INTRODUCTION AND BACKGROUND REPORT:

Toward a Sustainable Vision and Strategic Plan for The City of Oviedo, Florida

Prepared by Larry Arrington and Herb Marlowe
Arrington-Marlowe, LLC
May 2009

The leadership of the City of Oviedo is to be commended for undertaking a community visioning and strategic planning process. The forces and trends bearing down on the American nation, the state of Florida, the Central Florida region, and the City pose serious challenges, both opportunities and threats. Responsible public leaders use community visions and strategic plans as tools to adapt to challenges.

This Introduction and Background Report is organized as follows:

- The City’s overall approach to visioning and strategic planning, overview of the methodologies and process being used, and discussion of use of sustainability as an organizing principle for municipal visions and strategic plans. Pages 2-4

- Strategic Plan Introduction. Pages 5-7

- Summarize the features of the City’s vision and values. Pages 8-11

- Strategic Focus Areas (SFA’s) and Related Goals. Pages 11-13

- A Framework to Enact the Vision and Goals. Pages 13-17


- Examine major challenges and trends facing the City and the challenge of reaching strategic consensus. Pages 26-35 (see Appendix A)

This Introduction and Background Report will be used as a foundation for a series of workshops with the Oviedo City Council, during which various decisions about the format and content of the vision and strategic plan will be made. Following completion of the workshops, the consulting team will draft the vision and strategic plan for consideration and approval by the City Council.
Visioning and Strategic Planning: Methodologies and Process

The consulting team has performed the following general tasks in developing the foundation for building Oviedo’s vision and strategic plan:

- Interviews with the Mayor and Council members
- Interviews and workshops with City staff
- Interviews with individual citizens
- Focus groups of citizens
- Review of existing plans, budget analyses, and other city documents
- Extensive research into the forces and trends bearing down on the city
- Research into best practices for visions and strategic plans using sustainability as an organizing principle

(Arrington-Marlowe has drawn on research and writing conducted in our authorship of a book manuscript, Sustainable Governance: Renewing the Search, which is scheduled for publication in late 2009. Please see Appendix D for an overview of this manuscript).

Visioning and Strategic Planning Approach: Sustainability as an Organizing Principle

The “best practice” for developing community visions and strategic plans is to organize them around the concept of sustainability. We include in this report a definition of sustainability appropriate for municipal visioning and strategic planning efforts. There are three interrelated concepts that inform the visioning and strategic planning process: sustainability; sustainable governance; and sustainable public leadership.

**Sustainability** involves much more than the natural environment. It entails living mindfully of the future, embracing, honoring and respecting life in the present, and caring deeply for the well-being of generations to follow. The concept is broadly defined as meeting the needs of the present generation without compromising the ability of future generations to meet their needs.² Sustainable governance and sustainable public leadership are about how collective decisions are made by a community that aspires to live in this way.

It is clear from the interviews, focus groups, and data and report analyses undertaken in the City’s visioning and strategic planning process that the citizenry and public leaders of Oviedo understand and value the goals and objectives of sustainability.

**Sustainable governance** is about defining what Oviedo needs to do through civil society, and the public institutions designed to serve it to help build a sustainable community. The term “governance” is broadly defined and includes much more than governmental institutions, although these certainly are involved.
The term extends to the citizenry acting individually and through organizations of many kinds: non-profits, neighborhood associations, civic and religious organizations, and businesses.

**Sustainable public leadership** concerns the process and methods used and the basis for the decisions leaders make to help realize a vision of a sustainable community. It occurs as the needs, aspirations, and values of sustainability held by the citizenry and those of its public leaders align with each other. In other words, when public leaders undertake policies, programs, or projects that reflect what citizens need, hope for and value, sustainable public leadership is the result of this alignment.

Developing consensus about a new vision like the one Oviedo leaders and residents seem to favor is fairly easy, in our experience. The difficult part is in reaching agreement among city leaders and with the citizenry in support of specific policies, programs, and projects—what we have labeled “strategic initiatives”.

We label “strategic initiatives” those city government-led policies, programs, and projects that will be included in the strategic plan. These are organized by Strategic Focus Areas (SFA’s), which are presented and explained in the draft plan included as part of this Report. The following graphic demonstrates sustainable public leadership.

The vision that will be developed is for Oviedo as a community. The strategic plan will address what the City of Oviedo as a municipal corporation will do for the foreseeable future to help build a sustainable community consistent with the vision. (Please see Appendix B, which is entitled “Sustainability: Understanding the Basics.” It is designed to examine the theory of sustainability in a way suited to governance, visioning and strategic planning at the municipal level).
The conclusions we have drawn about Oviedo’s vision for a sustainable future are not merely abstract and speculative. During our interviews with public leaders and citizens, and in our review of the City’s comprehensive plan and other studies and documents, the theme of “taking Oviedo to the next level” was clear. Leaders and residents alike have described their aspirations for a community that exhibits the features of sustainability. The vision’s attributes will be examined in the presentation of the draft strategic plan section of this Report.

Interviewees agreed with the view that citizen engagement is a critical component of Oviedo’s governance, that city government should avoid roles its citizens do not approve and advance those that enjoy broad support. Those interviewed also agreed that citizen engagement must be valued and enhanced as Oviedo progresses forward. Accordingly, we are recommending strategic initiatives that will build Oviedo’s capacity for quality civic engagement. One tool for promoting civic engagement being recommended as part of this visioning and strategic planning process is a public opinion survey to test the City’s vision and strategic initiatives with the public. Responses can then be integrated into the vision and strategic plan in a way that helps achieve leadership alignment.

Finally, in the interests of building “sustainable governance” capacity, we also are planning to hold discussions with Council and staff about how to develop and use the skills, tools, and best practices for working together to implement the City’s vision and plan, and to govern effectively (see Appendix A).

In spite of the difficulties and challenges facing Florida communities, there is much that is being done and can be accomplished in the future by City Government to advance Oviedo’s sustainability vision. The robust list of “strategic initiatives” presented next demonstrates this encouraging fact of Oviedo’s civic life.

What follows is a presentation of a proposed draft Strategic Plan, including a discussion of the vision that has presented itself during our work so far. The Council and staff will be asked to work through this draft during the upcoming workshops, clarify, add and subtract from, and reach agreement on the content of the vision and strategic plan. This exercise will help Oviedo establish its path to the future in a focused, pro-active, energetic and exemplary manner.
The Strategic Plan

Introduction

Sustainability is a multi-dimensional concept with three traditional components: natural resources, economy and social or people. A framework for strategic thinking and action in the public realm can be developed by expanding these and adding a fourth dimension, governance. Public leadership is part of the process of governance.

Much of the original conception of sustainability focused on natural resources because scientists were concerned about whether there would be sufficient water, arable land, breathable air not only now but in the future. This conception is still valid and meaningful. To fully address these concerns we must focus not only on nature but also on the built environment and the physical means by which humans interact with it.

This explains why today we are concerned with topics such as the energy efficiency of the structures we construct, or the carbon footprint we leave through our tools whether they be manufacturing mechanisms, transport mechanisms or physical structures. If we are to use natural resources in ways that are sustainable, then we must address not only how we directly impact those resources via uses but also how our built environment impacts those same resources. In other words, we need strategies that address both the natural and built environment.

Economic systems also must be sustainable. This is not to imply that every particular business will continue in the form it is today. Indeed, that is the pathway to an unsustainable future. A sustainable economy is one in which utilizes all forms of capital – intellectual, financial, environmental and social – in ways that add value to our lives today and can continue to add value tomorrow. This requires the ability to adapt, to innovate, to learn, to improve. If a community is to prosper, it must have strategies for sustainable economic development.

The traditional third leg of sustainability is the social dimension. While much of the original thinking in this area focused on poverty as related to both the waste of human capital and related environmental degradation, today we must think much more broadly without ignoring the detrimental impacts of poverty as traditionally understood. Social sustainability includes social capital (trust and relationships), safety and security, community coherence and identity, family and community stability and the opportunity for individual growth and development. Communities by definition are social entities and systems and so any strategic plan must have strategies for social sustainability.

We have suggested a fourth dimension to sustainability, that of “sustainable governance.” Sustainable governance is needed because these three prior dimensions are not isolated but in reality are closely tied to each other. They all are affected by decisions that are made collectively. Understanding how they relate and how they can be optimized through
synergistic strategies requires both substantive thinking and creative leadership. Enacting sustainable strategy is a governance challenge because there is always the pressure for short term benefit, there is always the risk of change, and there is always short term self-interest at work. Strategies for sustainable governance must be considered in a sustainable strategic plan, especially if the plan is for an organization that it is in the business of governance.

Finally, for a strategic plan to be sustainable it must not only address the dimensions of sustainability outlined above, but it must itself have the following features:

- **An emphasis on the enduring.** A strategic plan is a guiding document intended to chart a pathway to a preferred future. Therefore its most enduring benefit is its statement of vision for the future and the values that will guide and bind this quest for a desired future. For a strategic plan to be considered sustainable, the vision of the future must be sustainable. It must be built on values consistent with the intent and practice of sustainability, the key being the long term self-interests---rightly understood---of those living in the present and of future generations.

- **Focus.** As a guiding document, a strategic plan must organize our thinking not only in terms of where we want to go (our vision) and the nature of how we want to get there (our values) but also in terms of what areas of work we need to focus on to achieve the final end. The world is complex and if we are to act in sustainable ways we must have ways to organize the world. Sustainable strategic plans posit a set of “strategic focus areas” (SFA’s) not as fully separate categories but as heuristic tools to help us see ways to act. SFA’s allow us to organize the ways we inquire, search, and investigate the best practices for moving in the direction we want to head. This gives us focus.

- **A results orientation.** For a plan to be considered sustainable it has to articulate and produce sustainable results. A sustainable strategic plan must present a number of goals which will pass a sustainability test.

- **A structure for action and adaptation.** If a strategic plan is to be considered sustainable, it must provide a structure for action and adaptation. Sustainability only becomes real in practice. A sustainable strategic plan provides the following elements which enable action and adaptation:
  
  - **Statement of purpose.** A strategic plan for an organization provides a statement of mission which can be tested for its consistency with the goals and objectives of sustainability.
  
  - **Organizing and/or design principles.** A strategic plan provides one or more principles upon which the organization can align and structure itself to achieve the intent of the strategic plan. These principles can be tested against a sustainability standard.
• **Strategies.** Strategies are ideas and pathways to a goal. They represent the hypothesis that if we do *this*, we will achieve *that* goal. Strategies are essentially “bets” that a set of actions will result in a desired end.

• **Recognition and management of linkages.** In the real world distinctions such as environmental, economic and social are abstractions. In practice, a strategy to prevent neighborhood deterioration, for example, will involve all aspects of sustainability. While these categories are used for organizational purposes, their value is purely analytical; and the categories should never be considered as truly separate. Doing so creates “organizational silos”, which is a feature that is unsustainable.

• **The capacity to change as events unfold.** A strategic plan should always be considered a moving picture rather than a static one if it is to be considered sustainable. For a plan to have this adaptive capacity it must have the following features at a minimum:
  
  o Feedback loops. The plan must include ways to obtain feedback at all levels ranging from validity of vision to progress on strategy.

  o An understanding that strategies are simply tools to be discarded or modified as needed. For a plan to be sustainable it must use, modify and discard strategies ruthlessly. Strategies are simply means and should never be confused as ends. (Most governing boards will get “sideways” on strategies because they are relatively easy to understand and to argue about; and because they address “who does what and who gets what to do it with.” While strategy is certainly important, it is essential that leaders stay focused on the big picture, and be willing to change strategies that don’t work and embrace those that do).
Section One: Emphasis on the enduring Vision

Drawing from focus groups with citizens, interviews and workshops and documents review, the preferred future for Oviedo consists of the following elements, organized by the theme of a “Sustainable Oviedo.”

A vision of social sustainability

*A live, play, work, “grow up”, “retire” City.* The Oviedo of the future will not only continue to provide a quality residential life but will also become an employment center itself. Earlier the transition of Oviedo from a rural community to an Edge City was described. The next transition, which we labeled “sustainable” Oviedo, envisions a full life cycle community in which the full spectrum of human life can occur. In this vision one can be born, grow up, become educated, become employed or start a business, raise a family and retire and live out one’s days in Oviedo. Social sustainability is strengthened in this type of community, which does not isolate people by age or type of employment. The will to invest in the community exists because one is investing for one’s grandchildren and their future.

*A distinctive community with an identity.* Sense of place is an important psychological factor for people. Sense of place is a complex mixture of natural environment, built environment and human interaction. Oviedo’s “sense of place” during the interviews and focus groups was expressed distinctively as a “small town” feel. This term encompasses the experience of being personally known by fellow citizens who know one another; or at a minimum recognize one another. It encompasses the experience of friendliness that is associated with personal recognition. It is the antithesis of urban anonymity. But in addition to “small town” feel it is also several other dimensions: a distinctive built environment that does not look like every other place; a protection of historic features; a built environment that encourages and facilitates social interaction (such as the new downtown or walkability features); a natural environment that lends distinctiveness as well as the sheer enjoyment of experiencing nature. Oviedo’s sense of place also is a set of experiences that include the feeling of safety and security, the experience of personal recognition alluded to earlier, the ability to recreate, and unique experiences such as “the chickens.”

