JACKSONVILLE COMMUNITY COUNCIL INC.

2010 ANNUAL REPORT





Letter from the Board President



Thanks to all of you who have supported JCCI's mission for the past 35 years! 2010 marks a number of milestones as we celebrate JCCI's 35th anniversary, the 25th anniversary of our Quality of Life Progress Report, the 10th anniversary of our leadership development program, JCCI Forward, and the 5th anniversary of our Race Relations Progress Report.

I began my presidency last fall at JCCI's 34th annual meeting with the theme "At the Crossroads". My term ends as I turn over the presidency to Bill Mason at the 35th annual meeting themed "Back to Work". How appropriate. We commenced the 2009-10 fiscal year with many challenges but not unprepared. A board reality check conducted last September helped set the course and marked out priorities that included developing our contracting capabilities under

JCCI's CommunityWorks arm, and strengthening our brand as an action-oriented organization making positive changes in our community's quality of life.

The work accomplished this year has been remarkable, especially in light of forced budget and staff reductions. Consider just a few: completion of the award-winning Air Quality Study implementation under Don Anderson's leadership; successful launching of JCCI's entirely revamped Quality of Life Progress Report with its continuously updated data and cutting-edge interactive mapping capabilities on Community Snapshot; continuing success in advocating action on Infant Mortality Study recommendations; major changes in the city's budgeting processes as a result of our City Finance Study implementation and placement of the need for financial sustainability squarely in the public eye. We have also had unprecedented levels of civic engagement through expanded monthly JCCI forums and an exceptionally active year for JCCI Forward under the leadership of Chairman Lee Brown.

One troubling aspect of this past year was the absence of a JCCI study to engage and galvanize citizens in the unique learning and "doing" process that earned us the title of "preeminent nonpartisan civic organization in the country" by Smart Communities author, Dr. Suzanne Morse. I am delighted to see that JCCI is "back to work" with the launch of its newest study, Recession Recovery and Beyond, that will doubtlessly be another highly relevant, action-packed study and implementation endeavor.

I am very grateful to my fellow Board members and the community for the support you all have provided in these challenging times. I offer special thanks to the indomitable staff of JCCI whose talent, dedication and sacrifice have continued to build on the reputation for excellence that is synonymous with JCCI.

Christine C. arab

Christine C. Arab, President

United Nations: "[JCCI] has had a significant impact on the city by focusing attention and actions on key community issues. Moreover, there is an increasing trend in the development and use of local indicators by cities and communities worldwide."

2009-2010 JCCI BOARD OF DIRECTORS

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JCCI

MISSION STATEMENT

Jacksonville Community Council Inc. (JCCI) is a nonpartisan civic organization that engages diverse citizens in open dialogue, research, consensus building, advocacy and leadership development to improve the quality of life and build a better community in Northeast Florida and beyond.

JCCI dedicates its 35th anniversary year to **Frederick H. Schultz** and his vision for the future of Jacksonville.

JCCI was created in 1975 as a result of the Amelia Island Community Planning Conference to examine community issues by bringing together a broad cross-section of the population. In its 35 years, JCCI has provided a forum and a structure through which groups of informed, concerned citizens have made a difference in public policy decisions. When enough people care to act, the course of an entire city can change.

1974 AMELIA ISLAND CONFERENCE DELEGATES

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Suzanne Morse, in *Smart Communities*, says that "the type of dialogue created and the methods used by the Jacksonville Community Council Inc. are transferable to and usable in any community, whatever its composition, character, problems, and issues."



ETTER FROM THE EXECUTIVE DIRECTOR



We end this fiscal year a much leaner organization than we began, with a "tooth to tail" ratio a military commando team would envy. Everyone is a front-line troop, directly involved in the programs and services of JCCI. Our staffing level is comparable now to where we were in the early 1980's. Those were the years when we created the Human Services Council, launched a successful initiative to reduce teen pregnancy, caused the city to implement comprehensive planning and concurrency rules for growth management, implemented major improvements to the city's disaster preparedness posture, and created a first-in-the-nation Quality of Life indicators report that is now the international gold standard.

