



BLUEPRINT
for Prosperity

Raising the Income of Duval County Residents

February 13, 2006

While education will clearly be a major factor in the transformation of our community, our citizens have repeatedly pointed out that the real key to our future lies in how we treat each other. This sentiment was brought to life in the following quote shared by one of our citizens during our final community meeting on January 31, 2006:

“...That’s what we need in our world today--people who will stand for right and goodness. It’s not enough to know the intricacies of zoology and biology, but we must know the intricacies of law. It is not enough to know that two and two makes four, but we’ve got to know somehow that it’s right to be honest and just with our brothers. It’s not enough to know all about our philosophical and mathematical disciplines, but we’ve got to know the simple disciplines of being honest and loving and just with all humanity. If we don’t learn it, we will destroy ourselves...”

Martin Luther King, Jr.
February 28, 1954

Dear Fellow Duval County Citizens:

The City of Jacksonville, Jacksonville Regional Chamber of Commerce and WorkSource have partnered to work diligently with many of you on a strategic plan, Blueprint for Prosperity. The goal of Blueprint for Prosperity is to increase the income of Duval County residents through concentrated efforts on six community Foundations: economic development, education, racial opportunity and harmony, infrastructure, leadership and quality of life.

The most exciting aspect of Blueprint for Prosperity is that it was developed and will be implemented by the community. We conducted 29 focus group meetings with 355 participants, 14 community meetings with 580 participants and 20 task force meetings with 382 participants to develop the initial draft of the plan. Blueprint representatives then presented the draft to over 11,000 citizens in their businesses, neighborhood organizations, not-for-profit groups, faith-based institutions and at various other meetings. Through these meetings, the community has developed Key Benchmarks, which are the driving force for the process, vision statements and strategies for each of the Foundations.

The goal of transforming our community will require a long-term commitment from each of us. We believe that improvements in Duval County will result in overall prosperity for our entire First Coast region. We are anticipating all neighborhood groups, faith-based organizations, educational institutions, government entities, not-for-profit organizations and businesses will become Blueprint Partners and help make this initiative successful.

We would like to thank the thousands of citizens that have been involved in the process thus far, and we look forward to working with you to make Duval County one of the best places in America to live, work and play.



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Chair, Blueprint for Prosperity
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CASE FOR CHANGE

1. In 2004, the Duval County median household income was only 94.4 percent of the U.S. median household income. Further, the Duval County per capita income as a percentage of the U.S. per capita income declined from 98 percent in 1986 to 96 percent in 2003.
2. In 2003, the Duval County average earnings per job was only 97 percent of the U.S. average and although earnings increased for 13 years, the increase was less than the U.S. annual rate.
3. From 1990 to 2000, the number of Duval County workers living outside of the county increased 45 percent. Most of these new commuters were high-income workers.
4. In 1999, there was a 47 percent gap between White and African American per capita income as a percentage of the U.S. per capita income and a 33 percent gap between Whites and Hispanic/Latinos when comparing per capita income as a percentage of total U.S. per capita income.
5. In 2003, the African American population, with this large income gap, made up 30 percent of the population. At current growth rates this population will reach 35 percent in 2015 and 40 percent in 2027. At these growth rates, the total racial and ethnic minority population will exceed 50 percent of Duval County's population before 2030, meaning, that if the income gaps continue, Duval's relative per capita income will continue to decline.
6. There is a direct correlation between educational success and increased per capita income and quality of life. Yet, Duval County's public school four-year graduation rate was only 67.2 percent and only 32 percent of 10th grade students read at grade level in 2004.

Consequences of Inaction

In order for Duval County to be a globally competitive community, we will have to reverse some of these disturbing trends. Otherwise, Duval County will conceivably have:

- A relatively lower standard of living
- Relatively lower average earnings per job
- More high-income workers living outside Duval County
- A larger number of low-income residents
- Economic disparity among racial/ethnic groups
- A relatively higher poverty rate
- A relatively higher murder rate
- Fewer high-income jobs
- More well-educated young adults moving to other communities
- More unstable families
- Worse student graduation and reading rates
- Fewer new and expanding companies adding to the tax base

The Global Perspective for Change

While we tend to consider how Duval County compares on a state or national level, the reality is that Duval must compete in the continuous, relentless, cost-cutting struggle for business in the new century global economy. In his June 25, 2005 *Fortune* magazine article, "Can Americans Compete?," Geoffrey Colvin listed three main factors of the current American business and governmental landscape:

1. The world economy is based increasingly on information—data that is to be analyzed, processed and moved around.
2. The cost of handling this data through computing and telecommuting is in a free-fall, which makes it possible to perform knowledge work almost anywhere.
3. Turning theory into reality requires much more education than at previous times in history. Many low-cost countries are turning out well-educated, globally-qualified young people at a higher rate than the United States. For instance, China will graduate over 600,000 engineers this year. India will exceed 350,000, but the United States will produce only about 70,000. Engineering graduates are important because of the constant requirement for innovation and advancement.

