

DVRPC Futures Group:

*12 Trends in National
Philanthropy and what they
mean for our region*

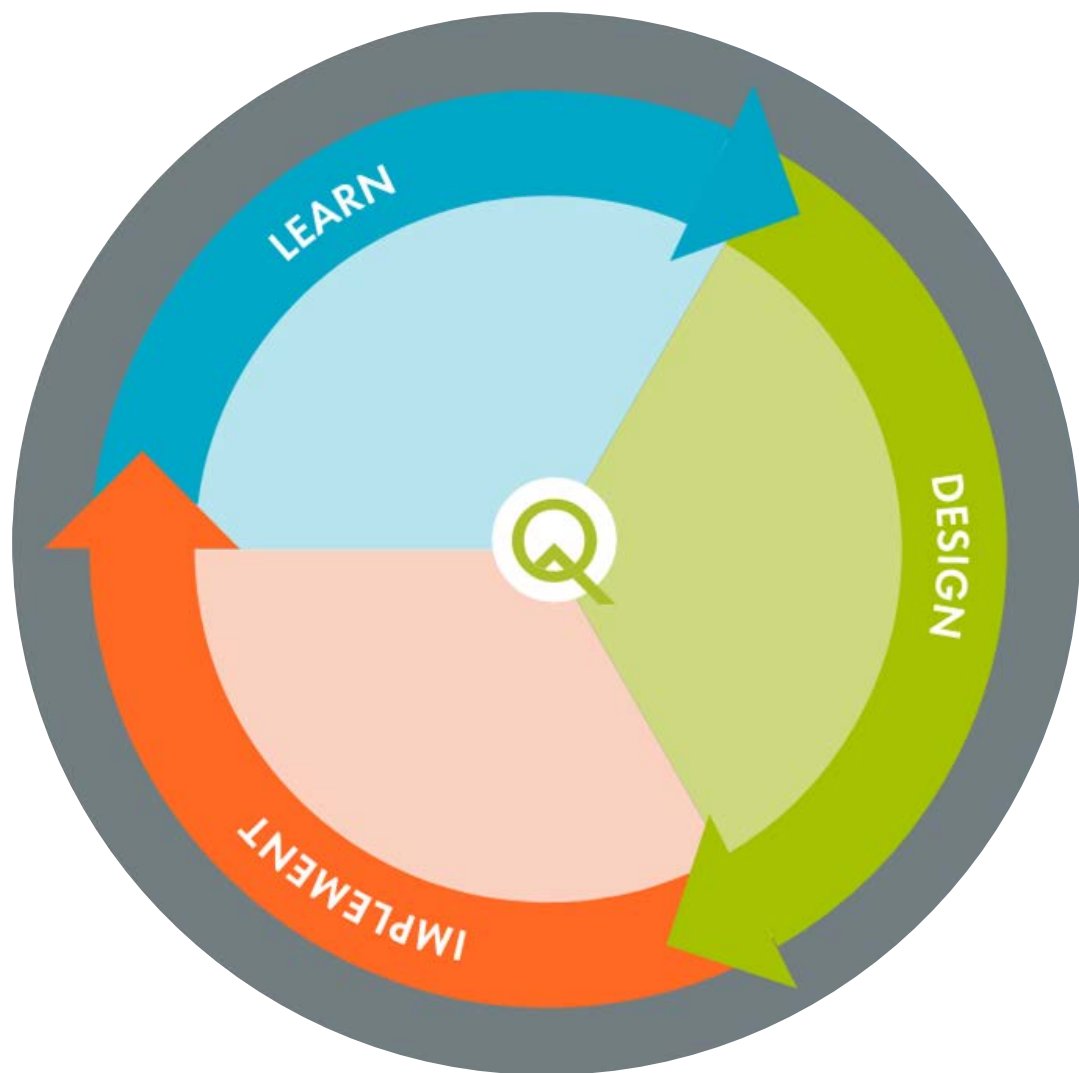
by Meg Long, President

EQUAL
MEASURE

FINDING
PROMISE
FUELING
CHANGE



What We Do



It's not about what we do,
it's how we do it.

