Oakland Sports Equity Agenda

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Acknowledgments

Oakland Sports Equity Coalition

With sincere appreciation, we recognize the founding members of the Oakland Sports Equity Coalition. Your passion, commitment, and thoughtful insights have been the cornerstone of this effort. The dedication you have shown championing equity, inclusivity, and fairness in youth sports not only enriched our discussions but inspired the creation of this document. We'd like to thank the following founding members of the coalition for their contributions to this agenda.

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Oakland Unified School District

We wish to express our deep gratitude to the Oakland Unified School District for their pivotal leadership and support in the development of this document. Their proactive sharing of data and insights has been instrumental in shaping a comprehensive and responsive Sports Equity Agenda. The district's commitment to understanding and meeting the local needs has greatly enriched this approach, ensuring that our collective efforts were effectively aligned with the aspirations and realities of Oakland's youth. Their partnership has been invaluable in driving forward a more equitable future in sports.

The Aspen Institute's Project Play

We wish to express our profound appreciation to the Aspen Institute's Project Play for their contributions to the formulation of this Sports Equity Agenda. Notably, the State of Play Oakland report, unveiled in September 2022 in collaboration with the Eat. Learn. Play. Foundation, stands as a testament to their impactful work. This report not only informed our understanding but also significantly influenced our approach. As our Sports Equity Coalition was actively developing

action plans to address barriers to participation, the willingness of the Aspen Institute to share their findings and data during their research process was invaluable. This collaboration greatly enhanced our efforts and underscored the importance of shared goals in championing sports equity. Their unwavering commitment to research and the depth of their analyses have been fundamental in enriching our agenda with data-driven insights.

Oakland Roots and Soul SC

We extend our deepest appreciation to Oakland Roots and Soul SC for their invaluable contributions to the Sports Equity Agenda and the city of Oakland as a whole. Oakland Roots and Soul SC is a purpose-driven soccer organization dedicated to channeling the unique spirit of Oakland and leveraging the influence of sports as a positive social force. They serve as exceptional thought partners, offering crucial resources and unwavering support to both Positive Coaching Alliance and the Oakland Sports Equity Coalition. Through our collaborative "Roots in the Community" partnership, we've empowered 100 coaches with essential training and equipment. This initiative ensures that coaches are well-equipped to provide culturally responsive and empathetic guidance to the youth of Oakland. Oakland Roots and Soul SC's commitment to fostering positive change through sports is truly commendable.

About Positive Coaching Alliance

Headquartered in Oakland, CA, Positive Coaching Alliance (PCA) is a national alliance of over 1,000 youth sports organizations, schools, NGBs, and 400,000 youth sports coaches working together to provide all kids access to a positive youth sports experience regardless of their social or economic circumstance. Together, we are working toward a day when youth sports are positive, equitable, and accessible to all.

We envision a world where every young person benefits from a positive youth sports experience with a coach who inspires them to become the best version of themselves in the game and in life.

PCA inspires and empowers community leaders, youth, and youth sports organizations to leverage the unique opportunity sports presents to build character in our youth. We provide high-touch, direct community-level services to increase access to youth sports along with research-based training and resources for coaches, parents, athletes, and leaders to improve culture and ensure a positive youth development experience for ALL kids through sports.

A Message from PCA's Chief Community Impact Officer, Robert Marcus

At Positive Coaching Alliance, we believe access to high quality youth sports is a right all kids deserve. Our work is about fixing a problem and removing barriers that prevent equitable access to the youth sports space and to bring youth sports in low-income neighborhoods up to par with what has historically, and to this day, exists in often white, privileged neighborhoods.

Our approach to remedying the negative impact systemic racism has had on the youth sports space is grounded in the utilization of collective impact and systems change methods. Collaborating closely with stakeholders, we aim to promote equity by altering the underlying conditions that perpetuate inequities. The Oakland Sports Equity Coalition was launched to eliminate sports equity gaps that disproportionately impact youth, coaches, and community members. This work is community-defined, with key stakeholders engaged to analyze, identify, and develop strategies for addressing these conditions.

Our strategy focused on convening a community-specific Coalition — of which Positive Coaching Alliance is a member, contributor, and the facilitator — to utilize "systems thinking" analysis to understand the root causes of youth sport inequity and identify transformational integrated solutions that are featured in the creation of a local Sports Equity Agenda. This Sports Equity Agenda outlines action plans intended to create more equitable youth sports opportunities for marginalized Oakland youth.

We recognize that inequities in our youth sports ecosystem took many years to create, and collectively, we are committed to closing these equity gaps long-term. Through the implementation of a collective impact approach and by leveraging our partnerships inside and outside of the youth sports field, the Sports Equity Coalition has begun to establish a foundation to eliminate the sports equity gaps negatively impacting children in Oakland.

The enclosed Sports Equity Agenda outlines the Coalition's sport equity goals, action plans for achieving them, and lists key indicators to measure progress over time that we hope will help our community reach our shared vision: Oakland, a city unified through sports, with a vibrant youth sports culture where participation and quality of experience aren't limited by race, gender, identity, zip code, or ability to pay.

Executive Summary

The sports equity gap – the difference in access to quality youth sports between underserved youth and more resourced youth – is large and growing across the U.S. Because of systemic barriers such as pay-to-play fees, constrained school budgets, lack of diverse coaches, and the poor quality of facilities and equipment, kids in low-income and communities of color are forced to sit on the sidelines when it comes to sports. The disparity between youth from lower-income families and middle- and higher-income families has been found to be somewhere between a 16 and 25 percent participation gap[1]. They also abandon these activities due to financial constraints at a staggering six times the rate[2]. In addition, there is a racial divide with BIPOC youth playing sports at a significantly lower rate than wealthier, white youth[3]. The consequences of this are immense. Given the benefits of youth sports on children's health and mental well-being, this represents a lost opportunity to help build life skills that prepare children for success as adults. The impact of a global pandemic over the past three years has only served to exacerbate this disparity. During that time, our country has also experienced a significant resurgence in civil activism targeting historical and systemic racial injustice, which was in part, the inspiration for the creation of Positive Coaching Alliance's Oakland Sports Equity Coalition. The objective of the Sports Equity Coalition was to co-create a Sports Equity Agenda with the community that outlines strategies and implementation plans that lead to the creation of more equitable youth sports opportunities for marginalized youth and their coaches.

With a community-defined and driven vision, we can collectively address and eliminate the underlying conditions that hold inequities in place and create a healthy youth sports ecosystem. Our approach focuses on establishing a community-specific Coalition to co-create a Sports Equity Agenda specific to their needs. For the City of Oakland, we brought together Oakland community leaders, youth sports professionals, recreation leaders, the local business community, and other allies to create an agenda that advances racial equity and inclusion in the youth sports space for everyone in the city, regardless of economic circumstance, race, gender, or identity.

We recognize that changing our youth sports ecosystem will not happen overnight and that this work will be an exercise in continuous learning. However, our mission is clear: We want all children and coaches in our city to have access to a positive youth sports experience. This Sports Equity Agenda serves as a three-year roadmap, updated annually, outlining actions that Oakland's Coalition, in collaboration with a broad cross-section of stakeholders, will take to close racial equity gaps and measure progress towards a more racially equitable and sustainable youth sports ecosystem in the City of Oakland.

To increase access to sports for kids living in low-income communities in the City of Oakland, we need an approach that removes systemic barriers to access and is tailored to community strengths. We have designed a rich and comprehensive program based on nationally recognized and certified foundations to support local stakeholders from all industries in implementing their own Sports Equity Agenda. We recognize that achieving sports equity in communities of color is both a process and an outcome and as a result, the following content will need to include additional data, voices, and perspectives. This plan is intended to serve as a first step towards increased access to youth sports and our co-created sports equity goals. As implementation of these action plans move forward, we invite diverse stakeholders invested in our mission to join us in this critical work.

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1   Whitaker, Anamarie A., Garrett Baker, Luke J. Matthews, Jennifer Sloan Mccombs, And Mark Barrett. 'Who Plays, Who Pays? Funding for and Access to Youth Sports." RAND Corporation. https://www.rand.org/pubs/research_reports/RR2581.html, July 2019.

2   Aspen Institute, Project Play. 'Survey: Low-income kids are 6 times more likely to quit sports due to costs.' https://projectplay.org/news/low-income-kids-are-6-times-more-likely-to-quit-sports-due-to-costs. 2020.

