Need to address systemic racism and structural inequity across all aspects of the community and its systems

Workgroups identified the need to address systemic racism and structural inequity across all aspects of the community and its systems. Discussion in the workgroups focused on how policies enacted much earlier in the community's history still impact communities of color.

Current plans and initiatives have lacked coordination, collaboration, and targeted planning

Current plans and initiatives have been plagued by a lack of coordination, collaboration, and targeted planning among the various nonprofits, organizations, agencies, and institutions involved. While these groups share a similar purpose, that purpose has not been commonly defined and aligned with common indicators or outcomes. Previous attempts to identify a common purpose and outcomes have been limited to efforts by a local funding collaborative – meaning groups not receiving funds through that initiative retain their own unique goals. This lack of collaboration and targeted planning has led to over-serving certain populations while under-serving other populations; to duplication of community efforts and resources; to limited data sharing regarding program targets and outcomes.

Data sharing

Data sharing has emerged as a challenge. Without a common purpose and indicators to track progress toward achieving that purpose, programs have either chosen their own data tracking methods or have collected only limited data on program outputs. Data which does exist requires significant effort to obtain, and data quality suffers from various design issues and challenges with capacity. Data is often unable to be disaggregated, making it difficult to identify equitable outcomes for program participants.

Sustainability

The Boone County Community Services Department (BCCSD) will continue to contribute to planning, outreach, and implementation of strategic outcomes across workgroups. Additionally, the BCCSD will release community reports with annual updates to the Mobility Action Plan and share the work of all workgroups at least through 2026. Metrics related to Upward Mobility will be published through the Boone Indicators Dashboard, which will be facilitated by the BCCSD.

Each workgroup has identified a need for coordination at all levels of the project. Coordination is needed for individuals accessing services; for programs striving to effectively partner and serve more individuals; and within and across systems working to ultimately change policies and practices to improve upward mobility from poverty. The BCCSD is working to develop this coordination with expanded capacity at the county and within other community providers.



Our Community Partners

13th Circuit Court
13th Circuit Juvenile Office
Beacon of Hope Foundation
Boone County Clerk's Office
Boone County Coalition to End Homelessness
Brighter Beginnings
Central Missouri Community Action
City of Columbia - Office of Neighborhood Services
City of Columbia - Supplier Diversity Program
City of Columbia Housing Authority
Columbia Board of REALTORS
Columbia Chamber of Commerce
Columbia College
Columbia Police Department
Columbia Public Schools
Columbia/Boone County Department of Public Health and Human Services
Community Members
Cradle to Career Alliance
Daniel Boone Regional Library

Flourish
Grade A Plus, Inc.
Heart of Missouri United Way
Iron Gate Realty
Job Point
Loaves and Fishes
Love Columbia
Minority Men's Network
Missouri Faith Voices
Moberly Area Community College
Quality Drywall and Construction
Regional Economic Development, Inc.
Urban Empowerment Development Corporation
Veterans United Foundation
Veterans United Home Loans
Voluntary Action Center
Woodhaven - Encircle Technologies
Worley Street Roundtable
University of Missouri HealthCare and School of Medicine
University of Missouri - Office of Engagement

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