

# Sustaining the Reinvention: Applying the Concept of Braided Alignment to Small Business Recovery Efforts

Reinventing Our Communities (ROC)  
Cohort Program  
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# Purpose Driven

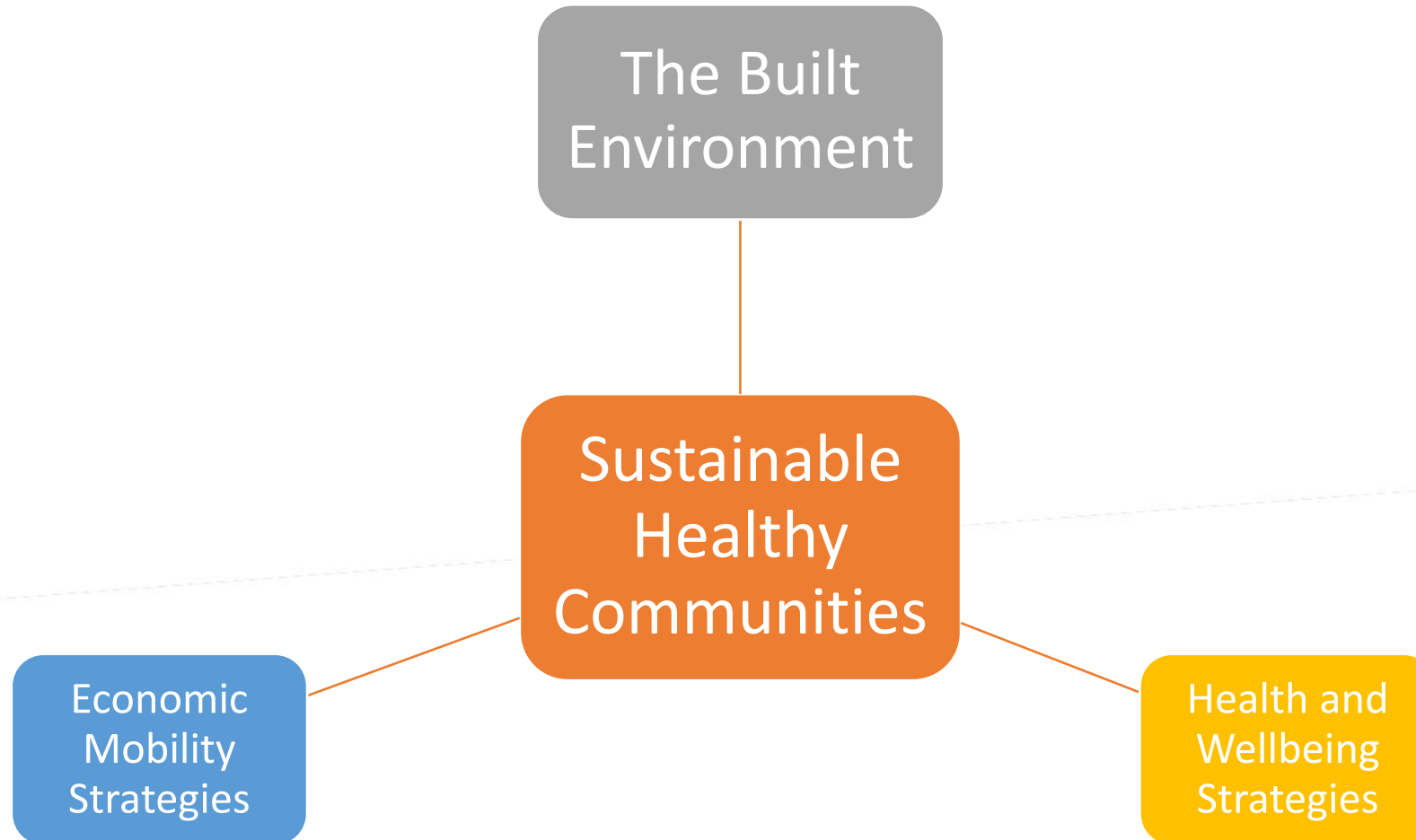
## Mission

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

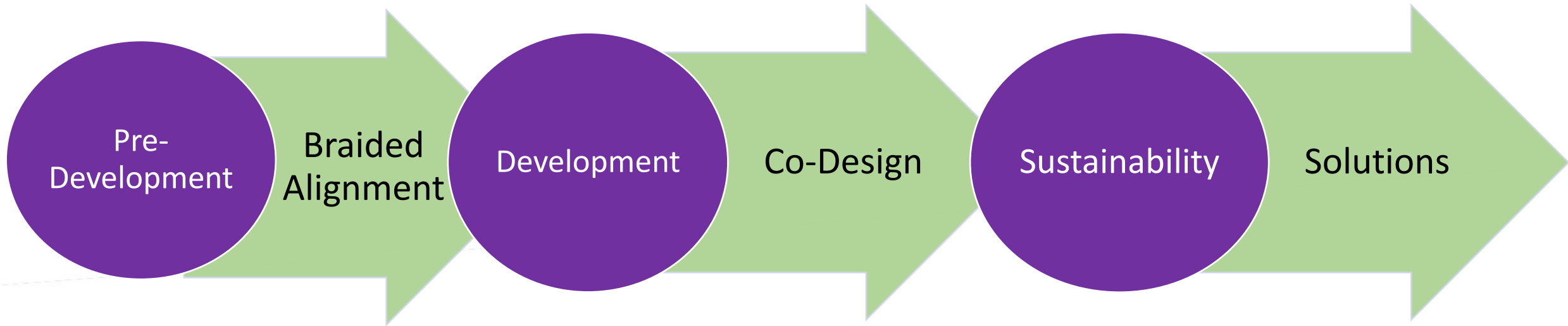


# Development Concepts

- 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



# 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

<p><b>Common Agenda</b></p>	<p>All participants have a <b>shared vision for change</b> including a common understanding of the problem and a joint approach to solving it through agreed upon actions</p>
<p><b>Shared Measurement</b></p>	<p><b>Collecting data and measuring results consistently</b> across all participants ensures efforts remain aligned and participants hold each other accountable</p>