3   Aspen Institute, Project Play. 'State of Play 2022 - Participation Trends' https://projectplay.org/state-of-play-2022/participation-trends

Introduction

In June 2021, Positive Coaching Alliance, in partnership with local stakeholders, launched the Oakland Youth Sports Equity Coalition with the goal of eliminating the sports equity gaps, disproportionately impacting children and coaches living in low-income communities throughout the City of Oakland. When determining the scope and target groups for our intervention, we decided to lead with race and the disparities to access in youth sports in communities of color "because racial inequities persist in every system across the country — housing, health, education, criminal justice, employment, and parks and recreation," including youth sports. Furthermore, "when you look within other dimensions of identity — income, gender, sexuality, education, ability, age, citizenship and geography — there are inequities based on race. Knowing this helps us take an intersectional approach, while always understanding the role that race plays in people's experiences and outcomes"[4].

With this in mind, we adopted a hyper-local approach, intentionally engaging with key community stakeholders to collaboratively analyze and address the underlying conditions perpetuating sports inequity. Our goal was to increase access for low-income kids of color to new and existing programs. We established a community-specific Coalition that serves as both a catalyst for change and a Learning Community of like-minded leaders in our city.

Our aim was to create a Sports Equity Agenda (SEA) that outlines goals and strategies to foster more equitable youth sports opportunities, with a focus on neighborhoods most impacted by structural racism and disinvestment.

Our Sports Equity Agenda has the following expected outcomes:

→ Increased youth sports participation rates in low-income neighborhoods
→ Increased number of BIPOC coaches
→ Increased access to quality coach education
→ Increased number of BIPOC women and girls+ playing and coaching
→ Improved quality of the local youth sports experience

After a review of landscape analysis data and multiple community consensus workshops, the Coalition selected three sports equity gaps (or focus areas) to develop action plans that will drive towards the above expected outcomes.

→ Volunteerism: Lack of representation of BIPOC coaches at the K-8 level
→ Participation: Lack of accessible, low-cost youth sports opportunities in the City of Oakland
→ Gender + Equity: Lack of BIPOC girl and women coach participation in youth sports

These gaps are outlined in more detail in the Goals and Action Plans section of this document.

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4   National Recreation and Park Association, 'NRPA Equity Action Plan,' 2021, https://www.nrpa.org/contentassets/39a68ad8bfc5433f81c5de414d16cd7c/2021nrpaactionplan-final.pdf.

Implementation

Overview

The role of Positive Coaching Alliance was to serve as a member, convener, and the facilitator of the Sports Equity Coalition (SEC). Our plan was to co-create a Sports Equity Agenda (SEA) with K-12 after school leaders, youth sports professionals, government leaders, minority business leaders, community stakeholders, professional athletes, and other stakeholders, representing a broad cross-section of our community in order to create a SEA that captured as many voices as possible.

SEC's Purpose

Our Purpose was to build a youth sports space that supports, recognizes, and celebrates every community, regardless of zip code, identity, or life experience.

SEC's Deliverables

- Define a vision for our local youth sports ecosystem
- Identify root cause/conditions that hold inequities in youth sports in place
- Identify data to guide action plan development
- Identify goals, strategies, and activities to work towards eliminating the sports equity gap
- Determine the resources necessary for implementation
- Co-create Action Plans for implementation

SEC's Vision

We envision Oakland, a city unified through sports, with a vibrant and positive youth sports culture where participation and quality of experience aren't limited by race, gender, identity, zip code, or ability to pay.

Equity Statements

Prior to creating the below goals, strategies, and Action Plans, the Coalition leveraged the Framework of Cultural Proficiency to define equity and create "Equity Statements to guide the Action Plan development. Collectively, we defined equity as meeting communities where they are and allocating resources and opportunities as needed to create equal outcomes for all community members"[5].

When we say we are working towards "Sports Equity," we are advocating for individuals in Oakland that have been historically marginalized in youth sports, striving to level the playing field for those hindered by systemic racism, sexism, and systematic oppression. This effort aims to ensure they can participate as fully and successfully as their counterparts who have not faced these barriers. In the context of sports equity, 'fairness' isn't about providing identical resources or opportunities, but rather recognizing and accommodating the diverse starting points of each individual.

When we say we are working to eliminate "sports equity gaps," we mean we are targeting the disparities in access, opportunities, and resources in sports participation faced by diverse groups,

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5   United Way of the National Capital Area, 'Equity vs. Equality: What's the Difference - Examples & Definitions,' June 22, 2021, https://unitedwaynca.org/blog/equity-vs-equality/.

often influenced by factors like socio-economic status, race, ethnicity, gender, or geographic location. Specifically, we are targeting the unequal access to youth sports experienced by children in low-income areas of Oakland, aiming to level the playing field for all participants.

- Equity recognizes that everyone doesn't begin in the same place in society for reasons outside of their control.
- Our approach emphasizes ensuring that all youth have the necessary resources and support to fully participate in sports and physical activities. We aim to provide a comprehensive and inclusive framework that addresses the specific needs and challenges faced by each individual.
- Our efforts will specifically focus on the sports access needs of BIPOC youth in our city.

Frameworks

Our strategy to address youth sports equity gaps is more than a plan; it's a reflection of our core principles. We rely on methods that have historically proven successful, aligning with best practices recognized by theorists and practitioners alike, which has resulted in the creation of PCA's Sports Equity Framework. For us, targeting the sports equity gap — what we also refer to as 'structural gaps' — is an intentional and deliberate act. It involves not just setting goals but also implementing specific measures to track progress and ensure active, meaningful engagement.

POSITIVE COACHING ALLIANCE'S SPORTS EQUITY FRAMEWORK

Our Sports Equity Framework consists of five distinct yet interrelated components, creating a comprehensive system that encompasses diverse perspectives and experiences. This framework informed the development of our Sports Equity Agenda and Action Plans, which were collaboratively crafted with valuable input from Coalition members.

1

COLLECTIVE IMPACT

Focusing on "Collective Impact," this component unites community members, organizations, and institutions in collaborative efforts for social change.[6] By implementing the five conditions—Common Agenda, Shared Measurement, Mutually Reinforcing Activities, Continuous Communication, and Backbone Organization — our approach advances equity at both the population and systems level, subtly resonating with our guiding principles of community engagement and respectful collaboration.

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6   Kania, John and Mark Kramer, 'Collective Impact,' Stanford Social Innovation Review, https://ssir.org/articles/entry/collective_impact.

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2 COMMUNITY ENGAGEMENT

Our Community Engagement strategy enhances involvement in marginalized communities, aiming for sustainable and long-term results. This approach, which involves improving processes, relationships, decision-making, and implementation[7], reflects our commitment to recognizing and respecting the unique contributions of all members in our youth sports ecosystem.

3 CULTURAL PROFICIENCY

Originating from Dr. Terry Cross and expanded by Dr. Randall Lindsey, the Framework of Cultural Proficiency is crucial for engaging effectively with diverse cultural backgrounds and perspectives.[8] In our Sports Equity Framework, it serves as a lens to evaluate and improve our work and relationships. This framework equips our programs and strategies to achieve sports equity with cultural proficiency, ensuring our initiatives are inclusive, respectful, and attuned to the diverse cultural dynamics of our partner communities.

4 COMMUNITY OF PRACTICE

In the Community of Practice model, we bring together individuals who share a common concern, problem, or interest. This model fosters a learning environment for improving accessibility in youth sports and aligns with our principle of continual learning and adaptation, encouraging the exchange of new ideas, strategies, and practices.[9]

5 SYSTEMS CHANGE THEORY

Focusing on the root causes of youth sports inequity, the Systems Change component of our framework drives sustainable and meaningful transformation.[10] By adopting a holistic perspective, we develop comprehensive solutions that address the entire ecosystem of youth sports. This approach involves holistic adjustments in policies, practices, power dynamics, social norms, and mindsets, ensuring we tackle these interconnected conditions in a unified manner for more effective outcomes.

