

Center on Policy Initiatives

San Diego's Leadership Development Infrastructure

Developing A Leadership Pathway in San Diego County

July 2013

Table of Contents

Executive Summary.....	Page 2
Assessment.....	Page 3
Recommendations.....	Page 13
Appendix A: Current Identified Leadership Programs in San Diego.....	Page 15
Appendix B: Identified Leadership Programs outside of San Diego, used by San Diegans.....	Page 20
Appendix C: City Boards & Commissions within San Diego County.....	Page 24
Appendix D: San Diego County Boards, Commissions & Committees.....	Page 24
Appendix E: San Diego Multi-City Boards & Commissions Seats by City.....	Page 25
Appendix F: San Diego Multi-City Boards & Commissions Seats by City.....	Page 27
Appendix G: Vacant Seats on City of San Diego Boards and Commissions as of June 2013.....	Page 28

Executive Summary

An assessment of existing leadership programs in San Diego County took place in the spring of 2013 to identify regional opportunities and gaps. The assessment consisted of 41 1-on-1 interviews and 4 focus groups and a literature review of existing leadership programs in San Diego and other regions of the country. Additionally, a database was created of elected and appointed public leadership positions to document opportunities in the county.

Interviewees in the assessment represent a cross-section of leaders from non-profits, elected offices, labor unions, and community organizations representing affordable housing, transit, environment, community health, economic justice, youth development, and civic engagement advocates.

There is a general consensus among interviewees that quality programs exist in San Diego but there is no system in place that connects individual programs through a set of shared outcomes or data that tracks the leadership trajectory of individuals who move through these programs. Moreover, among individual programs, few formally track alumni or know how those individuals utilize lessons learned to advance his/her career or social and economic justice causes or campaigns.

KEY FINDINGS:

- At least 2257 appointed positions on Boards and Commissions exist in the various cities and the County of San Diego. There are numerous vacancies, and sitting appointees that have filled seats well beyond their term. In the city of San Diego alone, there were 49 vacancies on appointed boards and commissions as of June 2013.
- Cities and the County in San Diego do not track, or request even voluntarily from applicants or appointees, demographic representation on appointed Boards and Commissions.
- At least 13 different programs exist to train new leaders with either a social and economic change orientation or that characterize their program as “progressive.”

Interviewees identified numerous gaps and challenges that prohibit San Diego from having the leadership in place to move a comprehensive social and economic equity agenda, including:

1. No comprehensive structure exists to prepare future leaders to understand the socio-economic issues impacting our region coupled with the skills to advance policies to address them.
2. Lack of robust systems to identify new leaders - absence of coordination between leadership programs and connection to sources of potentially untapped leaders, particularly in specific underrepresented communities of color.
3. Lack of coordination and collaboration among existing leadership programs.
4. Need to establish common principles and values among social and economic equity community.
5. No individual or meta-evaluation data to determine outcomes and success of leadership programs.
6. Low knowledge on available public leadership opportunities.

The San Diego Context

San Diego's demographic shift has not only been rapid, but has included a patchwork of historically underrepresented communities and groups (Latinos, African Americans, Asian Americans, LGBT, women, and "new Americans," including San Diego's increasing refugee communities). Nonetheless, changes to San Diego's leaders have remained, more or less, the same, with a few exceptions (the LGBT community electing leaders including Christine Kehoe, Toni Atkins and Todd Gloria and appointments of Commissioners Robert Gleason and Bob Nelson, to name a few). People of color are largely underrepresented in elective office despite being a majority of the population in San Diego County. An assessment conducted in early 2012 found that, although 52% of the County's population was comprised of people of color, only around 23% of elected officials were people of color.

In order for San Diego to be responsive to and reflective of this new generation of San Diegans, the profile of San Diego's elected and appointed leaders must change, as well.

The 2012 elections presented a glimpse of the potential changes that can occur if historically underrepresented populations do participate in the political process. Increased voter participation of low propensity, diverse voters created a window of opportunity to build a social and economic equity movement that could activate broader social, civic and economic change across the region.

There are extensive leadership opportunities, both within advocacy organizations and efforts, and in the public sphere. Unfortunately, the current makeup of leadership programs in the region do not have the bandwidth nor the coordination to ensure new leaders from diverse communities are trained to organize base building activities and advance an equity agenda; nor is it *necessarily* the mission of individual programs that we reviewed to train leaders to build a social and economic equity movement in San Diego (see below for analysis).

While many training opportunities exist, they are not coordinated with each other to advance an equity agenda. Conservative think tanks and programs, such as the ones funded by the Koch brothers, including the American Legislative Exchange Council (ALEC) and the Heritage Foundation, utilize the media, academics, research institutes, and candidate recruitment efforts to move a specific policy agenda. The difference is these institutions are established because of long-term resource commitment, a focus on collaboration among entities and exchange of ideas and policy proposals among elected and appointed leaders.

Setting A Course Forward

Interviewees agreed that a comprehensive, coordinated leadership development system that recruits individuals from underrepresented communities throughout the county and connects them to one another and to organizations and institutions that promote a social and economic equity agenda would lay the foundation to expand the number of people prepared to take on leadership roles in our community.

The form of a coordinated leadership development system could either be an organized “pipeline” or “pathway.” A pipeline is a direct and linear program that begins with a certain goal (e.g. increase the number of trained leaders in elective office across the county) and then identifies and recruits individuals to move from community activist to elected or appointed leader with significant support structures around them; a pathway is a more loosely connected set of systems that allows individuals to move between different leadership programs based on their interests and what impact the individual wants to make in his or her community.¹ Among interviewees there was a strong consensus that an ideal Leadership Development Pathway/Pipeline (LDP) would be structured in a way that builds on the diversity of the region and the organizations, groups, and individuals who participate. **However, there was not a clear and consistent view of what the goals are for an LDP.** Some saw the goal as increasing the number of elected and appointed leaders in San Diego County that share common values while others envisioned the creation of an infrastructure that increases the capacity of like-minded leaders organizing around social and economic equity at the neighborhood level.²

Among those interviewed there was consensus that a successful LDP should have the following:

1. A mutually accepted set of principles and values
2. A coordinated regional strategy with shared policy goals
3. Cross-collaboration and cross-cultural training among organizations
4. A “common vocabulary” or lexicon
5. Agreement on the potential pool of leaders to develop and how they interact
6. Agreement on the core skills leaders must possess (organizing, advocacy, communications, messaging, fundraising and resource development, etc)
7. Ensure that programs infuse cultural competency into all aspects of the program and that facilitators or trainers are screened to ensure they are culturally competent for the audiences they are working with

Interviewees agreed that leadership development must occur on multiple levels, from the grassroots to elected and appointed office holder and the principles of organizing (democratic processes, developing base support, list building, etc.) must be the basis for the curriculum at every stage of the process. Through a region-wide LDP, emerging and existing leaders would develop skills in community leadership, policy and organizational development. The LDP must be structured to appropriately place participants in the LDP based on their skills level and development and allow the movement of leaders as they develop and it should be equipped to train and develop them as they assume new roles in our community.