<p><b>Mutually Reinforcing Activities</b></p>	<p>Participant activities must be <b>differentiated while still being coordinated</b> through a mutually reinforcing plan of action</p>
<p><b>Continuous Communication</b></p>	<p><b>Consistent and open communication</b> is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation</p>
<p><b>Backbone Support</b></p>	<p>Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to <b>serve as the backbone for the entire initiative and coordinate participating organizations and agencies</b></p>



# Sustainable Innovation

## *Five Strands for Alignment*

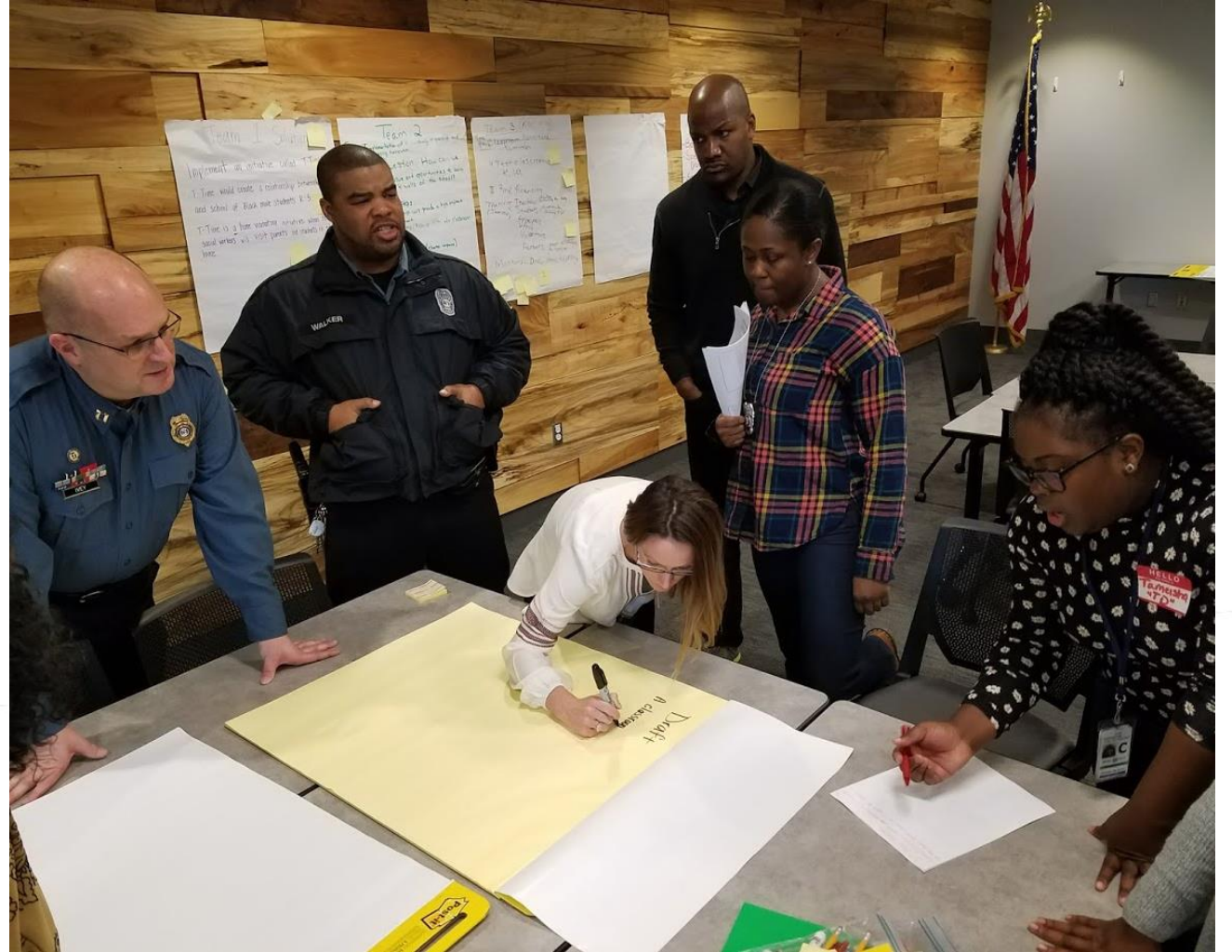
1. Inclusion Alignment
2. Conceptual Alignment
3. Policy Alignment
4. Funding Alignment
5. Implementation Alignment



