Small Business, Big Impact

Philanthropy’s Untapped Opportunity to Advance Health and Equity
Authors

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About Public Private Strategies

Public Private Strategies (PPS) creates opportunities where the public and private sectors meet. We bring together diverse allies including foundations, associations, corporations, small businesses, and entrepreneurs to solve pressing societal challenges. By harnessing the power of the private sector, we build coalitions, activate campaigns, and create strategic partnerships to drive desired policy and market outcomes.

Robert Wood Johnson Foundation

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Leaders in philanthropy increasingly recognize the role of business in advancing their objectives. To date, the focus of most efforts to engage business has been primarily on large companies. By contrast, the role of small business in creating healthy, equitable communities has generally not been explored.

This is not entirely surprising for several reasons: 1) large businesses present scale opportunities out of the gate. For example, a single corporate policy change at Walmart can affect more than two million employees; 2) large corporations exert considerable influence on their peers and the public. When large companies act, their efforts tend to be newsworthy and cause ripple effects across their peers and society at large; and 3) large, publicly-traded companies are relatively transparent and offer a source of considerable data that can be used to make the case for public health collaboration and measure progress toward a goal.

Yet small businesses are an untapped resource and could be a critical partner in creating opportunities for everyone to live a healthy life. Small business influences the financial lives of roughly 30% of the U.S. population: Nearly 100 million people generate their livelihoods from small businesses as either owners or employees. These businesses are in every state in the country, representing more than 90% of all businesses in every state. Their voices are trusted at a time when confidence in government, media and other institutions is generally declining.

Small business leaders are largely untapped partners in advancing health for communities and their residents and in advancing health equity. According to the Robert Wood Johnson Foundation, “Health equity means that everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health such as poverty, discrimination, and their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care.” Small business create jobs and build wealth—and especially in low-wealth communities—and the small business startup rate is highest in communities of color. Building wealth where opportunities have been historically limited is essential for advancing health
equity. Moreover, as the second most trusted institution in the United States, a failure to engage small business leaders as partners and ambassadors in efforts to advance health and health equity is a missed opportunity.

Effectively channeling the potential of this critical segment of businesses will require effort and investment to address the unique characteristics that distinguish small business from large employers. For starters, the universe of small business is extremely fragmented, especially when compared to large corporations. In addition, unlike large businesses that can assign entire teams to special projects, small businesses are generally more strapped for time and resources. That said, it’s nearly impossible to address health equity and reach deep into communities without effectively engaging small business.

In this report, we start by making the case for engaging small business in advancing health equity which is critical to the Robert Wood Johnson Foundation’s vision of a “Culture of Health.” Then we share seven ways to engage small business in advancing healthy, equitable communities. Finally, we close with some recommendations to move forward including 1) the need for thoughtful investment in infrastructure to support engagement with small business; 2) opportunities for coordination among foundations that focus on a range of issue areas including health, community economic development, entrepreneurship, and racial equity; and 3) the potential for collaboration across sectors to ensure that public, private, and social sector actors with a vested interest in small business and healthy communities can contribute to advancing their critical shared objectives.

About the Project

Recognizing that small business has not generally been part of strategies to engage business in advancing health equity, PPS, with support from RWJF, set out to answer four questions:

1. Why engage with small business to advance a Culture of Health?
2. What issues are top of mind for small business owners and supporting ecosystem players?
3. What, if any, lessons are available from the experience of philanthropy on how best to engage small business?
4. What can philanthropy do to engage small business in advancing a Culture of Health? What factors do foundations need to consider when creating their engagement strategy?

To answer these questions, we analyzed data on small businesses and the demographics of their owners. We defined “small businesses” as sole proprietors and companies with fewer than 100 employees. Next we assessed the ecosystem of national small business advocacy and support organizations and coupled this analysis with deep dives into the small business ecosystems in 11 cities across six states including San Francisco, Los Angeles, Sacramento, San Diego (California); Denver (Colorado); Miami (Florida); St. Louis and Kansas City (Missouri); Columbus and Cleveland (Ohio); and Dallas (Texas). In total, PPS interviewed more than 90 individuals including small business owners, leaders of small business associations, philanthropy leaders, and other ecosystem actors (e.g. community lenders, bankers, etc.) in each place to better understand top of mind issues and barriers and opportunities to engaging small business. (See Appendix A for a full list of interviews.)
A “Culture of Health” represents the vision of the Robert Wood Johnson Foundation (RWJF) to make health a national priority, valued and advanced by collaborators from all sectors. For RWJF, building a Culture of Health means working together to develop scalable solutions and take targeted action in communities toward a shared goal of better health. To mobilize its vision, the Foundation created an Action Framework to drive measurable, sustainable progress and improve the health and well-being of all people.

