



**Leadership: Meeting Community Needs
Final Implementation Report
to the JCCI Board of Directors**

May 17, 2002

Process

This JCCI study was released in June 1996. Implementation began formally on August 16 and continued actively until early in 1998. **Bill Brinton**, who chaired the study committee, continued as chair of the Implementation Task Force.

Despite inaction over several years, some outstanding implementation issues made Task Force members unready to conclude JCCI's formal implementation efforts. In the spring of 2002, JCCI staff recontacted members of the Task Force with a draft final implementation report, seeking direction on any future activities and closure of JCCI's formal efforts. Task Force members agreed that JCCI's formal efforts had achieved a good deal of success, with certain exceptions, and that further formal action on their part would not be productive. They then achieved consensus on this final report.

While active, the Task Force did most of its work through six subgroups, coordinated by a steering committee consisting of the chairs of the subgroups and the Task Force chair. The following table indicates the level of activity and involvement in this implementation process between 1996 and 1998:

	<u>Number of formal meetings</u>	<u>Number of members</u>	<u>Subgroup chair(s)</u>
• Full Task Force	3	42	
• Steering Committee	4	9	
• Institute Planning Subgroup (Recommendation #1)	13	12	Bill Brinton
• Children and Youth Subgroup (Recommendations #2, #3, and #4)	16	10	Linda Wilkinson
• Adult Development Subgroup (Recommendation #5 and #6)	6	6	Jerry Spinks
• Volunteer Jacksonville Subgroup (Recommendations #7, #8, #9, 10, and 11)	6	6	Nat Davis
• Other Organizations Subgroup (Recommendations #12, #13, #14, and #15)	16	10	Elaine Reynolds Paula Weatherby
• Media Subgroup (Recommendation # 16)	21	8	Doug Bottomley



Beyond these formal meetings, which totaled 85, Task Force members spent considerable additional time and effort in various other activities, including making contacts with decision makers, organizations, and individuals, in testifying before public bodies, in convening a workshop and a forum, in developing resource materials for the workshop, and in soliciting funding and in-kind resources to support their activities.

In practice, the pace of implementation efforts slowed considerably by the end of 1997, for three reasons. First, in some cases, subgroups had achieved a good measure of success on particular recommendations, and little additional advocacy was needed from JCCI. Second, where progress was not so evident and did not seem imminent, the momentum of volunteer advocacy waned. Third, staff support was not available to help maintain the momentum because of the demands of other responsibilities and new projects.

In 2002, JCCI staff and the Task Force chair initiated a process to close out the largely dormant official implementation effort. Recognizing that further progress had been made on a number of the recommendations, staff updated the results of implementation in a draft report, which was circulated among Task Force members. After reviewing and revising the report, the Task Force achieved consensus that it should be submitted to the JCCI Board.

The following section summarizes and assesses the results of the Task Force's implementation efforts for each of the study's 16 recommendations. Following this, the Task Force makes its recommendation to the JCCI Board of Directors.



Results

Leadership Jacksonville, Volunteer Jacksonville, and the Jacksonville Community Council Inc. should take the lead, in collaboration with other organizations such as the Chamber of Commerce, City of Jacksonville, Jacksonville Urban League, higher-education institutions, and grassroots organizations, in creating a local Institute for Community Leadership. This new, private, nonprofit organization should play the role of umbrella coordinator, catalyst, and facilitator, guided by the principles of community trusteeship. Its purposes should be to do the following:

- *Develop a community consensus on standards or qualities of effective community leadership at the communitywide, neighborhood, and grassroots levels;*
- *Provide a centralized repository of information and resources concerning community leadership;*
- *Coordinate and improve efforts to identify, recruit, develop, motivate, mobilize, and nurture effective, local community leadership;*
- *Seek to build on the strengths of existing organizations and programs, where feasible, and to develop new initiatives, where needed;*
- *Encourage ongoing opportunities for workshops, available to leaders throughout the community, on community leadership skills and values, including such topics as conflict resolution and neighborhood-level leadership skills;*
- *Develop and implement a process that aids local organizations to align their community-leadership efforts consistent with the coordination principles and priorities of the Institute; and*
- *Monitor and report to the community the results of these collective efforts in terms of the numbers and effectiveness of community leadership.*