Thomas Friedman, in "The World is Flat," identified ten factors that provide a level playing field for global competition. Friedman's "flatteners" are an expansion of the three factors in the *Fortune* article described above. The following is a condensation of Friedman's ten forces that provide a level playing field for global competition:

1. 11/9/89: The Fall of the Berlin Wall unleashed forces that ultimately liberated the captive people of the Soviet Empire.
2. 8/9/95: Netscape went public and made the World Wide Web and Internet accessible to everyone.
3. WorkFlow Software: Software that uses Microsoft Windows and Outlook, Netscape and similar systems to maximize much higher capacity computers and worldwide transmission capability.
4. Open-Sourcing: Self-organizing collaborative communities of individuals that develop very powerful computer software and provide it for free.
5. Outsourcing: Very low cost bandwidth for transmission of data and voice from America to India, Russia and other countries makes it efficient to use their highly educated English speaking workforce to provide increasingly complicated tasks. They operate everything from call centers to software development.
6. Offshoring: China's disciplined and inexpensive workforce is manufacturing everything from clothes to computers. They created the "China Price" that everyone has to meet worldwide. China has also become a huge consumer market with more than 160 cities with a population of one million or more. China's leaders are focused on the requirements for success in the "Flat World" including training their young people in the math, science and computer skills; building the required infrastructure and providing incentives to attract investment required.
7. Supply-Chaining: Wal-Mart, Dell and others have integrated their supplier network using the tools in "Flatteners" 1-6. When someone buys a Dell Computer, the multiple suppliers involved all over the world instantly receive an order that results in that specific computer arriving at your door within a few days. Supply-Chaining has reduced the cost to consumers and businesses all over the world.
8. Insourcing: When you order a pair of Nikes from nike.com, the order goes directly to UPS, and UPS employees pack and deliver your shoes from a warehouse in Louisville, Ky. that is managed by UPS. Insourcing has opened "Flatteners" #1-7 to many companies that could not afford to be competitive working alone.
9. Informing: Google, Yahoo and other Web search engines have provided the same basic access to overall research information that anyone has. Search engines are total equalizers worldwide.

10. The Steroids: The combining of digital, mobile, wireless, personal and virtual technology along with "Flatteners" #1-9 is in the process of turbo-charging the process of flattening the world.

However, both Colvin and Friedman are confident that all is not gloom and doom for the United States. Over the long-term, our largest competitors have their own challenges that threaten their success such as pollution, quality of life, environmental and economic issues. **Interestingly, the economic growth in these countries actually creates a larger world economy that presents greater opportunities for those American communities who are prepared to be competitive. Duval County needs to be one of those communities.**

Local Perspective

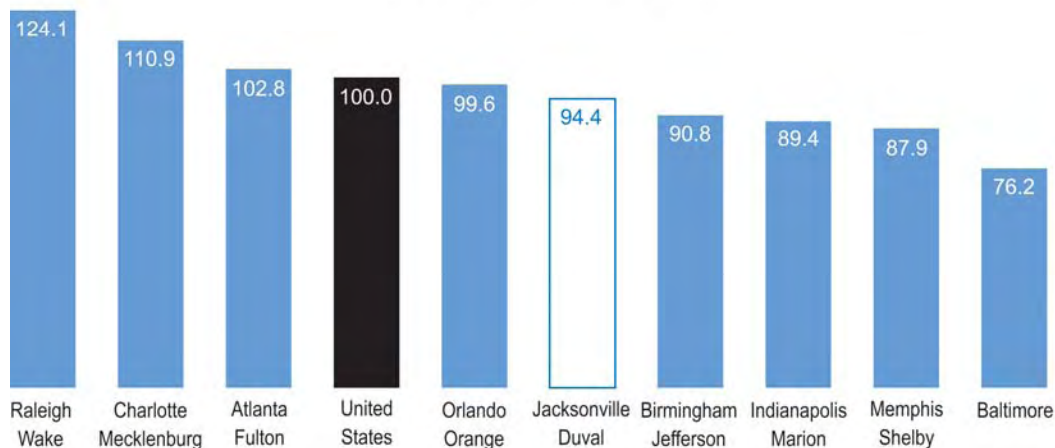
(Key Benchmark Historical Data: Categories appear in priority order as ranked by the task force.
Complete list of Data Sources may be found on page 41)

