

# Think about the last partnership that worked.

*Not just completed a deliverable, but actually worked.*

What made it different?



# Case: Shared Standards in Action

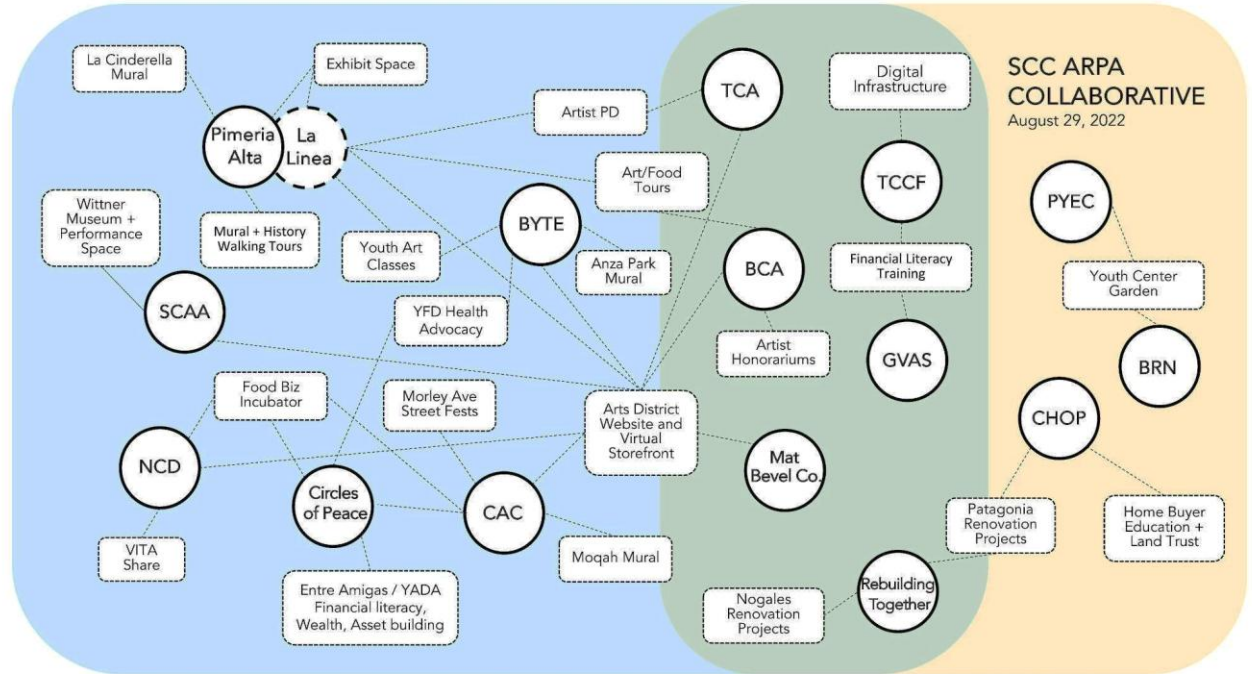
**Goal:** Build community capacity to build assets, manage financial shocks with federal coronavirus relief funding

Arizona border region • ARPA federal funding • 2 CFR Part 200

## Collective impact [report](#):

15 local nonprofits built cuisine, + arts enterprise, housing + economic development assets across a rural county