Leadership Development

In San Diego, most leaders self-select, in other words, personally “opt-in” for leadership roles, most often because of their connection to influential individuals, organizations or business entities. As a result, major policy decisions that impact middle and low-income families are often being made by leaders without a direct connection to the economic and social context of low and middle-income individuals or their neighborhoods.

¹ Research on the differences between pipelines and pathways are new and has emerged most prominently in the field of adding individuals to the growing STEM (Science, Technology, Engineering and Math) workforce. In this paper we refer to the San Diego LDP as a “pipeline / pathway” as we are not advocating for one structure over the other.

² Interview examples include Dr. Delores Jacobs, the SD LGBT community center, Jim Stone, Walk San Diego, San Diego City Councilmember Marti Emerald.

Which leads us to the discussion of what we learned should be the foundation for an LDP. According to Assembly Member Lorena Gonzalez, the development of a structured leadership program in San Diego needs to be developed on a shared set of principles and values: “The process needs to be initiated on a statement of principles and, over time, a shared value system will be created in which a new community with a common purpose will be created....the pipeline or pathway program, if done correctly, will create a new sociopolitical culture in the San Diego region.”

In other words, a structured leadership development program would bring in individuals from diverse and varied backgrounds, but who are all connected to a social and economic justice background, and would give them the tools and resources to understand how to advance a broad-based social and economic equity agenda beyond their personal or professional focus area. These leaders, whether they are appointed, elected or community-based organizers, would have a basic framework to guide policy discussions, and the knowledge of how to interact with government to advance policy.

Interviewees in the assessment shared their opinions on what skills or raw talent should be included in a criteria list for people who enter a social and economic equity leadership program:

1. Shared values and principles
2. Ability to build consensus
3. Ability to articulate a vision
4. Ability to engage with different types of people
5. Ability to motivate others
6. Willingness and ability to work with other leaders to achieve shared outcomes

While there was consensus that these are ideal qualities in an emerging leader, Chuck Wolfe, Executive Director of the Victory Fund noted we shouldn't expect that every participant entering the program will possess all of these characteristics yet. We would expect that potential participants would have exhibited core elements or *the essence* of these characteristics demonstrated through some action. For example, a college student that organizes a petition drive may not realize that she motivated others around a vision (fulfilling two characteristics), she just cared enough to act. Ideally it would need to be someone's role to identify this student's potential and assess and coordinate her enrollment into an LDP.

Individuals, upon moving through a LDP, would be equipped with a baseline level of skills and aptitudes that include:

1. A deep political analysis of the racial, social and economic justice framework of the region.
2. The ability to advocate on a community based and professional level
3. The ability to raise funds and develop resources
4. Developed skills in effectively establishing and maintaining partnerships and collaboration on issues
5. Ability to communicate not only to the media and the outside world, but within their own constituencies to advance the established values and principles.
6. Developed relationships with other leaders in the community
7. Expansion of professional and advocacy networks

A Snapshot of San Diego Leadership Programs

We analyzed existing programs to gain a better understanding of their strengths and weaknesses and to learn from mistakes or, conversely, to emulate good policies and practices. Common among programs is a process to recruit and vet participants, expectations for participation, and goals or outcomes. Where the programs vary is the exposure to deeper analysis and education around issues or debates that dominate our current social, economic and political dialogue and the level of ‘experiential learning’ opportunities offered to participants. Programs were targeted to different audiences, with, roughly, a “professional” track and a “community leader” track. Some programs placed a heavy emphasis on cohort networking.

Programs accessed by San Diego’s potential leaders and/or offered by local organizations can be grouped into a few categories:

Resident leadership development programs

These programs focus on skills-building trainings such as community organizing, advocacy, and how to engage elected officials combined with issue analysis. There are neighborhood-specific programs: *Asociacion de Liderazgo Comunitario’s* Leadership Academy in City Heights, *Casa de Vecinos Organizados’s* Leadership Institute in the Logan Heights area, and Resident Leadership Academies by Community Health Improvement Partners. Some of these programs focus on specific issues, such as *Alliance San Diego’s* Educate San Diego Leadership Program, where parents are taught to be education advocates, or the Built Environment Team, which includes curriculum on active transportation and community mobility. *Community Health Improvement Partners’* Resident Leadership Academy has curriculum on land use, community planning, and healthy food systems. The *Environmental Health Coalition (EHC)’s* Salud Ambiental Lideres Tomando Accion (SALTA)program in the South Bay, City Heights and Tijuana is a good example of a well developed resident leadership program that specifically integrates training with campaign work, and tracks leader activity post-program. SALTA is a web-based, interactive leadership development curriculum that provides community leaders with skill-building training in community organizing, policy advocacy, building power, community health, environmental justice and effective communication. SALTA is integrated with EHC’s Community Action Teams (CATs) providing “on the ground work” work for SALTA trained residents. CATs serve as a vehicle for residents and their personal networks to initiate awareness of the issues, provide a space to engage with governing bodies over such issues, and provide an opportunity for residents to bring issues to the table.³

Similar resident or community leadership training programs are offered to local members of broader organizing networks. Three local organizations are a part of national or statewide networks: *San Diego Organizing Project (SDOP)*, *Justice Overcoming Boundaries (JOB)*, and *Alliance of Californians for Community Empowerment (ACCE)*. SDOP sends resident leaders to the national PICO training to build skills around building strong organizations, policy advocacy and analysis, budget development, strategic planning, and how to engage with governing entities and officials. JOB sends their staff and faith leaders and other leaders from partner organizations to the national Gamaliel training, which provides leadership training, helps build community organizations, and teaches how to lead local and national

³ Environmental Health Coalition website: <http://www.environmentalhealth.org/index.php/en/what-we-do/leadership-development/salta>

social justice campaigns. ACCE similarly ensures San Diego leaders access to the statewide A Team trainings where they gain a deep understanding of organization and power building.

