



Civic & Governance Systems Advisory Committee

Meeting #2

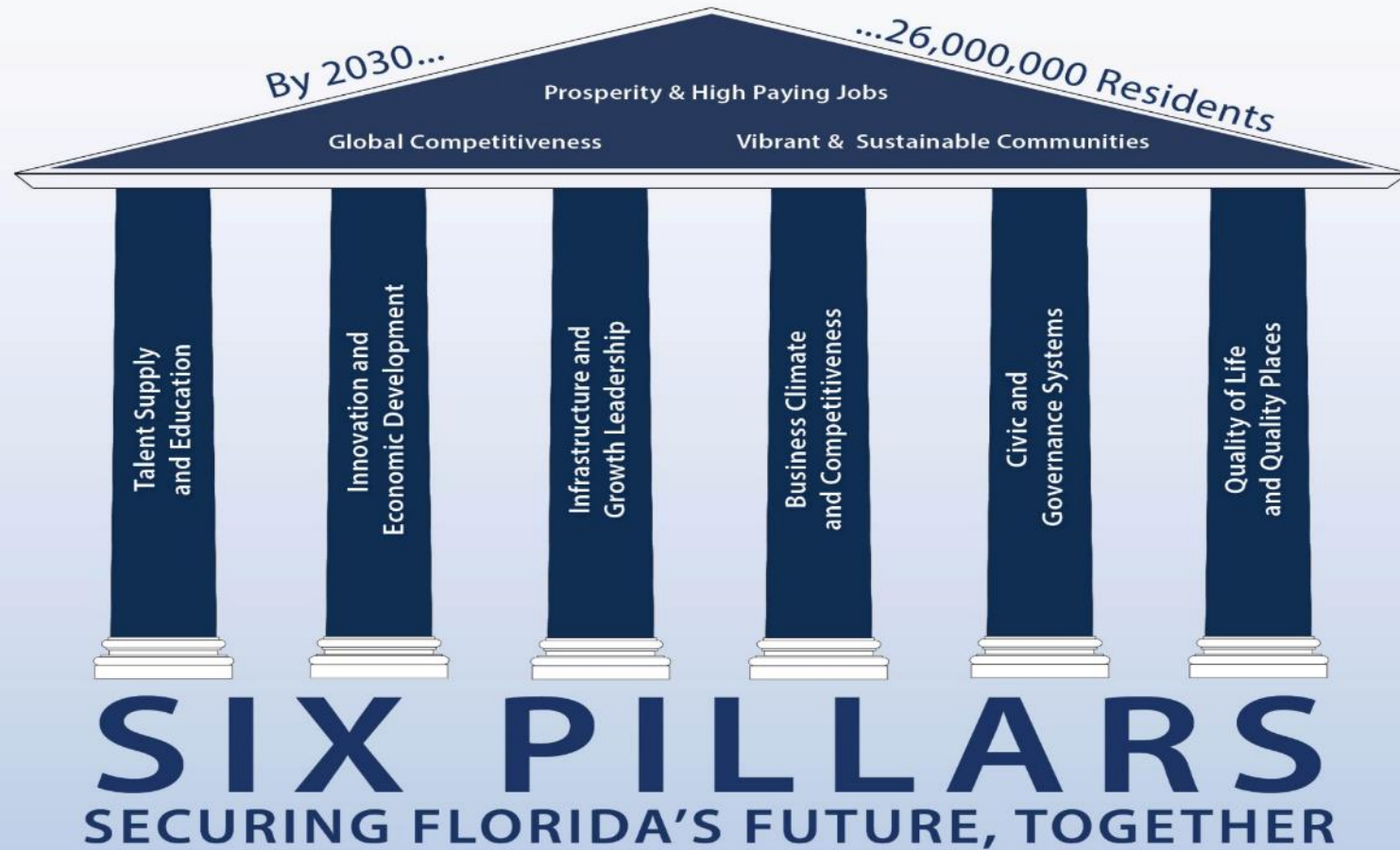
April 13, 2017

Housekeeping

- » **Please do not place your line on hold**
- » **Moderated conference lines**
- » **To raise questions and participate**
 - » Through the conference call:
 - » Press * 1 on your phone to be placed in a queue when lines are muted * 1
 - » All lines will be open and live during the Q&A/Discussion sections
 - » Through the webinar:
 - » You can type in a question directly through the webinar under the questions section

Today's Agenda

- **Introductions**
- **Project Overview**
- **Recap of March Meeting**
- **Pillar Issues and Needs**
- **Pillar Priorities**
- **Next Steps and Action Items**



