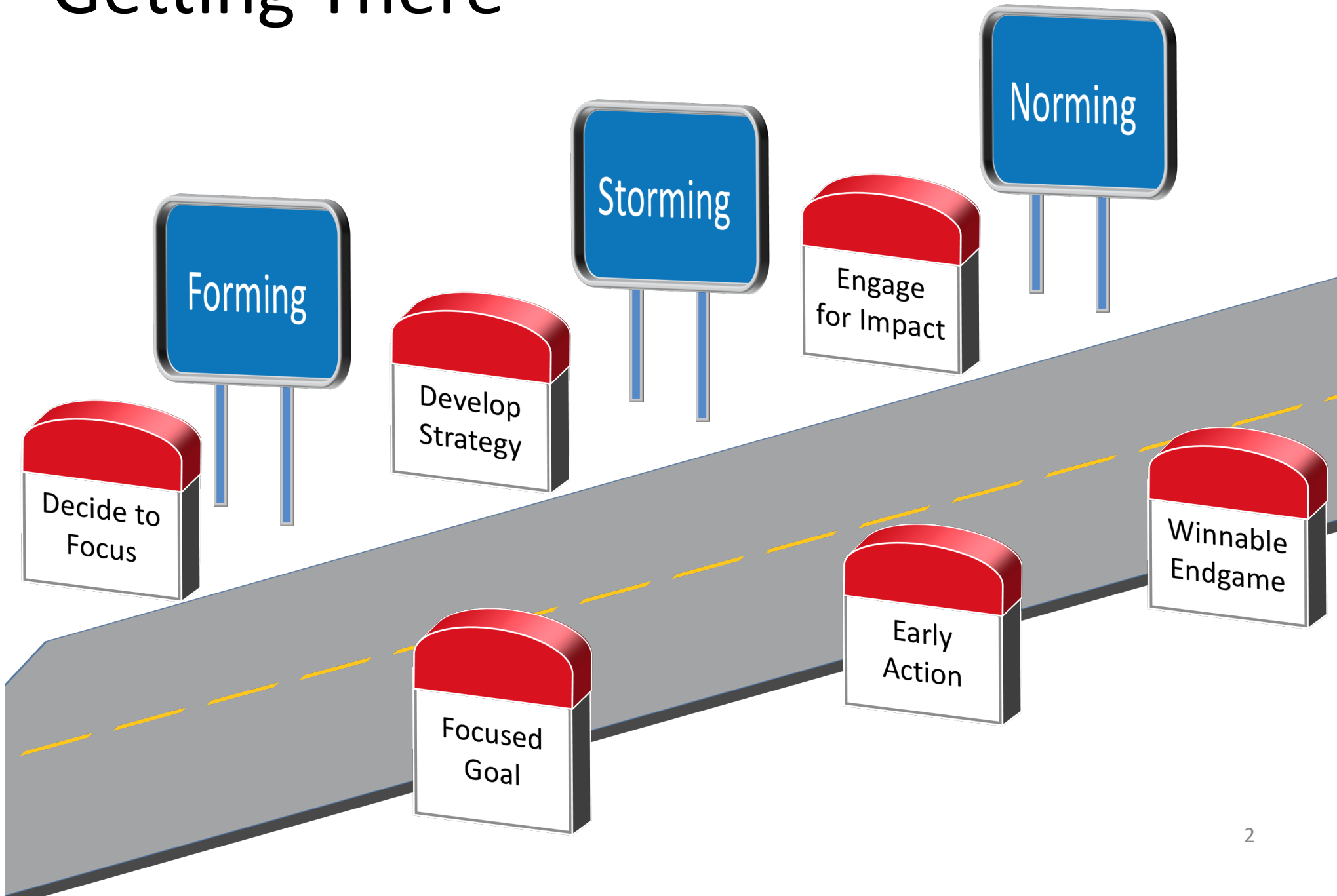


Road to Deeper Community  
Impact

# SVP Portland's Journey



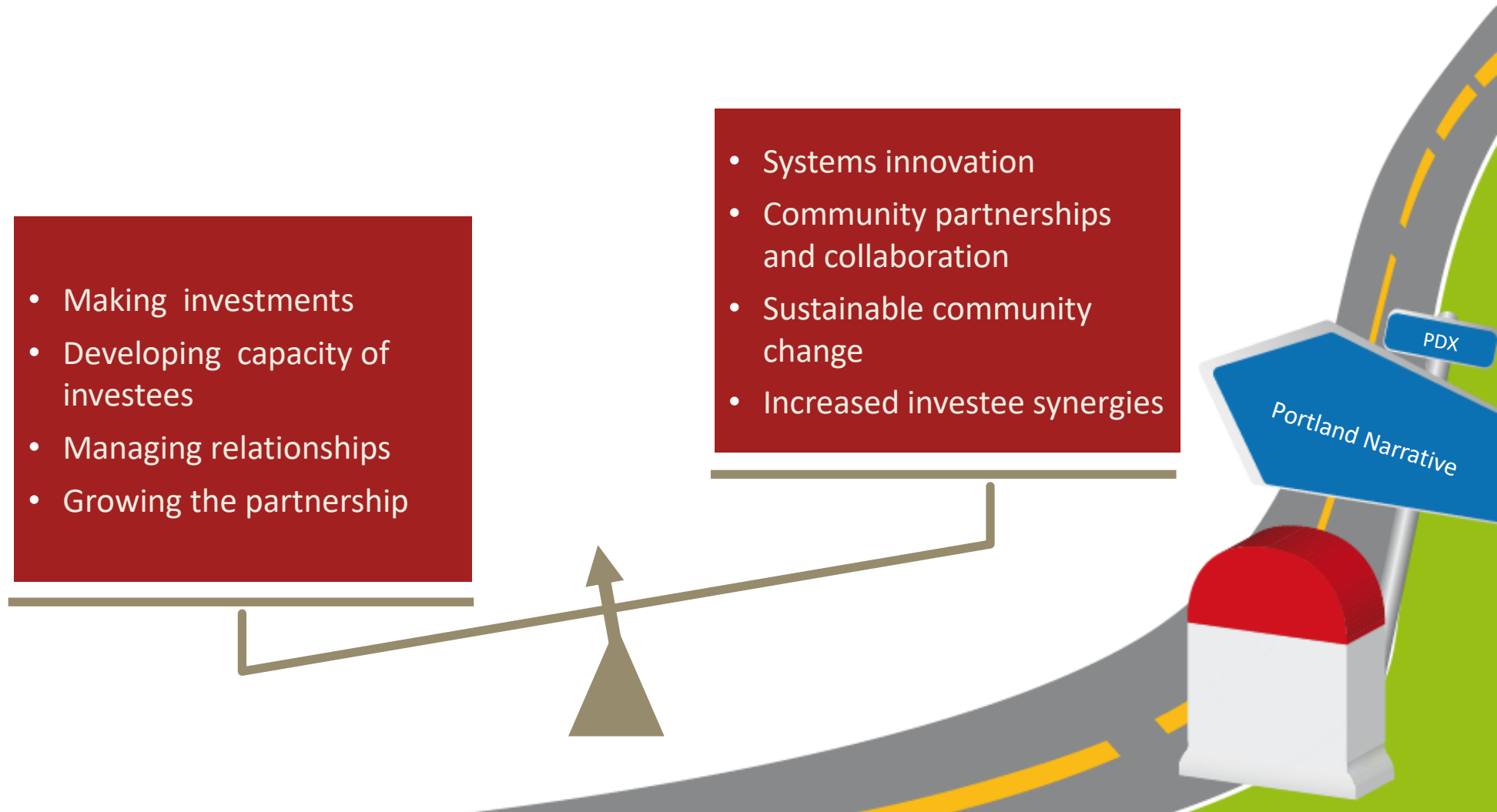
# Getting There



# SVP Portland Narrative

## Prior to the BHAG

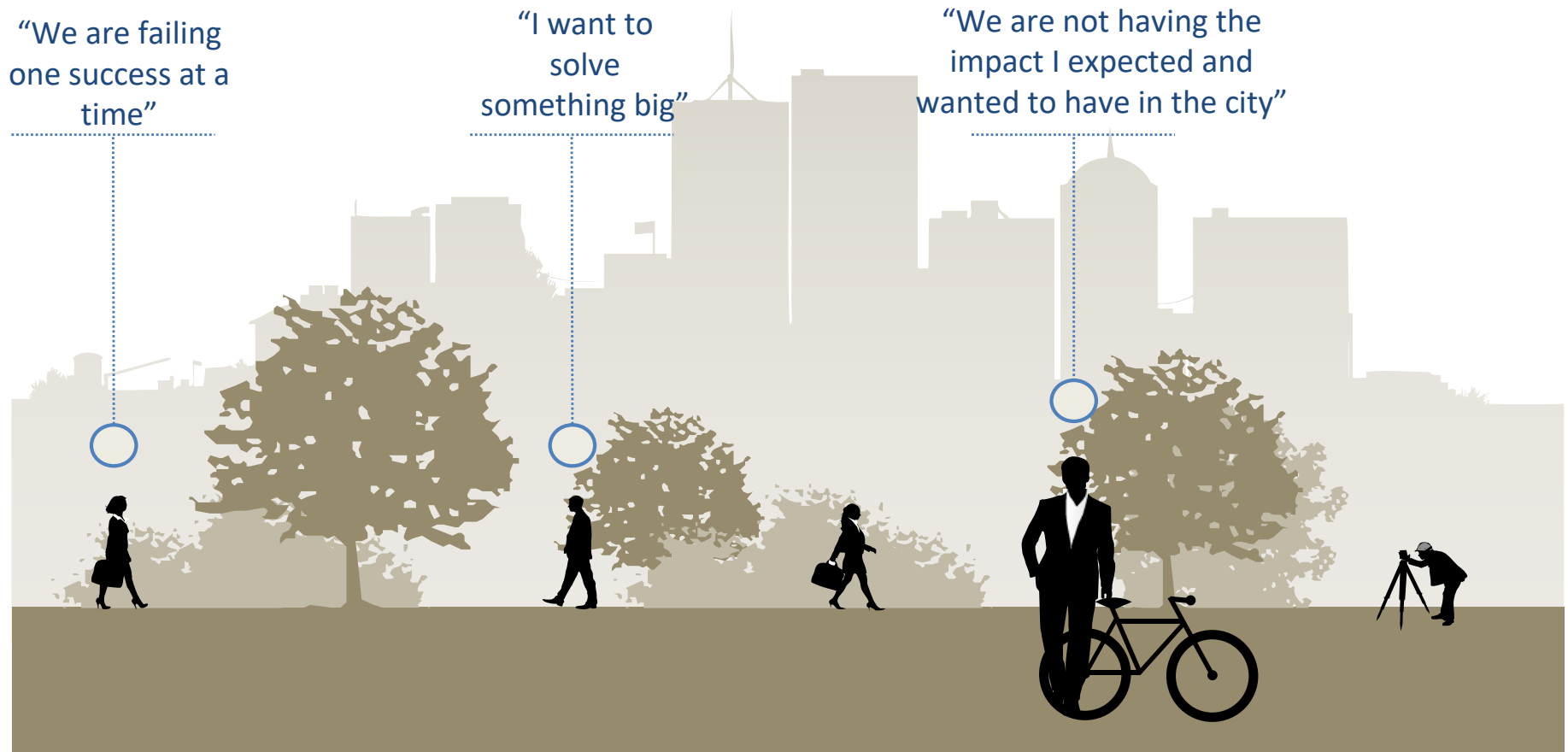
