“Facilitating Consensus, Supporting Collaborative Action”

FCRC CONSENSUS CENTER, FSU

COLLABORATIVE LEADERSHIP AND ECONOMIC DEVELOPMENT FORUM

Florida League of Cities Sittig Hall

December 5, 2013

3:00-4:30
FORUM AGENDA
December 5, 2013

• Introductions and Framework- Dr. Stuart Langton
• Presentation- Richard Walker, Senior VP, Federal Reserve Bank Boston, Todd Greene, VP, Federal Reserve Bank Atlanta
• Comments- Commissioner John Dailey, Leon County
• Discussion and Reflections on Florida’s Civic Future
COLLABORATIVE LEADERSHIP AND FLORIDA’S CIVIC FUTURE- WHERE ARE WE NOW?

• “Florida’s civic health is among the worst in the nation,” concluded a 2008 study.
• Among 50 states, Florida was 32\textsuperscript{nd} in voter turnout, 40\textsuperscript{th} in citizens helping neighbors, 44\textsuperscript{th} in philanthropy, and 47\textsuperscript{th} in volunteering and attending public meetings.
• A 2009 rating of civic health in America’s 50 largest cities ranked Miami last, and Orlando 48\textsuperscript{th} Jacksonville and Tampa tied at 47\textsuperscript{th}. 
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COLLABORATIVE ACTION, LEADERSHIP AND FLORIDA’S CIVIC FUTURE

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 propose making Florida among the best rather than the worst in civic health.
• We want to make Florida the nation’s leader in civic innovation, creating practical models for collaborative action and leadership.
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COLLABORATIVE LEADERSHIP ACTION AND FLORIDA’S CIVIC FUTURE

OUR VISION

FLORIDA’S CIVIC FLOW MODEL
KEEP KNOWLEDGE FLOWING

Source #1
Analysis & News about exemplary Florida Projects

Source #2
R & D Test Models Lessons and Results

Source #3
Searching the Nation and World for Good Research and Ideas

Communities in Need Of Nourishment & Regular Supplies of Fresh Ideas
“Facilitating Consensus, Supporting Collaborative Action”

COLLABORATIVE LEADERSHIP
AND FLORIDA’S CIVIC FUTURE

INITIATIVE GOAL

To create a system that provides Florida community leaders and public officials with information and fresh ideas, plus models, skills, encouragement, and recognition to improve the civic capacity, health, and infrastructure of their communities.
COLLABORATIVE ACTION, LEADERSHIP AND FLORIDA’S CIVIC FUTURE

STRATEGY: THINK BIG

Think of Florida as a great civic laboratory to develop and share knowledge about best practices and innovations to strengthen communities of all sizes and in dealing with challenges of all kinds.
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COLLABORATIVE LEADERSHIP AND ECONOMIC DEVELOPMENT

COLLABORATIVE LEADERSHIP AND FLORIDA’S CIVIC FUTURE

Working Cities and Collaborative Leadership

Richard C. Walker III,
Senior Vice President
Federal Reserve Bank of Boston

Todd Greene,
Vice President, Federal Reserve Bank of Atlanta
Federal Reserve Bank of Boston

Forum on Collaborative Leadership and Economic Development

Richard Walker
Senior Vice President
FRBB Focus on Resurgent Cities

• Effort began in Springfield, MA
  – Reinvigorating Springfield’s Economy: Lessons from Resurgent Cities
  – Yolanda Kodrzycki and Ana Patricia Muñoz

• Why Mid-sized cities deserve more policy focus
  Eric S. Rosengren, President & CEO
  CDAC 2012 Regional Convening, Lawrence, MA, September 2012
  - Important entry point for many immigrants
  - Younger populations
  - Potential source of strength in the future – regional centers, transportation hubs, colleges, hospitals

• Area of focus for Boston Fed over the next several years
  Working Cities Challenge
  An Initiative for Massachusetts' Smaller Cities
Pre-conditions of successful Resurgent Cities/Collective Impact Initiatives

- Sense of urgency for change
- An influential champion OR group of champions
- Acceptance of the fact that doing things the same old way was not achieving desired results.

