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Case

Development at Crestview

The central problem faced by Crestview is the division between mayor and council that threatens the future of the city. The government and mayors have been blamed for their ineffective decisions that threatened the entire city. The upcoming budget and low millage rate are two common factors that undermine the city development. According to experts the city require investment and good measurements for improving its quality of life. Traffic and unplanned developments have affects the lives of the citizens and causes inconvenience for the tourists. City mayors and councils have adopted many measures for improving the conditions based on the concepts and suggestions of Community Redevelopment Agency (CRA). The policy emphasized on adopting a main street program for resolving the traffic problem for the citizens. Irrespective of these efforts Crestview is still struggling to offer a safe and well-organized infrastructure to the residents. The concept of progressive city is based on the idea of comfortable homes, schools, churches and buildings (Victora, 2019). It has been argued that the government of the city has violated the Florida’s Sunshine Law.

In 1916 Crestview was chartered by the Florida Legislature and attained the status of Country Sea in 1917. Several initiatives were taken for community development. “Crestview is strategically located at the junction of three major highways U.S. 90, State Road 85, and Interstate Highway 10 gaining it the designation as the "Hub City" of northwest Florida” (Hallway, 2014). The citizens and the business owners demanded revitalization of the downtown area as the inadequate city structure impacted all business and civilian activities. Several researches are conducted for evaluating the costs and benefits of restoring the main street. The research findings of the Electronic Hallway (2014) reveals that the cost of $3.7 million for the redevelopment of the main street was inadequate. The major sources of fund comes from the Tax Increment Financing.

There are several recommendations for resolving the issue of improper streets and infrastructure such as by developing resolutions and written proposals in accordance with the budget policies, programs and plans. City Council is the central body having the right of lawmaking so the focus should be on convenience, happiness and welfare of the citizens. The Land Development Regulations and comprehensive plan should work for directing growth and development of the city (Soares, Farhangmehr, & Shoham, 2007). The development and growth should be proposed in a way that it would benefit the citizens and the businesses at large. This would further require effective leadership allowing the members of the council to take adequate steps for addressing the concerns of the people. The comprehensive plan presented by the leaders should focus on rational use of land resources including public facilities, development growth and zoning. The most important thing that the members of council must consider include long term development plans (Moros, 2018). The best use of resources is assured when the state manages to focus on the development programs that benefits the masses for a longer time period. These developments are more practical as they offer a safe city structure to the future generations also.

There is need for having a common mission statement for the city development. The individual department heads must focus on a ‘single mission’ by identifying the difficulties faced by the towns people and exploring ways for overcoming those. City officials need to establish measurable goals and tactics for adopting a comprehensive and a practical plan. By involving the consultant firms the officials would be able to devise a development plan that would benefit the businesses and improve the economic activities in the city. It is also appropriate too engage the research firms that will conduct a feasibility study and identify the scope of the selected policies. These measures will increase the likelihood of its success. The metrics that could be included for the evaluation of the development plan include demographics, ordinances, retail establishments and ordinances. Osland et al., (2015) has highlighted the organizational behavior that is needed for implementation of the changing policies. Organizational behavior is important for creation and implementation of a master plan that helps in addressing issues and strategies for destination developments. This require receiving national grants and funding for the public projects.

Busse (2014) has emphasized on the behavioral and relational approaches that leads to the implementation of a successful plan. The public leaders or councils needs to build strong interaction with the citizens because it impacts the process of implementation and adoption of the development plans. The best strategy that a leader can adopt is to explain the reasons for the need for new development plan and highlight how it would benefit the masses of the city. It is also important to critically combine leadership fundamentals and the transformational leadership style (Osland, Devine, & Turner, 2015). The history of the Crestview City depicts that several members have been elected but the policy of each lacked a proper coordination that are proved later inadequate an ineffective. There is a gap between the policies selected by the members and the needs of the citizens. An effective development plan must be able to focus on the needs of the citizens and the businesses.

Hofstede (2011) has uncovered another significant factor that is needed for the successful adoption of the new policy plans. The research findings suggests that dimensionalizing cultures is crucial for development plans. His theory is based on the approach of individualism/ collectivism stating how leaders could persuade the masses and win their support. This approach emphasizes on the level of aggregation highlighting on different dimensions. Value differences among individuals is addressed by leaders because it impacts the acceptance or rejection of a policy. As Crestview needs a redevelopment plan, the councils can rely on Hofsede’s model of addressing individual values. This suggests resolving concerns of the people and groups belonging to different cultures and work groups.

Violation of the sunshine laws is another issue faced by the council members of Crestview City. The recommendations suggests that the developments must fulfill the conditions of the Sunshine Law stating that the decisions must be made by the federal bodies only. The government and the leaders must be made accountable for their decisions and role in the implementation of the development policy (Hallway, 2014). The government agencies should also be provided guidance for the Florida’s Open Government laws. Having knowledge of the Public Record Law will have direct impact on the decisions of the leaders because they will be concerned about taking the decisions that are in accordance with the city laws. This law states that public has a right to access the government records and meetings. This has direct impacts on improving the integrity of the leaders because records help in enhancing the process of auditing. The recommendations further suggests that the city leaders must not engage in misallocation of funds or resources.

Leaders in Crestview City have been accused of bad governance and development decisions. The development plans must follow the Sunshine Law stating that public should have access to the government records. Integrity and evaluation of leaders performance will improve their ability of using resources in the best interest of the citizens and businesses.

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