THE ACTION FRAMEWORK EXPLORES FOUR FUNDAMENTAL QUESTIONS

1. How can individuals, families, and communities work to achieve and maintain health?
2. How can we encourage cooperation across all sectors?
3. How can we develop safe environments that nurture children, support aging adults, and offer equitable access to healthy choices?
4. How can healthcare providers work with institutional partners to address the realities of patients’ lives?

CULTURE OF HEALTH ACTION FRAMEWORK
Small businesses are vital to the economic and social fabric of communities. Nearly 100 million people own or are employed by a small business. These firms provide goods and services that meet community needs. However, while the demographics of owners and employees are broadly representative of the population, business performance is uneven.

The following snapshot highlights some of the economic and social data relevant for engagement with small businesses. For this analysis, we define small business as sole proprietors and companies with fewer than 100 employees. These firms make up 98% of all businesses in the United States.

**Small Business Impacts the Financial Lives of Nearly 30% of Americans**

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**Small Business Impacts the Financial Lives of Nearly 30% of Americans**

- **Almost 100 million people are owners or employees.**
- **Employees of small business:**
  - 1-4 employees: 4.2M
  - 5-9 employees: 1.4M
  - 10-19 employees: 983K
  - 20-49 employees: 704K
  - 50-99 employees: 237K
- **8%** of businesses with employees are small businesses.
- **25%** of businesses are sole proprietors.

**People of Color & Women Increasingly Starting Businesses**

**Growth Rate in Business Starts 2014-2016**

- **Latinx:**
  - Male: 3
  - Female: 6
- **Black:**
  - Male: 13.1
  - Female: 12
- **Asian:**
  - Male: 9.6
  - Female: 8.7
- **Native American:**
  - Male: 8.7
  - Female: 8.7
- **White:**
  - Male: 1

**Source:** U.S. Census Bureau Annual Survey of Entrepreneurs 2016
**SMALL BUSINESS PERFORMANCE VARIES BY RACE AND GENDER**

### REVENUES

- **ALL FIRMS**
- **FIRMS OWNED BY PEOPLE OF COLOR**
- **FIRMS OWNED BY WOMEN**

### AVERAGE PAYROLL PER EMPLOYEE

- **ALL FIRMS**
- **FIRMS OWNED BY PEOPLE OF COLOR**
- **FIRMS OWNED BY WOMEN**

### PROFITABILITY

- **MEN**
- **WOMEN**
- **BLACK**
- **LATINX**
- **WHITE**

**Source:** U.S. Census Bureau Annual Survey of Entrepreneurs 2016
Public Private Strategies

The Case for Engaging Small Business

Small business owners generate wealth and create jobs in every community across the country, and are generally viewed as leaders in their communities.

Advance Health Equity

Building wealth and income is critical for improving health equity. Substantial evidence shows that both wealth and income influence the health of individuals, and inequities in these areas have repeatedly been linked with poorer average health outcomes at the national level. Strategies to advance health equity should take into account the critical role of small business for both.

Somewhat surprisingly, 43% of small businesses in the United States are located in low-wealth communities, which also suggests that these businesses are critical sources of jobs and income in these areas. Building wealth where opportunities have been historically limited is essential to advance health equity. Small businesses compete in virtually every industry sector, with the highest concentration in services, construction, and retail trade.

Business owners themselves represent a cross-section of the U.S. population. The majority of business owners today are white, but the growth rate of business starts is highest among black Americans and Latino(a) business owners. More men own businesses than women, but about one-quarter of businesses are women-owned and the share is growing rapidly, especially among black and Latina women. Boomers and millennials also both represent sizable segments of small business owners, with a significant portion of young people considering starting a business.

Business ownership is also a driver of wealth creation. On average, business-owning households hold more than twice the wealth of their wage-earning peers. The wealth-creation impact is more pronounced for business owners of color. Black business owners are, on average, more than seven times wealthier than their wage-earning peers. Similarly, Latino(a) business owners hold roughly four times as much wealth as non-business owners. Business ownership is also a proven path to addressing the racial wealth gap: while on average white adults hold 13 times the net assets of their black peers, this racial wealth gap narrows by more than 75% to a threefold differential when comparing business owners by race.

As these facts suggest, small business owners and employees represent a broad cross-section of American society who depend on and contribute directly and indirectly to health equity and healthy communities. The performance of small business contributes to healthy, equitable communities through the assets, income, and jobs they create. Small businesses can lead the way to advancing healthy communities when the practices they adopt shape the lives of their families and employees.