SVP Portland was a successful venture philanthropy group



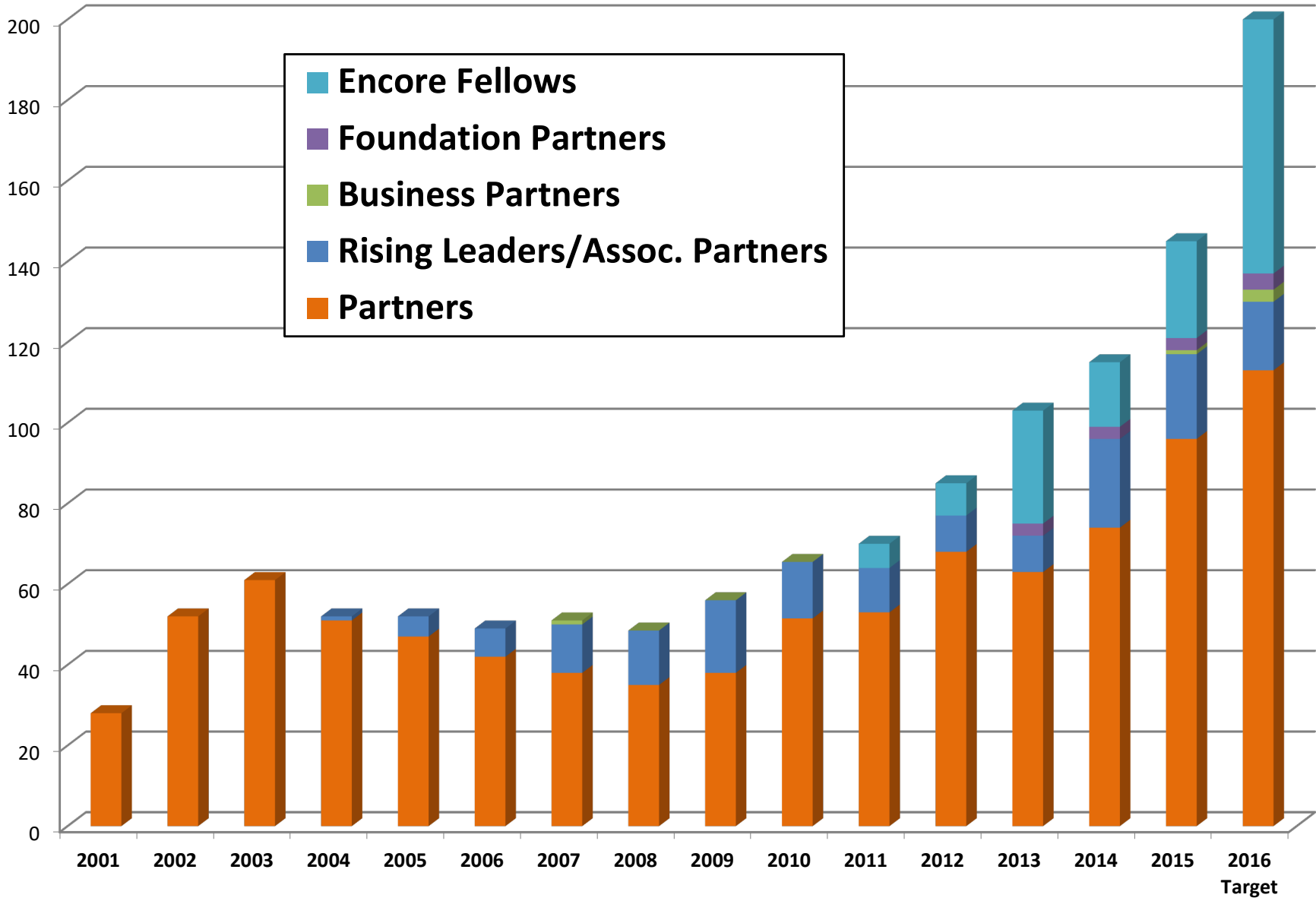
# SVP Portland Narrative

## Portlandia Syndrome

Underlying dissatisfaction with the level of impact SVPP was having in the community