The curriculum of these two categories of programs emphasize organizing and base building skills, as well as issue analysis and advocacy – the programs are in large part focused on advancing a specific social and economic justice agenda, so tend to include a deeper training on specific issues. These programs tend to focus on developing leadership *within* the base of a grassroots organization or campaign, without a clear trajectory towards a public leadership role⁴.

Programs targeted at college students

Planned Parenthood of the Pacific Southwest (PPPSW) campus program aims to build advocacy leaders with an emphasis to support/start "Choice Chapters" in participants' college campuses. Curriculum includes fundraising, advocacy, and an internship component. The *Center on Policy Initiatives* Students for Economic Justice program (SEJ) gives students organizing training through political education, skills building and hands-on, in-the-field experience working on campaigns for economic and social justice. With guest presenters and partners from a variety of civic engagement and social and economic justice organizations around the County the program gives interns exposure to the broader social and economic justice community in San Diego. SEJ student interns receive career-building experience when partnered with a local organization also working on social and economic equity issues during the program.⁵

These programs have dual goals of ongoing campus activity and building a bench of staff organizers and advocates in the social and economic justice arena. Experiential learning through internship components are a major element of these programs.

Programs that specifically targets young professionals

The *San Diego Leadership Alliance* Institute (formerly the New Leaders Council Institute) strives to develop the next generation of progressive leaders by providing the skills, relationships, and opportunities to build a sustainable progressive infrastructure in the San Diego region. The SDLA Institute accepts 20 fellows every year between the ages of 22 to 35. The SDLA seeks to recruit, train, promote and create a network of Progressive leaders in a way parallel to what conservatives have been doing for the last generation. The Institute is designed to provide Fellows with the tools they need to take the next step in their careers, inside and outside of politics. The training programs focuses on a core curriculum of personal leadership development, entrepreneurship, communications, fund raising,

⁴ Leadership development is also facilitated through campaign work. There are multiple organizations who provide leadership development opportunities through work on issue campaigns. Walk San Diego has a Complete Streets Committees Project that brings interested residents together, educate them on the concept of "complete streets," and how to engage elected officials or decision makers whose policies impact street/transportation issues. EHC's work around the Barrio Logan Community Plan update has engaged residents in that neighborhood for years, resulting in resident leaders who have a better understanding of the importance and process around community planning. SDOP's work around comprehensive immigration reform has included engagement of their faith leaders in understanding the legislative process, participating in legislative visits, and knocking on doors to mobilize their neighbors around the issue. The Center on Policy Initiatives (CPI) works with the Community Budget Alliance to put on trainings on how to read the city budget, how to advocate for projects they care about, and understanding of what Community Planning Groups are and how planning works in the City. These are just a few of the examples.

⁵ Center on Policy Initiatives website: <http://onlinecpi.org/programs/students-for-economic-justice/>

political strategy, traditional and new media, and public speaking. The Fellows canvass precincts and organize a fundraiser to put into practice their organizing skills, and to help fund the next year's class.⁶

The *San Diego LGBT Community Center* hosts the Young Professionals Council (YPC) Academy every year for self-identified LGBT young professionals and allies. The YPC Academy strives to expand the ranks of young LGBT leaders that are ready to further LGBT equality through board service for a variety of agencies, not-for-profit organizations and government commissions. The curriculum includes introduction to LGBT elected leadership, intro to boards/commissions, intro to nonprofit governance, building power, organizing, fundraising, intersection movements/identities, communication and engaging with elected officials/staff, political opportunity for leadership training, and vision mapping. Graduates receive assistance and guidance in putting their new skills to use in a variety of agencies, not-for-profit organizations and government commissions and graduates are assisted in obtaining placements.⁷

These programs provide valuable professional networking opportunities through the "cohort" design and alumni activities, as well as connecting participants with presenters already in leadership positions. Whereas the resident leader programs placed more emphasis on developing organizational leaders to move specific issue agendas, these programs placed a heavier emphasis on individual advancement and skills building. The Center's tracking and placement assistance may provide valuable lessons for developing a strong process for intentionally moving participants into specific leadership placements.

Leadership Programs based outside of San Diego that local emerging leaders access

Asian American and Pacific Islander community leaders in San Diego report attending LEAP's (Leadership Education for Asian Pacifics) Emerging Leaders program in Los Angeles. Several Latina leaders in San Diego have reported attending leadership programs through Hispanas Organized for Political Equality (HOPE), based in Los Angeles. Also mentioned was the Capitol Fellows Program in Sacramento. As college students, fellows receive an opportunity to engage in public service and prepare for future careers while actively contributing to the development and implementation of public policy in California. One labor organization, SEIU 1000, sends some leaders to the Center for Creative Leadership, which is a top-ranked, global provider of executive education that develops better leaders through its exclusive focus on leadership education and research. Their curriculum includes teaching leaders how to lead themselves, lead others, lead managers, leading the function, and leading the organization.

While there are a broader variety of programs to access not based in San Diego, the programs more commonly cited such as those listed here tend to be personal or professional leadership development, without a focus on moving a particular agenda or equity framework.

Business focused leadership programs

LEAD San Diego carries out three different leadership programs with over 100 participants combined. The goal for LEAD San Diego is for emerging and seasoned leaders representing all sectors to expand their skills, enhance their understanding of salient civic issues, and leverage their connections and knowledge for San Diego's greater good. Their goal is to advance the quality of life of the San Diego

⁶ San Diego Leadership Alliance NLC Institute website: <http://www.sdleadership.org/index.php/nlc-institute/what-is-the-nlc-institute>

⁷ The San Diego LGBT Community Center website: <http://www.thecentersd.org/programs/youth-services/young-professionals-council.html>

region through a growing network of capable, and engaged civic leaders. LEAD San Diego has three core programs, Embark, Impact and Influence. Embark is a personalized leadership program intended to improve business acumen and furthering the participants contribution to their organization. Impact is a select group of 55 individuals and the curriculum is described as a “‘Master’s Degree’ on San Diego” focusing on networking with leaders in the following sectors: business, civics, military, and non-profit. Influence is intended for C-level and senior executives that are new to the region or their leadership position in their company or organization that want to gain a deeper understanding of the challenges and opportunities facing the San Diego region.

