

In November 2016, our colleagues in community action from the OEO and CSA days and a few younger people were asked to brainstorm: “What Should Community Action Be Doing Now?” Here are their unedited responses. This is the start of a discussion, not the end.

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From: Larry Lillis <larrylillis42@gmail.com>
Date: December 16, 2016 at 10:50:15 AM PST
To: Jim Masters <jmasters@cencomfut.com>, Charles McCann <charles@markmccann.net>
Cc: John Johnston <john@jcjcllc.com>, Richard Sumpter <richardsumpter@yahoo.com>, John Buckstead <jbuckstead@outlook.com>
Subject: Re: What now? Community Action needs your advice

Hey, I agree with Charles. It is easy(most of the time) for us to be able to look and talk from our issues, our feelings, our commitments, the voices that called us, and all of the other things in the 60's 70's+++ that helped form our commitment to Community Action and for it to remain meaningful in the question of poverty and other issues in our country. We were committed and we came along at a time you were committed or got committed to something, The War, Poverty, Civil rights, Peace Corps, student rights, etc etc etc. And I do feel that younger people in our Country down through the youth didn't have as strong of a push as we had, or the openness to ideas or rally around issues in the same manner that we were involved in. And we may want to think that it was mostly within ourselves but we did have the issues, we still had enough of the dreamers within us, we wanted to get engaged, we didn't have all of the distractions that people have now, we wanted to join in not to be isolated and to relate electronically from a distance without involvement. And this is not putting the youth of today down but just agreeing that they go about all of these questions differently then what we had a strong relationship to and desire to act.

Getting the issues of the youth out in the open and with involvement by the youth is what is needed. But what should be done or how it should occur is tough. And if they do get issues that they support, it may or may not have something to do with Community Action. But having a group to try to incorporate in a partnership is better than standing around a rubbing our hands together. So the Answer is clear, Jim organize the Youth of America. What I have learned this year is that is an issue that I need more help and luck with. But it has to occur in the local areas, that I am positive about.

Sorry that this probably won't help much, but again, Charles is right on. Merry Christmas to all, and good luck with this conference.

Larry

From: "Charles McCann" <charles@markmccann.net>
Date: December 16, 2016 at 7:54:24 AM PST
To: "Jim Masters" <jmasters@cencomfut.com>
Subject: Re: What now? Community Action needs your advice

Hi Jim,

This is stream of consciousness without much revision or clarity of thought; please spare me embarrassment. In the eight CCAP study groups I lead, I set aside thirty minutes for election discussion about any concerns for Community Action Movement and our constituencies. Yes, they are concerned. But when we got to the part about what they were going to do about it, typical answers were stay out of trouble, put more eggs in the Bradley basket, be glad that we have represented ourselves as bipartisan, do jobs well (more public charity services?), and keep careful watch on what happens. One of my friends to whom I forwarded your message told me "glad best minds are working on it."

In 1973, we were proactive with the lawsuit and prevailed. In 1981, we were proactive (and Johnston clever) with analysis of CSBG Act and prevailed (although the idea that block grant was Trojan horse has merit). In early 1990s, we were proactive with ROMA and prevailed (although it was never implemented as I thought it would be). Point is that we were proactive, rather than keep careful watch on what happens.

So who is talking about being proactive now? Masters, Johnston, Lillis, Sumpter, *etc.*, those in the first generation of leadership and a few others. And in 2026, I suppose we will be pounding tables with our canes while everyone else watches to see what happens. I will be 83. Parachuters into Community Action usually arrive with management and leadership skills, but too often they see Community Action as a job. Why wouldn't they? They were called by a job announcement in the paper, and nothing in their orientation suggests otherwise. (We could probably help improve orientation.) I was called, literally, by President Kennedy. I see Community Action as a calling. Big difference between job and calling. Many parachuters "get it" and begin to transform, but many others do not, and I fear many of them are in state offices (leadership)(stifle local advocacy efforts)(keep us weak and not focused on what is important)(the Trojan horse).

All this to say, I think we in Community Action must be proactive, we can't just watch because others are not going to save us; we must save ourselves, and the younger ones must be a big part of doing that. So I wish we did a better job of helping them complete their transformation from seeing Community Action as a job to seeing it as the true calling it is. And something worthy and important to take risks for and to fight for.

And, by the way, last president who announced we would be shut down was President Obama. And Jeannie and others were proactive, and we prevailed.

All the best, Charles

Dr. Betsy Morris

As for other ideas, there is one other important consideration, with climate change/disaster planning (take your pick).

Despite long-term Republican climate denials, NASA, USDA, EPA and are all doing their best to document likely scenarios and impacts from climate change, and in some cases like the military have their own strong incentive to get out of fossil fuels. It's pretty bad. Floods, fires, extreme weather events like prolonged heat waves, are all well predicted. Renter households got massively displaced in Lake County which lost 2000 homes from fire a couple years ago. Any new buildings will be more expensive, unless there are advocates thinking ahead.

CAAs that provide emergency shelter and food banks, child-care, health services, family outreach, may be well poised to convene disaster planning and lead disaster response in rural counties with few other institutional actors.

Thanks for asking. Good luck!

FROM: Betsy Morris, Planning for Sustainable Communities
TO: Jim Masters, Center for Community Futures
DATE: December 19, 2016
RE: Reconsidering Anti-Poverty Policies and Programs Post-Election

At the national level - Reframe poverty and helping the poor in terms of income inequality and its increasing drag on local, regional, and national economies.

Talk up guaranteed annual income solutions. Both far right Republicans and progressive Democrats were starting to talk seriously about this; from what I can tell Trump has confused and distracted everyone .

Locally, work more closely with homelessness groups and homebuilders to share one story about the widespread shortage of housing around the country for people in the bottom third and document the pipeline from low incomes, poorly paid, unstable jobs to children failing in schools due to constant moves and actual homeless. When low-skilled rural folks move to follow jobs elsewhere ,they end up homeless or spending too much of their income premium on high cost of housing.

Expand wherever possible, options for very low cost, low-carbon portable housing, that low-income people can take with them into areas with higher housing costs.

Expand local wealth retention strategies in housing and job markets

- Challenge local counties and towns to open up land for mobile home cooperatives and cooperatively managed RV villages on land owned by community land trusts.

- Around the country, churches and local charities are spearheading tiny home villages for the homeless and low-income, particularly singles and couples. There are several dozen I've documented, but I stopped counting last June.
- Challenge HUD's current policy not to finance "temporary dwellings" such as RVs and portable tiny homes, only "permanent housing."

At the local level – consider the benefits and damaging role of the underground drug economy in rural America. Damage to children, young adults, the high costs of prison terms, pressures put on grandparents, all of this may be a unifying theme even among white evangelicals.

- Does legalizing marijuana growing benefit local economies? Can legalized growers become allies to CAA for those who are not benefiting from the drug economy? Will factory farming take over the small independent growers as they have done with traditional family farms? Are drug profits available for investment in new kinds of very low cost and low-carbon housing and transit.
- Promote construction of "self-employed/cooperative" housing on the same favorable financing and flexible codes currently applied to farmworker/employer housing in rural areas.
- Promote policies generational shift of retiring local commercial landlords toward cooperative or community land trust ownership to ensure future increases in rent benefit the local economy not global investment syndicates.

BACKGROUND THOUGHTS AND CONTEXT

Economists have documented massive wealth transfers and the rapid growth in economic inequality. This inequality is not a moral issue like poverty nor a minor side effect of free markets. Income inequality and concentration of wealth puts notable drag on net growth of markets and on government budgets and therefore taxpayers. Here's Joseph Stiglitz (out of the conservative U of Chicago faculty) who won the Nobel prize in 2007 talking about it.