7   Pennsylvania State University. (n.d.-a). What is community engagement?. Center for Economic and Community Development. https://aese.psu.edu/research/centers/cecd/engagement-toolbox/engagement/what-is-community-engagement

8   Lindsey, Randall B., Kikanza Nuri-Robins, Raymond D. Terrell, and Delores B. Lindsey. Cultural Proficiency: A Manual for School Leaders. 4th ed. Corwin, 2019.
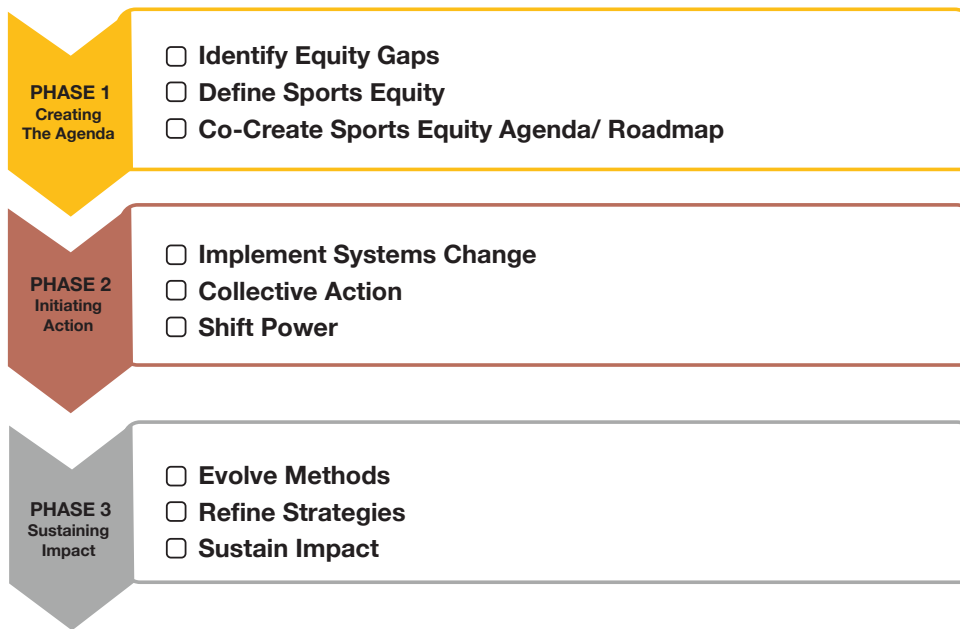
9   Creating Communities of Practice, 'What is a community of practice?'. Edmonton Regional Learning Consortium. https://www.communityofpractice.ca/background/what-is-a-community-of-practice/.

10 Kania, John Mark Kramer, and Peter Senge, 'The Water of Systems Change,' June 2018.

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Our Timeline

Research	Visible and Problem Definition	Action Plan Development	Publish Agenda / Take Action
▸ Stakeholder Assessment Mapping ▸ Landscape Analysis Review ▸ Recruit Stakeholders ▸ Listening Campaign	▸ Foundations of Equity ▸ Cultural Proficiency Framework ▸ Identify Equity Gaps	▸ Introduce Equity Action ▸ Plan Systems Change Framework ▸ Revisit Goals / Deliverables ▸ Finalize Equity Action Plan	▸ Draft of Equity Agenda ▸ Complete Equity Agenda ▸ Publish Agenda

The following graphic provides an overview of the phased approach of our three-year plan:

PHASE 1 Creating The Agenda
- ☐ **Identify Equity Gaps**
- ☐ **Define Sports Equity**
- ☐ **Co-Create Sports Equity Agenda/ Roadmap**

PHASE 2 Initiating Action
- ☐ **Implement Systems Change**
- ☐ **Collective Action**
- ☐ **Shift Power**

PHASE 3 Sustaining Impact
- ☐ **Evolve Methods**
- ☐ **Refine Strategies**
- ☐ **Sustain Impact**

Research Review

Best Practices

Prior to formulating this SEA, Positive Coaching Alliance and KWT Consulting embarked on a comprehensive landscape analysis. This involved reviewing systems change efforts and racial equity action plans from various organizations and jurisdictions, such as the National Recreation and Parks Association, and cities like Minneapolis, MN, Portland, OR, and Burlington, VT. The objective was to align our Coalition's SEA with the best and most current practices in the broader equity movement.

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As we crafted the specific action plans within our Sports Equity Agenda, KWT Consulting spearheaded the review and compilation of best implementation practices from similar plans, as detailed in the Content Overview section in the appendix. This approach grounded us in strategies that clearly outlined how equitable best practices could be effectively applied across various genres. During our monthly coalition meetings, we employed PCA's Sports Equity Framework, relevant research, and best practices to enhance the Coalition's awareness and capacity as they prepared for the equity action planning process. This included identifying and targeting equity gaps for change, refining the three goals and their corresponding strategies, and developing an initial set of sports equity indicators.

Grounding in Data

Additionally, in developing our action plans, we focused on (within our capacity) grounding our efforts in data and context. This involved an in-depth analysis of participation data, facility access, stakeholder perceptions, and coaching opportunities, which revealed significant underrepresentation and barriers faced by BIPOC communities and girls in accessing sports facilities and programs.

The journey to identifying our three equity gap focus areas began with an analysis of disparities affecting children within Oakland's youth sports ecosystem. While our Sports Equity Coalition was strategizing to build the Sports Equity Agenda, Project Play, in partnership with the Eat. Learn. Play. Foundation, was conducting a year-long analysis of youth sports in Oakland, culminating in their State of Play Oakland report.[11] Their willingness to share data as it was gathered was invaluable in shaping our agenda and action plans. Our initial landscape analysis of the local youth sports ecosystem was rich in community profile and qualitative data, offering a deep understanding of community perspectives.[12] For instance, it highlighted the critical need for community-based coaches in under-resourced areas like East and West Oakland and brought to light the importance of having coaches who are not only representative of but also deeply familiar with the community. This insight helped us identify volunteerism as a key focus area to address.

However, our ability to gather quantitative, youth sports-specific data disaggregated by race and gender was limited. Access to such disaggregated data was instrumental in validating our approach, helping us identify specific equity gaps to target as a community coalition, and developing strategies tailored to the unique needs of these groups. For example, the "2022 Aspen State of Play Oakland" report revealed that only a small fraction of youth in Oakland, particularly girls and BIPOC youth, were engaged in the recommended level of physical activity. Moreover, it highlighted disparities in access to quality parks and sports facilities, with neighborhoods predominantly inhabited by people of color having significantly less park space per person compared to predominantly white neighborhoods.

The data from the "2022 Aspen State of Play Oakland" report and the "State of Play Youth Survey Results" were crucial in this process. They provided solid evidence of the disparities and challenges faced by different groups within Oakland's youth sports landscape. This data not only underscored the need for our focus areas but also guided the development of targeted strategies to address these gaps. For instance, the survey results showed high interest in individual sports among both boys and girls, suggesting opportunities for introducing a broader range of sports to engage more girls. It also highlighted the unequal distribution of quality parks and helped us focus on systemic changes in policies and resource allocation as being critical to address these inequities.

11 Aspen Institute, Project Play. 'Communities: Oakland,' https://projectplay.org/communities/oakland.

12 Positive Coaching Alliance. 'Oakland Sports Equity Coalition Landscape Analysis.' 2021.

Through a methodical process grounded in data and community-informed perspectives, we were able to identify and target equity gaps in Oakland's youth sports system. This approach ensured that our Sports Equity Agenda's Action Plans would be designed to effectively respond to the specific disparities while aligning with our overarching vision of cultivating an inclusive, equitable, and dynamic youth sports environment in Oakland. By anchoring our efforts in data, we worked to concentrate our action plans on addressing critical gaps in volunteerism, youth participation, and gender equity.

Gaps in Volunteerism

The Coalition's internal landscape analysis highlights the importance of community-based coaches, especially in under-resourced areas like East and West Oakland. It mentions that youth sports in these neighborhoods is often overlooked due to a lack of resources, emphasizing the need for more coaches who are representative of, and familiar with, these communities.

The same document also notes the negative experiences reported with coaches not from the community, highlighting a gap in relatable and trained coaching personnel. This aligns with the goal of developing a pipeline of BIPOC coaches who can better engage and relate to youth from the local community.

Gaps in Youth Participation

The "2022 Aspen State of Play Oakland" report provides a stark picture of the disparities in sports participation, noting that only 14% of youth in Oakland meet the recommended 60 minutes of physical activity per day, which is below the national average. This data underscores the necessity of creating more engaging sports programs to increase youth participation.

The report also highlights the uneven distribution of quality parks, with residents in neighborhoods predominantly inhabited by people of color having access to 66% less park space per person. This disparity in access to sports facilities is a significant barrier to youth participation in sports.

Gaps in Gender Equity

The same Aspen report indicates a significant gender gap in physical activity, with only 9% of girls in Oakland being sufficiently physically active compared to 19% of boys. This gap highlights the need for initiatives focused on increasing sports participation among girls, especially BIPOC girls.

In conclusion, through a methodical process grounded in data and community-informed perspectives, we were able to clearly define and understand the nature of the equity gaps in Oakland's youth sports. This approach ensured that our Equity Action Plan was not only responsive to the identified disparities but also aligned with the broader goal of fostering an inclusive, equitable, and vibrant youth sports culture in Oakland.

The data and insights gathered from the "2022 Aspen State of Play Oakland" report, the "State of Play Youth Survey Results," and our internal landscape analysis provide a comprehensive understanding of the current state of youth sports in Oakland, which is instrumental in guiding the focus areas of your Equity Action Plan.

