COLLABORATIVE LEADERSHIP AND FLORIDA’S CIVIC FUTURE

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Florida Association of Counties
COLLABORATIVE LEADERSHIP AND FLORIDA’S CIVIC FUTURE

SESSION OVERVIEW

• INTRODUCTION OF THE CENTER, THE CONCEPT & DEFINITIONS
• OUR CONCERNS
• GROWTH & DIVERSITY CHALLENGES
• MEETING THE CHALLENGE: OUR VISION
• MEETING THE CHALLENGE: OUR STRATEGY
• MEETING THE CHALLENGE: OUR MODEL
• MEETING THE CHALLENGE: OUR APPROACH
• NEXT STEPS
FCRC CONSENSUS CENTER MISSION

“The FCRC Consensus Center serves as an independent public resource facilitating consensus solutions and supporting collaborative action.”

Created in 1988 by the Florida Legislature
Based at its independent home at Florida State University
The FCRC Florida Consensus Center, located at Florida State University, was established by the Florida legislature over 25 years ago to help find solutions for contentious public policy issues.

100’s of successful projects in many different areas.
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- FCRC Leadership Council, a distinguished advisory group, challenged the Center to address challenges related to civility, civic leadership, and collaboration in Florida.

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<th>Bob Bradley, former Budget Director EOG</th>
<th>Linda Shelley, former Governor’s Chief of Staff and DCA Secretary</th>
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<td>Charles Bronson, former Commissioner of Agriculture</td>
<td>Ken Pruitt, former Senate President,</td>
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<td>Bob Rhodes, former VP/General Counsel, St Joe Corporation</td>
<td>Leerie Jenkins, CEO Reynolds Smith &amp; Jills</td>
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<td>Glenda Hood, former mayor of Orlando and Secty. Of State</td>
<td>Bud Meyer, former VP, Knight Foundation</td>
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• The Center has undertaken the initiative in consultation with others to strengthen civic capacity and collaborative governance in Florida communities

• The following groups have provided helpful guidance in our thinking and we intend to work closely with them and others going forward:

| FCRC Consensus Center Leadership Council & Staff | FSU Rueben O’D. Askew School of Public Administration and Policy |
| Leadership Florida | Florida League of Cities |
| Florida Association of Counties | Florida Chamber Foundation |
| Florida AARP | Federal Reserve Bank |
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Definition

**Collaboration**, with its Latin roots *com* and *laborare*, can be reduced to its simplest definition, "to work together."

**Collaborative Leadership** describes an emerging body of theory and management practice which is focused on the leadership skills and attributes needed to deliver results across functional and organizational boundaries.

"Collaboration needs a different kind of leadership; it needs leaders who can safeguard the process, facilitate interaction and patiently deal with high levels of frustration" -- Chislip & Larson
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Definitions

Five Qualities of Collaborative Leaders

• Willingness to take risks
• Eager listeners
• Passion for the cause
• Optimistic about the future
• Able to share knowledge, power and credit

—Madeleine Carter, Center for Effective Public Policy
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Definitions

Collaborative Governance. Leaders who engage with all sectors—public, private, non-profit, citizens, and others—to develop effective, lasting solutions to public problems that go beyond what any sector could achieve on its own.

Community Collaboration is a process of shared decision-making in which community members with a stake in a problem constructively explore their differences and develop a consensus joint strategy for action.
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OUR CONCERNS: GENERALLY

• Strong divisions among Floridians, think 2000 Election, and reaction to Trayvon Martin case.

• Recent poll: 39% think Florida going in right direction, 36% say wrong direction.

• Great diversity among Florida’s regions

• Very competitive political party affiliation and strong polarization at the state level.

• “Floridians are so divided they cannot even agree on the design of their license plates.”—Carl Hiassen
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PARTICULAR CONCERN: CIVIC CULTURE

- “Florida’s civic health is among the worst in the nation,” concluded a 2008 study.
- Among 50 states, Florida was 32nd in voter turnout, 40th in citizens helping neighbors, 44th in philanthropy, and 47th in volunteering and attending public meetings.
- A 2009 rating of civic health in America’s 50 largest cities ranked Miami last, and Orlando 48th Jacksonville and Tampa tied at 47th.
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Florida’s Poor Civic Health Challenges: Growth & Diversity

• “The combination of rapid growth and extraordinary diversity define a social, political and economic context within which community leaders must find a way to create a culture of engagement.” -- Governor Bob Graham

• “Florida is a place of unparalleled diversity of background, experiences, and vision. It makes our culture unique, but it can also make it difficult to define a common identity and create a sense of community beyond our neighborhoods to all corners of our state.” -- Governor Jeb Bush
Florida’s Poor Civic Health Challenges: Growth & Diversity

The Legacy of Rapid Growth

• No state has grown faster. Between 1950 and 2000, Florida’s population increased by 470% compared to a national growth rate of 87%. By comparison, California, the second fastest growing state, increased its population by 220%.