Whether assessing the impact of energy
gained from diverse perspectives, we
helpives, clients shape programs
stronger, healthier, more equitable,
and more inclusive, thought leadership with
humility, and rigor with flexibility.



Approaches



Approaches

Collective Impact





Approaches

Community Centered





Approaches

Capacity Building



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Networks





Content



Education

Cradle to career

Economic

competitiveness

Health and well-
being

Civic engagement





Economic Mobility

Multigenerational

Sustained opportunity

Job creation, retention

Definitions of poverty





Content

Community Health

Upstream

Social determinants

Transportation,
safety, economic
opportunity



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Content

STEM

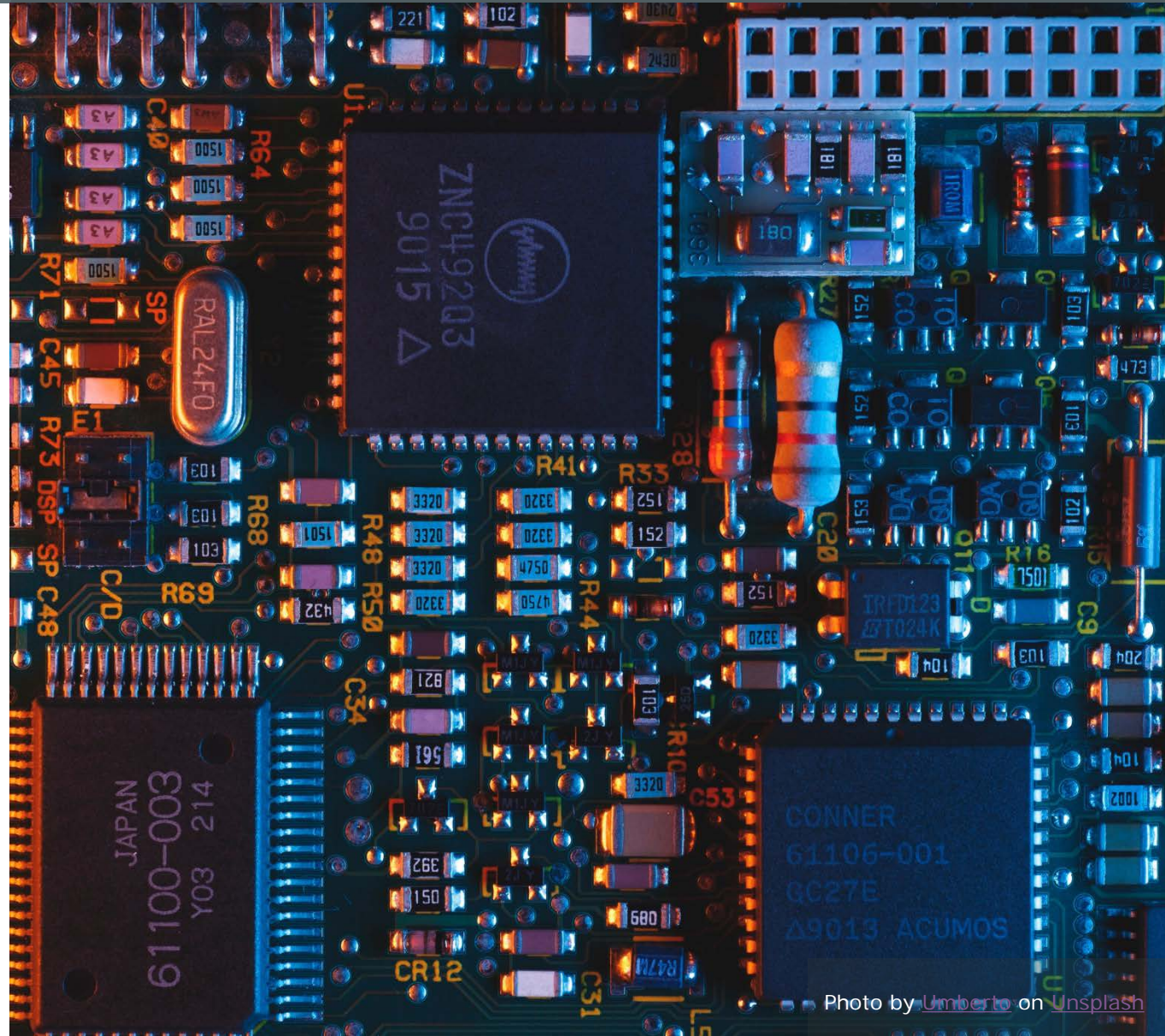
Access and diversity

Education

Employment

Economic competitiveness

Arts and creativity





Hot Topics



Hot Topics

Impact Investing



Photo by [Scott Webb](#) on [Unsplash](#)



Equity





Hot Topics

Narrative Change



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Place-Based





Questions?

EQUAL
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equalmeasure.org

@eqmeasure

Affecting Positive Change

Delaware Valley Regional Planning Commission

January 24, 2020

Changing Emotions

1. Please think of a significant change you are either going through now or experienced in the past year. Jot down two or three emotions that you have felt during this change process.
2. Select one of the emotions to share with your group.

The job of the group members is *to listen and receive* the reflection of the speaker.

3. What did you notice about the different emotions that emerged?

What Does Change Mean To You?





“It isn’t the changes that do you in,
it’s the transitions.

Change is not the same as transition.

Change is situational: the new site,
the new boss, the team roles,
the new policy.”



“Transition is the psychological process people go through to come to terms with the new situation.

Change is external,
transition is
internal.”

Managing Transitions – Making The Most of Change
by William Bridges, 1991



“Many leaders fail to recognize the importance of managing transitions, believing that if the structural, technical or financial changes go well, the human transitions will take care of themselves.

