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Haris Alibašić

# Strategic Resilience and Sustainability Planning

Management Strategies  
for Sustainable and Climate-Resilient  
Communities and Organizations

Second Edition

 Springer

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*God completed them as seven firmaments in two periods and assigned to each heaven order and function. And adorned the nearest heaven with stars, and provided it with guard. Such is the design of the Omnipotent, the Omniscient.*

*Quran: Chapter 41:12, Fussilat  
(Explained in Detail)*

*Dedicated to my resilient family, my children Jakub, Lamiya, Imana, and Harun, my parents Emira and Dževad, and my brothers Venso and Emir for their unconditional love and support. In memory of my late grandparents Fatima and Jakub Alibašić, and Fatima and Rahman Ibraković, who were early sustainability adopters and who taught me to love the Earth and respect nature and the environment.*

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## Preface

The book examines and develops strategies for an effective strategic resilience and sustainability plan for communities and local government organizations, such as cities, counties, villages, and townships. It offers advanced methods for evaluating resilience and sustainability strategies in organizations and communities. As municipal governments and communities responded to the COVID-19 pandemic, strategic resilience and sustainability planning was instrumental in responding to the crisis. The recommendations in this book are based on extensive academic research and expertise in directing applied resilience and sustainability programs.

Diverse aspects of resilience from climate change, climate preparedness, readiness, Quadruple Bottom Line strategy, greenhouse gas emission reduction policies, climate adaptation, and mitigation and sustainable energy policies and initiatives are examined and scrutinized at length. The book provides an overview of select resilience and sustainability strategic planning in communities and organizations. The research highlights organizations and communities that have effectively adopted and implemented resilience and sustainability planning, like the City of Tallahassee in Florida. The private sector perspective is offered for additional insight. Furthermore, the most up-to-date research on COVID-19 pandemic responses by communities and organizations and climate change reports and plans are included in this book.

Chapter 1 provides expanded definitions of strategic resilience and sustainability and the mechanisms reshaping organizations and communities. Chapter 2 examines the strategic planning processes for organizations and communities and determines sustainability and resilience planning steps. Chapter 3 presents the insights into identifying community and organizational level engagement, internal and external stakeholders, organizers, partnerships, collaborators, and implementers of distinct planning stages. Chapter 4 defines the measurements, tracking tactics, observing, screening, improving, and reporting methods using the Quadruple Bottom Line procedure. It presents an example of a resilience and sustainability progress report to ensure accountability, answerability, transparency, and good governance.

Further, Chap. 5 details the implementation of a sustainability and resilience plan once established, describing programs and initiatives already underway in communities and organizations to achieve sustainable and resilient organizations and communities. Chapter 6 examines the theoretical and the practical intersection between resilience and sustainability, and climate change. Chapter 7 evaluates the resources and tools available for resilience

and sustainability planning to aid organizations and communities. Chapter 8 addresses the current and future resilience and sustainability in cities, counties, and organizations, including concerns over climate change, pandemics, disaster resilience, and emergency preparedness.

The book introduces the concepts of sustainability, resilience, climate change, and strategic planning methodologies. It contributes to practical solutions and methods in applying resilience and sustainability in strategic planning for organizations and communities. Long-term strategic resilience and sustainability plans are paramount to the longevity of organizations and communities. This book offers the essential planning tools for organizations to develop strategic resilience and sustainability plans. It will benefit public administrators, managers, elected and appointed officials in cities, counties, and townships, educators, managers, and staff in nonprofit and nongovernment organizations. Strategic resilience and sustainability planning advances effectiveness, efficiency in organizations, and resilience in communities in concentrating and institutionalizing strategic planning by addressing good governance, environmental concerns, social problems, and sustainable economic growth.

The target audience is a diverse group of professional staff, officials, administrators, leaders and managers divided into four categories:

Elected and appointed local government officials, city and county planners, administrative analysts, chief administrative officers, chief operation officers, chief financial officers, county administrators, city managers, sustainability directors, chief resiliency officers, budget and financial directors, and community leaders.

University administrators, presidents, provosts, and sustainability directors.