<https://www.youtube.com/watch?v=GYHT4zJsCdo>

Income inequality will continue to grow. The writing is already on the wall. **The Bay Area economy (and by extension, the US economy overall) has peaked and is on the decline in terms of the creation of new stable middle-income jobs.**

The Bay Area is among the wealthiest and most economically mobile regions in the country. People from low-income households have had a better than average chance of moving up the income ladder here. But, the Center for Continuing Study of the California Economy, and its client, ABAG, looked at long-term trends in job growth across all sectors. In reality, low-income earners without college degrees have only a tiny fractional chance to enter middle-income jobs, because competition for these is growing; such jobs are a shrinking portion of the economy.

ABAG now projects that more than half of all households in the 9 county Bay Area will be low-income by 2050. If low-income is the norm, poverty can't be far behind. (Data from the

California Center for the Continuing Study of the California Economy, a more or less market-oriented think tank headed by Stephen Levine.

It gets worse. Wage income is only one variable in escaping poverty. Housing is also key, maybe even more so. Much of the boom in real estate prior to 2007 was in second homes. Developers will acknowledge that 80% of new supply has been aimed at the top 20% of the market for many decades.

The real estate sector appears to be the largest driver of increasing wealth inequality in the US now – not profits in the technology sector, or globalization of manufacturing jobs as assumed to date. A white paper by Brookings in 2015 took a closer look at Piketty's analysis to make these conclusions (not yet refuted that I know of). On the one hand that's due to the still relatively wide spread of homeownership, which is good, but there is a rapidly growing concentration of real estate assets into institutional and international investors in the wealthiest parts of the country (think hedge funds selling shares in rental backed securities of the same obscurity as the shaky mortgage-backed securities that failed so spectacularly last time around).

One indelible result: No county in the US let alone California, has enough housing units affordable for households at 30% of AMI. This is true rural and poor, urban and rich counties. The US county average is only 23% meaning poor people cannot compete and have no options, and that many working families are poor because more and more of their incomes go to housing. I'd like to see evidence that any savings in health insurance were realized, after housing costs are accounted for. With the majority of people at or below median incomes paying more than they can afford or doubling up or going homeless or living in unsafe/substandard housing, there is no way to meet demand under current policies and programs.

Gary Stokes (was at MICA and Move the Mountain)

Jim, The CAA world has to move into the big data era if it wants to be at all relevant.

CAAs have a mountain of data, but must use it to describe the millions of people who come in the door. Who are these people, what are their challenges, and what works when we intervene?

Currently, CAAs simply report required data (a small proportion of the data they have) to funders. To have some political power, CAAs have to see data as their great treasure, then engage staff and board in analyzing the data in order to innovate and to lead community engagement.

The interest in and use of data will require organizational transformation. Currently, for instance, most CAA staff and Boards never discuss poverty, never look at data, and never develop plans based on data.

Another related step must be to determine what works to get people out of poverty. CAA national and state leaders told me last year that they cannot say what works.

Best wishes and good luck with your leadership development. Gary

Hi Jim,

I think one could argue that during the 1960s the Community Action Program, coupled with the other domestic policies of that era, made a major contribution to reducing poverty in America. In subsequent years those policies came under continual attack and other national priorities (like war and corporate welfare) competed with them for priority attention. After 45 years on this path (of effectively reordering our nation's attitudes and priorities, we finally arrived at a level of economic disparity in America that could no longer be totally ignored....but we have yet to come to grips with what to do about it.

I realize this is an oversimplification but perhaps it would be a useful discussion to have at the end of your presentations. I would suggest three threads:

1. First I would accept Charles McCann's description of "where" CAAs are. If you get into much of a discussion about how they got there, many people will be turned off because as (my memory fails me here) the cartoon character said: "we have met the enemy and he is us." Nevertheless, as Charles reports, "...when we got to the part about what they were going to do about it, typical answers were stay out of trouble, put more eggs in the Bradley basket, be glad that we have represented ourselves as bipartisan, do jobs well (more public charity services?), and keep careful watch on what happens. One of my friends to whom I forwarded your message told me "glad best minds are working on it." I interpret this, as an abdication, on the part of Community Action employees, of any responsibility to actually do anything. Let's face that fact. **There is insufficient leadership across the board at the CAA level to be "proactive" on this issue.**
2. Secondly, public policy is about politics and the CAAs and NCAF have been fighting an effective "rear-guard" action to preserve the "agencies" since the mid 1970s. To accomplish this they had to "stay out of trouble, put more eggs in the Bradley basket..." In other words, they had to sacrifice the mission of community action to save their agencies/jobs. I recently read an article that pointed out that "it takes a big shock to create the right political situation, but it is the **underlying politics that change things.**" **And that's the fundamental lesson that must be learned.** But we know that CAAs have been conditioned (as have federal employees) to give up their citizen duties of being political activists.
3. So this is my third point—what to do. Focus on "the few." Find the few, and I would look for them among the CAA workers who are getting ready to retire or otherwise leave the ranks of CAA employment, and form a new group. CAA employees who do have some passion and who do want to make a difference should form a new initiative. Call it a transition into retirement. Scores of CCAP and other CAA folks retire every year and they are no longer constrained by the "rules." Let's get these folks to find candidates or become candidates for public office. These folks have excellent local, state, and national connections. They have a pretty good idea about how the system works and doesn't work. See if some of them are interested in really being relevant once they are freed from their political constraints.

Trying to make a difference.

John Buckstead
5555 Montgomery Drive N-104
Santa Rosa CA 95409 707-579-6869

Jim et al;

Here at CAPSonoma we have recently set up a board Public Policy and Advocacy Committee for our public sector board members to rally around regarding public policy and education of electeds at the city, county, regional, state and federal level. Any words of wisdom on our best way to move forward?

Tim Reese
CAP Sonoma

(Tim formed a working group to assist them.)

Hi Jim,
Thanks for your efforts!
in case you haven't been following some article threads in Wired Magazine, check out the attached article, and this link:
<https://www.wired.com/2016/10/google-lab-thats-building-legion-diverse-coders/>
A coding program could be added to a CA lineup, with guest teachers and volunteer presenters.
I am also in favor of programs in gardening for food production.
Best regards,
Arlie Haig
CAPSonoma County BoD

Jim to various:

Recall that Richard Nixon tried to impound the OEO appropriation in 1973. Charles Braithwait and Bob Coard led the fight that ultimately had more than 100 CAA's join the lawsuit against the President of the United States that resulted in – victory.

Federal Judge Jones ruled that a President or his agents could not impound (refuse to spend money) appropriated by Congress. Furthermore, Howard Phillips, Nixon's Director of OEO, had not been confirmed by the Senate therefore he had no authority to do – anything. And so Phillips was out.

Here is the clean copy of the compliant. <http://www.cencomfut.com/OEO%20and%20CSA%20Instructions/LAW-WestCentralMissouriVsPhillips-FederationOfGovernmentEmployeesAndOthersVsPhillips-NationalCouncilOfOEOLocalsEtAlVsPhillips-11%20Apr%2073%20Order.pdf>

Here is the signed version.

<http://www.cencomfut.com/OEO%20and%20CSA%20Instructions/LAW-WestCentralMissouriVsPhillips-FederationOfGovernmentEmployeesAndOthersVsPhillips-NationalCouncilOfOEOLocalsEtAlVsPhillips-11%20Apr%2073%20Order.pdf>

So President Nixon said that since he could NOT impound appropriations -- some new tools had to be created to force the Congress to do a better job of budgeting. So, Congress passed the https://en.wikipedia.org/wiki/Congressional_Budget_and_Impoundment_Control_Act_of_1974

This has been amended a few times. It requires Congress to do a process in the spring, analogous to preparing an income statement, showing that revenues and planned appropriations are in come kind of balance. This requires only a majority vote to pass, i.e. it is difficult to stop or alter with a filibuster.