Grand Rapids, MI
FRBB Resurgent Cities Research

Factors that distinguish Resurgent Cities/Collective Impact initiatives

• A common agenda
• Shared measurement systems
• Mutually reinforcing activities
• Continuous communications
• Presence of a backbone organization

Winston-Salem, NC
FRBB Resurgent Cities Research

Lessons Learned

• Transformative change requires multi-level cross sector collaborations, leadership & vision.
• Leadership can come from many different sources Foundations, Charitable organizations, Business Community & Public Sector.
• Leadership can’t come from outside. Resurgent cities show presence of a shared vision for “their” community.
• Financial resources alone aren’t enough.
Common Factors within Resurgent Cities

• **Cross Sector Collaborative Leadership** is a fundamental element.
  – Evansville- Mayor & the Chamber of Commerce
  – Providence - Mayor, Philanthropic & Business Community

• Successful efforts involve a **common agenda/vision**
  – Grand Rapids – Voices & Visions

• **Institutions of higher education & hospitals (Anchor Institutions)** often play a key role in a city’s resurgence.
  – Greensboro – Community College System
  – Worcester – Consortium
  – Grand Rapids – Grand Valley State University
Common Factors within Resurgent Cities

• Resurgent cities benefit from an involved business community.
  – Bethlehem/Allentown – Lehigh Valley Partnership

• Resurgent cities benefit from an involved philanthropic community
  – Grand Rapids – Grand Vision/Grand Action

• Resurgent cities coordinate with regional and neighborhood players.
  – Ft. Wayne – Fort Wayne-Allen Country Economic Development Alliance
  – Bethlehem/Allentown – Lehigh Valley Economic Development Corporation
Common Factors within Resurgent Cities

• Resurgent cities focused on modernizing their transportation and communication infrastructure.
  – Expanding regional airports, improving roads & broadband networks
• Some resurgent cities succeeded in creating business clusters
  – Grand Rapids – Medical Mile
  – Winston-Salem – Center of creativity and intelligence
  – Jersey City – Finance cluster
• Resurgent Cities illustrate the need to adapt to changing circumstances and the need to continually innovate their respective development strategy.
Launch Event
May 3, 2013
Goals

The Working Cites Challenge is a groundbreaking effort to support leaders who are reaching across sectors to ensure that smaller cities in Massachusetts are places of opportunity and prosperity for all their residents.

Goals for the Working Cities Challenge (adapted from the Living Cities Integration Initiative):

• Support bold, promising approaches that have the potential to transform the lives of low-income people and the communities in which they live.
• Build resilient, cross-sector civic infrastructure that can tackle the complex challenges facing smaller industrial cities and achieve population-level results.
• Move beyond programs and projects to focus on transforming systems; promote integration across multiple systems and issues.
• Drive private markets to work on behalf of low-income people by blending public, private, and philanthropic capital and deploying it in catalytic investments.
• Accelerate and learn from promising work already underway.
• Create a successful model for New England and beyond.
The Challenge

• A competition with grant money attached, up to $700,000 for a winning city team.

  – 3 Implementation Awards (3 years each):
    • 1 award of $500,000 to $700,000
    • 1 award of $300,000 to $500,000
    • 1 award of $150,000 to $300,000

  – Seed Awards (12-18 months each):
    • 3 to 5 awards of $50,000 to $80,000

• The Working Cities Challenge is more than prize money. The organizers will provide additional support in the form of technical assistance, peer learning opportunities, and access to loans for qualified projects.
Partners

Funding for prizes and evaluation is provided by:

- **The Living Cities Funders Collaborative**
- **Massachusetts Competitive Partnership**
- **Commonwealth of Massachusetts/Mass Development**

Other partners include:

- Boston Community Capital *(fiscal agent)*
- The Life Initiative
- MassINC
- Alliance for Business Leadership
- Clark University *(Research Partner)*
Thank You

