



Central Florida's Quality of Life

Demographics and Social Services White Paper

Submitted to the *myregion.org* Board of Directors

***myregion.org* Demographics and Social Services Implementation Team**



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Executive Summary

When a group of professionals and volunteer leaders gathered in 2005 to begin to identify the causes that, if addressed, would have the greatest impact on the social service needs of the region in the future, it quickly became apparent that the outcome would be the beginning of a process, rather than an end product. The human issues that drive growth, economic development, and quality of life reach deep into the fabric of our region. The first step was to define the job itself - to look at the future not the present. The current social service network has many funding and delivery issues, but when you apply the growth equation identified in the Penn Design Study (Appendix D), it is apparent that “fixing” current issues is not the answer. The Demographics & Social Services Implementation Team began to define how issues of highest priority (including systemic concerns around such issues as lack of transportation and affordable housing; hurricanes and other Acts of God; transience of the population; cost and access to medical care; growth of the aging population; and jobs and the economy) would affect the future of the region’s Quality of Life if not addressed.

The Implementation Team, made up of independent sector professionals, social scientists, visionary business professionals, public sector professionals and academics did what any group in search of answers would – we looked for a model. The first realization of the Implementation Team was that while there were many successful program models around the region (and the country), most of the rest of the nation was looking at Central Florida for a better way to address the social service issues of fast-growth, diverse environments. After all, we have been the demographic litmus test for the rest of the nation for more than ten years. As we have diversified and aged, others believe we look today the way they will look in the future. So, the answers are ours to find and share with the rest of the country.

Available values data (see Appendix B and C) from the region indicates that the quality of life issues for the region have moved beyond “haves” and “have nots.” As small business owners struggle to build businesses and wealth, their employees struggle to keep up with rising home costs. Today, *myregion.org* Demographics and Social Services Report

affordable housing, access to affordable healthcare, affordable daycare for children, and care for the elderly are on every family's list, regardless of their financial status. Thus, these once traditional "social service issues" are now key issues impacting economic development and quality of life across the region. Our ability to attract business, scientific, arts, and educational opportunities to the region will depend, in part, on our ability to deal with so-called social service issues. While the literature and data continue to refer to "social services" (and all of the references in this paper are to social services), we are really talking about human services that are the foundation of quality of life.

Four common responses were received from those who reviewed the draft of this paper. First, the genesis of the paper was to find the causes that would need preventative approaches rather than the chronic social service issues of today. Appendix E outlines the key social service issues we believe must be addressed in the future to limit more severe chronic issues. It is the hope of the Implementation Team that these chronic issues can be identified and addressed by a regional Human Services Alliance (See Recommendations, Pg. 22).

The second common response from the social service field was about the future impact of the current move toward "case management" in the nonprofit and public sectors that appears to be having significant impact. Instead of dealing with individual crisis issues, communities across the region have begun assessing the root causes of client needs and packaging services to fit the need. This has led to more collaboration among public and independent sector providers, more efficient delivery of services, and better impact measurement. The Implementation Team's Source/Problem Analysis (Appendix E) confirms that this approach is likely to have a strong preventative impact as the region grows.

A third common response deals with a common perception that duplication of services throughout the region. A closer look confirms fragmentation rather than duplication. As our population densities spread, so too does the need for grass roots delivery of social services. Many small providers have no connection with each other, and could improve their services and cost of delivery if there were common points of collaboration. This is in contrast to the move toward mergers during the last decade.

As the region grows and becomes more diverse, it will be more difficult for larger institutions to economically provide for cultural and geographic needs. The transportation issues facing the region will also make it more difficult for those in need of services to access to them. Smaller, more efficient grass roots organizations may provide better and cheaper services to targeted populations, but will need back office and support services to reduce the costs of fragmentation.

The fourth most common response included the inevitable move from serving “needs” to creation of a platform for quality of life. Social services are not something we do TO or FOR people, but rather a core value of the region. If the public, private and nonprofit sectors are involved in assessing and creating solutions to key problems, costs are reduced and we will all have more ownership in the quality of life we aspire to.

This paper is only the first step in a process that will require engagement and investment from citizens, businesses, and governments of the region. Our hope is that the recommendations of the Implementation Team will launch regional discussion leading to solutions, collaboration and will, ultimately, answer the question, “How do we build the region in which we want to live?”

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Introduction

The purpose of this paper is to examine the impact of changing demographics and growth on the delivery of social services across the seven county, East Central Florida region over the next 25 to 50 years. These changes are expected to influence economic development and the quality of life for the next generation of Central Floridians, while affecting those who have already made the region their home.

The first section talks about regional demographic and psychographic trends and the implications of a growing region on social service delivery. The second section provides an analysis of social services in a growing region and looks at the need to change the perspective of social services from a “safety net” to a source of “well being.” The third section discusses the causes and effects of social services in the region and takes a systems approach to improving delivery of social services as the region grows.

The fourth section presents recommendations to the *myregion.org* Board of Directors from the Demographics and Social Services Committee to enhance economic development and improve quality of life in a growing region.

In conclusion, the paper summarizes the major findings in each of the sections and makes recommendations to improve the overall regional quality of life.

I. Regional Demographic and Psychographic Trends: Implications

The seven-county region experienced extraordinary population growth in the second half of the 20th century causing enormous changes in the area's demographics and resulting impacts on the community. Between 2000 and 2050, Central Florida's population is anticipated to grow by 136%, nearly 200% above the national average. The additional 4,168,000 residents will impact every aspect of the region's quality of life - including the economy, environment, housing, transportation, education, health care institutions, cultural offerings, recreation, and social services. In addition, changing psychographics will reconfigure how quality of life is measured and how social and human services are valued - with many services shifting from a "safety net" designation to "source of personal wellbeing" designation.

While the methodological underpinnings of a fifty-year time horizon are somewhat murky and any planning scenario will be vulnerable to unforeseen circumstances, a greater understanding of the current situation will lay the predicate for discussion of future expectations.

Demographics and Impact

Few Central Floridians living here in the 1940s would have envisioned the transformations that reshaped the seven-county region. Once dominated by agriculture and beach-related tourism, the construction of Interstate 4 in the 1950s opened hundreds of thousands of acres of land to development and siting of facilities that have profoundly affected the region's economy and image - Martin Marietta's missile systems facility (now Lockheed Martin), Walt Disney World and Cape Canaveral (now the Kennedy Space Center). Central Florida gained a reputation nationally as the "land of opportunity" in the second half of the 20th Century and an international reputation as the place to come for wholesome family entertainment. Those, in turn, fueled soaring population growth.

By 2000, the region's population, once almost exclusively Caucasian and African American descent, had seen a wave of in-migration of Hispanics, Asians, Middle Easterners, English-speaking Caribbean Islanders and Creole-speaking Haitians. As of 2004, it was estimated there were at least

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165 different languages and dialects spoken in the seven-county area. Each demographic group has brought its own customs and culture, health issues, educational needs and economic expectations to the region. In 2000, the Hispanic population was 12.1% of the region's population and the fastest growing demographic group. The national average is 12.5%. Issues such as the development of "cultural competence" among immigrants, multi-cultural inclusiveness, culturally-specific services and equal access to jobs, health care and educational opportunities will be essential to the regions' quality of life for all population groups.

Increased multi-culturalism is now being matched by a change in the median age of the region's residents. Central Florida, known for having a younger population overall than many other areas of the state and nation, will see the median age rise from 39 to 50 years by 2020. With those 60 and above comprising the fastest growing population in Europe, the United States and Japan, Central Florida's elder population of 17.6%, already significantly above the national average of 12.4%, will escalate. "Senior services" - from assistance and support programs to Alzheimer's respite care, transportation for the disabled and a myriad of end of life care programs to meet seniors' needs - is expected to be the fastest growing segment of the social services category. At the same time, a growing number of seniors are raising their grandchildren or providing live-in day care, creating yet a different set of issues and needs within the community.

In 2000, those under 18 years of age comprised 23.5% of Central Florida's population, less than the national average of 25.7%, but now increasing as Hispanics continue to migrate into the area bringing larger families. Despite the poverty rate for the region in 2000 being slightly below the national average, 1999 data indicates it was substantially higher among children under the age of 18. The impact of growing up in poverty affects school performance, healthcare and ultimately workforce readiness for a region. Perhaps more alarming is the low birth weight data. In 2002, 8.95% of the region's babies were below 5 lbs. 8 oz. while the national average of 7.8% of newborns were low birth

weight in the United States. Low birth weight babies are often developmentally delayed and tend to have greater difficulties in school and a greater number of health issues than their peers.