# Year End Partnership Total

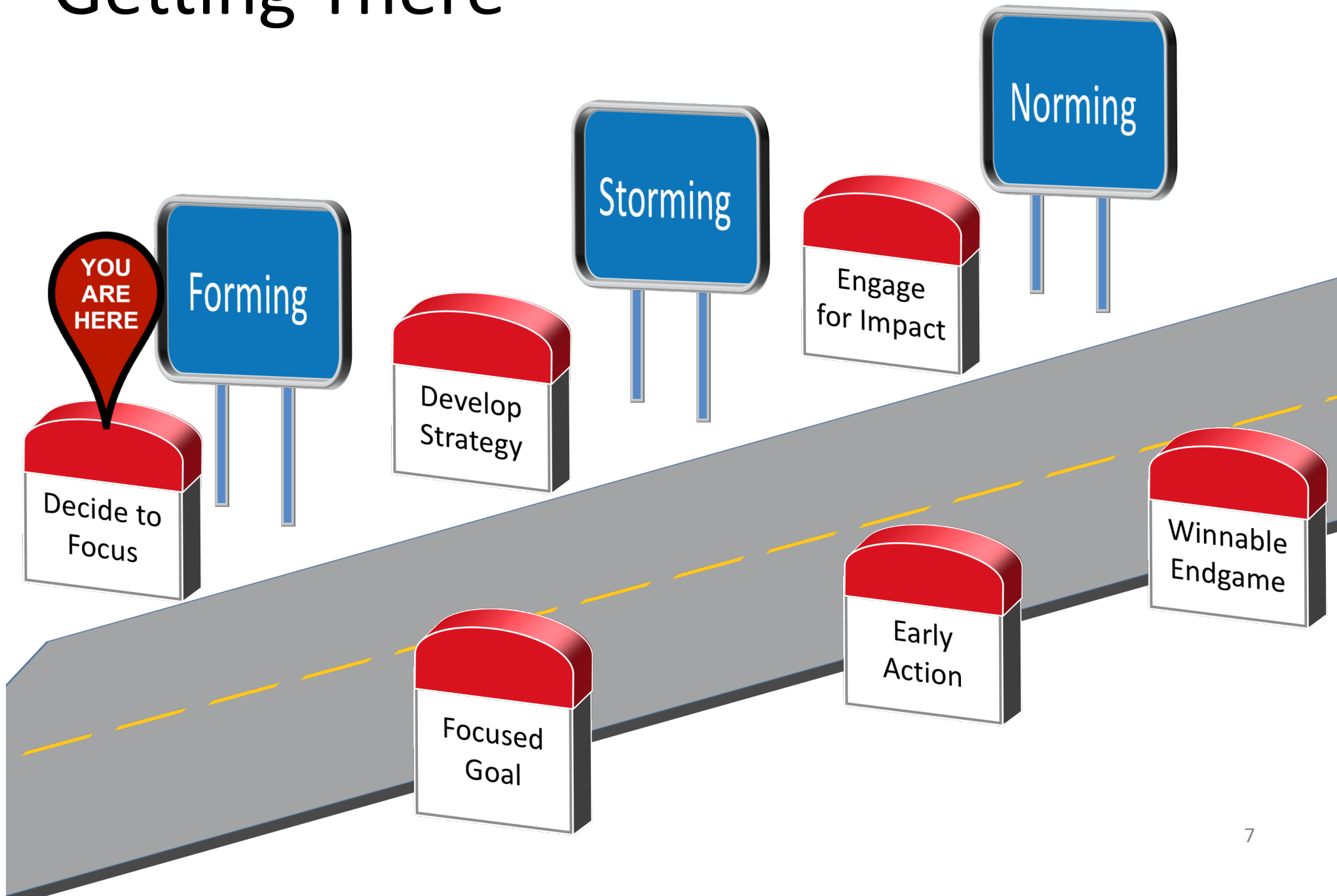


# SVP Portland Narrative

- Five Years out:
  - 2x Partnership size
  - 5% increase in retention
  - 136% increase in invested \$
  - 3x # of Community Partners/Investees



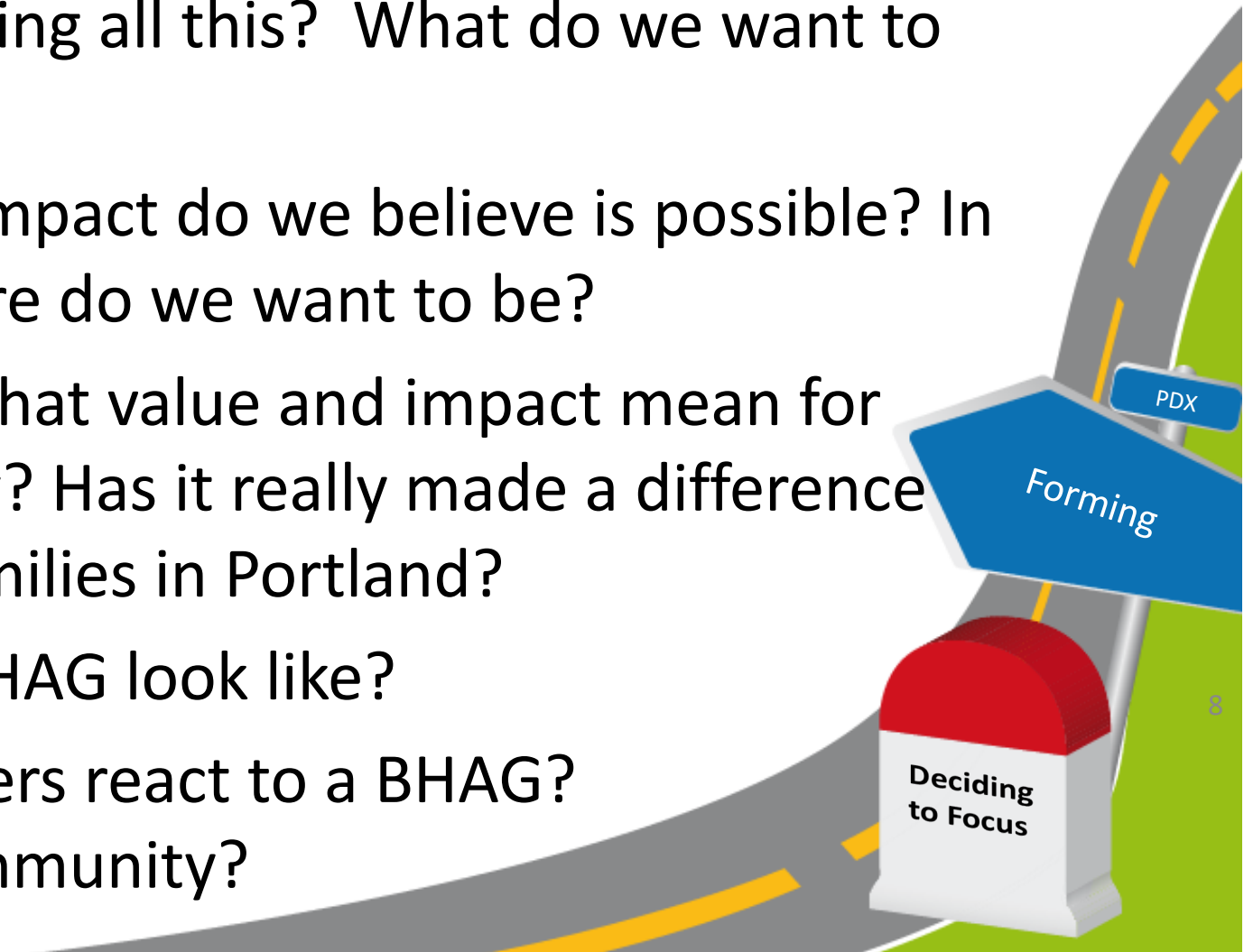
# Getting There



# DECIDING TO FOCUS:

## Questions we were asking (or should have been):

- With 92% satisfaction...Who is dissatisfied? Why?
- Why are we doing all this? What do we want to achieve?
- What greater impact do we believe is possible? In ten years, where do we want to be?
- What does all that value and impact mean for the community? Has it really made a difference for kids and families in Portland?
- What does a BHAG look like?
- How will Partners react to a BHAG? Investees? Community?

