OWNING CHANGE
Lessons Learned in Resident-Owned Place-Based Community Change

Community Partners
March 10, 2015
OUR COMMUNITY
Southeastern San Diego

- “Four Corners of Death”
- Long-term disinvestment and large-scale blight
- Little economic activity and high unemployment
- Substandard housing
- No supermarkets serving 88,000 people
COMPLEX INTERCONNECTED ISSUES

HEALTHY LIVING

SOCIAL
- Family Support
- Healthy Schools
- Health Care

ECONOMIC
- Business
- Jobs
- Health Insurance

PHYSICAL
- Land Use
- Quality Housing
- Commercial Space for Groceries
- Safe Physical Environments
- Environmental Justice

POLITICAL
- Access to Health Insurance
- Policies Addressing Health Disparities
Interlocking issues require a large, diverse universe of actors aimed at joint goals.
OUR COORDINATION CHALLENGE

How do we avoid unintentionally blocking our own goals?
THREE BIG LEARNINGS FROM THE MARKET CREEK EXPERIENCE
THREE BIG LEARNINGS

1. DreamWork
   TeamWork
   Ownership
BIG LESSON #1: DREAMWORK

“Don’t do about me without me.”
BIG LESSON #1: DREAMWORK

- We needed an uncompromising commitment to inclusion and participation.
- Residents’ ownership of a bold vision ignited their deeply human capacity for creativity and learning.
- Building a collective vision required us to move from seeking input or buy-in from residents (as program clients) to shared ownership for change with residents (as citizens).
# BIG LESSON #1: DREAMWORK
Vision Organizing

<table>
<thead>
<tr>
<th>FROM</th>
<th>TO</th>
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</thead>
<tbody>
<tr>
<td>Organizing as means to end</td>
<td>Organizing as both means and end</td>
</tr>
<tr>
<td>Focusing on a problem</td>
<td>Focusing on the future</td>
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<td>Meetings focused on input</td>
<td>Participatory planning focused on dreaming, designing, doing</td>
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<td>Model based on professional problem solving</td>
<td>Model based on activating the wisdom, creativity, and experience of residents</td>
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<td>Goal of immediate change</td>
<td>Goal of 90-day wins, comfortable with big change happening over time</td>
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<tr>
<td>Organizing intended to be short-term effort</td>
<td>Organizing intended to expand and become increasingly dynamic</td>
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BIG LESSON #2: TEAMWORK
Work in Teams—Risk Action

“Perhaps we’re overthinking the situation.”
BIG LESSON #2: TEAMWORK

- Working Teams provided a way to coordinate the work and share decision making with residents.

- Ownership of and commitment to action was built by providing a forum for people to grapple with and find answers to the issues.

- It was important to aim at a catalyst and plan “in the center of the room.”

- We learned to LADDER Action and move in a fast rotation. Listen —> Plan —> Do.
BIG LESSON #2: TEAMWORK
Plan in the Center of the Room

THE CENTER OF THE ROOM

SOCIAL
POLITICAL
ECONOMIC
PHYSICAL
BIG LESSON #2: TEAMWORK
Aim at a Catalytic Headpin

Securing a grocery and getting rid of an industrial dump
BIG LESSON #2: TEAMWORK
LADDERED Action

LISTEN ACTIVATE DESIGN DO EVALUATE REFINE

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

- Ask about aspirations
- Learn context
- Seek opportunity

- Activate teams
- Get consensus
- Build relationships

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

- Take time for regular reflection
- Is it working?
- Are adjustments needed?
- Report at large community forums for feedback

- Move quickly to action
- Initiate work with clear 90-day benchmarks
- Celebrate success
- Have fun
- Stay in a learning place
- Adapt strategy or plan
- Adjust team(s) as needed
- Re-initiate the cycle

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“To go fast, go alone… To go far, go together.”

– AFRICAN PROVERB
BIG LESSON #3: OWNERSHIP

• Ownership of the Plans: builds vision, hope, and a commitment to change

• Ownership of the Implementation: builds the skills and capacity needed for the work to continue after the grant is gone

• Ownership of the Assets: gives people a real stake in their community