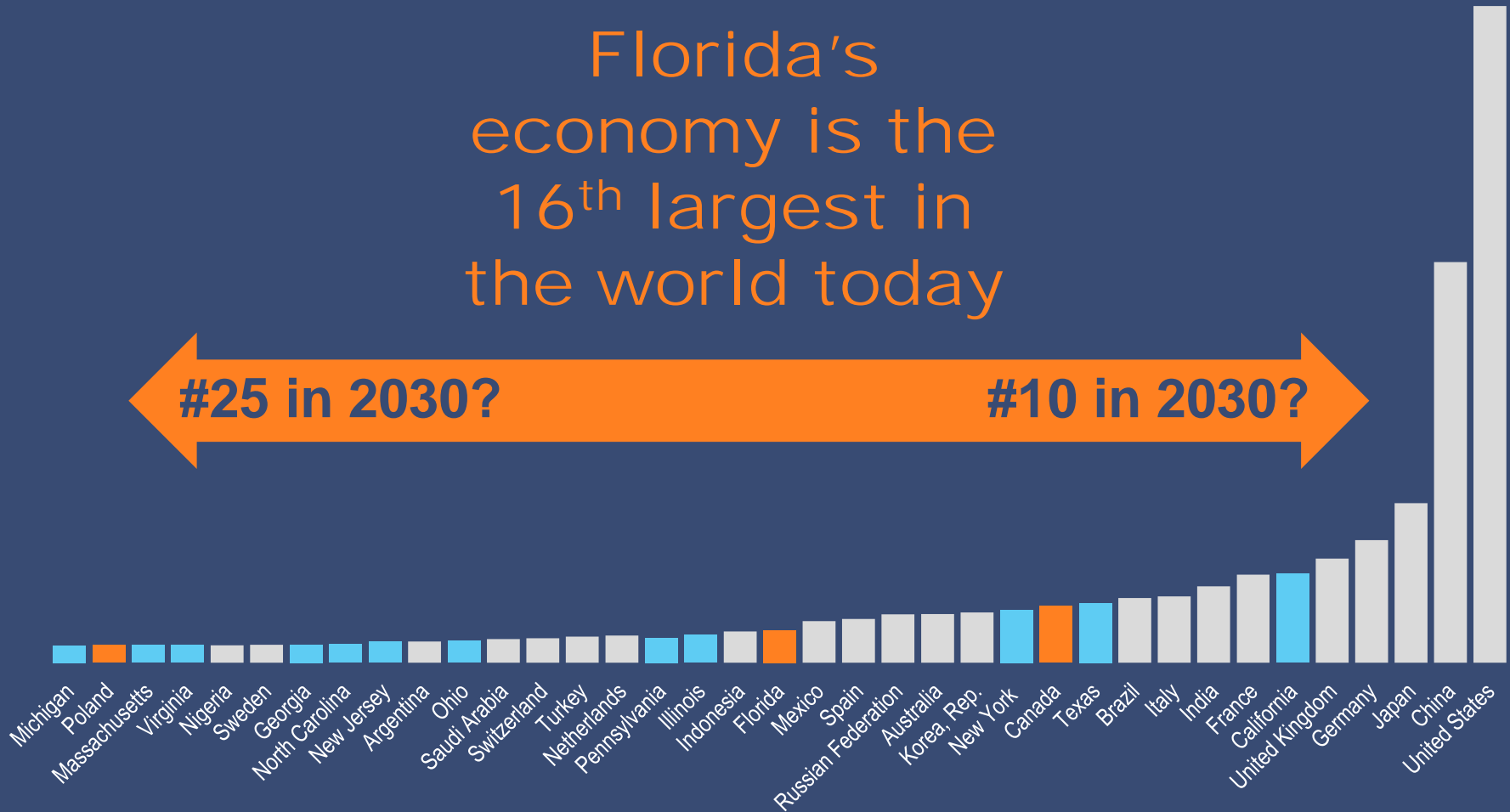
“We must plan better for the next 6 million Floridians than we did for the last 6 million”

Where Will We Be?

Florida's
economy is the
16th largest in
the world today

#25 in 2030?

#10 in 2030?



Source: World Bank, 2015

Florida Chamber Foundation Trustees

Florida 2030
Executive Steering
Committee

Stakeholder,
Association, and
Agency Partners

Talent Supply &
Education
Advisory
Committee

Innovation &
Economic
Development
Advisory
Committee

Infrastructure &
Growth
Leadership
Advisory
Committee

Business Climate
&
Competitiveness
Advisory
Committee

Civic &
Governance
Systems
Advisory
Committee

Quality of Life &
Quality Places
Advisory
Committee

Caucus Members

Caucus Members

Caucus Members

Caucus Members

Caucus Members

Caucus Members

Anticipated Committee Work Plan

Date	Activity
March 22-23rd	Kickoff meeting; Capitol Days, Tallahassee, FL
April 11	Webconference to review initial research results
April 18	Joint call of all committees
May 8	Webconference to review additional research results
May 22	Joint call of all committees
June 14-15, Orlando	In person meeting to begin identifying 2030 targets and strategies
July-August	Additional webconferences as needed to refine 2030 targets and strategies
September 27-29, Orlando	Future of Florida Forum– in person meeting to review draft Pillar research report
Early 2018	Rollout of Florida 2030 report

Pillar Advisory Committee Introductions



LEIGH COOK
Senior Director Futures
Solution Lead



SANDJAR KOZUBAEV
Senior Manager Futures
Project Lead

Pillar Advisory Committee Introductions

North Highland is a global consulting firm that has changed the model of how a consultancy serves its clients. We guarantee our work, hire top notch talent and work with some of the largest organizations in the world to achieve exceptional results.



OUR HOME

Headquartered in Atlanta, GA



PROFESSIONALS

3,000 worldwide
1,000+ in U.S.