Inform Priorities & Promote Policies

Small business is the second most trusted institution in the United States and is trusted far more than large business. This deep sense of trust creates an imperative both to understand authentic perspectives of small business owners and to harness that credibility to support policies that promote health equity.

Many of the stakeholders we interviewed, especially those who focus their work on advocacy, referred to the strong “moral authority” small business leaders convey on most issues. This was true for issues closely aligned with the direct interests of small business as well as broader issues of equity and inclusion, where the “voice of small business” contributed to policy momentum.

Knowing what is on the minds of small business owners can help identify priorities in a specific place or across the country. Additionally, support from small business can strengthen the case for policy proposals that advance healthy communities. Yet the sheer number of small businesses creates an imperative to capture enough inputs so that perspectives are representative and sample sizes are robust. However, reaching business owners directly can be challenging.

Small business owners are stretched thin and pressed for time. As one business owner shared, “You hustle and grind and sacrifice everything else in the name of success.” More than one owner we talked to relayed the quip that in a small business the CEO is the “Chief Everything Officer.” Business owners typically choose where and how to engage carefully, with an eye toward prioritizing activities that advance the business and address their pain points.
Small businesses advance healthy communities and health equity by virtue of the contributions they make to the economic and social fabric of the places they serve. At the same time, this highly trusted segment of businesses can provide valuable insights into the needs and priorities of communities, and can serve as an important advocate for policy. In this section, we outline seven ways to engage small business. These themes are derived from the ways that small business contributes to healthy communities and insights from interviews with almost 100 practitioners and thought-leaders across the country.

**COMMUNITY STABILIZATION**
Catastely economic development and mobilize investment pathways that create jobs and wealth, while building social and cultural capital.

**WEALTH BUILDING**
Generate income and build assets through entrepreneurship and business ownership, especially for diverse business owners and communities.

**BUSINESS BUILDING**
Create incentives and opportunities for small businesses to meet health and wellness needs.

**BETTER BUSINESS, STRONGER FAMILIES**
Help small business owners and their employees increase family economic stability.

**POLICY & ADVOCACY**
Engage small business in the public policy process, utilizing their voices to advocate for policies and programs that advance health equity.

**LEADERSHIP & ENGAGEMENT**
Advance strategies that deepen leadership capabilities, and connect small business leaders to each other and relevant stakeholders as part of a process to improve community health.

**IDEAS & INFLUENCE**
Shape the ways that the public thinks about and understands the role and value of small businesses, including to advance health equity.

**ADVANCE HEALTH EQUITY AND INCLUSIVE ECONOMIES**

**INFORM PRIORITIES & PROMOTE POLICIES**

A healthy economy requires small business growth and sustainability. Small businesses contribute to local economies by bringing products, services, and economic dynamism to the community where the business operates. Foundations committed to promoting health equity could invest in programs intended to help ensure that local businesses are not priced out of gentrifying neighborhoods or that business ownership is transferred to employees when the owner seeks to exit.

As neighborhoods gentrify, small business owners who have been long-time residents in the community tend to get squeezed out. Rents become unreasonable and long-standing businesses are often forced to move or close. In response to this phenomenon, philanthropy could support programs designed to support rent stabilization or property acquisition, including real estate financing or land trusts, so that small businesses are able to remain in communities, benefit from economic development and continue to employ local workers. In San Francisco, for example, the city manages a fund that provides preservation grants to long-standing neighborhood businesses and rent stabilization grants to landlords that extend leases to preserve these businesses. Philanthropy could seed similar funds in other cities in partnership with municipal governments facing gentrification pressures.

Similarly, developing transfer-of-ownership strategies (e.g. Employee Stock Ownership Plans (ESOPs), cooperatives, sale to current employees, etc.) for small business owners preparing to retire could serve to retain jobs and create wealth in underserved communities. Helping current employees purchase a business and injecting various forms of growth capital and support into the business would promote community stabilization and resilience by maintaining local ownership of place-based small businesses and creating employment opportunities in those communities.

Substantial evidence shows that both wealth and income influence the health of individuals, and inequities in these areas have repeatedly been linked with poorer average health outcomes at the national level. Foundations seeking to advance health equity could invest in entrepreneurship and business ownership with a focus on closing the racial wealth gap.

Small businesses offer a meaningful way to generate and retain wealth. Business owners are wealthier on average compared to their wage-earning peers. This is especially true for entrepreneurs of color. At the same time, small businesses tend to hire from the community, creating jobs for neighborhood residents. Yet in spite of the potential for wealth and income generation, business owners of color typically face more barriers to capital access (both debt and equity). Systematic support for entrepreneurs of color could take many forms including access to financing, management training, markets, and networks. Several promising organizations and emerging networks are focused on delivering these services across the country.

