



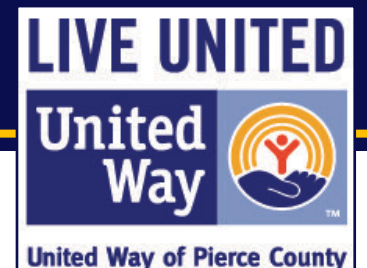
SYSTEM CHANGE

How do we un-do the system that created poverty while dismantling systemic racism?



“Persistent poverty, financial instability, and low-wage stagnation among families is a **deeply entrenched** and **complex social** problem that no single policy, government department, organization or program can tackle or solve alone.”

– ALICE report



“If policies and programs to address complex social issues are going to be successful and sustainable, **communities of color must be centered** in the solutions.”

In all issues, we have to identify and eliminate the underlying drivers within our community that perpetuate racial inequity and provide opportunity and advancement for all.





HEALTHY BLACK YOUTH



GRADUATION



On-time graduation rate, compared to 89% overall rate.

Source: OSPI Report Card (2018)

HOPE SCALE



Positive Hope Scale compared to 74% of all other students.

ACTIVITIES



Community activities available compared to 79% of all other students.

FUN w/PARENTS



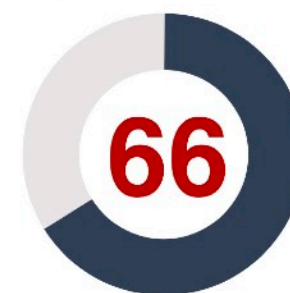
Have chances to do fun things with parents compared to 72% of all other students.

ADULT to TALK



Have an adult to talk compared to 70% of all other students.

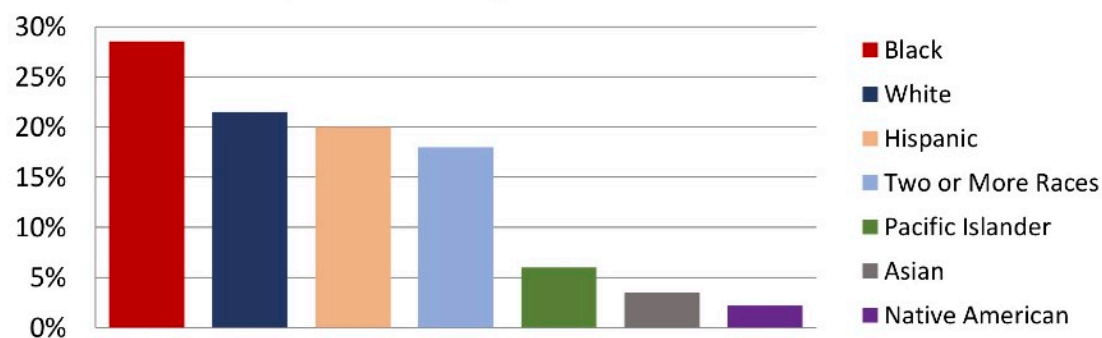
FEEL SAFE



Feel safe at school compared to 75% of all other students.

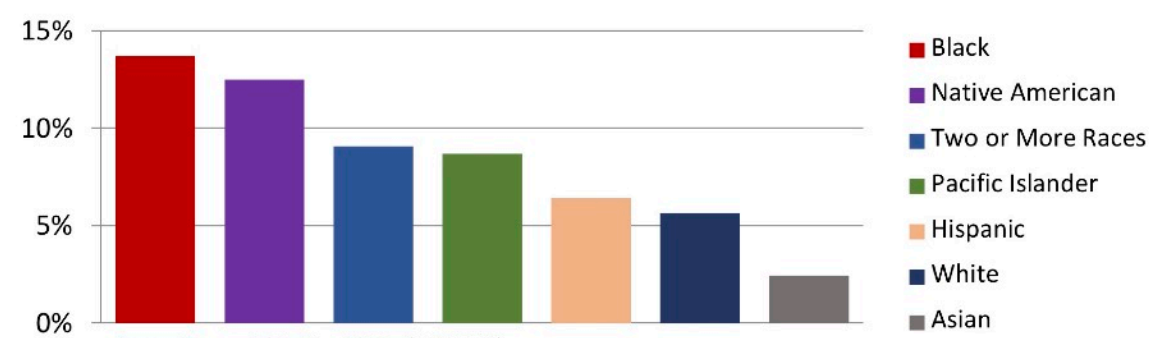
Source: Pierce County Healthy Youth Survey Results (2018)

