

WOMEN'S WAY
First Convening Report



Prepared for WOMEN'S WAY by Strategy Arts

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EXECUTIVE SUMMARY

This report documents the results of the first convening that Strategy Arts completed with WOMEN'S WAY on October 9, 2017. The purpose of this project was to convene organizations and stakeholders to begin a collective impact initiative addressing women's economic security in the Philadelphia region.

This report incorporates and builds on the results of the first convening and is submitted October 13, 2017.

The report is divided into three sections:

- **Project Process:** Outlines the approach taken to complete the project and the design of the convening
- **Convening Results:** Documents the results of the meeting including feedback on the Common Agenda and themes for initiatives and priorities. Participants also indicated missing perspectives and further involvement interests.
- **Next Steps:** Overview of the steps to be taken as a follow-up to the convening.

In preparation for the convening, Strategy Arts worked with WOMEN'S WAY on a series of research activities from May to September 2017. This research began with an inventory of organizations working to address economic insecurity in the Philadelphia region. To explore best practices and evidence-based models of financial capability and wellness, WOMEN'S WAY conducted a comprehensive review of literature and interviewed leaders of initiatives in other cities. Strategy Arts conducted interviews with four women with lived experience to determine the current need for a collective impact initiative on women's economic security, and to obtain feedback on the Common Agenda. Strategy Arts also assisted WOMEN'S WAY in conducting interviews with service providers about the drivers of women's economic insecurity and gaps in the regional economic security system.

There were 4 major outcomes of this convening:

- Participants provided feedback on the Common Agenda to continue refining it into a finalized version.
- Themes emerged from the Collaborative Focus exercise which will be used to determine the shared priorities and initiatives. The top two themes that emerged were 1) Leadership/Mentoring/Job Development and 2) Financial Counseling/Coaching.
- Participants identified missing perspectives, including names and organizations when applicable.
- Each participant indicated if she/he would be further involved at the steering committee and/or work group levels.

Several appendices accompany this report: a terminology chart, the meeting participant list, the meeting agenda, the list of participant interest and the Strategy Arts collective impact graphic.

PROJECT PROCESS

RESEARCH

WOMEN'S WAY gathered information to frame their approach to developing the Economic Security for Women Initiative. The preliminary research included three questions:

- Who is doing work on economic security, especially for women and families, in the Philadelphia Region?
- What are the drivers of widespread economic insecurity for women and girls in Philadelphia and what are the gaps in the system?
- What is being done nationally and what models are they using?

WOMEN'S WAY conducted an environmental scan of the regional economic security system to identify organizations that are addressing economic insecurity in the region. In addition, a comprehensive review of literature and interviews of leaders in other cities were conducted to explore best practices and evidence-based models that work to eradicate poverty and promote financial capability and wellness.

Diane Cornman-Levy, with some assistance from Elizabeth Guman at Strategy Arts, conducted interviews with consultants and nonprofit providers regarding their insights on the issue. These interviews were conducted from June through September 2017.

Cindy Estremera (Strategy Arts) conducted four interviews with women who have at some point in their lives had experience with economic insecurity. The purpose of these interviews was to obtain feedback on the common agenda prior to distributing it at the first convening. These interviews were successful in affirming the issue, vision, and theory of change. The interviewees also identified drivers of widespread economic insecurity and system gaps.

This findings from preliminary research were compiled into a Research Summary that was distributed to participants in advance of the meeting.

CONVENING PREPARATION

In preparation for the convening, Strategy Arts met with a team from WOMEN'S WAY to draft a version of the common agenda to use as a starting platform for stakeholder feedback. The draft was based off the results of the preliminary research conducted by WOMEN'S WAY and Strategy Arts.

STAKEHOLDER INVITATIONS

The goal for the first convening was to bring stakeholders together who care about improving economic security for women in the Philadelphia region. WOMEN'S WAY wanted to have perspectives from the range of approaches that people and organizations are taking to address economic insecurity.



WOMEN'S WAY identified stakeholders who were doing work in each area across the continuum.

In addition to this range of perspectives, WOMEN'S WAY worked to ensure that the participants were cross-sector. This meeting included representatives from nonprofits, funders, businesses, and government.

A critical principle of collective impact is ensuring that the voices of individuals who are experiencing or have experienced the issue are part of building the collective structure and making decisions about action. WOMEN'S WAY was committed to building this perspective into the initiative from the beginning. Women who had experienced economic insecurity were part of the interview process, as mentioned above, and were also invited to be part of the meeting.

The full list of participants can be found in the Appendix.

MEETING PROCESS

The goal of the meeting included three target outcomes:

- Engage organizations in the collective impact initiative for women's economic security
- Obtain feedback from stakeholders about the Common Agenda
- Gain stakeholder input on priority initiatives for the collective

The meeting began with a welcome, an explanation of why WOMEN'S WAY decided to do a collective impact initiative on economic security for women, an introduction of participants and an overview of the preliminary research and collective impact methodology. The meeting was then designed to obtain stakeholder input through a series of structured conversations. The results of those discussions are outlined in the next section.

