Braided Alignment: A Model for Community Centered Social Impact

PA CDC Equitable Development Conference
June 27, 2018
Philadelphia, PA

Leon D. Caldwell, Ph.D.
Managing Partner
leoncaldwell@Ujimapartners.com
Purpose Driven

Mission

We are a purpose driven community centered social enterprise creating profitable investment opportunities with impactful real estate developments that transform neighborhoods into vibrant communities promoting economic mobility, wellness and health.

Vision

We envision healthy intergenerational communities that facilitate acquiring basic needs, spark innovation and are sustained with intentional investments in People first, then Place to ultimately promote Progress toward an equitable and just society.
Optimal Community Health Requires Intentional Investments

The Built Environment

Sustainable Healthy Communities

- Economic Mobility Strategies
- Health and Wellbeing Strategies
Development Concepts

• Innovative strategies and buildings that sit at the intersection of public health and real estate development.

• Creative concepts that solve social challenges.
Ujima Community Centered Social Impact Process
Community centered social impact utilizes a process of Braided Alignment to guide existing residents in defining social impact in their terms and then co-designs development projects sharing value with City officials, real estate developers, financial institutions and interested stakeholders.
Equitable development requires a fair and just framework that provides input from a diverse set of community stakeholders. Some of the existing frameworks for community engagement exclude many residents from participating in creating solutions to neighborhood issues thereby mitigating the chances of promoting a sustainable healthy community. **How might a CDC engage neighborhood residents and community stakeholders in creating sustainable solutions for the optimal health of a community?**
Mis-Aligned Systems and Resources

- Movement from various sectors of the community.
- Public-private presence not partnership.
- Lack of Strategic Communication
- Perception of competition
- Unclear boundaries
- Unclear metric for outcome and performance
Alignment of Resources: Collective Impact

- Awareness of general goals
- Clear firm boundaries (Silos)
- One-way Communication
- Collaborative when necessary
- Moving in consistent direction
- Coordination of Backbone Organization
Achieving Large-Scale Change through Collective Impact Involves 5 Key Conditions for Shared Success

**Common Agenda**
All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.

**Shared Measurement**
Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.

**Mutually Reinforcing Activities**
Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.

**Continuous Communication**
Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation.

**Backbone Support**
Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.

Five Strands for Alignment

1. Inclusion Alignment
2. Conceptual Alignment
3. Policy Alignment
4. Funding Alignment
5. Implementation Alignment
Inclusion

Activity 1:

• Network Analysis
• Who is at the table and what do they bring?
• Who is not at the table? And Why?
Conceptualization

Activity 2:

- What’s the End in Mind?
- Are you addressing the symptoms or root cause?
- What are the innovation opportunities in your community?
- Creating a common understanding of what needs to be solved and the ways it can be solved.
- The Fish and Water analogy.
Activity 3:
What system policies and practices promote your solutions?

What policies and practices threaten your solutions?
Funding

Activity 4:

How is going to get funded?

What does blended funding look like in your community.

What’s your ROI and ROC?

Economic Evaluation Tools

- Benefit-Cost Analysis
- Cost Effectiveness Analysis
- Financial Analysis/Feasibility
- Fiscal Impact Analysis
- Economic Impact Analysis
- Social/Environmental Impact Analysis
Implementation

Activity 5:

• Return to the network map.
• Who has the capacity?
• What capacities need to be invested?
• “Six I Questions”
Sustaining the braid requires acknowledging and accounting for the natural evolution of implementation. We consider the three following strategies:

- **Fraying** – happens over time and is the natural wear and tear as system changes. To prevent fraying systems should invest in maintaining the braid with consistent authentic communication and celebration of collective efforts.

- **Kinking** – is a result of moving too rapidly within the system. Removing a kink may require more deliberate attention to communication and attention to natural apprehension for change. Kinking requires gentle movement of the ecosystem.

- **Knotting** – is a natural by-product of confronting an adaptive challenge with adaptive change. They should not be catastrophized. Knots require attention to understanding the nature of the blockage.
### Six “I” Questions for Community Implementation

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose</strong></td>
<td><strong>Question</strong></td>
</tr>
<tr>
<td><strong>Inventory</strong></td>
<td>What do we have already?</td>
</tr>
<tr>
<td><strong>Investigation</strong></td>
<td>How well does it work?</td>
</tr>
<tr>
<td><strong>Interrogate</strong></td>
<td>For whom does it work?</td>
</tr>
<tr>
<td><strong>Inquiry</strong></td>
<td>What is missing?</td>
</tr>
<tr>
<td><strong>Iteration</strong></td>
<td>How do we implement?</td>
</tr>
<tr>
<td><strong>Insights</strong></td>
<td>Did we move the needle towards the desired results?</td>
</tr>
</tbody>
</table>
Why Is Community Engagement Essential to Equitable Development?

- Affordable Housing Solution
- Racial Wealth Divide
- Graying of the City of Philadelphia
- Racial Housing Segregation
- Social Justice & Equity
- Public and Population Health
- Fair Housing
- Sanctuary City Status
Neighborhoods Are Systems Searching for Communities
Dr. Leon D. Caldwell, Social Entrepreneur and Scholar-Activist

- West Philadelphia born and raised
- Real Estate portfolio includes multi-unit and commercial properties.
- 20 years experience as an award winning Community-Based Researcher and Founder of community-centered translational research centers funded by universities and philanthropy.
- Ph.D. in Counseling Psychology, Penn State
- BA (Economics) and M.Ed. (School Counseling), Lehigh University
- Associate Professorships of Educational Psychology, Social Work and African American Studies at major research universities.
- International and domestic population and public health research experiences
- Senior leader in national philanthropies and Fellow, Association of Black Foundation Executives
- Growth Mindset - 15 years experience in real estate and social entrepreneurship
Phone: 215-839-6049  email: leoncaldwell@ujimapartners.com  website: www.ujimalImpactDevelopers.com