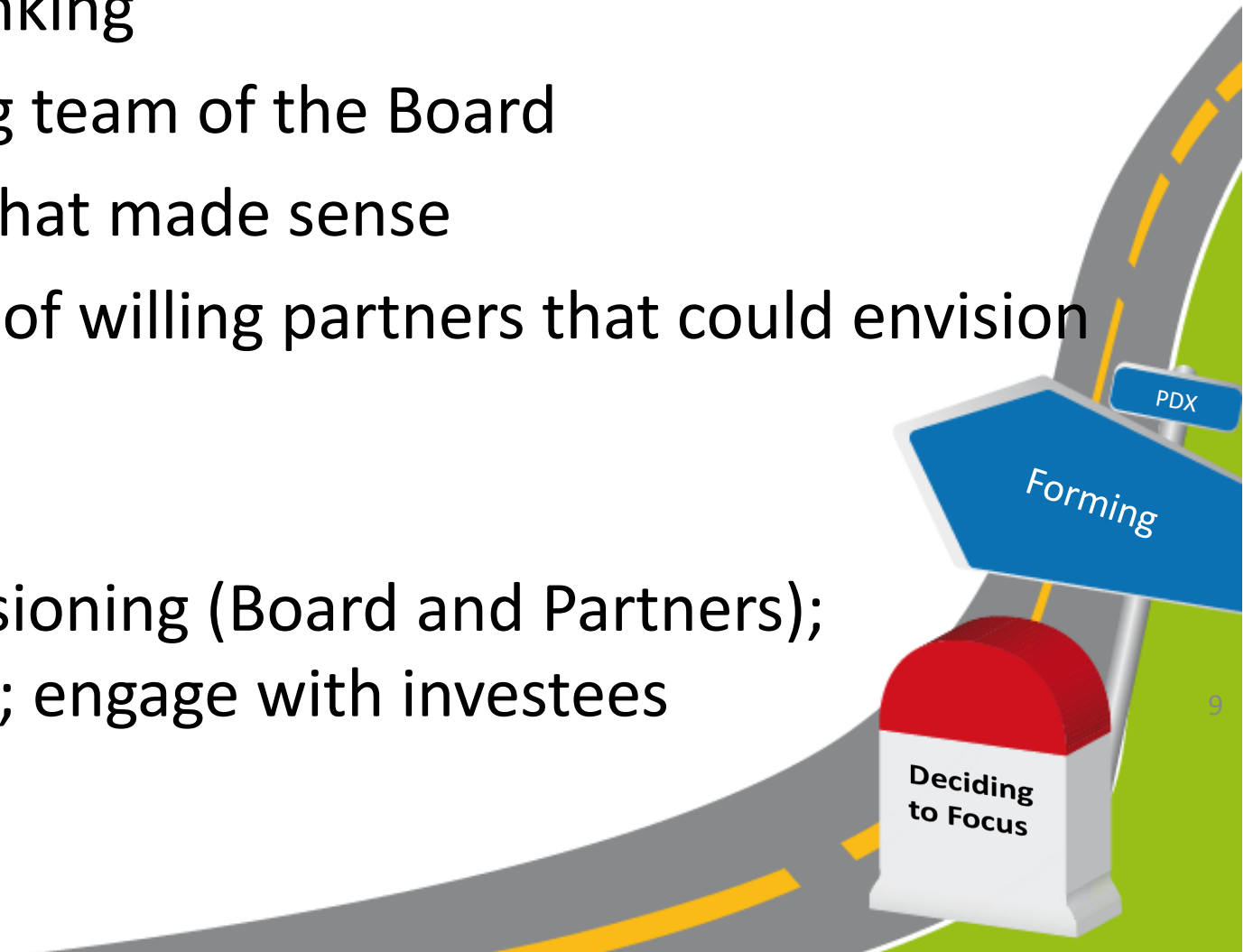




# DECIDING TO FOCUS: What we did

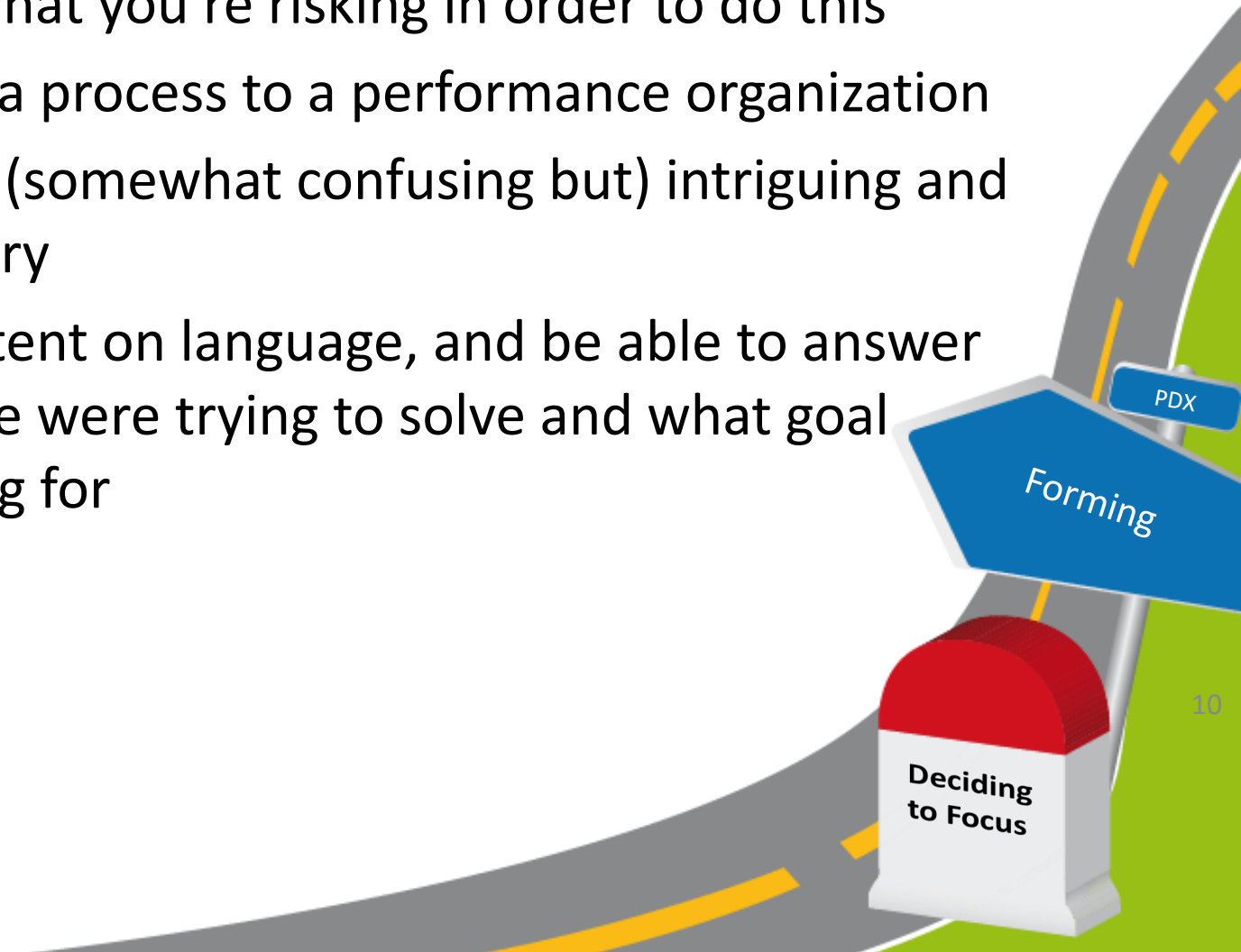
- Federal Social Innovation Fund provided a catalyst for our bigger thinking
- Small visioning team of the Board
- Built process that made sense
- Building team of willing partners that could envision change

**Partner roles:** Visioning (Board and Partners); communications; engage with investees

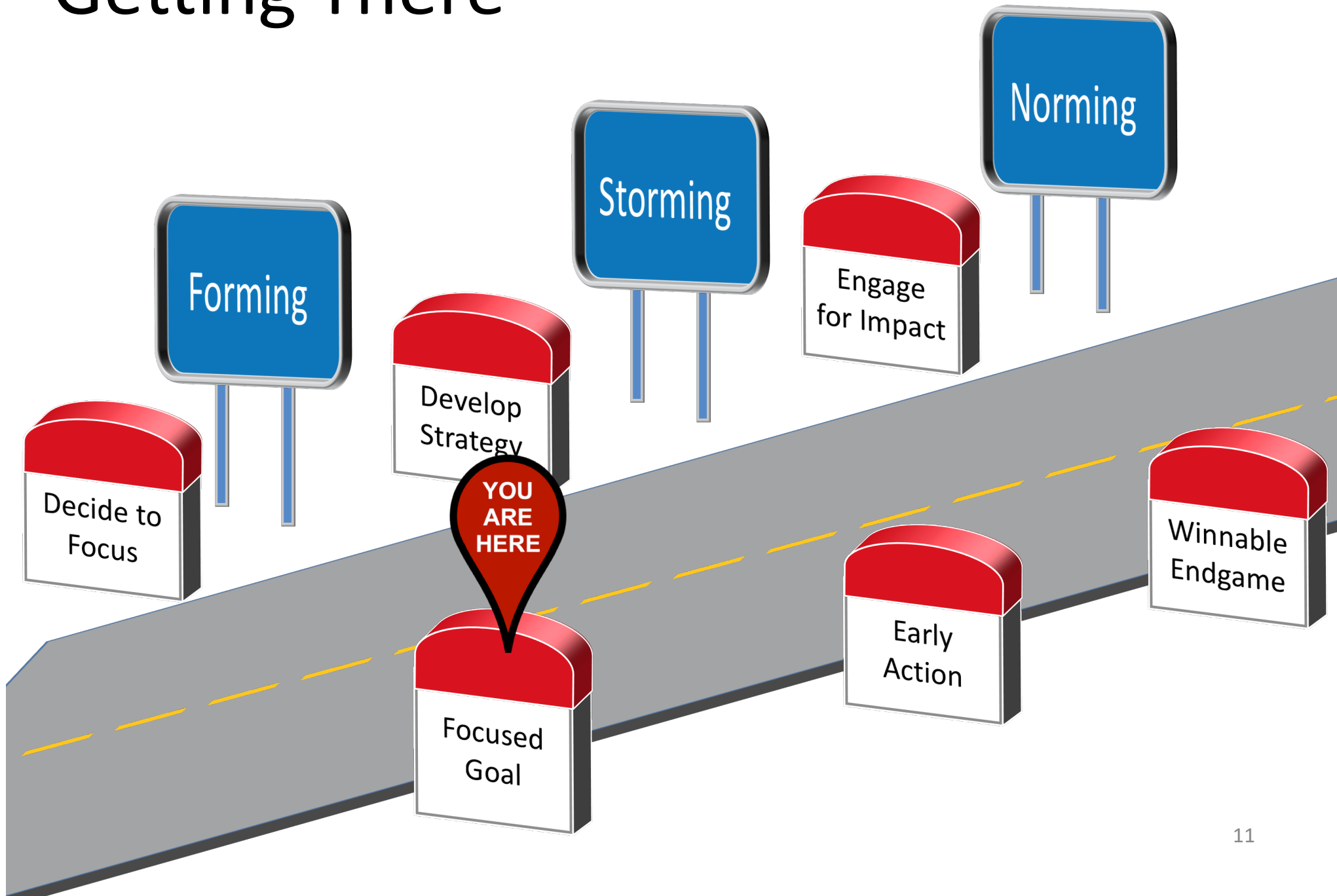


# DECIDING TO FOCUS: Lessons Learned

- Need a catalyst
- Need to know what you're risking in order to do this
- Must shift from a process to a performance organization
- The BHAG was a (somewhat confusing but) intriguing and energizing rally cry
- Clear and consistent on language, and be able to answer what problem we were trying to solve and what goal we were reaching for