*A family community.* Part of Oviedo’s past growth and success as a City has been because it is known as a good place to raise a family. This is still part of the preferred future in an expanded sense of not only raising young children but now being a place for older youth and young adults to live, learn and work as well as a place for multi-generational family life. Residents prefer Oviedo to remain a family community with an expanded understanding of that term.

*A recreational community.* The City prides itself on its recreational options for youth. The preferred future retains this strength while adding more multi-generational recreational opportunities.
A vision of economic sustainability

A leading edge economy. While no one envisions a future for Oviedo in which some portion of the working population does not commute to work outside of the City, many do envision greater employment opportunities within the City. They also hope for greater employment opportunities close by the City (such as UCF) and the presence of industries that are at the core of the nation’s economic future in terms of technologies associated with energy, the environment, space exploration and life sciences, sometimes referred to as the emerging “Green Economy”. Oviedo’s enviable economic position is due in strong part to its residents’ professional affiliation with technology and professional work. This continued affiliation, and its enhancement, is desired as part of Oviedo’s future. Residents prefer a community that maintains businesses and employment in the high value growth sectors of our nation’s economy. For an economy to be sustainable, it must in part participate in the leading edges of technology, business innovation and new forms of adding value and creating wealth. We have written our book manuscript:

The emergence of the new “Green Economy” is much more than a marketing gimmick or political slogan...It is a way a creating wealth that serves the tenets of sustainability consistent with market and citizen demands. It extends to virtually every sector of the economy from construction and tourism and agriculture to life sciences and the way we value and price insurance and real estate and other services---the way we live, work and play.4

A diversified economy. Residents prefer a future with diverse economic drivers for the City because they recognize the risks of being overly dependent upon any one means of creating wealth. This diversity includes participation in the fields of technology, life sciences and education along with the services that employment in those fields generates. For an economy to be sustainable, it must be diverse because there will always be business cycles. “Factory” towns may prosper for a long while, but they are rarely sustained. Businesses that depend exclusively on the “old vision” of Florida will have difficulty prospering as the “new vision” emerges.

A full service economy. Residents understand that Oviedo benefits when purchases are made locally. They desire a community in which they can purchase many of the services and experiences that they prefer and use. A future of expanded shopping, recreation and dining options within the City is the preferred vision of the residents. Communities which minimize their economic “leakage” are more likely to be sustained than those whose wealth is regularly withdrawn from the community.

An economy capitalizing on the University of Central Florida. Given the educational level of city residents, it is not surprising that UCF is viewed as a core contributor to the future of the City. Given its geographical proximity, is it both a source of residents and even more importantly a source of future economic opportunity. A key requirement for sustainability is innovation and the development of intellectual and human capital. A strong linkage to an institution
of higher education is a key element of a sustainable economy. So are close proximity to an international airport, cultural, and recreational opportunities—all major assets that will play critical roles in Oviedo’s future.

**Mobility.** Transportation gridlock is viewed as one of the most significant threats to the future of Oviedo, from both economic and quality of life perspectives. A city in which people can move around without significant delay is viewed as critical for the future. Being able to do so while conserving energy, protecting the environment and promoting physical health are added bonuses to Oviedo’s sustainability.

**A vision of environmental sustainability**

*The protection of natural systems.* Oviedo has some special natural features, particularly riverine ones. Ensuring these features are protected and preserved so that they are available for future generations is a component of the preferred future.

*The protection of historic features.* Preserving the City’s historic places and structures is seen as a way to preserve community identity and ensure the City has some distinctive features. A community that respects its past will have a much better present and future.

**Values**

There are numerous values that could be endorsed by residents and leaders. The question is which of the many valid and important values are held particularly dear by citizens and leaders of the community. The test of a strategic plan with respect to these core values is this: “Does the strategic plan support, and where appropriate enhance, these values?” The test of a sustainable strategic plan is whether the values themselves are consistent with the principles of sustainability. The test of a sustainable strategic plan that provides sustainable public leadership is whether the values expressed by the initiatives in the plan align with those held by citizens. From the data gathered to date, four pillars of values emerge as particularly significant to citizens of Oviedo and their public leaders.

The four values of particular significance to Oviedo are:

- **Family.** Being a good place to raise and live as a family is clearly important to the citizens of Oviedo. The City’s services reflect this value. The challenge now is the concept of family is being expanded to a multi-generational one, to both older and younger families and to different types of families. Quite obviously, an emphasis on family support is a fundamental requirement for a sustainable community.

- **Education.** The community clearly values education at all levels and sees it as critical to the future. As a potential source for innovation, the development of intellectual and human capital, and economic
development placing strong value on education are consistent with sustainability.

- **Opportunity.** The opportunity to create one's own life and lifestyle is valued by the community. Professional growth, family building, personal development are all viewed as important. The capacity to grow and change is required for sustainability.

- **Quality.** As is evident from a number of physical features as well as conversations, the community values quality. For example the public facilities of the City were not built on the cheap but were built to last and provide good value over time.

**Section Two: Focus**

As noted earlier, for a strategic plan to have the capacity for sustainability, it must provide a mechanism through which effort can be focused to build the preferred future. We offer the following mechanism to provide this focus. We term these **strategic focus areas.** As such they represent the areas that City Government would focus on to help bring about the vision articulated above. **These strategic focus areas are organized by the four sustainability themes presented earlier.**

**Environmental Sustainability**

*Natural and Built Systems.* This SFA focuses on preserving, protecting and developing natural or built systems for the use and enjoyment of today’s residents and businesses while also maintaining those systems for future residents and businesses.

*Mobility and Transportation.* This SFA focuses on building those transportation and mobility features that will allow people, products and services to move around the community and into the larger economy with relative ease of access, while (when possible) conserving energy, protecting the environment, and promoting physical health.

**Economic Sustainability**

*Economic Vitality and Development.* This SFA focuses on building an economy that can meet the needs of residents for employment and services while creating opportunity for business development that participates in the high value, future growth sectors of the emerging “Green Economy.”
Social Systems Sustainability

Safety and Security. This SFA focuses on ensuring the community is safe and secure for residents, businesses and visitors.

Recreation, Arts and Culture. This SFA focuses on providing those quality of life services that make the community a good place to live and promote the type of community that both residents and businesses desire.

Community character. This SFA focuses on developing or maintaining those natural and built features which bring community identity and those programs and events which help create the sense of place and of community.

Sustainable Governance

High Performance Government. This SFA focuses on building a City Government that is trusted, that provides good value services and that has the capacity to facilitate the community’s vision for itself in a manner consistent with community values.

Section Three: Results

To achieve the above vision, achievable goals must be established. This section presents a proposed set of goals for each SFA.

SFA: Natural and Built Systems
- Goal: Protect and enhance the natural environment
- Goal: Develop built environment in a sustainable manner

SFA: Mobility and Transportation
- Goal: Increase ability to move around the City with reasonable ease, and in ways that conserve energy, protect the environment, and promote physical health and safety
- Goal: Develop a multi-modal transportation system that will foster economic development, and serve objectives for responsible use of energy, protection of the environment, and health and safety of residents and visitors.

SFA: Economic Vitality and Development
- Goal: Economic diversification
- Goal: Participate in high value, future growth economy

SFA: Safety and Security
- Goal: Maintain a secure community with good response times and safe public infrastructure and public spaces
- Goal: Remain prepared for disasters
**SFA: Recreation, Arts and Culture**
- Goal: Provide diverse opportunities for recreation and community health

**SFA: Community character**
- Goal: Create a strong sense of community identity and place

**SFA: High Performance Government**
- Goal: Maintain and improve customer service, productivity and community confidence in city government while maintaining fiscal and organizational health
- Goal: Provide high quality, affordable services
- Goal: Provide leadership on critical issues

**Section Four: Action and Adaptation**

This section provides the framework for enacting the above vision and desired results through the various elements of mission, organizing principles and strategies.

**Mission:** The mission of the City Government of Oviedo is to provide municipal services in ways that benefit the current residents and taxpayers while also creating the opportunity for future residents and taxpayers to enjoy the same if not better quality of life.

**Organizing Principles:**
- Consistency with community values
- Openness to change
- Long term benefit

**Strategies:**

**SFA: Natural and Built Systems**
- Goal: Protect and enhance the natural environment
- Goal: Develop built environment in a sustainable manner
- Strategies
  - Continue and strengthen as a needed environmental protection measures and programs
  - Continue and enhance water conservation
  - Construct or modify city facilities to sustainable standards
  - Increase use of re-claimed water
  - Continue and enhance solid waste re-cycling
  - Promote energy conservation practices
  - Maintain and enhance stormwater management
  - Gain control of sewer system
**SFA: Mobility and Transportation**

- **Goal:** Increase ability to move around the City with reasonable ease
- **Goal:** Develop transportation system that will foster economic development, response energy use and environmental protection, and health and safety of residents
- **Strategies:**
  - Widen SR 426
  - Widen SR 419
  - McCullough Bridge
  - Increase walking and biking options
  - Review comprehensive plan and development regulations to serve the goals of this SFA.

**SFA: Economic Vitality and Development**

- **Goal:** Economic diversification
- **Goal:** Participate in high value, future growth economy
- **Strategies**
  - Enhance linkages with UCF
  - Support and participate in Seminole Way
  - Support development of hospital and related health care/life sciences businesses
  - Oviedo Mall renovation and reuse
  - Pursue development of Oviedo on the Park
  - Redevelopment of historic downtown
  - Business friendly codes and practices
  - Establish Seminole Economic Enhancement District
  - Establish dedicated position for Economic Development
  - Enhance business relocation services
  - Participate in regional economic development organizations

**SFA: Safety and Security**

- **Goal:** Maintain a secure community with good response times, safe public infrastructure and public spaces
- **Goal:** Remain prepared for disasters
- **Strategies**
  - Maintain up to date equipment and appropriate facilities
    - Construct or modify fire stations to ensure acceptable response times
    - Construct new police facility
  - Continue to reduce crime and the fear of crime
  - Maintain traffic safety
  - Maintain disaster preparedness readiness
**SFA: Recreation, Arts and Culture**

- **Goal:** Provide diverse opportunities for recreation and community health
- **Strategies**
  - Develop more age diverse facilities and programs
  - Develop additional parks as planned
  - Consider public referendum for facility construction and land acquisition if needed
  - Pursue historic district
  - Consider public art effort
  - Review comprehensive plan and development regulations to serve the goals of this SFA.

**SFA: Community character**

- **Goal:** Create a strong sense of community identity and of place
- **Strategies**
  - “Old” Downtown redevelopment
  - Pursue Oviedo on the Park with a “fresh” approach
  - Undertake neighborhood improvements in older areas
  - Develop overall design plan including architectural standards to encourage a more urban feel to areas of the City
  - Create an Historic District
  - Development of various districts, and “Green Impact Overlays” to encourage more distinctive development and redevelopment, and to promote broadly the goals and objectives of sustainability

**SFA: High Performance Government**

- **Goal:** Maintain and improve customer service, productivity and community confidence in city government while maintaining fiscal and organizational health
- **Goal:** Provide high quality, affordable services
- **Goal:** Provide leadership on critical issues
- **Strategies**
  - Ensure financial health by tax base diversification and growth; adequate financial reserves, comprehensive contract management, health and liability insurance controls and prudent cost recovery practices
  - Develop a comprehensive approach to acquisition and use of resources from Federal and State sources, while investing local public funds in complementary and strategic ways that optimize the initiatives of the City’s Strategic Plan and create incentives and synergies for private investment. This approach must have the capacity to identify opportunities, apply for grants in a timely manner; plan, design, and implement grant purposes; and manage grant administrative, compliance and reporting requirements. Building this capacity is especially important in light of the emerging opportunities under the American Recovery and Reinvestment Act.
o Enhance organizational productivity and efficiency by improving organizational performance and customer satisfaction by continuous process improvement and process management
o Enhance productivity and customer service by staff development
o Expand e-government including on-line services and electronic records
o Align organizational structure and practices with mission
o Maintain workforce diversity and opportunity
o Develop performance management system to align individual work with strategic direction and provide feedback on performance
o Develop a comprehensive citizen engagement approach that incorporates continuing use of proven tools and best practices, including focus groups, town hall meetings, and public opinion surveys.

Recognition and management of linkages.

At the strategy level one may find---and indeed one hopes to find---strategies that impact more than one goal and that cut across SFAs. This is an indicator of a powerful strategy that can achieve multiple results for the organization. At the practical level the key is to ensure that work to achieve goals and strategies is coordinated and not duplicated, delayed unnecessarily, or ignored.

Capacity to be changed as events unfold.