Low cost housing has long been an issue in many parts of the region. The median cost of housing in 2003 nationally was \$147,275, identical to that in Central Florida. However, the national median per capita income came in at \$30,906 in 2000 compared to Central Florida at \$26,309. It is important to note that over the last several years housing costs have skyrocketed in Central Florida exacerbating the inability of the region's many low wage earners to afford a home.

Homeownership for many is precluded because of the employment patterns in the region. More than 50% of all jobs are in professional services, education, leisure, etc., and another 12.47% in retailing. Many of those jobs are in minimum or close to minimum wage occupations, especially within the tourism industry. This leads to enormous demand for rental apartments. One estimate is that a minimum wage earner making \$6.12 an hour in Central Florida would have to log 105 hours per week to pay for a two bedroom apartment. More than half of all renters in the seven-county region are reported to be "severely burdened" by housing costs spending more than 50% of their income on shelter. That is also true for about one third of all the region's homeowners, as well.

Lack of affordable housing puts enormous pressure on residents leading to stress that is often played out within the family as the result of living paycheck to paycheck. The elderly have often been faced with making the choice between shelter, food or medicine.

As the population continues to grow and cheap land disappears, the lack of low cost housing and associated impacts will only worsen if not addressed aggressively. The high cost of housing puts even greater pressure on the need for public transportation, especially to outlying areas where housing is cheaper, as well as for affordable health care.

What we see in the region is a significant portion of the population living at the edge of poverty and homelessness, even among some who appear to be living well. An injury, illness, or a layoff, even

a dramatic increase in the price of gasoline has the potential to create catastrophic impacts for an individual or family.

Psychographics and Impact

Psychographics and consumer preferences can change as quickly as the demographics of a region. Seniors are returning to urban areas after they retire looking for cultural events, institutions like hospitals, recreation, and nightlife. Aging Americans travel in greater numbers than they did in past generations Central Florida is a popular destination – and they are in better health and more likely to exercise. Through AARP, many seek a voice on issues of importance to themselves, their peers and families.

Quality of life expectations are not only changing for senior citizens, they are changing for those of employment age, as well. Among those of working age, job security and high pay are not the motivators they once were - 48% “work for a feeling of real accomplishment.” An “erosion of the work ethic” is reported by 55% of top executives surveyed by the Conference Board, while two out of three workers queried by the Conference Board “aren’t motivated to drive their employer’s business goals.” Generation X and post Baby Boomers are reported to work only as a means to an end - money, fun and leisure.

Both these shifts lead to the conclusion that the quality of life will closely relate to feelings of “personal well-being” and that institutions and governmental entities will be looked to as sources of services that support personal wellbeing. All income groups will expect the services they need to support the health and wellbeing for themselves and their families to be available. The concept of a “social service safety net” will no longer be perceived as something necessary only for the poor, but redefined as the “source of personal well being” for each resident.

II. Reframing Social Services in a Growing Region

Devolution and the Changing World of Nonprofits

Historically, social services have been valued as a safety net, existing solely to create a buffer of support to those in crisis, so that critical needs were not jeopardized (e.g., food, shelter, clothing). Both the formal and informal safety nets were funded by those who were well off to serve the needs of those less fortunate. All the great religions of the world including Buddhism, Christianity, Hinduism, Islam, and Judaism encouraged charitable giving and provided aid to the less fortunate.

Institutionalized social service programs date back to ancient societies, including Greece and Rome, where state-sanctioned measures aiding the sick, the poor and the disadvantaged were created as a result of disintegrating familial and cultural support networks. During Europe's Middle Ages, an elaborate network of alms houses, hospitals, and orphanages was supported by donations from the rich and by church collections. With the rise of the modern nation-state, however, secular governments supplanted religious authorities as the primary philanthropic agencies.

Welfare is the modern day example of the government's role in social services, with the primary purpose of satisfying basic human needs, on a broad scale, to low income citizens and the disabled, through public funding. Local and national social service agencies come into play to satisfy needs not met by the welfare umbrella of programs, or to enhance existing programs. Today, however, many governments are trying to shift funding responsibility and social service delivery back to religious institutions and corporate and individual philanthropy via nonprofits at a time when quality of life expectations and demands on social services are increasing rather than decreasing.

Social Services: Safety Net to Source of Well Being

Framing a dialogue about Quality of Life issues poses challenges, as Quality of Life is often a rather indistinct term. It is usually defined by an individual in very personal terms to connote the

abundance or scarcity of that which he or she holds dear, and has as much to do with people, as it does the place in which we live.

Placing social services within a Quality of Life dialogue is yet more polarizing, largely fracturing along lines of race and class: the conventional wisdom being that low income and minority citizens need social services, the well-to-do do not. The reality, however, is that while usage of social services tips somewhat to lower income brackets, these services are available to, and used by, people at every income level.

The Social Services include a large component of services and direct care that many people don't consider to be social services such as - the American Red Cross, Scouting, and blood banks. Social services are also provided by agencies not part of the non-profit sector. Social service organizations provide such programs as: literacy - an ever increasing issue compounded by the dramatic regional change in ethnicity; end-of-life care and senior programs - particularly given our rating as first in US senior populations; after-school programs - that keep our children safe and focused, and youth sports and activities - where our children learn to be leaders, and public transportation services - specifically for the elderly and disabled.

Social service agencies have grown to become more than a safety net that helps the economically challenged sustain basic quality of life. While specific social service programs may only be available on an income qualified basis, these are services that people take advantage of everyday, regardless of how much they earn. By the year 2050, it is theorized that well developed social services networks will be a necessary component of quality of life at any income level. Looking forward 25 to 50 years, broader utilization is expected to grow exponentially, as our collective mindsets morph from social services as safety net, to social services as standard expectation, integral to our basic quality of life.

In addition, the region's changing demographics, will have significant impact on the type, availability and delivery of social services. Increased multi-culturalism, increased median age and

changes in the basic structure and size of the family will impact social services a variety of ways that must be considered as we look to improve quality of life by evaluating and addressing community issues collectively.

"What's important is we, as a society, recognize that social services are not something we do to or for people. Social services are at the core of our values, not at the back of our wallets."

Mark Brewer...President & CEO, Community Foundation of Central Florida

III. Cause and Effect: Core Issues and Outcomes of Social Services on the Region

Our current social service methodology is reactive in nature - focusing on the effects residents experience rather than proactively addressing the underlying causes. It was the conclusion of the Demographics & Social Services' Implementation Team that a new planning model and delivery system would be required to meet the challenges ahead. To that end, it began a deliberative process to identify the kind of planning and delivery system models that could protect and enhance regional residents' quality of life.

With the region's population more than doubling to 7.2 million by 2050, it unrealistic to think that the seven counties can make up the existing social services deficit or keep abreast of future social service needs using current, social service planning methodology. This is especially true in view of the governmental trend toward devolution, which creates an additional resource deficit.

Current social service planning, collaboration, and funding mechanisms combine to threaten Central Florida's future quality of life if we don't recognize the impact growth will have. The current shortfall in human service availability in East Central Florida, the advent of devolution and other constraints on future funding, medical economics, dynamic population growth, and changing demographics and psychographics are reshaping the region's social services needs and consumer expectations.

Methodology

To identify the causes that, if addressed, would have the greatest impact on the social service needs in the future, the Demographics & Social Services Implementation Team assessed the issues of highest priority including systemic failures such as lack of public transportation and affordable housing; hurricanes and other Acts of God; transience of the population; cost of medical care, growth of the aging population, jobs, and the economy.