## Inclusion

### Activity 1:

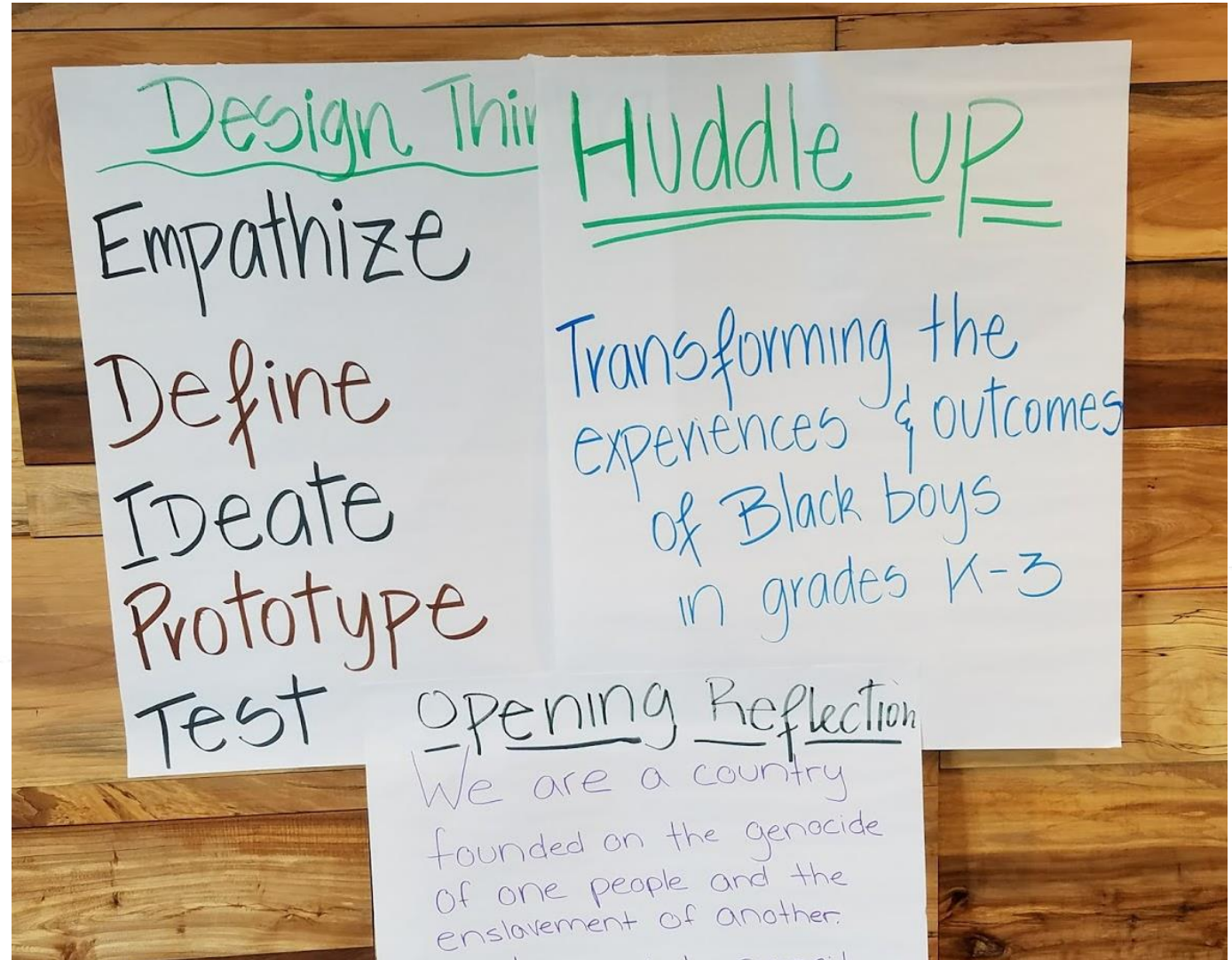
- Network Analysis
- Who is at the table and what do they bring?
- Who is not at the table? And Why?



## 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.



## Policy

### 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?
- How can we invest in needed capacities?
- “Six I Questions”



# Sustaining the Braid

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

Purpose	Question
Inventory	What do we have already?
Investigation	How well does it work?
Interrogate	For whom does it work?
Inquiry	What is missing?
Iteration	How do we implement?
Insights	Did we move the needle towards the desired results



# Why Is Community Defined Social Impact 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
- Self determination for sustainability



# 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



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