Root Cause Analysis

With these disparities defined, we engaged in a thorough root cause analysis. Subcommittees were formed from our coalition membership with particular focus areas to delve further into the issues. Through team discussions, we examined multiple dimensions of the data, from participation rates to the availability of coaches and facilities. This process helped us validate the root causes of the equity gaps and dispel or confirm our initial assumptions about the underlying issues.

For more on this, see Appendix B - Root Cause Analysis.

Goals and Strategies

Each of the SEA goals has a corresponding action plan which outlines success indicators, major activities, objectives, resources, and timelines for driving change. As the Coalition entered the goal development stages, the first action of the group was to collectively define the terms "goal", "strategy", and "objective" to ensure a common vernacular for our action plans. Goals were defined as an achievable outcome that is generally broad and longer-term as it pertained to eliminating the sports equity gap.

"Strategy" was defined as the approach we take to achieve a goal. "Objective" was defined as short-term, measurable actions to achieve an overall goal. The group then collectively reviewed initial research and synthesized member feedback during monthly convenings. Based on this input, the group developed and refined the SEA's three goals and broad strategies that serve as the foundation for action plan development. The goals were selected as long term goals that, if achieved, will drive towards sustainable elimination of sports equity gaps and increase access to youth sports locally.

The process of selecting the SEA's goals and corresponding strategies was guided by the ***Tools of Cultural Proficiency***, first developed by Dr. Terry Cross and built upon by Dr. Randall Lindsey. The utilization of the tools provided the framework for goal selection and were revisited throughout the process to create a document and plan that was culturally proficient. Utilizing the Cultural Proficiency Framework allowed for an interactive process resulting in the creation of a document in which all team members' voices and input are valued. The overarching goals and strategies serve as a roadmap in the vision to realize an ecosystem that fosters equity in youth sports in the city of Oakland.

Sports Equity Goals and Strategies

Goals:	Overarching Strategies[13]
Goal 1: Volunteerism: We will work with and through communities of color to develop a pipeline of BIPOC coaches trained in the best practices of sports-based youth development to serve as volunteers in local sports programs. **Goal 2:** Youth Participation: We will collaborate with communities, local institutions, and stakeholders to eliminate inequities across the youth sports system to increase the number of BIPOC Oakland youth participating in sports programs across the city. **Goal 3:** Gender and Equity: We will increase the number of BIPOC girls who participate in youth sports and the number of BIPOC women who coach across sports programs in Oakland.	1. Co-create a racial equity framework designed to support stakeholders, including but not limited to coaches and youth sports organizations that want to advance racial equity within the youth sports system. The goal of a racial equity approach is to develop policies, practices, and programs that provide opportunities, promote fairness and access, and remediate racial inequities within youth sports 2. Build youth sport provider capacity: Capacity building is not just about the capacity of our Sports-Based Youth Development (SBYD) partners today -- it's about their ability to deliver their mission effectively now, and in the future. Capacity building is an investment in their effectiveness and future sustainability as a provider. We will work to build infrastructure that creates equitable access to youth sports throughout the city 3. Implement a racial equity lens: Racial inequities are not random; they have been created and sustained over time. Inequities will not disappear on their own. It is essential to use a racial equity lens when changing the policies, programs, and practices that perpetuate inequities, and when developing new policies and programs 4. Be data driven: Measurement must take place at two levels — first, to develop baselines, and second, to measure the success of our initiative, by setting goals, and measuring progress. Using data in this manner is necessary for accountability across the youth sports system 5. Partner with other institutions and communities: Youth Sports Organizations' (YSOs) work on sports equity is necessary, but insufficient. To achieve sports equity in the community, a Collective Impact Approach is critical to achieve meaningful results

Indicators

To better understand the effectiveness of our goals, strategies, and actions to make youth sports more accessible, the Coalition selected community-level indicators for each goal area to help us gauge our progress[14]. These indicators are crucial in showing progress towards our goals at various stages, allowing us to see our impact and adjust our strategies accordingly. By using effective indicators, we will be able to clearly see which ideas and strategies have been successful in achieving our goals and which may need to be rethought or modified in future action plans. This approach ensures that our action plans are continuously refined and effective in promoting sports equity within the communities we seek to impact.

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13 City of Portland, Office of Equity and Human Rights. 'Citywide Racial Equity Goals & Strategies.' https://www.portlandoregon.gov/oehr/article/537589.

14 University of Kansas, 'Community-Level Indicators,' Community Tool Box, https://ctb.ku.edu/en/table-of-contents/evaluate/evaluate-community-initiatives/community-level-indicators/main

We selected our indicators after conducting a national review of community-based initiatives, along with a scan of academic research. The Coalition then refined the list of indicators through multiple rounds of subcommittee meetings to ensure alignment within the group and maintain accountability for the Coalition subcommittee groups who are executing the action plans.

To select the final action plan indicators, each subcommittee adapted the criteria identified by Justin Hollander outlined below[15].

All community-level indicators should be:

Relevant	Appropriate for and pertinent to the community's important issues
Consistent and Reliable	Data can be researched reliably over a period of time
Cost-Effective	Data collection is not overly expensive
Comprehensive	Represents many parts of an issue and reduces the need for an excessive number of indicators
Available	Indicators should be easily measurable (within reason) and meaningful to stakeholders
Comparable	Sufficiently general that communities can be compared to one another
Measurable	Data can be obtained for the community
Logically Defensible	Data can be used to convince people that the link between our indicators and the issue is real
Valid	Well-grounded in sound data and accurately depicts a real situation
Clear	Unambiguous; understandable by a diverse group of people

Identified indicators can be found at the top of each Action Plan chart.

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15   Justin Hollander, 'Measuring Community: Using Sustainability Indicators in Devens, Massachusetts,' Planners' Casebook 39, no. Winter (2002): 1-7.

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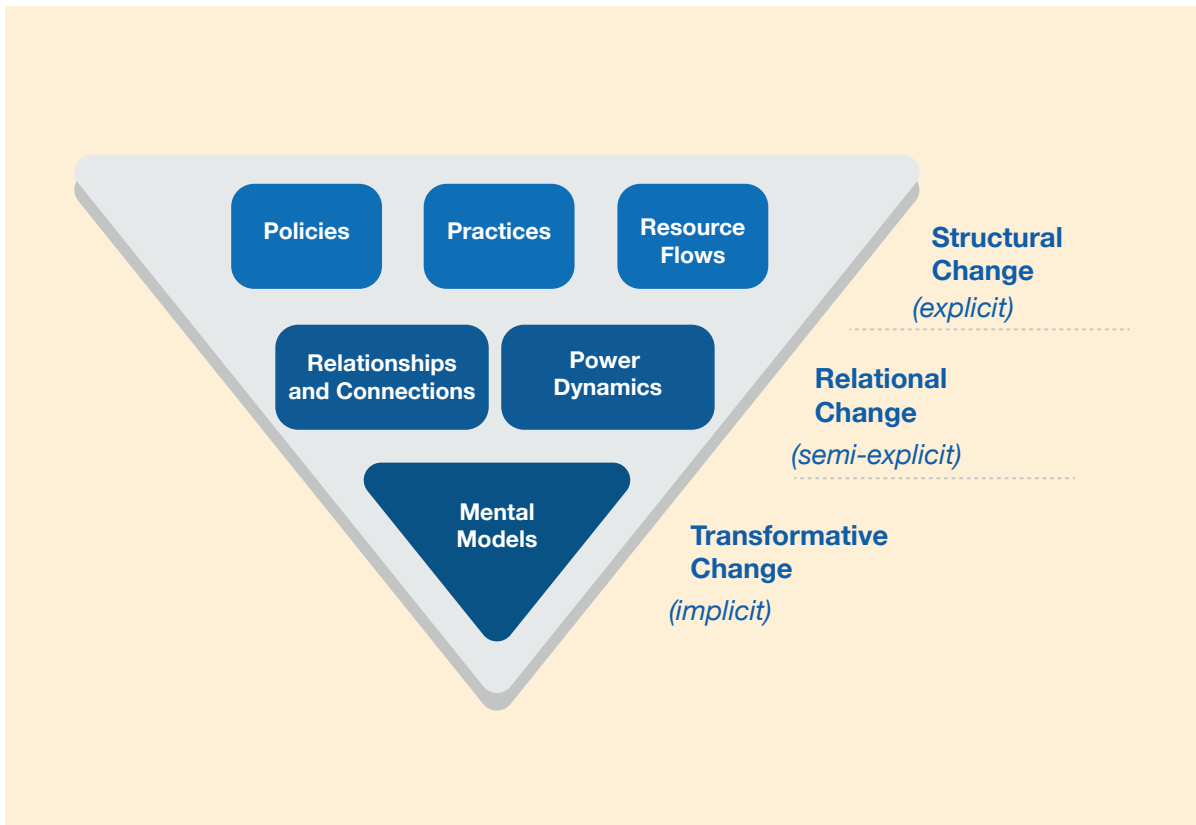
Sports Equity Action Plans

As we began to craft this Sports Equity Agenda, our intent was to co-create and implement action plans that begin to address the local youth sports system and the conditions, rather than the symptoms, preventing marginalized young people living in Oakland, CA, from equitably accessing youth sports. We recognize that every city has unique cultural histories and nuanced development unique unto itself. Hence, action plans require tailored approaches to address the challenges specific to the local community. Oakland's circumstances are unique to Oakland and the communities and neighborhoods which make it up. To achieve this, we utilized the "Waters of Systems Change Article" written by John Kania, Mark Kramer, and Peter Senge as the Systems Change Framework to build our Action Plans.

