Enduring Change

Partnership platforms for long-term change

Sustainability:
• Three Proverbs
• Three Learnings

Endurance:
• Three Proverbs
• Three Learnings

November 2017
A GLANCE AT OUR PARTNERSHIP PLATFORM
OUR FOCUS

The Four Corners of Death
THE PARTNERSHIP PLATFORM
WHERE WE STARTED

THE PARTNERS

LAUNCHED
THE SDNF

United Way - Fiscal Agent
2 health funders
1 economic development funder
1 arts funder
Healthy & Vibrant Communities

Civic Leadership

Fresh Food Access

Political Will

Public Safety

Physical Development

Cross-Cultural Understanding

Business Development

Youth Development

Connect, Link, and Leverage Momentum

Employment Development
Transformational change require a large, diverse universe of actors aimed at joint goals.
TRANSFORMATIONAL CHANGE

“To change a system, you have to start everywhere at once.”

—Margaret Mead

Or if you can’t…

“Just start wherever you are.”

—Jennifer Vanica
Fast Forward:

THE PARTNERSHIP PLATFORM

THE PARTNERS

THE PARTNERSHIP GUIDE TEAM

COORDINATING STAFF

These are Relationship Builders & Facilitators

The Finance and Resource Networks

The VOCAL Network

Evaluation and Learning Networks

Land Assembly, Planning, and Development Networks

Business and Entrepreneur Networks

Public Sector Support
The VOCAL Network

- CHE’LU (Chamorro Hands in Education Links Unity)
- Chollas View Neighborhood Council Diamond Community Investors
- Emerald Hills Neighborhood Council Izcalli
- Kumeyaay Historical Society Loa American Council
- Lincoln High School, School of Social Justice
- Neighborhood Unity Foundation PASACAT (Philippine American Society and Cultural Arts Troupe)
- Project Safe Way
- Samoan Community Council Somali Youth United
- South Sudan Development Association
- UAAMAC (United African American Ministerial Action Council)
- Valencia Park Elementary School PTA
- The Youth Movement
- Writerz Blok
THE PARTNERSHIP PLATFORM

Public Sector Land Development Partners
- CA Dept. of Housing and Community Development
- CA Dept. of Transportation
- CA Dept. of Water Resources, Integrated Regional Water Management
- CA Natural Resources Agency
- CA State Water Resources Control Board
- City of San Diego Planning and Community Investment
- City of San Diego Development Services
- City of San Diego Fourth District Council Office
- City of San Diego Office of the Mayor
- City of San Diego Redevelopment Agency
- Encanto Neighborhood Planning Group
- Mountain View Recreation Center
- San Diego Association of Governments
- San Diego Housing Commission
- San Diego Metropolitan Transit System (MTS)
- Southern Economic Development Council Agency
- State of CA Business, Transportation and Housing Agency
- U.S. Census Bureau
- U.S. Environmental Protection Agency (EPA)

Land Acquisition Financing Partners
- The Annie E. Casey Foundation
- Pacific Western Bank
- U.S. Bank

Land Planning Partners -
- Groundworks San Diego, Chollas Creek
- San Diego Housing Federation
- Urban Land Institute
- U.S. Green Building Council

Construction Training Partners
- Black Contractors Association
- Latino Builders
- Multicultural Contractors
- The WORC Foundation
- San Diego Youth & Adult Services
Public Sector Partners - Physical Development

CA Dept. of Housing and Community Development
CA Dept. of Transportation
CA Dept. of Water Resources, Integrated Regional Water Management
CA Natural Resources Agency
CA State Water Resources Control Board
City of San Diego Planning and Community Investment
City of San Diego Development Services
City of San Diego Fourth District Council Office
City of San Diego Office of the Mayor
City of San Diego Redevelopment Agency
Encanto Neighborhood Planning Group
Mountain View Recreation Center
San Diego Association of Governments
San Diego Housing Commission
San Diego Metropolitan Transit System (MTS)
Southeastern Economic Development Corporation
State of CA Business, Transportation and Housing Agency
U.S. Census Bureau
U.S. Environmental Protection Agency (EPA)

Public Sector Partners - Economic Development

San Diego Job Corps Center
San Diego Workforce Partnership
Southeastern Economic Development Corporation
Southern Economic Development Council Agency

Public Sector Partners - Schools

Chollas-Mead Elementary School
Gompers Preparatory Academy
Horton Elementary School
Josh Elementary School
Keiller Leadership Academy
Knox Elementary School
Lincoln High School
Mt. Erie Christian Academy
Porter Elementary School
San Diego Unified School District
Valencia Park Elementary School

Public Sector Partners - Public Safety, Prisoner Re-entry

CA Dept. of Corrections & Rehabilitation
City of San Diego Commission for Gang Prevention and Intervention
City of San Diego Fire-Rescue Department
City of San Diego Fourth District Council Office
City of San Diego Office of the Mayor
City of San Diego Police Department
County of San Diego District Attorney
County of San Diego Health and Human Services Agency
County of San Diego Probation Dept.
County of San Diego Sheriff’s Dept.
Mountain View Recreation Center
THE PARTNERSHIP PLATFORM

THE PARTNERSHIP GUIDE TEAM

Initially the Launch Team

The VOCAL Network

Land Assembly, Planning, and Development Networks

Public Sector Partners

The Finance and Resource Networks

Evaluation and Learning Networks

Business and Entrepreneur Networks

Accion San Diego
Asian Business Association
Bayview Community Development Corporation
Black Business Owners Association
Black Contractors Association
CA Southern SBDC
Latino Builders
Manpower
Mind Treasures
Multicultural Contractors
San Diego Conventional & Visitors Bureau
San Diego Regional Chamber of Commerce
Southwestern College
Union of Pan Asian Communities
THE PARTNERSHIP PLATFORM