The above documents would be a good starting place for attorneys seeking to prevent the feds from impounding money already appropriated for sanctuary cities. (What happens if CONGRESS tries to cut their funds is another question.)

To show how something that initially looked good can come back around and bite you, it was this anti-impoundment act that President Reagan used in 1981 to repeal the Economic Opportunity Act of 1964, eliminate CSA, and fire the 1,000 CSA employees instead of letting them transfer into other Federal agencies. Out of this wreckage, Braithwait and Coard, with the able assistance of their staffer David Bradley, cobbled together the CSBG.

So, doing our prep work to prevent the Feds from blocking money to sanctuary cities is one of the several DEFENSIVE strategies we will discuss at the MLTC. We will also explore OPPORTUNITIES for next year (child care tax credit, family leave) and perhaps most importantly look forward to LOCAL ACTIONS (census driven reapportionment, gerrymandering, building resilient local economies, etc.) that community action should be exploring. We've asked a bunch of long-time activists in community action for their thoughts, and will do a summary of their recommendations.

Jim Masters, CCAP, NCRT
Knowledge Worker
Center for Community Futures, PO Box 5309, Berkeley, CA 94705

Cell: 510.459.7570
www.cencomfut.com



Jim Masters, CCAP, NCRT
Knowledge Worker
Center for Community Futures, PO Box 5309, Berkeley, CA 94705

Cell: 510.459.7570
www.cencomfut.com



E-mail to colleagues in Kansas

The Trump tax proposals so far sound a lot like Gov. Brownback's approach in Kansas, which is pure trickle down fantasy that has results that are exactly opposite what they hope will happen.

Here's a more detailed overview.

<http://www.cbpp.org/research/federal-tax/kansas-tax-cut-experience-refutes-economic-growth-predictions-of-trump-tax>

Jared Bernstein is also pointing this out. <http://jaredbernsteinblog.com>

John Johnston replies:

As to "Kansas," you are right. We are heading toward Kansas writ large. Thanks to the talking points provided to both by the Koch brothers Paul Ryan is making every economic argument now that Brownback made when he was first elected in 2010.

And yes, the question now is not are we going to have Hooverilles, but what kind of amenities will these Hooverilles have. For the record, I am a proponent of upscale Hooverilles---think today's family and kids camps---cabins, shower and bathroom building, congregate meal and indoor activities site, basketball court, baseball field, fishing pond, horseshoes, etc.

JJ

John Johnston says:
TRANSFORMING NEIGHBORHOODS AND COMMUNITIES
A NEW MODEL

CHANGE INITIATIVES

People resist change for a number reasons one of which is that they are paying attention. Most organizations have a history of failed change efforts, and all they have to show for them now are unused strategic plans, consultant reports that were ignored, and to-do lists with nothing checked off. Initiatives designed to turn around poorly run organizations and problem ridden communities have been particularly prone to failure.

There is a different, better approach.

“You can never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete.”

R. Buckminster Fuller

The efforts of the Topeka Housing Authority (THA) and its many partners over the past several years suggest that Fuller is right. Together this Partnership has created a new model that is making the old model obsolete.

THAT WAS THEN...

At the end of 1998 THA was bankrupt and operating under court order. Pine Ridge, a 212 unit THA apartment complex, was a dangerous place, and THA's main office a half mile away was no safer. The Topeka Police Department routinely sent two cars to calls at Pine Ridge. One answered the call, and the other provided backup and kept the first car from being vandalized.

...THIS IS NOW

More than 70 organizations and hundreds of volunteers are involved in activities at Pine Ridge. In a survey done in the fall of 2015 the two words residents used most often to describe the Pine Ridge neighborhood were “safe” and “quiet.”

WHAT HAPPENED?

People frequently ask THA staff and Board members some form of “What did you do to transform THA and Pine Ridge?” It was not clear at the time, but in retrospect the work was done in four phases.

When a new management team arrived at THA in February of 1999 there were so many things wrong that it was difficult to know where to begin. The team settled on getting staff to *do the right thing right, the first time, every time*. It turned out that this was a much more powerful and dynamic way of framing the work to be done than anyone understood at the time.

Phase 1 Competence

In early 1999 THA management systems were in shambles, and very little that THA staff did was done right. During 1999 and 2000 the focus of *doing the right thing right, the first time, every time* at THA was competence. THA's vision was to operate error free, to value everyone,

and to treat people with dignity and respect. THA strategies focused on the problems and needs of individuals and families. Tactically, THA refined every management system and process, and provided an array of steadily improving programs and services.

Competence does not take an organization anywhere, but it does defuse the anger and suspicion of program participants of the community, and it gives staff a reason to show up every day.

Phase 2 Excellence

From 2001 through 2007 the focus of *doing the right thing right, the first time, every time* at THA was excellence. THA's vision was to meet the community's affordable housing needs, value everyone, and treat everyone with dignity and respect. Strategically, THA focused on what was being done to people, and the stress this generates. Tactically, THA worked to improve its relationships with organizations providing services in Pine Ridge, break down barriers between THA and neighborhood residents and between neighborhood residents and area service providers, and mobilize needed services for neighborhood residents.

Sustained excellence begins to move organizations in a positive direction. It motivates staff, opens doors in the community, frees up resources, and encourages program participants to participate in program initiatives.

Phase 3 Freedom

From 2008 through 2012 the focus of *doing the right thing right, the first time, every time* was using the freedom that comes with excellence to build a new neighborhood transformation model. THA's vision involved working in partnership with dozens of agencies and organizations to begin to change the culture of THA, the Pine Ridge neighborhood, the agencies and organizations that provide programs and services there, and the community. It also included valuing everyone, and treating everyone with dignity and respect. Strategically, THA and scores of partners were engaged in helping everyone in the neighborhood rather than only some people, and in helping neighbors work together to realize their shared hopes and dreams. Tactically, this involved the creation of a transformation mechanism---the Pine Ridge Partnership---and the use of a multi-step transformation blueprint.

Freedom allows communities, neighborhoods, organizations, and people to move out to the edge where new and better ideas, ways of solving problems, and models are to be found. It excites and motivates people. People line up to sign up---to get involved in something new, different, and better---and why not? People want to see good things happen in their community and in their neighborhood.

Phase 4 Transformation

Since 2013 the focus of *doing the right thing right, the first time, every time* has been a matter of developing, testing and using elements of a new neighborhood transformation model. THA's current vision involves working in partnership with dozens of agencies and organizations to go where culture change and this new model takes the Pine Ridge Partnership. It also includes valuing everyone, and treating everyone with dignity and respect. Strategically, THA and scores of partners are now able to explore the creation of neighborhood economies and, perhaps, a

combined neighborhood/rural economy. Tactically, the Partnership is moving toward the design and delivery of programs and services at the neighborhood level.

Transformation expands horizons and creates possibilities. It frees communities, neighborhoods, organizations, and people from endlessly repeating what has not worked. It makes it possible to create a new, different, and better future, not reach back into the past to remember one.

Phase 5 What Comes Next?

Is there a Phase 5? Probably. There might also be a Phase 6 and a Phase 7. THA staff did not envision that there was a Phase 2, 3, or 4 when they set out to make THA a competence organization. If a successively deeper understanding of what is involved in *doing the right thing right, the first time, every time* can carry THA and its many partners through four Phases of transforming a neighborhood and community there is no reason why it cannot carry them further.