Several foundations are thinking through how their investments in small business might contribute to advancing racial equity. For example, the Surdna Foundation is purposefully investing in small business as a means of wealth-building for communities of color. The JPMorgan Chase Foundation links programmatic investments in “Advancing Black Pathways” with its “Entrepreneurs of Color Fund” to support black- and Latino(a)-owned businesses.

Small businesses and entrepreneurs can contribute to meeting health and wellness needs in a community. Market gaps that small businesses can address run the gamut from child care to senior care, healthy food options, and other unmet needs.

Philanthropy interested in health equity can seed businesses to fill the gaps. For example, supporting the establishment and growth of high-quality child care options in underserved communities can play a significant role in supporting employees of small businesses, especially women of color, gain or re-gain economic security for themselves and their families, while also providing a vital resource for communities to mitigate employment churn. Similarly, food options in many low-income neighborhoods are limited. Often the only places to buy food are fast-food and convenience stores. Some rural areas have no food vendors of any kind. This lack of access to healthy food makes it difficult for families to eat well, fueling the rise in diet-related diseases and the high societal costs that accompany them. Businesses that can improve access to healthy foods and foster a more equitable and just food system are a crucial part of the solution to this problem. A viable, effective, and economically sustainable solution to the problem of limited access to healthy foods can reduce health disparities, improve the health of families and children, create jobs, and stimulate local economic development.

In addition to filling market gaps, there are opportunities to build service businesses that improve the health of small business owners and employees. For example, a market opportunity likely exists to offer resources and tools for small business owners and employees around mindfulness and stress management that would increase awareness and utilization of best practices. Workplace stress is common, but the adverse effects are more acutely felt by small business owners and employees who are often overworked but don’t have the knowledge, time, or resources to mitigate the problem. Health-oriented philanthropy might fund a market assessment, seed a proof of concept and/or invest in a promising social business to address this health-related need.
Small businesses typically provide employment for those who may otherwise struggle to secure good jobs: the formerly incarcerated, immigrants, seniors, individuals with disabilities, among others. “Good jobs” are defined by several variables including wages, hours, scheduling stability and flexibility, benefits, opportunities to build skills, and more. By empowering small business owners to create jobs with these features and benefits, philanthropy can improve the lives of workers. There are several opportunities for foundations ranging from support for workforce development programs targeted at small business to building the evidence base to understand drivers and barriers to putting in place solutions that support small business owners, their families and their employees. For example, the Brooklyn Chamber of Commerce’s Good Help initiative assists businesses that have Community Stabilization immediate needs for employees by presenting prescreened candidates recruited from a network of over 200 community based job training and placement organizations.

As noted above, small business can be a compelling voice on policy issues that advance healthy communities and health equity. A growing number of foundations are interested in understanding and channeling a small business perspective on policy issues, but few have formalized structures to solicit input and/or to expose their advocacy agendas to small business owners. Foundation executives shared that they often struggle with identifying the “right” business organizations with which to partner. Our analysis of the national small business advocacy ecosystem identified significant gaps, including the absence of nonpartisan organizations. [See Box on “Small Business Support System” on page 14].

Financing the creation of health and wellness businesses to meet needs in underserved communities could be tied to Opportunity Zones, an economic development tool intended to spur growth and job creation in distressed communities. Opportunity Zones were created as part of the Tax Cuts and Jobs Act of 2017 to encourage long-term investments in low-income urban and rural communities nationwide. Opportunity Zones provide a tax incentive for investors to reinvest capital gains into dedicated Opportunity Funds that can, in turn, invest in a broad range of qualified projects. Small businesses focused on health and well-being could represent qualified investments for the Opportunity Zone incentive. These businesses could advance health equity by creating jobs and opportunities in low-wealth communities by providing health and wellness products and services. Philanthropy could explore ways to “de-risk” investments while ensuring that the interest of business owners and the community are accounted for in negotiations with Opportunity Funds.

We heard consistently that municipal- and state-level advocacy is crucial to advancing a policy agenda that includes and promotes healthy communities and health equity. Multi-city (or state) campaigns with some central coordination and local adaptation should be considered to maximize the impact of scarce resources.

In addition to describing the powerful role small business can play when advocating policy changes, we heard about the challenge small businesses typically experience when laws and policies change. Field interviews pointed to an opportunity to plan systematically for implementation support for small business owners post-passage of law or regulation. Unless efforts are made to support implementation, there is a high risk that well-intended policy mandates could fall flat.

SMALL BUSINESS LEADER
Sacramento, CA

Small business owners can educate employees and help guide decision making when laws are passed.