A strategic plan consists of relatively enduring elements, such as vision and values, along with a set of goals which are time-limited to some degree. The plan also must have a set of strategies that are purely functional in nature. External and internal events will shift the priority of goals and results and will determine the viability of strategies. To ensure the strategic plan remains viable, we recommend the following actions:

- **Link policy agenda items to the strategic plan.** As agenda items are brought forth during the year, their linkage, if there is one, to the strategic plan should be made clear.
- **Link the City’s Operating and Capital Budgets to the strategic plan.** This is a complex systemic effort, but an essential one if the strategic plan is to have real meaning.
- **Development of business plans for goals.** Once the governing body endorses the strategic plan, staff should develop business plans for each approved goal.
- **Development of organizational systems to support the plan.** The structure, practices and performance review systems should be examined to ensure they are consistent with, and supportive of, the strategic plan.
• **Annual review of strategic plan by the governing body.** The governing body should review the plan to ensure it remains relevant and where appropriate should re-prioritize goals.

• **Five year review of vision.** In concert with the community, the vision should be reviewed to ensure it fits with the community values, priorities and preferred direction.
The Vision of a “Sustainable Oviedo”

(Please see Appendix C, which is excerpted from the consulting team’s draft book manuscript, Sustainable Governance: Renewing the Search. The discussion helps place Oviedo’s visioning and strategic planning process within the larger context of the State’s transition from its old vision to grow the population base to the new vision for a sustainable Florida).

Oviedo, as indicated earlier, has been in rapid transition during recent years from a mostly-rural, agriculture-based place through a fast-paced suburban and mostly residential construction phase to an “Edge City” adjacent to a large metropolitan area. One source defines this term to mean:

**Edge city** is an American term for a concentration of business, shopping, and entertainment outside a traditional urban area in what had recently been a residential suburb or semi-rural community. The term was first used in Tom Wolfe’s 1968 novel *The Electric Kool-Aid Acid Test* and popularized in the 1991 book *Edge City: Life on the New Frontier* by Joel Garreau, who established its current meaning while working as a reporter for the Washington Post. Garreau argues that the edge city has become the standard form of urban growth worldwide, representing a 20th-century urban form unlike that of the 19th-century central downtown. Other terms for the areas include *suburban activity centers*, *megacenters*, and *suburban business districts*. 6

In words that describe Oviedo’s present challenges, the analysis continues:...Lang and Lefurgy (2003) note that edge cities may turn out to have been a 20th-century phenomenon only because of their limitations. The residents of the low-density housing areas around them tend to be fiercely resistant to their outward expansion...but because their internal road networks are severely limited in capacity, densification is far more difficult than in the traditional grid network that characterizes traditional...and secondary downtowns. As a result, construction of medium- and high-density housing in edge cities ranges from difficult to impossible. Because most are built at automobile scale, mass transit frequently cannot serve them well. Pedestrian access to and circulation within an edge city is impractical if not impossible, even if residences are nearby. The authors conclude grimly that revitalization of edge cities may be the major urban renewal project of the 21st century."7
One way of understanding Oviedo’s new vision is to see it as akin to a “major urban renewal project for the 21st Century.” Sustainability is at the heart of this vision. Oviedo’s emphasis on developing a town center, revitalizing its old downtown, strengthening its economy, ensuring quality public services, and addressing its traffic congestion, water supply and waste water problems demonstrate that the City’s leaders understand the challenges faced, and have been pro-active in adapting to them.

One emerging tool for revitalization deserves special mention: the use of what we are labeling “Green Impact Overlays”. (Some analysts are labeling these “Green Impact Zones” or “Green Zones”). These are specific geographic areas where a mix of improvements and services may be targeted, using revenues from the American Recovery and Reinvestment Act and other sources. These overlays, for example, could be correlated with and optimize revenues from existing Community Redevelopment Areas (CRA’s), Community Development Block Grant Target Areas, Special Assessment Districts, or Community Development Districts (CDD’s). They also likely could be used to overlay planning and development regulatory requirements designed to achieve sustainability in new development and redevelopment.

It is possible to synergize improvements to a given area, and promote sustainable development and re-development. The following graphics depict the idea. The first graphic below illustrates the three components of sustainability and suggests various initiatives that could be undertaken within a Green Impact Overlay.
The second graphic is a depiction of such an overlay developed in the Kansas City area. It shows various projects contemplated in the “Green Impact Zone,” and presents information about the American Recovery and Reinvestment Act. (We cannot vouch for the accuracy of this data). Several “Big Ideas” are presented that, taken together, reflect the components of sustainability. The third graphic illustrates Oviedo’s CRA, and lists several potential sources of funds that may be available to the City, both for the CRA and other areas. (NOTE: These are for illustrative purposes only. We have not completed research necessary to determine which, if any, of these opportunities could be realistically targeted for Oviedo).
Use of these and other tools for renewal of Oviedo present interesting opportunities the City should pursue through time. Being renewed and protected are Oviedo’s heritage, some of its infrastructure and built environment, its natural assets, its quality of life, and its economic base. These initiatives are being undertaken so that the needs, aspirations and values of the present and those of future generations can be served. The strategic plan is understood best as a “road map” for this protection and renewal of Oviedo’s distinctive character.

The plan is more a “motion picture” than a “still picture” because it must be adapted to new challenges as they arise through time. In this way “visioning” and “strategic planning” become essential attributes of Oviedo’s on-going sustainable governance and leadership, a part of the City’s “way of doing business.”

Please see Appendix D for an excellent article about the importance of forming a community vision and consensus in favor of an action or “strategic” plan. The article was written by Bill Becker, the former director of the US Department of Energy’s Central Regional Office, where he specialized in energy efficiency, renewable energy technologies and sustainable community development. He currently holds the Wirth Chair in Environmental and Community Development Policy School of Public Affairs University of Colorado, Denver. Becker’s article could well serve as a description of the ideal “Green Impact Overlay”, in this case for an entire community or group of communities throughout a region and beyond.
American Recovery and Reinvestment Act

There is a bright spot on the horizon that may offer some promise for strengthening city government’s service delivery and infrastructure capacity, and may also impact the community positively in other ways during the next few years: the promise of the American Recovery and Reinvestment Act (ARRA)\textsuperscript{10}.

The policy thrust of AARA is to move communities away from “old vision” economic practices, and to “new vision” sustainable initiatives linked to the emerging “Green Economy”. We will examine this policy emphasis and what it means to Oviedo later in this Information and Background Report.

The most potential for Oviedo likely will come through State administered programs that funnel new Federal dollars to local communities. Some of these programs are established, like the Clean Water State Revolving Fund program often used by Florida local agencies for waste water. These existing programs will receive infusions of Federal money. Some of the opportunities are new, like the energy programs. Some are low-interest loans; others are grants.

Also, existing State programs mentioned previously like Florida Communities Trust and the Florida Recreation Development Assistance Program are generally outside the AARA umbrella. (These programs were substantially and negatively impacted by the recent adoption by the legislature of the 2009-10 budget of the State of Florida). The possibility of special appropriations by the State legislature, generally known as the Community Budget Issue Request (CBIR) process, still exist, but have been very difficult to obtain during the present budget crisis facing the State of Florida. Federal “earmarks” always are possible, but under the Obama Administration, many analysts believe this means of accessing Federal funds will be difficult. There are lobbying restrictions imposed on the grant processes associated with AARA. However, close collaboration with local Congressional delegations is considered highly important to success with Federal grant opportunities.\textsuperscript{11}

The federal possibilities will be evolving during the coming months. Some are competitive grants, and some are “discretionary”, meaning that the various Department Secretaries will have leeway in funding special projects directly.

Some of the opportunities require match, and some do not. But in many cases, there exist opportunities to leverage local public and private investments with Federal and State funds through Community Redevelopment Agencies and other mechanisms. Awareness of possibilities, aggressive pursuit of targeted opportunities, creative means of financing and leveraging investments, patience and persistence are essential to building sustainable programs, projects----and communities.

A word of caution is warranted: While there is potential for new grants and low-interest loans for cities like Oviedo, the main thrust of the AARA is to create jobs and to upgrade living conditions of disadvantaged people.
The website containing the most comprehensive information about the ARRA is http://www.recovery.gov/. It contains the following overview and graphic:

The **American Recovery and Reinvestment Act** targets investments towards key areas that will save and create good jobs immediately, while also laying the groundwork for long-term economic growth.

![Diagram showing investments in various sectors](image)

**AARA Policy Framework**

After an in-depth study of the emerging policy framework being used to develop the various grant opportunities under the *American Recovery and Reinvestment Act*, we have concluded that sustainability has been chosen as an organizing principle by the architects of the Act and those charged with its implementation. The Act appears to be based on the aspiration to leverage initiatives that address all three of the major components of sustainability simultaneously: economic development; quality of life; and energy and the environment. It is our belief that communities which demonstrate in grant applications an understanding of this policy framework will be in a position to maximize opportunities for acquisition of grant and low interest loan funds.

We will discuss these perspectives with the Oviedo City Council and staff during the work shop sessions scheduled in late May and early June, 2009. The strategic plan will contain initiatives aimed at optimizing the City’s grant funding opportunities.
Appendix A:
The Challenges: Forces and Trends Affecting Oviedo and
The Challenges of Sustainable Governance:
Reaching Strategic Consensus

The Challenges: Forces and Trends Affecting Oviedo and

One of the features of sustainability is that a grip on the facts is required, meaning that sustainable governance and leadership are “reality-based.” This applies to positive and negative aspects of the challenges Oviedo faces, and requires that leaders understand and acknowledge both the good and bad about their community and the forces and trends bearing down on it. It also requires an understanding of the history of how the challenges came about. We will remain true to this feature of sustainability in the examination of challenges Oviedo faces.

While the challenges facing Oviedo can be traced to national and even global forces and trends, this analysis will be confined to Florida. The State in recent decades has undergone explosive growth and change with more on the way. Between 1950 and 2000 the State’s population skyrocketed from approximately 2.8 million residents to almost 16 million, an increase of more than 476 percent. This massive growth compares to a national increase of just 13 percent during the same period. The 2008 population of Florida tops 18 million. In 2006 almost 85 million people visited Florida. Florida’s population is projected to increase by 72 percent to 27.5 million over the next twenty-five years, and double in fifty years.

The State faces an uncertain period of hopeful transition from the traditional vision to increase its population base to a new vision calling for a “sustainable Florida”. While the exact definition of the new vision remains unclear, thoughtful citizens across the political spectrum agree on its broad features.

Several statewide associations of interests, academic centers, and business and civic leaders are calling for a “new leadership framework” designed to lead Florida toward the new vision. These include the Council for a Sustainable Florida, Florida Chamber Foundation, Florida Council of 100, and 1000 Friends of Florida. Aspects of the vision can be glimpsed in the work of Enterprise Florida, the State’s principal economic development organization and the many regional and local organizations dedicated to the same purpose.

The Century Commission for a Sustainable Florida was created by the Florida Legislature in 2005 to develop a 50-year vision for Florida. It works to develop a rich information base with ideas about how to define and achieve the new vision.

Multiple regional visioning initiatives are underway, most notably the Central Florida MyRegion process, which has made major progress toward articulation of a new vision, and has undertaken well-organized efforts to develop
broad public and leadership consensus behind it. Several local government leaders have taken up the call, and have sponsored visioning and strategic planning efforts that reflect features of the emerging new vision, and offer plans to act locally to bring abstract vision to concrete reality. The Growth Management Act in 2005 was amended to require community visions as part of the comprehensive planning process.

While there is broad agreement about the desirability of a vision for a "sustainable Florida", citizens lack consensus about the necessary and proper roles of State and local public institutions, the quality of governance and public leadership needed, and the public policies required to transform the new vision from concept to reality.

Florida’s recent experience exemplifies the “mega-trends” facing the United States as a whole and much of the developed world. They promise to play out dramatically in the future: the challenges of immigration and cultural diversity; an aging population; effects of climate change; deteriorating natural systems; over-stressed basic public infrastructure and services as a result of massive population growth; skyrocketing energy costs; economic restructuring in response to the global economy; deteriorating social conditions including escalating crime rates and a rising gap between rich and poor; and lack of affordable health care. Forging public policies appropriate to the problems facing the State is a challenge for leadership and governance that will test the resolve, creativity, and character of the body politic.

Oviedo reflects the larger forces and trends facing Florida as a whole, and typifies those bearing down on Central Florida. Moreover, specific challenges attributable to the current economic downturn face Oviedo. These include the impacts of the housing crisis, job loss, and the consequences of sharp declines in revenues used to provide public services and infrastructure.

Oviedo’s population growth rate generally has mirrored Florida’s, but is has increased at a pace greater than the State as a whole. According to the City’s website, only 800 people called Oviedo home in 1925. This increased to 1,800 by 1950. Today, approximately 33,000 live in Oviedo, a 576% increase since 1950.

Like much of developing Florida, Oviedo was a rural and agricultural place for much of the 20th Century. By mid-century about one million crates of celery and a third of a million crates of citrus were being shipped from Oviedo each year, reflecting its “old Florida” vision of an agricultural economy. Like much of Florida, Oviedo experienced significant growth and change during the post World War II era, as the ambition to grow the population base began to bear fruit. During the 1990’s, Oviedo’s population increased 110%, from about 12,500 to just over 26,000. This growth rate continued for the first half of the present decade, but has leveled off since the economic downturn began in 2007. Official projections show a population of 34,573 in 2012.