SCOREKEEPING

It takes data and stories to measure success in the four Phases of *doing the right thing right, the first time, every time*. Scorekeeping in Phases 1 and 2 relied more on data than stories. Stories have been more important than data in Phases 3 and 4.

At the end of Phase 1 THA's operating costs were 41% lower than two years earlier, and the number of families housed had increased 62% (from 950 to 1,540). At the same time, stories from a variety of sources suggested that the culture of THA, the Pine Ridge neighborhood, and the community began to change in a matter of months. THA staff were taking pride in their work and in THA programs. People in the neighborhood had quit shooting at and throwing rocks through the windows of THA's administrative office, and, less dramatically, Pine Ridge residents were saying good things about THA. Community leaders were stopping THA Board members and employees at meetings and events and saying some version of "Whatever you all are doing over there is working."

At the end of Phase 2 THA was providing housing to 2,012 families, a 31% increase from Phase 1, and THA had received many awards for its programs and initiatives. Staff were urging friends and family members to apply for jobs at THA. A steadily growing number of Pine Ridge residents were participating in holiday events and get-togethers, spring and fall clean-up and beautification days, recreation activities, and programs. Capable people at well-respected organizations in town began calling and dropping by the office to ask about working at THA. When THA staff wore shirts or jackets out in the community with THA's logo on them people complimented them.

Almost all Phase 3 and Phase 4 accomplishments are best conveyed in stories. Residents now put up holiday decorations, and kids are trick or treating in Pine Ridge for the first time in decades. Snow sculptures appear in the yards in the winter, and birthday celebrations now take place outdoors in the spring and summer. More than 70 organizations and hundreds of volunteers are active in Partnership efforts.

Stories also serve a second purpose that no one anticipated. As stories found their way into the community help and encouragement began to flow back into Pine Ridge. For example, when a partner shared the story about kids trick or treating at Pine Ridge for the first time in decades a member of the audience stood up and said he had lived in Pine Ridge years earlier and that if he and his friends had done that “we’d have been shot.” This story floated out into the community as well, and every year since then local businesses have arranged a gala Halloween party for all the kids in the neighborhood.

CAN OTHER NEIGHBORHOODS AND COMMUNITIES DO THIS?

This question is easy to answer. Yes, they can. Will every group that tries to replicate the four Phase Pine Ridge experience succeed? Probably not, at least not on the first try. It will take some luck and involve a certain amount of serendipity---hard work will not be enough. However, getting started is the hardest part. After that, the effort will create its own momentum. It is an exciting ride.

The transformation effort at Pine Ridge was not notable for what the people involved knew about neighborhood and community transformation or the four Phases described above when they started. It was notable because they set out to build something none of them had seen or could imagine. They succeeded because they were willing to learn, and they never doubted they would build a new model. There is nothing special about these traits. There are people in every neighborhood and community who have them.

If they had known at the outset that their efforts would involve four phases there is a lot that THA staff could have done better and more quickly. It would also have helped if staff had understood from the beginning how important it is to value everyone and to treat everyone with dignity and respect.

IDEA---OLD REX

Old Rex is an outdoor dog. He used to run free in his fenced yard, and barked only occasionally. Last week a driver ran over the curb, knocked down part of the fence, and drove off. Rex’s owner can’t afford to repair the fence so now she ties Rex up outside before she leaves for work at 10:30 pm. He barks until she returns at 7:30 the next morning. Neighbors up and down the street find this extremely annoying. What can they do about this?

Option A: Public Employees and Public Agencies

If the neighbors see this as a problem that elected officials and public employees should solve...

- How many public employees will be involved? _____
- How long will it take to solve this problem? _____
- On a scale of 1 (not at all satisfied) to 10 (very satisfied) how satisfied will the homeowner ____ and neighbors be at the end of this process? ____
- What is a reasonable estimate of the total (direct and indirect costs) that this solution will cost taxpayers? \$_____

Option B: Non-Profit Organization(s)

If the neighbors see this as a problem that a non-profit organization or organizations should solve...

- How many non-profit employees will be involved? _____
- How long will it take to solve this problem? _____
- On a scale of 1 (not at all satisfied) to 10 (very satisfied) how satisfied will the homeowner _____ and neighbors _____ be at the end of this process?
- Taking into account direct and indirect costs, what is a reasonable estimate of the amount of money this solution will cost? \$_____
- What percent of this money will come from public sources? _____
- What percent of this money will come from private sources? _____

Option C: Neighbors

If the neighbors see this as a problem that they should solve...

- How many neighbors will be involved? _____
- How long will it take to resolve this problem? _____
- On a scale of 1 (not at all satisfied) to 10 (very satisfied) how satisfied will the homeowner _____ and neighbors _____ be at the end of this process? _____
- Taking into account direct and indirect costs, what is a reasonable estimate of the amount of money this solution will cost? \$_____
- What percent of this money will come from public sources? _____
- What percent of this money will come from private sources? _____

A TRANSFORMING IDEA---500 ARTISTS

“If you pay for their housing, they will come.”

In the community transformation world, much is made of the need to attract young professionals, and the importance of the arts in doing so. Attracting young professionals involves jobs that pay \$40,000 to \$150,000 per year. Creating these jobs is a difficult, expensive, and unsure task. Even with success, there is no guarantee that these young professionals will live in Topeka. Attracting artists to Topeka is not nearly as difficult. It would only cost \$5,000 per year per artist for housing assistance. Young professionals would soon follow.

A program that offers free rent for a period of time---one year, two years, three years---could encourage 500 artists to relocate to Topeka at an annual cost of \$2.5 million. After an initial period of free housing, these artists could be guaranteed affordable housing---housing that costs 30% of their adjusted income.

This housing could be provided in the downtown area and in the areas adjacent to downtown. It would not be long before a 500 strong colony of musicians, singers, dancers, writers, painters and sculptors living and working in the immediate vicinity of downtown would become a major attraction and a source of revenue for themselves, area businesses, and local governments. And, these creative people would do creative

things to their studios, houses, yards, and neighborhoods adding further value to the community.

An idea is not a plan, but it is not difficult to begin to sketch out how this might work. The Arts Council could screen and determine eligibility to participate in this program.

Part of the \$2.5 million in annual operating funds required in each of the first three years is already in place in the form of existing housing program services. Almost all of the artists would qualify. The remaining \$1.3 million required in the first year and approximately \$4.0 million over three years would need to be raised---not a daunting task. Foundation grants would be one possibility; state and federal grants another. After the three year start up period, the annual subsidy cost would drop below \$1 million---a manageable amount.

There would be at least some long-term capital expenses involved in this initiative. Presumably, this could be addressed using a variety of conventional and familiar public and private sector financing tools.

A TRANSFORMING IDEA---2,400 HOUSEHOLDS

2,400 HOUSEHOLDS

There are 2,400 cost-burdened renter households in Topeka with annual incomes under \$20,000. It would take about \$12 million a year to provide rent subsidies that would make their housing affordable. Members of many of these households cycle and recycle through the criminal justice system, the welfare system, the mental health care system, etc. No one knows how much money in the budgets of the Topeka Police Department, Fire Department, Code Enforcement, SRS, Community Action, Hospitals, School Districts, etc. is spent assisting these households, but it is likely that the cost greatly exceeds \$12 million.

THE IDEA

If all 2,400 of these households had rent subsidies that made their housing affordable this might make enough difference in the quality of their lives that the cost of the treatment and services they now receive would drop by more than \$12 million. If so, the community would benefit financially from providing these 2,400 households \$12 million in housing subsidies. THA or another affordable housing provider could provide these subsidies under contract.