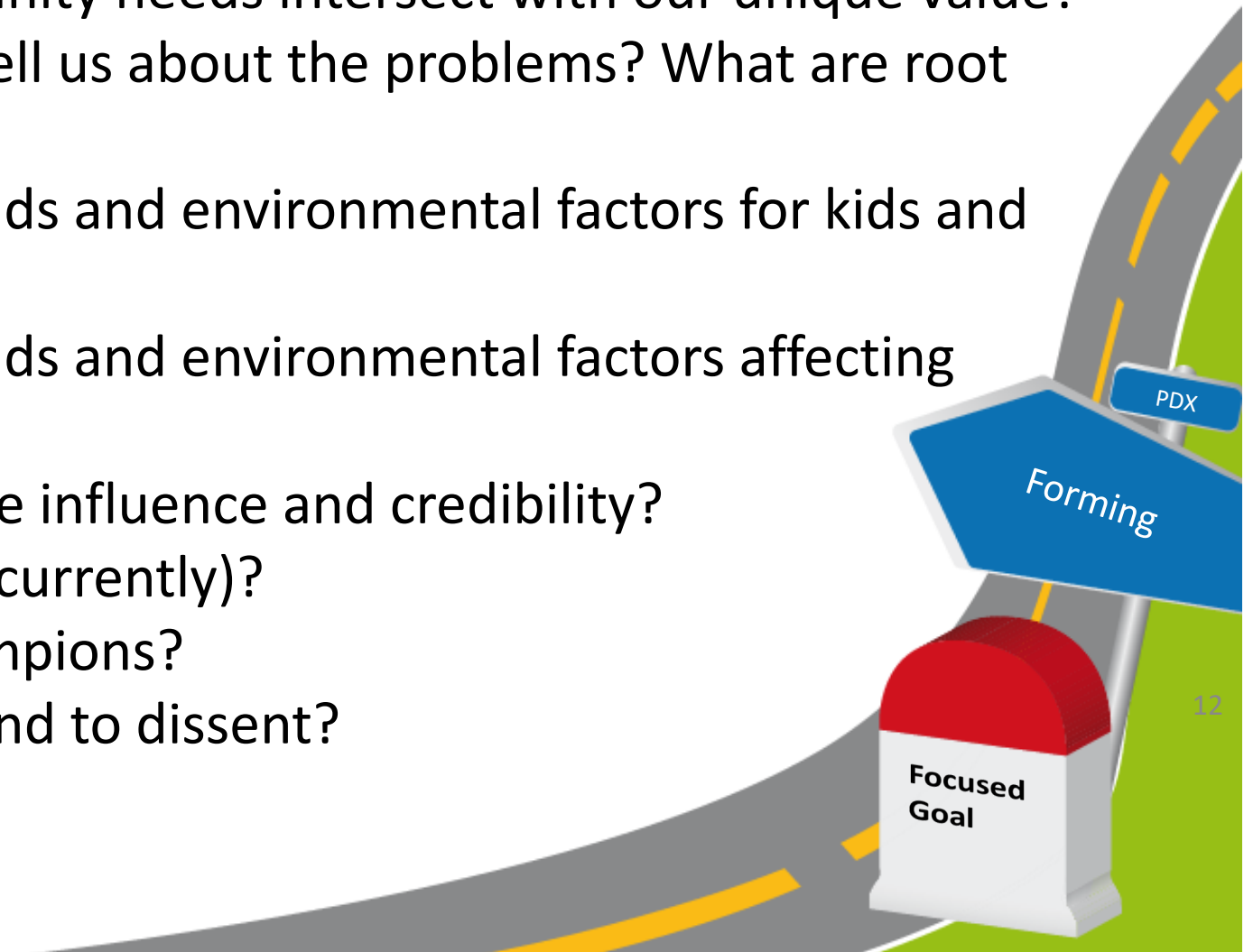
# Getting There



# SETTING THE GOAL:

## Questions we were asking (or should have been):

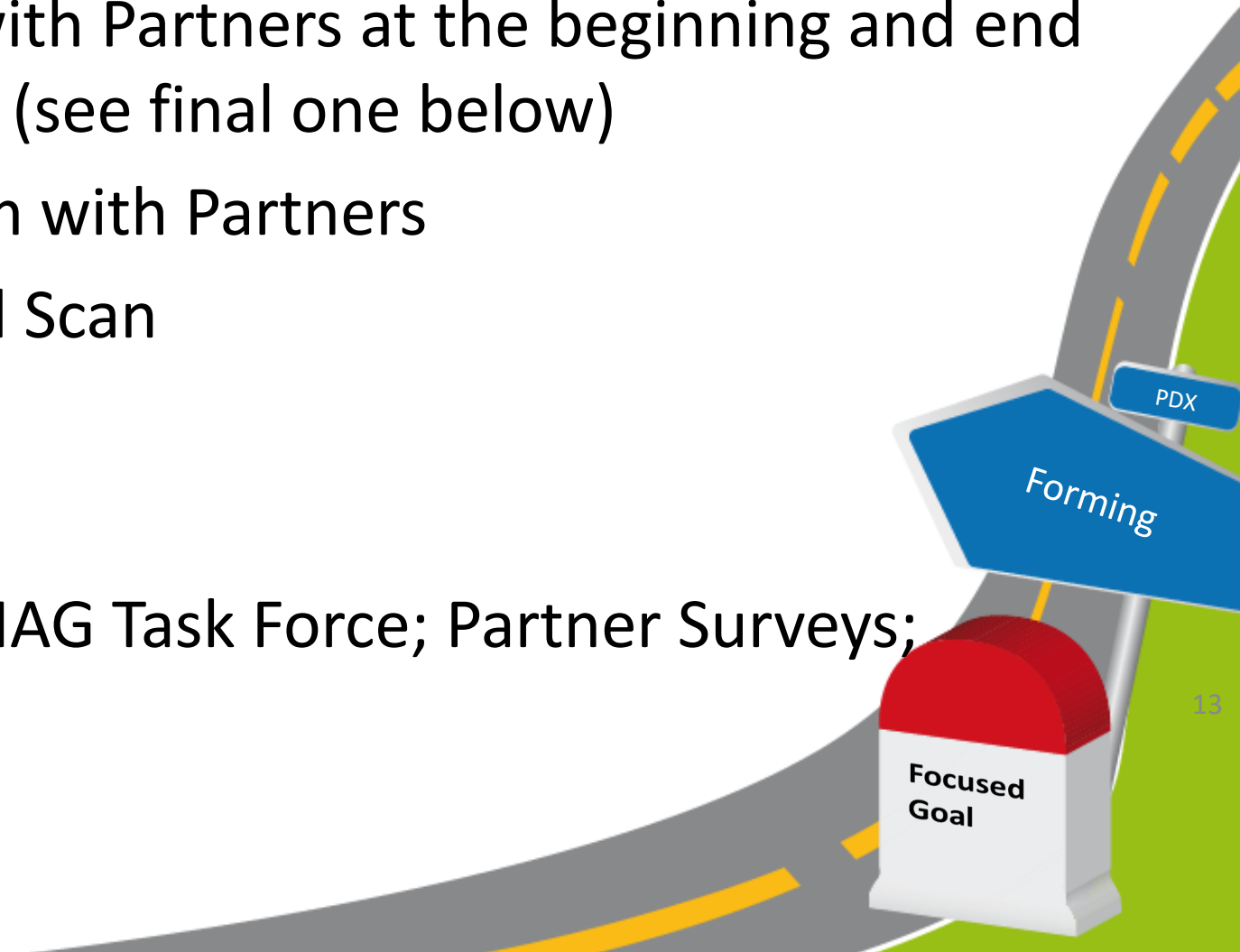
- What do Partners want?
- Where do community needs intersect with our unique value?
- What does data tell us about the problems? What are root causes, why?
- What are the trends and environmental factors for kids and families?
- What are the trends and environmental factors affecting SVP's future?
- Where do we have influence and credibility? Where don't we (currently)?
- Who are our champions?
- How do we respond to dissent?