Leadership North County, hosted by CSU San Marcos, also brings together leaders from different sectors in North County. The program is issue-based, meaning that each monthly seminar focuses on an issue and examines it from multiple perspectives. Issues include government, transportation and land use, resources & sustainability, health care & human services, public safety, Museum of Tolerance, Camp Pendleton, education, and business. Leadership North County is a comprehensive leadership program that fosters the growth of community leaders who will serve as catalysts in building a stronger region. The program seeks to increase participants’ awareness of the issues affecting the North County region and highlights areas in which local leaders might collaborate to work more.⁸

The business focused programs, while accessed by non-profit leaders who work towards social and economic equity for professional and personal leadership development, were not generally identified by interviewees as programs that they saw as part of a social and economic equity leadership infrastructure.

Interviewees agree existing programs lack opportunities for socializing where students connect, not only with their classmates but with alums of their program and with cohorts from other programs. As one participant stated, “the classroom or lecture part is educational but the informal meetings and debate are where the real learning takes place”.

Leadership Pipeline Landscape Around the Country

A scan was conducted of several cities that had been identified anecdotally as having robust leadership pipelines (Denver, Seattle, Bay Area, Atlanta). After interviews with local organizational leaders in these cities, it appears that there are also strong programs, but a coordinated social and economic equity leadership development pipeline or pathway is either in the planning or imagining stages. This did not allow for strong models of a comprehensive, networked system (which is what San Diego interviewees identified as necessary), however, there were programs that could be instructive for San Diego as it seeks to fill the gaps in its structure.

Urban Habitat’s Boards and Commission Leadership Institute (BCLI), provides a framework for how San Diego might strategically coordinate efforts. Urban Habitat has identified priority boards and commissions that have the most potential to impact their communities of interest. BCLI identifies, trains and supports low-income people of color to be placed on targeted priority boards and commissions. The BCLI works off a “seats first” model that relies on an analysis of the key city, county

⁸ Leadership North County’s website: <http://www.csusm.edu/community/Inc/overview.html>

and other regional appointments that have the greatest impact on the region, in the issues areas Urban Habitat cares most about.

Each year, key targeted seats are distributed to progressive organizations so they can nominate participants based on a core list of skills and abilities. Nominations are reviewed and then candidates are selected for interviews and a cohort is established. The cohort participates in six months of training described as a “strategic, movement-based model ensur(ing) that individual transformation is balanced with collective action in order to implement a progressive, policy-based theory of change.”⁹ Graduates that serve on boards or commissions have access to mentors who are accessible to consult and support the graduates. The mentors are basically on call for phone calls, e-mails, or one on one meeting to support the graduates in their work.

Some strengths of this model that could be useful for San Diego include a specific focus on targeted public leadership positions that enhance the ability to advance a social and economic equity agenda. Additionally, BCLI’s cohorts include both resident community leaders and professionals, with the cohort gaining both skills training and deeper issue analysis.

Georgia Stand-Up connects the dots between their Policy Institute for Civic Leadership with community organizing and policy development. Graduates of the Institute know who the relevant stakeholders are in social and economic justice organizations, they know who can provide message points and policy recommendations and they learn what their role is in moving a policy agenda. The result is a feedback loop and accountability structure between civic and elected leaders, community organizers, academia, research and policy advocates. It should be noted that that this model is not unique to organizations committed to moving a social and economic equity agenda. As referenced earlier, there is a strong network of politically conservative organizations that function in this networked way.

Instructive strengths of this model for San Diego is the use of the leadership development program to link up and coming leaders to different sectors, and those leaders understanding how the various sectors play roles in advancing an equity agenda.

Working Partnerships (USA)’s 1000 Leaders programs “embolden community leaders by offering them a diverse network of new allies; expert-level research, analysis, policy models and skills; and a unifying vision for change.”¹⁰ Their programs include: The Civic Leadership Institute, a program targeting diverse community activists from different sectors and constituencies to connect them with each other around a shared analysis of the problems in their region, vision for change and strategy for action. Their Values-Based Leadership program aims to move “the top tier” of community activists into public leadership roles, while focusing on leaders identifying together their shared values and how they could use public leadership roles to advance an agenda reflective of those values. Finally, Leading a New Way provides training directly to those already in public leadership positions to ensure they have the technical and strategic ability to advance a progressive agenda.

Most useful for San Diego from this model is the focus on people from different sectors identifying and committing to shared values and strategies, as this was a strong recurring theme among interviewees. Also instructive are the focus on cross-sector participation and networking, and a model for training and support for elected and appointed leaders to advance a shared equity agenda.

⁹ Urban Habitat’s website: <http://urbanhabitat.org/uh/bcli>

¹⁰ Building Partnerships’ website: http://building-partnerships.org/the_1000_leaders_project

Understanding gaps and challenges in San Diego's leadership infrastructure

Some of the gaps and challenges within San Diego's leadership development infrastructure have emerged throughout this report – this section will highlight some additional gaps, and expand upon a few key gaps.

Curriculum:

A recurring theme among participants is that developing the leaders in a social and economic equity LDP requires a clear and direct discussion of the economy, how it works, the key stakeholders influencing our regional economy, and the influence of government and public policy on the economy. Clare Crawford, Executive Director of the Center on Policy Initiatives explained, "The economy is a mystery and there is a lack of knowledge of how it works. There needs to be a deeper understanding of who the players are, how they influence the economy and what the impacts are on our communities. A good example is privatization, and the fact that people do not really understand how that drives down wages locally. Because there is limited connection between academic community and community organizers and leadership programs, there is inadequate exposure to critical expertise for program participants (like tax law experts or economists, for example).

Different components of training and development critical to all leaders are available to different audiences. Resident leadership programs tend to have much more robust access to deep analysis and education around policy issues, and around racial and economic justice, while this is generally not a component of the programs geared towards professionals. On the other hand, skills and exposure related to networking and professional advancement are not generally a major component of resident training programs.