1. Income of Duval County Residents

- a. Median household income is the income where 50 percent of households are above and 50 percent of households are below. In 2004, Duval County median household income as a percentage of the United States was only 94.4. (Refer to Chart #1)
- b. Per capita income is defined as total income of county residents divided by total population of the county. Per capita income includes earnings from work, wealth earning from dividends, interest and rent and transfer payments from the government such as welfare and social security.
- c. The Duval per capita income as a percentage of the U.S. per capita income has declined since 1985...from 98 percent in 1985 to 96 percent in 2003. The trend line projection is to drop to 94 percent in 2015. (Refer to Chart #1a)
- d. Comparing Duval to eight peer counties and the United States, Duval ranked 8th in per capita income in 2003. (Refer to Chart #2) This means that if Duval County had the per capita income of Jefferson County - Birmingham, Ala., each Duval household would have an average of \$10,300 more in personal income.
- e. Adjusted for cost of living, Duval per capita income as a percentage of the United States is above the United States at 104.6 percent, but remains in the same relative position (8th) among the peer counties.

Chart #1 - Median Household Income

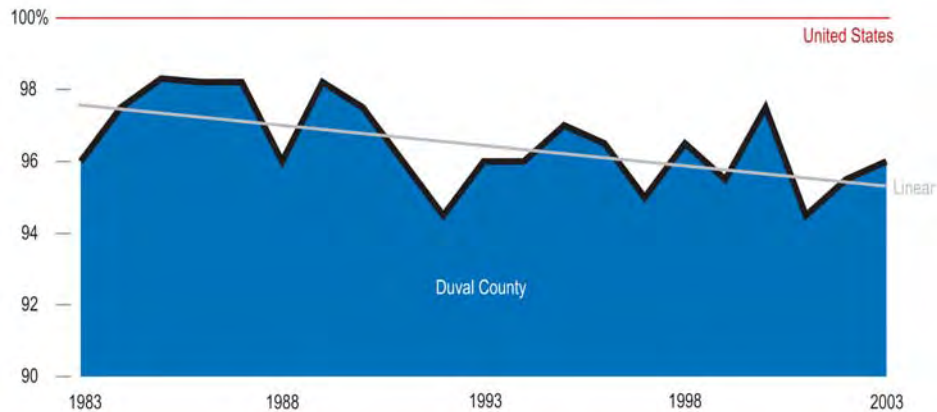
As a percentage of U.S.



Source: U.S. Census Bureau

Chart #1a - Duval County Per Capita Income

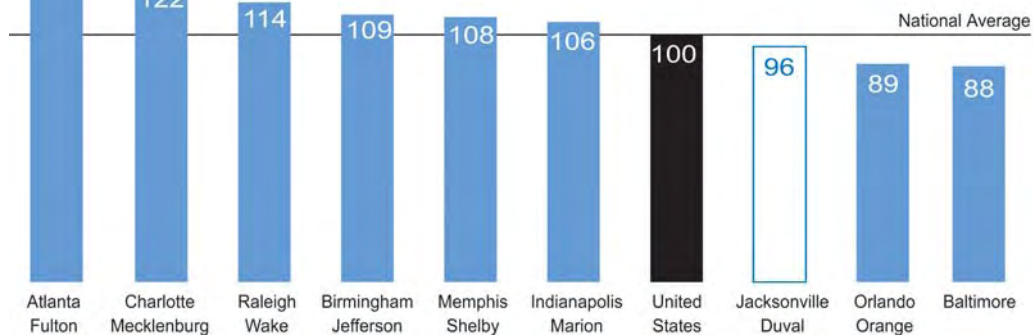
Percent of total U.S. per capita income, 1983-2003.



Source: U.S. Department of Commerce; Bureau of Economic Analysis

Chart #2 - 2003 Per Capita Income

As a percentage of U.S.