Data sources show that Oviedo’s per capita income is higher than Florida’s average, and that the percentage of residents living under the Federal poverty level is lower than the State average. These are positive quantitative indicators
of Oviedo’s vitality. There are many positive qualitative indicators as well. These were addressed with clarity and precision in the City’s most recent “Community Profile”. In an introductory letter to this document, Mayor Mary Lou Andrews wrote:

Industries within the City include, but are not limited to, banking, insurance, medical facilities, retail, agriculture and education. Family run businesses abound, from the local mom and pop pizza parlor to the gourmet food service establishment. Major corporations like A. Duda and Sons and Publix Supermarkets have a large presence in Oviedo, in fact Duda is headquartered here and is a company that has Florida, as well as international holdings as far across the globe as Australia.

This City is one of the few in Seminole County where you can walk or bike to school all the way from kindergarten to graduate school. All of Oviedo’s schools, elementary through high school, are A-rated, which is evidenced by the fact that 41% of our residents are college graduates. Seminole Community College, just east of the City limits, and the University of Central Florida to the south provide pre and post graduate study and opportunities for research and development. We are fortunate to be located close to the City of Orlando and its amenities, as well as two international airports and major highway systems. Research Park, home to many technology companies, Lockheed Martin and the University’s planned medical college and research facilities are just a short drive away.

Oviedo possesses much history, with an old downtown area with potential for redevelopment in concert with the vision to create a town center. Construction of a new 60-bed hospital to serve Oviedo has received its Certificate of Need for the State of Florida. The City also has received a 20-year Consumptive Use Permit for its future water supply. This will help ensure a sound water supply for the immediate decades ahead, although much effort is required to implement conservation measures and to explore alternative water supply options.

These indicators reflect a profile of a highly desirable community that is an excellent place to live, raise a family, retire, work, and play. But like communities across Florida, Oviedo must adapt to challenges rooted in what has been described as the nation’s most severe crisis since the Great Depression.

The trends analysis and interviews conducted as part of the visioning and strategic planning process found that the crisis already has taken a toll on Oviedo. The impacts of property tax reform and the economic downturn have had the following direct impacts on the City of Oviedo, as reported in its 2009 State of the City Report:

- **Tax Base:** 6.4% *decline* between FY 07-08 and FY 08-09 compared to 14% average annual growth rate over prior 5 years (current tax base at $2.3 billion)
• Sales Tax (Half-Cent): FY09 estimate of $2 million = to amount received 5 years ago in FY 03-04. Down from high of $2.44 million in FY 05-06.

• Water Consumption and Utility Customer Growth: Consumption down by 9% between FY 06-07 and FY 07-08 and less than FY 05-06 levels. Customer growth has been flat.

• New Construction: Relatively strong in 2008 (FY 08-09) at $75 million but down from prior 2 year average of $105 million.

• Single Family and Commercial Permits: # of permits issued down 38% (317 vs. 198) between FY 06-07 and FY 07-08 but permit values were up 17%.

• General Fund Reserves: Sufficient reserves to meet economic uncertainties but not for “pay-as-you go” capital improvements.

Other challenges have developed:

• Overall loss of transportation revenues—the Federal Stimulus package notwithstanding---has produced much uncertainty about the future viability of major road improvements needed by the City, including the vitally-needed SR 426-419 Widening Project. (The State of Florida has severe problems with transportation funding, as reported in the following quote from an editorial in the St. Petersburg Times newspaper published on May 10, 2009: “Florida legislators are already raiding $120 million from the transportation trust fund to balance next year’s budget, even though the trust has outstanding commitments of about $6 billion and a balance of only $370 million”.28

• The economic downturn has created uncertainty about the future of Oviedo’s town center project.

• The Oviedo Mall is in bankruptcy, and, like most retail businesses in Oviedo, continues to suffer from the decline in consumer spending.29

• The housing market is flat with little new construction and few positive signs of recovery.

• Oviedo home foreclosures exceeded 400 homes, according to a web posting dated May 12, 2009.30

• Reductions in State and local revenues in support of public schools threaten the quality of education.

• Cuts in the budgets of the University of Central Florida and Seminole Community College will impact Oviedo’s economic prospects.
• Cuts in public school and higher education may pose serious problems for residents who are employed by these institutions; and produce negative impacts on regional economic development.

• Similar problems may occur during the foreseeable future as the Space shuttle program is phased out, which is expected during the next two years, and may come as early as next year.  

• Police activity and crime are increasing in Oviedo. From 2006 to 2008, incoming complaints increased from 32,486 to 42,986; and Part I crimes rose from 535 to 730, according to a report provided by the City of Oviedo.

• Reductions in State programs and some grants programs, including Florida Communities Trust and the Florida Recreation Development Assistance Program.

• Health and human services (substance abuse and mental health) cuts will affect Oviedo, like all of Florida, and may have negative implications for crime.

• Reductions in County Government services also may impact the City

These trends affect the community’s present and future quality of life, and place serious stress on the City of Oviedo’s service delivery systems and future infrastructure needs.
The Challenges of Sustainable Governance: Reaching Strategic Consensus

The intellectual challenges of coming to agreement about which initiatives will advance the new vision are formidable. The personal and political challenges of governing in ways that produce sustainable results are demanding and complex. Florida State and local governments are under enormous pressure, fiscally and politically. Intergovernmental tensions---driven by State mandates and erosion of local self-determination---are running higher than usual during the present economic downturn and budget crisis at the State level. The development community is demanding less, not more regulation.

Tense relationships among local public agencies often pose barriers that are difficult to overcome. The demands of a concerned and sometimes discontented public put additional stress on public officials and employees. Some governing boards are having difficulty working well together. Relationships between elected officials and appointed staff often get strained and ridden with unhealthy conflict. These problems indicate a need for public leaders to master the skills and best practices for developing consensus, working with appointed staff, engaging citizens in a productive manner, and building strong relationships with other public agencies and officials.

Florida local public agencies have no arsenal of urban renewal tools, and few options for producing new sources of revenue, which add to the challenges of governance at the local level. The ones available---like Community Redevelopment Areas, special assessment districts, impact fees, and local option taxes and fees---are often controversial and difficult to implement.

The American Recovery and Reinvestment Act may help Florida communities build the intellectual, social and fiscal capacity needed to address communities’ complex urban problems, but it is unlikely that this new Federal policy thrust alone will rise to the challenges posed by State’s growing problems with urban policy, governance and fiscal empowerment.

Florida public agencies are reasonably adept at providing infrastructure and services demanded by rapid population growth, but are not empowered or arranged with the policy framework and fiscal resources needed to address the urban problems that result in the wake of growth. For example, Florida’s tax structure is designed to attract people to the State by offering low taxes, homestead exemptions, assessment increase caps, and no income or inheritance taxes. This tax structure served the old growth vision very well, but is proving ill-suited to Florida’s new challenges, and is generally perceived by the public as inequitable.

There are interesting findings about public opinion on taxes. A Leadership Florida poll found that property taxes were considered the most important statewide issue, and the least fair of Florida government revenue sources. A public opinion survey taken in April 2009 found that a vast majority of Floridians believe State officials should abandon their “no new taxes” position in the face of the State’s budget crisis.
There appears to be much confusion about the desirability and the effects of recent property tax reform efforts, and those being contemplated by State leaders. Opinion research demonstrates that the Florida public is highly concerned about property taxes. But it is unclear whether these concerns are grounded in perceptions of inequities, amounts of taxes being levied, economic uncertainty, local government and school district spending practices, a desire to stimulate the economy through tax cuts, or a combination of these factors.34

Public opinion on taxes is highly dynamic and shifting during the present budget crises and economic downtown. It goes without saying that local officials should seek to develop good, hard data on public opinion as they proceed to develop their own tax and budget policies.

Another major challenge involves the State’s growth management policies, which assume and create incentives for population growth, and are geared to providing infrastructure and services concurrent with it. Nowhere in the State’s growth management arrangements are there clearly established State standards for achieving sustainability in either managing new growth and redevelopment or their consequences.

In a report prepared for the Century Commission entitled “Engaging the Future through a State-Coordinated Regional Visioning Initiative”, Dr. Tim Chapin, Department of Urban & Regional Planning Florida State University, calls for a more regional, less technical, and more visionary approach to growth management. He makes the following observation:

“...(I)n Florida comprehensive planning was designed primarily as a technical process in which a local government was to demonstrate how it would accommodate its population growth and provide urban services at or above a minimum level of service. Regional visioning offers a tremendous opportunity to reestablish planning as a normative process, whereby a desired future state is envisioned and policies and programs are designed to work towards that vision. A regional vision can provide longer-term, big picture guidance to government actions, something that comprehensive plans have struggled to do given their relatively near-term time frames (10-20 years) and onerous administrative processes (hearings, amendments, EARs).” 35

Recent changes to the Growth Management Act may exacerbate existing problems with traffic congestion in heavily populated areas with the intent of allowing more compact development and mitigating urban sprawl. The possible practical effects of these changes are hotly contested and largely unknown.36 Florida’s experience with growth management shows that there is often a gap between theory and reality concerning “smart growth” or “new urbanism” initiatives.37

These recent changes may further confuse an already confusing and increasingly ponderous and difficult growth management arrangement described by incumbent Department of Community Affairs Secretary Thomas Pelham as “a mess.”38 Meanwhile, opinion research affirms that the public not only is
concerned with the rate of growth; citizens also blame growth for most of the problems facing the State.39

Many local government comprehensive plans and development codes are beginning to establish sustainability-oriented goals, objectives, policies and requirements. Problems with the Growth Management Act notwithstanding, there is much potential for Oviedo (and other local governments and school districts) to use the comprehensive planning process and its development regulatory policies and programs as tools to help implement the new vision. Becker’s article (Appendix C) contains many ideas that should be considered as part of Oviedo’s future planning and regulatory initiatives.

Another challenge emerges when local governments attempt to respond to urban problems piecemeal, with no understanding of how adjacent jurisdictions are addressing identical problems, and no meaningful effort to optimize solutions on a regional and inter-jurisdictional basis. Relationships between public agencies and the non-profit and private sectors often are strained, with little understanding of opportunities for collaborative approaches to solving complex public problems. This helps explain why Chapin and many other policy analysts believe it is desirable to have a more regional, truly comprehensive, and strategic approach to planning using sustainability as a lodestar. It also points to the need for Oviedo’s leaders to continue to engage in regional efforts to address common problems.

One tenet of sustainability is that the solution to a given problem must be as “complex” as the problem itself. 40 Sometimes this means for governance changing the way agencies organize themselves and relate to other providers of public services. New ways of relating to the non-profit and private sectors as well as to other governmental agencies are often required to attack difficult urban problems that span jurisdictions and sectors. The kinds of initiatives contemplated by local grant funding under the American Recovery and Reinvestment Act, as Becker points out and as our discussion of Green Impact Overlays suggests, will require both inter-governmental and inter-sector collaboration. This is especially true of the requirements for funding under the Neighborhood Stabilization Program.

We have labeled efforts to meet the challenge of restructuring public agencies and developing more collaborative and regional arrangements as involving a transition from “bureaucratic government” to “sustainable governance”.41 There is a rich literature developing on this subject42, and several best practices and case examples exist.43 Oviedo leaders should monitor this movement and identify opportunities to develop innovative governance approaches and “best practices” of their own.

At stake in adapting to these urban challenges is agreement on the role of government and the modes of governing, a philosophical matter bound to spark spirited debate. It has been long-established in political science literature that the nature of the problems facing local governments are not best understood or approached through the lens of political philosophy or partisan politics. Most serious philosophical differences about how best to address broad collective
issues at the State or Federal levels do not usually apply to local governance challenges. Interestingly, several city leaders expressed this view during the interviews we conducted.

There is a related and widely acknowledged challenge facing Florida communities that have experienced rapid growth: how to build a sense of community identity and citizenship, a “sense of place”, civic responsibility, duty and virtue. The basic civics of American democracy are difficult to maintain in contemporary Florida because communities have grown so fast and consist of residents with different backgrounds, and from differing political cultures holding widely-divergent views about what they expect from governments. According to a report prepared for the Century Commission,

Of the total current population of Florida, only about one-third were born in Florida, while half were born in other parts of the United States (including territories and children born abroad to American parents), while 18 percent of the population were born overseas. Of the foreign-born population, 23 percent moved to Florida in 2000 or later.44

It is no wonder why Floridians have difficulty accepting ownership of the massive problems facing the communities they inhabit, much less those of the region or State as a whole. Florida public leaders struggle to overcome these challenges, as reflected in the interviews with Oviedo leaders and Arrington-Marlowe clients throughout the State.

What seems to work best at the local level—which is “closest to the people”—is a blend of participatory and representative democracy, well-practiced. It is for this reason that Oviedo’s visioning and strategic planning process, and its governance practices generally, are best accomplished with high-levels of quality citizen engagement.