Equal Access

As mentioned above, curricula differ in part based on who they are offered to. Programs gear toward young professionals are more apt to place leaders on a track to appointed or elective office, or even staffing positions within offices of elected leaders. There is not, however, a bridge for emerging leaders in resident leader trainings to the professional leader track. Without real coordination among programs, you have community residents tracked out of paths to positions of power. San Diego does not have a leadership development programs that connect community residents from resident leadership development programs to networks outside of their neighborhoods, to people with resources and money, and understanding of other policy and other issues that may not directly affect their neighborhood but are important to the progressive community.

San Diego lacks leadership development programs that identify and train emerging leaders from specific ethnic communities. For example, in San Jose, there's an Asian Pacific American Leadership Institute (APALI) with various programs for emerging APA leaders. The issue of cultural competency was raised repeatedly in interviews, and in the APA focus group there was a need identified for this kind of program to recruit a stronger pool of candidates from within their community.

The region lacks leadership development programs specifically geared for emerging leaders in North County, East County, and the South Bay. A majority of San Diego's leadership programs are City of San

Diego specific, but there are 18 cities in San Diego County. There needs to be a County-wide effort around leadership development, especially in cities where there is a growing people of color population, such as National City, Chula Vista, Escondido, and El Cajon.

“Back office” support to connect leaders, training and leadership opportunities

Currently, each program has its own process for recruitment, and there are a limited number of programs with placement in leadership positions as a post-program priority. As documented in the appendices to this report, there are an enormous number of public leadership opportunities, but no central process to match leaders with these opportunities, or even to ensure that organizations and/or leaders with interest are aware of vacancies and upcoming appointments. There is also no centralized and easily accessible information about what programs are available for emerging leaders who are looking for training and support.

No Support for those who are governing

San Diego lacks leadership coaching or training specifically for elected or appointed leaders once they are in office. Elected representatives mentioned that there is training and support prior to and through a campaign, but once you are actually in office there is substantially less support for how to effectively govern towards a social and economic equity agenda. This is an especially acute need for smaller cities such as National City, where council members do not have individual staff to rely on and their positions are not full time¹¹. Additionally, given that there is not a structure to move leaders into appointed positions, it is not surprising that there is also not training and coaching that is available to appointed leaders.

¹¹ Interview with Alejandra Sotelo-Solis, National City Council Member

Recommendations

Interviewees all agree it is time for San Diego to build a proactive leadership pathway rather than waiting for leaders to emerge and for the community to react after the fact. It is also clear from interviews that the existing leadership programs have narrow agendas that might be focused on a specific issue item or population. Further, there is no over-arching infrastructure that can connect the dots between existing social and economic equity leadership programs, the people who go through those programs, and how the community can then place these individuals into positions of decision-making authority (appointed local boards or commissions or prepare them for elected office).

In order to establish a new infrastructure, several short-term and long-term recommendations follow:

Short-Term

- 1) Establish a “hub” for coordinating efforts and identifying a point person or “navigator / traffic cop” to connect programs and participants together.
- 2) Develop an in-depth analysis of outcomes of existing programs
- 3) Expand partnerships in communities of color and disenfranchised neighborhoods to identify and recruit new leaders
- 4) Increase academic partnerships to include social and economic equity voices from tax law and economics, land use and other policy issues that are critical to long-lasting systemic changes.
- 5) Encourage programs to adopt formal tracking of leadership program participants.
- 6) Prioritize existing Boards and Commissions for targeted efforts similar to Urban Habitat’s BLCI program
- 7) Identify and secure funding to solidify the infrastructure that would support the LDP. While the assessment outlined the various organizations and their programs, limited resources prevent their expansion and coordination.
- 8) Ensure emerging leaders have access to the full pathway of training and opportunities, and to collaboration/networking with other emerging leaders.

Long-term

1. Creating a seamless coordination between leaders in communities and leaders committed to social and economic equity connected to influential individuals and business entities.
2. Developing shared outcomes. What role will new leaders play? What organizations or institutions are they most needed and what roles are we developing them to fill? What are the policies we want and need to change?
3. Developing a clear understanding of the LDP: identifying how emerging and existing leaders are identified and recruited. Once recruited how do leaders move through the pipeline/pathway and what is the intended outcome for them?

4. Creating coordination among leadership programs: How do we take the best practices of existing programs and develop shared programming? What is the role in monitoring the curriculum of the pipeline, including the placement in experiential learning programs?
5. Succession planning for vacancies created by termed out or retiring leaders in non-profits, community organizations, elected and appointed office.
6. Coordinated funding streams for the on-going development and maintenance of the pipeline/pathway.
7. Create a structure where the streets and establishment connect. The end result of a pathway is to begin to make change in our policies and how they affect our communities. A process of shared accountability where regular contact between leaders and the community takes place and communities of interest have real input into the decision making process.
8. Development of a mentorship program where alumni connect with new leaders whose ultimate goal is elected or appointed office.
9. Explore values based leadership models

Getting Started

Based on this assessment, a recommended path for getting started is a one-time or series of convenings to engage stakeholder organizations to begin to plan for collaboration and networked leadership development and to determine what backbone infrastructure is needed to advance the whole system.¹²

Conclusion

The need and desire for a social and economic equity focused LDP is clearly evident. There is a willingness of key organizations and constituencies to build a long-term sustainable source of leadership development to drive a social and economic equity agenda. With a commitment of resources coupled with coordination and accountability among participating organizations and core constituent groups, San Diego will successfully make this concept a reality.

¹² Participants in the assessment identified the need for a space where collaboration on collective leadership could be developed.

Appendix A. Identified Leadership Programs currently in San Diego

Name of Program	Organization	Population Served	Number of participants trained per year	Curriculum/Description	Do they track participants after program ends (what they do, any leadership positions, etc)?
A-Team	Alliance of Californians for Community Empowerment (ACCE)	Resident leaders	10-20	The A-Team is a group of ACCE members who have successfully completed ACCE's introductory leadership training program. The program is a 3 part training that develops each member's organizing skills with an emphasis on building the base in service of each individual's vision of personal, organizational, and community transformation.	Plan to track all graduates post session on hours worked, type of activity, and supplemental trainings attended.
Educate San Diego Leadership Program	Alliance San Diego (ASD)	Resident leaders	20-25	Parents are taught how to be education advocates. Trainings include how to read/analyze budgets, community and policymaker engagement, speaking to the media, understand the structure of funding to schools, teacher evaluation, becoming familiar with SDUSD system. ASD serves as a resource for parents who want to organize on particular issues post training.	Yes. They track participation in leadership committees at local school site or the school district. Select participants are invited to sit on Alliance San Diego's advisory board on educational issues.
Leadership Academy	Asociacion de Liderazgo Comunitario or Association of Community Leadership (ALC)	Resident leaders	80-100	The aim of ALC's program is to build confidence, inspire residents to get involved in their own communities, and to develop leaders. Program includes skills training in campaign organizing and advocacy, and issues based training related to ALC's issue committees.	Yes, but informally. Participants tend to stay involved through ALC's committees (immigration, housing & health, education).