The authors argue that "systems change is about advancing equity by shifting the conditions that hold a problem in place. Systems change captures the idea of addressing the causes (conditions), rather than the symptoms, of a societal issue by taking a holistic (or 'systemic') view. To truly address conditions effectively, individuals or organizations must first decipher between symptoms and root causes. It is through addressing these root causes that long lasting systemic change can take hold."

This framework was utilized to: 1) capture key focus areas based on the preliminary data obtained by the Sports Equity Coalition; 2) conduct a root cause analysis (see appendix) that allowed the group to unpack the six conditions (outlined below) in the (youth sports) system that are holding the inequities in place, and 3) co-create action plans that were inclusive of all six conditions as an intentional tactic to create sustainable change.

For context, *a system is a configuration of parts connected by a web of relationships towards a purpose*. Our action plans were developed to address the youth sports system in the City of Oakland. According to the Waters of Systems Change approach, there are six interdependent conditions that typically play significant roles in holding a social or environmental problem in place and they need to be addressed TOGETHER in order to effectively make systems change:

Conditions	Definition
Policies	Rules, regulations, and priorities that guide the entity's own and others' actions
Practices	Activities, procedures, guidelines, and shared habits that groups use to complete their work
Resource Flows	How money, people, knowledge, information, and other assets such as infrastructure are allocated and distributed
Relationships and Connections	Quality of connections and communication occurring among actors in the system
Power Dynamics	The distribution of decision-making power, authority, and both formal and informal influence among individuals and organizations
Mental Models (Beliefs or Ideology)	Habits of thought—deeply held beliefs and assumptions and taken-for-granted ways of operating that influence how we think, what we do, and how we talk

POSITIVE COACHING ALLIANCE

Policies Practices Resource Flows

Structural Change
(explicit)

Relationships and Connections Power Dynamics

Relational Change
(semi-explicit)

Mental Models

Transformative Change
(implicit)

Source: Waters of Systems Change

To eliminate the inequities that exist within the local youth sports system, it was imperative that our initial action plans be inclusive of ALL six conditions holding youth sports inequities in place because shifts in system conditions are more likely to be sustained when working at all three levels of change (Pg. 6, "Waters of Systems Change").

At the outset of this work, the Sports Equity Coalition (SEC) established a vision of a city unified through sports, with a vibrant youth sports culture where participation and quality of experience aren't limited by race, gender, identity, zip code, or ability to pay. To strategically operationalize this vision, the following action plans were developed to eliminate the identified sports equity gaps, and are built and guided by three major goals listed above.

These Action Plans were created based on research, expertise, and contributions from the Coalition, while additional data will be explored to inform implementation and monitoring of actions. The Coalition identified data to be collected as well as stakeholders to engage to inform the advancement of the work. The Equity Action Plans represent the first phase of the work and will act as a living document to guide our efforts over the next three years.

As noted before, each of the goals listed in this Sports Equity Agenda has a corresponding action plan that outlines success indicators, activities and actions, objectives, resources required for success, and a timeline for completion. Also, each action plan lists the system conditions that must be addressed in order to enact systemic change. Each activity and action is strategically designed to address the "equity gap" to sustain the change.

POSITIVE COACHING ALLIANCE

Turning Goals into Action

Goal 1: Volunteerism: We will strengthen outreach and public engagement in communities of color to develop a pipeline of trained BIPOC coaches to serve as volunteers in local sports programs

Community-Level, Sports Equity Indicators (Volunteerism):

- % of volunteer coaches across school district, parks and recreation, and youth sports organizations who identify as various racial, ethnic, and gender groups (Target: Demographics among coaches will match the demographics of the City of Oakland)
- % of low-cost or free youth sports programs that have a volunteer or paid coach (Target: 100% of programs)
- % of low-cost or free youth sports programs that have a volunteer coach trained in positive youth development (Target: 100% of programs)
- % of youth reporting a positive experience with their coach*

For future indicators we must build the internal capacity to measure thoughts and opinions of our target populations

	ACTIVITY/ACTIONS	RESOURCES REQUIRED	OBJECTIVE	TARGET DATE
Policies, Practices, and Resource Flows (Explicit)	• Review and compile a list of current policies and practices across local governments nationally, that can inform legislation to increase volunteerism in Oakland	• Staff time, access to national policy databases, technology	• Inform legislation to increase volunteerism in Oakland	Year 1
	• Create "best practices" recommendations for volunteer policies implemented by youth sports organizations	• Expert consultations, staff time, research materials	• Develop equitable, effective volunteer policies to enhance diversity and inclusion in youth sports coaching	
	• Identify funding sources to support volunteer coaches	• Financial analysis expertise, grant listings, partnership discussions	• Secure sustainable support for volunteer coaches resulting in a 5% increase in the number of Black and Brown coaches	
	• Deliver coach recruitment training for Youth Sports Organizations	• Training materials, expert trainers, venue for training sessions	• Equip 30 youth sports organizations with effective recruitment strategies	
	• Deliver sports-based youth development training for youth sports coaches	• Data collection tools, staff time for data analysis, survey distribution tools	• Improve coaching quality through youth-focused training	
Relationships and Connections, Power Dynamics (Semi-explicit)	• Grow Sports Equity Coalition to include local business leaders and government officials to advance alignment across the youth sports system city-wide and grow volunteer pipelines	• Staff time, relationships with local businesses and government	• Advance alignment across the youth sports system and grow volunteer pipelines (10 business leaders join volunteer subcommittee and/or full coalition)	Year 1-2
	• Collaborate with local universities/research organizations to gather baseline data around youth participation and volunteerism	• Partnerships with educational institutions, data analysis tools	• Inform strategies and decisions with baseline data on youth participation and volunteerism.	
	• Establish new strategic parent leadership body for the coalition that centers parent voice and power to inform volunteer strategies	• Communication platforms, organizational resources for meetings	• Center parent voice and power to inform volunteer strategies	
	• Engage high school students, college students, and young professionals in coaching opportunities and support that is age appropriate	• Outreach programs, training materials for different age groups.	• Provide age-appropriate coaching opportunities and support for young individuals.	
	• Develop Recognition and Reward Programs	• Budget for rewards, staff time for program management	• Motivate and recognize the contributions of volunteer coaches	

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| Mental Models (Implicit) | • Create marketing campaign designed to change the narrative on the "definition of a coach, the competencies needed and how skills can be built" | • Marketing expertise and tools | • Decrease the number of coaches who list the lack of positive youth sports training as a deterrent | Year 2-3 |
| | • Create marketing campaign targeting local businesses to shift their thinking towards the value of season-long volunteer coaching as impactful employee engagement strategy | • Collaboration with media and advertising platforms | • Increase in number of community members who view themselves as capable of coaching | |

Goal 2: Youth Participation: Collaborate with communities and institutions to eliminate racial inequities across the youth sports system and increase the number of Oakland youth participating in sports programs across the city

Community-Level, Sports Equity Indicators (Participation):

• % of youth participants (6-17 yrs) across school district, parks and recreation, and youth sports organizations who identify as various racial and ethnic groups (Target: Demographics among youth participants will match the demographics for youth of the City of Oakland)

• % of public dollars dedicated to free or affordable youth sports opportunities (Target: 3% increase annually)

• Number of youth sports slots available for low-income families (Target: 5% increase annually)

• % of youth participants who believe that participation in sports is positive and meaningful to them*

For future indicators we must build the internal capacity to measure thoughts and opinions of our target populations