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As noted above, small business is among the most trusted voices in the country and is far more trusted than big business. This deep sense of trust creates an imperative both to understand authentic perspectives of small business owners and to harness that credibility to support policies that promote health equity. One important role for philanthropy committed to healthy communities and health equity is to help level the playing field for small business by tapping into the insights, experiences, and viewpoints. This could be accomplished by mobilizing, supporting, and connecting business owners to each other and to other leaders in their communities and across the nation.

In some cases, this could be as simple as small tuition grants. For example, leadership training programs across the country are organized as a way to promote civic engagement and strengthen social networks. The curriculum for most of these programs includes a module on health and health equity. Participants are selected from the business and social sectors but small business owners tend to be underrepresented in these leadership cohorts. Large corporations that send their executives to participate tend to cover the costs, but the tuition expense tends to prevent participation for otherwise qualified business owners, especially those representing communities of color. As one program director put it, “We want small business owners to participate—today only about 5 percent of our cohorts are small business owners—but costs for them are usually prohibitive.”

There are also opportunities to invest in new infrastructure to reach, learn from, and elevate diverse small business owners across the country. Opportunities also exist to promote small business leaders within demographic cohorts, such as millennials, and/or to create a national advisory board that would include a broad and diverse group of small business leaders committed to healthy communities and health equity.

Insights must be shared and mindsets influenced to unleash the potential for small businesses to contribute to health, healthy communities and health equity. There are many opportunities for philanthropy to shape the ways that individuals think about and understand the role and value of small businesses. For example, a broad public awareness campaign to highlight the role of small businesses in sustaining thriving communities could mobilize support and create opportunities. At the same time, narrowcast, targeted campaigns could also yield powerful results. For example, a program to influence the boards and senior management of community foundations across the country could unlock coordination and targeted programs to put a portion of the more than $120 billion in assets held by traditional community foundations and community health foundations. These philanthropic institutions can have a material impact on efforts to engage small business in advancing healthy communities and health equity.

Finally, the relationships between small business, community vitality and health may appear obvious, but robust data to demonstrate and document the effect is lacking. Investment in data collection and insight generation tools related to the role of small business in creating equitable, healthy communities could help support influence campaigns and catalyze corporate and foundation funding by explicitly highlighting measurable consequences of lifting up small business.

Small business is at the core of our community; it can move the needle on resources and sentiment to create a healthier, more equitable community.

PHILANTHROPY LEADER
Cleveland, OH
Pain Points

We asked about common pain points for small business owners during our interviews. The most salient responses included:

- **Attracting & Retaining Talent**: Workforce-related challenges are especially acute for small businesses because they are typically unable to provide compensation and benefits on par with larger organizations. The cost of health care in particular was cited as part of the difficulty of finding and retaining great employees.

- **Access to Capital**: Capital access is a perennial challenge that is intimately tied to capacity and operating performance of small businesses, especially for business owners of color. Addressing capital access challenges can take many forms including but not limited to financial health coaching, credit building, and new product development.

- **Mental Health**: While small business owners are often stretched thin, they recognize the impact of their employees’ mental health on their bottom line. One small business owner found the process of hiring a life coach for himself so valuable that he provided one-on-one sessions for his employees to improve their mental health and increase workplace productivity. Other stakeholders mentioned a growing focus on mindfulness practices and related programmatic offerings.

- **Succession Planning**: 2.4 million business owners belong to the baby boomer generation. Few members of this aging demographic have a succession plan in place, which means that the stored wealth of established community businesses may be lost as their owners age and retire. Several stakeholders are thinking through ways to prevent the disappearance of businesses, helping convert businesses to employee-owned cooperative models, and grooming the next generation of diverse talent to take over businesses.

Considerations Moving Forward

By virtue of their number, distribution, and trusted position, small businesses can lead the way to advancing healthy communities and health equity. However, absent purposeful action, the opportunity to harness their power will be missed. The seven themes outlined above present opportunities to rethink the current engagement model with “business” to include small business. At the same time, developing ideas within these themes presents the space to consider collaborations that move beyond the “usual suspects” to include some nontraditional partners. Our work has also highlighted the need for infrastructure investments to listen to and engage small business effectively and efficiently so that feedback loops are strengthened, data-driven insights are available, and the advocacy landscape is less purely partisan.

Finally, we see significant opportunities for “cross-sectoral” funding collaboratives to amplify impact of traditional community development. We observe many foundations engaged but from different vantage points. Getting to high-impact projects likely requires dialogue to “translate” language into common understanding, develop a shared frame, and identify shared priorities.