From the approximately 65 service issues, a list of 25 was selected: 15 key issues and 10 sub-issues. They were assessed with an emphasis on the expected impact from demographic and economic changes in the region over the next 20 to 50 years. In that process, the 25 were then combined/winnowed down to 13 core issues (many combine to cause other social problems):

- 1. Transience of population - now and in the future (making Central Florida your home)**
- 2. Healthcare (general, access, uninsured, Medicare/ Medicaid issues)**
- 3. Mental Health**
- 4. Homelessness and affordable housing**
- 5. End of life care**
- 6. Transportation (access and affordability)**
- 7. Disaster recovery plans related to social services**
- 8. Domestic violence**
- 9. Public policy related to social services**
- 10. Impact of expected demographic changes - Elder services**
- 11. Literacy (cultural competence)**
- 12. Labor - assistance finding jobs**
- 13. Substance abuse**

A Source Problem Analysis was then undertaken to identify the causal relationships among them and which impacted the greatest number of the others. Experts from across the region were invited to participate in discussions to prioritize those that had greatest impact on the entire set of issues and identify the core causes of the vast majority of social service needs (Appendix E, pg. 40)

Findings

The Source Problem Analysis categorized the 13 core causes of social service needs in the following rank order:

- 1. Transportation (access and affordability)**
- 2. Homelessness and affordable housing**
- 3. Impact of expected demographic changes - Elder Services**
- 4. Healthcare (general, access, uninsured, Medicare/ Medicaid issues)**
- 5. Public policy related to social services**
- 6. Literacy (cultural competence)**
- 7. Mental Health**
- 8. Labor - assistance finding jobs**
- 9. Substance abuse**
- 10. Disaster recovery plans related to social services**
- 11. End of life care**
- 12. Domestic violence**

13. Transience of population - now and in the future (making Central Florida your home)

Further refinement of the priority list resulted in the following prioritization of core causes:

- 1. Transportation (access and affordability)***
- 2. Homelessness and affordable housing***
- 3. Impact of expected demographic changes***
- 4. Healthcare (general, access, uninsured, Medicare/ Medicaid issues)***
- 5. Public policy related to social services***
- 6. Literacy (cultural competence)***
- 7. Mental Health and substance abuse***
- 8. Workforce issues related to social services***
- 9. Disaster recovery plans related to social services***
- 10. End of life care***
- 11. Domestic violence***

The top three issues with the greatest impact on social service needs among the final 11 all had multiple impacts. Affordable/accessible transportation was identified as affecting residents' ability to get and hold jobs, attend schools and colleges, access medical and mental healthcare and social services, and disaster recovery. These in turn affected homelessness, substance abuse, mental health, domestic violence and literacy. Homelessness and lack of affordable housing were seen as exacerbating domestic violence, substance abuse and mental health problems, and as affecting disaster recovery and end of life care. End of life care, for example, was seen as having a more limited, though none-the-less significant, impact.

Once the highest priority core causes were identified, the question then became how to plan for and manage social services in the future in order to most cost-effectively address the core causes and their impacts.

IV. A Systems Approach to Prevention

An assessment of the core causes of the majority of social service needs in the region: transportation affordability and access - homelessness and affordable housing, and demographic changes - immediately raised the question of who or what entity was responsible for addressing them. The answer was found to be the public, private and independent sectors. No one sector had either sufficient resources to address a core cause fully or exclusive ownership of it.

If the region's quality of life is to be maintained and improved in the face of rapid growth, viable solutions to the core causes of the region's social service needs in the face of devolution, escalating health care costs, and limited resources will require a new approach in the public policy arena. That means bringing the public, private and independent sectors to the table to plan and implement preventative measures and mitigations. A systems approach leveraging the expertise and resources of all will be required.

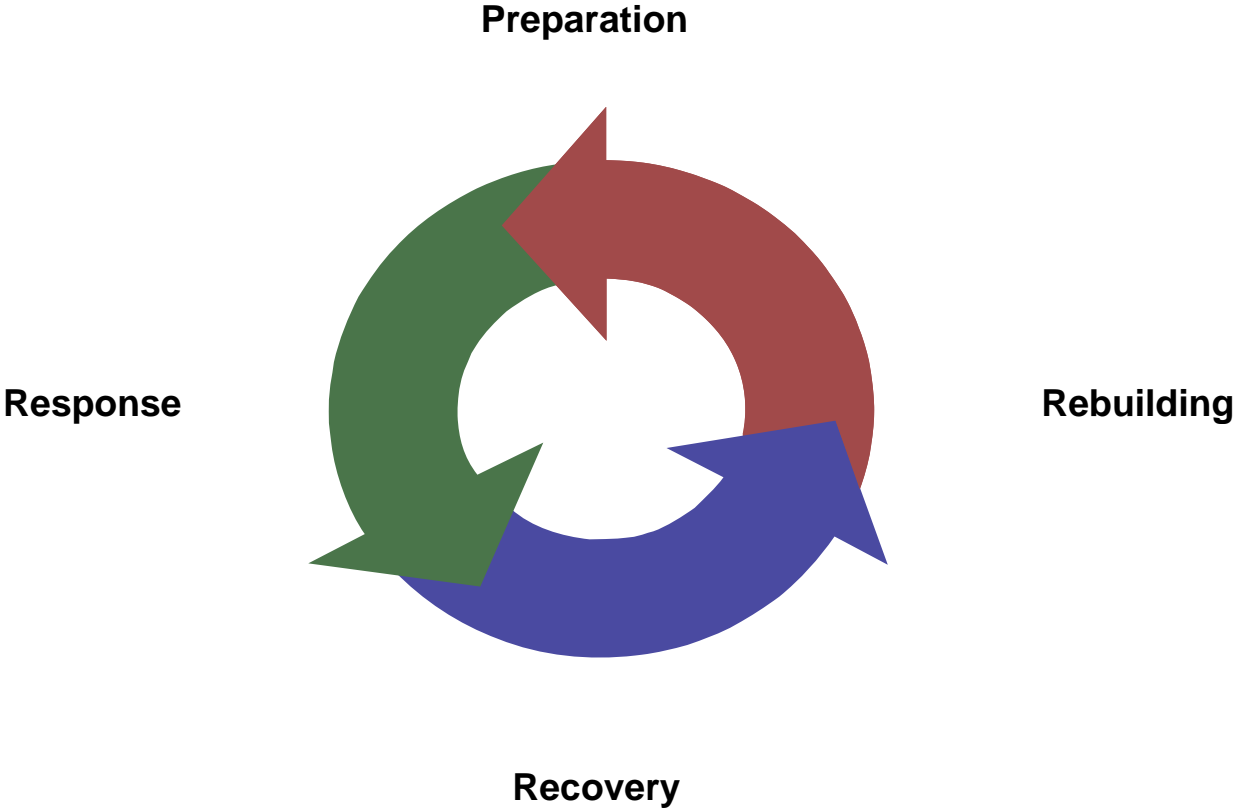
*Social Services will continue to be a core component of the independent sector,
but no sector will be solely responsible for social services.*

Public/Private, Public/Independent and Private/Independent sector partnerships and collaborations are already in place and contribute significantly to the quality of life of the region. Partnerships internal to each sector are the norm for the public sector and fast becoming the norm in the private and independent sectors, as each feels increasing pressure to do more with less, reduce duplication of effort and leverage resources.

The Demographics & Social Services Implementation Team searched for best practices in social service planning and delivery and in collaborative efforts that addressed the core causes under study. However, it was recognized that many states were looking to Florida for innovative solutions to problems, because Florida was already successfully confronting issues that loomed in their futures. This became especially clear in the aftermath of Hurricane Katrina. Experts from Florida's state and

local governments and nonprofits were invited to assist and/or deployed to the affected states to help mobilize response and recovery. At the same time, it was shown that major corporations delivered water and other hurricane relief supplies more effectively to the devastated states than the Federal or state and local governments were able to do.

The disaster recovery system in Florida, a collaborative effort among public, private and independent sector entities including the federal government, State of Florida, Counties, Cities, American Red Cross, United Ways, community-based leaders, and faith-based organizations was found to provide the best working example of, and template for, a social service planning and implementation methodology for the region. While the system is not perfect, it has proven effective after the hurricanes of 2004 and 2005. The lessons of hurricane Katrina are clear: Social Services must be addressed systemically BEFORE a major disaster tests the region’s ability to cope with the aftermath.



One important area for action is the role of all three sectors in Preparedness. Historically, communities have expected the state government to take leadership responsibility during the preparedness and immediate aftermath of a disaster. After the storms of 2004 and 2005, we have learned the importance of coordination among nonprofit service providers and the American Red Cross has taken a leadership role in training citizens about how to prepare a disaster plan. Other social service leaders can play a role in the preparation phase to reduce the impact of hurricanes on at-risk populations. As the situation moves from Response to Recovery and Rebuilding, all three sectors can collaborate more effectively and share the leadership role.

Hurricane Preparedness, Response and Recovery and Rebuilding services are needed by every income group, as are end of life care and programs for victims of domestic violence. They clearly demonstrate the need for broad-based social services to support the region's quality of life.

Social Services can no longer be considered as solely a safety net, but must be viewed as a fundamental role of all three sectors in the region supporting the sense of well being and quality of life for families, employees and tax payers.

Another key finding of the study of best practices here in the region and throughout the country revealed:

Social Service delivery will become more Grassroots-Driven.

The Lake-Sumter United Way/Salvation Army's Human Care Network (HCN); developed by establishing working partnerships with the Faith Based Community, has created neighborhood-based service centers to assist those in need. The Human Care Network will ensure that its residents' fundamental needs will be met. This delivery/access point to residents will be the platform or vehicle that providers of Health and Social services can use to deliver needed services. Where certain service providers cannot bring timely services to the grassroots sites, computer terminals will enable distance service delivery and instant agency interaction with clients.