Since the recommendation calls for collaboration among many organizations, including JCCI itself, the Institute Subgroup began by inviting about 20 additional people to join the institute planning process, bringing representation from a large number of public and private organizations, plus the City's six Citizen Planning Advisory Committees (CPACs). The expanded planning group developed a set of proposed functions for the proposed institute, consistent with the recommendation (copy attached). It then discussed potential organizational structures for the institute, settling on a coalition model of existing public and private organizations. Subgroup members then met with eleven existing organizations, inviting them to join the coalition and requesting commitments of resources that each organization would be able to offer to the coalition effort. As a result of these contacts, ten organizations agreed in principle to join the coalition, as follows:

- City of Jacksonville
- Duval County PTA Council
- Florida Community College at Jacksonville
- Jacksonville Chamber of Commerce
- Jacksonville Community Council Inc.
- Jacksonville Sheriff's Office
- Jacksonville Urban League
- Junior League of Jacksonville
- Leadership Jacksonville
- Volunteer Jacksonville



At this point in the effort, the momentum dissipated, and the organizations were not convened to take the next step toward actually creating the coalition. This setback appeared to be the result of three interrelated dynamics:

- The large amount of time and effort expended in collaborative meetings to move even this far seemed large in comparison with the perceived benefits of continuing the effort;
- Negotiation of a coalition mechanism rather than establishment of a single organization, as envisioned in the recommendation, made the potential benefits of the resulting entity appear less certain; and
- The expectation that Leadership Jacksonville (and, to a lesser extent, Volunteer Jacksonville) would play a leading and facilitative role in the coalition building process did not materialize at the time.

In early 2002, Leadership Jacksonville conducted a strategic-planning process and set broad organizational goals for 2002-05. None of these goals guides LJ toward taking a lead role in establishing an entity such as is envisioned in this recommendation. However, one of the goals suggests new directions for the organization in terms of expanded, more varied programming aimed at more diverse/different clients. The kind of flexibility implied by this goal might be used, if desired, to involve LJ in an effort to develop the entity called for in this recommendation.

Despite hopeful signs in 2002, still no focus of "ownership and advocacy" had emerged in the community to insist on the importance of implementing this recommendation. In this case, the "partially" implemented judgment reflects more the efforts made and groundwork laid rather than the results achieved toward successful implementation.

 **Partially Implemented**



Local institutions that offer child development and education to young people should, in coordination with the Institute for Community Leadership, enhance their efforts to teach and reinforce the skills and values most important for the development of future community leaders.

- *Early-childhood education and development programs should provide exposure to and experience with the basics of community-leadership skills and values.*
- *Public and private schools should implement an approach to education for all students that consistently reinforces knowledge about civic responsibility and decision making, as well as experience with community-leadership skills and values; this approach should be grounded in the concepts of community building, should emphasize organizational skills, ethics, media relations, and interpersonal teamwork, and should provide opportunities for hands-on community service; high schools should consider the leadership program developed at Lee High School as a model on which to build.*
- *Public and private schools should collectively sponsor an annual event to present awards to students with notable leadership potential and to offer workshops on community-leadership skills and values.*
- *Higher-education institutions should offer coursework that adequately prepares teachers to teach about civic responsibility and decision making and about community-leadership skills and values in ways that are appropriate at each age level; and*
- *Higher-education institutions should offer continuing-education workshops, for both teachers and others involved in youth leadership development, on specific aspects of how to teach and reinforce community-leadership skills and values among young people.*

Responding to this and the following two recommendations, an energetic Children and Youth Subgroup designed and convened a very successful workshop on community leadership development for children and youth. Religious organizations (youth ministers etc.) and youth-serving organizations were targeted, and almost 50 people attended the October 21, 1997 event at the Junior League's Riverside House. The half-day workshop offered interactive learning about the kinds of hands-on leadership-development activities and projects that can work well with either young children or older youth (workshop program attached).

The subgroup contained members from two JCCI implementation efforts. Joining those involved in implementing the Leadership Study recommendations were others working on a recommendation from the 1995 Teen Parents Study calling for religious organizations to help prevent teen parenting by offering activities that promote positive youth development.

School Board member Susan Wilkinson facilitated the early childhood group. A grant from the Jacksonville Children's Commission made it possible to bring Melba Cooper, director of the Fanning Leadership Center at the University of Georgia, to participate, both as keynote speaker and as the facilitator for the youth group.

Subgroup members compiled a valuable, 175-page resource manual with written descriptions of specific activities and projects that have proven successful in community leadership development for children and youth. This manual was distributed to those attending the workshop. Subgroup members also distributed it to public-school teachers who were teaching leadership skills and to other youth-serving organizations that did not attend the workshop. In addition, copies were made available at a session on youth leadership development that was conducted by a subgroup member at the 1998 national conference on community leadership. In all, 300 copies of the resource manual were printed, and most have been distributed.