Policies, Practices, Resources (Explicit)	ACTIVITY/ACTIONS	RESOURCES REQUIRED	OBJECTIVE	TARGET DATE
	• Utilize Oakland's current after-school restricted grant (ELOP) as a starting place to develop baseline youth sports offerings (K-5 Grade)	• Access to grant information, administrative support	• Establish baseline offerings for youth sports using existing funding (1000 new year 1)	
	• Develop guiding principles to ensure that programming is responsive and reflective of needs of historically underserved communities	• Community feedback mechanisms, expert consultations	• Ensure sports programs are tailored to the needs of underserved communities	
	• Build relationships with local government stakeholders to explore how city funds can support low-cost or free, community-based sports programs	• Stakeholder engagement strategies, negotiation expertise	• Secure city funding and support for accessible sports programs	Year 1
	• Create collaborative, transparent system of data collection to inform the current state of youth sports over time (online and in print form in multiple languages)	• Data collection and analysis tools, digital platform development	• Achieve a comprehensive understanding of youth sports through data gathering	
	• Compile and maintain database of all local youth sports organizations and offerings for parents	• Database software, staff for data entry and maintenance	• Provide accessible information on local youth sports options	

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Relationships, Power Dynamics (Semi-explicit)	• Organize Collaborative Stakeholder Meetings to gather diverse stakeholders from the youth sports community to foster cooperation and share insights	• Organize Collaborative Stakeholder Meetings: Meeting spaces, facilitation tools	• Foster cooperation and share insights among youth sports stakeholders	
	• Expand Coalition Membership and actively seek to include more youth sports organizations, emphasizing collective benefits and equity goals	• Expand Coalition Membership: Outreach materials, communication platforms	• Increase coalition diversity and strengthen collective action on equity	
	• Implement community dialogues and listening sessions. designed to involve community voices, including youth, parents, and representatives from LGBTQ+ and other marginalized groups, to understand their experiences and barriers to sports participation	• Host Community Dialogues: Venues or online platforms, facilitators	• Engage directly with the community to understand and address barriers to sports participation	Year 2
	• Apply an equity lens when determining sports offerings. This involves analyzing data and community feedback to ensure that sports programs are inclusive, meet the diverse needs of the community, and do not perpetuate existing inequalities	• Equity-focused Program Selection: Data analysis tools, community feedback mechanisms	• Ensure sports offerings are inclusive and meet the needs of all community members	
	• Launch a Leadership Development Program aimed at young athletes and emerging leaders from diverse backgrounds	• Leadership Development Program: Curriculum developers, mentors, training venues	• Build a pipeline of diverse leaders within the youth sports ecosystem	
Mental Models (Implicit)	• Develop case and talking points for coalition membership to effectively articulate the value of a positive youth sports experience	• Marketing expertise, data on youth sports benefits	• Effectively articulate the value of a positive youth sports experience	
	• Collaborate with school district, parks and recreations, YSOs etc. to create a targeted marketing campaign directed at youth and parents designed to expand the awareness about the value and benefits of youth sports and drive towards our menu of opportunities	• Success story collection (interviews, videos, written testimonials)	• Increase awareness and participation in youth sports, ensuring more youth view sports participation positively	Year 2-3
	• Implement a Success Stories Campaign	• Social media and local media partnership arrangements	• Boost youth sports engagement by showcasing success stories, influencing perceptions, and inspiring participation	

Goal 3: Gender and Equity: Increase the number of BIPOC girls+ who participate in youth sports and the number of BIPOC women who coach across sports programs in Oakland

Community-Level, Sports Equity Indicators (Gender + Equity):

- % of available youth sports opportunities dedicated to girls (Target: 50% of opportunities)
- % of BIPOC girls (6-17 yrs) in the City of Oakland who are involved in youth sports (Target: % of BIPOC girls involved in youth sports will equal the % of BIPOC boys involved in youth sports)
- % of coaches and programs that believe they provide a positive youth sports experience for girls (Target: 100% of programs)*
- % of girls who experience a sense of belonging in athletic spaces (Target: % of BIPOC girls who feel a sense of belonging will equal % of boys who feel a sense of belonging)*

*For future indicators we must build the internal capacity to measure thoughts and opinions of our target populations

	ACTIVITY/ACTIONS	RESOURCES REQUIRED	OBJECTIVE	TARGET DATE
Policies, Practices, Resources (Explicit)	• Train youth sports organizational leaders on "best practices" to engage girls and women in youth sports	• Training materials, gender equity experts, workshop venues	• Equip leaders with knowledge and skills to support and engage girls and women in sports	Year 1
	• Work with school district/ recreation and parks department to deepen understanding of current policy requirements and enforcement practices to advance gender equity in youth sports	• Policy analysis expertise, collaboration with educational and municipal entities	• Enhance understanding and implementation of gender equity policies in sports	
	• Collaborate with the school district/ parks and recreation department to develop a policy to capture information from groups when they get permits	• Legal advisory, policy drafting sessions, stakeholder engagement processes	• Establish a formal policy for systematic collection of gender equity data	
	• Collaborate with subcommittee driving volunteer action plan to develop a women's specific coach recruitment strategy	• Marketing resources, recruitment tools, community outreach programs	• Increase the number of BIPOC women coaches in youth sports through targeted recruitment	
	• Create a working committee to cultivate corporate relationships to fund girl specific opportunities and coach stipends	• Corporate partnership frameworks, business development expertise, committee operational support	• Secure funding and support for girls' sports opportunities and coach stipends	
Relationships, Power Dynamics (Semi-explicit)	• Collaborate with Coalition's parent leadership group to develop strategies to engage girls and their families	• Meeting platforms, facilitation tools, communication strategies	• Develop strategies and initiatives to actively engage girls and their families in youth sports programs, ensuring their meaningful participation and support	Year 2
	• Collaborate with school district to develop coach pathway program for HS girls to build pipeline of women coaches	• Curriculum development, partnerships with schools, coaching experts	• Create a high school girls' coaching pathway program that nurtures future women coaches, increasing their representation and involvement in youth sports	
	• Create working group comprised of young people to share perspectives on this work; ask girls what they want; what barriers need to be removed	• Youth engagement platforms, facilitators, survey tools	• Establish a youth-focused working group to gather input from girls and identify and address barriers hindering their participation in youth sports	
	• Establish women's coaching alliance to serve as a community of practice for women administrators and coaches	• Networking tools, platform for community practice, resources for workshops	• Form a women's coaching alliance to create a supportive community of practice for women administrators and coaches in youth sports	
	• Launch mentorship programs pairing young athletes with female coaches	• Program design resources, mentor recruitment, matching platforms	• Launch mentorship programs that pair young athletes with female coaches to provide guidance, support, and inspiration, enhancing their sports experience	

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Mental Models (Implicit)	• Create marketing campaigns specifically targeting women and non-gender conforming coaches	• Marketing capital, staff time, and collaboration with experts	• Increase the awareness among girls and parents about the value and benefits of youth sports, with the aim of increasing the participation of girls in youth sports programs	
	• Collaborate with school district to create a targeted marketing campaign directed at girls and parents designed to expand the awareness about the value and benefits of youth sports	• Collaboration with school district communication teams or external experts for effective campaign design and distribution	• Increase the number of girls who see themselves as athletes and the number of women who see themselves as coaches	Year 3

Conclusion

Initially, our collective group embarked on a journey with a defined, singular purpose: to co-create a Sports Equity Agenda (SEA) tailored for the City of Oakland. This agenda, crafted collaboratively with our partners, aimed to delineate effective strategies and provide a roadmap to enhance equitable sports opportunities for marginalized youth and their coaches. Over time, our group has expanded and evolved into a standing, ongoing, Sports Equity Coalition, which is a sustained and active body. This coalition boasts a diverse membership drawn from various community sectors, all united in their commitment to bringing these strategic plans to fruition.

The next year of the SEA's implementation will be spent benchmarking the indicators and performance measures listed in the action plans. Positive Coaching Alliance, in collaboration with our Coalition members, will build dashboards to track the indicators that have been chosen to measure the closing of the sports equity gaps in the City of Oakland. We anticipate progress reports being completed on an annual basis. The SEA's Action Plans are written as one-year plans that are updated on an annual basis. The progress reports will be leveraged to build and update our annual action plans.

We invite readers of this document, along with local stakeholders, to join us in the work. Addressing the systems that hold sports inequities in place will require the entire community to move in alignment and hold each other accountable to the vision of Oakland being a city unified through sports, with a vibrant youth sports culture where participation and quality of experience aren't limited by race, gender, identity, zip code, or ability to pay.

This Sports Equity Agenda does not represent the end of our sports equity journey. It represents an initial first step towards building an equitable youth sports ecosystem in the City of Oakland. These action plans outline how our coalition will operationalize our vision, goals, and strategies in an intentional, coordinated, and measurable way.

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Appendix A - Key Terms

Equity: Equity, in its simplest terms as it relates to racial and social justice, means meeting communities where they are and allocating resources and opportunities as needed to create equal outcomes for all community members.