Name of Program	Organization	Population Served	Number of participants trained per year	Curriculum/Description	Do they track participants after program ends (what they do, any leadership positions, etc)?
Leadership Institute	CASA de Vecinos Organizados (CVO)	Resident leaders	70-80	Mission is to build a base of residents and transform them into leaders that are empowered to engage and commit decision makers to help make our communities affordable, safe, secure and vibrant once again. Training curriculum includes key issues like immigration, workplace rights, access to healthcare, as well as organizing and advocacy skills building.	Yes, but informally. Resident leaders tend to stay involved with CVO through committees after the training. Others are still involved in the community, and because it's a small neighborhood, that information usually comes back to CVO.
Students for Economic Justice	Center on Policy Initiatives	College students	8	Curriculum includes organizing and campaign planning, communications, fundraising, people of color movements, regional economic analysis, economic justice issues and campaigns, and social justice issues in San Diego. Interns also receive 20+ hours of hands-on organizing experience at a local community organization or labor union.	Yes, but currently informally – moving to a formal tracking system. Alumni are tracked through informal conversations and participation in alumni group.

Name of Program	Organization	Population Served	Number of participants trained per year	Curriculum/Description	Do they track participants after program ends (what they do, any leadership positions, etc)?
Build Environment Team (BET) Project	City Heights Community Development Corporation (City Heights CDC), Environmental Health Coalition, International Rescue Committee, and Asociacion de Liderazgo Comunitario	Resident leaders	50	Curriculum includes land use, active transportation and community mobility, food access, non-toxic neighborhoods, local policies, organizing, advocacy, history of City Heights.	Informally.
Resident Leadership Academy (RLA)	Community Health Improvement Partners	Resident leaders	25-40	Residents are trained in social determinates of health, community building, advocacy and policy development, land use/community planning, and healthy food systems.	Yes, but informally. Formed an alumni group in 2011. Collect anecdotal examples of leadership growth, new jobs, elected officials, and the like.
Leadership North County	CSU San Marcos	Working professionals	20-30	The program is issue-based, with each monthly seminar focused on examining an issue from multiple perspectives. Issues include government, transportation and land use, resources & sustainability, health care & human services, public safety, Museum of Tolerance, Camp Pendleton, education, and business.	No. There is an active alumni network that regularly gathers for both social and educational sessions. Informal tracking documents people who get promotions, decide to run for elected office, make changes at their existing organizations based on what they learn, etc. usually through conversations at alumni events.

Name of Program	Organization	Population Served	Number of participants trained per year	Curriculum/Description	Do they track participants after program ends (what they do, any leadership positions, etc)?
SALTA (Salud Ambiental Lideres Tomando Accion – Environmental Health, Leaders Taking Action)	Environmental Health Coalition (EHC)	Resident leaders	20	Program includes leadership and skills development in community organizing, policy advocacy, building power, community health, environmental justice, and effective communication.	Yes. Use POWERBASE to keep track of leaders and their involvement with EHC’s campaigns. This is an internal organizational tracking system to move community residents up EHC’s membership ladder. POWERBASE keeps tracks of which event(s) they have attended, petition they signed, etc.
Embark, Impact, and Influence programs	LEAD San Diego	Working professionals	100+ through 3 different programs	LEAD helps emerging and seasoned leaders representing all sectors to expand their skills, enhance their understanding of salient civic issues, and leverage their connections and knowledge for San Diego's greater good.	Not currently, but planning to put together a set a metrics that will track their graduates.
Young Professionals Council (YPC) Academy	LGBT Center	LGBT Young Professionals	20	Curriculum includes introduction to LGBT elected leadership, intro to boards/commissions, intro to nonprofit governance, building power, organizing, fundraising, intersection movements/identities, communication and engaging with elected officials/staff, political opportunity for leadership training, and vision mapping.	Yes. After program, participants schedule one-on-one meeting with CEO to check-in on goals (to get on board, commission, or nonprofit). Has listserve for alumni as well. Most alumni stay involved with YPC after they graduate.
Parent Leadership Program	PIQE	Parents		Training to promote parental involvement and leadership in the school decision-making process. Parents learn skills to actively participate in the school system,	

Name of Program	Organization	Population Served	Number of participants trained per year	Curriculum/Description	Do they track participants after program ends (what they do, any leadership positions, etc)?
				have knowledge of public policy issues in education, and clearly understand the difference between traditional parent involvement vs. parent leadership.	
Youth Leadership Academy (College)	Planned Parenthood of the Pacific Southwest	College students	8-10	Program aims to build advocacy leaders, with an emphasis to support/start "Choice Chapters" in participants' college campuses. Curriculum includes fundraising, advocacy, and an internship component.	Yes, they track how many of the participants have become employed by Planned Parenthood or another non-profit.
Candidate Trainings & Leadership Programs	Run Women Run	Women	20	Candidate and campaign training sessions include: Realities of running for office - what it's like to be a candidate, Nuts and Bolts of building a campaign, Messaging and speaking, and Filing, Finance, and Fundraising. Also Political Opportunity Program Training program once a year and Political Boot Camp.	Yes, but informally.
SDLA Institute	San Diego Leadership Alliance (SDLA)	Progressive Young Professionals	20	Program focuses on a core curriculum of personal leadership development, communications, fund raising, political strategy, traditional and new media, and public speaking. The Fellows also organize a fundraiser to put into practice their organizing skills, and to help fund the next year's class.	Yes. They poll alumni periodically for their updates, and they collect them on their website. They also update this on the basis of informal knowledge about their accomplishments.