The last part of the meeting provided a preview of next steps and a request for participants to indicate their interest in continuing to be involved.

The meeting agenda, the collective impact diagram, and the list of participant interests can be found in the appendices.

CONVENING RESULTS

The results of the meeting discussions are provided below. At the beginning of each section, the process for gaining the results is outlined. There are three major categories of input the participants provided:

- Feedback on the Common Agenda draft
- Input on the most important areas for collaboration
- Suggestions on other perspectives that should be part of the collective

Participants also indicated their future interest in the collective, and that list is provided in the Appendix.

COMMON AGENDA

Based on the research conducted leading up to the convening, Strategy Arts and WOMEN'S WAY developed a draft for the issue statement (the problem the collective is addressing), the vision for the future and the overall theory of change. Participants worked in small groups to discuss the draft and provide feedback. All ideas were captured, even if there was not a group consensus.

The feedback comments were compiled and sorted into themes. They are provided below each of the draft statements for the three sections of the Common Agenda.

Issue Statement

A large amount of women in the Philadelphia region experience financial insecurity, which destabilizes their livelihood and impacts their families. Philadelphia has the highest poverty rate (26%) among the ten largest U.S. cities (US Census Bureau, ACS, 2015), and the city's largest demographic group living in poverty is women aged 25-34 (Data USA). Furthermore, of all households living in poverty, 48% have a female head-of-household (Pew Charitable Trusts).

While many women are head of households, they continue to carry their role as primary caregiver, which leaves them with little to no capacity to seek tools and resources that can proactively help them become more financially independent. Policies that affect pay equity, reproductive rights and health as well as workplace restrictions for women are systematic issues that contribute to growing disparities. When women are financially dependent upon broken and inequitable systems, they lack the ability to attain economic independence.

Description of Target Audience

- Needs to be more defined and complex (race, immigration, education, etc.)
- Fuller description of women at-risk (age, profession, situation, family, community, poverty level)
- Provide context for head of household (HOH)
- How does this address non-head of household or non-parents?
- Definition of target audience: Low and Moderate Income (LMI)? Financially secure but not prepared with assets for emergency, crisis, etc.?

- Who is the audience for this? If it's [internal], it's fine. If it's trying to convince [people externally] there's a problem, it's vague
- Acknowledging intersectionality and how the racial wealth gap compounds women's financial insecurity
- Impacts communities as well (1st sentence)
- Women who don't seek healthcare because they are HOH: -short maternity leave - refusal of chemo because of HOH
- 25-34 [year olds] starting career later in life
- Primary caregiver: not just children but elderly relatives and sometimes both at the same time

Type of Financial Instability

- Lack of basic needs means not [being] in a position to get or keep job
- Specifying freedom from burdensome debt
- What [is] financial instability vs. [what is] poverty?
- Behavior change and reframing women's engagement in the financial services system
- Recycled poverty
- [Is there a] correlation between high priority rates and single-parent HOH?

Systems

- Systemic¹ vs. systematic (on board with the fact that it is systemic)
- Larger political context missing (policies, e.g. healthcare)
- Family court is broken
- Marriage is problematic because [for some women] it is their form of economic security and [for others, it isn't]
- Level of urgency responding to current economic and political climate
- Policies should also include asset preservation
- Public awareness and education around programs and services

Shared Vision

All women² in the Philadelphia region attain economic independence³ for themselves and their families.

- It's good that it's broad
- Agency: who shares responsibility for the vision? ("All Philadelphians ensure that women and families attain economic independence")
- Is it too big? It's bold.

¹ The definition of this term can be found in the appendix section "Terminology."

² "All women" is defined as all women-identifying individuals.

³ "Economic independence" is defined as freedom from debt, government assistance, and dependency on domestic violence situations. Economically independent individuals feel in control of (rather than victimized by) money, are able to seize opportunities and make choices, and are financially resilient (able to absorb economic shock).

- Ambitious, great! Achievability?
- Allows for a lot of types of action
- How do we add who is taking action to make this change? How do men take responsibility to create change too?
- Assumptions built into the word “families”
- Needs to include race and education
- Shared vision needs to be more broad
- Specifically identifying an understanding of intersectionality in defining the shared vision
- Focus on LMI women only? What income levels are part of scope?
- Narrowing definition of women to a smaller subset? Or 2nd generation approach?
- Shouldn't have a fear of debt
- Feeling of being in control, informed, educated through financial literacy
- Move some language from footnote to Shared Vision unless reason is for Shared Vision to be brief
- Appreciate that families are included
- The shared vision statement is very inclusive as it, but it means that the usual women who feel excluded because they are in their communities taking care of their families are now to be included. It means us having to think of different or more innovative ways to bring them to the table. We need to be innovative to meet their needs—they aren't going to change to meet our needs.

