

CONTINUITY AND CHANGE IN
COMMUNITY-BASED LEADERSHIP IN
DOWNTOWN SAN JOSE, CALIFORNIA:
THEMATIC ANALYSIS ADDENDUM TO
THE STUDY FUNDINGS REPORT TO
COMMUNIVERCITY

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This is an addendum to the main report:

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Here, we share the tables for our thematic coding of focus group terms in our process of analysis. We thematically coded responses from each focus group into shared themes (see Appendix A of the main report for a list of themes and definitions); that is, we identified themes that individual comments fit into (e.g., writing and persuasion both fit into “communication skills”). We calculated the percent of “votes” for each concept (based on the rank of a given concept in each list exercise), which enabled us to compare trends across all focus groups. Please see below for a tabulation of how terms were batched into themes.

Leadership Types

Master Themes	Group 1 - Established	Group 2 - Emerging	Group 3 - Established	Group 4 - Emerging	Group 5 - Community	Group 6 - Community
Thought Leader/ Educator	Educator	Visionary Commercial* Educator	Visionary History Keeper	Educational	Educational	Educational
Planner	Strategists Delegator Organizer	Strategist	Strategists			
Motivating	Lead by Volunteering	Ethical	Charismatic Lead by Example Agitators	Lead by Example Charismatic Youth Leaders Religious Leaders Elders Volunteers	Active Dedicated Non-political	Religious Active Involvement Occasional Involvement
Authoritative	Decision-Making	Dictator Political Role Model	Dictator	Government Family Leader Dictator Micromanager Decision Maker	Political Strict	Political
Bridgers	Collaborators Advocate		Connectors Bureaucratic Navigators Consensus-builders Communicators Collaborators Peace keepers	Liaisons Translator Coalition Builders	Multilingual/Multicultural Social	Social Multi Issue-focus Neighborhood Awareness
Specialists				Fire First Responders Police Medical Business Service		Legal Single Issue-focus Professional

Leadership Attributes

Master Themes	Group 1 - Established	Group 2 - Emerging	Group 3 - Established	Group 4 - Emerging	Group 5 - Community	Group 6 - Community
Patient	Even-tempered Patience	Patience Calm under pressure	Impulse Control Patient			
Accommodating	Empathy Caring Tolerance	Caring Compassionate Respectful	Compassionate Empathy	Respectful Selfless Empathetic	Empathy	
Charismatic	Charisma Friendly Extrovert	Approachable	Diplomatic Persuasive Sense of Humor Encouraging	Charismatic Persuasion	Approachable Enthusiasm/Inspiration	Mojo Persuasive Charisma Outgoing
Motivating	Self-starting Passion Self-assurance	Asserted Passionate Risk-taker Motivating	Confidence Committed	Bias Motivation Decisive Passionate Confidence	Dedicated Positive	Commitment Passion Determination Bull Dog/Uncompromising
Responsible		Organized Responsible Sense of balance *	Organized Goal-oriented Responsible Careful to be Accurate	Dependable Practical Good Judgement Effective Resource Use	Dependable Responsible Follow through to completion	Dependable
Adaptable		Open-minded Resourceful		Resourceful Unbiased	Open-minded Resourceful Flexible	Impartiality Compromising
Knowledgeable		Knowledgeable	Intelligence	Knowledgeable Critical Thinking Foresight	Intelligence Common Sense Analyzing Delegation	
Accountable		Honest Humility	Integrity	Transparency Respectable Professionalism Honesty	Honest Accountable	Honesty

Leadership Attributes Continued

Master Themes	Group 1 - Established	Group 2 - Emerging	Group 3 - Established	Group 4 - Emerging	Group 5 - Community	Group 6 - Community
Supportive		Willing to teach Servitude	Inclusive Connected	Consensus Builder Availability	Available Empowering/Expectation	
Communicative			Effective Communicator Eloquence Responsive	Communication Skills Active Listening	Communicator	
Innovative				Creative Thinking Visionary		Visionary

Leadership Skills

Master Themes	Group 1 - Established	Group 2 - Emerging	Group 3 - Established	Group 4 - Emerging	Group 5 - Community	Group 6 - Community
Communication	Listening Skills Communication Extrovert	Communication	Listening Skills Written Communication Persuasion Eloquence Calm Bilingual	Communication Skills Active Listening Public speaking Written Skills Digital communication	Communication Articulate Expressive Showing appreciation	Good Listeners Communication People Skills
Planning	Time management Strategy Organized	Time management Project management Multi-tasking Delegation	Organized Time management	Delegation Resource Management Strategizing Preparation Prioritizing Time management	Organize Prepared	Organizational Attention to detail Follow through Time management Fundraising
Collaboration	Inclusive Facilitation	Networking	Connected Meeting Facilitation Consideration Recognize Diversity of Perspective	Consensus Building	Respectful Approachable	Team Player Networking Facilitation
Problem Solving	Adaptability/Flexibility	Problem solving	Critical Thinking	Analyzing Framing the Context Asking the Right Questions	Resourceful	Problem-solving Analytical
Motivation	Coaching Self-starting	Positive psychological manipulation Charisma/Inspiring	Motivating/Engaging	Confidence Persuasion	Proactive Lead by Example	Motivational Team Building
Technical		Computer Social media savvy	Social Media Grant Writing	Technical Skill Grant Writing Marketing		Marketing
Knowledge		Intellectual Research Skills	Knowledge of Bureaucratic Procedures Institutional Knowledge Bureaucratic Awareness	Compartmentalizing Bureaucratic Skills Navigating Bureaucracy Cultural Competence Knowledge	Knowledge of surroundings Perception Education Maturity	Knowledge
Mediation		Negotiation Conflict resolution	Negotiation Mediation	Conflict Resolution Mitigation Compromise	Mediation	