Appendix B. Identified Leadership Programs outside of San Diego, used by San Diegans

Name of Program	Organization	Population served	Average number of participants trained per year (from San Diego)	Curriculum/Program Description	Do they track participants after program ends (what they do, any leadership positions, etc)?
Capital Fellows Program	Center for California Studies, California State University at Sacramento	Recent college graduates	Fellows from SD vary (64 total)	Fellows receive an opportunity to engage in public service and prepare for future careers, while actively contributing to the development and implementation of public policy in California.	Yes, but informally. Keep in contact of graduates.
HOPE Leadership Institute	Hispanas Organized for Political Equality (HOPE)	Professional Latinas in California	1-2 people	The goal of the Institute is to train Latinas in vital leadership and advocacy skills, enabling them to create fundamental change within their local neighborhoods and across California.	Yes. Every two years, alumni roster is updated, and routinely ask questions about what boards and commissions they serve on, what other leadership positions they've attained, etc.
Leadership at the Peak, Leading for Organizational Impact: The Looking Glass Experience, Leadership Development Program (LDP)®, Maximizing Your Leadership	Center for Creative Leadership	Business & Nonprofit professionals	1480	The Center for Creative Leadership (CCL®) is a top-ranked, global provider of executive education that develops better leaders through its exclusive focus on leadership education and research. CCL helps clients around the world cultivate creative leadership—the capacity to achieve more than imagined by thinking and acting beyond boundaries. Their mission is to	Each participant has a “MyCCL” login and membership which gives them access to follow-up resources and allows CCL to stay in contact with participants. Some programs have follow-up coaching sessions based on a particular work-place scenario that the participant brings to the program.

Name of Program	Organization	Population served	Average number of participants trained per year (from San Diego)	Curriculum/Program Description	Do they track participants after program ends (what they do, any leadership positions, etc)?
Potential, Leadership Fundamentals, and more.				advance the understanding, practice and development of leadership for the benefit of society worldwide.	
Gamaliel Network Training	Justice Overcoming Boundaries (JOB)	Resident leaders	5-10	Provides training to build community organizations, and how to lead local and national social justice campaigns	Yes, but informally. Resident leaders tend to stay involved with JOB campaigns after the training.
Emerging Leaders Program	Leadership Education for Asian Pacifics, Inc. (LEAP)	API community	varies per year	The Emerging Leaders Program (ELP) is a three part, six-month program designed to build nonprofit organizational capacity by developing Asian and Pacific Islander (API) staff for future and current leadership and management roles in nonprofit organizations as well as increasing the retention of APIs who are committed to working in the nonprofit sector. Built on LEAP's Leadership Framework and focused on leadership development from an Asian and Pacific Islander cultural lens, participants will be able to expand and	No.

Name of Program	Organization	Population served	Average number of participants trained per year (from San Diego)	Curriculum/Program Description	Do they track participants after program ends (what they do, any leadership positions, etc)?
				strengthen their individual leadership skills as well as contribute to the growth and advancement of their organizations.	
PICO Organizing Model Training	San Diego Organizing Project (SDOP)	Resident leaders	6-10	Residents are taught skills in building strong organizations, policy advocacy, policy analysis, budget development, strategic planning, and how to engage with governing entities and officials	Yes, but informally. Resident leaders tend to stay involved with SDOP local organizing committees after the training.

Name of Program	Organization	Population served	Average number of participants trained per year (from San Diego)	Curriculum/Program Description	Do they track participants after program ends (what they do, any leadership positions, etc)?
BOLD Center	Service Employees International Union (SEIU)	Labor	1	SEIU's The BOLD Center, a program of the Member Leadership and Action Department, builds on the foundation that the Institute for Change laid to build stronger locals and stronger leaders. The BOLD Center's mission is to increase the individual leadership and organizational capacity of their union to achieve their strategic goals-- including the Member Leadership and Action goal of activating and engaging at least 200,000 SEIU members in aspects of the Fair Economy work.	Informally through anecdotes, but will start tracking in 2014.
Candidate Trainings	Victory Fund	LGBT candidates, campaign staff and community leaders	1-5	Comprehensive, non-partisan training to present and future LGBT candidates, campaign staff and community leaders. Trainees learn necessary skills and strategies by engaging in tough, realistic campaign situations. 4 trainings per year.	No, but hoping to implement in the future

Appendix C. City Boards & Commissions within San Diego County

City	Boards & Commissions	Total Number of Seats
Carlsbad	11	72
Chula Vista	17	122
Coronado	22	109
Del Mar	10	75
El Cajon	5	26
Encinitas	9	27
Escondido	9	63
Imperial Beach	2	10
La Mesa	13	92
Lemon Grove	3	14
National City	7	40
Oceanside	15	95
Poway	3	17
San Diego	46	450
San Marcos	11	97
Santee	5	46
Solana Beach	5	33
Vista	13	78
TOTAL:	206	1466

**Elected officials are not included in this chart. They are included in the database.

Appendix D. San Diego County Boards, Commissions & Committees

	Total
Number of boards, commissions, and committees	75
Number of seats	791
Vacant seats as of July 2013	74
These totals do not include community planning groups, design review boards, or sponsor groups, particularly of unincorporated areas of San Diego County.	

**This does not include state appointments (such as the CA Coastal Commission), commissioners at the Port of San Diego, Board of Directors at the San Diego County Regional Airport Authority, Board of Directors at the San Diego Water Authority, Board of Directors at the San Diego Metropolitan Transit System (MTS), Board of Directors at the San Diego Association of Governments (SANDAG), Board of Directors the Del Mar Fairgrounds, and the San Diego County Grand Jury.