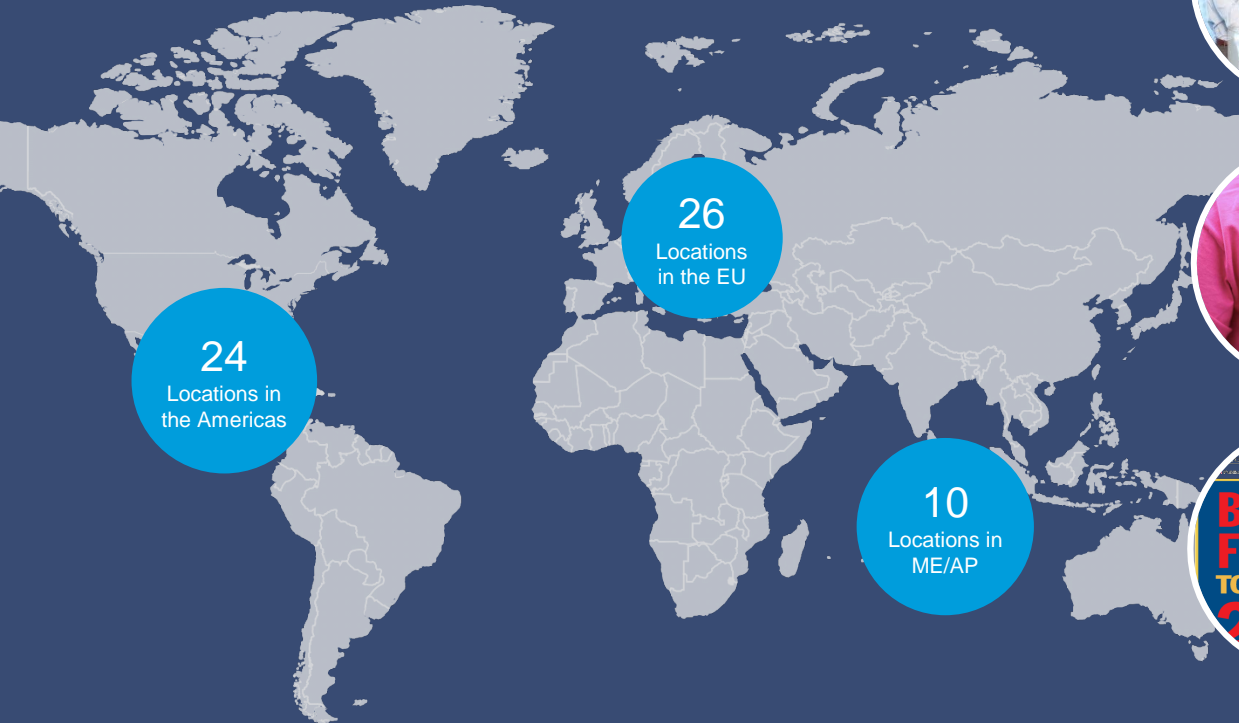
STRUCTURE

Private company,
100% employee-owned



ACCOLADES

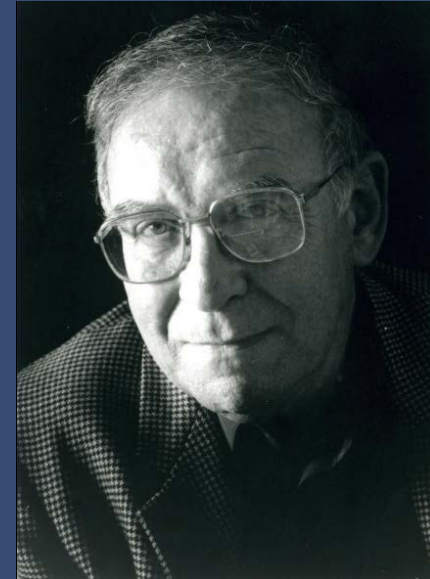
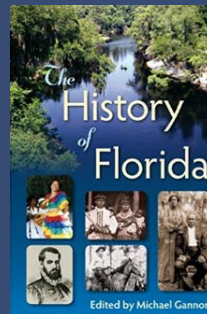
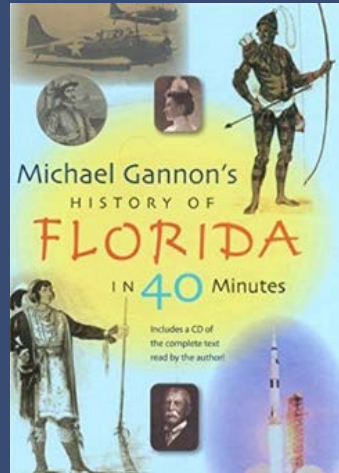
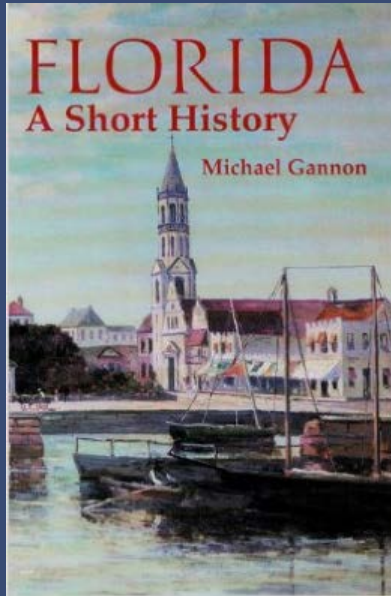
Consistently ranked a
Best Place to Work nationally
and in local markets



TRENDS AND CONDITIONS



In Memoriam: Michael Gannon



Source: <http://www.gainesville.com/news/20170411/ufs-michael-gannon-who-made-history-lively-dies-at-89>

Civic & Governance Systems Pillar & Zones

- 1. Florida's Budget**
- 2. Governmental Systems**
 - School Systems
 - Judiciary
 - Corrections
 - Juvenile Justice
- 3. Federal Issues Impacting Florida**
 - Military, Defense, and Veteran's Issues
 - Immigration Policy
- 4. Local Government Issues**
- 5. Regional Stewardship**
- 6. Public-Private Partnerships**
- 7. Ethics & Elections**
- 8. Florida's Constitution**
- 9. Civic Infrastructure**
 - Philanthropy
 - Volunteering
 - Community Leadership

PAC Meeting 1 Stakeholder Input

- How can we make sure philanthropic and non-profits organizations are fully incorporated into solutions for Florida, similar to Minnesota, Michigan, and Silicon Valley.
- If there is to be less/smaller government, can a third party help fill those social services, leadership gaps?
- Donors give more to philanthropic dollars to their home state, than Florida as a second home.
- The elderly population vote at twice the rate of the younger populations. ... how can we engage young people?
- How do we encourage and promote local elected leaders that have a business background?
- Should we create an advisory committee for all levels of government?
- We should create a pipeline for next generations of leaders.
- Each region of Florida has a unique culture how do you create a shared culture for such a large state?
- While creating the Florida 2030 plan, how do we help create an environment in Florida that helps to protect its citizens against the next recession?
- Local governments are important and need autonomy.
- How can local governments engage their communities better?