Students experiencing homelessness



Source: OSPI Data (2018-2019)

Students suspended/expelled in response to a behavior



Source: Tacoma Public Schools' Data (2018-2019)

Livability

Economy

Education

Civic Engagement

Equity

FINANCIAL STABILITY



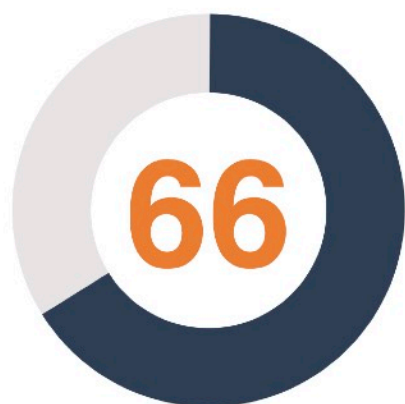
CITY OF TACOMA: BLACK PEOPLE

PIERCE COUNTY

NATIONAL



EMPLOYMENT



66% Labor Participation
9.2% Unemployment Rate



EDUCATION



16.9% Bachelors or higher
40% Some College/Certification
90% Completed High School



HOME OWNERS



34% Own a Home
66% Renters



INCOME



40% above the
cost of living



CREDIT



59% Approved for Credit

Source: American Community Survey 5 Year Estimates, 2017

Source: United Way ALICE 2016

Source: Federal Reserve Report 2016

SYSTEMS OF OPPRESSION

Culture

Public Policy
Market Factor
Narrative of Poverty
Institutional Racism
Social Oppression
Color Blindness

Sectors

Banks
Health Centers
Employers
Non-profits
Schools
Government

Individuals

Racism
Implicit Bias
Paternalism
Discrimination

HAVE 9 EQUITABLE OUTREACH PRINCIPLES YOU MUST. HRMMM.

1. Involve people disproportionately impacted by racism and systems of oppression.
2. Target and create partnerships with organizations predominantly lead by people of color.
3. Build a culture of evidence that promotes communities of color as the experts of their own experience.
4. Conduct specific outreach to the immigrant and refugee community and limited English speaking residents
5. Participate in the social initiatives predominately led by people of color to find opportunities to invest.
6. Highlight local stories of initiatives led by people of color and acknowledge progress and achievement.
7. Use consultants/vendors that possess both the experience and the skills needed to work with diverse populations.



BEYOND INCLUSION SKILLS YOU MUST. YES, YOU SHOULD.

SKILLS BEYOND INCLUSION

Adapted from: Understanding Oppression by Leticia Nieto and Margot F. Boyer

Allyship

"I am listening and speaking out against injustice. I am helping others increase their skills toward allyship."

Awareness

"I don't know what that's like. Would you tell me more?"

Inclusion

"We are all the same. You can join our group."

Distancing

"I don't have anything against those people."