This requires close attention to the imperative that City public leaders make conscious efforts to align strategic initiatives with the needs, aspirations, and values of local citizens. Through such quality engagement the role of government is self-defined and self-organized by the citizenry, expressing its will both directly and through its elected representatives. This is exactly what democracy contemplates: an active and engaged civil society shaping its community through private and social pursuits, calling on governmental institutions as practicality and necessity demand to help achieve an agreed upon vision of the common good.

Any knowledgeable person familiar with Florida local governments knows that this picture of political harmony rarely exists. Where harmony does materialize, there is a sense of direction, a way to organize thinking and action about public life. More often ambiguity, confusion, and, in the worst cases, chaos and paralyzing conflict trump order, civility and purpose.

A widely-shared goal to seek after sustainability makes a huge and positive difference precisely because this vision provides the stability and moral compass required for a community’s political culture to be civil and productive. We are
reminded here of the Biblical insight: “Where there is no vision, the people perish.” This prophetic statement suggests its corollary: where there is agreed upon vision, the people may prosper.

Public engagement builds sustainability capacity because it enables better decision-making, builds trust, promotes accountability, and, with local people involved, helps leaders build strategies better able to meet community needs, aspirations and values. Public engagement also helps build a sense of civic responsibility and community identity, recognizing that civic virtue is learned behavior and a prerequisite of civility in the conduct of the peoples’ business.

Some of the best scholarship on this subject holds that civic virtue is “...a political ideal whose realization require(s) not only the people’s direct participation in civic affairs, but the subordination of their interests to the public good.” When citizens through time become cut off from this “first principle” of American democracy, the capacity for practicing authentic citizenship is lost. “This inevitable process of corruption can be arrested only through the periodic revitalization that can be brought about by returning to original principles...and recapturing the concept of civic virtue.” Sustainability, as both a way of defining the common good and a metric of its successful pursuit, depends on the renewal and intelligent application of this “first principle”.

It is for these reasons, that we have written in our book manuscript the following:

If these are American democracy’s decisive decades, as social critic and futurist Alvin Toffler has observed, Florida is a microcosm of the unfolding drama. Sustainability and democracy are twin moral protagonists in this drama, so interdependent that they are almost indistinguishable. Sustainability demands public decisions determined through rigorous employment of the principles and practices of democracy. Democracy requires the vision and moral compass provided by the goals and objectives of sustainability, which mobilize citizens to seek after its promise of the Good Society. Otherwise, sustainability turns into its opposite, and democracy becomes the lost dream of a bygone era. Sustainability is undermined by ideology, which prescribes what to think and how to act. Sustainability describes how to think and act and why, and is a way of being, not a prescription of fixed and rigid ideas.
Appendix B:  
Sustainability: Understanding the Basics  
(Adapted from Sustainable Governance: Renewing the Search, Copyright 2009, Arrington-Marlowe, LLC)

The concept of sustainability has gained popularity in the general media as well as in academia. It has even found its way into political rhetoric. The idea is in danger of being overused and misunderstood.

Understanding is clouded because sustainability is a rich idea that is open to a variety of interpretations. It originated in the 1970s in the fields of natural resource management, environmental engineering and biology, as specialists sought to understand the developmental patterns of various biological life-forms and the impacts of environmental change. During this same time period the field of social ecology emerged, and the field of architecture began to address sustainability with the concept of “designing with nature.” All of these developments represented efforts to apply systems theory. As the environmental movement emerged, sustainability as a concept was further developed in the 1980s and early 1990s by economists, political economists, and business leaders.

As with any powerful idea, particularly one driven by issues of increasing significance to the public, sustainability took on the features of a movement as disciplines of all types sought to understand and re-frame their work in the context of this idea. The 1990s, for example, saw the emergence of the fields of ecological design, sustainable community planning, sustainable urban planning, and clinical ecology which examines health impacts from a sustainability perspective. By 2009, sustainability theory has impacted many fields of knowledge outside of its original beginnings in the natural sciences.

Given the range of uses of the term “sustainability”, it is worthwhile to undertake continuing efforts to clarify the concept. The University of Florida’s Stephen Mulkey did this in a report prepared for the Century Commission for a Sustainable Florida, which was created by the Florida Legislature in 2005 to develop a 50-year vision for Florida. He observes: (T)he 2002 World Summit on Sustainable Development identified three objectives (of sustainability): (1) protecting natural resources, (2) eradicating poverty, and (3) changing unsustainable production and consumption patterns. (“Poverty” is broadly understood as resulting from obstacles standing in the way of equal opportunity for the pursuit of a good and prosperous life). Three generally-accepted component parts of sustainability arising out of these objectives were identified by the 2002 World Summit: natural resource (environment); social (quality of life); and economic, sometimes referenced as “planet, people and profit.”

These three component parts may be studied to determine whether sustainability is in evidence. These parts are interconnected and interdependent. For example, a strong economy depends on a healthy natural environment and strong “social systems” such as education, equal opportunity, and communities with a decent standard of living and quality of life. The reverse is also true. A strong economy helps produce the wealth needed to build healthy social systems.
Moreover, a healthy natural environment is essential to both the economic and social well-being of a community. The following graphic depicts the interdependencies among the three traditional components (spheres) of sustainability.

![Diagram showing interdependencies among economy, environment, and society]

The key point is that the three traditional component parts of sustainability are interlinked and depend on each other. A sustainable community recognizes this interdependence and seeks to achieve a proper balance among all three the components. Sustainable governance demands wise public investments, as this graphic depicts:

![Diagram showing feedback loop in sustainable governance]

**Sustainability: A Living System**

One way to think about the “process of sustainable development” or the “dynamic of sustainability” is to picture it as involving a “living system” interacting with its environment. The living system has to contend with the
challenges, including threats and opportunities, of the environment in which it exists and seeks to thrive and prosper. The living system must adapt to these challenges, taking advantage of opportunities and overcoming threats if it is to sustain itself through time.

Imagine that the living system is a city that has a broad moral purpose—a vision—it wants to achieve. The city reasons that as it produces and consumes during its lifetime it must protect the natural resources its citizens depend upon for health and well-being, develop a prosperous economy; and rid its citizens of conditions and barriers that rob them of their capacity to be successful in pursuit of the good life.

Now imagine there are three categories of challenges the living system has to meet: natural resource, economic, and social. Under each category there are innumerable “sub-challenges.” For example, under the natural resource challenge if we think of our living system as a city, the challenges involve protection of its natural resources. The city’s air and water quality and other natural resources are vital to its prosperity and need to be protected through both voluntary measures taken by residents and businesses and collective regulatory action through adoption of public laws, policies, programs and projects.

The same holds true for its economic and quality of life “social” interests. All three of these categories of interests affect each other and must maintain balance. Leaders must address challenges to these interests—both opportunities to advance them and threats to destroy them. They must make adaptations if the city is going to achieve moral purpose.

The city’s desired vision of itself reflects its moral purpose. The city aspires to provide an excellent quality of life through a healthy natural environment and strong economy. Residents want to advance their interests without compromising the ability of future generations to do so. Residents need and value individual and collective initiatives that align with their aspirations and achieve their vision.

The city must have the capacity to develop and implement means of adapting well to the broad social, economic and natural environment in which it exists. It must do this in ways that enable it to thrive and prosper, and achieve its vision and moral purpose. Sustainability is this capacity. Governance and leadership are essential to it. Governance is the means by which the system responds and adapts collectively to these challenges, and may be treated as a fourth component of sustainability. Leadership is the way it goes about deciding how best to respond and adapt. Governance must be organized around the categories of the challenges the system faces: natural resource, economic, and social. Leadership must be conducted in ways that achieve alignment between the needs, aspirations, and values of those being led and the initiatives being pursued to respond and adapt to challenges.

This graphic shows the importance of sustainability as the capacity of a community to adapt to its challenges:
The City of Eugene, Oregon, for example, recognized the interdependence of the components of sustainability and the importance the community’s capacity to adapt to challenges in ways that promote its vision. In a resolution adopted by its municipal governing body in 2000, the City recognized this interdependence, and articulated its sustainable governance role with a degree of clarity and a sense of relevance that merits quotation:

The quality of the environment and the health of the economy are interdependent. A healthy environment is integral to the long-term economic interests of the City. The City is committed to protecting and restoring the natural environment as growth management and economic development decisions are made. The City is also committed to ecological decision-making where-in environmental criteria are integrated into municipal decision-making processes. As we protect the health of the environment and provide for expansion of the economy, we must also ensure that inequitable burdens are not placed on any one geographic or socioeconomic sector of the population.62

An excellent understanding of sustainability can be obtained by close study of the work of the Thomas Jefferson Planning District Commission (TJPDC) headquartered in Charlottesville, Virginia. An affiliate organization, the Thomas Jefferson Sustainability Council, offers the following definition of sustainability and related information:

Sustainability may be described as our responsibility to proceed in a way that will sustain life that will allow our children, grandchildren and great-grandchildren to live comfortably in a friendly, clean, and healthy world that people:
Take responsibility for life in all its forms as well as respect human work and aspirations;

Respect individual rights and community responsibilities;

Recognize social, environmental, economic, and political systems to be inter-dependent;

Weigh costs and benefits of decisions fully, including long-term costs and benefits to future generations;

Acknowledge that resources are finite and that there are limits to growth;

Assume control of their destinies;

Recognize that our ability to see the needs of the future is limited, and any attempt to define sustainability should remain as open and flexible as possible.63

There is no “one best way” to depict or describe the concept of sustainability or the way its components interrelate. Room for creativity exists. The key challenge is to learn how to master “sustainability thinking”, and to apply it in a customized manner to the concrete circumstances under consideration. For example, there is no one best way to develop a sustainable community, a new mixed-use development, or any project or program. Achieving the best sustainable solutions requires lively experimentation with different approaches appropriate to the circumstances at hand.

A New Leadership Framework

Leaders organize, convene, facilitate generation of ideas and proposals, mediate conflict, develop consensus, and advocate sustainable directions and initiatives. Each policy established, every organized effort to administer policies and other decisions must be mindful of the features of sustainability if the overall end result—the community itself—is to achieve the goals and objectives of sustainability. This is why it is useful to examine each major element of the governance and leadership process from a sustainability perspective.

A “sustainable leadership framework” consists of the assumptions, knowledge, tools, and core competencies required to lead in the ways sustainability demands. Taken together, the brand of governance and leadership described here provide the organizing principles for communities that seek sustainability capacity.

This means that governance and leadership must be of special character and quality if they are to perform their functions well and help produce what the community needs, aspires to, and values, which is sustainability. The character and quality demanded are those of democracy.

Adapting to the challenges facing a human community in ways that achieve the moral purposes of sustainability is enormously complex and full of conflict. High levels of quality engagement in the processes of leadership and governance are demanded of the constituent members and their elected representatives and professional staffs if the truth about the nature of the challenges, including the best way to rise to them, is to be found.
Effective ways of collecting and analyzing information, and choosing wise options among the many divergent points-of-view and interests are needed to find sustainable solutions to challenges. The ability to debate options thoroughly with civility, form consensus, and implement decisions must be present. Of all the different ways human beings may organize themselves and make decisions, only democracy well-practiced provides the requisite means to produce the wisdom sustainability demands.

The key questions to ask when making an assessment of sustainability are whether the goals and objectives of sustainability, which are at the core of the community’s vision, are being served; and whether the interdependencies and need for balance among the components of sustainability are evident. Sustainable phenomena exhibit certain features or characteristics, which we will examine next. These features can be used to assess whether sustainable outcomes are likely to be achieved as the community’s sustainability vision is sought after.

The City of Oviedo’s visioning and strategic planning process can be understood as an organized effort to seek “the best sustainable solutions” and articulate them in ways that “sustainability thinking” can be translated into “sustainable action”---all in accord with a vision for a “Sustainable Oviedo.” In this way, the visioning and strategic plan, which are being devised with a high degree of citizen engagement, become exercises in what we have termed sustainable governance and sustainable public leadership.

**Features of Sustainability**

Sustainable governance and public leadership occur as those who participate in the development and implementation of public initiatives (laws, policies, programs and projects) are:

- **Visionary.** Leaders develop and implement public initiatives based on a shared vision for their community. Leaders use vision statements and strategic plans built on principles of sustainability.

- **Perceptive.** Leaders advance self-interests rightly. Leaders develop and implement sustainable public initiatives, understanding the interdependent relationship between individual interests and community interests. Engaged citizens identify their individual interests in the broader interests of the community and reconcile conflict through reasonable compromise and consensus building. Civic duty and the pursuit of the common good motivate citizens.

- **Aligned.** Leaders create sustainable public initiatives to fit the needs, aspirations, and values of the citizenry. Leaders develop and implement initiatives in a transparent and trustworthy manner. This requires public engagement in the decision-making process using tools appropriate to contemporary society.

- **Reality-based.** Leaders introduce sustainable initiatives recognizing the economic, environmental, financial, and social realities faced by a community. Leaders base sustainable initiatives on current
information. Leaders use the best technology and management expertise available.