Managers and staff of private and nonprofit and nongovernment organizations.

Professors, academics, teachers, and educators studying and teaching sustainability and resilience applications.

The book aims to answer the following underlying postulates and inquiries.

- The strategic resilience and sustainability plans enhance and support the long-term success of organizations and communities.
- The successful examples of resilience and sustainability initiatives.
- The steps to creating and implementing resilience and sustainability strategic plan.
- Benefits to communities and organizations from having reliable and robust strategic resilience and sustainability plans.
- Measuring, tracking, observing, controlling, and reporting outcomes of the plans.

This book draws on experiences in managing and implementing sustainability and resilience-related activities. It draws heavily from examining climate change, climate preparedness, greenhouse gas emission strategies, climate adaptation, climate mitigation, and sustainable energy policies and plans. It also builds on years of researching the best practices in select cities,



counties, townships, and organizations. Best practices and emergent practices from communities and organizations are presented throughout the book as resilient communities' spotlight.

The intersection of sustainability into resilience and logical progression into strategic resilience and sustainability plans are a result of years of municipalities imbuing climate change data, the greenhouse gas emissions mitigation, resilience, and the aspects of adaptation and reduction of the impacts of climate change into strategic planning. Resilience is the ability of organizations to withstand pressures, recover, and continue operating despite disasters, natural or human-made, changing shifts in economic cycles, where climate and extreme weather resilience are expressed as the strength with which cities and regions recover from catastrophe exacerbated by changing climate, global warming, rising seas, and extreme weather patterns. The recent COVID-19 crisis exposed the need for more aggressive resilience planning and policies.

Strategic resilience and sustainability planning improves the quality of service delivery and increases the ability of organizations to respond to disasters and recover effectively. Throughout the book, the terms resilience and sustainability initiatives and strategic planning are explained interchangeably and interdependently. Ideally, communities and organizations adopt a Quadruple Bottom Line in resilience and sustainability planning to transition to a single strategic plan with both approaches utilized. Regardless of the terminology used to describe plans, the ultimate goal of strategic resilience and sustainability planning is to achieve sustainable and resilient organizations and communities.

The book discusses appropriate literature to provide context for resilience and sustainability strategic planning. Administrative professionals may follow the outline and processes to create and then fully implement a strategic resilience and sustainability plan. Such a planning process brings cohesiveness to organizations and agencies to better manage their projects, policies, and programs. Resilience and sustainability planning represents the next stage in strategic planning and is reinforced with climate adaptation, mitigation, and preparedness actions and strategies to achieve resilience and sustainability.

Pensacola Beach, FL, USA  
July 11, 2021

Haris Alibašić

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“Dr. Alibašić’s book is an immense contribution to the study on climate resilience and sustainability, and it must be translated into as many languages as possible. The research, practical, and writing quality and application of knowledge presented in this book need to be replicated everywhere, including in Bosnia and Herzegovina.”

—Dr. Senadin Lavić, Professor, Master’s in Political Science, Director, *College of Political Science, University of Sarajevo, Sarajevo, Bosnia and Herzegovina*

“The main contribution of the work by Dr. **Alibašić** is the introduction of a Quadruple Bottom Line (QBL). Whereas previous research has focused on the three pillars of economic prosperity, social equity, and environmental integrity (Triple Bottom Line [TBL]) to achieve resilience and sustainability outcomes, Dr. Alibašić masterfully outlines how governance should be added to create a QBL.

The proposed QBL approach examines sustainability issues from the added perspective of focusing on governance. The expanded QBL definition outlines organizational capacity to incorporate and implement definitive policies and programs.”

—Dr. Lachezar G. Anguelov, *The MPA Faculty, The Evergreen State College*

“Haris Alibašić has written a masterful primer for those interested in sustainability and resilience. The concise and factual review of the roles local government portrayed in this book is a must-read for any elected and appointed official in counties, cities, townships, and villages. From practical to theoretical, the author weaves an important narrative on why cities and their leaders must engage in sustainability and resilience planning. For those who live and breathe city planning, this book offers a greater understanding of how we implement and measure the quality of life and sustainable improvements in our cities, preparing them for the worst and the best of times ahead.”