EXPLORING THIS IDEA

The first step in exploring this idea would be to determine the value of treatment and services directed toward the 2,400 households now. If it turns out that it is \$12 million or less, this idea is not worth pursuing.

If significantly more than \$12 million is going into these households the next step would be to compare the treatment and services needs and experiences of a sample of the 3,400 renter households in Topeka with incomes under \$20,000

that have affordable housing with the treatment and services needs and experiences of the 2,400 renter households in Topeka with incomes under \$20,000 that do not.

Expenditures not made do not necessarily translate into cash on hand. The final step would be to find the \$12 million.

MECHANICS AND BUDGET

It would take two task forces supported by consultants to explore this idea. A task force of mid-level managers could direct the effort to determine if providing affordable housing to 2,400 households would be cost-effective. Beyond this, a task force of top level policy makers assisted by consultants would be needed to identify and mobilize the \$12 million.

A TRANSFORMING IDEA---THE \$100 MILLION INITIATIVE

THE VISION---A \$100 MILLION INITIATIVE

Over a ten year period it would be possible to add \$100 million to the spectrum of anti-poverty, human service, social service, housing, community development and family development efforts in Topeka. This would involve reducing the operating costs and increasing the productivity of these agencies and organizations. This infusion of resources would make Topeka a substantially better place to live and work.

The techniques needed to achieve a dramatic, long-term increase in efficiency and productivity are well known, and available at no cost. All that is needed to make this vision a reality is leadership, a limited amount of resources, and a change model.

INITIATIVE MECHANICS

To be successful, the \$100 million initiative must have a broad spectrum of people and organizations committed to *doing the right thing right, the first time, every time.*

The Topeka Community Foundation (TCF) and United Way could play catalytic roles in getting a community-wide coalition of individuals, organizations, and policy making bodies in Topeka engaged in this effort.

Both “carrot” and “stick” inducements will be used to insure broad participation. TCF will partially defray the cost of participation and may provide financial rewards to participating agencies and organizations. TCF and the United Way will link future funding to change initiative participation. The City may limit eligibility for “social services” funding to initiative participants. Area civic groups and organizations may also limit their financial support to participants.

Persons would need to be recruited to play the following roles.

- A) Advisory and Trouble Shooting Task Force
- B) Consultant(s)
- C) Change Initiative Staff

D) Loaned staff and volunteers

There is no single, best way to bring about broad community change. This initiative will involve multiple partnerships and make use of a nine step transformation blueprint. The key to using any transformation model successfully is to be doing something relating to all of the steps it contains all of the time.

In another e-mail

The more I think about this there are three insights here. One has to do with change. One has to do with building a new model. The third has to do with what it means to make the old model obsolete.

A. Change

Strange as it may seem, change is not the answer. People resist change for a number reasons one of which is that they are paying attention. Most organizations have a history of failed change efforts, and all they have to show for them are unused strategic plans, consultant reports that were ignored, and to-do lists with nothing checked off. Initiatives designed to turn around poorly run organizations and problem ridden communities have been particularly prone to failure.

B. Building New Model

Building a new model is not change, and it does not carry the stigma of change. It is learning, growth, enlightenment, innovation---all four of which are generally conceded to be good things. "No, I did not change my mind about X. X was a fine mousetrap in its time, but now someone has built a better one. We need to move on. I did some reading and thinking and talked to some people about X and while X was fine for then, this is now and we are past X. It is now clear to me that we really need to be doing Y."

C. Making the old model obsolete

Making the old model obsolete is not just one new model. It is not innovation one time. It is continuous learning, growth, change, and innovation. If all you do is move from X to Y that is not much in the grand scheme of things. Inevitably, Y will soon be as obsolete as X.

OPPORTUNITIES FOR CAAS UNDER THE NEW ADMINISTRATION

"Jobs, Jobs, Jobs"

1. CAAS should position themselves, wherever possible, as job recruitment and placement agencies for infrastructure-type jobs. Despite the Ryan plan to reduce federal spending I predict Congress will agree to Trump's request to allocate substantial infrastructure funds which will likely pass through the states for implementation. State unemployment offices will be obvious recipients. However, well-positioned CAAS can serve as subcontractors with the ability to quickly recruit and screen job applicants.
2. Strengthen, as much as possible, private sector representation on your boards. This may include people from the banking and finance sector, the investment sector, the real estate sector, the corporate sector, the small business sector, the technology sector, etc. Try to recruit private sector board representation at the highest level possible. Private sector Board members serving as agency volunteer spokespersons are vital to successfully operating in the challenging environment ahead.
3. Canvass our neighborhoods. Identify low-income and working class families who supported Trump and find out why. Determine if the agency can make programming changes to accommodate their unmet needs.

Sent from my iPad

Edward Block

Edgar Kahn (fired director of Legal Services at OEO. Invented TimeBanks

Feel free to enlist me and TimeBanks as a natural extension of Maximum Feasible Participation
edgar

We need to generate a pay-it-forward movement. TimeBanking can supply the software system. But we need to stop defining those we come into contact with only by their problems and needs - and we can do so by enlisting them as Timebank members. The mandate of Maximum Feasible participation meant: a voice, a role and a share. Timebanking provides a way to define the role they can play as coproducers of social justice.
Edgar

Utilize new TimeBanking software to harness community building with self-interest. It was just released. See timebanks.org or community weaver 3.14 or write me at yeswecan@aol.com
Edgar Cahn

Partnering Between

ASSETS

We all have something to give

HONORING REAL WORK

The work of building home, family, community

RECIPROCITY

Asking receivers to become givers as well

COMMUNITY

Acknowledging our interdependence

RESPECT

Demanding accountability to all

CO-PRODUCTION 2.0

Co-Production Assessment Tool

Asking the right Questions

see reverse

Co-Production Assessment Tool

Asking the right Questions

1. Are asked what they can do for others.
2. Are supported in identifying ways they can help others.
3. Skills in surviving in the world or in daily life are valued as an asset.
4. Background, language, culture regarded as asset.

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

Never Sometimes Always

SCORE

ASSETS "Clients/members..."

1. Records contributions by recipients/members.
2. Rewards contributions by recipients/members.
3. Values as work recipient/ member input about needs and solutions.
4. Budgets funds to provide rewards or incentives.

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

Never Sometimes Always

SCORE

WORK "Your group or organization..."

"Clients/members..."

1. Are supported in _nding ways to help others in return for services.
2. Help to further the organization's mission.
3. Are informed of policy procedures or programs promoting reciprocity.
4. Know there is a key person recording and managing exchanges.

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

Never Sometimes Always

SCORE

RECIPROCITY

1. Fosters trust relationships while respecting privacy.
2. Organizes informal support and peer groups or extended families.
3. Supports social events/celebrations by clients and peer groups.
4. Creates enduring community-based institutions or traditions.

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

Never Sometimes Always

SCORE

COMMUNITY "Your group or organization..."

1. Creates forums for voices of clients, members, families, community.
2. Makes resources available to recipients/members seeking to mobilize .
3. Partners with community to hold o_cials or others accountable.
4. Alters practices/priorities in response to views of clients/community.

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

Never Sometimes Always

SCORE

RESPECT "Your group or organization..."

TOTAL SCORE

Total = 20 - 40 **It's not there**

Total = 40 - 60 **Starting out**

Total = 60 - 80 **On the way**

Total = 80 - 100 **Going strong...**

From: Lois Carson [<mailto:loisc1931@gmail.com>]
Sent: Friday, December 02, 2016 11:52 AM
To: Jim Masters <jmasters@cencomfut.com>
Subject: Re: What now? Community Action needs your advice

Hi Jim,
Here is my input for you forum at the winter meeting:

Because of the CSBG, our focus tends to be on the federal government for the most part. I think we should turn our attention to the local level and what we can develop there:

Self help programs

community gardens for food|

bartering for goods and services

cooperative businesses like home improvements, plumbing & electrical services

local investing rather than the big national and international investments

People, especially low income people, become more aware of what's needed and what's available right at home.