- **Interconnected.** Leaders use sustainable initiatives to address multiple problems at once, understanding the interconnectedness and complexity of these problems. Energy and environmental policy; crime and human services; economic development and quality community venues and amenities; and quality, affordable health care and a productive work force are examples.

- **Creative.** Leaders promote sustainable initiatives that are imaginative, inventive, flexible, and adaptive to changing conditions and new information. Leaders implement sustainable initiatives aware that complex problems carry risk and uncertainty.

- **Performance-Based.** Leaders create sustainable initiatives with measurable results.

- **Collaborative.** Leaders implement sustainable initiatives through collaboration among public, private, and non-profit sectors. Public and sometimes non-profit agencies serving the same community jointly pursue initiatives grounded in private sector management and technical expertise. The terms “public management networks” and “public-private partnerships” are used to describe these collaborative arrangements.

Forging new policy and governance arrangements is a massive and daunting task. Changes to political culture as well as formal, structural changes to the ways and means of governing often are required. Positive change will be incremental, and much of it will be come as a result of citizen-driven efforts involving public, private, and non-profit providers of public services working together.

Many Central Florida communities, for example, are looking at ways to consolidate or merge service delivery with other jurisdictions, and to engage citizens in the governance process in a more proactive manner. A broad focus on participation in regional governance bodies and other regional initiatives is being emphasized by several communities, recognizing that many of the challenges faced are extra-territorial in nature and affect several communities in a given area.

A well-established vision and a strategic plan---both grounded in sustainability and reflecting its features---are essential tools for advancing these and a host of other initiatives that help build a sustainable community.
Florida State and local governments must take a strong leadership role in efforts to meet the requirements of the new vision, just as they did in realizing the old vision. The traditional role for government---provision of infrastructure and services demanded by population growth---changes to a broader set of goals and objectives grounded in sustainability. A new emphasis will be demanded on development of research and technology, social equity and justice, development of intellectual capital and the capacity for innovation, energy efficiency and renewable energy, inter-modal transportation systems, and environmental restoration. These and other creative initiatives are demanded by Florida’s future vision.

Some progress toward realization of features of the new vision has been made. According to the Chamber Foundation’s New Cornerstone Report, Florida in recent years has attracted a few high-profile bioscience employers, including the Scripps Research Institute and the Burnham Institute for Medical Research. Technology sector employment has increased, placing Florida fourth in the nation. There are many examples of more modest successes by local economic development organizations. The examples reflect sustainability themes, and give glimpses of sustainable governance, the new leadership framework, and point to the new vision. But other signs are not so encouraging.

Leadership that transforms ideas about social advancement and charts a new course is unlikely to be simple or easy. For example, strategies that seek to overlay the economic component of the new vision onto the old one often run into both intellectual and political difficulties. Work force development questions plague many areas of the state where the labor pool is geared to real estate development and construction, agriculture, and the low end service jobs of a tourist-based economy. Those invested in the status quo are often reluctant to embrace strategies that will retool the economy by diverting available labor to the higher paying and better jobs the new vision portends.

When local business and civic leaders are spending their time and money trying to advance the enterprises of the old vision, it is difficult to muster political support to broaden to a new one. People who have built their livelihoods on the foundation of the old vision for Florida possess neither the knowledge nor the incentive to steer the economy away from familiar waters.

Public leaders often reflect these parochial and narrow-minded perspectives, refusing to cooperate with neighboring jurisdictions and protecting turf, as if they were in economic competition. Cities are fighting counties, both

---

fighting the State government. This behavior does not advance Florida’s new vision.

Florida’s image as a vacation destination and retirement haven with an exploding population growth rate is not attractive to the global technology-driven, information-based enterprises the State covets. Relatively low rates of investment in public education and research also undermine realization of the new vision. The 2007 New Cornerstone Report found:

Florida is spending much less than other states on research and development, patents issued to Florida businesses have remained flat and the state ranks 46th nationally in high school graduation rates. Recruiting young graduates from other states has gotten tougher, and the production of college degrees has stagnated.  

Former Governor and U.S. Senator Bob Graham has spent much of his professional life supporting Florida higher education and economic development. He had this to say in a Time Magazine article published in 2008: "The decisions about relocating high-paying businesses are made by people who value education and Florida isn’t ready for the modern economy." By 2009, with major cuts in higher education being planned by the Florida legislature, Florida International University President Modesto Maidique, told a journalist: “It takes generations to build universities, but they can be destroyed in a very short period of time.” Over-crowded schools, congested highways, and high crime rates also pose significant barriers to achieving a meaningful transition to Florida’s new vision.

Furthermore, with an overwhelming emphasis on economic development, there is little attention to Florida’s social and community development. The conviction that economic development will take care of the “social ecology” has emerged as the principal strategy. But the increasing income disparity among Florida’s rich and poor in the face of the state’s growing social problems demonstrates that the promise of the “trickle down” strategy has lived up to its promise.

Florida has made strides in protection, acquisition and restoration of environmentally-sensitive lands through its Florida Forever and its fledgling partnership with the federal government on Everglades restoration. The State’s growth management and environmental regulatory programs also have made contributions, although many problems with these approaches remain. Local governments also have made increasing progress during the past quarter century in placing high value on environmental issues.

Some recent progress has been made in moving to a State energy policy. It is instructive that the Florida legislature in its 2009 session failed to adopt

---


4 Jim Saunders, Daytona Beach News Journal, April 24, 2009).
renewable energy portfolio standards that would require utilities providing electricity to achieve a percentage of energy produced from renewable sources. While this debate likely will continue at both the Federal and State levels, its ultimate outcome will teach much about Florida’s commitment to the problems of climate change and to addressing dependence on fossil fuels, which has national security as well as environmental implications.

Many significant problems remain with the environmental component of Florida’s sustainability vision. Among these problems are “…declining water tables, groundwater and surface water contamination, storm water and agricultural runoff, coastal problems such as sea level rise, salt water intrusion of water table, sea grass and fishery declines, dead zones and reef declines, growing congestion, air emissions, global warming, widespread mercury contamination of freshwater and saltwater fish, and other toxics in the food chain.”

In sum, all three traditional components of sustainability---economic, social, and natural resource---face serious challenges in contemporary Florida with only glimpses of progress toward a new vision. Meanwhile there is much evidence that Floridians are highly concerned about the negative impacts of rapid population growth, and are losing confidence in governments’ ability to do much about it.

As the collapse of consensus behind the old vision began to take hold at the end of the 20th Century, reforms of tax and budget policies, growth management, government structure, intergovernmental relationships, and other principal public policies were urged for placement on the Florida public policy agenda by many serious analysts. But the old consensus has died hard. Nearing the end of the first decade of the 21st Century, there was no substantive reform of the State’s antiquated tax structure, and its budget was a study in chaos.

There is widespread agreement that Florida’s “growth management” experiment has failed to live up to its promise. The looming national crisis in health care, especially for the medically indigent, continues to drain scarce state and local public resources; and, coupled with the health insurance crisis, poses significant humanitarian problems that threaten the quality of life for thousands of citizens. Property insurance has become increasingly complex and expensive; and property taxes continue to be perceived as inequitable. On the horizon are increases in electricity bills and higher prices for water and waste water services.

These are among a growing number of public policy challenges that threaten the viability of the new vision for a sustainable Florida. They combine with the national economic crisis to produce much political uncertainty and

---


6 (See Website: Assessment of Florida Citizens Attitudes and Values Re. Growth Timothy Chapin, Ph.D., and Heather Khan, Ph.D., of the Florida State University Department of Urban and Regional Planning).
unhealthy conflict. The grip of the old growth vision, and the principal public policies and governmental arrangements designed to support it, remains strong in the face of what is described honestly and realistically as an unsustainable status quo.

These could be signs that the old vision has finally run its course, and the birth pangs of the new vision are well underway. Or, these could open a dark chapter in Florida history heralded by a Wall Street Journal article, Is Florida Over? An article in Time Magazine, published in July 2008, contributed these foreboding perspectives:

Greetings from Florida, where the winters are great!

Otherwise, there's trouble in paradise. We're facing our worst real estate meltdown since the Depression. We've got a water crisis, insurance crisis, environmental crisis and budget crisis to go with our housing crisis. We're first in the nation in mortgage fraud, second in foreclosures, last in high school graduation rates. Our consumer confidence just hit an all-time low, and our icons are in trouble—the citrus industry, battered by freezes and diseases; the Florida panther, displaced by highways and driveways; the space shuttle, approaching its final countdown. New research suggests that the Everglades is collapsing, that our barrier beaches could be under water within decades, that a major hurricane could cost us $150 billion.

We do wish you were here, because attracting outsiders has always been our primary economic engine, and our engine is sputtering. Population growth is at a 30-year low. School enrollment is declining. Retirees are drifting to the Southwest and the Carolinas, while would-be Floridians who bought preconstruction condos in more optimistic times are scrambling—and often suing—to break contracts. This is our dotcom bust, except worse, because our local governments are utterly dependent on construction for tax revenues, so they're slashing school and public-transportation budgets that were already among the nation's stingiest. ‘This may be our tipping point,’ says former Senator Bob Graham.8

The article continues: “...(L)ifers like seventh-generation Floridian Allison DeFoor—lawyer, lobbyist, historian, Episcopal minister, environmental consultant and Republican operative—are disinclined to panic just yet. ‘Sure, it's the end of Florida as we know it,’ DeFoor quips. ‘It's always the end of Florida as we know it.’”9

One thing appears certain: if the new vision is to be successful bold, innovative, and transformative public leadership will be demanded. Success will depend on crafting sustainable public policies; and new ways of governing. A

---

major aspect of the challenge involves retooling tax and budget, growth management, and urban renewal policies. These must be linked to the new economy so public revenues can be raised from it, and infrastructure and services can be put in place to support it. Quality attention must be given to all three main components of sustainability; and their interrelationships and impacts on each other must be understood. Because all of this must be accomplished first in a condition of transition from the old to the new vision, high levels of ambiguity, confusion, complexity, and conflict can be expected. On that score, Florida is off to a good start.
Appendix D:
Excepted from an article posted on the website of WorldChanging.

“...a 501(c)3 media organization that comprises a global network of independent journalists, designers and thinkers covering the world's most intelligent solutions to today's problems. We inspire readers around the world with stories of the most important and innovative new tools, models and ideas for building a bright green future.”65

When we give voice to our visions, we identify the destinations we want to move towards. And by describing the steps we can take, we prepare ourselves for action.

In many ways, the future is an intensely personal thing. Every person, family, neighborhood, community and region is unique. A one-size-fits all plan for progress would be profoundly unsatisfying. It would impoverish us culturally by stifling invention and ignoring the richness of our diversity.

But what if the many communities engaged in envisioning America’s future, and the many organizations helping them, rallied around a common set of criteria for the society we must build for the 21st century? Not a common blueprint, mind you, but common goals that must be met society-wide if we are to successfully survive the economic, climate and energy crises?

Individuals and communities would invent their own ways to achieve the goals, but common goals would help us achieve necessary national and global objectives. They would guide local investments, including the new infusions of stimulus money going to states and communities for work on energy and climate. In the bargain, each participating community would become a laboratory and demonstration project for all the others.

What would that common set of goals look like? One list is being considered by the U.S. Green Building Council in its new LEED for Neighborhoods rating system. Neighborhoods win points by fulfilling as many as possible of these criteria:

- Proximity to water and water infrastructure
- Protecting imperiled species
- Conserving water and wetlands
- Conserving farmland
- Avoiding development in floodplains
- Redeveloping brownfields
- Reducing dependence on automobiles
- Creating bicycle networks
- Designing so that housing is near jobs and schools
- Avoiding steep slopes
- Restoring wildlife habitat
- Compact development
• Diversity in uses, housing types and housing affordability
• Walkable streets
• Reducing footprints for parking
• Providing good access to public spaces
• Ensuring accessibility for people of all abilities
• Local food production
• Involving the community in neighborhood development
• Preventing pollution, waste and site disturbance during construction
• Achieving high levels of energy efficiency, water and materials efficiency in buildings
• Reusing historic buildings
• Reducing urban heat islands
• Achieving good wastewater management and comprehensive waste management

Smart Growth America proposes 10 principles for community development:

1. Provide a Variety of Transportation Choices
2. Mix Land Uses
3. Create a Range of Housing Opportunities and Choices
4. Create Walkable Neighborhoods
5. Encourage Community and Stakeholder Collaboration
6. Foster Distinctive, Attractive Communities with a Strong Sense of Place
7. Make Development Decisions Predictable, Fair and Cost Effective
8. Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas
9. Strengthen and Direct Development Towards Existing Communities
10. Take Advantage of Compact Building Design and Efficient Infrastructure Design

If I were chief adviser to all the architects of our future, my list would be similar in many ways, and tougher in others. It would include these goals:

• Beauty, a goal too often neglected as we talk about new technologies;
• Levels of resource efficiency so high that waste becomes an obsolete concept;
• Designs, zoning, and building codes that minimize the use of nonrenewable and carbon-rich energy resources;
• Use of distributed renewable energy systems wherever possible – for example, building integrated and community-scale solar, wind and geothermal systems;
• A community-wide goal of zero greenhouse gas emissions, with regular performance measurement and reporting;
• Equal and abundant opportunities, manifesting not only as diverse employment, education, cultural and housing opportunities, but also as diverse mobility options that allow all residents -- including those who are too young, too old or physically unable to drive -- easy access to vital services and opportunities;
• Local business climates that attract and nurture the goods, services and industries essential to a green economy;
• Development patterns that maintain each building’s access to sunlight; An emphasis on environmental restoration as well as conservation – for example, natural corridors to accommodate wildlife forced northward by climate change and creation of “urban forests”; 
• Features that enable communities to cope with the effects of climate change that already are likely. An example would be community shelters for those who need them during natural disasters and heat waves; 
• Changes in behavior as well as technology – for example, community agriculture and food production; 
• Ample social gathering places; 
• Additional measures to reduce vehicle miles traveled, including incentives for location-efficient development, progressive parking policies and facilities for e-government, remote learning and telecommuting; 
• The use of natural systems for infrastructure – for example, replanting watersheds for flood control, using swales to guide storm drainage, and constructed wetlands for water treatment; 
• Features that maintain the connection between human beings and nature; 
• Ample recreational and cultural opportunities for all ages; 

Some will argue that specific goals such as these would stifle local initiative and creativity. I don’t think so. These are goals important to national and global well-being, in effect a responsibility of citizenship, and they leave enormous room for innovation and localization. But if you believe this list is too detailed and prescriptive, what would you subtract?