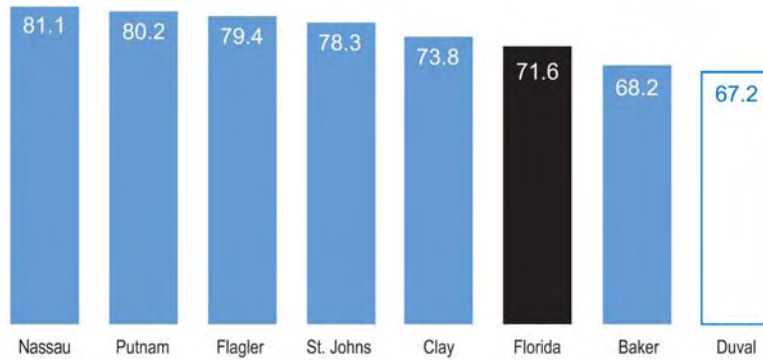
Source: U.S. Department of Commerce, Bureau of Economic Analysis, April 2005

2. Education

- Duval County's public school system is last among the surrounding counties and the state in graduation rates. (Refer to Chart #3) Note that the graduation rate in Chart #3 and Chart #5 differ because of different reporting methodologies by the Florida Department of Education. Chart #3 reflects the data as reported under FCAT. Chart #5 reflects the data as reported under No Child Left Behind.
- In 2005, the percentage of public school students considered at or above grade level is 67 percent for reading in the 3rd grade but drops to 32 percent in the 10th grade. However, 62 percent are at grade level in math in the 3rd grade and it increases to 66 percent in the 10th grade. (Refer to Chart #4)
- The public school graduation, reading and math rates vary widely by race/ethnicity and economics. (Refer to Chart #5)
- In the 2000 Census, 21.9 percent of Duval County's population 25 and over had bachelor's degrees or higher compared to 24.4 percent of the U.S. population. An additional 7.5 percent of Duval County residents had associates degrees compared to 6.3 percent of U.S. citizens.

Chart #3 - Four-year Graduation Rate 2003-04

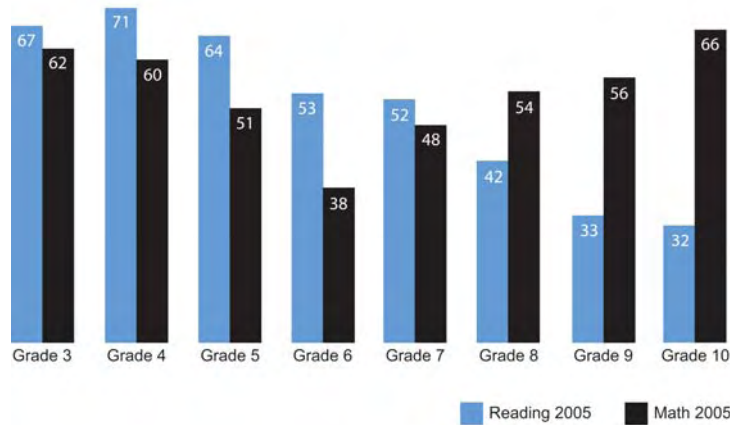
Percent



Source: Florida Department of Education web site

Chart #4 - Duval County FCAT

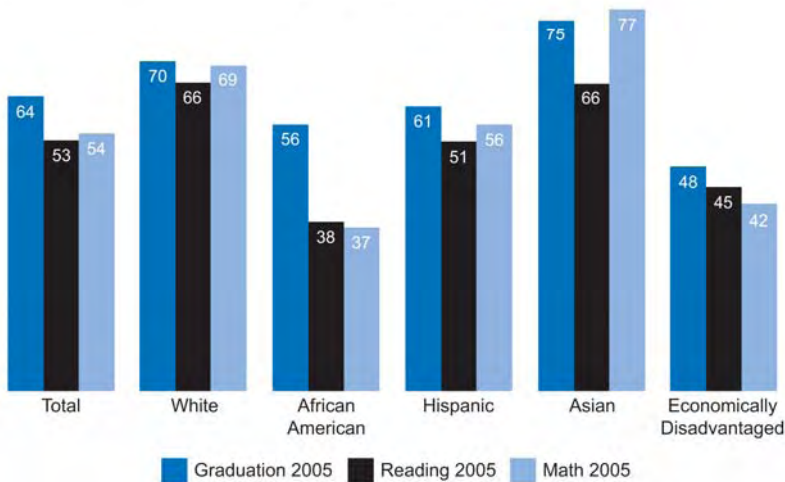
Reading and Math Rate - % on or above grade level