There is a hymn called "Brighten the Corner Where You Are". It is time to think and act locally.
Lois

Lois Carson:

Jim,

Can you work this into your discussions?

Those who don't know history are bound to repeat it. Share the parallels of 1877 and 2016 in terms of reversals of progress of minorities. Specially I refer to the horrible compromise in the election of Rutherford B. Hayes which ended Reconstruction and gave rise to the Ku Klux Klan. It has happened to the Japanese, to American Indians, to Mexicans (Treaty of Hidalgo) as well as African Americans. We must mobilize to resist efforts of the incoming administration and their followers to turn back the clock. We will not "go gently into that dark night".

Lois

My two cents.....

- 1) We must talk about the public agencies and if their elected has declared themselves as a sanction city – the potential impact this will have
- 2) For those of us who have a large immigrant population we should discuss potential impact. One example given is that in our EITC efforts we expect the number of ITIN request to go down for the fear of being targeted for deportation.....

Estelle Clemons

Alameda County - Oakland Community Action Partnership

From: Bob Clark [<mailto:rfclark55@gmail.com>]

Sent: Thursday, December 15, 2016 4:48 PM

To: Jim Masters <jmasters@cencomfut.com>

Subject: Community Action Going Forward

Note my current email address. (Verizon could shut down at any time.)

My input -

Between 1864 and 1917, the world changed a lot. Between 1917 and 1964, it changed even more.

Between 1964 and 2017, the world changed a lot. Between 2017 and 2064, it will . . .

As some sage said, it's hard to make predictions, especially about the future.

But, based on what we can guess, I'd propose that community action shift its focus from alleviating poverty (negative goal) to fostering human development (positive goal).

Step 1 would be to scrap the income-based poverty lines and measure progress using the UN's Human Development Index.

Bob

From: Scott Miller <scott@circlesusa.org>

Sent: Saturday, December 10, 2016 10:44 PM

To: Jim Masters

Cc: James Norman; John Johnston; Lynn Grogan; Brenda Callahan-Johnson; richardsumpter@yahoo.com; Larry Lillis; Elizabeth Biz Steinberg; Charles McCann; Lois Carson; fforman@cacsb.com; Ken Ackerman; Jarle Crocker; Lauren Cook; Bryan.Duncan@icare-inc.org; Peter Kilde; Thomas Tenorio; Tim Reese; Tim Hockett; John Wilson; Britt, Sylmia@CSD; Arnie Anderson; Dalitso Sulamoyo; Denise Harlow; Jenae Bjelland; Jeannie Chaffin; Seth Hassett; Schneber-Rhemrev, Maribeth; Joan Kuriansky; Chris Tinney; Vince Gonzales

Subject: Re: Occasionally we need to revisit what we are trying to accomplish

Absolutely! I remember traveling around the country preparing CAPs for community dialogues.

My humble opinion is that your excerpt is the fundamental assumption that any society's economic system should be built upon to serve the citizenry. The US has more than enough resources to eradicate poverty, literally overnight if we chose to do so. So why don't we? I assume it is because the winners like it the way it is and have found the control buttons to keep it going the way it goes. Given the election results the general public seems naive, overwhelmed, vulnerable, and leaderless.

I think we in the poverty space have been given a major opportunity with the election to mobilize millions of new allies to the cause. They are now having stronger feelings about national politics, and seem to be teetering on the edge of their couches, waiting to be enrolled in something bold enough to make a difference. They want to be less complacent, but they need a vision, an invite, and leadership.

We have decided to pursue a ten-year goal to inspire a 10% reduction of poverty rates in 10% of all US Counties (300 of them). While the idea of ending poverty seems impossible to people, reducing it by 10% in 10 years seems larger than life and yet, potentially doable. At least worth pursuing. We have 60 counties on board in 20 states and counting. When people get their minds around what this might take, everything that works against the goal comes to the surface with a new clarity. What I keep hearing from our chapters is that the talking points should include:

- 1) better, updated job-creation strategies,
- 2) more powerful and targeted job training programs for the emerging economy;
- 3) performance metrics and payment systems that reward workforce programs with helping people make progress to 200% of FPG;
- 4) a strong safety-net with the complete elimination of the Cliff Effect, incentivizing and rewarding work with pro-rated, easy-to-manage benefits schedules;
- 5) community building programs that give people weekly support to manage poverty issues while pursuing a pathway out that makes sense to them.
- 6) a sensitivity to the realities of people's trauma caused by poverty. All government and community-based programs must raise their understanding about this so that solutions aren't rammed down people's throats, fail and then set up another cycle of more punitive policies toward the poor.

Of course I am singing to the choir. But I think the Very Large Choir of those of us who are working on these issues needs to communicate a hopeful vision, plan and powerful talking points. Otherwise, something else will fill the vacuum that we should occupy, and it will have a lot less IQ.

Thanks Jim for your inspirational messages and recommendations from your insatiable love of reading and research. Your commitment to a just world is steadfast and always a welcomed shot in the arm.

Scott

Scott C. Miller, CEO and Founder of Circles USA
for assistance, contact Gena@CirclesUSA.org
888-232-9285 [Facebook](#) [Twitter](#) [YouTube](#) [Linked In](#)
[TedX](#) [Stanford Social Innovation Review](#)
Albuquerque | Santa Fe, NM

From: **Maribeth Schneber-Rhemrev** <maribethnoel@gmail.com>
Date: Wed, Nov 30, 2016 at 8:54 PM
Subject: Re: Fw: What now? Community Action needs your advice
To: Charles McCann <charles@markmccann.net>

Hey Charles,

Thanks for thinking of me. I'm unsure how to include my thoughts in a way that make sense, but see if you get them:

- 1.) One thing I've fixated on is that I feel like I failed the people I serve by failing to inform them of the issues and the impact the national (and state!!!, and local) races had on their lives. Registering people to vote is all well and good, but the issue we had in this election was people did not come out. Why is that? People think their vote doesn't matter; people don't understand the impact of the politicians on their lives; we have failed to remind folks that as a citizen, you have essentially two major responsibilities: Pay your taxes and vote. We want the folks we serve to have a good life, and part of that is fulfilling your civic duties to your country. I do not forget that women I never met died so I could even be allowed to vote... to have this discussion with you.. to have a woman run for anything. That's heavy, deep stuff.
- 2.) We need to do a better job of educating our fellow citizens about the people we serve. There is SO much misinformation about the people we serve. Ronald Reagan created the welfare queen and that image persists to this day. We need to take back this image to be one more reflective of the people we serve--displaced workers, people who came out of a broken foster care system, young moms and dads just trying to do the best for their family.
- 3.) We are all about helping people with low incomes own a stake in their community... how are we preparing people with low incomes to become elected officials in our communities?

My initial ramblings. I'm so relieved to see the best minds working on this.

From: Schneber-Rhemrev, Maribeth [<mailto:Maribeth.Schneber-Rhemrev@louisvilleky.gov>]
Sent: Saturday, December 10, 2016 11:36 AM
To: Jim Masters <jmasters@cencomfut.com>
Subject: RE: Universal Income as a Response to Automation

Indeed; I thought the power houses getting behind this were interesting too. One trend I'm noticing is how companies are pinning automation on the people asking for better wages (fight for \$15) and unions. The truth is automation was going to happen either way. It's not as if the Fight for \$15 started and just like magic we had the technology ready to automate McDonalds

Jim Masters to John Buckstead and others: This one still works for me.