But unless people can make the transitions the changes require, those changes simply will not work.”

*Managing Transitions –
Making The Most of Change*
by William Bridges, 1991

What Are Major Trends?

- Major funding shifts as part of political shifts
- Challenges regarding access to services
- Significant changes in health care
- Impact of changes in policies and laws re refugees and immigrants
- Critical issues regarding diversity, equity, and inclusion
- Constantly trying to do more with less

“Systems change takes time!

There is a need to impart change within your own organization first before change can happen outside.”



What Are The Challenges For Nonprofit Leaders?

- Understanding how to vet opportunities
- Asking critical “business” questions and helping staff to vertically gain business skills
- Gaining experience in systems thinking and systems change within their organizations
- Needing dedicated staff to support major collaborative partnerships and coalitions

Stages of Partnerships

Networking:

- Organizations are just beginning to connect
- Lack of knowledge about one another
- Organizations hold different goals
- They have little or no accountability to one another

Cooperation

- Checking in when needed regarding grants, events, collaborative opportunities
- Moderate level of trust
- Beginning to work towards mutually beneficial goals, but decision making stays in-house
- Organizations are accountable to themselves

Coordination

- Planned communication and sharing of information on joint projects
- High level of trust
- Organizations promote each other's work
- Organizations create negotiated common goals
- Organizations are accountable to themselves first, then to the partnership

Collaboration

- Frequent, planned communication and proactive planning for mutual goals
- High level of trust – organizations share risks and responsibilities and rewards
- Power and decision making is shared between organizations
- Organizations respectfully hold each other accountable for partnership responsibilities

What Makes A Partnership Work?

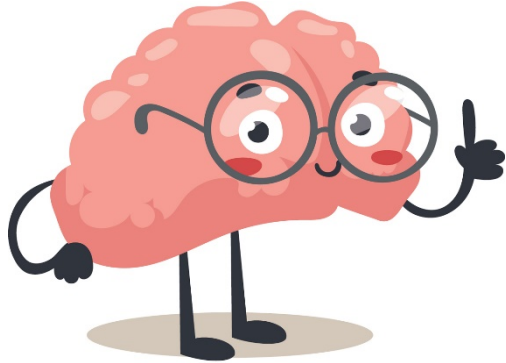
- Look for commonalities – in our values, in our hopes, in our vision
- Understand and respect each other's interests
- Explore and express our hopes:

What will we gain by working together?