Theory of Change

Cultivate an interdependent network that includes efficient, effective, and aligned products, services, and policies (new or existing) that enable women and families to optimize their lives by:

Stabilizing basic needs, including housing, family needs, food, and health

Increasing income and job advancement

Gaining financial capability⁴

Building, sustaining, and leveraging effective social networks

Building assets for sustaining long-term financial well-being

Systems

- Gender is a driver [pay gap]
- Living wage: What does it look like for different sectors of women?
- Include reference to systemic change

⁴ “Financial capability” is defined as a set of consumer outcomes that make a difference in people’s lives; for example, being able to meet monthly expenses, planning for the future, and choosing quality financial products.

- Reference to systemic change (coaching vs. counseling)
- Identify policy gaps preventing achievement
- Increasing income → living wage → creating effective pathways toward a livable and sustaining wage
- Removing policy barriers toward economic independence
- [Women who] age out of community support (centers, after school care) for 10-18-year olds

Direct Experience Inclusion

- Create a feedback loop to test the Theory of Change
- Include grassroots engagement to make sure it works
- Timing continuum for Theory of Change (are they interdependent?)
- Does “interdependent network” include people directly impacted?
- Weight of each item and relative impact
- Positive mentality in the language
- Dependence on community, community is rarer now. Social networks aren't as strong (lack of availability and lack of trust)

Career Development

- Educational attainment (in addition to job training) financial aid, mid-career resources
- Add women in leadership roles (encourage women to prepare and pursue leadership roles and careers)
- Is job advancement in tech sector → changing mindset → access digital literacy & virtual economy
- Women achieving things in the Theory of Change, helping other women (network bullet)
- Do I provide [or nurture]?: Working double shift⁵

Financial Education and Products

- Coaching instead of financial counseling
- Financial education and literacy
- Access to safe, affordable, and fair financial products and capital
- Add bullet on financial education/literacy, so women can understand the big picture financially
- Building and managing assets: Expose women to the idea of being financially independent at an early age

⁵ The definition of this term can be found in the appendix section “Terminology.”

COLLABORATIVE FOCUS

The following data consists of the emerging themes for the collaborative focus of the Economic Security for Women Initiative. These themes emerged from an exercise whereby meeting participants completed an independent activity answering the question:

What are the most important areas for us to collaborate on to make a significant difference?

Participants were asked to write down three responses that stood out to them most. Strategy Arts facilitated the *share out* where participants volunteered their top priority for collaboration. Other participants were encouraged to respond if they had a similar priority. Strategy Arts created lists of running themes as participants shared.

At the end of the exercise, participants were asked to vote on their top three priorities based on what was collected and the themes that emerged. The chart below is a list of the themes and a tally of the total votes for each one. Following the chart are the suggestions listed by theme.

Emerging Themes for Focus	Votes
Leadership/Mentoring/Job Development	17
Financial Counseling/Coaching	12
Integration	11
Stabilize Basic Needs (with Benefit Continuation)	9
Policy	6
Funding/Capital	4
Savings	4
Standards/Screening Tools	3
Social Network	3
Youth Financial Education	1

Leadership/Mentoring/Job development (17)

Job Training/Development

- Job preparedness and training—from entry-level through high-paying
- Better career on-ramp
- Job training/job advancement training
- Career development and training
- Creating career mentoring and advocacy
- Education for women’s career options and how to make those options a reality
- Innovate job development and entrepreneurship programs to achieve results faster

- Job training for low-skilled workers that combines supportive and paid work experience (partners—businesses, trainers, counseling/coaching)
- Entrepreneurship as basic knowledge for employees (in for-profit and nonprofit), not just business owners. Required for defining one's career path.
- Education and support for managers to provide supportive work experience for low-skilled workers
- Social mobility—connecting higher education and career advancement to entrepreneurship and wealth creation, long-term financial management (have people understand if their investment in school will pay off in their career financially)
- Pre-college financial counseling and job placement (addressing gaps: education and career pipeline)
- Teaching goal setting—establishing proper goals
- Lack of support for women seeking job/education training
- Self-employment training programs/microloans for entrepreneurs/job development
- Create more and better jobs and help our target audience get them
- Lack of support for women transitioning from low to high paying careers
- Access to and increase in opportunities:
 - Economic
 - Training
 - Apprenticeships
 - Educational and career pathways that provide living wage and upward mobility

Leadership Development

- Developing grassroots leadership so women directly engage in advocating for their own needs
- Leadership development at a young age
 - Building confidence
 - Recognizing a healthy sense of self-worth
 - Establishing social independence
 - Identifying strong role models
- Up and coming women leaders program in the workplace—preparing, developing and coaching female leaders up the corporate ladder by increasing women in executive level positions by 40% over the next 3 years

Financial Counseling/Coaching (12)