Appendix E. San Diego Multi-City Boards & Commissions Seats by City

City/Governing Body	SD Unified Port District	SD County Regional Airport Authority	SD County Water Authority	SD Metropolitan Transit System	North County Transit District	SD Assoc of Govts (SANDAG)
Carlsbad					1	1
Chula Vista	1			1		1
Coronado	1			1		1
Del Mar			1		1	1
El Cajon				1		1
Encinitas					1	1
Escondido			1		1	1
Imperial Beach	1			1		1
La Mesa				1		1
Lemon Grove				1		1
National City	1		1	1		1
Oceanside			1		1	1
Poway			1	1		1
San Diego	3	2	10	4		2
San Marcos					1	1
Santee				1		1
Solana Beach					1	1
Vista					1	1
County Board of Supervisors		1		1	1	2
North Inland area mayors		1				

City/Governing Body	SD Unified Port District	SD County Regional Airport Authority	SD County Water Authority	SD Metropolitan Transit System	North County Transit District	SD Assoc of Govts (SANDAG)
North Coastal area mayors		1				
East County area mayors		1				
South County area mayors		1				
Governor		1				
Carlsbad Municipal Water District			2			
Fallbrook Public Utility District			1			
Helix Water District			2			
Lakeside Water District			1			
Olivehain Municipal Water District			1			
Otay Water District			2			
Padre Dam Municipal Water District			1			
Pendleton Military Reservation			1			
Rainbow Municipal Water District			1			
Ramona Municipal Water District			1			
Rincon Diablo Municipal Water District			1			
San Dieguito Water District			1			
Sante Fe Irrigation District			1			
South Bay Irrigation District			1			
Vallecitos Water District			1			
Valley Center Municipal Water			1			

City/Governing Body	SD Unified Port District	SD County Regional Airport Authority	SD County Water Authority	SD Metropolitan Transit System	North County Transit District	SD Assoc of Govts (SANDAG)
District						
Vista Irrigation District			1			
Yuima Municipal Water District			1			
Resident selected by board members				1		
Total	7	8	36	15	9	21

Appendix F. San Diego Multi-City Boards & Commissions Seats by City

	Seats for Elected Officials	Seats for Non-Elected Officials	Total # of seats
Port of San Diego	0	7	7
SD County Regional Airport Authority	5	3	8
SD Water Authority	18	18	36
SD Metropolitan Transit System	14	1	15
North County Transit District	9	0	9
SD Assoc of Governments (SANDAG)	21	0	21

Appendix G. Vacant Seats on City of San Diego Boards and Commissions as of June 2013

**Information compiled from the City of San Diego website.

Current Vacancy	Name of Board/Commission	Position
VACANT (Kathy Monsour)*	Airports Advisory Committee	Clairemont Mesa Representative
VACANT (Kevin O'Donnell)*	Airports Advisory Committee	Member with Special Expertise Representative
VACANT (Lorin Stewart)*	Arts and Culture, Commission for	District 1 Rancho Penasquitos
VACANT (James Arnold)*	Board of Building Appeals & Advisors	Disabled Community Representative
VACANT (John Littrell)*	Board of Building Appeals & Advisors	Mechanical Electrical Engineer
VACANT (Kelly Eisenstein)*	Board of Building Appeals & Advisors	Fire Protection Engineer
VACANT (Kenneth Oh)*	Board of Building Appeals & Advisors	Fire Protection Engineer
VACANT (Juan Gallegos)*	Citizens Equal Opportunity Commission	Latino
VACANT (David Brown)*	Citizens' Review Board on Police Practices	
VACANT (Michael Freedman)*	Citizens' Review Board on Police Practices	
VACANT (Sandra I. Arkin)*	Citizens' Review Board on Police Practices	
VACANT (William Yee)*	Citizens' Review Board on Police Practices	
VACANT (Benny Benavidez)*	Commission on Gang Prevention and Intervention	State of CA, Chief District Administrator, Dept. of Corrections Division of Adult Parole Operations
Vacant (Gail Roberts)*	Community Forest Advisory Board	Artist
Vacant (Laura LiMandri)*	Community Forest Advisory Board	Non-Profit Org./ Gov. Agency
Vacant (Patrick Caughey)*	Community Forest Advisory Board	Landscape Architect
Vacant	Community Forest Advisory Board	District 9
Vacant (Jennifer Litwak)*	Consolidated Plan Advisory Board	
Vacant (Mathew Kostrinsky)*	Consolidated Plan Advisory Board	
Vacant	Data Processing Corp. Board of Directors	Voting Member
Vacant (Reed Vickerman)*	Data Processing Corp. Board of Directors	

Current Vacancy	Name of Board/Commission	Position
Vacant (Gina Champion-Cain)*	Housing Advisory and Appeals Board	
Vacant (Richard H. Miller, Jr.)*	Housing Advisory and Appeals Board	District 3 North Park
Vacant (Susan Marshall)*	Housing Advisory and Appeals Board	Escondido
Vacant (George Mitrovich)*	Human Relations Commission	
Vacant (David Felsen)*	International Affairs Board	
Vacant (Feraidoon Raafat)*	International Affairs Board	
Vacant (John McColl)*	La Jolla Shores Planned District Advisory Board	
Vacant	Managed Competition Independent Review Board	Mayoral Staff Designee
Vacant (Katy Bendel)*	Mission Bay Park Committee	District 6 Representative
Vacant (Christine Robinson)*	Old Town San Diego Planned District Design Review Board	Property Owner, Resident, Community Planning Committee Member
Vacant (Connery Cepeda)*	Old Town San Diego Planned District Design Review Board	Resident
Vacant	Parking Advisory Board	District 4 Representative
Vacant	Parking Advisory Board	District 8 Representative
Vacant (Cindy Lehman)*	Parking Advisory Board	Uptown Community Parking District
Vacant (Peter Wagener)*	Parking Advisory Board	La Jolla Community Rep
Vacant (Robert Weinberg)*	Parking Advisory Board	District 5 Representative
Vacant (Kim Folsom)*	Qualcomm Stadium Advisory Board	
Vacant (Michael R. Simonsen)*	Qualcomm Stadium Advisory Board	
Vacant (Dennis Stryker)*	Relocation Appeals Board	
Vacant (Guillermo Cabrera)*	Relocation Appeals Board	
Vacant	San Diego Unified Port District- Board of Commissioners	
Vacant	San Diego Unified Port District- Board of Commissioners	

Current Vacancy	Name of Board/Commission	Position
Vacant (Matthew Spencer)*	Small Business Advisory Board	Small Business Owner
Vacant (Jimmy Ayala)*	Southeastern Economic Development Corporation Board of Directors (SEDC)	Urban Design
Vacant (Omar Passons)*	Southeastern Economic Development Corporation Board of Directors (SEDC)	Representative of the City Council
Vacant (Andrew McAllister)*	Sustainable Energy Advisory Board	San Diego Regional Energy Office/California Center for Sustainable Energy Representative
Vacant (Risa Baron)*	Sustainable Energy Advisory Board	San Diego Gas & Electric
Vacant (Korral Taylor)*	Youth Commission	District 4
*Resigned		