The Florida Scorecard.com

Civic & Governance Systems



VOTER PARTICIPATION

74%
(Improving)



RIGHT / WRONG DIRECTION

49%/32%



INMATE POPULATION

123,645



DEPENDENCY RATIO

2015

56.5%

2030

70%



GOVERNMENT EMPLOYMENT

212.8
Thousand (State)



VOLUNTEERISM

19.1%
of Floridians Volunteer



STATE DEBT OUTSTANDING

\$24.1
Billion



CITIZENS EXPOSURE AND POLICIES

\$123.2
Billion Exposure

747.3
Thousand (Local)

50th
Florida's Rank

455,454
Policies



Framing the Challenge

- Communities and common knowledge enable a shared vision among diverse individuals
- Creating common knowledge can change a social or political situation
- Political will is a “coordination problem.” You want participate only if you know that others are participating as well. You need to know what others know.
- Social integration and a shared vision are supported by public forums and shared rituals where community members recommit to shared values
- History and basic civics are vitally important in creating common knowledge

Source: Michael Suk-Young Chwe, Rational Ritual, 2013

Civic & Governance Trends

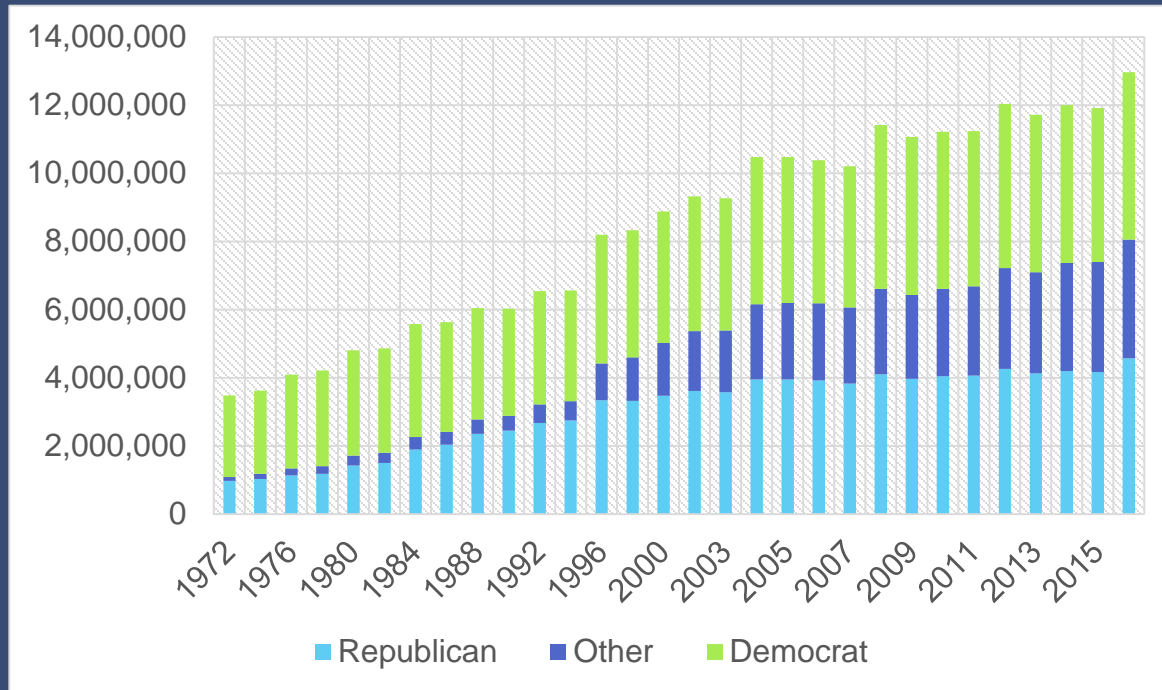
- Transitory nature of Florida's residents contributes to a general lack of concern for the state's long-term issues
- Various groups do not share a common sense of identity as Floridians, fostering tribalism and interest group politics
- Eight-year term limits in the Florida Legislature and Executive Branch contribute to a constant churn in leadership
- Churn and loss of institutional knowledge hinders the implementation of long-term strategies
- Vast geography from the Panhandle to the Keys, and the resulting differences in regional economies and environmental interests, pits regions against each other on major policy issues

Source: David R. Colburn and Lance DeHaven-Smith, Florida's Megatrends: Critical Issues in Florida

Trends to Watch

- Generational transformation of agricultural and retail industries creates shifts in land-use patterns
- Shrinking divide between cities and suburbs as regions are gradually connecting themselves into mega regions
- Inability of local government, regional governance and state governance to align respective strategies
- Political representation becomes skewed as population shifts and elected officials maintain district lines for advantage (e.g., the Pork Chop Gang)
- Increasing polarization makes every issue ideological
- General distrust of authority and the psychological phenomenon known as “reactance” - we react in the opposite of what we feel we are being told to do

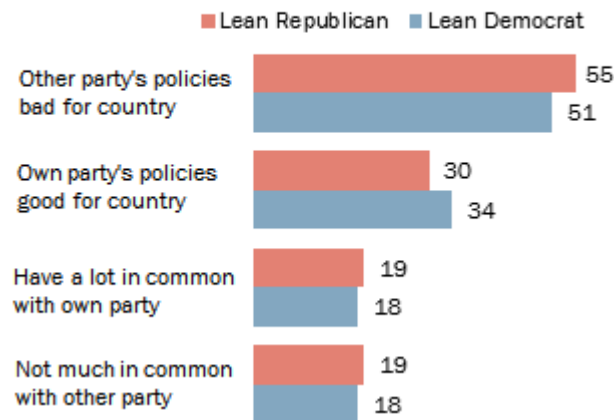
Florida Voter Registration



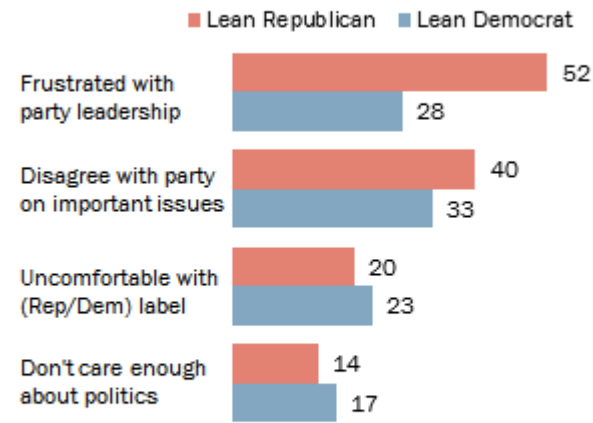
Source: Florida Department of State Division of Elections