# SETTING THE GOAL: What we did

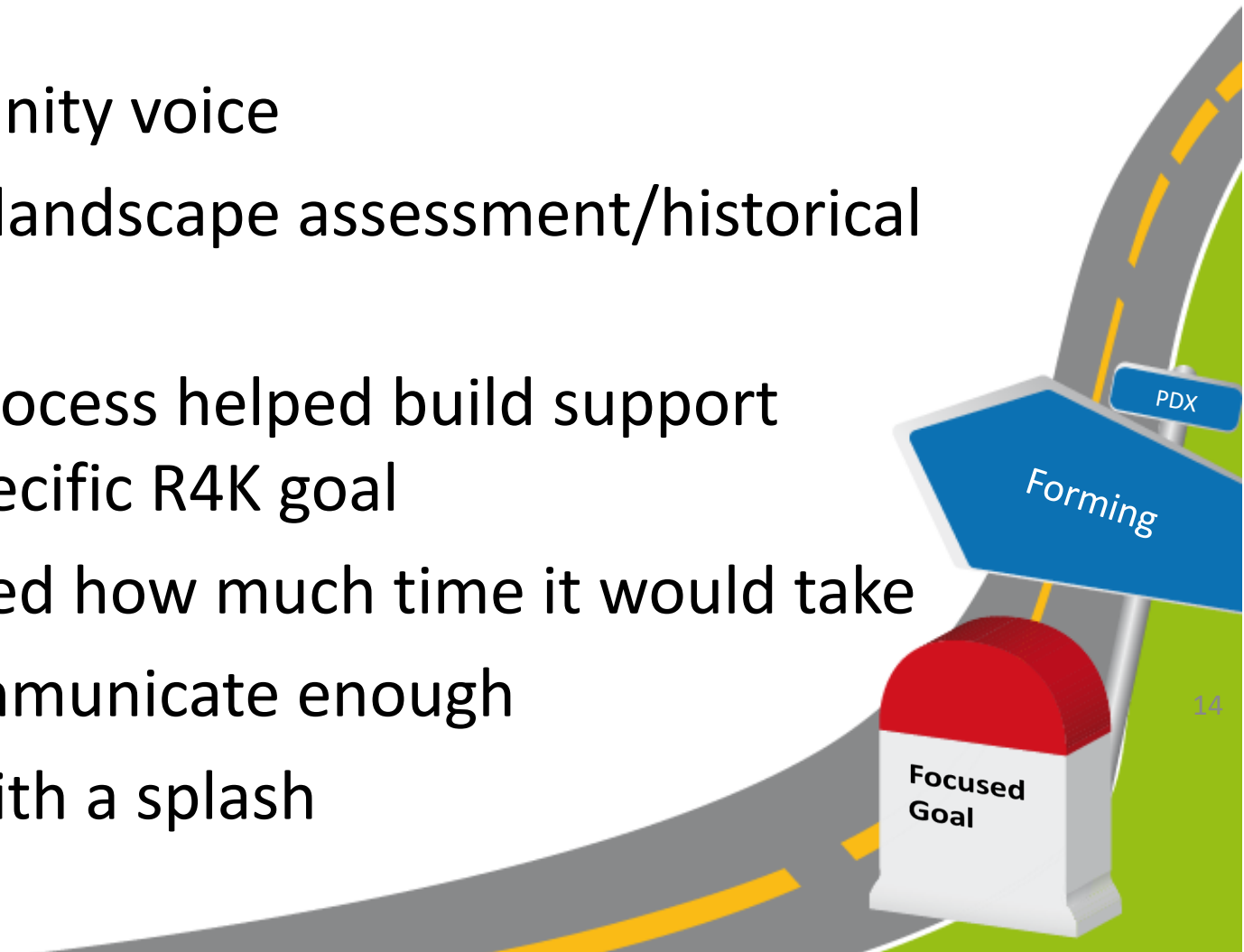
- Provided historical context of SVP
- Two surveys with Partners at the beginning and end of the process (see final one below)
- An open forum with Partners
- Environmental Scan
- BHAG blog

**Partner roles:** BHAG Task Force; Partner Surveys; Open Forums;

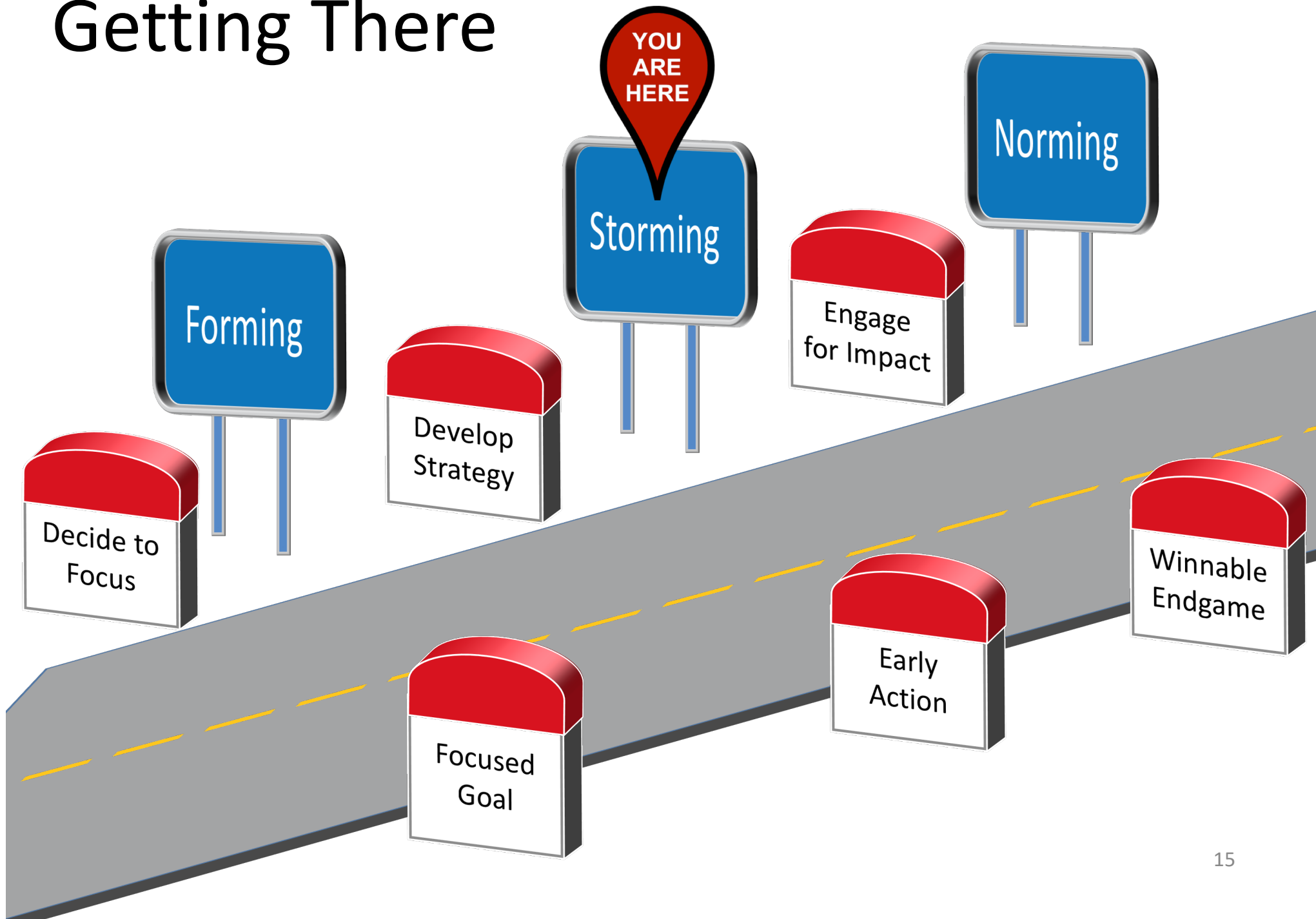


# SETTING THE GOAL: Lessons Learned

- Engage and communicate with Partnership early and often
- Honor community voice
- Data analysis/landscape assessment/historical context is key
- Co-creation process helped build support behind the specific R4K goal
- Underestimated how much time it would take
- We didn't communicate enough
- Introduce it with a splash



# Getting There



# DEVELOP STRATEGY: What we did

- Define the problem
- Landscape assessment
- Set the table
- Clarify success
- Move from research to collaborative action:
  - Charter
  - Action Plan
  - Implemented two strategies
  - Evaluated Results & Continuously Improve
- Re-invent Investment Team process

**Partner roles:** R4K Collaborative meetings & work teams; Investment teams; Capacity building with Investees; Research.