- Access to financial counseling
- Financial coaching with agreed outcome metrics
- Financial health awareness—a common (simple) assessment designed to raise awareness as to one's assets linked to public service awareness campaign re: women and money

- Financial education services for women to focus on here and now and then graduating to future (reliable/ethical)
- Financial literacy workshops in poverty-level households for women and families
- Compiling resources available through organizations that women can access when a crisis hits
- Education and access to education (financial literacy)
 - Incentivize women to access the education
- Health awareness for low-income women and girls (partnerships in under-served communities)
- Financial literacy programs
- Financial literacy and credit to achieve financial independence

Integration (11)

- Creating seamless integration of financial education and access to capital services for women as they grow in capability
- Make financial coaching available to every woman in Philadelphia region by integrating it into service delivery city-wide
- Financial health coaching through relevant channels (church, school, work, etc.)
- Create “one stop” financial centers that are focused on financial capability for “all”
- Cross-sector education, focus on collaboration
- Financial coaching/counseling that emphasizes non-crisis money management skill building
- Offering combined services for women to address and assess multiple issues—financial, health, family
- Financial advising integrated into all services not as a stand-alone service
- Develop a strategy to help women connect to programs and services across organizations and enhance providers’ capacity to communicate to each other and share resources
- Improve coordination between all services, products, policies, etc.

Stabilize Basic Needs (9)

Basic Needs

- Expand safe, secure affordable housing options (30% of income) that remain affordable long-term to meet basic needs for shelter
- Stabilizing basic needs within a targeted community
- Access to supportive services: housing, food, behavioral health, and health and wellness (streamline access)

Benefit Continuation

- How to secure benefit⁶ continuation (housing, medical, child care, etc.) after employment so women can feel secure and focus on the job and not other things, i.e. 6 months to a year of benefit continuation and measure success of staying out of poverty
- Ensuring and reinforcing safety net of public benefits and income supports

Policy (6)

- Help number of women earning a living wage to have credit, buy a home, have choices in life via partnerships, collaboration and support systems
- Increasing wages to living wage for single parent families and encourage health benefits to improve stability
- Hold businesses accountable for providing living wages
- Address policies and practices related to business and economic development in Philadelphia to minimize the risk of worsening economic disparities
- Support for better policies for women and support for more women politicians
- Advocacy to support fair financial services and education on consumer matters including understanding financial marketplace systems
- PA Family Court reform: to ensure more equitable distribution of assets and provider/primary care giver responsibilities
- Support for better policies for housing affordability which supports financial security

Funding/Capital (4)

- Change the way philanthropy works—move to collaborative and long-term funding, allow for learning (failures)
- Is there a social enterprise that could generate ongoing funds to support continual work?
- Connecting capital organizations to build an asset pool accessible to women in business
- Impact investment options

Savings (4)

- Children's savings account (at risk—like they do in San Francisco)—gives children and parents hope
- Facilitate savings and asset building—savings for emergencies and assets, e.g. home, education, business, care and retirement, ideally at same match
- Employer assisted savings and debt payment programs and financial health savings account (to address drivers of no safety net and no financial management skills)

Standards/Screening Tools (3)

- Maybe new criteria that resources/service providers can all agree to which then helps them include starting women entrepreneurs (all kinds)

⁶ The definition of this term can be found in the appendix section “Terminology.”

- Determine a common set of financial health metrics that are shared across different sectors and through which providers from different sectors can each be held accountable
- Common economic (in)security evaluation tool
- Asset building defined broadly that addresses Cliff Effect⁷ and doesn't prescribe use of funds e.g. matched savings
- Women on welfare—welfare to work programs should be involved in this initiative
- Create standards for financial literacy to be used for data and programs that have proven for mobility increase

Social Network (3)

- Implement initiatives with women and families in their community context in mind (social media)
- Create mentorship/social networking groups so that women don't feel alone throughout the process
- Ensuring inclusion of voices into the theory of change so that the collaboration pivots in partnership rather than driving theory to practice

Youth Financial Education (1)

- Start the financial health education/awareness earlier in life, e.g. high school, maybe middle school
- Financial literacy and education in high school for young ladies

Financial Products (new theme emerged after convening)

- Understanding credit
- Increasing financial products and cooperation from banks (i.e. savings, loans)
- Developing more loan opportunities for those with low credit connected to savings and long-term stability
- Credit support for low-income women to become homeowners

⁷ The definition of this term can be found in the appendix section "Terminology."

MISSING PERSPECTIVES

As a final exercise, participants were asked to consider which perspectives were missing from the current group that would provide a broader understanding of the system causing economic insecurity for women. Participants were asked to provide a specific organization or person, if they had one, and to list her/his name if she/he could be a contact for that person.