THE PARTNERS

The VOCAL Network

Land Assembly, Planning, and Development Networks

Public Sector Partnerships

Business and Entrepreneur Networks

The Finance and Resource Networks

THE PARTNERSHIP GUIDE TEAM
Initially the Launch Team

Evaluation and Learning Networks

Abundantia Consulting
Center for Policy Initiatives (CPI)
Filliber Research Associates
San Diego State University
SDSU Institute for Public Health
UCSD, CA Institute for Telecommunications and Information Technology
USCD, Center for Research on Educational Equity, Assessment, and Teaching Excellence
PolicyLink
Urban Land Institute
THE PARTNERSHIP PLATFORM

San Diego Neighborhood Funders
(The Cross-Disciplinary Funders Collaborative)
Bank of America
The Legler Benbough Foundation
The CA Endowment
CA Southern SBDC
Cox Communications
Alice and Doug Diamond
Girard Foundation
JCNI
Jacobs Family Foundation
Kaiser Permanente
Neighborhood Unity Foundation
The Parker Foundation
San Diego Foundation for Change
San Diego Grantmakers
San Diego National Bank
Wells Fargo

Market Creek Investment Advisory Board
The Legler Benbough Foundation
CA Southern SBDC
Neighborhood Unity Foundation
CA State Water Resources Control Board
The Annie E. Casey Foundation
Chase
Clearinghouse CDFI
Diamond Community Investors
Diamond Management, Inc
Evelyn & Walter Haas, Jr. Fund
The F. B. Heron Foundation
Neighborhood Unity Foundation
Pacific Western Bank
The Rockefeller Foundation
SEDC
U.S. Bank
Wells Fargo

Land Acquisition Financing Partners
The Annie E. Casey Foundation
Pacific Western Bank
U.S. Bank

The Finance and Resource Networks

Evaluation and Learning Networks

Business and Entrepreneur Networks
WHAT PARTNERSHIPS REQUIRES
The Keys to Success

- Shared Vision with a Coordinated Action Agenda
- A Simple and Consistent Approach and Decision-Making Process
- A Sustaining Infrastructure for Strategic Support to Teams
- Evolving and Expanding Resource Networks

Ownership
OWNERSHIP VS. ENGAGEMENT

Engagement is 10-15 people at a meeting.
Ownership is 5,000 people participating over decades.

Engagement is asking people to “weigh in.”
Ownership is everyone dreaming, designing, and doing.

Engagement can feel like being kept in the bleachers.
Ownership feels like the center of the room.
SUSTAINABILITY:
3 PROVERBS, 3 LESSONS
“If you want to build a ship, don’t herd people together to collect wood … but rather teach them to long for the endless immensity of the sea.”

—Antoine de Saint-Exupery
Ownership of the vision and plans matter:

• Change rides on will and motivation

• People need to dream before they do

• Participatory planning builds long-term ownership of action
ENDURING CHANGE: PROVERB #2

“If it needs to float, build a dock.”

—The Market Creek Amphitheater Team
Ownership of the implementation builds a can-do spirit:

- In teams, it is easier to risk action
- There is wisdom in groups: don’t underestimate the creativity of those teams
- “Doing with, not for” builds relationships, skills, and capacity that endure
- LADDERing action expands momentum over time
THE LADDER

LISTEN  ACTIVATE  DESIGN  DO  EVALUATE  REFINE

• Adapt strategy
• Adjust team(s) as needed
• Re-initiate the cycle

• Take time for regular reflection
• Make adjustments
• Report at large community forums for feedback

• Move quickly to action
• Set 90-day benchmarks
• Celebrate success
• Stay in a learning place

• Ask about aspirations
• Learn context
• Seek opportunity

• Activate teams
• Get consensus
• Build relationships

• Define success
• Name barriers
• Determine learning agenda
• Develop strategy and plan

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“Start with the end in mind.”

– STEPHEN COVEY
Run ahead to see — and agree — what the end looks like:

- Sustainability of a partnership rides on 3 things:
  - Relationships that can transcend any challenge
  - A sustaining infrastructure with an ongoing revenue stream
  - Committed resource networks
ENDURANCE:
3 PROVERBS, 3 LESSONS
“Creative people run best on the high-octane fuels of play and freedom.”

— John Kao, Jamming
To thrive in the face of change over an extended period of time, people need:

- Permission to create, improvise, let their minds capture a million new connections
- Rituals, laughter, celebration, fun, and joy to magnetize and drive us to inspired action
“You can’t be the kid standing at the top of the waterslide, overthinking it. You have to go down the chute.”

—TINA FEY
Give yourself and others permission to risk action:

- Sometimes you just have to leap for the net to appear
- Stay focused on the opportunity for learning
“To go fast, go alone... To go far, go together.”

– AFRICAN PROVERB
ENDURANCE: LESSON #3

Big, aspirational change happens over time and doesn’t happen alone:

- Focus on vision, rather than issues, so efforts can expand and become increasing dynamic

- Work in a way that is both urgent and patient

- Going together builds pride, a can-do spirit, understanding, and the capacity for ongoing inspired action
“In the 21st century, humanity faces some of its most daunting challenges. Our best resource is to cultivate our singular abilities of imagination, creativity and innovation.”

– Ken Robinson, Our of Our Minds