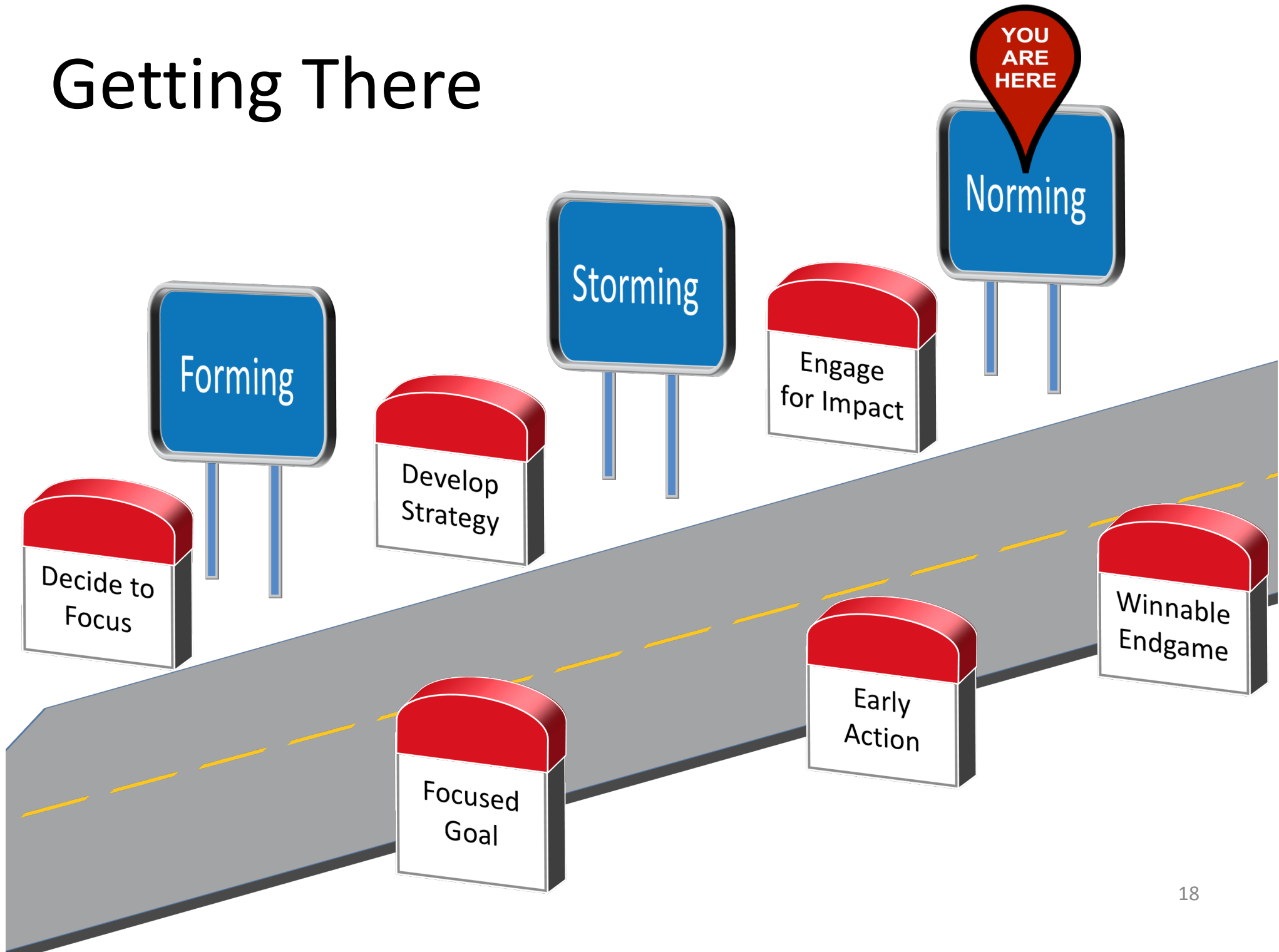


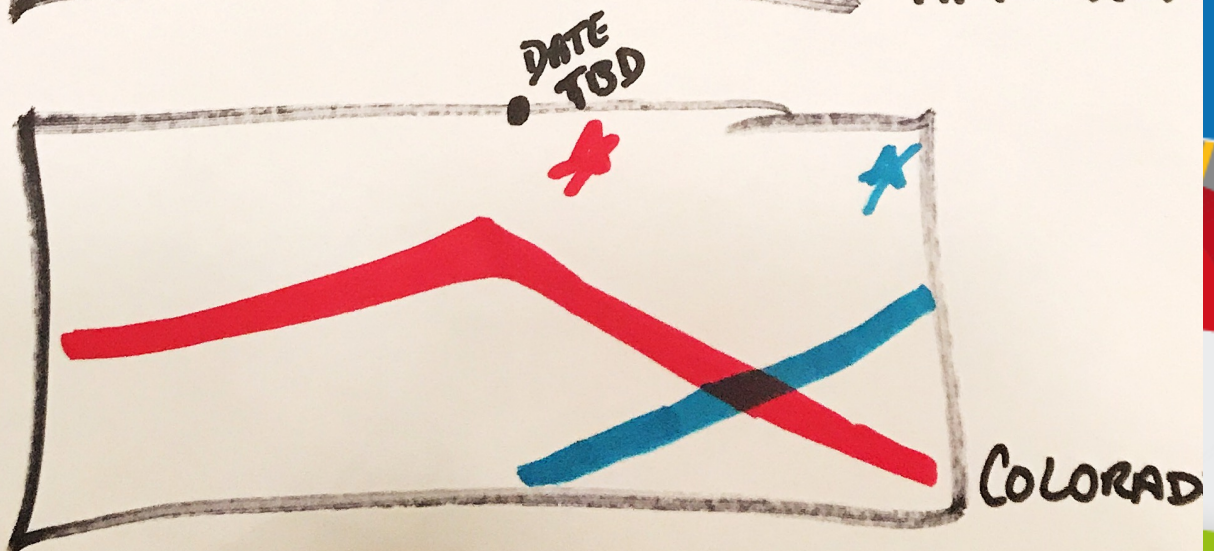
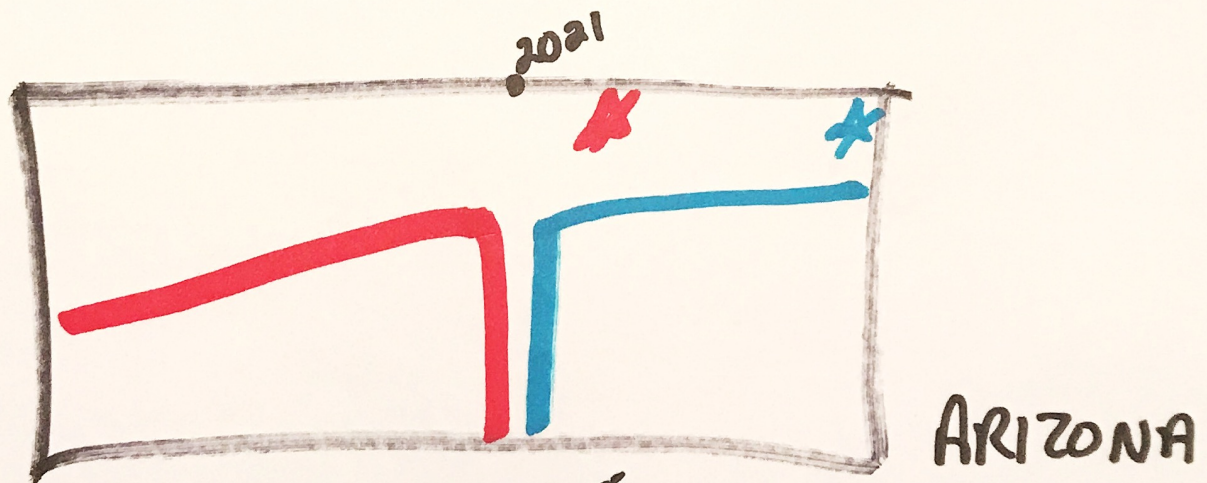
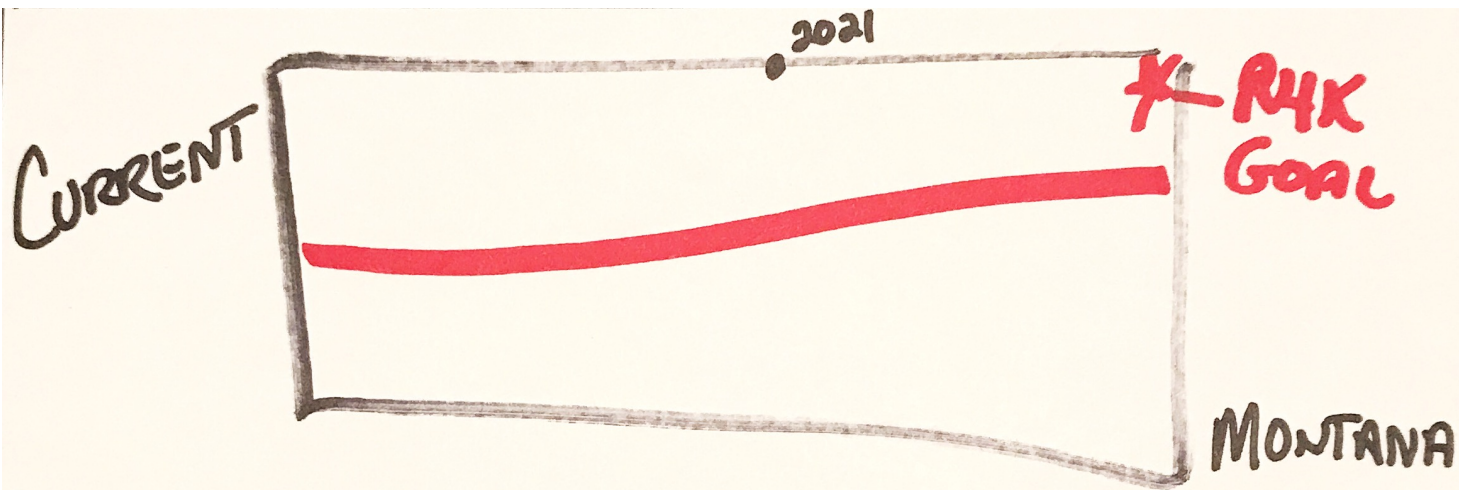
# EARLY ACTION: Lessons Learned