Indifference

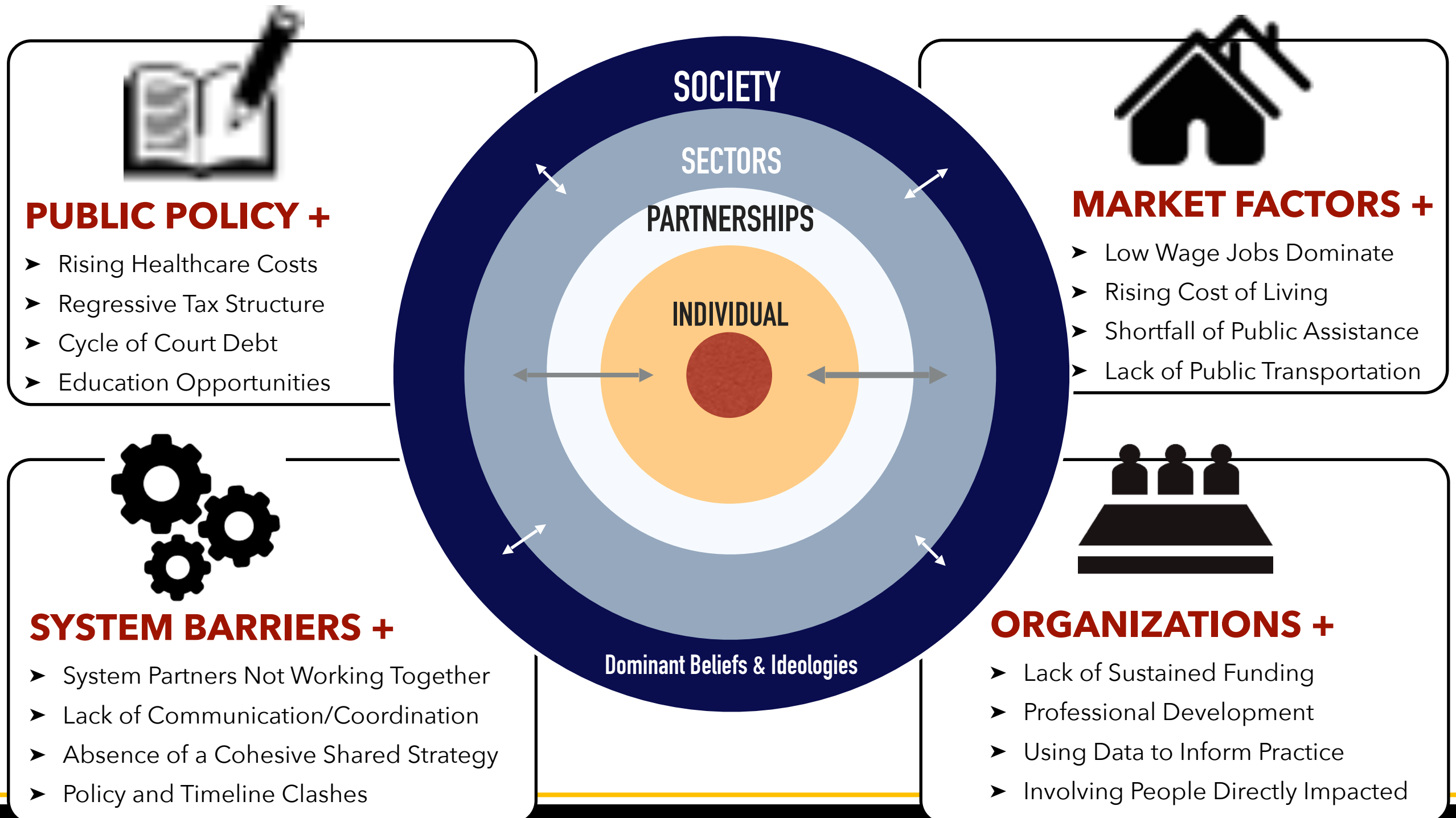
"It's not my problem. I don't know what you're talking about."