“In 1996, 500 Community Action Agencies convened more than 3,000 community meetings involving over 150,000 people. The results of those local dialogues can be summed up in this statement of a common vision:

Dialogue 2000 Vision Statement

Everyone who can work should work. People who work should earn sufficient income to provide for their families' basic needs. Those who are unable to work or who work but do not earn enough to provide for their families should be assisted by policies and programs to meet their basic needs and secure safe and decent housing.” (Page 2)

Jim Scheibel

To Jim Masters,

Happy Holidays!

I taught a first year seminar this fall on "Presidential Election 2016", very interesting, fun and inspiring. The Common Read for the first year students was "\$2 A Day", and the authors spoke here the end of September. The 400 plus incoming students liked the book, had some great discussions, and all thought addressing poverty was a very important issue, that belief coming from students across the political spectrum. One part of our strategy should be engaging milliniels in the issue; continuing to fight the 60s War on Poverty is not going to engage them. I think we can build a good case that Head Start, Weatherization, and Heating Assistance is necessary and has a good return. Pursuing planning for community development and developing the voice of low income people is more of a challenge.

Carry on,
Jim



CODE IS KING A REBOOT FOR BLUE-COLLAR JOBS

BY CLIVE THOMPSON

WHEN I ASK PEOPLE to picture a coder, they usually imagine someone like Mark Zuckerberg: a hoodied college dropout who builds an app in a feverish 72-hour programming jag—with the goal of getting insanely rich and, as they say, “changing the world.” ¶ But this Silicon Valley stereotype isn’t even geographically accurate. The Valley employs only 8 percent of the nation’s coders. All the other millions? They’re more like Devon, a programmer I met who helps maintain a security-software service in Portland, Oregon. He isn’t going to get fabulously rich, but his job is stable and rewarding: It’s 40 hours a week, well paid, and intellectually challenging. “My dad was a blue-collar guy,” he tells me—and in many ways, Devon is too. ¶ Politicians routinely bemoan the loss of good blue-collar jobs. Work like that is correctly seen as a pillar of civil middle-class society. And it may yet be again. What if the next big blue-collar job category is already here—and it’s programming? What if we regarded code not as a high-stakes, sexy affair, but the equivalent of skilled work at a Chrysler plant? ¶ Among other things, it would change training for programming jobs—and who gets encouraged to pursue them. As my friend Anil Dash, a technology thinker and entrepreneur, notes, teachers and businesses would spend less time urging kids to do expensive four-year computer-science degrees and instead introduce more code at the vocational level in high school. You could learn how to do it at a

community college; midcareer folks would attend intense months-long programs like Dev Bootcamp. There’d be less focus on the wunderkinds and more on the proletariat.

These sorts of coders won’t have the deep knowledge to craft wild new algorithms for flash trading or neural networks. Why would they need to? That level of expertise is rarely necessary at a job. But any blue-collar coder will be plenty qualified to sling JavaScript for their local bank. That’s a solidly middle-class job, and middle-class jobs are growing: The national average salary for IT jobs is about \$81,000 (more than double the national average for all jobs), and the field is set to expand by 12 percent from 2014 to 2024, faster than most other occupations.

Across the country, people are seizing this opportunity, particularly in states hit hardest by deindustrialization. In Kentucky, mining veteran Rusty Justice decided that code could replace coal. He cofounded Bit Source, a code shop that builds its workforce by retraining coal miners as programmers. Enthusiasm is sky high: Justice got 950 applications for his first 11 positions. Miners, it turns out, are accustomed to deep focus, team play, and working with complex engineering tech. “Coal miners are really technology workers who get dirty,” Justice says.

Meanwhile, the Tennessee nonprofit CodeTN is trying to nudge high school kids into coding programs at community colleges. Some students (and teachers) worry that the kids don’t fit the Zuckerbergian cliché. That’s a cultural albatross, CodeTN cofounder Caleb Fristoe says. “We need to get more employers saying, ‘Yeah, we just need someone to manage the login page,’” he says. “You don’t have to be a superstar.”

Now, to be sure, society does need some superstars! Serious innovators, at companies and in academia, are the ones who create new fields like machine learning. But that doesn’t preclude a new mainstream vision of what most programming work actually is. For decades, pop culture (and, frankly, writers like me) have overpromoted the “lone genius” coder. We’ve cooed over the billionaire programmers of *The Social Network* and the Anonymized, emo, leather-clad hackers of *Mr. Robot*. But the real heroes are people who go to work every day and turn out good stuff—whether it’s cars, coal, or code. ■



0 4 0

ZOHAR LAZAR

CLIVE@CLIVETHOMPSON.NET

DEC 2016

Jim Masters to Allen Stansbury

Subject: FW: We've just elected a wartime president.

Quote of the day from the article below: “Gallup chairman Jim Clifton writes in *The Coming Jobs War* that we are entering a jobs war where the 1.2 billion "good jobs" of today, which are currently sought by 3 billion workers, will decline to 800 million good jobs over the next few decades, a period when our population grows from 7 billion to 9 billion”

See also the article Allen refers to at <https://hbr.org/2016/11/what-so-many-people-dont-get-about-the-u-s-working-class>

The article below and the article in the hotlink above tell us most of what we need to know about the White Working Class and the fear and anger and disappointment that motivated them to vote the way they did.

Our challenge is to figure out how to address the issues raised in these two articles. If we do not, we are looking at the current reality lasting until the 2030 census.

Hi Jim- I took a quick look at your paper and you have a lot of interesting ideas, but I think what is missing is the core competencies and comparative advantages of CAA's in underserved communities. CAA's often have more capacity and convening abilities than other organizations especially in small cities and rural communities. They are: Head Start, housing rehab, social services, and employment training.

I am generalizing but CAA's need to do a better job of connecting to other local organizations and networks (Area Agencies. on Aging, Federal Qualified Health Centers, Anchor Institutions, United Ways, etc.) and be more efficient with resources you and leverage others through partnerships. Health care, aging, EITC, energy, service enriched housing should continue as important opportunities.

I am trying to finish a major book right now and start transitioning to California. It turns out that I will be in the Bay Area on 12th and 13th, and do you have time for a cup of coffee or lite breakfast on the 13th. I have a meeting with World Institute on Disability on the 13th at 11 a.m. on the Berkeley- Oakland border. Best wishes! Bob



Robert Zdenek

Director, National Neighbors Silver

p: 202-464-2717

e: rzdenek@ncrc.org | **w:** www.ncrc.org

a: 727 15th Street, NW, Suite 900 | Washington, DC 20005



The first article about the working class is really good. There are also over 600 comments.

From: Harvard Business Review [<mailto:noreply@email.hbr.org>]

Sent: Monday, November 14, 2016 11:51 AM

To: Sumpter, Richard >

Subject: Weekly Hotlist: What So Many People Don't Get About the U.S. Working Class

Are you having trouble viewing this email? If so, [click here](#) to see it in a web browser.



November 14, 2016



[What So Many People Don't Get About the U.S. Working Class](#)

By Joan C. Williams

The reasons for Trump's win are obvious, if you know where to look.

.

Hi Jim,

This isn't quite looking ahead to the next four years, but it is annually relevant. Here's a list of tips we came up with for a less consumerist holiday season. Perhaps this will be of interest to the CAA's list.