The responses were sorted into categories and are listed below:

Business/Employers

- Human Resources – Philadelphia Society of Human Resource Management (Emeka Oguh)
- Employers
- Corporate leaders and HR departments
- Employers/hiring managers (at companies who tend to hire from target population)

Workforce Development

- Peirce College—higher education and workforce training for adult learners (Markita Morris-Louis can make an intro)
- Training partners
- Public workforce system

Higher Education

- Higher education institutions
- Higher education
- Research/higher education

Banking/Finance

- Major banking institutions – community reinvestment/development officers
 - Stephen Briggs: Wells Fargo
 - Monica Birch: Citizens Bank
 - Paige Carlson-Heim: TD Bank
- Some of the larger banks (PNC, CapOne, etc.)
- Vanguard

Policy

- Policymakers and elected officials
- Policymakers—local and state
- City and state government
- State treasury, city treasury, maybe federal treasury

Childcare

- Foster care system (DHS/CB Community School) (Adam Landau)
- Child care sector
- PHMC – Natalie Renew: childcare, pre-K, parent-child engagement (Markita Morris-Louis can make an intro)

Housing

- Housing agencies (PHA, OHS)

LGBT

- LGBT community
- William Way Community Center
- Trans women orgs? William Way Center
- Trans: Alison Gerig at Therapy Center of Philadelphia
- LGBT involvement—Perry Monertreo (Donna Duncan)

Immigrant

- Miriam Enriquez – head of Immigration Services in the City

Providers to include

- Lutheran Settlement House
- APM/Congreso
- EITC folks – Campaign for Working Families
- Black Women Give (funding collaborative)
- Project HOME (Jennine Miller)—homeless women
- Chester County Fund for Women & Girls
- Philadelphia neighborhood centers in key areas
- CCTC – caregivers involved with trauma and using a trauma-informed approach
- Other POC (people of color) and immigrant groups
- POC and immigrant women: Juntos, New Sanctuary Movement
- Women shelters

Target Audience

- Women who are in the target market of low income/poverty
- The women we're trying to find solutions for

General

- Diversity and inclusion experts (e.g. Blue Door Group)
- Preferable: man and woman teams
- Women social networking groups

NEXT STEPS

Following the convening, WOMEN'S WAY will be working with Strategy Arts to take the following steps:

- Complete and distribute a meeting report (this report)
- Continue the research effort, with recommendations from participants
- Lead an Initial Steering Committee through a series of meetings from October through December to:
 - Finalize the Common Agenda
 - Determine the initial priorities in conjunction with WOMEN'S WAY
 - Identify focus areas for work groups
- Form work groups with those stakeholders from the initial convening who expressed interest and complete outreach to other stakeholders to broaden the perspectives in the collective
- Develop Phase II of the Community Engagement Plan to continue to ensure that women who have the lived experience of economic insecurity are an integral part of the collective

APPENDIX: TERMINOLOGY

<p>BENEFITS</p> <p>Source: Wikipedia</p>	<p>In the United States, depending on the context, the term ["benefits" or more commonly] "welfare" can be used to refer to means-tested cash benefits, especially the Aid to Families with Dependent Children (AFDC) program and its successor, the Temporary Assistance for Needy Families Block Grant, or it can be used to refer to all means-tested programs that help individuals or families meet basic needs, including, for example, health care through Medicaid, Supplemental Security Income (SSI) , and food and nutrition programs (SNAP).</p>
<p>CLIFF EFFECT</p> <p>Source: Circles USA</p>	<p>An unintended consequence which occurs when assistance programs remove benefits faster than people can earn enough income to replace them. Thus, an increase in a family's income can actually worsen their financial situation and make it more challenging to achieve economic self-sufficiency. This dynamic results in many women refusing pay increases, thereby keeping them in a state of financial dependence.</p>
<p>COLLECTIVE IMPACT MODEL</p> <p>Source: Collaboration for Impact</p>	<p>A framework to tackle deeply entrenched and complex social problems. It is an innovative and structured approach to making collaboration work across government, business, philanthropy, non-profit organizations and citizens to achieve significant and lasting change.</p>
<p>COMMON AGENDA</p> <p>Source: Collective Impact Forum</p>	<p>A document that reflects the participants' shared vision for change, which includes a common understanding of the problem and a joint approach to solving it through agreed upon actions.</p>
<p>ECONOMIC EMPOWERMENT</p> <p>Source: OECD</p>	<p>The capacity to participate in, contribute to and benefit from growth processes in ways that recognize the value of their contributions, respect their dignity, and make it possible to negotiate a fairer distribution of the benefits of growth.</p>
<p>ECONOMIC INDEPENDENCE</p> <p>Source: WOMEN'S WAY</p>	<p>Freedom from debt, government assistance, and dependency on domestic violence situations. Economically independent individuals feel in control of (rather than victimized by) money, are able to seize opportunities and make choices, and are financially resilient (able to absorb economic shock).</p>
<p>FINANCIAL CAPABILITY</p> <p>Source: Center for Financial Inclusion</p>	<p>The combination of attitude, knowledge, skills, and self-efficacy needed to make and exercise money management decisions that best fit the circumstances of one's life, within an enabling environment that includes, but is not limited to, access to appropriate financial services.</p>
<p>FINANCIAL HEALTH</p> <p>Source: What It's Worth</p>	<p>Effective management of day-to-day finances, financial resilience (ability to absorb various levels of economic shock) and capacity to seize opportunities.</p>