- Own and state our fears:
- **What might we lose by working together?**

Rules and Rituals – How To Drive Change

By Zia Khan, Stanford Social Innovation Review, July 3, 2017



Rules

- Rationality
- Goals
- Objectives
- Strategies
- Policies
- Measurable outcomes
- ROI



Rituals

- Spirit and Culture
- Values
- Attitudes
- Emotions
- Motivation
- Trust
- Relationships
- Personal networks
- Pride



- Who do we think are the key stakeholders?
- Where are our blind spots? Who are we missing?
- Whose voices need to be heard?
- How are we making decisions?



What are you doing to
care for yourself as a
leader of change?

Resonant Leadership

- Be mindful of your own being – your physical, emotional, spiritual, social self.
- Practice hope. Offer it to others.
- Show compassion to yourself and others.

Reflection



What will you take away with you today?

COLLABORATION & CHANGE

Lynn Mandarano, PhD

Associate Professor, City + Regional Planning and
Community Development

DVRPC Futures Group January 24, 2020

TYLER:

ART+ARCHITECTURE

Roots of Collaboration

- The planning field started to come under attack more and more in the 60s and 70s
- While the work was getting more and more professional, the problems were getting more complex
- Problems shifts from making city more efficient to addressing social problems

- ✓ Streets were paved
- ✓ Basic road networks built
- ✓ Clean water delivered
- ✓ Waste removed...