Others will judge these lists to be woefully inadequate to achieve desirable communities and quality of life in a time of energy insecurity and climate change. If you’re in that category, what would you add?

Some will argue that any list is bogus and that there is no climate crisis or energy crisis ahead. But as I’ve argued before, solutions to climate change are beneficial whether or not you believe in global warming. You need only believe that wasting money, childhood asthma, mercury poisoning, traffic jams, skyrocketing gasoline prices and seeing your energy dollars go to terrorist organizations are bad things.

Whether the list gets longer or shorter, it would be a good thing to “imagineer” around a common set of basic goals that are sufficiently bold to meet the challenges of this time. With your help, perhaps we can construct a list that meets the test.

*This piece by Bill Becker originally appeared in Climate Progress.*
Appendix D:
Overview of Sustainable Governance: Renewing the Search,
by Arrington and Marlowe.

Firm principals Larry Arrington and Herb Marlowe are co-authors of a book manuscript with a working title, Sustainable Governance: Renewing the Search, slated for publication in late 2009. Here is a summary of the book’s contents. The authors also will develop a web-based Part II of their work, which also is described here.

About Sustainable Governance: Renewing the Search:

Florida is used as a case study to examine three key ideas presented in Chapter I and throughout the book: sustainability; sustainable governance and public leadership; and the quality of citizenship and democracy necessary to achieve the goals and objectives of sustainability. Florida is in transition from its “old vision” to growth its population base to a “new vision” calling for a “sustainable Florida”. We explore the meanings of each of the three key ideas in the introductory chapter, and present an analytical model grounded in the principles and practices of democracy to demonstrate how the key ideas interrelate. We argue that democracy practiced with intelligence and commitment is essential to sustainable governance, and to the realization of Florida’s new vision. We introduce the Florida case study in Chapter II, and trace the history of Florida’s development under its “old vision” and the emergence of its “new vision.” The underlying philosophical challenges and difficulties the State faces as it transitions from the old to the new visions are examined.

Next, we review two areas of public policy: taxation and budgeting (Chapter III and IV) and growth management (Chapter V). These two policy areas were selected because of their overriding importance to the challenges facing Florida, and because they are fraught with lessons about the character of public leadership at the State level. The review includes summaries of the histories of reforms of these policies, and reports “real time” events occurring during 2007-09. Reforms of budget and tax, and growth management were being debated in Florida government during this time. This account of events gives an authentic sense of the issues, and the quality of political dialogue and outcomes involved in reform discussions. The assumptions of the analytical model are employed in these policy reviews. The emphasis is on using identified features of sustainable governance to evaluate how existing tax and budget and growth management policies have performed, how attempted reform processes were conducted, and the results they achieved. The model also is used to identify the directions these and other principal policies must follow if they are to contribute to sustainability.

Barack Obama was elected President of the United States as this book was nearing completion. The key policy implications of his “Green New Deal” as they were developing during early 2009 are examined in Chapter III. A comparative analysis from a sustainable governance perspective is conducted of Florida’s taxation and budget policy-making efforts with key features of the Green New
Deal as leaders struggled to cope with an unprecedented crisis in the State budget.

Chapter VI summarizes Florida’s governmental reform landscape during the past several decades, including traditional attempts to reform government structure and the influences of the reinvention of government movement of the 1990’s. The leadership style and approach to governing of former Governor Jeb Bush are analyzed as he sought to satisfy his self-described “passion for reform”. Chapter VII presents what is labeled as the “shift from bureaucratic government to sustainable governance.” This is an analysis of current theory and practice of new ways of building sustainable governmental institutions and effective working relationships among public, private and non-profit sectors. The government to governance shift is viewed as an outgrowth of prior reform efforts, and is linked to the transition from the old vision to the new. Florida case examples are presented that illustrate use of governance and public leadership approaches reflecting the features of sustainable governance.

Part II (which will not be included in the book) surveys theoretical understandings, core competencies, tools and techniques that may be deployed within a “new leadership framework” to help those engaged in the process of governance develop and implement public initiatives in a sustainable manner. Part II will be made available in digital and web-based formats. A concluding chapter follows at the end of Part I.
Appendix E:
Arrington-Marlowe Firm Description

Firm Description

Arrington-Marlowe, LLC provides consulting services designed to promote sustainable governance, with an emphasis on productive public policy and effective organizational performance.

Arrington-Marlowe services include:
- Community visions and strategic plans
- Resource development through acquisition and administration of grants and low interest loans for public agencies and non-profits, with concentration on the American Recovery and Reinvestment Act and Florida grant programs
- Management and policy studies
- Business and operational planning
- Strategy execution systems
- System and organizational change consultation

Arrington-Marlowe employs an array of techniques including
- Process facilitation
- Conflict resolution
- Consensus building
- Financial and scenario modeling
- Quantitative and qualitative research methods
- Electronic group work

Arrington-Marlowe works mostly in Florida; and has served clients in all areas of the state. Clients include:

- Municipal governments
- County governments
- Special districts
- Non-profits providing public services
- Private sector clients.

Arrington-Marlowe has worked with a wide variety of clients:
- Entities ranging in employee size from 25 to over 4,000 employees and in budget from under $1 million to over $1.5 billion.
- The firm has worked in rural areas, the most urbanized areas of the state; with some of the Florida wealthiest communities and in some of the state’s most disadvantaged areas.

Arrington-Marlowe offers vast experience and a scope of services that bring a broad perspective on the issues facing the diverse regions of the state and its local communities.
Arrington-Marlowe has worked extensively with communities facing high growth rates and has a substantive understanding of the policy, operational and public issues and dynamics of high-paced urban development and redevelopment.

Arrington-Marlowe is distinguished not only by its knowledge and understanding of Florida, but also by its skill in working in multi-stakeholder environments to develop productive approaches and solutions to complex issues.

Arrington-Marlowe seeks to build substantive solutions to difficult, complex challenges, using its expertise and competencies, and those of a broader strategic network of firms and individuals who share its same values of depth and thoroughness in analysis, creative rigor in solution seeking, attention to process detail, and the development of a sufficiently broad consensus so action can occur. Arrington-Marlowe strategic alliances include:

- **The Green Team** is a multi-disciplinary team of engineering, legal, public policy and management, and experts in resource development through acquisition, implementation and administration of State and Federal grants, and funding from foundations.
- **Strategic Partners** include:
- **Stetson Institute of Social Research**, which conducts research and public opinion surveys for clients.

- **Arrington-Marlowe** takes special pride in helping clients access and develop cutting edge services and technology that promote sustainable solutions to complex problems. Two such offerings include:
  - WeCare TLC, a health care firm that offers sustainable solutions to employee health care and insurance through development of robust medical management platforms using work site clinics. [http://www.wecaretlc.com/](http://www.wecaretlc.com/).
Recent Representative Projects

City of Orlando Strategic Plan. This is a strategic plan for the government of the City of Orlando. The plan includes a new city vision, mission, and a set of strategic initiatives designed to bring about a new vision for one of the nation’s most dynamic cities. The plan is linked to the over-arching Central Florida regional visioning and planning efforts of the MyRegion effort and East Central Florida Regional Planning Council. The planning effort included focus groups, extensive interviews with Orlando area civic and business leaders, and extensive involvement by city elected and appointed officials. This plan will be completed in the Spring, 2007.

City of Naples Vision Plan. This plan establishes a vision for the future of Naples, Florida, and an action plan designed to help address the challenges and leverage the opportunities faced by the city. The plan includes focus groups, community forums, a public opinion survey, and extensive interviews with Naples residents and visitors. This plan will be completed in the Summer, 2007.

Longboat Key 20 Year Community Plan. This is a vision planning process with a twenty year horizon designed to identify the key issues the Town will face and develop community consensus on the strategies the town will use to address those issues. Phase 1 of the project, which involved extensive community input, has just been completed. Phase 2, strategy development and testing, is now beginning. Reference: Bruce St. Denis, Town Manager, 941 316 1955. This plan will be completed in the Spring, 2007.

Pinellas County Strategic Plan. This is a major strategic planning effort involving our full team for approximately 15 to 18 months. The project involves the development of a strategic plan and the development of a strategy management system that will link unit business plans, budgets and performance indicators at unit and individual levels. Reference: Chris Staubus, Project Manager, 727 464 3516. This plan was completed in 2006.

City of Deland Vision Update and Strategic Plan. This project involves an ongoing relationship with the City. The process was initiated with a community visioning effort which laid the foundation for the strategic plan. This plan then laid the basis for various quality improvement efforts as well as organizational re-structuring. In the last year the plan was substantively updated based on extensive community input. Reference: Mike Abels, City Manager, 386 740 5703.

City of Oviedo Vision and Strategic Plan. (In process) This project develops a community vision and a set of strategic initiatives designed to achieve it. The vision and plan use sustainability as an organizing principle, and incorporates research conducted for a book manuscript authored by Arrington and Marlowe entitled, Sustainable Governance: Renewing the Search.
City of Palm Coast Vision and Strategic Plan. This plan also initiated several years ago with a community visioning process that coincided with the City’s establishment. This year, the fifth anniversary of the City, a five year plan was developed along with business plans for each department. The ICMA performance benchmark system is used as a performance measurement tool. Reference: Dick Kelton, City Manager or Oel Wingo, Asst City Manager, 386 986 3702.

City of Fort Walton Beach Vision Strategic Plan. This vision plan has been developed and refined over several years to the point where the next step will be unit business plans and the re-organization of the budget into an outcome/level of service model. Reference: Joyce Shanahan, City Manager, 850 833 9504.

Table 1: Municipal Visioning and Strategic Planning Projects of the firm, 2001 to 2007

<table>
<thead>
<tr>
<th>DeLand</th>
<th>2000, 2004 update</th>
<th>City-wide vision plan using wide spread focus groups and town hall meetings with surveys and community advisory body. A result of this project has been a strategic plan that the firm has updated annually with the City.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Palm Coast</td>
<td>2000, 2005</td>
<td>The firm conducted a community visioning process which was followed by annual updates of city goals. In 2005, the original community vision plan was revisited and became the basis of a strategic plan for the City which the firm has annually updated.</td>
</tr>
<tr>
<td>Ponce Inlet</td>
<td>2002</td>
<td>Using a range of interviews, focus groups and surveys the firm developed a vision plan to address the desired future of a rapidly developing ocean front community in Volusia County.</td>
</tr>
<tr>
<td>Glades area of Palm Beach County</td>
<td>2002</td>
<td>The firm developed an economic development focused vision plan for the western region of Palm Beach County including three municipalities and the unincorporated area. The firm is currently engaged in implementing long term strategies.</td>
</tr>
</tbody>
</table>

Table 2: Complete list of visioning projects.