Independents Feeling Push & Pull

% saying each is a major reason for leaning toward the Republican Party or Democratic Party



% saying each is a major reason for not identifying as a Republican or Democrat

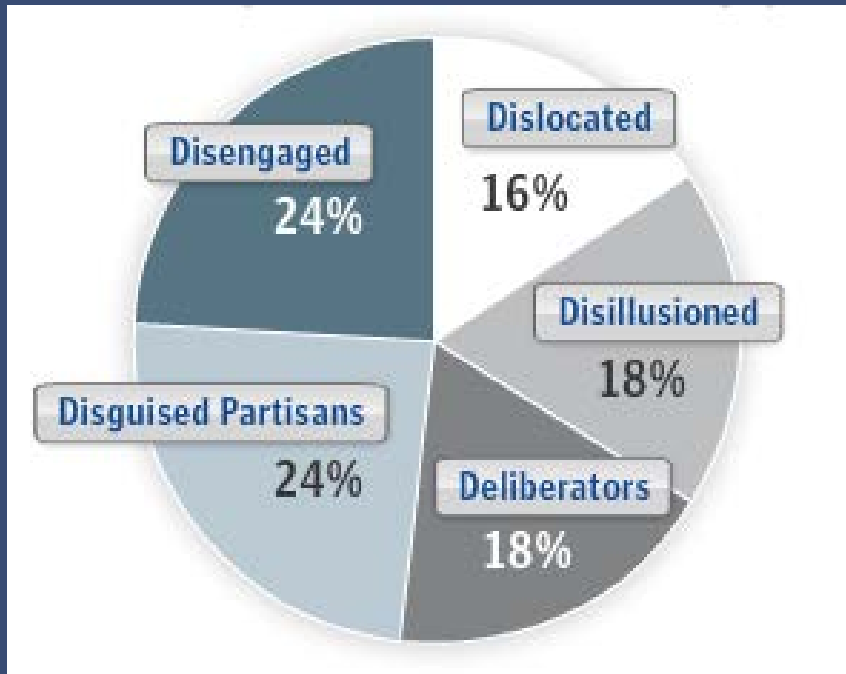


Note: Questions asked of those who do not identify as Republicans or Democrats, but lean toward the Republican Party (N=796) or toward the Democratic Party (N=759).

Source: Survey conducted March 2-28 and April 5-May 2, 2016.

Source: Pew Research Center

Types of Independents

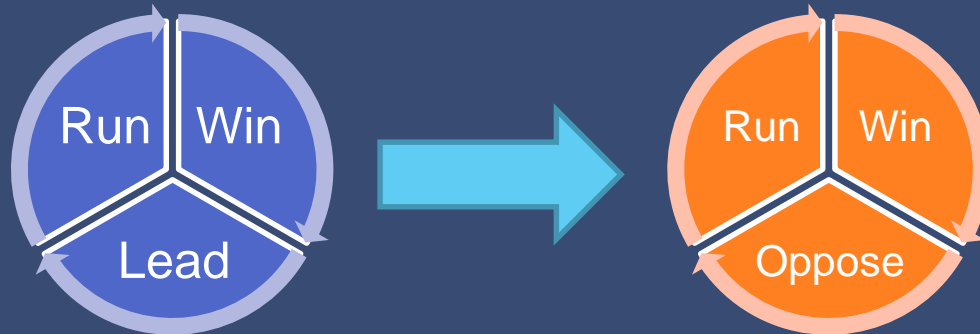


- **Disengaged:** Largely removed from politics, not likely to vote
- **Dislocated:** Moderates, socially liberal, fiscally conservative, ideologically dislocated, uncomfortable with polarized parties
- **Disillusioned:** Angry, dissatisfied with government and antagonistic to both parties and the two-party system itself
- **Deliberators:** Classic swing voters, optimistic, believe in two-party system, but vote for the person not the party
- **Disguised Partisans:** More likely to be ideologically extreme, party fringe, reserve the right to vote independent if a party candidate doesn't satisfy views

Source: 2007 Washington Post-Kaiser Family Foundation-Harvard University Poll
<http://www.washingtonpost.com/wp-srv/politics/interactives/independents/>

Challenges and Opportunities

- Deliberators and Dislocated make up about a third of independents – the moderate center
- Both major political parties are facing the same issue
- Primary system + non-competitive districts magnify the influence of base voters
- Term limits and public discontent accelerate the cycles of polarization



Civic and Governance Systems: Working Themes

Philanthropy and Civic Vitality

- Florida's philanthropic base
- Role of nonprofits in delivering public services

Strategy Alignment at State, Regional, Local Levels

- Florida's regions and megaregion
- Holistic planning

Long-term Strategies in Florida

- The value of continuity
- Promoting long-term strategic vision and execution

Issues For Discussion

- Are we fully leveraging data and technology to inform our planning decisions and budgeting?
- What is the future role of cities, counties and regional organizations in economic development?
- How best shall communities grow as we increase by another 5.4 million people by 2030?
- How should government fund future infrastructure projects?
- What are some of the best practices in other states and countries to cost effectively and efficiently deliver water, communications, transportation and energy? What lessons can be learned from politically-driven missteps?
- How do we engage citizens and volunteers so that government is not the only solution?