<p>FINANCIAL WELL-BEING Source: What It's Worth</p>	<p>Financial security and freedom of choice, in the present and the future.</p>
<p>HEAD OF HOUSEHOLD (HOH) Source: Turbotax</p>	<p>Head of Household: As a tax filing category, to file as head of household, you must: Pay for more than half of the household expenses, be considered unmarried for the tax year, and you must have a qualifying child or dependent.</p>
<p>LEADING MARKETS INDEX Source: NAHB</p>	<p>The Leading Markets Index is an economic indicator that identifies markets that are now approaching and exceeding their former normal levels of economic progress.</p>
<p>SHARED PRIORITIES Source: Strategy Arts</p>	<p>In the Collective Impact model, these are the strategic goals agreed upon by the stakeholders in the collective as being the most important areas for focus based on the theory of change. This is a section of the common agenda.</p>
<p>STAKEHOLDER Source: Strategy Arts</p>	<p>An individual or organization that is impacted by the work of the Economic Security for Women Initiative or can influence its success. It includes all the partners actively engaged in the work of the initiative, but also includes:</p> <ul style="list-style-type: none"> • Persons with lived experience • Policymakers • City leadership • Staff and other stakeholders from partner organizations • Funders
<p>STEERING COMMITTEE Source: Strategy Arts</p>	<p>The oversight body for the work of the Economic Security for Women Initiative. The steering committee should oversee the work of the work groups and ensure their alignment with the common agenda.</p>
<p>SYSTEMIC Source: Merriam Webster</p>	<p>Affecting or relating to a group or system, instead of its individual members or parts. Not to be confused with 'systematic' which means 'methodical.'</p>
<p>THEORY OF CHANGE Source: Strategy Arts</p>	<p>The suggestion for how change will happen so that the vision will be realized. This is a section of the common agenda.</p>

<p>THE SECOND SHIFT Source: Arlie Hochschild</p>	<p>Coined after Arlie Hochschild's 1989 book, the term "second shift" describes the labor performed at home in addition to the paid work performed in the formal sector.</p>
<p>VISION OF THE FUTURE Source: Strategy Arts</p>	<p>The aspirational future state that the stakeholders are collectively working to realize. This is a section of the common agenda.</p>
<p>WOMEN Source: WOMEN'S WAY</p>	<p>All women-identifying individuals.</p>
<p>WORK GROUPS Source: Strategy Arts</p>	<p>The entities under each initiative (and its steering committee), that are organized around a priority area articulated in the common agenda.</p>

APPENDIX: PARTICIPANT LIST

A list of the individuals and organizations who were invited to attend the first convening.

Organization Name	Type	Individual's Name & Title
ARB Construction	Business	Joana Harris, Owner*
Campaign for Working Families	Nonprofit	Mary Arthur, CEO* Kennth Haubert, Director of Asset Development*
Career Wardrobe	Nonprofit	Sheri K. Cole, Executive Director
Children's Crisis Treatment Center	Nonprofit	Taina Estremera, Assistant Director Outpatient Services
Clarifi	Nonprofit	Markita Morris-Louis, Senior VP & General Counsel
Communally (formerly Solutions for Progress)	Corporate	Christopher Jacobs, CEO
CORE Scholars Foundation	Nonprofit	Donyale Reavis, Executive Director* Naomi Nelson, Executive Assistant
Entrust Financial LLC	Corporate	Joslyn Ewart, Founding Principal
Episcopal Community Services	Nonprofit	David Griffith, Executive Director* James Burks, Director of Workforce Development
Fulton Bank	Corporate	Max Tabak, Relationship Manager, VP* Jennifer Brower, Community Outreach Officer*
Girl Develop It	Nonprofit	Corinne Warnshuis, Executive Director
MakeMi Cakes	Business	Marian Dossou, Owner
Linda Creed Breast Cancer Organization	Nonprofit	Donna Duncan, Executive Director
Mayor's Office of Community Empowerment & Opportunity	Government	William Hall, Financial Empowerment Program Manger*
New Century Trust	Nonprofit	Carey Morgan, Executive Director

PeopleJoy	Corporate	Emeka Oguh, Founder & CEO
Permit Capital	Corporate	Adam Landau, CEO & CIO
Strategic Clarity Advisors	Corporate	Ellen Marshall, Principal
The Enterprise Center	Nonprofit	Seulky McInneshin PhD., Executive VP
Urban Affairs Coalition	Nonprofit	Jojoy Varghese, Director of Community & Economic Development* Kalie Wertz, CED Program Coordinator
Women's Community Revitalization Project	Nonprofit	Nora Lichtash, Executive Director* Christi Clark, Organizing Director Staci Moore, Co-Chair of Board
Women's Opportunities Resource Center	Nonprofit	Lynne Cutler, Executive Director
Women's Resource Center	Nonprofit	Cheryl Brubaker, Executive Director
Year Up	Nonprofit	Steve Evans, Director of Development Melinda Brown, Year Up Site Director
		Ursula Van Brunt*