This report and the extensive research that informed it shows that small businesses are critical to creating healthy communities, but they continue to be an untapped resource. We hope this report helps lay the foundation for a better understanding about the leadership role that small business plays in our economy and society. This work should spark a dialogue among public health leaders (and others) to expand collaboration with “business” to include small business. The report frames themes and ideas that can strengthen meaningful engagement with small business—a vast and diverse constituency—and outlined opportunities for interested investors and funders who seek to advance health equity to include small business in their work.

Small business contributes to economic growth and plays a significant role in communities across the country, employing more than a quarter of the population, driving wealth creation in communities, and holding a spot as the second most trusted institution in the country. As such, small business can play a critical role in creating healthier and more equitable communities.
Insights from our Research into the Small Business Support System

Intermediary organizations like the ones we interviewed are instrumental in designing successful programs for business owners. In fact, local groups may be in the best position to set up activities that promote health and well-being for both small business owners and the broader community. Yet the process may not be as straightforward as one would hope. From our analysis of 26 national small business organizations, we gleaned the following insights into the small business support system:

**SKEWS PARTISAN**

Few national small business advocacy organizations occupy the political center. Most lean either left or right with few claiming to be nonpartisan or centrist.

**RIGHT-LEANING ORGS FUND POLICY WORK**

Conservative organizations generally focus their vast resources where they have expertise: in shaping policy.

**LEFT-LEANING ORGS FUND ASSET BUILDING**

Progressive organizations are more focused on asset- and wealth-building activities like increasing access to capital for entrepreneurs of color.

**CONNECTIVITY GAPS**

The ecosystem would benefit from more connections across sectors and issue areas. This type of bridge-building would also contribute to creating a Culture of Health.

Foundations & Small Business on Policy

Several foundations are engaging small business owners on policy advocacy by tapping into existing trust-based relationships.

For example, program officers at the Ewing Marion Kauffman Foundation observed that the voice of entrepreneurs was typically left out of policymaking but worried that direct engagement with entrepreneurs would not be feasible given the bandwidth required to build and manage a network. So they set out to identify intermediaries that could build capacity for entrepreneurship advocacy at the state level, selecting six organizations to participate in the inaugural Entrepreneurs’ Policy Network. Launched in 2018, the goal of the three-year project is to integrate advocacy into the scope of activities of entrepreneur support organizations in order to shape a policy and advocacy agenda.18

While the Kauffman Foundation is focusing on business service providers to shape policy efforts, others have tapped direct relationships with business owners to gather insights and enable advocacy. For example, the Goldman Sachs Foundation launched a program called 10,000 Small Businesses in 2009 “to help entrepreneurs create jobs and economic opportunity by providing greater access to education, capital and business support services.” In February of 2018, more than 2,000 of the 8,600 graduates of the program convened in Washington, D.C. for the 10,000 Small Businesses Summit. In a landmark “Day on the Hill,” participants met with representatives from their districts to discuss their chief concerns with members of Congress. The program sponsors were initially unsure if business owners would be interested but, to their surprise, many of the invited small business owners opted-in, incurring the travel expenses and taking time away from their businesses.19
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Interviewees

Diversity Small Business Leaders

Joel Barrett
Diversity and Inclusion
Mid-America Gay and Lesbian Chamber of Commerce

Harry Budisidharta
Former Board Member
Denver Asian Chamber of Commerce

Sarah Burgaud
Director of Programs
StartOut (LGBTQ Business Association)

Julian Canate
President & CEO
California Hispanic Chamber of Commerce

Richard Garcia
Chief of Staff
U.S. Hispanic Chamber of Commerce

Brian Horn
Executive Vice President of Operations
Disability: IN

Matt Houston
President
Dallas Black Chamber of Commerce

Lilliam Lopez
President & CEO
South Florida Hispanic Chamber of Commerce

Jonathan Lovitz
Senior Vice President
National Gay and Lesbian Chamber of Commerce

Joy Lutes
National Vice President of External Affairs
The National Association of Women Business Owners

Paul Pendergast
Chair of Public Policy
Golden Gate Business Association (LGBTQ)

Erica Penick
Executive Director
President’s Council (Cleveland, OH)

Carlos Restrepo
Membership Manager
Hispanic Chamber of Commerce of Metro St. Louis

Chiling Tong
President & CEO
Asian/Pacific Islander American Chamber of Commerce and Entrepreneurship

Small Business Associations

Alysia Bell
Vice President
Education Business Coalition
Los Angeles Area Chamber of Commerce

Karim Bouris
Executive Director
Business for Good San Diego

Kelly Brough
President & CEO
Denver Metro Chamber of Commerce

Robert Chereck
Former President
Dallas Citizens Council
Don DePerro  
President & CEO  
_Columbus Chamber of Commerce_