We are certainly "back to work" at JCCI, still performing the core functions we did 25 years ago but with the addition of new programs: JCCI Forward, the Race Relations Progress Report, a significantly more sophisticated Quality of Life reporting system, and an arm of our organization focused on local and national contracting work. The source of revenues to support these programs has also changed dramatically where today we rely much more heavily on community and corporate support and feefor-service work. This requires great staff flexibility and an adaptable workforce that can gain and shed capacity as the work requires. It is a new environment for all of us.

Amazinaly, we have undergone this transformation without compromising our mission or our values. JCCI's core values are intact: integrity; excellence; inclusiveness; innovation; objectivity. Our core functions are unchanged: research; citizen participation; advocacy; leadership development. And our mission is still engaging diverse citizens to the improve guality of life in Northeast Florida and beyond.

Above all, this transformation has underscored how essential all of you are to JCCI's mission. We have never been more dependent on strong community support - financially and through your volunteer service. Special thanks to our members, volunteers, corporate sponsors, government and United Way funders, contract and grant partners and individual donors for keeping JCCI a vital, relevant part of this community. Happy 35th Anniversary JCCI!



Charles R. "Skip" Cramer, Executive Director

JCCI receives funds from various sources. We strive for credibility, objectivity and independence in our work, thus diverse support is essential. In fiscal year 2009, JCCI members and the local business community provided 51% of our funds. United Way of Northeast Florida contracts with JCCI for research and partners with the City of Jacksonville to update our local indicator reports. Contracts for services and special arant supported projects generate supplemental income. Like so many others, JCCI's investments took significant losses. Although not reflected, the thousands of volunteer hours donated each year are one of JCCI's most important resources.

\$369.803

SUPPORT AND REVENUE: CONTRIBUTIONS - MEMBERS & CORPORATIONS

	CONTRIBUTIONS INTERNIBLES & CORTOR MICHS	Ψ007,000
	United Way of Northeast Florida	195,558
	Public Service Grant from City of Jacksonville	85,289
	OTHER CONTRACTS	66,417
	Investment Income	10,351
	Realized/Unrealized Gain (Loss) on Investment	(23,524)
	OTHER INCOME	27,747
al Support and Revenue		\$731,641
NSES		

EXPEN PROGRAM SERVICES:

Тота

Community Planning and Development	\$721,487
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SUPPORT SERVICES

SUPPORT SERVICES.		
Management and General	107,508	
Fundraising	43,839	
TOTAL EXPENSES:	\$872,834	
Increase/(Decrease) in Net Assets:	(\$141,193)	

Statement of Support, Revenue, Expenses and Changes in Fund Balances Year Ending September 30, 2009.



JCCI COUNCIL OF STEWARDS

JCCI's Council of Stewards was launched in 2002 with the mission to offer wisdom and ideas about key JCCI programs and to provide JCCI with significant and sustained financial support. Members are kept well-informed of JCCI's work and are invited to express their views to the board of directors.

Membership in the Council consists of individuals who pledge gifts to JCCI of \$5,000 or more over three years. A member is considered a Lifetime Steward upon the completion of three, three-year pledges, or upon contributing a total of \$15,000.



Lifetime member J.F. Bryan, President of JCCI Chris Arab and Guest Speaker Wyman Duggan

In March 2010, Wyman Duggan, Chair of the Charter Revision
Commission, shared insights during a Stewards event titled Commissioners In The Crossfire! Revising The
City Charter in which he discussed the newly revised City Charter. Meetings such as this are generally
convened twice a year in the form of cocktail receptions, and provide the opportunity for thought-provoking, high-level discussions. These receptions include talks on select topics by distinguished presenters,
and are sometimes forums to discuss policy questions facing JCCI.

A sincere thank you to JCCI's Council of Stewards for their continued support of our mission.