Subgroup members contributed a tremendous amount of time and effort to this workshop project. In addition, they were very successful in attracting donations for everything from postage and printing for the invitations to refreshments at the workshop to the paper, printing, and binders for the resource manual. Both the workshop and the resource manual were offered at no cost.

The workshop and resource manual appear to have had a very positive impact, in relation to the intent of the recommendations, although no way exists to measure their impact accurately. Contacts made with teachers after the workshop have expanded the impact to the public schools. In particular, the resource manual has been a great hit that will continue to be used in the schools and throughout the community.

Consistent with this recommendation, Leadership Jacksonville and the Duval County Public Schools partnered, during the implementation period, to start a new program called School Connections. Developed on the model of LJ's Youth Leadership Jacksonville program and offered (in 2002) in 11 high schools and one middle school, School Connections provides interactive youth leadership-development workshops in skills and values related to community leadership. About 300 students participate per year, each of whom receives a certificate at a final conference of all participants. Although the subgroup did not play a direct role in starting this program, YLJ's director, who designed School Connections, was an active participant in the subgroup.

The recommendation contains an item calling for collective school sponsorship of an annual youth leadership awards event. This has not materialized as suggested, but many schools do offer leadership recognition awards to students. Also, as noted above, the School Connections program rewards its youth-leadership-development participants with certificates. The subgroup did not pursue this item further.

The recommendation also contains two items directed toward higher education. The subgroup did not specifically address teacher-education curriculum and continuing-education workshops, focusing instead on the practice of youth leadership development in the schools.

 **Implemented**

-
3. *Local religious institutions and youth-serving organizations should place a higher priority on offering programs and activities that develop and reinforce the skills and values that are most important for the development of future community leaders. These program sand activities should provide significant opportunities for young people, including those in their 20s, to interact with adult community leaders in mentoring relationships.*

The Children and Youth Subgroup addressed this recommendation in conjunction with the previous one, by convening the workshop and compiling and distributing the resource manual.

 **Implemented**



Public and private schools should seek out and encourage youth-serving organizations in the community to offer leadership-development programs and activities for their students, especially mentoring opportunities, preferably on school campuses.

The Children and Youth Subgroup addressed this recommendation in conjunction with the two previous ones. Involvement of youth-serving organizations in the schools was encouraged at the workshop, and such involvement already occurs in a number of schools.

✓✓ Implemented

-
5. *Florida Community College at Jacksonville should develop and offer, through its Open Campus, a comprehensive community leadership-development program for adults, including young adults, who aspire to become community leaders. In planning the program, care should be taken that it is financially accessible, has flexible hours, and is geographically accessible for potential leaders from all walks of life. FCCJ should offer the program beginning in the fall of 1997. Other local institutions of higher education should also consider offering noncredit workshops and seminars on leadership-development topics.*

The Adult Development Subgroup met with the president of Florida Community College's Open Campus, who responded positively. Using an adult community-leadership workshop curriculum created at Gulf Coast Community College in Panama City, Florida Community College developed and offered a series of workshops. The name for the curriculum, Institute for Community Leadership, caused some confusion in terminology because it is quite different from the entity with the same name called for in Recommendation #1.

The subgroup helped get Florida Community College talking with the City of Jacksonville's Neighborhood Office (since expanded into a department). The City collaborated with the Community College by recruiting workshop attendees from grassroots leadership in its four Intensive Care Neighborhoods and by offering "scholarships" to cover the cost of the workshop, although that cost was already modest. This collaboration has continued, and Florida Community College has now offered the series of workshops several times and continues to make it available.

The Community College also collaborated initially with Leadership Jacksonville. Several LJ alumni volunteered to facilitate the first workshop series. Additional facilitators have become involved since.

After the period of active implementation, JCCI responded in its own way to this recommendation with the creation of JCCI *Forward* in 1999. This unique program is designed to engage and involve emerging young-adult leaders in JCCI-style community-improvement learning and action. It has grown rapidly since its startup, and, as of early 2002, is being energetically organized and led from within its own membership and is involving several hundred self-identified emerging leaders, most between their mid 20s and mid 40s.

This recommendation is being effectively implemented.