Source: Florida Department of Education web site

Chart #5 - Graduation, Reading & Math % Rate

No Child Left Behind

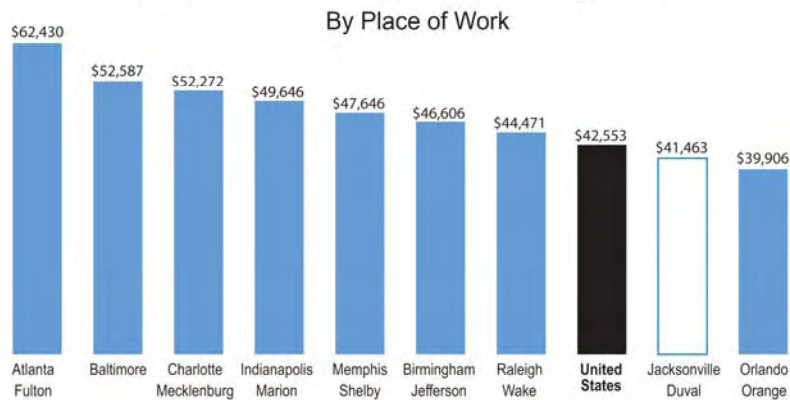


Source: Florida Department of Education web site

3. Earnings Per Job

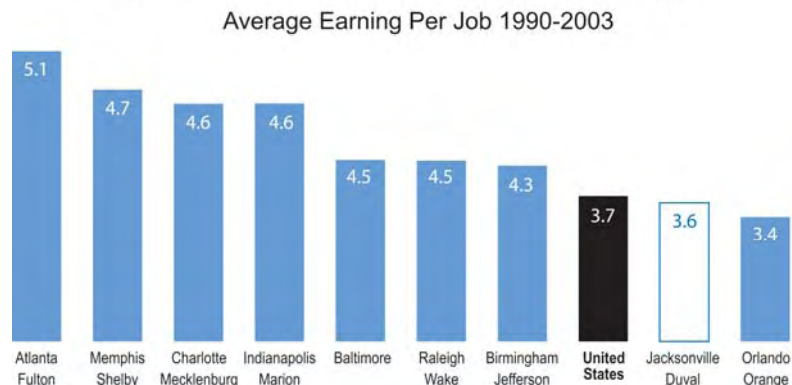
- a. The first major step in reversing the decline in Duval per capita income as a percentage of the U.S. per capita income is to increase average earnings per job in Duval County. In 2003, Duval's earnings per job were \$41,463, ranking next to last among the eight peer counties and the U.S. The ten areas varied from Fulton-Atlanta, Ga. with \$62,430 to Orange-Orlando, Fla. with \$39,906. (Refer to Chart #6)
- b. From 1990 to 2003, Duval, at 3.6 percent, ranked next to last in percentage change in annual average earnings per job, which was below the U.S. average of 3.7 percent; Fulton-Atlanta, Ga. increased 5.1 percent per year and Jefferson-Birmingham, Ala. increased 4.3 percent per year. (Refer to Chart #7)
- c. In 2003, there were 585,000 existing full-time and part-time jobs in Duval County. Increasing the productivity of workers in these existing jobs through education, training, infrastructure development and effective management so that their earnings per job can increase will be a significant factor in success.
- d. A major question considered during the Blueprint for Prosperity process has been the cost of real estate tax exemptions/incentives. The total real estate tax exemptions/incentives in 2004 in Duval County was \$273.6 million. As shown in Chart #8, the exemption costs vary from \$193 million for home ownership (70 percent of total exemptions) to \$3 million in JEDC exemptions (1 percent of total exemptions). The \$3 million in JEDC exemptions awarded to institutions that generated high-wage jobs and/or initiated redevelopment projects downtown were actually derived from the \$9.5 million in real estate taxes paid by these entities. Therefore, the city collected a net \$2 million and all taxing authorities collected a net \$6.5 million. (Refer to Chart #9)