2009-2010 Council of Stewards

Dave & Robin Albaneze Don & Carol Anderson John & Rebecca Anderson Christine & Louis Arab *Ron Autrey *Ted Baker Helen & David Balz Bruce E. Barcelo *Joey D. Batchelor Dana & W.O. Birchfield Tyrie & Lori Boyer Bill Brinton Clanzenetta & Lee Brown *J.F. Bryan IV *Mary Ann & Shepard Bryan Betty S. Carley *Charles "Bucky" Clarkson *John R. Cobb Shereth & Yank Coble Betsy Cox Glenda & Skip Cramer Lad Daniels *Isabelle & Bob Davis *Laurie & Linda DuBow Betsy Fallon Anita & Allan Geiger W.C. & Susan Gentry Fionnuala Geoghegan Broderick & Alva Green Lenora & Norman Gregory Robert G. Harmon

Elizabeth & Robert Head *Ed & Pat Hearle *David Hicks Robert & Margaret Hill John Hirabayashi *Corinne Hodak *Patricia & Wayne Hogan Helen D. Jackson Becky & Walter Jewett Matthew Kane Allison Korman-Shelton *Joy & Howard Korman *Pam & Michael Korn Barney & Edward Lane *Helen Lane Stephen P. Lee Jennifer Mansfield Carla & Jim Marlier *Julie & Bill Mason Elizabeth Means Jay Monahan Lisa V. Moore Michael Munz Mr &Mrs Russell B. Newton Jr *Steve Pajcic *Pamela Y. Paul *Thomas F. Petway III *Gloria & Jim Rinaman Patricia & John Rutherford *Nancy Schultz

*Bob & Carol Shircliff *Mary Ellen Smith Helen & Bob Spohrer Brooke & Hap Stein *David Stein *Steve Suddath Caroline & David Swain Dorcas G. Tanner C.D. Towers, Jr. Susan Towler *Mary Jane & Jack Uible Tom Van Berkel Jennifer & MaliVali Washington J. Wayne & Delores Barr Weaver *Kathy & Jerry Weedon Susan & A. Quinton White, Jr Jim Winston



Lifetime member Julie Woodruff Mason, Vice President of Stewards with new Stewards Mickee Brown and Fionnuala Geoghegan

Members (as of July 2010) *Indicates Lifetime Steward



Theresa & Steve Sherman

IMPLEMENTATIONS

Have you ever wondered, "What happens when JCCI studies are completed?"

We call it the "so what?" question, and it goes to the core of JCCI's mission of impacting the quality of life in Northeast Florida in a positive way.

At the conclusion of each community study, a two-year implementation period is initiated for the purpose of advocating for the successful implementation of the study's recommendations. A volunteer advocacy task force is assembled, often with 50 or more members participating. These are typically people from all walks of life who share a passionate interest in the study topic, and who are willing to devote their time and energy to making a difference in their community.

More often than not, their work is conducted behind the scenes and without fanfare. These are folks who are not in it for acknowledgement or to appear in the spotlight. Frequently, they influence positive outcomes but you never hear about it. That's because they routinely deflect the credit to outside stakeholders with whom they have worked...their interest is progress, not recognition.

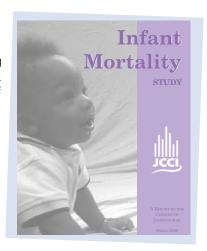
But make no mistake; they represent the backbone of the organization's efforts to make Jacksonville a better place. Through the years, there have been thousands of concerned citizens who have participated in JCCI implementation projects, and most have remained relatively anonymous to the general public. Their contributions have been considerable, however, and the community is a better place for their selfless efforts.

So, next time you ask yourself the "so what?" question, take a moment to consider the countless volunteers who have rolled up their sleeves through the years and worked on advocacy task forces to improve the quality of life for us all. That will be all the recognition they seek.