Urban poverty
Disinvestment
Vacancy and blight
Unemployment

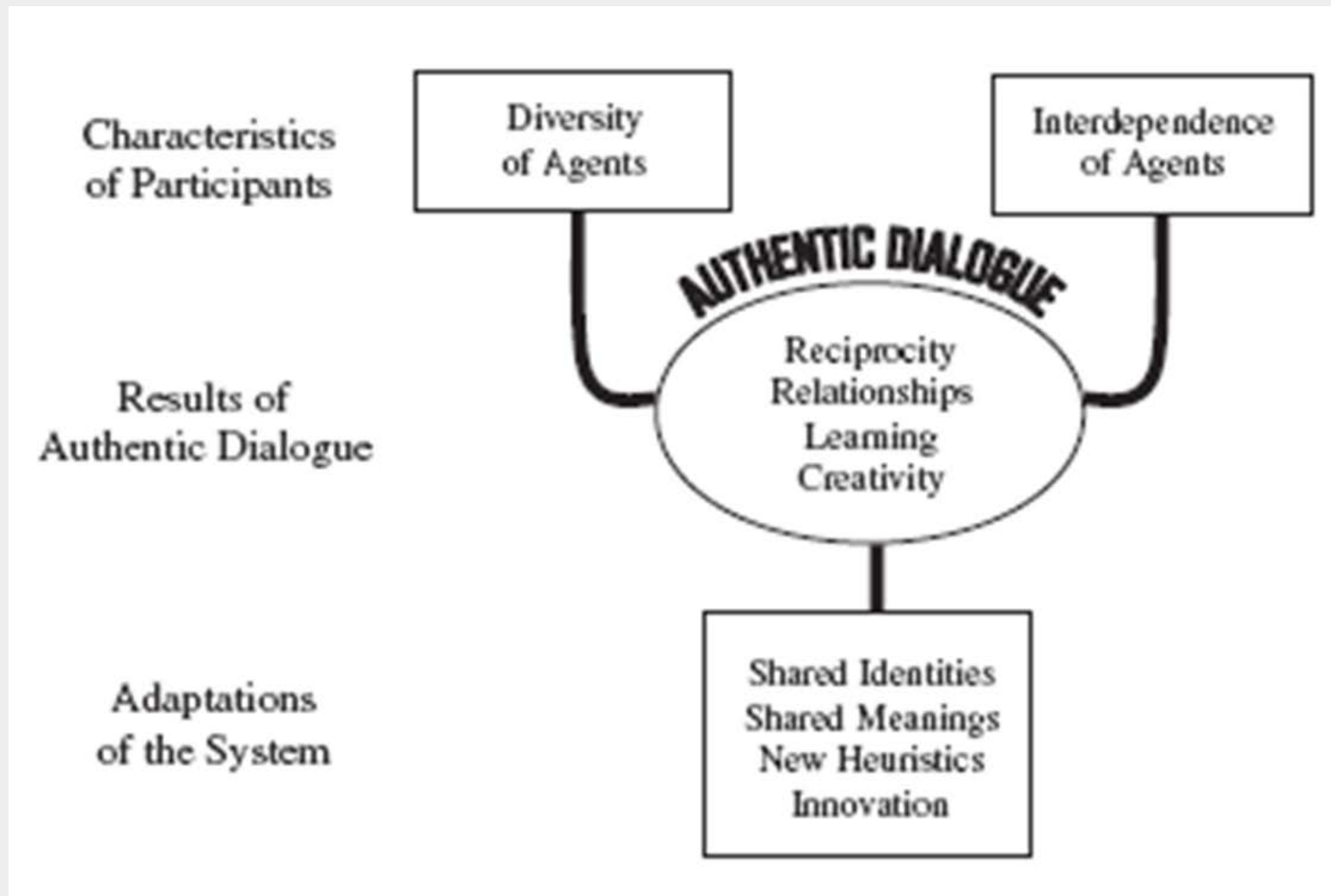
Wicked Problems

- No single root cause and interrelated to other problems
- Goals are more value laden and thus more difficult to define with a pluralist society
- No immediate solution or test of a solution
- No learning by trial and error
- No exhaustible list of solutions
- Essentially unique (Rittel and Webber 1973)

Shift in Decision-making

- Public decision-making systems were not equipped to handle such complexity.
- Government agencies fragmented: enacted regulations and policies along narrow agency mandates
- Public involvement limited to public comment periods, adjudacatory hearings...
- Unsatisfied publics sued to stop project or policy and everything came to a standstill while problem persisted
- The alternative...

Collaborative Decision-making



Innes and Booher

Keys to Successful Collaboration

- Representatives share a philosophical commitment to a collaborative process
 - During negotiation phase and
 - Throughout implementation phase
- Important to choose representatives who not only are open to consensus-building but also feel that negotiating with all interests at the table is the most appropriate approach to reaching a solution

(Wondolleck & Yaffee)

Keys to Successful Collaboration

- Build support within organizations
 - Representatives are responsible for communicating with his/her constituents
 - Up to date
 - Inform of how others are making concessions
 - Communicate from top to bottom

Keys to Successful Implementation

- Continue to meet and maintain communications
 - Implementation can be interrupted as representatives are approached with more pressing concerns within their organizations
- Collaborations that held routine communications had better implementation
 - Fosters understanding of what is being implemented
 - Assures others are implementing actions
 - Establishes a norm of implementation

Keys to Successful Implementation

- Commitment of resources
 - Organizations need to commit staff and funds to achieve the desired outcomes
 - Draft new statutes, ordinances, regulations, permits...
- Particularly important for implementing physical projects
 - Restoring acres of wetlands, reducing carbon emissions by installing bike lanes and upgrading to a hybrid fleet...