Source: Florida Chamber Foundation Economic Development Task Force Review and Implementation Committee recommendations for the *Florida 2030* Research Initiative for further study and possible inclusion in Florida's next Strategic Plan

PHILANTHROPY AND CIVIC VITALITY



Relation of Nonprofits to Government

In relation to government, nonprofits can act as:

- **Autonomous service provider – e.g., social service organization, group home, health system, university**
- **Coordinated service ally – e.g., volunteer fire department, homeless shelter, pre-trial diversion**
- **Subsidized provider – e.g., grant recipient**
- **Contractor/agent – e.g., outsourced delivery of human services**
- **Strategic competitor – e.g., charter school, HOA, regional development**
- **Partner – e.g., economic development agency, regional planning entity**
- **Advocate – e.g., 501(c)(6)**

Source: Richard C. Feiock, Simon A. Andrew, "Introduction: Understanding the Relationships Between Nonprofit Organizations and Local Governments" https://localgov.fsu.edu/publication_files/Feiock&Andrew_Nonprofits%20and%20Local%20Government.pdf



Trend Toward Devolution

- **Devolution of service responsibilities from state and federal governments**
- **Challenge of meeting increased demand for public service, and improving quality and outcomes**
- **Challenge of operating within fiscal constraints**
- **Need for innovation in design and delivery of public services**
- **Government contracts with non-profits somewhat less likely to suffer contract failure than for-profit service delivery**

Source: Richard C. Feiock, Simon A. Andrew, "Introduction: Understanding the Relationships Between Nonprofit Organizations and Local Governments" https://localgov.fsu.edu/publication_files/Feiock&Andrew_Nonprofits%20and%20Local%20Government.pdf

Nonprofits in Florida

- More than 83,000 in Florida
- Directly employ more than 530,000 people – 6% of all employed
- Roughly equivalent to Florida's construction and manufacturing sectors
- Annual payroll of \$26.6 billion
- Assets of \$205.7 billion
- \$90 billion in annual revenue
- Florida is 40th in U.S. for nonprofit assets per capita

Source: Florida Nonprofit Alliance <http://www.flnonprofits.org/page/EconomicImpact>

Major Nonprofits in Florida

Public charities

- Shriners Hospitals for Children
- Adventist Health System
- Baptist Health South Florida
- University of Miami

Private foundations

- Maxcess Foundation
- John S. and James L. Knight Foundation
- Ted Arison Family Foundation
- Batchelor Foundation

Source: Florida Nonprofit Alliance <http://www.flnonprofits.org/page/EconomicImpact>

Top Ten Counties

Top 10 Counties		Number of Nonprofits	Assets
1	Miami-Dade	9,046	\$25,682,611,632
2	Broward	7,818	\$9,371,558,740
3	Palm Beach	6,866	\$15,858,580,211
4	Orange	5,835	\$13,637,549,380
5	Hillsborough	5,432	\$27,939,706,595
6	Duval	4,777	\$20,827,664,648
7	Pinellas	4,164	\$12,947,650,633
8	Lee	2,440	\$4,441,613,800
9	Brevard	2,257	\$6,803,896,370
10	Polk	2,250	\$5,914,303,484

Source: Florida Nonprofit Alliance <http://www.flnonprofits.org/page/EconomicImpact>

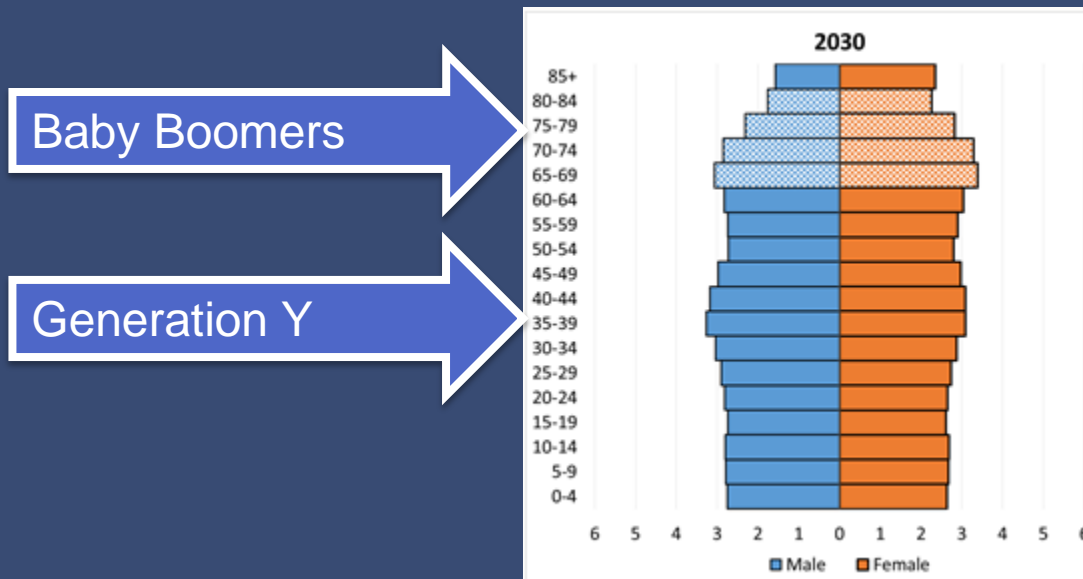
Florida's Richest

- **51 billionaires on annual Forbes list**
- **Concentrated in South Florida**
- **Most are not Florida natives**
- **Most are new money billionaires**
- **No income or inheritance taxes**
- **Attracted by quality of life, lifestyle, climate**