Close working collaborations; with Second Harvest Food Bank of Central Florida, The Jean Reeves Trust, Local County Governments, Lake County EMS, Lake & Sumter County Health Departments, Sumter County Transit, Law Enforcement, State Organizations (DCF/Work Force), private corporations (Publix) and nonprofit service providers.

Public Policy Impact

The public and private sectors have collaborated in Central Florida on a number of issues and initiatives over the years, such as the Economic Development Commission of Mid-Florida, Inc. The public sector looks to and funds some social services delivered by the independent sector. However, the independent sector has often been absent and overlooked when public policy initiatives are under development. This results in a loss of expertise during the deliberations and constraint on creative problem solving that can lead to less than successful public policy initiatives and costly, unintended consequences.

All three sectors need to be at the table to discuss and develop the public policy and solutions that will address the core causes of the social service needs facing the region's and state's residents.

The Florida Philanthropic Network, a coalition of leading Florida grantmakers in the state, has championed the importance of inclusion of nonprofit (independent) sector leaders in public policy dialogue and debate. Their research documents the key contributions of the state's nonprofit sector in determining Florida's economic development potential. Individuals that we wish to recruit and retain in Florida are attracted by opportunities for education, quality health care, the arts, and the social services provided by nonprofit sector organizations. Therefore, Florida Philanthropic Network President, Pam Peters says, "it behooves us to promote cooperation and collaboration among business, government and nonprofit organizations and to convene representatives from the three sectors for development and implementation of effective public policy."

The independent sector in the State of Florida has earned the right to be an equal partner in the public policy arena. According to the Florida Philanthropic Network's study *Economic Contributions*

of Florida Nonprofit Organization: A Resource for the Public Good prepared by public sector Consultants, Inc., in April 2002, the independent sector in Florida numbers in excess of 50,000 and comprises the sixth largest source of employment among industry categories. It provides approximately 430,000 direct and 360,000 induced jobs; has more than \$43 billion in annual income from all sources and controls assets exceeding \$63 billion. Its 88 million volunteer hours equal the work of more than 42,000 additional fulltime employees.

Like the Florida Philanthropic Network, *myregion.org* can educate and inform all three sectors on the importance of partnering to solve the challenges facing the region and advocate on behalf of any one of the three that might be missing from the debate.

Stimulating Synergies and Strategic Solutions

myregion.org, by its very nature, is an example of a successful collaborative among the public, private and independent sectors. Through an ongoing visioning project, *myregion.org* promotes collaborative and supportive relationships among members of the public, private and independent sectors throughout the seven counties that will result in solutions for core issues confronting the region. Stimulating synergies and the development of strategic solutions is at the core of everything *myregion.org* undertakes. And just as hurricane preparedness and response is handled by an evolving collaboration of entities, so are issues raised by the *myregion.org* project.

Since “knowledge is power,” Appendix A provides examples of Best Practices identified in the literature for social service planning and methodology. Each illustrates a strategic solution and can be used as a benchmark in planning.

The challenge with collaborative efforts is to bring members of the public, private and independent sectors to the table in effective and productive ways.

The Implementation Team found that leadership in the seven counties should:

1. Expect broad collaboration and planning among all three sectors and institute incentives to achieve and disincentives for failure to achieve collaborations.

2. Focus on a Vision rather than problem-solving. Social Service delivery problems we face today may be drastically different tomorrow. The Implementation Team recommends the leadership and collaborators draft a vision for the region we want rather than a plan to fix current issues that will be impacted by growth and changing demographics.
3. Measure impact.
4. Invest in infrastructure and collaborations.
5. Engage the region in a better understanding of the connection between social services and quality of life.
6. Take ownership for their role in, and responsibility to, the process

In addition, the Demographics & Social Service Implementation Team recommends the following to establish and grow a culture of collaboration among the three sectors:

Recommendation #1

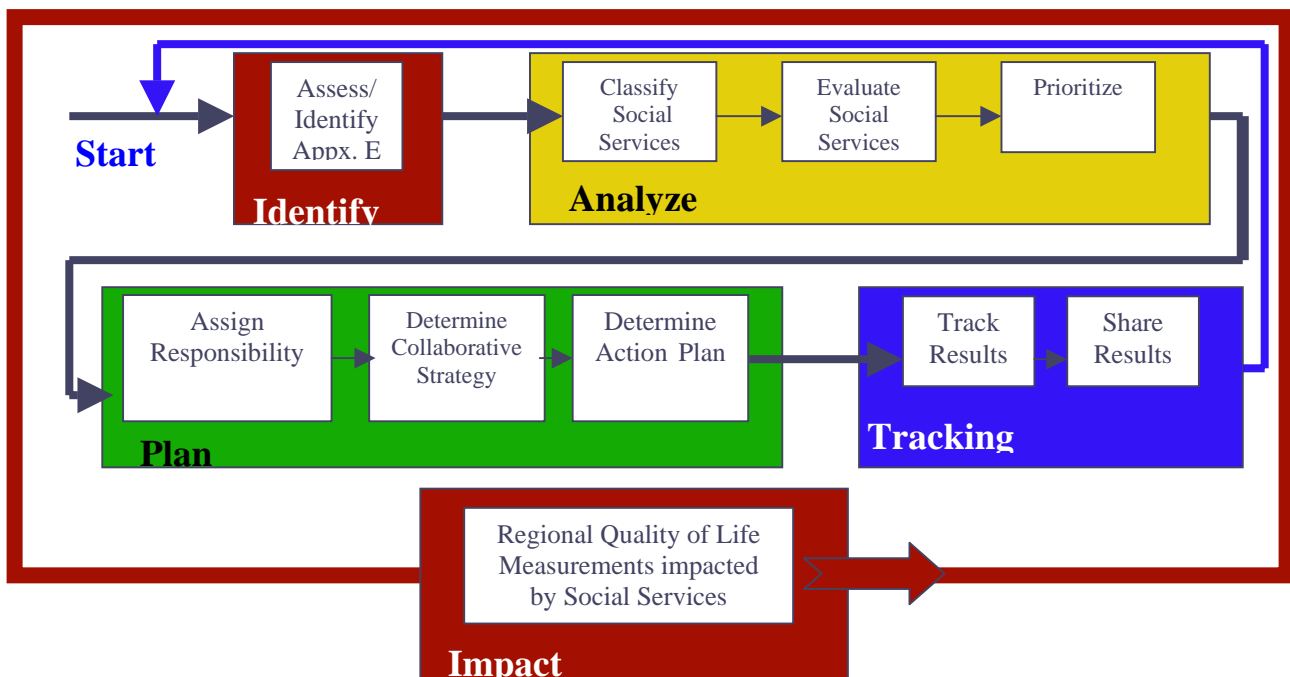
Create a Region-wide Human Services Alliance

1. Incubate at *myregion.org* with a five-year vision
2. At least 30 members - 3 each from the seven counties

Include members of the public, private and independent sectors with representation from:

- State and Local Government Agencies: Florida Division of Emergency Management, local agencies with jurisdiction over health, labor, housing, child welfare, human services, law enforcement, and mental health.
- Private Organizations: Hospitals and health care providers, food distributors and retailers, emergency facilities, transportation companies.

- Nonprofit Organizations: Organizations that provide human services, the five regional United Ways, American Red Cross, Second Harvest Food Bank, and Salvation Army.
 - Faith-Based Organizations that provide human services: Catholic Charities, Lutheran Disaster Response, Presbyterian Disaster Services, Southern Baptist Disaster Relief, Jewish Family Services, and local religious groups.
 - Community-Based Leaders and Organizations: Social Service providers, those with expertise in special needs populations or other vulnerable groups.
3. Year One Focus on the Social Service issues around Preparation and Response from disasters, with an emphasis on the homeless and at-risk populations.
 4. Facilitate collection and sharing of data.
 5. Create regional strategies.
 6. Design a regional tracking system of social services using a Web-based tool.
 7. Year 2 - 5 Focus of Alliance on designing best-practice collaborative models for Social Service delivery models.