**Collaboration:** Organizations shared knowledge, resources and accountability.



KEY: Blue: Nogales Green: Tubac Yellow: Patagonia

Visual map by Dr. Robin Breault

# Case: Shared Standards in Action

Arizona border region • ARPA federal funding • 2 CFR Part 200

15

nonprofits in  
peer-learning cohort

*9 brand new to federal funding*

\$480K

federal funds  
managed collaboratively

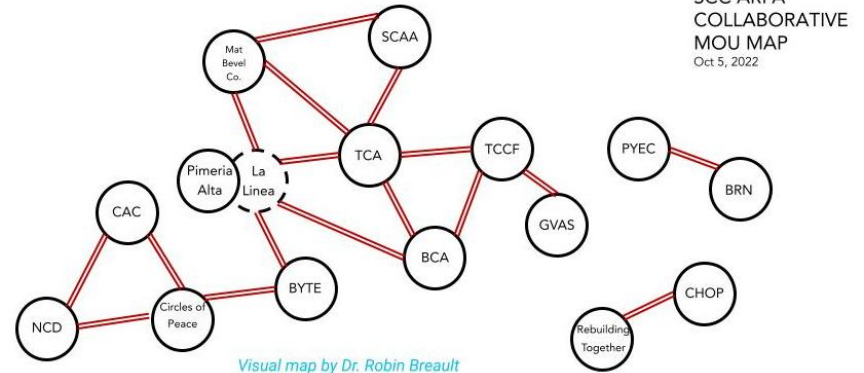
100%

desk audit  
compliance

*All 15 passed*

10

MOUs built between  
partnering organizations



# What Made Trust Possible in this Partnership?

Trust isn't a feeling. It's a process you can track, measure and validate.

## Self-Interest

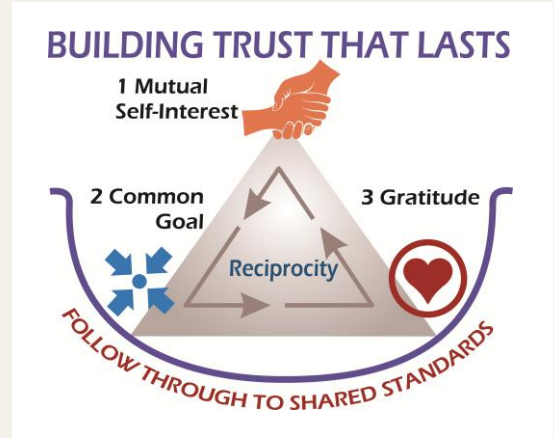
Everyone has a reason to show up.  
Name motivations and recognize they can change.

## Common Goals

Partners can pursue common goals  
by sharing power, authority, and responsibility.

## Gratitude

Specific, public acknowledgment of contributions and indebtedness is  
predictive who shows up for the next cycle.



## Compliance

Doing what you said you are going  
to do, measured against a standard  
to which everyone agrees

From peer-reviewed work: [Trust is the Engine of Change](#) Adam & Donelson 2020, Systems Research and Behavioral Science and Dr. Dianne Finegood's (2005) reconceptualization of this model at <https://www.complexsystemsframeworks.ca/collections/>

# Trust Applied to Shared Standards in Action

## Identified Interests + Common Goals Across Projects

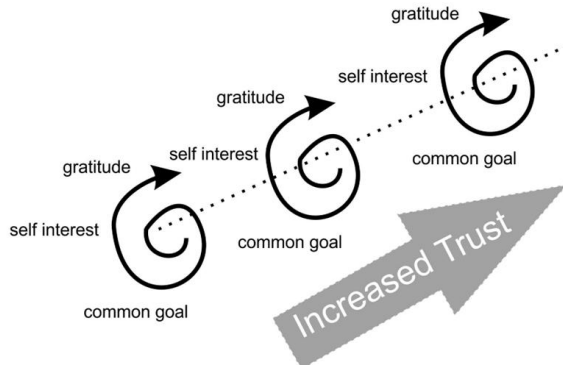
10 Memoranda of Understanding across 15 organizations for clear roles, responsibilities, tasks, evaluation standards

Collective grants management federal compliance across partners

## Practiced Gratitude

Empathy: series of 3 in person trainings

Affirmation of partner strengths + expertise (MOUs)



## Program Evaluation Feedback:

"Met other like-minded organizations"

"Brought us out of our silos"

"Renewed collective vision for how we can work together"