Chart #6 - Average Earnings Per Job



Source: U.S. Department of Commerce; Bureau of Economic Analysis

Chart #7 - Annual % Change



Source: U.S. Department of Commerce; Bureau of Economic Analysis

Chart #8: Duval County 2004 Tax Exemptions/Incentives

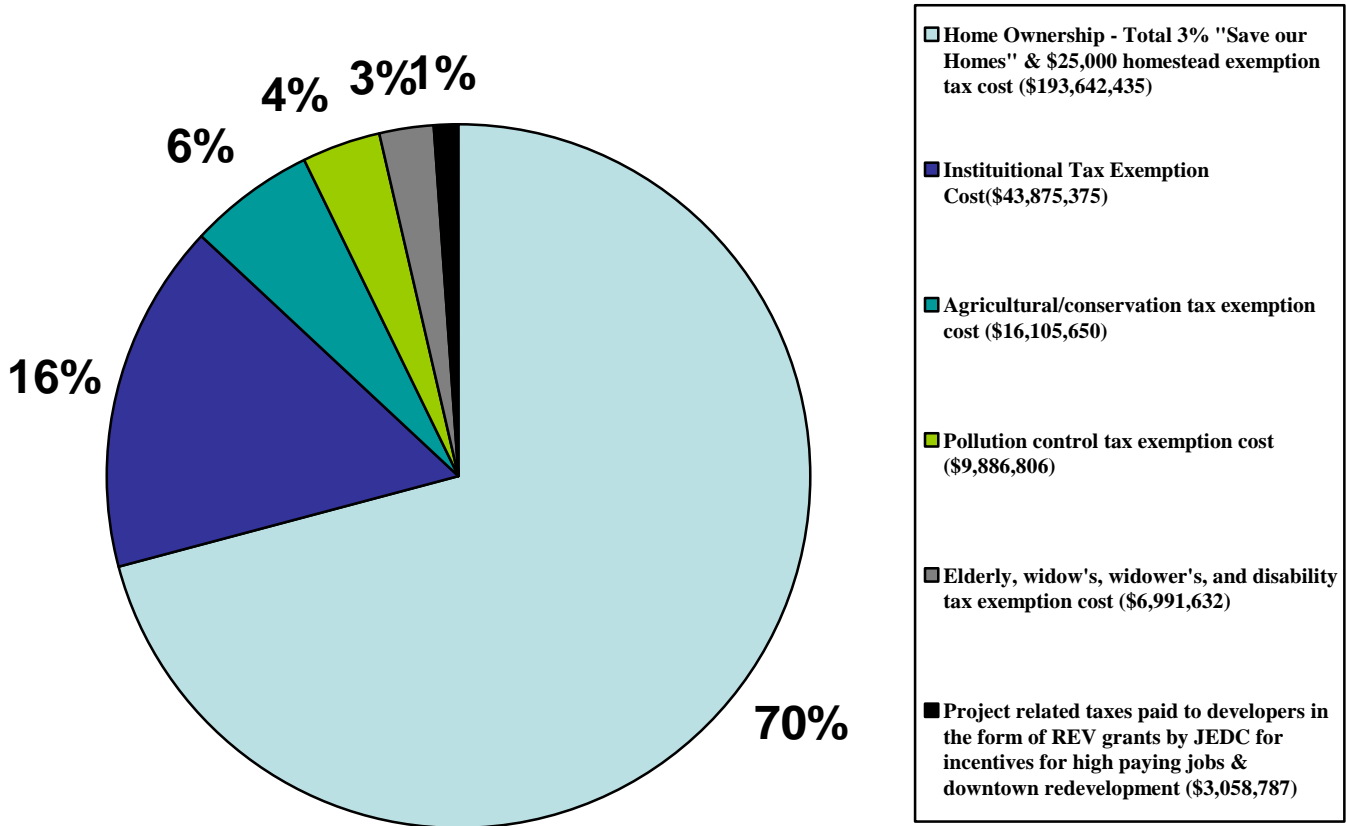
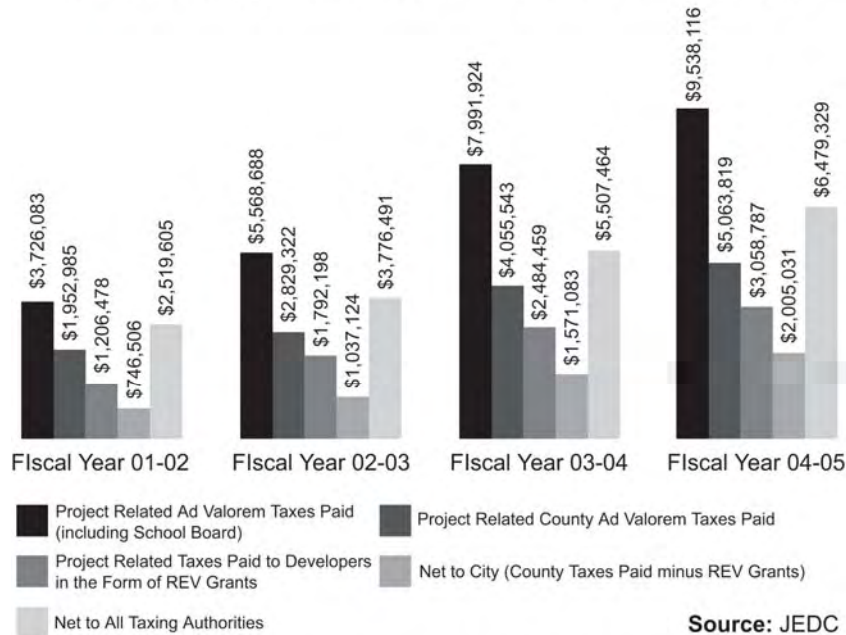


Chart #9 - JEDC - All Projects Receiving Tax Increment Financing



The 4-year net income to all taxing authorities was 68% of taxes paid & net to the city was 39% of taxes paid. The 39% could cover all the services provided by the city for these projects. All the other taxing authorities received their full tax payments for the projects.