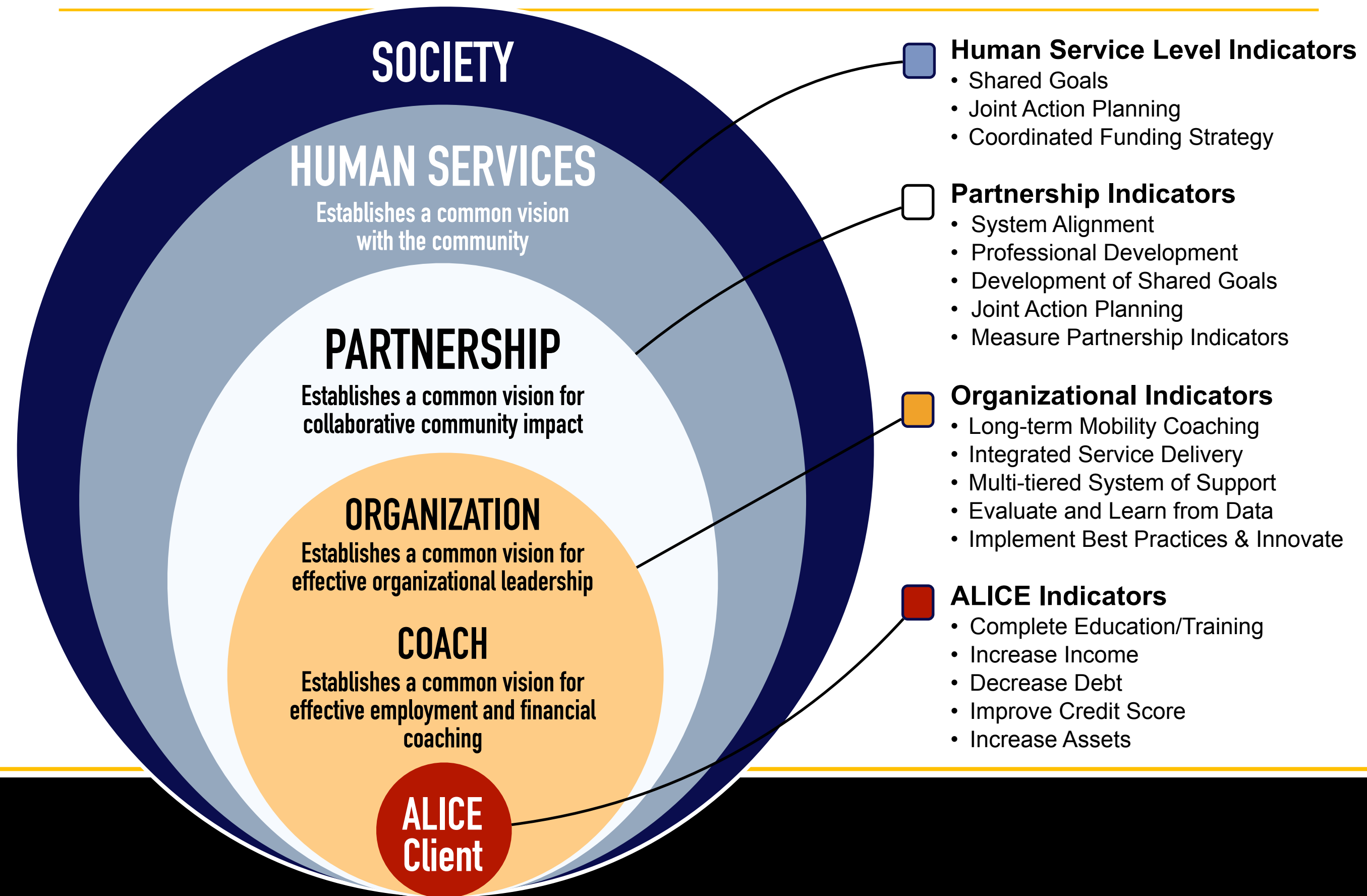
MULTI-LAYERED BARRIERS TO ADDRESS

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What gets in our way of helping families become financially stable?



SOCIAL SERVICE SYSTEM CHANGE INDICATORS 10



SYSTEM LEVEL WORK



STRATEGY ALIGNMENT

To develop a community-wide initiative to help families become financially stable, it's important to understand the major system level groups that develop strategy and are in a position to impact people's ability to become financially stable.

Activity

1. Make a list of coalitions for each focus area of boards, commissions, and coalitions.
 - a. i.e. *Human Service Commission*
 - b. i.e. *Neighborhood Council*
 - c. i.e. *Workforce Development Council*
2. Create a contact/info sheet for all groups
 - a. Name of group
 - b. Charter/purpose
 - c. Main point of contact
 - d. Meeting schedule
 - e. Open to public?