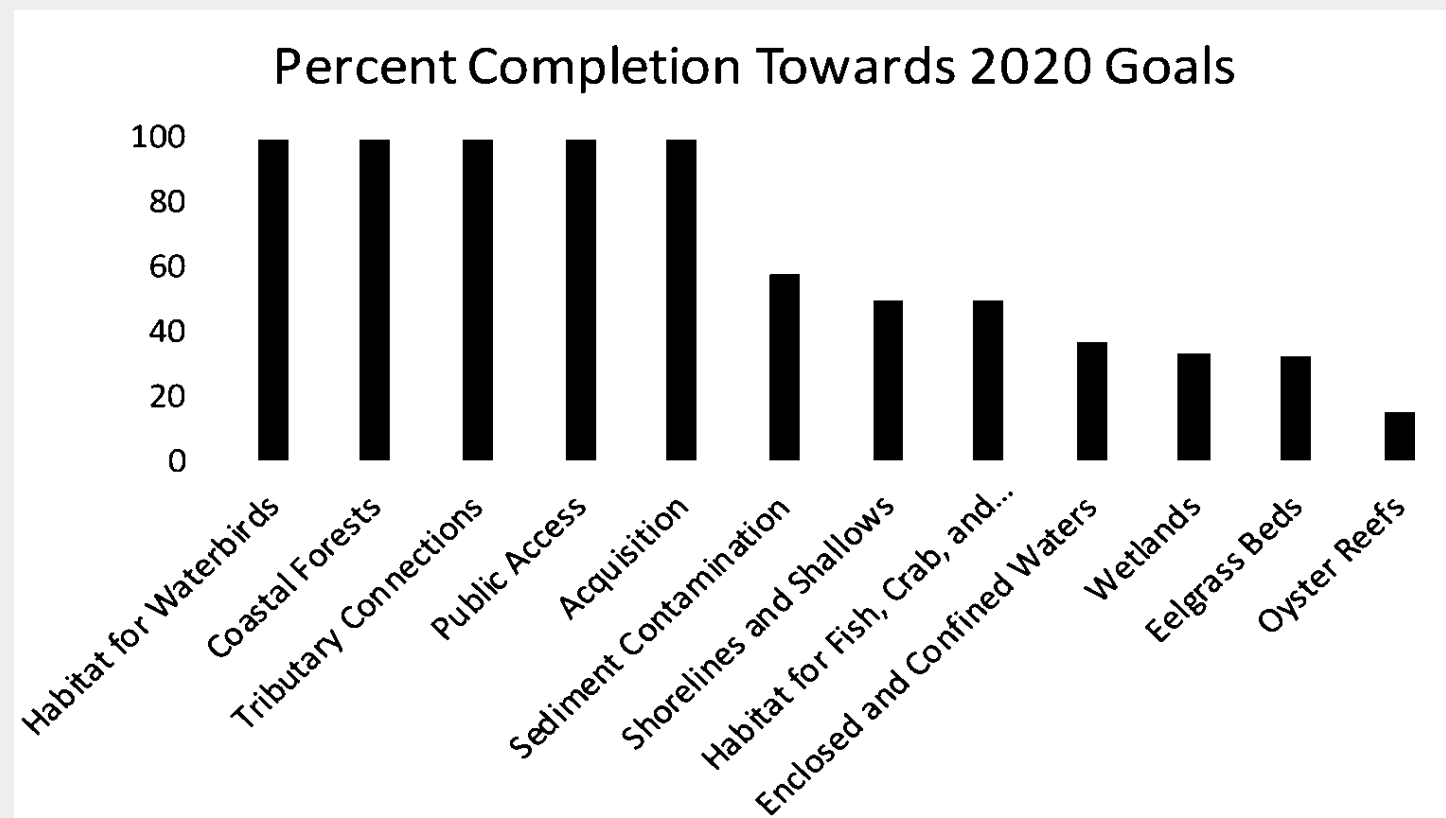
Insights from NYNJ Harbor Estuary Program

Success Factors

- EPA & States funded scientific studies
- Increased understanding and recognition of interdependence
- Highly structured process
- Topic specific workgroups with diverse representation
- Process to 'check-in' with constituents
- Harbor-wide Plan 1996
- Ongoing collaboration for implementation phase
- Regular progress reporting

Habitat Workgroup

- Wider field of collaborators to create and implement Habitat Protection and Restoration Plan 2001
 - More trust
 - New relationships
 - New programs - Port Authority 'Wetland Banking'
- Comprehensive Restoration Plan 2009



Collaboration & Change

- Authentic conversations necessary to solve wicked problems
- Results: mutual understanding, new ways of thinking and doing, new relationships and trust, new partnerships, innovative strategies
- Successful implementation depends on continued collaboration

Thank you