Implementation Projects in 2009-10 included:

INFANT MORTALITY

The two-year JCCI effort to help lay groundwork for reducing Jacksonville's alarming infant mortality rate comes to a close this fall. The Infant Mortality Advocacy Task Force, under the leadership of Rev. Tom Rodgers, can cite successes in a wide range of sectors, not just those related to medical care. Indeed, one of the primary findings of the Infant Mortality Study was that numerous factors faced by women throughout their life cycle, not just those directly related to health care, influence their predisposition for poor birth outcomes. Poverty, racism, poor housing, crime, and other societal issues represent the root causes of a high percentage of infant deaths. Accordingly, a significant portion of the Task Force's activity was focused on these areas.



Significant results included: implemented a professionally-produced social awareness campaign to mobilize the African-American community to address infant mortality; completed a series of forums focusing attention on fatherhood issues and the role of males in the lives of their children; working with area hospitals on achieving "baby friendly" designation (10-step process representing a dedicated effort to promote breastfeeding); Medicaid processing and registration streamlined for pregnant women; enlisted local organizations focused on race relations to help communicate the impact of racism and racial disparities on infant mortality; significant work to reduce deleterious effects of "food deserts" by introducing food stamps to Farmers Market, and distribution of healthy food bags to women leaving appointments at Shands ob/gyn clinic.

"In my judgment this is the preeminent nonpartisan civic organization in the country."

— Suzanne Morse, author, Smart Communities



CITY FINANCES

The City Finances Advocacy Task force, chaired by J.F. Bryan IV, reaches the mid-way point of its two-year term in September. The Task Force is charged with advocating for the implementation of recommendations of the JCCI study - Our Money, Our City: Financing Jacksonville's Future, released in June 2009 and also led by Mr. Bryan. The study revealed that Jacksonville faces a financial crisis that grew even worse during the course of the nine-month project because of the severe national recession and state budget shortfalls. The study concluded that the future of the City rests on becoming financially sustainable, with budgetary processes and priorities in place that transcend administrations and an open, transparent process that builds community confidence in local government.



Implementation progress to date has been encouraging, as it has been clear over the past year that both the Mayor's office and City Council are

serious about improving budget processes, engaging citizens early and often, and working toward long-term solutions to achieve sustainability in the City's public pension programs.

Results to date include: In direct response to a recommendation relating to the need for greater transparency and public involvement, the City significantly revised its budget processes by beginning months earlier than has normally been the case. Mayor Peyton introduced a comprehensive budget communications program, including a user-friendly website (myjaxbudget.com) and a series of budget workshops from February through April designed to give interested citizens an opportunity to voice their opinions on priorities in City government. During the same period, City Council President Richard Clark convened several Town Hall meetings to provide opportunities for additional citizen input on budget priorities. A new City ordinance was approved that resulted in the Mayor providing the Council with a preliminary budget in May, more than a month prior to the customary July 15 presentation of his final budget recommendation. The additional time for consideration of the proposed budget is expected to help streamline the formal budget hearings later in the summer. As also recommended by the Task Force, the City agreed to become an active member of the Florida Benchmarking Consortium, which allows Florida cities to compare financial performance in key areas in order to maximize levels of service and efficiency.

Finally, the Mayor's proposed budget for fiscal year 2011 makes more formal consideration than ever before of five-year financial projections, recognizing that a one year only band-aid approach cannot achieve financial sustainability.

"JCCI's work in our community is to be applauded. Their track record for tackling the tough issues will help chart our city's financial future."

– John Peyton, Mayor of Jacksonville



Rev. Tom Rodgers, Implementation Task Force Chair for Infant Mortality



J. F. Bryan IV, Implementation Task Force Chair for City Finance



MODEL FOR COMMUNITY CHANGE



The JCCI Model for Community Change begins with working with the community to understand and articulate a shared vision for the future, based on the values and priorities of the people who live, work, and play in the area. Change must be driven by a vision of both what needs to improve and what needs to be preserved; the vision serves as a destination for the road map to follow.

The vision provides a destination, but no more. We need to know where we are in relation to that vision. For that purpose, JCCl engages the community to develop and review community indicators every year that measure our progress toward our vision. We publish these reports annually as the Quality of Life Progress Report and the Race Relations Progress Report, as well as in the continually-updated Community Snapshot on our website www.jcci.org.