Step 3: Conduct a Strategy Inventory

Activity

1. Create an excel spreadsheet with the headers in the example below
2. list all of the groups/coalitions of each area of focus and the primary system level of their work
3. Identify the top strategies and related system-level for each strategy
4. Identify if there is a strategic plan for their work
5. Identify if the strategy is related to on of the five pillars of economic stability

Example:

Focus Area	Group Name/System Level	Mission or Goal	Strategy	Economic Stability Pillar
Social Services	PC Human Service Commission, <i>Partnership</i>		none	
Social Services	UWPC, Board of Directors (CSF), <i>Sector</i>	Create a strong local Financial Opportunity Center network to help low-income individuals increase income, reduce debt and generate new wealth for themselves.	<ul style="list-style-type: none"> Capacity Grants, <i>Partnership</i> Professional Development, <i>Partnership</i> Data Tracking Systems, <i>Partnership</i> Professional Networking, <i>Partnership</i> 	<ul style="list-style-type: none"> Education & Training Financial Management Employment & Career
Employers	Place for Jobs, <i>Society</i>	Promote our community's shared values of economic prosperity	none	<ul style="list-style-type: none"> Education & Training Employment & Career
Advocacy/Policy	League of Women Voters, <i>Society</i>	Encourages informed and active participation in government	<ul style="list-style-type: none"> Register voters, provide voters with election information through voter guides as well as candidate forums and debates, <i>Society</i> 	<ul style="list-style-type: none"> Family Stability Well-being

Step 4: Assess Strategy Inventory

Activity

- 1. Group common strategies and create visualizations of data
- 2. Identify strategies/system level that are related, aligned, or supportive
- 3. Identify gaps in strategies related to the communities needs/priorities

RESIDENTS & FAMILY

Groups of the population most affected by the problem to develop solution, promote ownership, increase participation for sustainability.

Strategies

- 1.
- 2.
- 3.

SOCIAL SERVICES

Groups focused on range of public services to create more effective organizations, build stronger communities, and promote equality and opportunity.

Strategies

- 1.
- 2.
- 3.

WORKFORCE DEVELOPMENT

Groups to enhance a region's economic stability and prosperity by focusing on people rather than businesses. It essentially develops a human-resources strategy.

Strategies

- 1.
- 2.
- 3.

FAITH COMMUNITY

Groups focused on activism, volunteerism, spiritual support, and providing social services, particularly in providing food, clothing, and shelter to people in need.

Strategies

- 1.
- 2.
- 3.

ADVOCACY & POLICY

Advocacy groups (also known as pressure groups, lobby groups, campaign groups, interest groups, or special interest groups) use various forms of advocacy in order to influence public opinion and/or policy.

Strategies

- 1.
- 2.
- 3.

EDUCATION & TRAINING

Groups focused on raising educational attainment, providing the skill infrastructure, and opening more doors to college education — particularly for our fast-growing adult population.

Strategies

- 1.
- 2.
- 3.

EMPLOYERS

Groups focused on range of business interests and prosperity and to support job creation and a healthy economic future. Groups that create good jobs and a variety of jobs.

Strategies

- 1.
- 2.
- 3.