Recommendation #2

Engage all three sectors

1. Private sector: Corporate and small business can provide resources and expertise to the public and independent sectors by offering “loaned executives” to assist in planning. Independent sector and public sector boards should recruit representatives.
2. Include Social Service outcomes in private and public sector planning. Business and government leaders should include social service and quality of life measurers in their strategic planning, and measure the impact and influence of participating with more than money in quality of life issues related to Social Services.
3. Leadership programs across the region should include planning discussions involving social services and quality of life elements in their programs. Include measurement of the impact of influence and investment. Focus on collaboration between all three sectors. Model programs that incent employees who are engaged (volunteer) and invest (make contributions).
4. Bridge the sectors by convening discussions with leaders from all three sectors. Focus discussions on the importance of access to Social Services for employees and housing issues. Connect State plans with corporate and nonprofit strategies. Share data from Social Service assessments, project outcomes, and planning sessions across all three-sectors using the *myregion.org* platform. Each sector should engage the other sectors in the implementation of all Social Service related projects.

Best practices can play a role in maximizing resources, providing examples for the type of collaborations that need to be created to help mesh Social Services and their delivery across the seven-

county region. Best practices, however, are not designed for exact replication, but rather to stimulate ideas. It is the hope of this Implementation Team that the best practice examples from across the United States presented in Appendix A will be used to stimulate discussion and planning the pieces of a system that will meet our regional needs in the future.

Conclusion

A host of demographic trends affecting East Central Florida will result in a shift from Social Services as a safety net, to these services as a key component of the region's quality of life and residents' sense of wellbeing. Because of devolution of services and limits on resources and expertise, no single sector of the economy, public, private or independent can be expected to provide or should be solely responsible for providing the social services the region currently needs or those it will need in the future. The region can preserve and enhance the quality of life of its residents only if all three sectors bring their resources and expertise to bear to deploy the social services their residents require.

It is also clear that a cookie-cutter approach or the regionalization of social services should not be the goal for the East Central Florida region. Such an approach lacks the flexibility to meet the needs of diverse local communities and diverse populations within those communities. Instead, communication, cooperation and collaboration will become increasingly important in deploying social services effectively across the region. The key to the success of this endeavor will be the ability and willingness of the three main sectors - public, private and independent - to work together. A prototype for the kind of collaboration envisioned can already be observed in the disaster preparedness and recovery system that operates so effectively in the State of Florida.

As inventor Dean Kamen has proven with his collaborative approach to inventing solutions for common problems, the next 50 years will be about ideas and not restructuring our current approaches. Our quality of life will depend on the region's engagement, collaboration and investment. The clock is ticking.

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Appendix A

Maximizing Resources and Impact through Best Practices

I. Transportation

CEO Interview: John Shermyen - LogistiCare Inc.

The Wall Street Transcript Corporation. Wall Street Transcript. New York: Jun 13, 2005. pg.1

Abstract: John L. Shermyen is president, chief executive officer and founder of LogistiCare, Inc., the nation's leading provider of specialized transportation network management. In an interview he discusses various aspects of the business. At the moment the business model is primarily focused on healthcare services, so that the company ends up as the single point of contact, the gatekeeper, if you will, to check eligibility, provide the 'connection' services for clients. Most of the clients today are Medicaid recipients, members of the disability community or senior citizens. The model really is built around a proprietary piece of technology that handles all the access points to this system, and from that point forward, LogistiCare deals with all of the logistics of getting somebody from point A to point B, getting them to whatever social services they need, healthcare services or even taking a clinician or a service provider to somebody's home.

II. Literacy

Three Winston-Salem, N.C.-Area Groups Plan Economic Literacy Classes

Fran Daniel. Knight Ridder Tribune Business News. Washington: Mar 12, 2004. pg.1

Abstract: Consumer Credit Counseling Service of Forsyth County, a nonprofit United Way agency; Temporary Resources, a staffing company and Work First service provider; and the Forsyth County Department of Social Services started their second series of classes as a pilot program this week and plan to offer more. "The three-way partnership between the Department of Social Services, Consumer Credit Counseling Service and Temporary Resources is ideal because it addresses the needs of the participants in a comprehensive manner," Sara Keville, the director of Temporary Resources, said yesterday. "So from preparing them to get a job, getting a job and managing the money they will earn, that's why this partnership is ideal."

How integration of Services Facilitates Family Literacy

Jeffrey Roth, Corine Myers-Jennings, Daniel W Stowell. Journal for a Just and Caring Education. Thousand Oaks: Oct 1997.Vol.3, Iss.4; pg.418, 15 pg

Abstract: Roth et al describe how integration of services in one Even Start program facilitated family literacy.

Donated PCs May Open Doors for Rescue Mission Residents

Aven, Paula. The Denver Business Journal. Denver: Jan 22, 1993.Vol.44, Iss.19; Sec.1. pg.33

Abstract: Marvin Butts was on his way from Florida to California when he happened upon the Denver Rescue Mission's literacy education program. The 33-year-old former handyman was so taken by the program, he decided to stay. "I like the atmosphere and disciplined regimen for students," said Butts, who recently took his education a step further by enrolling at Emily Griffith Opportunity School to pursue an associate's degree. "I scored pretty high on their entrance test, but without this program I wouldn't have," he said.

A Conversation with C. Everett Koop, MD: Let's Form a Circle

Flower, Joe. The Healthcare Forum Journal. San Francisco: Nov/Dec 1992. Vol.35, Iss.6; pg.30, 7 pgs
Abstract: C. Everett Koop, former surgeon general of the US, has a new cause in bringing together health and education. He is working with the Carnegie Foundation for the Advancement of Teaching in an attempt to ensure that all US children enter school physically and mentally ready to learn. The Ready to Learn Council, composed of 27 to 28 child advocacy agencies, was formed to accomplish this task. There is a Ready to Learn bill going through Congress that provides for various kinds of benefits for children. States are being encouraged to work with the Council to form programs. Koop would also like to see action coming from the grassroots level. From past experience, he knows that by talking to PTAs, church groups, and civic organizations goals can be achieved. The healthcare industry can play a role by being aware of the substantial number of deprived children. The healthcare industry also can provide special clinics and special attention for those in need. One of the healthcare reform trends taking place is that charitable foundations are discussing the marriage of health and education.

9th Poorest in World But Literacy and Social Services Match U.S.

Peacock, Chris. The St. Louis Journalism Review. St. Louis: Dec 1991. Vol.21, Iss.142; pg.5
Abstract: If it were a separate country, the Indian State of Kerala, which has a GNP of about \$182 per person, would be the world's ninth poorest. Yet all 29 million people in Kerala have access to health care, while their literacy and life expectancy approach that of the US.

Supporting Teens in Chicago's Humboldt Park

Abbate, Nancy M. Children Today. Washington: Jan 1990. Vol.19, Iss.1; pg.4, 4 pgs
Abstract: In Chicago IL's Humboldt Park, a predominantly Hispanic, low-income area, teen mothers are acquiring parenting and literacy skills, as well as a supportive social network. Teens Adapting to Parenting (TAP) is a demonstration project that uses a bicultural approach in conjunction with the community.

Communities for the New Century

Ann Peterson Bishop, Journal of Adolescent & Adult Literacy. Newark: Feb 2000. Vol. 43, Iss. 5; pg. 472, 7 pgs
Abstract: Bishop offers four suggestions that may help in the design and implementation of community services devoted to computer access and training in low-income neighborhoods. These suggestions are the result of the Our Community Networking Initiative.

III. Housing

With Help from Mama

Anonymous. People. New York: Aug 15, 2005. Vol.64, Iss.7; pg. 95, 1 pg

Abstract: [Rocio Ramirez] is one of more than 100 immigrants who've gotten help from [Sandi Romero], 50, a former housing activist who runs a job-training program in her restaurant, Mama's hot Tamales Café. "After losing my husband, I wanted to help other women," says Romero. Drawn to the café by social service referrals, about 30 participants at a time spend a year working in the café and taking free business classes.

Affordable-Housing Management: The Many Benefits of the DIY Approach

Rebecca Clark. Multi - Housing News. San Francisco: Mar 2005. Vol.40, Iss.3; pg.42, 1 pgs

Abstract: A non-profit affordable-housing developer, SoCal Housing's capacity to offer these activities and services to residents and community members stems from our organization's having its own in-house property management department to support our social-services mission.

Listening, Learning and Making Change

Joanne McNally, Caroline Humphreys. Housing, Care and Support. Brighton: Dec 2004. Vol.7, Iss.4; pg.32, 5 pgs

Abstract: This article sets out to describe the approach that Caer Las has adopted to evaluating its delivery of services to vulnerable people. It attempts to capture the work undertaken to develop a service evaluation system that is congruent with the organization's core values. It highlights the challenges and dilemmas that emerge when a route is taken which doesn't always sit comfortably with a burdensome, prescriptive regulatory framework.