4. Job Growth

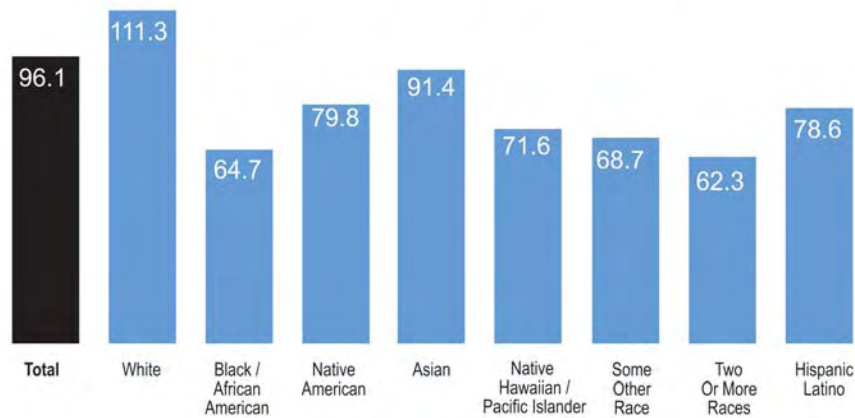
- a. From 1990-2003, Duval County created 9,114 average net new jobs and had a 1.8 percent annual increase in net new jobs. The 1.8 percent ranked Duval 4th among the eight peer counties.
- b. It is estimated that for each high-wage economic base job (a job that brings cash into the county in payment for a product or service delivered), an additional lower paying non-economic base job is created so focusing on high-wage jobs is key.
- c. The second major step in reversing the decline in Duval per capita income as a percentage of the U.S. per capita income is to improve Duval education, quality of life, racial opportunity and harmony and infrastructure so that high-income Duval County workers want to live in Duval County. According to the U.S. Census Bureau, in 2000, 79,560 (10 percent of the population) Duval County workers lived outside of the county compared to 55,053 (8 percent of the population) in 1990.

5. Racial Opportunity And Harmony

- a. The gap in per capita income by race and ethnicity for Duval County is illustrated in Chart #10. The 1999 income gap between Whites and African Americans was 46.6 percent. Between Whites and Hispanics/Latinos, the income gap was 32.7 percent. These statistics compare per capita income as a percentage of total U.S. per capita income for 1999.
- b. In 2003, the White population in Duval County was 65 percent. The African American population was 30 percent and all other races comprised 5 percent. Hispanic/Latino is an ethnic designation and is throughout other races.
- c. In 2003, Duval County's African American population was 30 percent; in 1990 it was 24.7 percent. This was five times the white population growth rate for that period. At this rate of change, African Americans will be 35 percent of the population in 2015 and 40 percent in 2027.

Chart #10 - 1999 Duval County By Race

Percent of total U.S. per capita income.

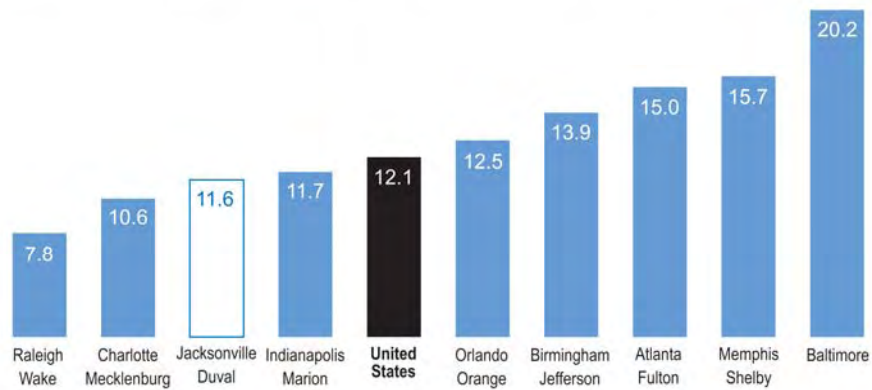


Source: U.S. Census Bureau, 2000 Census

6. Poverty Rate

- a. In 2002, 11.6 percent of Duval County residents lived in poverty, based on a cash income threshold of \$18,392 for a family of four. This was 3rd best among the eight peer counties and the United States. (Refer to Chart #11) This income does not include non-cash welfare income.
- b. There are five zip codes in Duval County where the poverty rate exceeds 20 percent, according to the 2000 Census (32202, 32204, 32206, 32208 and 32254).