—Honorable John Dailey, Mayor, *The City of Tallahassee*

“There is so much to like in this book, as it creates an excellent and easy-to-follow framework for implementing sustainability planning in local government. The book expands the traditional definition of sustainability (environmental-economic-social) to include governance—thus expanding it to the “quadruple bottom line.” This makes great sense, as our local governments are where communities come together to address their most basic issues, and that can’t happen without good governance.

The inclusion of governance in the resilience and sustainability framework, especially local government, is particularly timely, considering that such planning work has recently been deemphasized at the federal level. At the same time, many cities push forward with strong sustainability and resilience planning.

Dr. **Alibašić** is a university professor, but he has made the book accessible to anyone interested in sustainability planning. It’s written not as an academic treatise but as a practical guide, taking one step-by-step through the steps necessary to integrate sustainability and resilience planning into a local government. Having read this book, I feel ready to implement sustainability and resilience planning in my community more formally, keeping it handy for easy reference.”

—Christian Wagley, *Healthy Gulf Coastal Organizer*

“In *Strategic Resilience and Sustainability Planning*, Dr. Alibašić offers a well-considered view of sustainability in practice for local governments. His addition of governance to the economic/financial, social, and environmental features that typify the triple bottom line is especially welcome. There is a great deal of interest in sustainability, and the role of governance in the prospect of achieving sustainability is often misunderstood. This book will be of interest to local governments engaged in sustainability planning, as well as the college/academic audience.”

—Dr. Christopher Atkinson, Assistant Professor, *University of West Florida*

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## Acknowledgments

I am thankful for the opportunity to have worked with so many dedicated city employees, elected and appointed officials, community leaders, local government administrators, and friends and coworkers in the past. I am grateful to the Florida League of Cities' staff and the colleagues and students at the University of West Florida. I am thankful to Springer's staff for their guidance and encouragement. I am forever grateful to everyone not mentioned but who contributed to the successful completion of this book.

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## About the Author

**Dr. Haris Alibašić** is an Associate Professor and Program Coordinator in the Public Administration program at the University of West Florida. Dr. Alibašić brings 27 years of expertise and experience in the public sector, including working for the United Nations Mission and the Office of High Representative in Bosnia and Herzegovina and directing energy, sustainability, and legislative affairs policies and programs for Grand Rapids, the second-largest city in Michigan. In Grand Rapids, he promoted sustainable policies. He implemented resilience strategies resulting in significantly reduced energy usage and cost and spurring significant renewable energy investments and development of climate resilience plan for the region.

For over 17 years, Dr. Alibašić taught graduate and undergraduate courses in public policy, public administration, economic development, emergency preparedness, management, and sustainability at Grand Valley State University, Central Michigan University, and Davenport University. As an associate professor at UWF, he teaches doctoral and graduate-level online and in-class courses in public service and administrative ethics, the political economy of public administration, strategic management in administration, leadership in sustainability, public budgeting and finance, capstone, and public administration.

Dr. Alibašić is a partner in the Florida League of Cities Municipal Research Program. Through the Partners in Municipal Research Program, the Center for Municipal Research & Innovation serves as a link between Florida's public policy researchers and municipal governments, bridging the gap between academics and public policymakers and administrators. For the past 3 years, he led the UWF interdisciplinary team of undergraduate and graduate students to the statewide Municipal Modernization competition organized by the Florida League of Cities and held in Orlando, FL. He presented at the FLC symposium on climate resilience and hosted a webinar on climate resilience and sustainability planning. Dr. Alibašić is an elected member of the Executive Committee of the American Society for Public Administration (ASPA)—Section on Ethics and Integrity in Governance (SEIGOV), where he serves as the Director of the Charter, ByLaws, and Legal Affairs.

In March 2017, Dr. Alibašić was appointed by the City Council to the City of Pensacola Climate Mitigation and Adaptation Task Force at the recommendation of local community members and an elected official. On November 8, 2018, Dr. Alibašić presented the Task Force's final recommendations to the City of Pensacola Council. In December 2018, [he was interviewed for a](#)

[WUWF radio segment on climate change](#) in the region and discussed the Task Force climate resilience report. In September 2020 and then again in June 2021, Dr. Alibašić was invited to speak on the topic of the climate resilience report and recommendations with the City of Pensacola administrative leadership and the Environmental Advisory Board for the city.