• Florida’s hyper-growth during the past five decades has many civic consequences, not the least of which is insufficient and underdeveloped civic and government institutions.

• Rapid growth generates a surfeit of unresolved or poorly addressed public policy issues at all levels of government in Florida.
FLORIDA’S CURRENT CONTEXT

Florida’s Poor Civic Health Challenges: Growth & Diversity

- No state is as old, multicultural, multiracial, migratory, transitory or foreign-born as Florida.
FLORIDA’S CURRENT CONTEXT

FLORIDA’S POOR CIVIC HEALTH CHALLENGES:
GROWTH & DIVERSITY

Between July 2011 and July 2012:

• 200,797 people migrated to Florida, of which 49% were from another country and 51% from another state whereas the net gain of births and deaths was 34,126

• Only Miami Dade, Hardee, Gasden, Okaloosa and Escambia Counties had higher natural increase than net migration.
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FLORIDA’S POOR CIVIC HEALTH CHALLENGES:
GROWTH & DIVERSITY

THE PARADOX OF FLORIDA’S DIVERSITY

• Florida’s extraordinary diversity is one of the state’s most attractive features and its most profound civic challenge.

• Florida’s diverse population enrich the cultural and intellectual life of Florida communities and encourage the values of appreciation, respect, and tolerance.

• These positive diversity values are slow to bloom in communities of high growth with inadequate civic institutions.
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MEETING THE CHALLENGE:
CREATING A CULTURE OF ENGAGEMENT AND BUILDING FLORIDA’S CIVIC INFRASTRUCTURE

• The challenge is to expand the scope of collaborative leadership civic innovations among the 410 municipalities, and 67 counties, and other units of government in Florida including District School Boards.

• To do this will require increased knowledge about successful civic development initiatives and greater effort to encourage civic improvement than exists at present.
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MEETING THE CHALLENGE:

OUR VISION FOR FLORIDA’S CIVIC FUTURE

• We view Florida as a statewide laboratory for improving civic practices by sharing information and learning together.

• We want to make Florida the nation’s leader in civic innovation, creating practical models by promoting:
  ✓ Citizen engagement in the community and with government to solve problems; and
  ✓ Strong collaboration between government, nonprofits, and business.

• Make Florida among the best rather than the worst in civic health.
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MEETING THE CHALLENGE:
OUR STRATEGY

1. Harness and connect the shared interest in civic health improvement among academic, community, and government collaborative leaders.

2. Work with statewide associations and with universities to develop and disseminate knowledge and in providing training and assistance.

3. Focus on documenting and sharing civic and collaborative leadership best practices, innovations, and benchmarking.
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MEETING THE CHALLENGE: OUR MODEL

1. Collaborative Leadership Recognition and Awards Programs.
2. Package and disseminate collaborative leadership learnings
3. “Tech & Touch Platforms”
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MEETING THE CHALLENGE:

OUR APPROACH

• Emphasis on learning thru practice and reflection
• Continue to engage with and collaborate with practitioners, partners and leaders
• Identify target audiences and their interests, priorities and learning preferences
• Clarify and drive towards practical and measurable outcomes with partners and funders
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MEETING THE CHALLENGE:

NEXT STEPS

• Seek funding from multiple sources to work with partners to design and launch the project with an initial recognition and awards program event and an assessment of opportunities in Florida.

• Begin collection and documentation of “on the ground” examples of collaborative leadership, community collaboration and collaborative governance.

• Build the network of associations, academic centers and leaders to steer the effort going forward.
Meeting the Challenge:

Potential Themes - Civic Infrastructure

1. Recognizing the key role of collaboration and collaborative leaders in community problem solving.

2. Increasing and accelerating civic capacity to meet the needs of a growing and diverse population.

3. Economic development and collaborative leadership;

4. Civic engagement and the role of senior Floridians and millennials. and

5. Collaboration and civic entrepreneurship and innovation.
QUESTIONS FOR DISCUSSION

• What are your reactions to and questions about this project?

• In what ways and areas can this be helpful to you, your commissioners and your staff?

• What advice/suggestions do you have for us?
“Facilitating Consensus, Supporting Collaborative Action”

THANK YOU!

Please Complete the Comment/Example Form