<table>
<thead>
<tr>
<th>Vision Plan Projects</th>
<th>Year</th>
<th>Scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>VISION PLANS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alachua County</td>
<td>1994</td>
<td>County-wide vision</td>
</tr>
<tr>
<td>Palm Beach County Directions</td>
<td>1994</td>
<td>County-wide vision</td>
</tr>
<tr>
<td>Tallahassee/Leon County</td>
<td>1999</td>
<td>County wide vision</td>
</tr>
<tr>
<td>Florida Heartland (Polk, Highland, Hardee, Desoto)</td>
<td>1992</td>
<td>Regional Health Vision Plan</td>
</tr>
<tr>
<td>County/Community</td>
<td>Year</td>
<td>Vision Plan</td>
</tr>
<tr>
<td>------------------</td>
<td>------</td>
<td>-------------</td>
</tr>
<tr>
<td>Lake County</td>
<td>1995</td>
<td>County wide vision (in collaboration with FCRC)</td>
</tr>
<tr>
<td>Lake Okeechobee Tourism (Palm Beach, Okeechobee, Henry, Glades counties)</td>
<td>1993</td>
<td>Regional tourism vision plan</td>
</tr>
<tr>
<td>Glades communities; Belle Glade; Pahokee; South Bay</td>
<td>1991</td>
<td>Regional Vision</td>
</tr>
<tr>
<td>Jacksonville/First Coast (Duval, Baker, St. Johns, Nassau Counties)</td>
<td>1998</td>
<td>Economic vision</td>
</tr>
<tr>
<td>Volusia County, Deland, W. Volusia Health District, U.S. Post Office, 7th Circuit Court</td>
<td>1995</td>
<td>Public Facilities Vision</td>
</tr>
<tr>
<td>Wakulla County</td>
<td>2004</td>
<td>Countywide vision</td>
</tr>
<tr>
<td>UNINCORPORATED COMMUNITY VISION PLANS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Canal Point</td>
<td>1991</td>
<td>Community vision</td>
</tr>
<tr>
<td>Panacea</td>
<td>2000</td>
<td>Community vision</td>
</tr>
<tr>
<td>SECTOR VISION PLANS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allegany Franciscan Foundation</td>
<td>2001</td>
<td>Non-profit leadership plan</td>
</tr>
<tr>
<td>Baker County</td>
<td>2000</td>
<td>Economic Vision Plan</td>
</tr>
<tr>
<td>Cape Coral</td>
<td>1997</td>
<td>Downtown Redevelopment Vision Plan</td>
</tr>
<tr>
<td>Charleston, SC</td>
<td>1999</td>
<td>Education Vision Plan</td>
</tr>
<tr>
<td>Charlotte County</td>
<td>1991</td>
<td>Economic Vision Plan</td>
</tr>
<tr>
<td>Children’s Board of Hillsborough County</td>
<td>1997</td>
<td>Children’s services vision strategy plan</td>
</tr>
<tr>
<td>Cocoa</td>
<td>1998</td>
<td>Downtown Redevelopment Vision Plan</td>
</tr>
<tr>
<td>Daytona Beach</td>
<td>1996</td>
<td>Economic Vision Strategy Plan</td>
</tr>
<tr>
<td>Gadsden County</td>
<td>2000</td>
<td>Economic Vision Plan</td>
</tr>
<tr>
<td>Hamilton County</td>
<td>2000</td>
<td>Economic Vision Plan</td>
</tr>
<tr>
<td>Hardee County</td>
<td>1998</td>
<td>Economic Vision Plan</td>
</tr>
<tr>
<td>Juvenile Welfare Board of Pinellas County</td>
<td>1995</td>
<td>Children’s services vision strategy plan</td>
</tr>
<tr>
<td>Lee County</td>
<td>1995</td>
<td>International Economic Vision Plan</td>
</tr>
<tr>
<td>Madison County</td>
<td>2000</td>
<td>Economic vision</td>
</tr>
<tr>
<td>Margate</td>
<td>1996</td>
<td>Downtown Redevelopment Vision Plan</td>
</tr>
<tr>
<td>Palm Beach County</td>
<td>2002, 2005</td>
<td>Economic Vision Plan, Glades</td>
</tr>
<tr>
<td>Pinellas County</td>
<td>2005</td>
<td>Human Services Vision Plan</td>
</tr>
<tr>
<td>Project Mosaic, Palm Beach County</td>
<td>1990</td>
<td>Race Relations Vision Plan</td>
</tr>
<tr>
<td>St. Petersburg</td>
<td>1995</td>
<td>Downtown Redevelopment Vision Plan</td>
</tr>
<tr>
<td>County/Commission</td>
<td>Year(s)</td>
<td>Plan Type</td>
</tr>
<tr>
<td>-------------------------------------------------------</td>
<td>-----------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td>St. Petersburg</td>
<td>1997</td>
<td>Race Relations Vision Plan</td>
</tr>
<tr>
<td>Suwannee County</td>
<td>1993</td>
<td>Economic Vision Plan</td>
</tr>
<tr>
<td>Sports Commission of Palm Beach County</td>
<td>1989, 1993</td>
<td>Strategic Vision Plan</td>
</tr>
<tr>
<td>Tourism Development Council of Lee County</td>
<td>1990</td>
<td>Tourism Vision Plan</td>
</tr>
<tr>
<td>Tourism Development Council of Palm Beach County</td>
<td>1989, 1992</td>
<td>Tourism Vision Plan</td>
</tr>
<tr>
<td>Volusia County Health Districts (Halifax, SE Volusia, W. Volusia)</td>
<td>1998</td>
<td>Health Coordination Plan</td>
</tr>
<tr>
<td>Volusia County</td>
<td>1998</td>
<td>Eco-tourism Vision Plan</td>
</tr>
<tr>
<td>CITY VISION PLANS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debary</td>
<td>1993</td>
<td>City wide vision</td>
</tr>
<tr>
<td>Deland</td>
<td>2000, 2004</td>
<td>City wide vision</td>
</tr>
<tr>
<td>Fort Walton Beach</td>
<td>1994, 1997, 2000</td>
<td>City vision &amp; updates</td>
</tr>
<tr>
<td>Leesburg</td>
<td>1992, 1997</td>
<td>City wide vision</td>
</tr>
<tr>
<td>Longboat Key</td>
<td>2006</td>
<td>City wide vision</td>
</tr>
<tr>
<td>Palm Coast</td>
<td>2000, 2004</td>
<td>City wide vision</td>
</tr>
<tr>
<td>Ponce Inlet</td>
<td>2002</td>
<td>City wide vision</td>
</tr>
<tr>
<td>Port St Joe</td>
<td>1997</td>
<td>City wide vision</td>
</tr>
<tr>
<td>Naples</td>
<td>1999</td>
<td>City wide vision</td>
</tr>
<tr>
<td>Safety Harbor</td>
<td>1988</td>
<td>City wide vision</td>
</tr>
</tbody>
</table>

The Arrington-Marlowe team: Core Consultants

**Lawrence W. Arrington, M.A.** has alternated during his career between public sector executive positions and private consulting and business. He spent most of his public career in Florida local government management. He moved to the private sector in 1991 and began working with Dr. Herb Marlowe on a variety of consulting assignments. He returned to the public sector during the period 1995-2000 as County Manager of Volusia County, Florida, the chief executive of a chartered, council-manager general-purpose government located in Central Florida. He left Volusia County to reenter his consulting practice and to pursue business interests.

Larry has practical as well as academic experience with state and local public policy issues, the principles and best practices of public administration, specialized expertise in intergovernmental relations, Florida tax and budget policy, growth management policy, development of new governance structures and service delivery systems, and strategic planning. He has developed special expertise in applying the theory of sustainability to public policy and administration, and to community visions and strategic plans. He has
professional and business interests in deployment within the public sector market of renewable energy technology and medical management platforms through work site clinics that serve employee health care. With Dr. Marlowe, he is author of Sustainable Governance: Renewing the Search, a book manuscript scheduled for publication in late 2009.

He holds undergraduate and graduate degrees in political science from Stetson University. He is an adjunct professor and lecturer at Stetson, having taught in the University’s Hollis Leadership Development Program and Political Science Department. He is a frequent lecturer for Stetson’s Seminar on Florida Politics, led by Dr. T. Wayne Bailey, and occasionally teaches public administration at the undergraduate level.

Larry lives in DeLand with his wife Dale, Assistant City Manager for the City of DeLand, and their sons.

**Herbert A. Marlowe, Jr, Ph.D.** began his consulting practice after an academic career with the Research Faculty, University of Florida that was preceded by military service in Vietnam. He is a specialist in project management, systems analysis and organizational development. He combines expertise in project management techniques, process facilitation, creative thinking, conflict resolution and group decision making to guide projects to successful ends.

His work with private sector, public sector and third sector clients at local, state and national levels on a wide range of topics enables him to bring a diverse set of perspectives to any issue. His skills in active listening and idea synthesis assist clients to frame challenges and opportunities in new and solvable ways. His skills in conflict resolution and consensus building help groups work through challenges in constructive and synergistic ways that build better solutions in the end. His ability to translate ideas into practical steps facilitates the development of workable actions plans that lead to real progress. His use of technology and user-friendly visual language techniques clarifies complex issues, facilitates diagnosis of key issues, fosters creative thinking and consensus building and serves to illustrate roadmaps to desired ends. Through his consulting engagements, Herb has applied his particular skills to assist groups analyze the issues confronted, develop alternatives, and prioritize an action plan to move forward toward some shared goal.

Author of numerous books and articles, Herb received his Ph.D. from the University of Florida, where he specialized in process facilitation and strategy in the areas of organizational change and effectiveness. He lives on his family farm in Newberry, Florida along with his wife, two children and grandchild.

**Lisa Hamilton** brings a broad range of experience in the fields of human services and resource development to the Arrington-Marlowe team. She has an extensive background in grants writing and administration, nonprofit administration, and program evaluation. Ms. Hamilton’s strengths include matching viable funding sources with the needs of nonprofit and public
organizations and managing projects from initial funding through full implementation and evaluation. She is adept at fostering collaborations and working with diverse groups to help organizations fulfill their missions. Lisa has developed special expertise in understanding opportunities for funding under the **American Recovery and Reinvestment Act**. As a Director of the South Georgia Coalition to End Homelessness, Ms. Hamilton administered a human services network funded federal, state, and private resources, and established a regional volunteer center serving 18 counties. She is a graduate of the University of Florida, where she graduated with Highest Honors, and has completed extensive graduate work in sociology, with an emphasis on aging, health and women’s studies. Lisa is active in her community and serves several community organizations, including Girl Scouts. She and her husband, Dr. David Hill, a political science associate professor at Stetson University, live in DeLand with their beautiful young daughter.
Endnotes

1 NOTE: Arrington and Marlowe are co-authors of a book manuscript with a working title, “Sustainable Governance: Renewing the Search”. This Information and Background Report contains excerpts and materials from our research, which are copyrighted. The book is scheduled for publication in late 2009.


4 Excerpted from Chapter III of Sustainable Governance: Renewing the Search, a book manuscript written by Arrington and Marlowe.

5 Copyright material


9 Go to http://www.cudenver.edu/ACADEMICS/COLLEGES/SPA/FACULTYSTAFF/STAFF/Pages/BillBecker.aspx.

10 Go to http://www.recovery.gov/. for an explanation of the Act and to track opportunities for grants to State and local governments.

11 Note: Arrington-Marlowe as part of its Green Team initiative plan close coordination with the offices of Members of Congress representing Districts where our clients are located. Interestingly, Arrington, as an adjunct professor during the 1990’s, taught American National Government at Stetson University to Congresswoman Suzanne Kosmas, who represents a number of Central Florida cities, including Oviedo. She made an “A”.


14 Mulkey 3.

Go to http://www.myregion.org/.

September, 2006 MyRegion report entitled “Central Florida Growth Vision: Mid-Project Report”.

See Appendix D for a list of examples of local governments which have undertaken visioning and strategic planning processes.


Bureau of Economic and Business Research, University of Florida.


(For an excellent depiction of Oviedo’s demographics see www.businessinseminole.com/ecodev/population.asp. Another excellent source of 2009 data on Seminole County can be found in a report prepared by the Office of Economic and Demographic Research, State of Florida, www.EDR.state.fl.us.).


Parent company of Altamonte Mall, Oviedo Marketplace announces bankruptcy filing by Sandra Pedicini | Sentinel Staff Writer, Orlando Sentinel, April 16, 2009

Go to http://realestate.yahoo.com/Florida/Oviedo/foreclosures.


33 Mason-Dixon Poll sponsored by Florida Alliance for Concerned Taxpayers, April 8, 2009 http://www.flaact.com/


35 “Engaging the Future through a State-Coordinated Regional Visioning Initiative”, Dr. Tim Chapin, Department of Urban & Regional Planning Florida State University.

36 “Bills That Passed in the Florida Legislature”, Florida Trend Magazine, website posting, 5-4-09.

37 For an excellent examination of Florida’s experience with growth management, see “Pain in Paradise: Florida’s Failed Fix All” was written by Parker Neils, and posted on the website of Research in Review, an academic journal published by Florida State University, http://www.rinr.fsu.edu.


39 (See Website: Assessment of Florida Citizens Attitudes and Values Re. Growth Timothy Chapin, Ph.D., and Heather Khan, Ph.D., of the Florida State University Department of Urban and Regional Planning).


41 Dr. Larry Martin, Professor of Public Administration, University of Central Florida, helped develop this concept in his work with Arrington-Marlowe on the vision and strategic plan for the City of Orlando.


43 Go to http://www.worldchanging.com/about/. This site has much useful material on relevant best practices and case examples.


45 Proverbs 29:18


47 John P. Diggins 10.

49 Excerpted from Sustainable Governance: Renewing the Search, a book manuscript written by Arrington and Marlowe, 2009.


54 Daly, H.E., and Cobb, J.B., For the Common Good (Boston: Beacon Press, 1989).


63 See <www.tjpdc.org>.


65 Go to http://www.worldchanging.com/about/.