*Unable to attend first meeting 10/9/17

WOMEN'S WAY

Diane Cornman-Levy, Executive Director
 Jessica Muslin, Operations Director
 Mary Scout, Controller

Cynthia Ritter, Board Member
 Camille Nickow, Project Manager
 Valerie Roiz, Intern

Strategy Arts – Meeting Facilitators

Elizabeth Guman
 Cindy Estremera

APPENDIX: MEETING AGENDA

WOMEN'S ECONOMIC SECURITY COLLECTIVE IMPACT CONVENING

October 9, 2017 12:00-3:00 PM

123 S. Broad Street. Justice Roberts Room, 28th Floor

MEETING OUTCOMES

- Engage organizations in the collective impact initiative for women's economic security
- Obtain feedback from stakeholders about the Common Agenda
- Gain stakeholder input on priority initiatives for the collective

AGENDA

Please come at 11:45, lunch will be provided – we will start promptly at 12

11:45 – 12:00 **LUNCH**

12:00 – 12:35 **OPENING AND INTRODUCTIONS**

Laying the foundation for a productive meeting

12:35 – 1:20 **OUR COMMON AGENDA**

- Review the Common Agenda and gain further stakeholder feedback
- What is the problem we are addressing?
- What is our vision?
- What is our theory of how change will happen?

1:20 – 1:30 **BREAK**

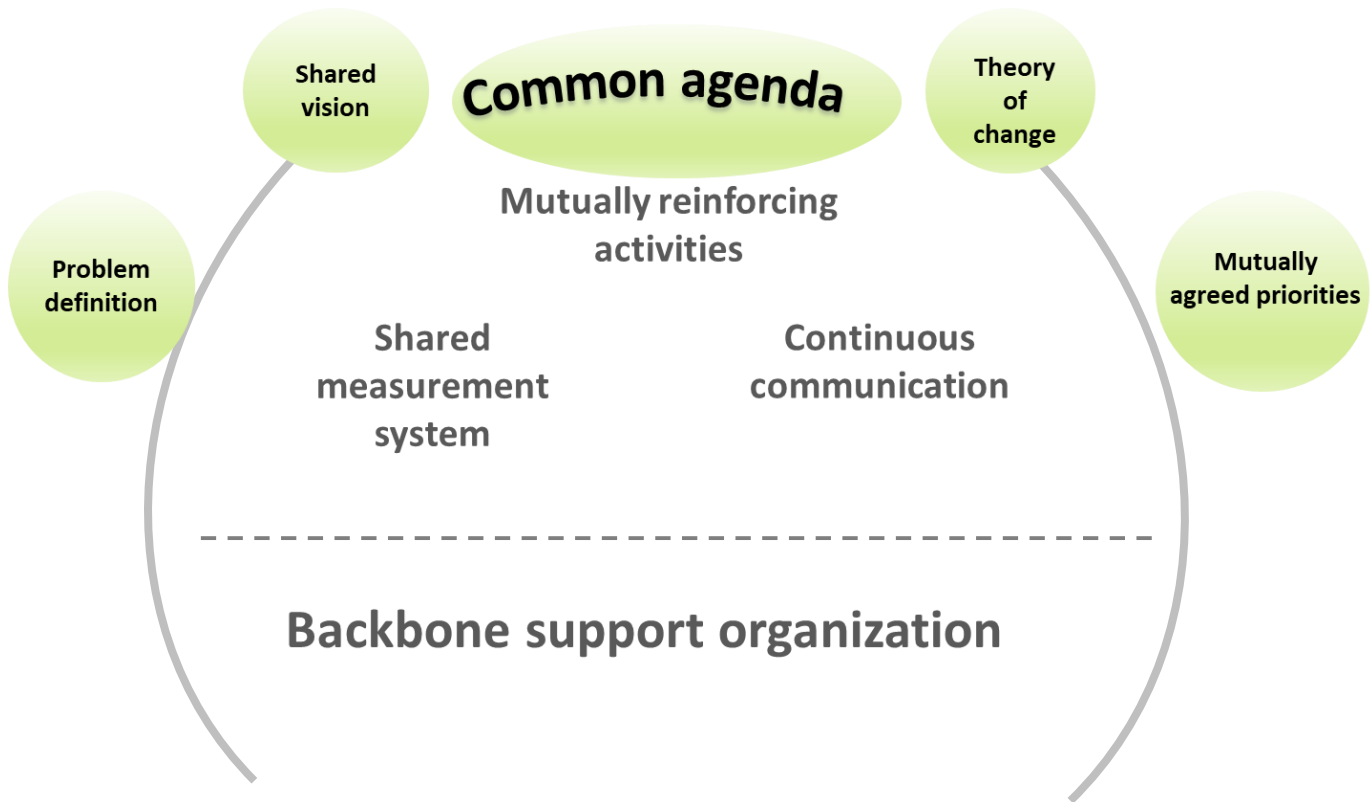
1:30 – 2:50 **COLLABORATIVE FOCUS**

Brainstorm priorities and identify the most urgent areas for focus

- Brainstorm top three priorities based on the Common Agenda
- Report out Shared Priority Idea results