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Identifying Workforce Development Assets in the Metro Atlanta Region: A Case in Collaborative Leadership

A PILOT PROJECT

Todd Greene
Vice President
Federal Reserve Bank of Atlanta

December 5, 2013
Supportive Ecosystem

In metro Atlanta, there are a plethora of people, organizations, and resources dedicated toward further developing members of the current and future workforce and connecting them with meaningful work in the region’s economy.
The Challenge: Building an Effective Local Workforce Development System

- Employment is the base of our economy
- Workforce development, economic development, social service, and education organizations lack alignment
- Differing goals, measurements, funding streams and terminology
- Political, cultural and geographic boundaries
- Distrust among stakeholders inhibits outcomes and increases costs
- Perceived competition for scarce resources
Steering Committee

Atlanta CareerRise
AGL Resources
Arthur M. Blank Family Foundation
Atlanta Regional Commission
The Community Foundation for Greater Atlanta
Federal Reserve Bank of Atlanta
Georgia Chamber of Commerce
Georgia Power
Georgia State Workforce Investment Board
Goodwill Industries
Governor’s Office of Workforce Development
Invest Atlanta
Metro Atlanta Chamber of Commerce
Office of the Governor (representing K-12)
Technical College System of Georgia
University System of Georgia
Pilot Project Goals

1. Develop a better understanding of current capacity of existing programs and services.

2. Foster a greater sense of the pipeline of support for workforce development and the associated challenges and opportunities for enabling a stronger collective impact.

3. Start a broader conversation about how metro Atlanta might better position itself so the region’s human capital becomes an even greater factor in enhancing its competitive advantage.
Key Questions to Consider

- Who is doing what for whom, when, where and how?
- Are there gaps in terms of certain populations not being served?
- Are there gaps in terms of certain geographies not being served?
- Are there gaps in terms of specific employer needs not being addressed?
- Are there areas where existing capacity is constrained?

NOTE: This project will seek to review these questions from the “supply side” perspective of providers of workforce development programs and services. The demand side perspective in terms of industry sector specific employer and workforce participant needs will be addressed through other complementary efforts via initiatives conducted by others.
Post Project Potential

The pilot project is anticipated to set the stage for the following potential developments:

- Capacity building among existing organization through strengthened networks.
- More efficient engagement among stakeholders in workforce development.
- Strengthened relationships with stakeholders and funders.
- Information to support the creation of a platform for policy advocacy.
Pilot Project Steps

GOAL 1: Better understand current capacity.

- Review relevant studies and reports.
- Identify organizations engaged in workforce development in Atlanta region.
- Conduct survey and interviews.
- Develop graphic illustration of workforce development assets – to tell the “spatial story.”
GOAL 2: Develop greater sense of pipeline of support.

Conduct listening sessions to explore key questions, such as:

- What resources do we have today?
- How are our resources utilized?
- What do we do well today? (key strengths)
- What can we do better? (key challenges)
- Where may there be gaps?
- What are our opportunities for further developing our region’s workforce?
- What are emerging or future issues to consider?
- How do our organizations align with other organizations?
- Who do we work well with today?
- With whom would we like to have stronger relationships?
- How do you see your program evolving in 5 to 10 years?
Pilot Project Steps

GOAL 3: Start a broader conversation.

- Develop and review draft report with Steering Committee.
- Facilitate a stakeholder’s forum to review draft.
- Develop and disseminate final report.
THANK YOU!
REFLECTIONS FROM A ELECTED OFFICIAL

JOHN DAILEY, LEON COUNTY, BOARD OF COUNTY COMMISSION
“Facilitating Consensus, Supporting Collaborative Action”

DISCUSSION, REFLECTIONS & SUGGESTIONS

Collaborative Action, Leadership and Florida's Civic Future
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FOR MORE INFORMATION, VISIT:

http://consensus.fsu.edu/Collaborative-Leadership/index.html