Sports Equity: When we say we are working towards "Sports Equity," we are advocating for individuals in Oakland that have been historically marginalized in youth sports, striving to level the playing field for those hindered by systemic racism, sexism, and systematic oppression. This effort aims to ensure they can participate as fully and successfully as their counterparts who have not faced these barriers. In the context of sports equity, 'fairness' isn't about providing identical resources or opportunities, but rather recognizing and accommodating the diverse starting points of each individual.

Sports Equity Gap: The disparities in access to youth sports experienced by kids in low-income communities in comparison to their more affluent peers.

Indicator: Community-level indicators are measures that refer to population groups rather than individuals. (They indicate what's happening at the community level, rather than the individual level.) Community-level indicators offer objective measures of outcomes.

Gender + Equity: Our coalition recognizes the intersectionality of identity and that people in our community have long been intentionally, systemically, and unjustly forgotten. In an effort to ensure our action plan is inclusive and equitable, we are intentionally using an '+' to include cis, trans, gender non conforming, non binary, gender queer, gender expansive and any female-identifying individuals. Moving forward, we will continue to be intentional in our engagement of every community to ensure we are being as inclusive as possible and that these strategies, goals and actions reflect the needs of the entire community.

Appendix B - Root Cause Analysis

In preparation for writing this Sports Equity Agenda, PCA, in collaboration with our partners, conducted an initial landscape analysis of the local youth sports system in order to inform our strategic planning process, the development of our initial goals (focus areas), and the overarching strategies that we believed were necessary to begin to close the sports equity gaps in the City of Oakland.

Identifying equity gaps is paramount to the development of high-quality action plans. Equity Gaps refer to disparities in outcomes and success metrics across race/ethnicity, socio-economic status, gender, physical or mental abilities, and other demographic traits and intersectionalities. This understanding guided our initial analysis and shaped the direction of our strategic planning.

We then conducted, as a group, a Root Cause Analysis utilizing the Waters of Systems Change framework to refine our key focus areas based on the preliminary data obtained by the Sports Equity Coalition (landscape analysis) that allowed the group to unpack the 6 conditions (root causes) in the (youth sports) system that are holding the inequities in place. This process served as a guide for our own systems thinking and provided the framework for the creation of our action plans.

From the beginning, our Coalition set out to address the causes (conditions) of the youth sports inequities in this city, not the symptoms, as a strategy to create sustainable change. However, we quickly recognized that while it was critical for our group to unpack the root causes of inequities in

youth sports as a key component of our systems change discussions and action plan development process, we also recognized that "broad efforts to tackle all of a problem's root causes can turn anything into a complicated, hard-to-replicate project. It can also make things look so overwhelming as to result in a kind of paralysis[16]". As a result, the group convened to review initial data and utilize the "Five Whys" strategy as a simple problem-solving technique to analyze the root causes within the six conditions of systems change framework outlined below to conduct our analysis.

As much as the below Root Cause Analysis was an essential process in the groups development of this document, we recognize the technique isn't perfect and we lacked the capacity to avoid every pitfall potentially associated with this exercise. At a basic level, it assisted in providing the Coalition with a better (not complete) understanding of the barriers to access impacting youth in low-income communities of color in the City of Oakland. This document is a starting point in this equity journey. More data, voices, and analysis will be included in the years ahead.
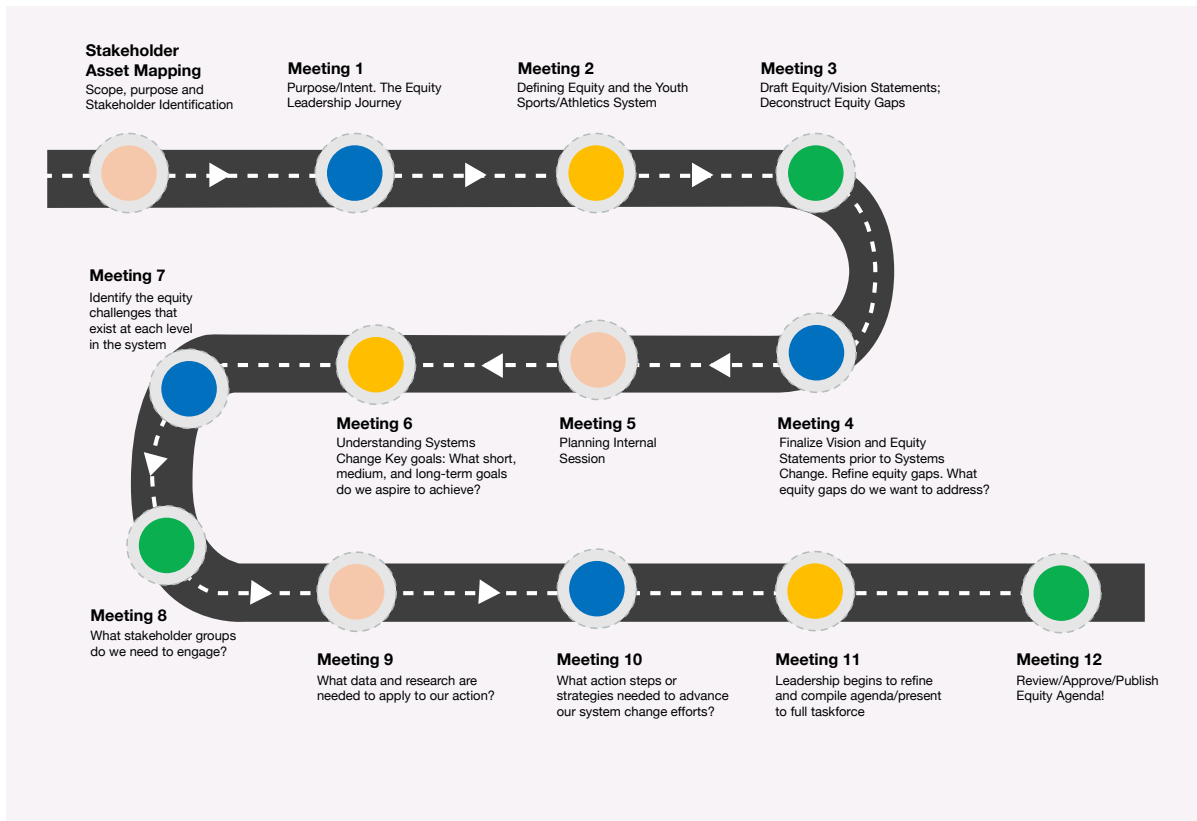
The below Root Cause Analysis addresses three equity gap focus areas: Lack of trained volunteer coaches from the community, lack of BIPOC youth representation/participation in recreational and after school sports programs, and the lack of representation of BIPOC women and girls+ in youth sports as players and coaches. Collectively, the Coalition addressed these three "problem statements" as part of their root cause analysis by examining the six conditions outlined below.

Systems Change Condition(s)	Problem Statement (Focus Area)		
Policies, Practices, Resource Flows (Explicit)	**LACK OF VOLUNTEERS FROM THE COMMUNITY**	**YOUTH OF COLOR ARE NOT EQUITABLY ACCESSING RECREATIONAL/AFTER-SCHOOL SPORTS**	**GIRLS AND WOMEN OF OF COLOR PARTICIPATING IN YOUTH SPORTS (GENDER EQUITY)**
	• Limited childcare options for working parents provided by employers • No volunteer platform specific to youth sports to facilitate opportunities • No formalized way to engage in the community • Large employers do not have policies encouraging ongoing volunteer commitment • Complicated background check process • Limited or no training for volunteer coaches	• Cost of participation • Availability of recreational options • Lack of funding to provide scholarships • No policy in Oakland that requires schools to offer a variety of sports opportunities TK-8 • Lack of available coaches so kids can play • Lack of financial resources to pay coaches/ADs • Lack of physical space and maintenance of facilities • Transportation resources • Unprepared coaches and the negative experiences it creates for kids • Tax policy that doesn't support youth sports/facilities • P.E. is not implemented with an emphasis on sports access/introduction • Digital divide: some families (language, access to internet) not as comfortable or able to find info • Contracting public facilities to private/for-profit orgs limits access	• Decreased quality of experience. The facilities are not as good as the boys' venues and the playing times are not optimal • The availability of quality, trained coaches • Lack of awareness and expertise in recruiting and keeping female coaches • No official policies related to athletic leadership nor gender equity (e.g., high school ADs - fewer women) • No policy, or policy not enforced re: not adding more levels of a boys' sport - w/out girls' comparable team • School fundraising practices: practice not aligned w/ Title IX requirements • Budgeting practices favor boys sports (needing a system of equity) • Equipment and uniforms are not funded for girls' programs at the same levels as boys • Safety and transportation issues

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16 Starr, K. (2021). We're Beating Systems Change to Death. Stanford Social Innovation Review. https://doi.org/10.48558/DBP6-0H46