✓✓ Implemented



-
6. *Leadership Jacksonville should expand its existing program to offer ongoing leadership-training workshops for existing community leaders. These should be available to leaders throughout the community, including neighborhood-level leaders.*

Leadership Jacksonville responded to this recommendation in its 1998 strategic planning process. The approved plan called for LJ to offer one to three new, shorter-term leadership programs for targeted audiences. Examples of a targeted audience included in the plan are the media, elected officials, CEOs, newcomers to Jacksonville, candidates for elective office, and CPAC members.

Consistent with the strategic plan, LJ has responded directly and indirectly to this recommendation in a number of ways. Youth Leadership Jacksonville has developed a curriculum that is being used in a separate, in-school program; LJ has worked with the Chamber to start an informational program for business executives new to the community; and LJ has reached out regionally to start a collaborative relationship with Leadership Nassau for a joint program.

Early in 2002, LJ completed another strategic plan, which includes goals for 2002-2005. One of these goals explicitly guides LJ to expand its offerings to include more varied programs directed to more diversified/different clients. The current volunteer and staff leadership of LJ seem committed to taking further action consistent with this goal, which would represent major steps toward implementing this recommendation.

 **Implemented**

-
7. *Volunteer Jacksonville should enhance and expand its offering of workshops for nonprofit organizations and include specific training in the recruitment, development, and nurturing of volunteer community leaders. In addition, it should revitalize and expand its Community Board Bank program and Project Blueprint.*

Members of the Volunteer Jacksonville Subgroup met with both VJ staff and board in 1997 and 1998. Subgroup members found VJ to be generally positive toward each of the recommendations directed toward it. Despite its desire to respond, VJ found itself constrained for two related reasons. Most importantly, VJ lacked sufficient resources to be able to respond fully. Given this reality, the VJ board had already set priorities for the use of its resources and was unwilling to shift these priorities to implement study recommendations that required significant new funding. This was the case during the active JCCI implementation period and, according to an updated status report received from VJ in January 2002, has continued to be the case. As a result, implementation results are mixed for this and the following three recommendations.

Responding to this recommendation, VJ has continued offering a variety of useful workshops and other assistance to nonprofit organizations and their governing boards. These include some content about developing and nurturing volunteer leaders. VJ has not enhanced or expanded this community-leadership content specifically in response to the recommendation. However, it has successfully revitalized both the Community Board Bank and Project Blueprint, as called for in the recommendation.

 **Partially Implemented**



Volunteer Jacksonville should take the lead, in collaboration with the Jacksonville Chamber of Commerce, the media, and local institutions of higher education, in developing and operating a Newcomers Network. The network should be designed to identify and attract people recently settled in Jacksonville, including active-duty and retired military personnel, who have leadership experience and are interested in becoming involved in the local community. The network should provide information about community-involvement opportunities, through printed and electronic sources as well as direct interaction, and should help to match newly arrived leaders with opportunities offering leadership potential. To attract newcomers to the network, Volunteer Jacksonville should develop a packet of relevant information and disseminate it to people newly arrived in Jacksonville through realtors, banks, and similar contact points.

Volunteer Jacksonville has not directly responded to this recommendation because of a lack of funding to support such a new program and because a program of this nature was not included in VJ's program priorities. It has placed a higher priority on developing a web-based, interactive, searchable database to connect volunteers with community opportunities and has enhanced its work with corporate employers to encourage development of volunteer programs. These, of course, are available to newcomers in the community, as well as to others.

0 Not Implemented

9. *Volunteer Jacksonville and the military commands at local bases should work together to establish more effective communication links, so that active-duty and just-retiring military personnel will be aware of opportunities for community involvement and leadership, and community organizations will be aware of potential community leaders among military personnel.*

Volunteer Jacksonville has continued its close working relationship with community-relations personnel at the local military bases. However, it no longer has the budget to assign staff to work directly at the bases.

0 Not Implemented

10. *Volunteer Jacksonville, in collaboration with the Jacksonville Public Library, should compile a comprehensive guide to programs, services, and opportunities for community leadership offered by local community organizations. Information from existing guides, such as The Florida Times-Union's directory of community organizations, should be used wherever possible. The guide should be made available in printed form and via computer terminals located in all public-library branches. It should become available by January 1998. Subsequently, the computerized guide should be updated frequently, and the printed guide should be revised annually.*

Volunteer Jacksonville has not directly responded to this recommendation because it does not define it to be within the scope of its mission.