BASIC NEEDS ACCESS

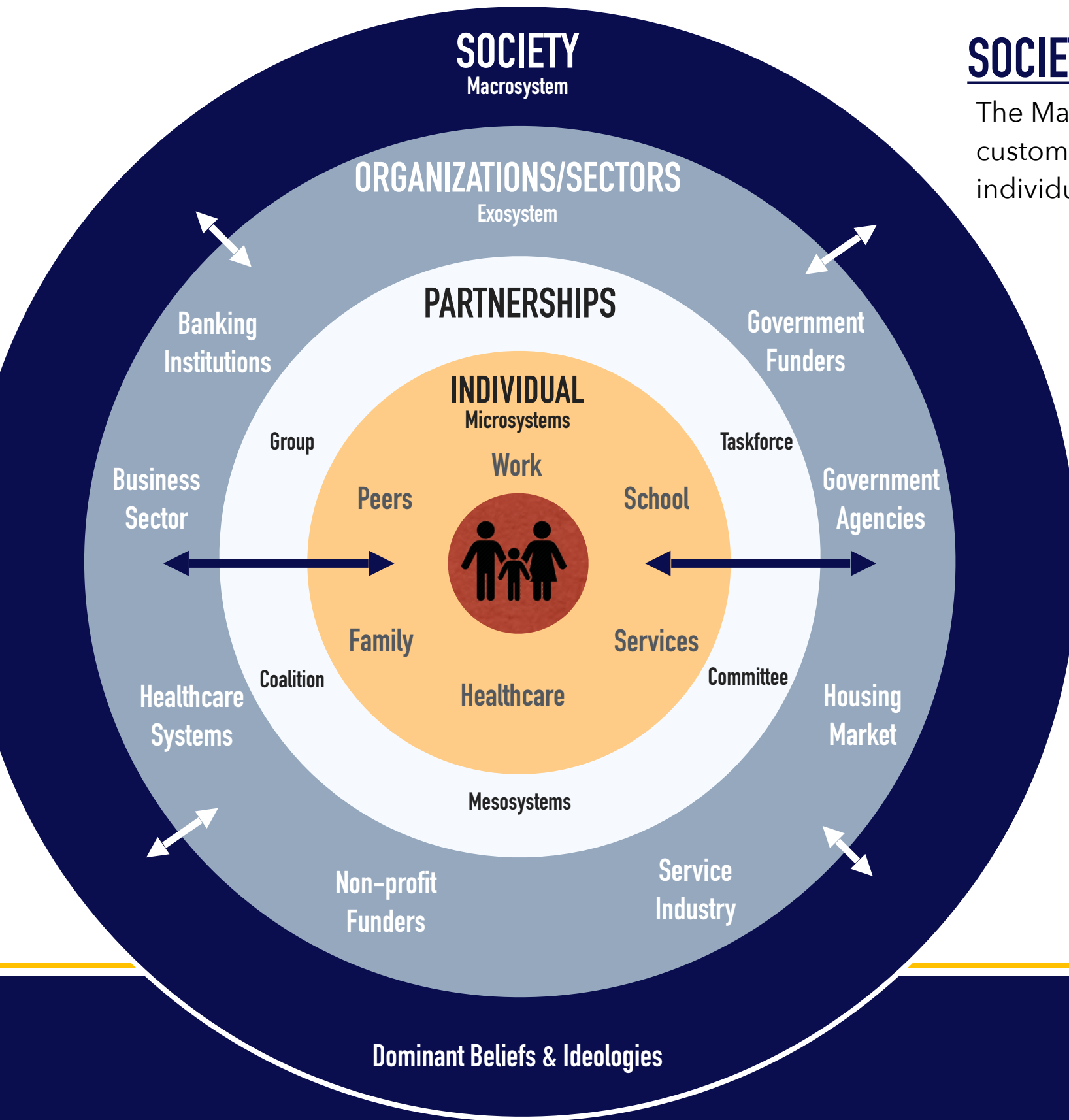
Groups focused on access to basic needs services of water, food, shelter and health services in adequate quantity and quality to ensure survival and satisfy their right to “life with dignity.”

Strategies

- 1.
- 2.
- 3.

LAYERS OF THE BARRIERS & SOLUTIONS

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SOCIETY

The Macrosystem includes the politics, views and customs that represent the cultural fabric of the individuals' society.

ORGANIZATIONS

The exosystem refers to a setting that does not involve the person as an active participant, but still affects them. This includes organizations accessed by the individual or their family.

PARTNERSHIPS

The mesosystem is where members from different microsystems interact with each other independent of the central individual.

INDIVIDUAL

The microsystem is the system where the individual lives and participates directly.

What Can We Do **Together**, that We Can't Do Alone?



CRISIS

EXTREME LOW
INCOME

7,896

\$416

VERY LOW
INCOME

5,490

\$702

LOW-INCOME

3,998

\$1,114

WORKFORCE

1,310

\$1,387

**THERE IS NOT A STRATEGY TO PROVIDE
MORE AFFORDABLE HOUSING FOR THESE
HOUSEHOLDS AT SCALE WITHOUT
INCREASING SUBSIDY**

**NEW AFFORDABLE
HOUSING UNITS
TYPICALLY 1-2
BEDROOMS**



RISING HEALTH CARE COSTS

According to the most recent data available from the Centers for Medicare and Medicaid Services (CMS), "the average American spent \$9,596 on healthcare" in 2012, which was "up significantly from \$7,700 in 2007." Experts predicted continued sharp increases: "Health care spending per person is expected to surpass \$10,000 in 2016 and then march steadily higher to \$14,944 in 2023." ([SOURCE](#))



REGRESSIVE TAX STRUCTURE

A regressive tax is a tax that takes a greater percentage of income from those who earn less, than from those with a higher income. In other words, low income people pay more, relative to their earnings, than wealthy people. A regressive tax is the exact opposite of a progressive tax, which takes the larger percentage from those who earn a higher income. Examples of regressive taxes include sales taxes and property taxes, which are set at a flat percentage, regardless of who the purchaser or owner is.