Source: Florida Trend

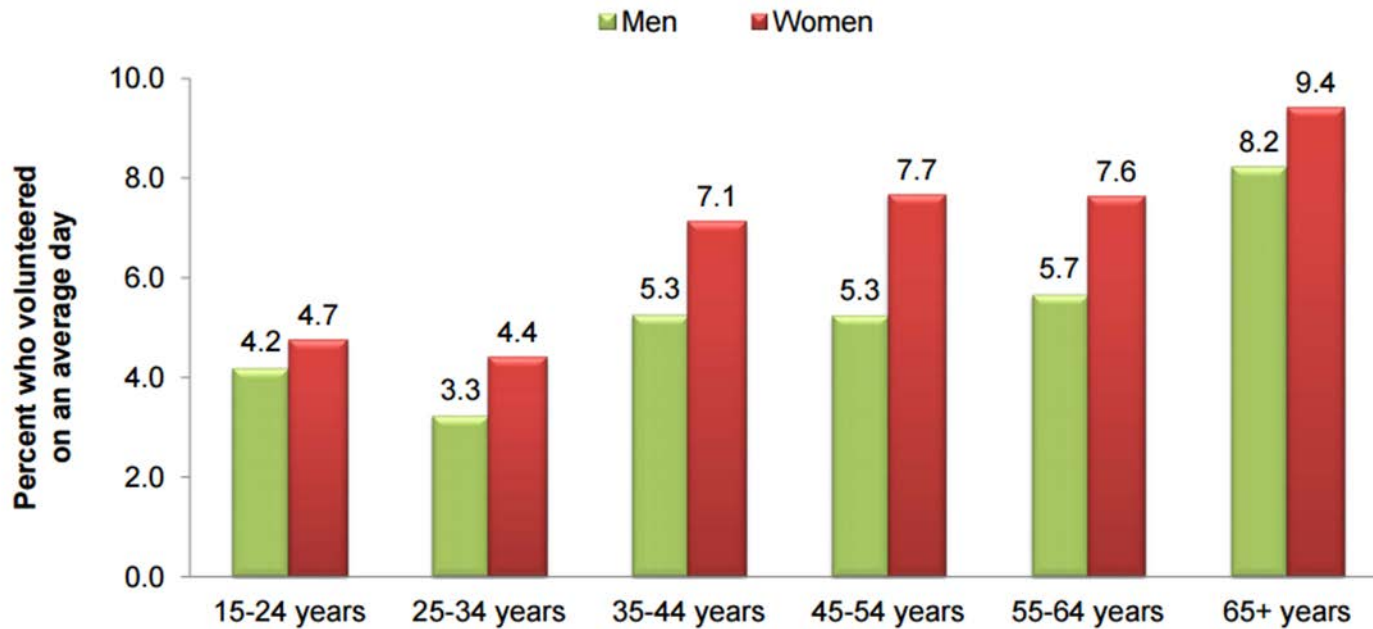
Demographics in Florida 2030

- Baby Boomers and Generation Y are the dominant groups



Source: UF BEBR

Volunteerism by Age



NOTE: Data include persons age 15 and over and are averages for 2011-15. Volunteer activities are those done for no pay for or through an organization.

SOURCE: Bureau of Labor Statistics, American Time Use Survey

Discussion Questions

As we look to 2030:

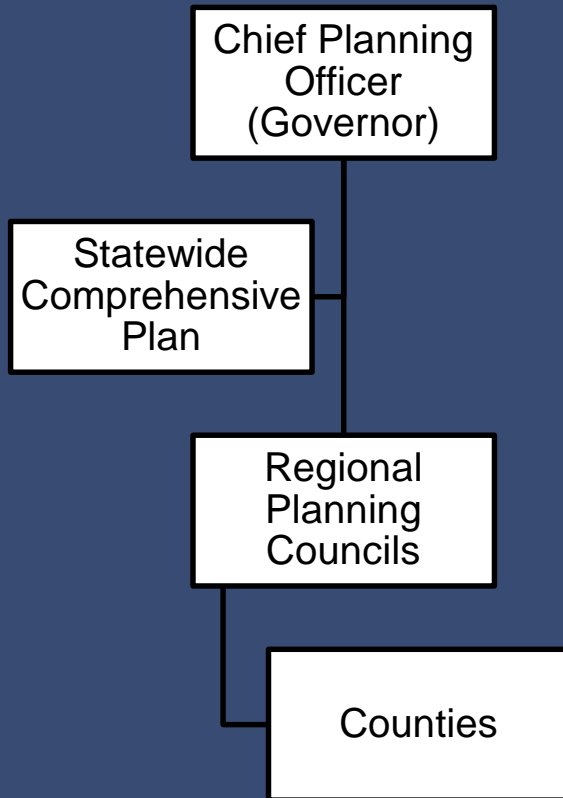
- What are the major **challenges** and **opportunities** related to this pillar?
- How can we achieve **global leadership** and position Florida as the leading state for the 21st century?
- How can we create **economic prosperity** for all residents?
- How can we ensure **vibrant and sustainable communities** in this next wave of growth?

STRATEGY ALIGNMENT AT STATE, REGIONAL, LOCAL LEVELS



Regional Stewardship

- The Governor is designated by law as the Chief Planning Officer of the state, and is responsible for the Statewide Comprehensive Plan
- Ten Regional Planning Councils adopt, implement, and regularly revise strategic regional policy plans, which must be consistent with the State Comprehensive Plan
- Regions may conduct voluntary visioning
- Local governments must have comprehensive plans in place



Source: Florida Regional Councils Association <http://www.flregionalcouncils.org/>

Regional & Megaregional Stewardship

“The Florida Megaregion is one of the fastest growing in the nation and possesses a wealth of diversity, with six of every 10 new residents in the last decade coming from foreign countries. It is both dense and populous, with the major international city of Miami acting as a gateway to Latin America. Regional strategies to protect the Everglades have preserved the natural heritage of the state.”