Can't Do It Alone: Housing Collaborations to Improve Foster Youth Outcomes

Miryam J. Choca, Jedediah Minoff, Lyn Angene, Michele Byrnes, et al. Child Welfare. Washington: Sep/Oct 2004. Vol.83, Iss.5; pg.469, 24 pgs

Abstract: Research documents that youth transitioning out of the foster care system experience a variety of negative outcomes, including homelessness. Housing collaborations, which aim to comprehensively address resource and service needs for transitioning youth, including permanent connections, education, and employment, have resulted in innovative programming and forged new relationships among child welfare, social service and housing developers, and providers. This article describes the partners, models, and resources several collaborations used and their progress and outcomes; shares insights gained; and explores productive directions for future work.

Housing Plus Services: Supporting Vulnerable Families in Permanent Housing

Carol S Cohen, Elizabeth Mulroy, Tanya Tull, Catherine White, Sheila Crowley. Child Welfare. Washington: Sep/Oct 2004. Vol.83, Iss.5; pg.509, 20 pgs

Abstract: The importance of integrating services with housing to help low-income families achieve stability is gaining recognition. The variations in types of existing housing and service initiatives have produced a complex language with multiple meanings and overlapping definitions. The National Low Income Housing Coalition proposes the umbrella term housing plus services to refer to these programs. Following a review of the literature on the relationship of housing to child well-being, the article discusses and illustrates the National Low Income Housing Coalition's principles for and typology of housing plus services.

Reunifying Families, Cutting Costs: Housing-Child Welfare Partnerships for Permanent Supportive Housing

Deborah S Harburger. Child Welfare. Washington: Sep/Oct 2004. Vol.83, Iss.5; pg.493, 16 pgs

Abstract: In the absence of an adequate supply of affordable, quality housing, child welfare agencies are placed in the unenviable position of separating families to protect children from the debilitating effects of homelessness. This article presents recommendations for cost-effective housing-child welfare partnerships that will shift the burden of providing adequate housing back to housing agencies. These partnerships have the potential to move child welfare agencies closer to achieving permanence and well-being for all children.

Lapham Park Venture, Milwaukee

Michael Davidson. Planning. Chicago: Apr 2004. Vol.70, Iss.4; pg.18, 1 pg

Abstract: Milwaukee's Lapham Park is unusual public housing. Because of a program known as the Lapham Park Venture, some of the city's most vulnerable residents can now age in place with access to a full range of health care and other services in an environment that is both socially and aesthetically stimulating. APA recognizes the Lapham Park Venture with the 2004 National Social Advocacy Award. Created in 1993, the Venture is a synergy of public, private, and nonprofit investment, drawing

on the contributions of experts and practitioners in housing, medicine, social service, gerontology, and architecture and design. The Venture's program of consumer-focused health care has produced results. Nursing home placements have fallen from five to less than two percent a year. Some 75 percent of residents have their needs met at the facility. On-site services for independent living permit 96 percent to age in place.

No Place Like Home

Carrie McVicker Seth, Ruth White. Children's Voice. Washington: Mar/Apr 2004. Vol.13, Iss.2; pg.35, 2 pgs

Abstract: Seth and White present the story of a single-parent within the child welfare system. Through a partnership between the treatment program, the local child welfare agency, and the local public housing authority, the community offered those single-parents a housing subsidy and the supportive services they needed to make reunification with their children a success.

IV. Impact of Changing Demographics

Comprehensive Community Initiatives: A Rural Perspective

Lori Messinger. Social Work. New York: Oct 2004. Vol.49, Iss.4; pg.535, 12 pgs

Abstract: This article challenges the notion that the comprehensive community initiative (CCI) is a singularly urban intervention strategy by comparing a rural comprehensive initiative with the literature on urban CCIs. Characteristics of CCIs in urban settings are discussed and compared with Warren Family Institute (WFI), a demonstration project in rural North Carolina. Findings support the thesis that the CCI has been implemented and found effective in rural settings. The author presents a comparison of the common complications faced by urban CCIs with those encountered during the planning, implementation, and evaluation of WFI. Differences between these two CCIs were rooted in demographic, geographic, and socio-historic distinctions between rural and urban settings. Substantial similarities were seen between rural and urban CCIs, which suggest the need to broaden the discussion on CCIs to include research on rural initiatives in the CCI literature.

Recognizing Diversity and Moving toward Cultural Competence: One organization's Effort

Donna Yee, Carmelite Tursi. Generations. San Francisco: Fall 2002. Vol.26, Iss.3; pg.54, 5 pgs

Abstract: This article describes the effort undertaken over the past decade by a national professional membership organization to respond to the demographic diversity among older adults in the United States and the workforce that provides services and programs for them. The organization's goal was to recognize diversity and develop competence in responding to it.

My Work

Dave Morris. Working with Older People. Brighton: Mar 2005. Vol.9, Iss. 1; pg. 41, 3 pgs

Abstract: Morris talks about his role as a regional care and support manager in Guinness Trust, one of the oldest social housing providers in the UK, and how the trust is adapting to its changing environment. Among other things, he details the trust's developed care and support strategy, which aims to meet the regulatory requirements of Supporting People and Care Standards, as well as improve its services to its tenants.

Extra Care Housing: Remodeling for the Future

Tony Clarke. Housing, Care and Support. Brighton: Dec 2004. Vol.7, Iss.4; pg.9, 4 pgs

Abstract: As our population grows older and we see a new generation of older people demand services tailored for individuals, service providers have to be increasingly responsive in providing what people want and need, rather than what organizations decide to provide. The growth of Extra Care housing forms a key part of this change, offering a comprehensive housing and care service which aims to meet a range of needs in one local resource. Much of the new provision of Extra Care housing is developed from existing sheltered housing schemes. Remodeling existing schemes brings many challenges, but has significant benefits for both individuals and local communities.

Poverty and Low Income: Tackling the Under-claiming of Welfare Benefits for Older People

Lynne Davey. Housing, Care and Support. Brighton: Jun 2004. Vol.7, Iss. 2; pg.32, 4 pgs

Abstract: The challenge of poverty and low income is a key issue for organizations concerned with groups of the population at risk of social exclusion. In particular, poorer older people who qualify for benefits remain the largest group most likely not to claim those benefits. Here, Davey highlights how Housing 21's work has really made a difference to the lives of older people and suggests what more need to be done.

V. Social Services as Related to Public Policy

Proximity to Service Providers and Service Utilization among Welfare Recipients: The Interaction of Place and Race

Scott W Allard, Richard M. Tolman, Daniel Rosen. Journal of Policy Analysis and Management. Hoboken: Fall 2003. Vol. 22, Iss. 4; pg. 599

Abstract: Currently, welfare programs coordinate a range of services to support work among welfare recipients and help them overcome barriers to employment. This paper considers the relationship between spatial proximity to and utilization of support services among welfare recipients. Accessibility of mental health and substance abuse service providers among welfare recipients examined in the three-country Detroit metropolitan area and the relationship between mental health service accessibility and mental health service utilization among welfare recipients considered. Not only does access to service providers vary significantly across the metropolitan area by race and place, but these analyses reveal that greater spatial proximity to service providers increases the probability the welfare recipients will receive services. When controlling for access to providers and individual-level characteristics, we also find that African American welfare recipients are about half as likely to use mental health services as white recipients.

VI. Mental Health & Substance Abuse

Fragmented Services, Unmet Needs: Building Collaboration between the Mental Health and Domestic Violence Communities

Carole Warshaw, Ada Mary Guggenheim, Gabriela Moroney, Holly Barnes. Health Affairs. Chevy Chase: Sep/Oct 2003. Vol. 22, Iss. 5; pg. 230

Abstract: the Domestic Violence and Mental Health Policy Initiative (DVMHPI) is an innovative project to address the unmet mental health needs of domestic violence survivors and their children and to develop models that integrate clinical and advocacy concerns. Overseeing a network of more than fifty community-based mental health, domestic violence, substance abuse, and social service agencies, as well as city and state officials the DVMHPI promotes collaboration and provides training and

technical assistance to improve the capacity of local service systems to address the traumatic effects of abuse. This report highlights the importance of generating funding streams that promote collaboration.

Meeting Complex Needs in Social Care

Jennifer Rankin, Sue Regan. Housing, Care and Support. Brighton: Sep 2004. Vol.7, Iss. 3; pg. 4, 5 pgs

Abstract: Too many health and social care services are failing to meet people's complex needs. In this paper, 'complex needs' is presented as a framework to help understand multiple interlocking needs that span health and social issues. The concept encompasses mental health problems, combined with substance misuse and/or disability, including learning disability, as well as social exclusion. The paper outlines a strategy for promoting the well-being and inclusion of people with complex needs. At the heart of this strategy is a new kind of delivery model: connected care centers, a type of bespoke social care service, a model which has been endorsed by the Social Exclusion Unit (SEU). In addition, the paper describes how new responses from existing services can promote better support for people with complex needs, such as a reformed commissioning process and a new 'navigational' role for the social care worker.