CYCLE OF COURT DEBT & DRIVERS L.

A few states have reconsidered the policy amid concerns that it hurts low-income residents without achieving its intended goals. In 2013, Washington stopped suspending licenses for failure to pay nonmoving violations like expired registrations. When it comes to gainful employment, it is not criminal records holding some back, but the fines, court costs and reinstatement fees a person must pay to recover their license. ([SOURCE](#))



LOW-WAGE JOBS

More than half of all jobs in the Pacific Northwest pay less than \$20 per hour, with most paying between \$10 and \$15 per hour (\$15 per hour full time = \$30,000/year). These jobs – especially service jobs that pay below \$20 per hour and require only a high school education or less – will grow far faster than higher-wage jobs over the next decade. Pierce County has one of the fastest growing job markets in the country. What it lacks are the skilled employees to fill those higher paying positions (ALICE Report, 2016).



OF LIVING

The cost of basic household expenses in the Pacific Northwest is more than what most of the region's jobs can support. The average annual Household Survival Budget for a Pacific Northwest family of four (two adults with one infant and one preschooler) ranges from \$46,176 in Idaho to \$52,152 in Washington – double the U.S. family poverty rate of \$23,550 (ALICE Report, 2016).



PUBLIC ASSISTANCE

Assistance provides essential support for households below the ALICE threshold but cannot lift all households to economic stability. Government, nonprofit, and health care organizations spend \$21 billion on services for ALICE and poverty-level households in the region to supplement their income, but even that total is still 25 percent short of lifting all households in the Pacific Northwest above the ALICE Threshold. (ALICE Report, 2016)



SYSTEM BARRIERS

Persistent poverty, financial instability, and low-wage stagnation among families is a **deeply entrenched** and **complex social** problem that no single policy, government department, organization or program can tackle or solve alone. The solutions require multiple organizations or entities from different sectors to abandon their own agenda in favor of a common agenda, shared measurement and alignment of efforts. ([SOURCE](#))



BENEFIT CLIFFS

“Benefits cliffs” is a term that describes what happens when public benefits programs phase down or out quickly, leading to an abrupt reduction or loss of benefits for families as household earnings increase, but have not increased enough for self-sufficiency to be reached. Often, just a small increase in household earnings can trigger loss of eligibility for a benefit, making a family substantially worse off from a self-sufficiency standpoint than prior to the earnings gain. ([SOURCE](#))



ABSENCE OF A COHESIVE STRATEGY

Developing a shared measurement system is essential to collective impact. Agreement on a common agenda is illusory without agreement on the ways success will be measured and reported. Collecting data and measuring results consistently on a short list of indicators at the community level and across all participating organizations not only ensures that all efforts remain aligned, it also enables the participants to hold each other accountable and learn from each other’s successes and failures.

ORGANIZATION CHALLENGES

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ACCESS TO RESOURCES

Federal spending has direct and indirect effects on nonprofits. By funding (or cutting funding to) areas in which nonprofits operate, the budget shapes demand for their services. Yet the federal government is also a vital source of direct revenue for many nonprofits, through grants or through contracts or fees for goods and services, so budget cuts can increase demand for nonprofit services while cutting the resources to supply that demand. ([SOURCE](#))



PROFESSIONAL DEVELOPMENT

Effective Training and Professional Development initiatives is paramount to enhance employees capacity in the human services sector. Yet, the sector is financially constrained and presently experiencing increased demand, and organizations are hard-pressed to allocate funds toward training and professional development. Ongoing training and development is essential to sustaining mission and impact. ([SOURCE](#))



DATA TO INFORM PRACTICE

Organizations that collect data on service provision and child and family outcomes can use it to analyze the effectiveness of their programs and consider adapting services, policies, and procedures as necessary. ([SOURCE](#))