With the knowledge we gain from the indicators, we can determine our priorities for action. The indicators by themselves don't tell us what to do; they are descriptive, not prescriptive. They inform our planning processes through our community studies, where we can determine how we as a community need to move forward to address the issues identified by the indicators where we fall short of our vision. The community study process engages the community to develop solutions, by consensus, to get us moving in the right direction.

The recommendations from our studies gain their power for change from the volunteers who work tirelessly to turn reports into action through our implementation advocacy process. JCCI reports never stay on a shelf; to continue our travel analogy further, our volunteers are the pleasing voice of the GPS unit helping our civic institutions with a cheerful "turn here." It is because of this action component that JCCI is often described as a "think-and-do tank."

The actions get results. Recommendations are implemented. Policies change. Programs develop and respond. But that is not enough. JCCI monitors the results and outcomes of its study and implementation efforts and assesses results. You can read the assessments in the final implementation reports on our website.

Beyond those reports, however, we are interested in lasting, sustainable community change. The community indicators reports serve as the final piece in the community change model, keeping us focused on measuring progress toward the vision. They serve as the ultimate evaluation tool to ensure that our efforts are making a real difference for the community.

We are pleased to have served Jacksonville for the last 35 years, and look forward to another 35 years of making lasting change. You can read more about the impact JCCI and our members have had on Jacksonville in the Highlights of Community Change report at www.jcci.org.



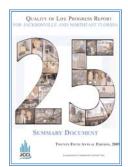
OUR MODEL IN ACTION



"[JCCI's community indicators project] is having a direct impact on community and government sustainability.

Their process was democratic, of manageable size, and well connected to local government."

- The Institute for Sustainable Development



Quality of Life Progress Report

The Quality of Life Summary Document provides a roadmap for the community, showing where we've been, where we are, and what critical areas demand our attention. The Quality of Life Reference Document provides details on each of the indicators in the report.

The 2009 Quality of Life Progress Report is the 25th annual edition of the nation's longest-standing community indicators report.

Race Relations Progress Report

JCCI's 5th Annual Race Relations Progress Report measures progress toward liminating disparities in Education, Employment and Income, Neighborhoods and Housing, Health, Justice, and Politics and Civic Engagement. Annual Progress Reports are available starting from 2005.



Community Snapshot

Community Snapshot is an interactive map that allows you to have full access and control over the indicators in your community. The database provides information to compare a geography over time, in context with progress in other geographic areas. Reports, graphs and charts are customizable at the click of a button. Go to www.jcci.org and click on Indicators to take a snapshot of your community today.

Special thanks to Blue Cross Blue Shield of Florida for sponsoring Community Snapshot.



JCCI FORWARD

Established in July of 2000, JCCI Forward seeks to engage men and women ages 25-45 in civic involvement and to prepare them with skills and education for their future roles as community leaders. Like JCCI, JCCI Forward hosts its own community forums and workshops, all with the three-fold aim of studying the issues which are central to our community's growth, providing an opportunity to meet, interact and work with our community's existing leadership structure, and focusing on the skills critical to assuming a leadership role in our community's future.

OUR VISION: To empower emerging leaders and community-minded individuals to affect positive change in Northeast Florida through a platform of results-oriented issue forums and leadership development programs. For more information visit www.jcciforward.org.

Issue Forums

Community Engagement thru Social Media: Confirm or Ignore?
Going Green \$ave\$ Green?

Dollars+Sense: Investing in Your Financial Future

Trainings

How to Use Consensus and Facilitation Skills
How to Chair Effective Meeting
How to Communicate as a Leader
How to Get Involved in Your Community
How to Identify Your Leadership Style
How to Get Involved in Your Community

JAXFACTS **S**EMINARS

Speed Dating
with the 2011 Mayoral Candidates
Coming Home:
A Conversation with Returning Veterans
Speed Dating
with the Innovators in Public Education
Urban Safari-Riverside
How to be a Tourist in Your Own Hometown

Bottom line: Involve. Engage. Connect.