Scott Hall  
Senior Vice President  
_Civic and Community Initiatives_  
_Greater Kansas City Chamber of Commerce_

Kevin Hougan  
President & CEO  
_Aurora Chamber of Commerce_

Sean Karafin  
Vice President of Public Policy and Economic Research  
_San Diego Regional Chamber of Commerce_

Kevin Kuhlman  
Director  
_Legislative Affairs_  
_National Federation of Independent Business_

Todd McCracken  
President  
_National Small Business Association_

Tamara Mohamed  
Director of Community Relations  
_Aurora Chamber of Commerce_

Jordan Pryczynski  
Director of Membership  
_Good Business Colorado_

Eric Phillips  
CEO  
_Union County Chamber of Commerce_

Matthew Pinzur  
Chair  
_Association Healthcare Plan (AHP)_  
_Greater Miami Chamber of Commerce_

Madison Rich  
Manager  
_genKC and Healthy KC_  
_Greater Kansas City Chamber of Commerce_

Holli Riebel  
Chief Operating Officer  
_Denver Metro Chamber of Commerce_

Laura Giocomo Rizzo  
Senior Vice President of External Affairs  
_Denver Metro Chamber of Commerce_

Abram Sloss  
Executive Director  
_Denver Metro Small Business Development Center_

Small Business Owners

Joel Barrett  
LGBTQ Writer, Professional Speaker and Gatherer  
_Joel Speaks Out_  
_(also has served with the Mid America Gay and Lesbian Chamber of Commerce)_

Lara Brecher  
Founder and Principal Consultant  
_Brecher Consulting_  
_(also serves on the board of Golden Gate Business Association (LBGTQ))_

Debra Brown  
Co-Founder & CEO  
_MobilizeUs_  
_(also serves as Executive Director of Good Business Colorado)_

Lisa Goodbee, PE  
Owner and President  
_Goodbee and Associate_

Leslie Hassler  
Founder & President  
_Your Biz Rules_  
_(also serves as President of National Association of Women Business Owners - Dallas/Fort Worth Chapter)_

Philanthropy Leaders

Amy Adams  
Senior Program Officer  
_Improving Access_  
_California Health Care Foundation_

Dale Anglin  
Program Director  
_Youth and Social Services_  
_Cleveland Foundation_