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	LACK OF VOLUNTEERS FROM THE COMMUNITY	YOUTH OF COLOR ARE NOT EQUITABLY ACCESSING RECREATIONAL SPORTS	LACK OF RECREATIONAL OPPORTUNITIES FOR GIRLS OF COLOR (GENDER EQUITY)
Relationship, Connection & Power Dynamics (Semi-explicit)	• Volunteers don't feel supported and/or connected to the community • Lack of relationships with leaders at big companies and the ability to approach them on their service initiatives • Limited relationships between youth sports providers and the local business community • The need to make money (capitalism) by big companies vs. low-income families • Lack of awareness of opportunities/ not being asked • Volunteers don't feel welcome in programs	• Schools, youth sports organizations, parks and rec departments and stakeholders working in isolation • Limited relationships with corporate sponsors to fund team costs • Lack of engagement between high school students and elementary school students • Lack of opportunity for parents to voice their concerns to high level contacts • Athletes not having connections to coaches/teams • Lack of collaboration of athletic directors across the school district • Parks and Rec and the school district operate in silos • Lack of messaging/communication of importance/expectations of participation • Change of leadership / institutional turnover (e.g. P&R)	• Not building relationships with parents of girls and doing outreach to build trust and educate parents • Male dominated athletic directors and leadership not equitably engaging girls or women coaches • Male dominated sports figures don't provide ample space for highlighting female in sports • People with authority (faculty, coaches, parents, refs, etc) create an unhealthy and unsafe sports environment that deters women coaches and female athletes • Lack of infrastructure to support relationships among women-identifying coaches • Women are not asked as frequently as men to coach
	LACK OF VOLUNTEERS FROM THE COMMUNITY	YOUTH OF COLOR ARE NOT EQUITABLY ACCESSING RECREATIONAL SPORTS	LACK OF RECREATIONAL OPPORTUNITIES FOR GIRLS OF COLOR (GENDER EQUITY)
Mental Models (Implicit)	• Volunteers don't feel qualified to coach • No awareness about the need for coaches • No awareness about the benefits of kids having consistent coaches • Attitudes of others, including stigma associated with approaching BIPOC community members • Stigma and attitude about coaching in low-income communities • Volunteerism time will be less valuable because it is "free"	• The idea that sports are supplemental rather than integral to a kids' life • Parent mindset not valuing positive aspects of sports • Lack of understanding of health benefits of youth sports participation • Youth have additional pulls on their attention and don't value sports • Youth don't see themselves as athletes • Youth sports providers avoid the most-disinvested neighborhoods due to stigma associated with crime • Low expectations of school counselors, athletic directors, administrators, teachers • Kids think they are limited to "traditional sports" as other sports are for "rich kids"	• Social stigma. Negative narrative around girls and femininity • Lack of positive role models. Not seeing women athletes doesn't encourage participation • Not seeing women coaches discourages girls to play • Parent mindset not valuing positive aspects of sports for girls • System/society-wide gender-based discrimination • Males not taught to value girls sports; and women in sports/coaching • Assumption that girls and female coaches are not interested in sports or coaching • Using male coaching recruitment models and methods to find female coaches doesn't work, has to be done differently

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Appendix C - Coalition Road Map

Stakeholder Asset Mapping
Scope, purpose and Stakeholder Identification

Meeting 1
Purpose/Intent. The Equity Leadership Journey

Meeting 2
Defining Equity and the Youth Sports/Athletics System

Meeting 3
Draft Equity/Vision Statements; Deconstruct Equity Gaps

Meeting 7
Identify the equity challenges that exist at each level in the system

Meeting 6
Understanding Systems Change Key goals: What short, medium, and long-term goals do we aspire to achieve?

Meeting 5
Planning Internal Session

Meeting 4
Finalize Vision and Equity Statements prior to Systems Change. Refine equity gaps. What equity gaps do we want to address?

Meeting 8
What stakeholder groups do we need to engage?

Meeting 9
What data and research are needed to apply to our action?

Meeting 10
What action steps or strategies needed to advance our system change efforts?

Meeting 11
Leadership begins to refine and compile agenda/present to full taskforce

Meeting 12
Review/Approve/Publish Equity Agenda!

Appendix D - Consultant Background

We extend our deepest gratitude to our dedicated consultants, whose expertise and guidance have been invaluable in steering our efforts. Their role in co-facilitating our monthly coalition meetings provided essential structure and direction, fostering a collaborative and productive environment. Additionally, their involvement in the content review process ensured a high level of precision and relevance in our material. Their support has been a cornerstone in the successful development and implementation of our initiatives.

Kevin W. Taylor

KWT Consulting, LLC

Kevin Taylor is a seasoned educator with nearly thirty years of experience driving transformation and implementing impactful practices within educational settings. In addition to his exceptional contributions to education, Kevin has distinguished himself as a Cultural Proficiency and Equity consultant and coach for over a decade. His facilitation and coaching style is enriched by a wealth of relevant stories and activities drawn from his diverse background as an African American male leader, former Division 1 athlete, teacher, principal, associate superintendent, and entrepreneur. His professional journey encompasses teaching in the Los Angeles Unified School District, founding Langston Hughes Academy in Stockton, CA, and achieving notable success as principal at McClymonds High School in the Oakland Unified School District, where he later assumed the role of Associate Superintendent

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of High Schools. Kevin's multifaceted expertise equips him to adeptly navigate complex dynamics, driving tangible and enduring change through collaboration and a depth of knowledge.

Nicole Anderson

Nicole Anderson and Associates Consulting, LLC

Nicole Anderson, an educator with nearly 25 years of experience, has held diverse roles in education, ranging from high school teacher to elementary principal. Her journey includes positions as a high school dean, assistant principal, and vice principal. As a former All-State High School and Division 1 College basketball player, Nicole is deeply passionate about sports, using her experiences to advocate for gender equity and youth sports. Notably, she became the first Equity Executive in the history of the Association of California School Administrators (ACSA), spearheading a culture and movement around equity-focused work in the state. Her consulting firm, Nicole Anderson and Associates Consulting, LLC, supported by a team of experts, provides unique services to educational institutions, non-profits, government and state agencies, and police departments. Inspired by her grandfather, Jesse M. Bethel, she leads a collective effort to close equity gaps through a systems approach, impacting leaders nationwide. Nicole resides in Vallejo, California, with her husband Derrick and three children, actively coaching and supporting their athletic pursuits across the Bay Area and the state.

Sonjhia Lowery

Just Score and Associates

With over 29 years in education, Sonjhia Lowery, from teacher to Superintendent, is a dedicated leader and advocate for educational equity. Ms. Lowery is focused on creating shared vision to grow and cultivate leaders to perform at a level of excellence necessary to continuously improve student achievement. Through Just Score and Associates, Sonjhia serves as a K-12 executive leadership consultant, specializing in equity leadership, cultural proficiency, strategic planning, organizational development, and systems change. Her current focus on executive leadership coaching aims to support leaders in achieving equity and executing their vision, leveraging her extensive leadership roles and experiential knowledge. Recognized for her commitment, Sonjhia received the 2018 Administrator of the Year award from the Association of California School Administrators Region 3 and the 2019 Outstanding Leadership in Education Award from the California Association of African American School Administrators. Holding a Bachelor's degree in Business Administration, a Master's in Educational Management, an MBA, and a credential in Administrative Services, Sonjhia resides in West Sacramento, CA, with her husband Josh and two daughters, Nia and Nyah.

Appendix E: Content Overview

Content delivery was facilitated by KWT Consulting to support building awareness and capacity of the Coalition as they prepared for the equity action planning process. The following content and activities were included in the pre-work of the Coalition:

- A review of resources for equity leadership workshop content
- History of public education timeline
- Race Forward- History of Public Education Timeline
- Water of Systems Change
- The Curb-Cut Effect
- Avoiding Racial Equity Detours

- Cultural Proficiency: Manual for School Leaders (4th edition)
- RAND Sports Participation Gap
- Convening by Design
- Government Alliance on Race and Equity (GARE)
- American Society of Landscape Architects (ASLA)City of Portland, Oregon:
- NRPA Equity Action Plan
- City of Milwaukee Racial Equity Action Plan
- The Minneapolis Park and Recreation Board (MPRB) 2017-2018 Racial Equity Action Plan
- Burlington's Racial Equity Strategic Roadmap
- Portland's Partnership for Racial Equity
- Collective Impact
- SPARCC: Igniting Systems Change
- SORC Toolkit Module 3: Planning and Implementing System Change
- National Wraparound Initiative
- State Indicator Report on Physical Activity
- Choosing relevant indicators | CEDEFOP
- Community Indicators by Rhonda Phillips, American Planning Association
- Race Forward- What is Racial Equity

Appendix F: Reference List

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