1. Know tolerance for ambiguity, risk, innovation
2. Mistake to delay Investment Team
3. Insufficiently anticipated implications for SVP as organization
4. Build SVP's capacity; Diversify funding
5. Communicate with & engage Partners at every step
6. Be realistic re: role, opportunities & resistance
7. Define values & support integration; EDI critical
8. Share power; engage community *within* SVP
9. Change happens in direction supported by community
10. Reframe SVP investment paradigm



# Getting There

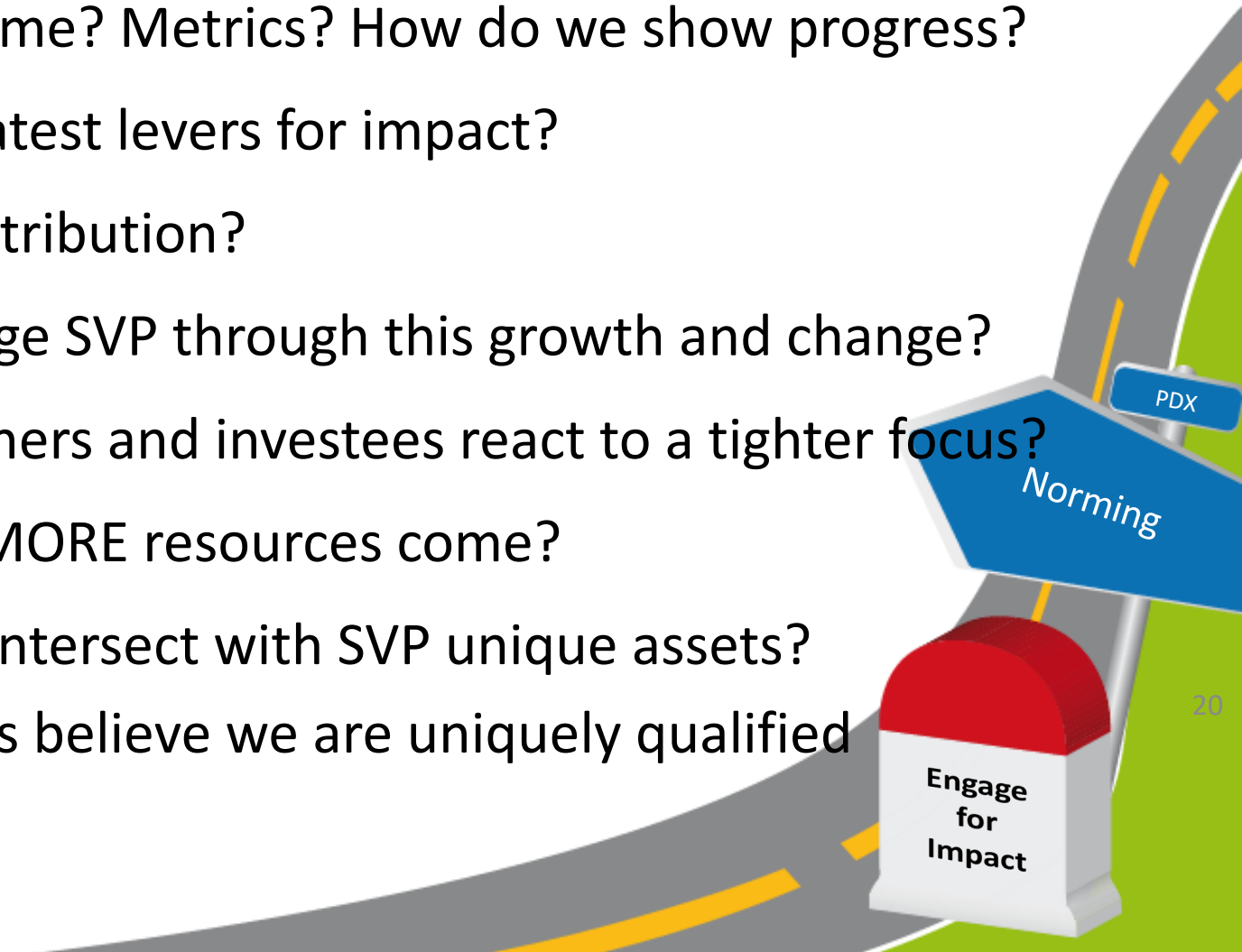




# NORMING:

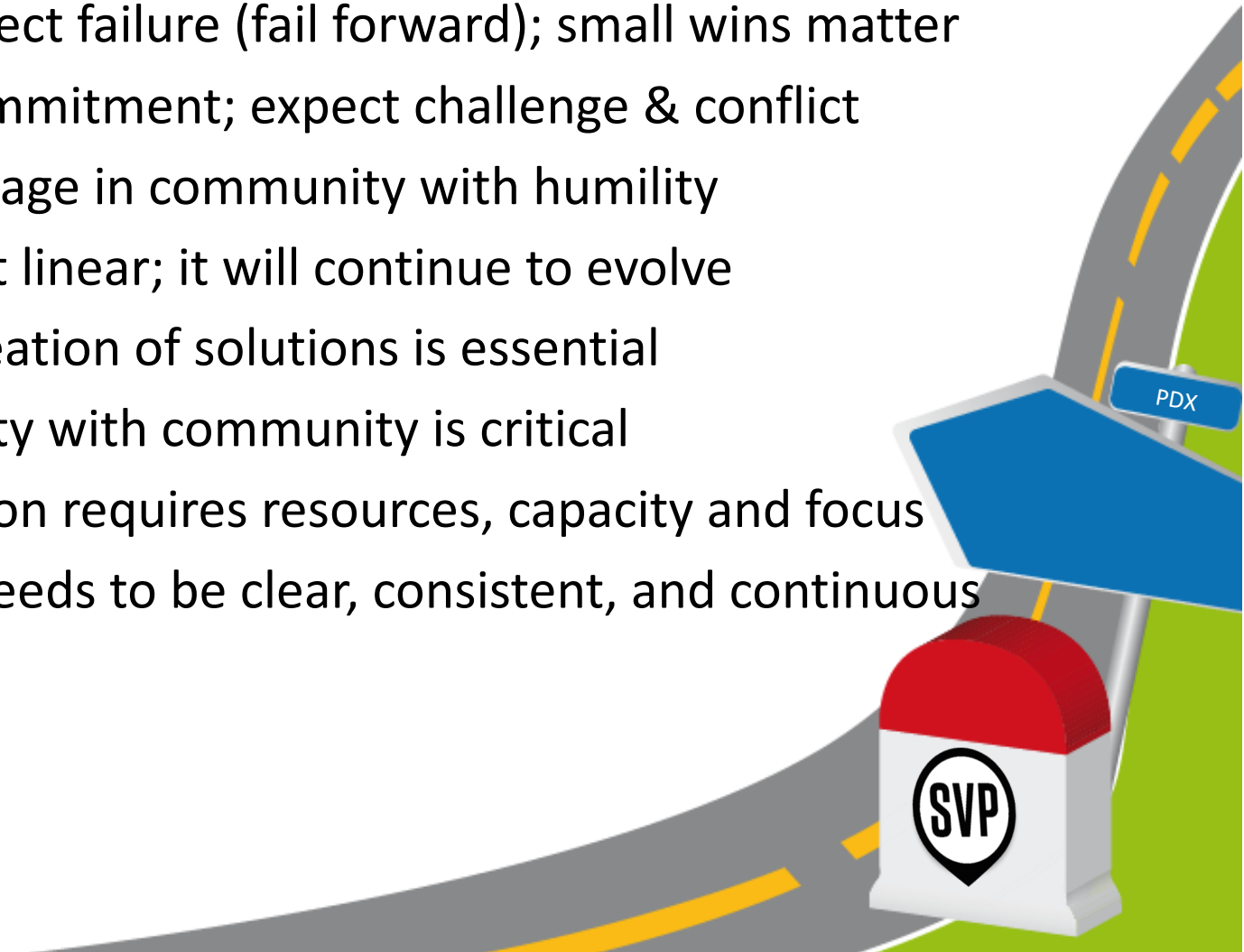
## Questions we were asking (or should have been):

- What did we mean by “10 year” commitment?
- What’s our endgame? Metrics? How do we show progress?
- What are the greatest levers for impact?
- Attribution vs contribution?
- How do we manage SVP through this growth and change?
- How will the partners and investees react to a tighter focus?
- From where will MORE resources come?
- Where do needs intersect with SVP unique assets?  
What do Investees believe we are uniquely qualified to contribute?



# We Have Learned...

- When pushing the potential of the model, don't neglect the roots
- Don't "go big" on the cheap; invest in internal capacity
- Take risks and expect failure (fail forward); small wins matter
- A BHAG needs commitment; expect challenge & conflict
- Partners must engage in community with humility
- The evolution isn't linear; it will continue to evolve
- Community co-creation of solutions is essential
- Trust and credibility with community is critical
- Constant adaptation requires resources, capacity and focus
- Communication needs to be clear, consistent, and continuous



# Practical Steps



Several ways to engage in the process of shifting focus to a single goal