Mitchell Balk  
President  
_Mt. Sinai Health Care Foundation_

Bob Bancroft  
Vice President-Finance  
_Nathan Cummings Foundation_

M. Ryan Barker  
Vice President of Health Policy  
_Missouri Foundation for Health_

Ned Calonge, MD, MPH  
President & CEO  
_The Colorado Trust_

Don Chen  
President  
_Surdna Foundation_
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sheri Dozier</td>
<td>Director of Economic Opportunity &amp; Community Financial Centers</td>
<td>Cleveland Neighborhood Progress</td>
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<tr>
<td>Sandy Fernandez</td>
<td>Senior Director, North America</td>
<td>Mastercard Center for Inclusive Growth</td>
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<tr>
<td>Julie Friedman, MPH</td>
<td>Director</td>
<td>UCLA Women’s Health Education and Research Center</td>
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<tr>
<td>Anne Geggie</td>
<td>VP of Lending</td>
<td>Finance Fund</td>
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<tr>
<td>Galen Gondolfi, MA</td>
<td>Senior Loan Counselor and Chief Communications Officer</td>
<td>Justine Petersen Housing and Reinvestment Corp.</td>
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<tr>
<td>Trina Gonzalez</td>
<td>Director of Community Integration</td>
<td>UC Davis Health</td>
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<tr>
<td>Kyra Greene, Ph.D.</td>
<td>Executive Director</td>
<td>Center on Policy Initiatives</td>
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<tr>
<td>Alex Guerrero, Chief</td>
<td>Chief Development Officer</td>
<td>Valley Economic Development Center (organization no longer exists)</td>
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<tr>
<td>Gigi Hyland</td>
<td>CUDE, Executive Director</td>
<td>National Credit Union Foundation</td>
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<tr>
<td>Ingrid Jacobson</td>
<td>Director of Regional Strategy and Partnerships</td>
<td>Inner City Advisors</td>
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<tr>
<td>Carla Javits</td>
<td>President &amp; CEO</td>
<td>Roberts Enterprise Development Fund</td>
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<tr>
<td>Katherine Jollon Colsher</td>
<td>National Director of 10,000 Small Businesses</td>
<td>Goldman Sachs</td>
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<tr>
<td>Sarah Keh</td>
<td>Vice President of Corporate Giving</td>
<td>Prudential Financial</td>
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<tr>
<td>Laurie Bouillion Larrea</td>
<td>President &amp; CEO</td>
<td>Workforce Solutions: Greater Dallas</td>
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<tr>
<td>Tom Luce</td>
<td>Founder and Chairman</td>
<td>Texas 2036</td>
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<tr>
<td>Don Macke</td>
<td>Vice President</td>
<td>e2 Entrepreneurial Ecosystems (rural focus)</td>
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<tr>
<td>Peter Manzo</td>
<td>President &amp; CEO</td>
<td>United Ways of California</td>
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<tr>
<td>Carolina Martinez</td>
<td>CEO</td>
<td>California Association for Micro-Enterprise Opportunity</td>
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<tr>
<td>Anne Misak, Healthy Food</td>
<td>Manager</td>
<td>Colorado Enterprise Fund</td>
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<tr>
<td>Marge Misak</td>
<td>Former Director</td>
<td>Cleveland Land Trust</td>
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<tr>
<td>Brian Nagendra</td>
<td>Former Assistant Director of Catalyst Funds</td>
<td>Living Cities</td>
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<tr>
<td>Neelu Panth</td>
<td>Community Development Advisor, CRA</td>
<td>Federal Reserve Bank of St. Louis</td>
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<tr>
<td>Jamil Poonja</td>
<td>Director of Community Development and Government Relations</td>
<td>Stride</td>
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<tr>
<td>Sheri Flanigan Vasquez,</td>
<td>Chief Operating Officer</td>
<td>Justine Petersen Housing and Reinvestment Corp.</td>
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<tr>
<td>Robert Villareal</td>
<td>Executive Vice President and President</td>
<td>Small Business and Finance Fund</td>
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<tr>
<td>Micah Weinberg, Ph.D.</td>
<td>President</td>
<td>Bay Area Council Economic Institute</td>
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<tr>
<td>Chris Wheat</td>
<td>Director of Business Research</td>
<td>JP Morgan Chase Institute</td>
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<tr>
<td>Jake Williams</td>
<td>Executive Director</td>
<td>Healthier Colorado</td>
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<tr>
<td>Kandis Williams</td>
<td>Vice President of Economic Opportunity</td>
<td>Cleveland Neighborhood Progress</td>
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1. See, for example, the 2003 Institute of Medicine (IOM) report that envisions a “public health system” comprising government public health agencies working as equal partners with many other organizations and segments of society, including business, to create conditions in which people can be healthy [see: Institute of Medicine (US) Committee on Assuring the Health of the Public in the 21st Century, The Future of the Public’s Health in the 21st Century, 2002.] Research has followed to make the case for the connection between good business and good health, including a 2006 Health Affairs research article, a 2010 article in Preventing Chronic Disease, and a 2013 report from IOM [see: 1) Simon, PA and Fielding JE. Public Health and Business: A Partnership That Makes Cents. Health Affairs, 2006; 2) Webber A and Mercure S, Improving population health: the business community imperative; 3) Kindig, DA, Isham GJ, and Siemering KQ, The Business Role in Improving Health: Beyond Social Responsibility. NAM Perspectives. Discussion Paper, National Academy of Medicine, 2013.] Additionally, the Robert Wood Johnson Foundation has invested in researching and advancing the role of business in health through reports, educational courses, and initiatives. Examples include a 2016 report, Why Healthy Communities Matter to Business, a 2018 online course created in conjunction with the Harvard T. Chan School of Public Health to help business leaders prioritize health, and the Culture of Health for Business Initiative in partnership with the Global Reporting Initiative (GRI).


16. April 2019 interview with Don Chen, President, Surdna Foundation.

17. For example, Leadership Atlanta, one of the oldest sustained community leadership programs in the nation, hosts a cohort of prominent city residents each year to learn together and advance civic projects. Other cities such as Cleveland, Dallas, Hartford, and Huntsville have similar programs. Nationally, the Association of Leadership Programs serves as a network to share insights, exchange best practices and mobilize resources.

18. June 2019 interview with Jason Wiens, Policy Director in Entrepreneurship at the Kauffman Foundation. Each organization in the network is responsible for identifying state policies that inhibit entrepreneurship, educating policymakers about the impact of those policies in erecting barriers to entrepreneurship, building support for entrepreneurship, and facilitating informational interactions between policymakers and entrepreneurs.

19. April 2019 interview Katherine Jollon Colsher, National Director of 10,000 Small Businesses, Goldman Sachs.

**Foundations considering these recommendations should work with their legal counsel to ensure compliance with the tax laws that apply to private foundations and public charities.**