Parent-Training Programs in Child Welfare Services: Planning for a More Evidence-Based Approach to Serving Biological Parents

Richard P. Barth, John Landsverk, Patricia Chamberlain, John B Reid, et al. Research on Social Work Practice. Thousand Oaks: Sep 2005. Vol.15, Iss. 5; pg. 353

Abstract: Child welfare service agencies provide parent training as part of their legally mandated responsibility to provide services to assist families to keep their children at home or to achieve reunification. The use of parent-training programs for families in the child welfare system has undergone relatively little examination. Mental health, special education, and juvenile justice have been identifying evidence-based approaches that have demonstrated effectiveness with children and families with conduct disorders and other behavioral problems, although few of these interventions have been tested with child welfare services clientele. This article brings together evidence about the most promising programs from other child service sectors with information about the current parent training approaches in child welfare and generates a range of proposals about next steps to enhance the capacity of parent training and fulfill the high expectations set in law and practice.

VII. Labor & Workforce Development

Workforce Development in the Midwestern Region

Laura A. Tomaka. Spectrum. Lexington: Summer 2001. Vol. 74, Iss. 3; pg.26, 2 pgs

Abstract: The nationwide labor shortage that accompanied a decade of economic expansion has brought attention to the need for improved workforce development systems and investment. Even with a currently sluggish economy, the recent spate of layoffs and news of increasing unemployment rates, the shortage of workers possessing more sophisticated levels of knowledge and skills remains. Along with the policy priorities identified through the policy forum, almost every state in the Midwest region has undertaken some form of study to examine its labor shortage and employment base, with the intent of better crafting its workforce development system to meet the specific strengths and needs of the state economy. The continued integration of workforce development, economic development and social service programs, along with agency mergers, will continue as state officials strive to eliminate duplication of efforts and to streamline the gamut of workforce and economic development programs.

VIII. Domestic Abuse

Domestic Abuse Targeted; Warren Molds Task Force to Fight Problem; [RT. 9 WEST Edition]

Frederick A. Smock. Telegram & Gazette. Worcester, Mass.: Jul 29, 2005. pg. B.3

Abstract: [Warren] - Located halfway between Springfield and Worcester, approximately 30 miles from centralized social services; the town of Warren has seen domestic abuse increase at an alarming rate over the last three years.

The grant application states the purpose of the grant is to "develop a comprehensive, coordinated response to domestic violence in the town of Warren," including community outreach and , professional training, improvement of existing services, coordination of service by agencies that respond to domestic violence and prevention strategies to help break the cycle of domestic violence in Warren.

The task force brings together the Warren Police Department, New Hope, the Griswold Center at Wing Memorial Hospital in Palmer, Mary Lane Hospital in Ware, the Warren Council on Aging and the Warren Senior Center, the Massachusetts Office for Victim's Assistance, the Safeplan at the East Brookfield District Court, Warren Public Library, Spencer Savings Bank, Ware Adult Education Center, Warren Community Elementary School and Quaboag Middle-High School.

Appendix B

The New Regional Agenda

As the foundation for *myregion.org*, the *Central Florida SourceBook* is the culmination of three years of work across the seven-county Central Florida region (Brevard, Lake, Orange, Osceola, Polk, Seminole and Volusia counties). Along with the project Web site, *www.myregion.org*, the information and resources included summarize the findings and recommendations of about three thousand business, government and civic leaders and citizens who examined thirteen urban and environmental systems critical to healthy and vibrant communities.

For the first time ever, the seven counties and 86 municipalities in the region have built a new framework for thought and action. The *SourceBook* is an “owners manual” for a better region, and the resources and recommendations that it provides should be considered as tools by every planner, every developer and every citizen to better understand how independent action affects, positively or negatively, the region as a whole.

Close examination of the region’s assets as well as its challenges has not only resulted in some surprises but also in the validation of what we may have already known. But more importantly, the process through which these discoveries were made has produced an unexpected, but highly valued benefit. The building of cross-sector and cross-jurisdictional relationships has resulted in a more receptive opportunity for positive change for the future.

A consensus document, the six Regional Priorities and ten Regional Resolves advanced in the *SourceBook* are being used as a compass to guide the future and ensure success and prosperity for the region on the global stage. Essential components in elevating Central Florida’s competitive advantage in the global marketplace include:

Regional Priorities

- ❖ **Quality of Life** - Arts, entertainment, historical perspective, personal wellness, valuing youth, age and cultural diversity should always be considered and protected.
- ❖ **Economic Leadership** - With strong regional leadership, we can expand our global presence by marshalling our resources and taking advantage of what the region has to offer.
- ❖ **Environment** - It is important that the region balance protection of the environment with sensible and sensitive development.
- ❖ **Education** - Life-long learning is not only honorable, but essential for the 21st century. Constant, consistent and comprehensive opportunities must be provided if the region is to successfully participate in the new knowledge-based economy.
- ❖ **Smart, Quality Growth** - With a commitment to regional outcomes, cooperation and collaboration at every level of land use planning and transportation can establish an effective course of sustainable and visionary action.

- ❖ **Fragmented Region** - Fragmentation of the region's public, private and nonprofit sectors is a barrier that must be overcome to effectively compete as a unified force in the global marketplace.

While the Regional Priorities are the action plans, *myregion.org* has also outlined organizational or structural platforms that should be put in place to facilitate the implementation of the Priorities. These ten Regional Resolves will make it possible to change the patterns of the past and create new directions that will guide the region in the 21st century.

Regional Resolves

- ❖ **Regional Leadership** - Creation of a Regional Leadership Network to serve as a tool for organizing and mobilizing the region's leaders to develop and implement the *SourceBook* initiatives.
- ❖ **Research Corridor** - Expansion of the Florida High Tech Corridor will maximize the potential synergies between the region's public, private and institutional research organizations.
- ❖ **Regional Transportation Organization** - Creation of a regional transportation organization to plan and advocate current and future regional transportation including road, rail, water, air and space.
- ❖ **Environmental Assets** - Development of a strategy to effectively weave together Central Florida's environmental and urban systems to protect and sustain the region's exceptional natural resources.
- ❖ **Regional Economic Development** - Support the development of a comprehensive and integrated seven-county economic development strategy that will strengthen and expand existing businesses, attract new quality businesses and create new entrepreneurial initiatives.
- ❖ **Regional Concurrence Standards** - Creation of a regional planning organization with authority to develop and implement regional concurrence standards to ensure that growth in one county or municipality does not adversely impact another.
- ❖ **Educational Excellence** - Development of a regional education strategy capable of placing Central Florida in the top 10 percent of the nation's pre-K to 12 school systems.
- ❖ **Regional Access** - Build a services network to address availability of resources to meet the needs and support quality of life for all residents of the region.
- ❖ **Public Safety** - Ensure that the region's communities are safe and stable by creating a network of public safety professionals prepared for routine operational protocols and sudden catastrophic events.
- ❖ **Regional Brand** - Development of a regional branding strategy that encompasses all of the region's assets.

Specific strategies developed by *myregion.org* on each of the Regional Priorities and Regional Resolves are available in the Central Florida SourceBook or on the web at www.myregion.org.

Appendix C

Central Florida Regional Indicators

Now that *myregion.org* has moved from the development phase into one of implementation, it is important to be able to gauge where the regional collaboration is ultimately making a difference for Central Florida. The first-ever Regional Indicator's Report will provide the baseline of where the region currently stands.

With the first set of indicators as a starting point, future reports will measure *myregion.org*'s capacity to "move the needle" through the efforts of Implementation Teams in six priority areas. Ultimately, *myregion.org*'s ability to create real change will rest on its success in "de-fragmentation" of the region and by creating a new way of working together characterized by regional inclusion and leadership.

This report establishes a regional key indicator system that not only measures progress in the *myregion* priority areas, but also indicates the region's success in becoming less fragmented and more coordinated. The indicator system also seeks to quantify the Central Florida region's progress toward or away from "sustainability," defined as long-term human, social, economic, and ecological health and vitality. The region's sustainability will depend on its leaders' ability to think long-term, plan adequately for the future and wisely manage resources.

Indicators are quantitative measures that describe an economic, environmental, or social and cultural condition. By summarizing, highlighting and synthesizing data, indicators make information available to many audiences. Indicators commonly known to many are the Dow Jones Industrial Average and the Unemployment Rate. The Dow Average and Unemployment rate "indicate" the condition of complex systems, namely the financial market and the broader economy. Another way to view indicators is as "vital signs." Indicators are vital signs in that they are a limited number of measures indicating the status of the whole.