The Institute for Communitarian Policy Studies
The George Washington University
1922 F St NW, Suite 413
Washington, DC 20052 (202) 994-8190 www.icps.gwu.edu

Check out Amitai Etzioni's new book *Foreign Policy: Thinking Outside the Box*, [now available on Amazon!](#)

Nine tips for a “You don’t need to buy this” holiday

1. Decide with members of your family/ friends that no one will buy a gift that costs more than a set amount, say 25 dollars.
2. No one gets more than one gift. Each person brings one gift; pile them up and give them a number. Then let people draw the numbers and get the gift that corresponds to the number they drew. Allow “trading”, so that 12-year-old Rachel, for example, can ‘trade’ the bottle of wine she won with grandma, who drew an iTunes gift card.
3. Tell the kids that buying a holiday card, is lame, but making one is cool. Ditto for as many other gifts as busy people can make.
4. Rather than toss or let them rot, ‘recycle’ gifts—but fess up and explain it is all for a good cause.
5. Those family heirlooms you wanted to pass along to the next generation—make it this year.
6. Give time: babysitting, walking the dog, visiting family members who are in nursing homes or too ill to leave home.
7. Pot luck dinners are fun; cooking for all those guests is not.
8. Use all the time you saved by not shopping and by not fussing about who gets what, to do good. Volunteer at a soup kitchen; usher at a local theater; serve as a chaperon on a school trip.
9. Consider sharing this message with others, to avoid holidays from being turned into a shopping orgy. For more, see [You Don’t Need to Buy This](#) on YouTube.

Amitai Etzioni is a University Professor and Professor of International Relations at The George Washington University. His newest book, Foreign Policy: Thinking Outside the Box, was recently published by Routledge. Have more tips? Love to have them. Email to ICPS@gwu.edu

Obama on automation.

Obama. “Low-wage, low-skill individuals become more and more redundant, and their jobs may not be replaced, but wages are suppressed. And if we are going to successfully manage this transition, we are going to have to have a societal conversation about how we manage this. How are we training and ensuring the economy is inclusive if, in fact, we are producing more than ever, but more and more of it is going to a small group at the top? How do we make sure that folks have a living income? And what does this mean in terms of us supporting things like the arts or culture or making sure our veterans are getting cared for? The social compact has to accommodate these new technologies, and our economic models have to accommodate them.

(MIT Media Lab director Joi Ito) Ito: It’s actually nonintuitive which jobs get displaced, because I would bet if you had a computer that understood the medical system, was very good at diagnostics and such, the nurse or the pharmacist is less likely than the doctor to be replaced—they are less expensive. There are actually very high-level jobs, things like lawyers or auditors, that might disappear. Whereas a lot of the service businesses, the arts, and occupations that computers aren’t well suited for won’t be replaced. I don’t know what you think about universal basic income⁶, but as we start to see people getting displaced there’s also this idea that we can look at other models—like academia or the arts, where people have a purpose that isn’t tied directly to money. I think one of the problems is that there’s this general notion of, how can you be smart if you don’t have any money? In academia, I see a lot of smart people without money. Universal basic income is a concept where all citizens receive at least a living wage, provided by the government as a form of social security.

Obama: You’re exactly right, and that’s what I mean by redesigning the social compact. Now, whether a universal income is the right model—is it gonna be accepted by a broad base of people?—that’s a debate that we’ll be having over the next 10 or 20 years. You’re also right that the jobs that are going to be displaced by AI are not just low-skill service jobs; they might be high-skill jobs but ones that are repeatable and that computers can do. What is indisputable, though, is that as AI gets further incorporated, and the society potentially gets wealthier, the link between production and distribution, how much you work and how much you make, gets further and further attenuated—the computers are doing a lot of the work. As a consequence, we have to make some tougher decisions. We underpay teachers, despite the fact that it’s a really hard job and a really hard thing for a computer to do well. So for us to reexamine what we value, what we are collectively willing to pay for—whether it’s teachers, nurses, caregivers, moms or dads who stay at home, artists, all the things that are incredibly valuable to us right now but don’t rank high on the pay totem pole—that’s a conversation we need to begin to have.

<https://www.wired.com/2016/10/president-obama-mit-joi-ito-interview>

From Bob Clark

On Universal Basic Income as a response to automation

OEO sponsored negative income taxation in New Jersey, plus rural areas of Iowa and North Carolina. HEW did the same in Seattle and Denver (SIME-DIME) and Gary (GIME).

In Canada, Manitoba also carried out an experiment, though the data were not extensively analyzed.

See <http://www.irp.wisc.edu/research/nit.htm> There's also a link to an archived page re the NIT experiments.

In one of the articles Jim referenced, Sam Altman says that prior studies on the topic are not "super relevant" in today's world.

Actually, the data continue to be very relevant; the way the data were interpreted and used, not so much.

Bob

Jim Masters e-mail to various people

The general assumption from 1945 into the 1970's was that you would get a job and work there at a decent wage that went up as profits went up. Workers got health benefits from large employers, and a pension. In the 1970's, although profits kept going up, wages stopped tracking the profits. Wages began leveling off for the bottom half of wage earners in the private sector. Jobs went overseas, and automation accelerated. Employers began reducing contributions to health care and pension funds. To maintain the family lifestyle, women entered the workforce, people began working longer hours and began borrowing more money.

In the 1980's and 1990's, automation started taking more jobs, in agriculture, mining, shipping, gas stations and retail banking. This trend is going to accelerate. For the next 10 to 20 years, the single most powerful force that will continue to reduce the number of economic opportunities for the bottom half of the populations is automation. "Progress" will continue to reduce number of job available to the bottom half of wage earners, and to put downward pressure on wages.

Here are the background docs for the Brookings event on this topic, most of which are only a few pages long (quick reading). The focus was on the developing world, but the insights refer to the developed world as well.

<https://www.brookings.edu/blog/up-front/2016/07/28/the-future-of-work-in-the-developing-world>

Here is the first paper: https://www.brookings.edu/wp-content/uploads/2016/07/Global_20160720_Blum_FreyRahbari.pdf It states: "According to a recent study, around 47 percent of U.S. employment may be susceptible to automation as a result of ongoing technological improvements." (page 3)

One myth is that people will simply shift into new jobs somehow produced because of automation. Not likely. "... while about 8.2 percent of the U.S. workforce shifted into new jobs associated with technological advances during the 1980s, there was only a 4.4 percent shift during the 1990s.² During the 2000s, less than 0.5 percent of workers shifted into technology industries," (page 1)

Politicians are not talking about this a realistic way. The ideas currently being proposed that unleashing our energy reserves (coal and oil) or growing the economy through tax cuts or infrastructure repairs or by

educating the workforce or by slapping tariffs on imported goods can deal with this – are wishful thinking.

Here is another source. The **2016 Economic Report of the President Together With the Annual Report of the Council of Economic Advisers**” says that if you are in a job paying less than \$20 an hour, the chances of it being automated out of existence is 83%. (See page 239)

https://www.whitehouse.gov/sites/default/files/docs/ERP_2016_Book_Complete%20JA.pdf

“America’s Unseen Social Crisis: Men Without Work.” In 1965, about 95% of men ages 25 to 54 were in the workforce. Now about 88% are. “If we were back at 1965 levels today, nearly 10 million additional men would have paying jobs.” Time Magazine, October 3, 2016. <http://time.com/4504004/men-without-work>

The kinds of strategies that might be powerful enough to offset the job losses through automation are (a) public service employment programs that are about five times bigger than anything being proposed by anybody, (b) expanding the EITC benefits by a factor of 5 and allowing volunteer activity to count as an imputed “earned income”, (c) creating a universal basic income of about \$1,000 a month. What else can you think off that might work? (Pun intended)

Jim Masters, CCAP, NCRT

Knowledge Worker

Center for Community Futures, PO Box 5309, Berkeley, CA 94705

Cell: 510.459.7570

www.cencomfut.com