2:50 – 3:00 **NEXT STEPS AND MEETING CLOSE**

APPENDIX: COLLECTIVE IMPACT COMMON AGENDA



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APPENDIX: PRELIMINARY RESEARCH SUMMARY

THE REGIONAL ECONOMIC SECURITY SYSTEM: PRELIMINARY RESULTS OF RESEARCH

WOMEN'S WAY conducted a series of interviews and reviewed current research focused on the regional economic security system. We spoke primarily with providers in the field who are helping people address economic insecurity, as well as with women who have themselves experienced economic insecurity. Below are the results and findings from our research. We intend to continue building our collective understanding of the system so we can make informed decisions on how to make systems-level change.

Drivers of Economic Insecurity for Women

We asked what interviewees saw as the main causes of economic insecurity for women in the Philadelphia region.

- Insufficient income (stagnant wages)
- Lack of financial management skills coupled with an increasingly complex marketplace that requires savvy to navigate successfully
- Lack of safety net savings/no room for mistakes
- Poor credit scores in a system that uses credit scores as a “screen” – prevents access to capital (and sometimes jobs and housing); lenders rely on outdated scoring models that aren't inclusive of alternative data sources or over-emphasize settled claims and judgments
- Predatory lending practices and lack of access to good banking options
- Skyrocketing student loan debt
- Shift of the defined benefit plan/pensions and subsequent reliance on individual retirement accounts
- Lack of access to capital (for women of color in particular, capital from social networks is often tapped out) and short investment cycles, which can discourage women from seeking loans for ventures
- Unplanned pregnancies and single motherhood at a young age; or unmarried women who are increasingly head of household where a partner is not able to attain gainful employment
- Inability to financially rebound after an extraordinary medical payment (research shows that after such a payment, women experience significantly more revolving credit card debt than men)
- The Cliff Effect: As earnings increase, families lose benefits, making it difficult to reach financial security even while working or earning more. This results in many women refusing pay increases.

Gaps in the System

We asked interviewees what they saw as major gaps in the system preventing women from achieving economic security.

- Poor understanding of who is doing what in the region; need for a landscape analysis specifically to determine which organizations are employing behavioral economics and human-centered design
- Lack of supports for savings; need for more match savings and IDA programs, as well as emergency savings programs (often programs are only for education or retirement, disempowering women from determining the most productive use of savings for their families)
- Lack of access to low interest loans
- Lack of sufficient & efficient options for financial education
 - Need for more Financial Empowerment Centers/ financial coaches
 - Need for more integration of financial counseling services into service delivery citywide
 - Need for greater use of technology to expand access to financial education/counseling services
- Lack of a standard screening tool to determine clients' needs along continuum of economic security
- Lack of a common set of financial health metrics that are shared across different sectors and that hold providers from all sectors accountable
- Weak pipelines for girls and women entering high-paying careers, especially in male-dominated industries
- Lack of support for women seeking job training/education to transition from a low- to high-paying career
- Lack of support for women-headed households transitioning away from public benefits, including subsidized housing and other supports

Best Practices

We identified the current best practices guiding the work in the region:

- Tailor program and coaching based on the individual needs of the client and where they are along the continuum of economic mobility (e.g. debt reduction, credit repair, access to public benefits, a simple bank account, knowledge and know-how to navigate financial systems)
- Build financial capability⁸ rather than financial knowledge in order to achieve lasting financial well-being. This requires a long-term behavior change.
- Recognize that achieving financial security is a dynamic process in which each component contributes to the next, and to the household's overall ability to become financially stable

⁸ "Financial capability" is defined as a set of consumer outcomes that make a difference in people's lives; for example, being able to meet monthly expenses, planning for the future, and choosing quality financial products. It represents a more holistic, sophisticated, cross-sector and data-driven set of approaches to help people and their families achieve lasting financial well-being.

- Realize that the design of products and services, the delivery structures and platforms, and financial incentives and regulatory protections matter just as much as an individual's actions in achieving financial well-being. Align people, systems and policies towards a common goal.
- Invest in children and embrace a "two-generation" approach; work with both adults and children in ways that contribute to their financial stability

On the following page, we have included a chart which is a visual depiction of what we heard about the various approaches to change that make up the overall landscape, and how these approaches related to one another.

Theory of Change for Economic Security