In 2013, Dr. Alibašić advised the Resilient Communities of America on climate resilience and went on to serve as co-chair for the energy sector of the White House Climate Preparedness and Resilience Task Force in 2014, helping to research and write several sections of the task force report and recommendations to President Obama.

Dr. Alibašić received the 2012 West Michigan Environmental Action Council (WMEAC)—The C.R. Evenson Award and the 2011 Grand Valley State University's Sustainability Champion Award. In November 2016, he won the prestigious Sustainable Hall of Fame Merit Award from West Michigan Sustainable Business Forum. In January 2017, he received an Emerging Scholar Award at the Thirteenth International Conference on Environmental, Cultural, Economic and Social Sustainability and the On Sustainability Research Network, held in Rio, Brazil. He also received a 2017 Great Lakes-Saint Lawrence Cities Initiative (GLSLCI) Certificate of Appreciation and November 28th of 2016, the State of Michigan Special Tribute. In 2018, Dr. Alibašić received the CEPS Outstanding Contribution in Research Award.

Dr. Alibašić has written, presented, and published extensively on the topics of ethics, sustainability, climate resilience, economic development, and sustainable energy. He is the author of the book *Sustainability and Resilience Planning for Local Governments: The Quadruple Bottom Line Strategy*, published in June 2018 by Springer, with the second edition of the book expected to be published in 2022.

Dr. Alibašić presented at numerous national, regional, and international conferences on sustainability, resilience, economic development, and ethics, including in Brazil, Costa Rica, Monte Negro, Italy, Austria, Croatia, and Bosnia and Herzegovina. In 2021 alone, Dr. Alibašić presented at three international virtual conferences held by the American Society for Public Administration, International Small Islands Studies Association, and at the Seventeenth International Conference on Environmental, Cultural, Economic and Social Sustainability hosted by Vrije Universiteit Amsterdam in the Netherlands. He has been interviewed and quoted in local, national, and international media for his expertise and research in sustainability, resilience, and ethics.

#### Research Interest

- Climate Resilience and Sustainability Planning
- Ethics, Integrity, Administrative Evil, Moral Inversion
- Sustainable Energy, Renewable Energy, and Energy Efficiency
- Corporate Social Responsibility
- Resilient Emergency Preparedness and Disaster Response

Dr. Alibašić is an International Editorial Board member for *Pregled*, a peer-reviewed journal of social science studies at the University of Sarajevo, Bosnia and Herzegovina. He served as a Section Editor for the *Creighton Journal of Interdisciplinary Leadership* and a regular peer-reviewer for the *International Journal of Climate Change: Impacts and Responses* and for the *Energies, Sustainability, Journal of Energy Policy*. From 2018 to 2019, he served on the Executive Review Board and as a Digital Media Strategist for *Public Integrity*, a double-blind peer-review journal on ethics and integrity. Together with Dr. Jonathan Rose, Dr. Alibašić is a co-editor for the special issue of the Public Integrity symposium “Fake News, Post-truth, and Alternative facts: Lying and Integrity in the Public Sector.”

Degrees and Institutions: Dr. Alibašić holds a Bachelor’s degree in Business Administration (BBA) in International Business and Marketing and a Master’s degree in Public Administration (MPA) from Grand Valley State University (GVSU) in Grand Rapids, MI. He earned a Ph.D. in Public Policy and Administration from Walden University in Minneapolis, MN, where he was a recipient of the Doctoral Scholarship, Commitment to Social Change.

Dr. Alibašić is actively involved with the Bosnian American community and served as a past president of the Congress of North American Bosniaks (CNAB). He is a past board member of the Advisory Council for Bosnia and Herzegovina, an international expert team member of the Institute for Research of Genocide (Canada). He received a North American Bosniaks’ Special Recognition Award in 2013 for outstanding contributions to the advancement of Bosniaks and Bosnia and Herzegovina.