Leadership Relationships

Master Themes	Group 1 - Established	Group 2 - Emerging	Group 3 - Established	Group 4 - Emerging	Group 5 - Community	Group 6 - Community
People						
Personal	Friends/Collaborators Family/Kin Neighbors	Partners Family Friends Confidant Spiritual Guide Mentor Role Model	Neighbors	Neighbors Family Self Religious Leaders Cultural Ambassadors Liaisons Intergenerational	Neighbors	Informal Social/Personal
Professional	Business personnel Schools	Experts	Landlords Tenants	Employees/Colleagues Funders/Investors Educators	Legal/Lawyers	Business Relationships Team/Coworkers
Political		Advocate Other community leaders Adversary	Donors Elected Officials/Staff Other Communities Other Leaders Members Volunteers	First Responders Government/Political Leaders Leaders of Organizations Ethnic Leaders	Council Members Student Volunteers	Public Safety Employees People in Power Adversaries

Organizations	Group 1 - Established	Group 2 - Emerging	Group 3 - Established	Group 4 - Emerging	Group 5 - Community	Group 6 - Community
Private			Business	Business/Corporations/Vendors	Corporate Businesses Local Businesses	
Public			Civic organizations City/County Departments Universities/Schools Libraries Community Centers		County Government City Government	Schools
Non-Profit	Faith-based Organizations		Community-based Organizations	Volunteers	Churches Non-profits Neighborhood Association	Religious Orgs Non-profits/Volunteer Orgs Environmental Orgs Community Associations

Complex	Group 1 - Established	Group 2 - Emerging	Group 3 - Established	Group 4 - Emerging	Group 5 - Community	Group 6 - Community
Bridging	Media Elected officials/Government Agencies Non-profit organization/Staff			Media Environment	Business Association Schools/Universities	Political Media

Community Issues

Master Themes	Group 1 - Established	Group 2 - Emerging	Group 3 - Established	Group 4 - Emerging	Group 5 - Community	Group 6 - Community
Enforcement			Police & Fire Response	Law Enforcement	Penalties Enforcement	
Safety	Public safety Disaster preparedness Illegal fireworks	Safety Sexual offenders	Disaster Preparedness	Fireworks Theft Security Drinking and Driving Domestic violence Gang violence	Safety	Public Safety Skateboarding/Cycling Disaster Preparedness
Environment & Sustainability	Environmental Parks/open space Illegal dumping		Illegal dumping Open space Park enhancement	Trails/Access Illegal dumping Environmental Climate Adaptation Water Recreation/Open Space	City Parks Illegal Dumping	Environmental
Housing	Homelessness Affordable Housing	Homelessness	Homelessness Affordable Housing	Affordable Housing Gentrification Defining "Affordable Housing" Homelessness Property Values	Affordable Housing Homelessness Slum Lords Renters	Homelessness Housing/Affordable/Inclusive
Jobs/Employment	Jobs		Jobs	Living Wage		Local Jobs Business Development
Infrastructure	Roads Traffic Calming	Traffic	Roads Traffic Parking	Bicycling Housing Project completion Traffic Safety Municipal Planning Taxes Parking	Urban Developments Traffic Parking	Infrastructure Local Traffic Government Spending

Community Issues, Continued

	Group 1 - Established	Group 2 - Emerging	Group 3 - Established	Group 4 - Emerging	Group 5 - Community	Group 6 - Community
Crime	Prostitution	Gangs	Illegal Public Feeding Gangs	Prostitution Human Trafficking Gangs	Prostitution Gangs	
Services & Accessibility	Health care Community centers/services Youth services/engagement Public transportation Service funding	Children	Transportation Intensive Service Housing Public Toilets Computer/WiFi Access	Transportation Mobility Transportation Accessibility Child Care Accessibility/Walkability City Services Public transportation Funding	Shelters	Housing Gap/Supply Domestic Violence LGBTQ After-school Resources Youth Activities Transportation
Blight	Graffiti Litter Blight/code enforcement	Blight	Vacant buildings Blight Graffiti	Noise Graffiti Garbage Blight	Blight Graffiti/Tagging Litter Vandalism	Blight/Clean-up Public Urination
Health & Wellness	Hunger	Drugs Grocery (quality)	Quality of Life Drugs	Nutrition Quality of Life Aging in Place Mental Health Medicine Physical Health Drugs and Alcohol	Drugs Food	Drugs Mental Health Health & Wellness

Community Issues, Continued

	Group 1 - Established	Group 2 - Emerging	Group 3 - Established	Group 4 - Emerging	Group 5 - Community	Group 6 - Community
Education	Education	Multilingual information dissemination Schools	Better Schools	Education Education about these issues	School/Education	Affordable Education
Bridging, Cooperation, & Empowerment	Network Building	Political engagement Community Organization Collaboration	Unity More Engagement from Non-English Speakers Attracting Business	Engaged Communities Reporting Support for Small Business Coordination/Cooperation among Government Long-term Planning Immigration	Communication/Outreach Engaging the Community Incentives	Privacy (drones) Professional/Career Dev Counseling/Coaching Immigration Social Justice

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