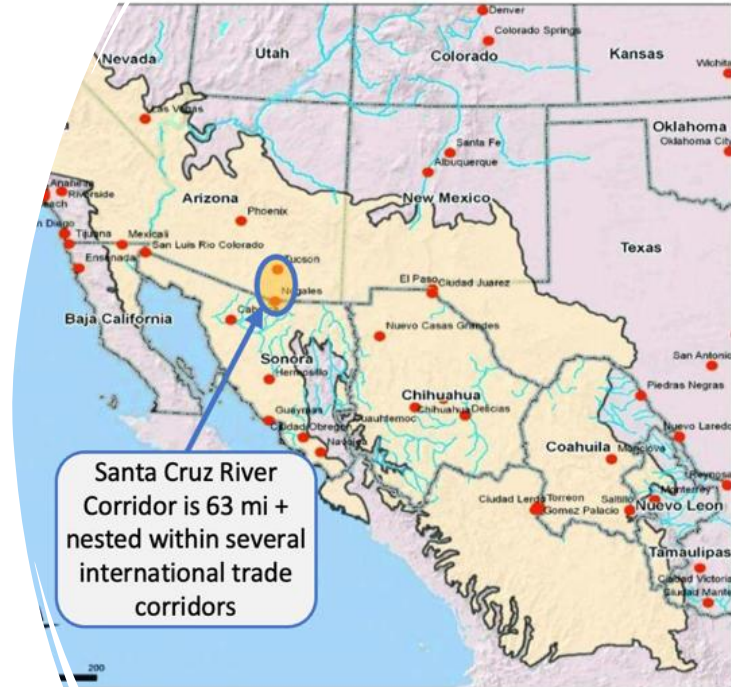
"Enhanced our ability to achieve our goals"

"Created a space for collaboration"

# EDA Recompete Pilot Program: Opportunity to Scale Up

Collaboration attracted broader federal investment across a region (City of Tucson – Santa Cruz County – Pima County):

- [EDA Recompete Phase 1](#): \$500K planning grant (awarded)
- [EDA Recompete Phase 2](#): \$52M finalist — 90+ partner coalition + successful regional plan + strong application



Phase 1 produced comprehensive plan with GIS, open source work and 7-part workforce investment strategy

# Despite Institutional Challenges, the Core Partners Held *What Did They Build Instead?*



## Continued Collaboration

Grew the Morley Arts partnership



## New Investment

Federal funders and foundations have since funded the network



## Ongoing Impact

Economic Recovery Corps Fellow Evan Kory continues to build the arts district in Nogales



Evan Kory's March 2026 Economic Recovery Corp IEDC Leadership Forum  
[TEDx Talk slides](#)

*Partnerships that can last are ones where everyone agrees to a standard and meets it.*

# What Did They Build Instead?



Murals + binational tourism



Four renovated historic buildings

# Resources

Field-tested tools + peer reviewed research for building trust in multi-stakeholder partnerships

## Your Seat at the Table: Building Trust A Parable about public-private partnerships

Story, framework and resources for application

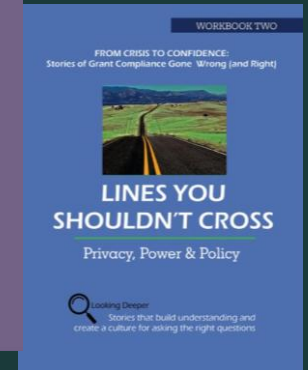
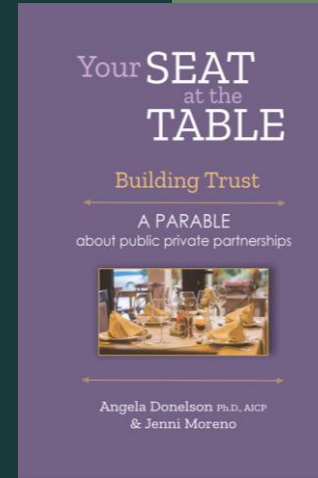
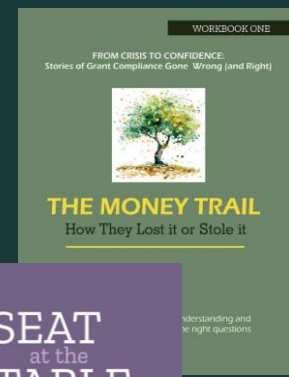
## Two Companion Workbooks

### The Money Trail: How They Lost It or Stole It

Case studies of real compliance failures. Peer-learning discussion format.

### Lines You Shouldn't Cross: Power, Privacy & Policy

Privacy and policy case studies for organizations navigating federal funds and governance.



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More free resources @ [trustforchange.org](https://www.trustforchange.org) – peer reviewed research, community engagement manual