0 Not Implemented



-
11. *Nonprofit organizations should follow an "in-up-out" policy for board members by actively recruiting new board members on a regular basis, by rotating members off the board after limited terms, and by offering board members opportunities for leadership advancement during their terms. Local public and private funders of nonprofit organizations should consider the success organizations have in recruiting new leadership as one criterion in evaluating funding requests.*

The Volunteer Jacksonville Subgroup took on this recommendation because the most effective approach to implementation appeared to be through VJ's workshops for nonprofit governing boards. VJ reported to the subgroup that its own volunteer board practices in-up-out and that it suggests this policy in its work with other nonprofit boards, although not all nonprofit boards follow their suggestion.

The subgroup also communicated with the Human Services Council and found that its partners support an in-up-out policy but that none of them requires it as a condition for funding.

This recommendation appears to enjoy general support. However, no new initiatives have been taken, in response to the recommendation, to emphasize its implementation.

✓ Partially Implemented

-
12. *The City of Jacksonville should sponsor an annual community-leadership celebration and workshop, designed both to showcase and recognize local community leadership and to offer opportunities for potential and existing leaders, including youth, neighborhood, and grassroots leaders, to interact and improve their skills. Local institutions of higher education, community organizations, and individual community leaders should offer workshops on community trusteeship and on various aspects of community leadership in action. The City should provide extensive information on resources, contacts, and tips for community leaders, as well as a directory of community leaders and their interests.*

The City has actively responded to this recommendation through its annual Neighborhood Summit and by publishing a directory of neighborhood leaders. Partly as a result of urging by the Other Organizations Subgroup to City officials and the chairs of the six Citizen Planning Advisory Committees (CPACs), the 1998 Neighborhood Summit included, for the first time, awards recognition of outstanding grassroots leaders. This practice has been continued in subsequent years.

✓ Implemented



13. *The Jacksonville Chamber of Commerce should develop and disseminate throughout the business community a package of information about the advantages of encouraging employees to become involved in community leadership and suggesting specific corporate policies that are being used successfully.*

Although the Chamber has not responded to the recommendation exactly as anticipated by the wording, the Chamber has become active in promoting leadership development by sponsoring the Steven Covey leadership training program. Although the Covey program does not focus specifically on community leadership, the general principles it espouses apply equally well to community as well as other leadership contexts. Through this sponsorship, the Chamber has made a significant contribution toward local community-leadership development, consistent with the intent of this recommendation.

 **Implemented**

14. *Local political-party organizations should encourage aspiring and current elected officials, appointed officials, and party leaders to participate in workshops on community-leadership skills and the values of community trusteeship.*

The Other Organizations Subgroup contacted the state and local organizations of both major political parties. Neither party reported directly offering community-leadership development, but both expressed interest, when they learn about locally available workshops, in encouraging their members to participate. No further action was taken toward implementation of this recommendation.

Although the party organizations reacted positively to this recommendation, their passive responses make clear that their priorities are aimed more toward campaigning and related activities than toward leadership development for their members.

 **Partially Implemented**

15. *The Florida Legislature should take immediate action to implement the recommendation first made by JCCI in 1988, to amend the state financial-disclosure law by limiting reporting requirements to figures such as total annual income, total net worth, and major sources of income, identified within ranges.*

This remains a politically controversial recommendation. Members of the Other Organizations Subgroup spend considerable time and energy lobbying on behalf of this recommendation. Locally, significant progress was made. The City of Jacksonville's Ethics Commission and the Jacksonville City Council both adopted resolutions, at the behest of subgroup members, favoring state legislative action to amend the financial-disclosure law, consistent with this recommendation.

At the state level, the subgroup adopted a dual strategy. Initially, it took advantage of the statewide process in 1998 of considering revisions to the Florida Constitution. Subgroup members testified before the Constitutional Revision Commission but were unable to attract support for a constitutional amendment.



Task Force recommendation

The Implementation Task Force recommends to the JCCI Board of Directors that the formal JCCI implementation process for this study be concluded. Several recommendations remain unimplemented or only partially implemented. However, the community clearly has embraced the issue of community leadership and is responding to it in a variety of positive ways. These efforts are likely to continue, with or without direct JCCI advocacy. In particular, Leadership Jacksonville's 2002-05 strategic plan offers new flexibility with which to explore expanded and different kinds of programs; JCCI itself is increasingly involved in leadership development through *JCCI Forward*; and, many of those involved in the Task Force's efforts continue to work in their own ways, through other organizations and connections, toward the goal of improving community leadership.