Principal Cities: Miami, Orlando, Tampa, Jacksonville

Population 2010: 17,272,595

Percent of U.S. Population: 6%

Population 2025: 21,449,652

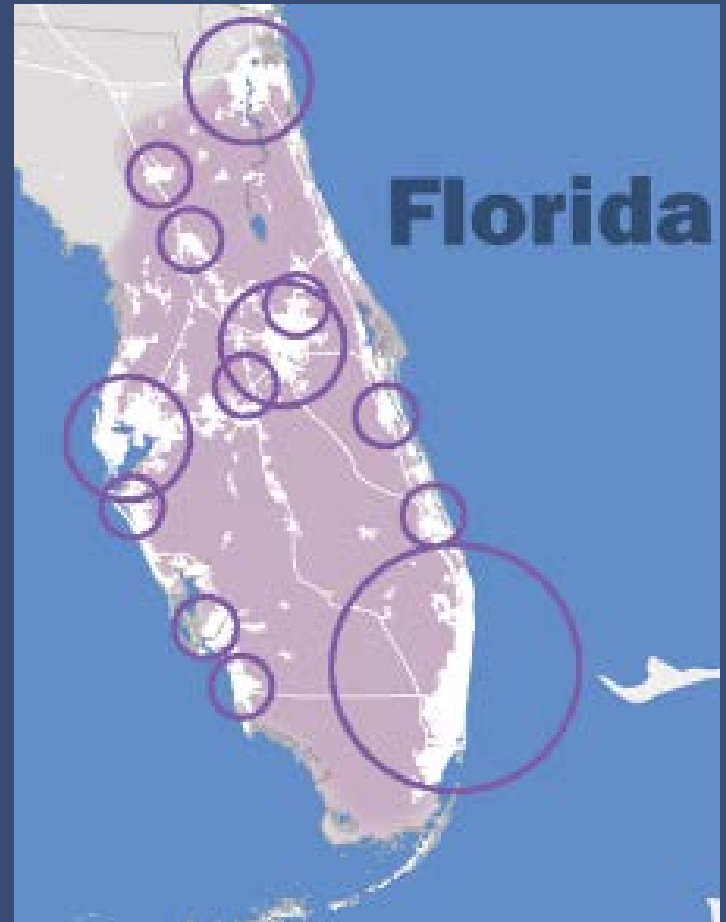
Population 2050: 31,122,998

Projected Growth (2010 - 2050): 80.2%
(13,850,403)

2005 GDP: \$608,082,000,000

Percent of US GDP: 5%

Source: America 2050



Conflicting Priorities in Florida

- **Balkanized approach to planning and funding from county level up**
- **Political borders do not match economic or environmental regions (e.g., multi-county business region, or regional watershed)**
- **Coordinated public investment and holistic planning methods are generally not employed at scale (e.g., complementary economic development, environmental, transportation plans)**
- **Transportation investments and conservation investments are not coordinated at a statewide scale**
- **State/regional level funding is siloed in separate budgets and programs – e.g., land acquisition for right-of-way and mitigation is not integrated with conservation programs**

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LONG-TERM STRATEGIES IN FLORIDA



Need for Long-term Continuity

- Businesses and public must have confidence in elected government
- Businesses need assurance that long-term business strategy will be supported by public infrastructure
- Laws may be repealed or revised before they are promulgated
- Representatives elected from among the people may commit important errors in the exercise of their legislative trust – mistakes of the head rather than the heart

Economic Arguments for Stability

James Madison, Federalist No. 62

- “Every new election in the States is found to change one half of the representatives. From this change of men must proceed a change of opinions; and from a change of opinions, a change of measures. But a continual change even of good measures is inconsistent with every rule of prudence and every prospect of success. ...
- “The internal effects of a mutable policy are still more calamitous. It poisons the blessing of liberty itself. It will be of little avail to the people, that the laws are made by men of their own choice, if the laws be so voluminous that they cannot be read, or so incoherent that they cannot be understood; if they be repealed or revised before they are promulgated, or undergo such incessant changes that no man, who knows what the law is to-day, can guess what it will be tomorrow ...
- “... The want of confidence in the public councils damps every useful undertaking, the success and profit of which may depend on a continuance of existing arrangements. What prudent merchant will hazard his fortunes in any new branch of commerce when he knows not but that his plans may be rendered unlawful before they can be executed? What farmer or manufacturer will lay himself out for the encouragement given to any particular cultivation or establishment, when he can have no assurance that his preparatory labors and advances will not render him a victim to an inconstant government? ...”



Example

Recommendation	Status
Provide forward-looking “growth leadership”	2005 legislation provides incentives for community visioning. Century Commission for a Sustainable Florida* created to develop a 50-year vision for Florida. Multiple regional visioning initiatives underway.

~~163.3247—Century Commission for a Sustainable Florida.—~~

~~(1)—POPULAR NAME.—This section may be cited as the “Century Commission for a Sustainable Florida Act.”~~

~~(2)—FINDINGS AND INTENT.—The Legislature finds and declares that the population of this state is expected to more than double over the next 100 years, with commensurate impacts to the state’s natural resources and public infrastructure. Consequently, it is in the best interests of the people of the state to ensure sound planning for the proper placement of this growth and protection of the state’s land, water, and other natural resources since such resources are essential to our collective quality of life and a strong economy. The state’s growth management system should foster economic stability through regional solutions and strategies, urban renewal and infill, and the continued viability of agricultural economies, while allowing for rural economic development and protecting the unique characteristics of rural areas, and should reduce the complexity of the regulatory process while carrying out the intent of the laws and encouraging greater citizen participation.~~

~~(3)—CENTURY COMMISSION FOR A SUSTAINABLE FLORIDA; CREATION; ORGANIZATION.—The Century Commission for a Sustainable Florida is created as a standing body to help the citizens of this state envision and plan their collective future with an eye towards both 25-year and 50-year horizons.~~

Source: New Cornerstones Revisited, 2007. Repealed 2011, Ch. 2011-139, Laws of Florida

Discussion Questions

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- **Next Steps and Action Items**



Share Your Thoughts

- Existing research, studies, and plans we should review?
- Other partners who should be at the table?

Next Steps

- **Upcoming dates:**
 - Joint committee call: April 18, 10:00-11:30 am
 - Civic and Governance Systems Call: May 8, 1:00-2:30 pm
 - In person meetings: June 14-15, Orlando



1,000s of Floridians

6 Pillars

2 Years

1 Plan

FL 2030 @FLChamber.com