2009-2010 JCCI Forward Executive Committee

Chair
Lee Brown
Chair-elect
Elexia Coleman-Moss
Immediate Past Chair
Marcus Haile

Members: Mickee Brown, Michelle Conty, Jordan Crane Leah Donelan, Jason Fey, Christy Jackson, Thomas Ladd, Circe LeNoble, William Magevney, Jennifer Mansfield, Lee Poechmann, Gianna Warner, Felicia Wright

JCCI Forward Board Liaison: Adrienne Conrad
Staff: Michelle Simkulet & Lashun Parker



Carla Marlier
2009 JCCI Forward Champion

Special Thanks to Friends of JCCI Forward



Karen & Oliver Barakat, William Barnett, Clanzenetta & Lee Brown, Jordan Crane, Shelly Fine, Chris Flagg, Fionnuala Geoghegan, Marcus Haile, Circe & Shawn LeNoble, Jennifer Mansfield, Carla & Jim Marlier, Elexia Coleman-Moss, Lashun Parker, Ed Perez, Michelle Simkulet, Jon Singleton, Jerry Spinks, Corrina Steiger, Ben & Gianna Warner and Chris Wirth



SPECIAL THANKS

JCCI acknowledges the strong community spirit of businesses, private foundations, and organizations whose generous support helped make our success possible through their sponsorships. Thank you!

JCCI Annual Meeting

<u>Title Sponsor</u>

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Speaker Sponsors

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JCCI Forward

Title Sponsor

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2009 Race Relations Progress Report

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2009 Quality of Life Progress Report

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Achieving Educational Excellence

CSX Corporation

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Haskell

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Florida Coastal School of Law

Promoting Social Wellbeing and Harmony

The Lazzara Family Foundation

Growing a Vibrant Economy

North Florida TPO

Moving Around Effectively and Safely

The Main Street America Group

Maintaining a Responsive Government

St. Vincent's Healthcare

Sustaining a Healthy Community

Our Money, Our City:

Financing Jacksonville's Future

Community Study and Implementation

Regions Bank

The Florida Times-Union

WJCT

For 35 years of partnering with JCCI in raising awareness of issues that impact the quality of life in Jacksonville.



FRIENDS OF JCC

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...and for those of you who answered the call you have our sincere appreciation!



Brian Teeple

GET INVOLVED

JCCI is open to all who want to improve themselves and their community.

The continued success of JCCI depends on the support of a membership diverse in race, age, gender, occupation and interests. Members participate in a variety of ways, and stay educated about community issues through our events and activities. JCCI is a 501(c)3 non-profit organization.

Contact us at: 2434 Atlantic Boulevard, Suite 100, Jacksonville, Florida 32207

Phone: 904.396.3052 Fax: 904.398.1469 Email: mail@jcci.org Website: www.jcci.org

HOW WE CAN HELP YOU

JCCI has launched CommunityWorks, building on its successes in facilitating positive change in Northeast Florida and beyond for the past 35 years.

JCCI's process for civic engagement and community improvement has been replicated in cities around the world. The model, named a Best Practice by the United Nations, brings citizens and governments together to understand community trends, develop collaborative strategies and implement sustainable solutions. The Pew Partnership for Civic Change announced that JCCI's work "is essential for every community" and named JCCI a "Solution for America."



JCCI is available to engage your local community around important issues and bring JCCI's reputation as an impartial, trusted convener to help sort through difficult decisions. We will help implement the JCCI model for lasting change – including research, consensus building, plan development, implementation and outcome measurement – to deal with an intransigent issue or to make good efforts even better.

Visit www.communityworks.us.com for more information about how we can help you.

United Nations: "[JCCI] has had a significant impact on the city by focusing attention and actions on key community issues. Moreover, there is an increasing trend in the development and use of local indicators by cities and communities worldwide."

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