The report offers specific statistical measurements in each of the priority areas of *myregion.org* and while it is easy to get overwhelmed by the numbers, it still is interesting and important to understand where the region currently stands in various areas.

In the area of Economic Leadership, Central Florida stands well above the national average in the percentage of total jobs that are in the service sector. Yet, the percentage for the region is only slightly higher than that for the entire state of Florida. But not all jobs in Central Florida are in service capacities. The region currently has the seventh largest Research Park in the United States with 90 companies and 9,000 jobs.

Education is an important priority not just for *myregion.org*, but also throughout the entire country. The indicators show that as a nation, the United States ranks behind many developed nations in academic success. As the focus on education continues, it will be interesting to see how Central Florida and the entire country improve in comparison to the rest of the world.

For the Environment, the indicators show that water consumption and beach erosion are two of the many issues for the region. Through Naturally Central Florida, efforts are being made to target environmental areas that are vital to the health of the region for future land acquisition. The success of this venture will certainly be reflected in future movements in the indicators.

Most people today recognize the rapid growth of population in Central Florida, but may not be aware that Florida has been among the top four states in terms of population growth in every decade since the 1920s. That growth has made Florida the fourth most populated state in the nation. As we look to maintain and improve our quality of life, the indicators look at the demographics of the residents that make up Central Florida. Understanding those trends, as well as the challenges in arts, culture and healthcare will be vital as Central Florida deals with continued population growth.

Because of the large expansion within the region, it is important to grow in a smart, quality manner. The Indicators Report captures the median household wages for the region, while also providing statistics about unemployment, housing and poverty. If the region is to have a plan for growing wisely in the future, having an understanding of what constitutes positive growth is vital.

As we look to shape where we are going in the future, having the Regional Indicators Report to understand where we currently stand is critical. The next 1,000 days will be an important phase for *myregion.org* as efforts continue to frame the area not just as 86 cities and seven counties, but as one region that will grow and succeed only through the collaborative efforts of everyone.

Appendix D

Penn Design Study

So you think Central Florida is a great place to live, work and play? Evidently you are not alone. While the United States is expected to grow at a rate of 47% through 2050, the anticipated growth rate for the seven-county Central Florida region is 136%.

But, what exactly does that mean for our region? It means that an additional four million people will be calling Central Florida home by 2050. That will make our region larger than all but four current metropolitan areas in the nation (Chicago, New York, Washington, D. C. and Los Angeles) with more than 7.2 million people.

That population increase offers a variety of opportunities and challenges for the region. The economic vitality created by the addition of a large number of talented professionals has the potential to make Central Florida a leader in the global economy of the 21st century. At the same time, having four million additional people using the land, water, roads, parks, schools and other resources necessitates a strategy for growth that will ensure the positive quality of life that makes living in the region attractive.

Getting an Outside Perspective:

To help get a base understanding of what this influx of people will look like, *myregion.org*, the Metropolitan Center for Regional Studies at UCF, The Central Florida Metropolitan Planning Organization Alliance, the Metro Orlando Home Builders Association and the East Central Florida Regional Planning Council sought the expert opinion of an outside organization that could objectively look at the future and offer scenarios of how the region will grow based on current trends and then also offer some possible alternatives.

The Department of City and Regional Planning at the University of Pennsylvania is internationally recognized as one of the leading graduate programs in the field. Under the direction of Professor Jonathan Barnett, the students spent the entire semester studying Central Florida and what the addition of four million people to the region could mean. They unveiled their findings to more than 200 interested citizens during a presentation in May 2005.

What Does Our Future Hold?

The PennDesign study did not look at the likely economic benefits created through the addition of four million people to the region. Instead, it concentrated specifically on what the region would look like from a land development standpoint.

The study used the current land development trend of building almost exclusively single family houses, connected by additional roads, and created a potential future based on this pattern. If nothing changes in our current land trends, residents would spend significantly more time in traffic, whether traveling to work or even just to spend the day at the beach or one of the other recreational or entertainment options in the region.

Additionally, if current trends prevail water will no longer be plentiful, or inexpensive, and almost every developable acre within the region will be used either for housing, roads or business.

As a snapshot:

There are currently 850,000 developed acres within Central Florida.

Based on current trends, by 2050 an additional 1,163,000 acres will be developed.

According to projections by the PennDesign study, it will cost more than \$116.7 billion for streets and utilities alone to accommodate the population growth.

Is There An Alternative?

While the current growth pattern would lead to a future of endless traffic, roads and houses, that future is not set in stone.

According to the PennDesign study, there are alternatives that can reduce the sprawl and increase the productivity of acreage within the region. The recommended scenario is based on a more balanced planning approach that conserves environmentally sensitive lands while also creating higher density residential areas around light and high-speed rail.

Specifically:

The scenario calls for the development of only 420,000 acres, with an additional 329,000 redeveloped or in-filled at higher densities.

75% of the developed land would be at the same low density as currently exists. Town houses and low-rise apartments would create most of the needed density increase.

An additional 724,429 acres of conservation lands would be purchased to help preserve the current natural habitats within the region.

Including costs for urbanization, revitalization, environmental land acquisition and transportation, the total cost of the alternative model comes to \$90.4 billion, a savings of \$26.3 billion as compared to the current trend projection.

A Guide For What Is Possible:

While the PennDesign Study is not necessarily a plan for the seven-county region, it is an illustration of what the future can look like if all stakeholders within the region come together to explore the many possibilities to ensure that the region continues to be the place where people desire to live, work and play.

Appendix E

Key Issues and Source Problem Analysis

Source Problem Analysis

(If issue numbered on the left is significantly impacted, what impact would it have on the other issues? Scale of 0-9)

	1	2	3	4	5	6	7	8	9	10	11	12	13	Totals
1	X	0	4	5	5	1	3	0	0	0	4	0	0	22
2	9	X	6	7	7	0	0	3	4	9	4	2	3	54
3	1	7	X	4	2	0	2	9	0	2	0	6	8	41
4	7	5	7	X	3	0	3	7	5	6	4	7	5	59
5	0	3	6	0	X	0	2	1	2	7	0	2	2	25
6	8	7	6	8	0	X	5	5	6	8	1	8	0	62
7	1	2	4	6	1	2	X	2	1	4	0	5	2	30
8	2	4	5	5	0	0	0	X	2	1	1	1	4	25
9	1	4	4	6	3	1	7	4	X	7	4	4	4	49
10	5	3	1	6	3	9	8	6	7	X	1	7	2	58
11	3	5	5	4	1	3	2	5	3	0	X	9	5	45
12	6	6	5	3	2	1	3	3	4	1	0	X	3	37
13	0	5	4	5	1	0	2	9	5	0	1	0	X	32
	43	51	57	59	28	17	37	54	39	45	20	51	38	539

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**Priority
By
Impact**

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Appendix F

Demographics and Social Services Committee

E. Douglas Beach, Ph.D.	Chief Executive Officer	Senior Resource Alliance
Mr. Mark Brewer	President/CEO	Community Foundation of Central Florida, Inc.
Susan E. Caswell, AICP		East Central Florida Regional Planning Council
Nancy R. Ellis, M.S.W.		
Ms. Evelyn Fine		Mid-Florida Marketing & Research, Inc.
Ms. Cara Freedman	Director of Development & Evaluation Services	Community Vision
Ms. Lawrie Platt Hall	Consultant	Platt Hall & Associates
Ms. Debbie Helton	Marketing & Public Relations Director	Health First
Mr. Emery Ivery	Senior Vice President, Resource Management/Planning	Heart of Florida United Way
Mr. Larry Koslick	Statewide Recovery Manager	Florida Division of Emergency Management
Mr. Roger Manrique		
Ms. Katie Ozdemir	Vice President Communications & Major Gifts	Heart of Florida United Way
Mr. John Provance	President	United Way of Lake & Sumter Counties
Ms. Sue Schoening	Assistant Director of Corporate & Community Relations	Florida Hospital
Mr. Waldemar Serrano	Statewide Coordinator for Diversity	Office of the Governor State Division of Emergency Management
Mr. Ricardo Soto-López	Community Redevelopment Director	Town of Eatonville
Ms. Suzanne Sparling	Vice President	United Way of Brevard County
Ms. Blake Urbach-Buholz	Evaluation and Development Associate	Community Vision
Mr. Ted Williams	Executive Director	Hospice of Lake & Sumter Foundation
Mr. Arto Woodley, Jr.	President	Frontline Outreach