Chart #11 - 2002 % Individuals in Poverty



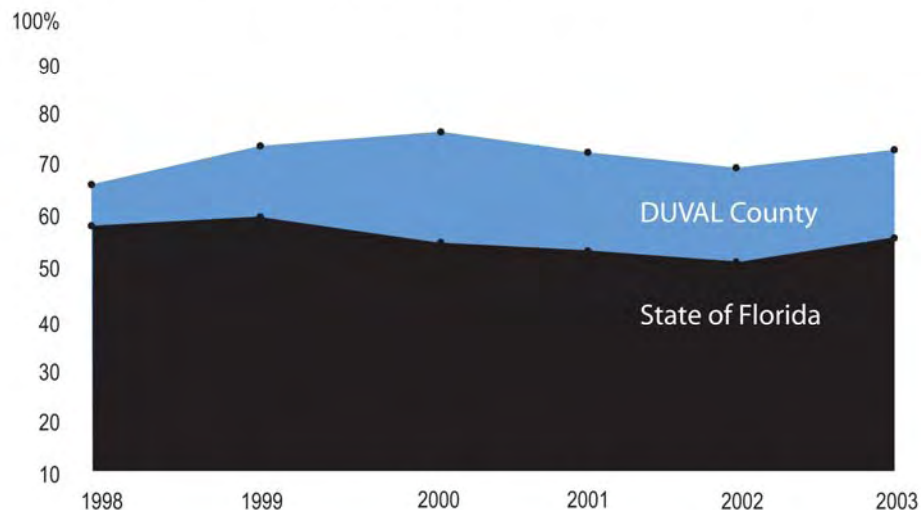
Source: U.S. Census Bureau

7. Family Stability

- Infant deaths per 1,000 live births in Duval County increased from 9.8 in 1998 to 10.9 in 2004 while the United States and Florida were stable at around 7 deaths per 1,000 live births.
- In 2003, as illustrated in Charts #12 and #13, Duval County was the worst performing in two measurements of marriage instability among the seven largest Florida counties. Duval County's marriage dissolutions as a percentage of marriages was 71.6 percent and percentage of live births to unwed mothers was 42.2 percent, tied with Dade County.
- Contrary to public perception, most of the live births to unwed mothers were for adult women rather than teenage girls. The percentage of Duval live births to unwed mothers age 18 and under was 8.5 percent in 1998 and declined to 6.7 percent in 2003. (Refer to Chart #13)
- The poverty rate for Duval County families with female householder, no husband present was 25.8 percent in the 2000 Census, which is 5.9 times the rate for the remaining families at 4.4 percent.

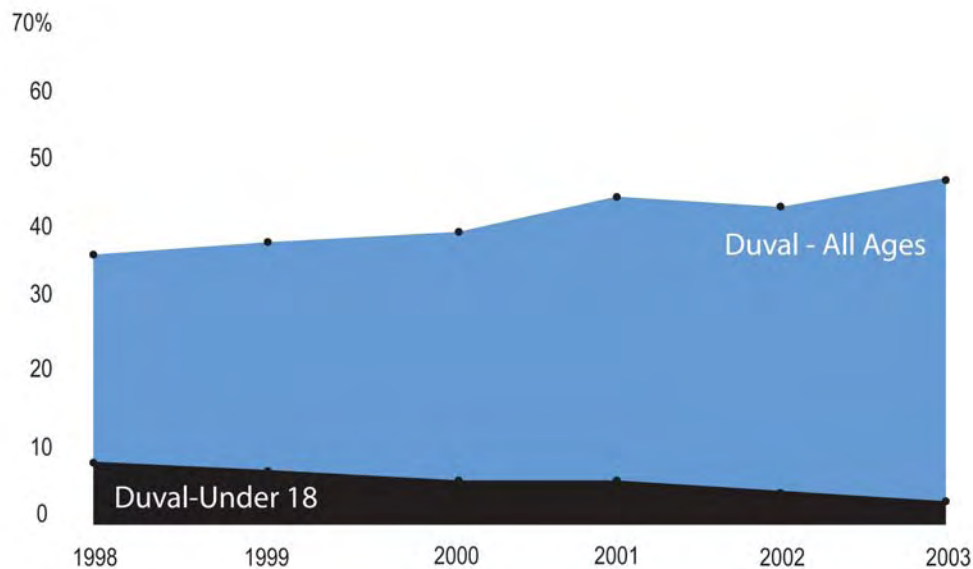
Chart #12 - Marriage Dissolutions as a % of Marriages

Dissolutions include divorces & annulments



Source: Florida Vital Statistics Web Site

Chart #13 % of Live Births to Unwed Mothers



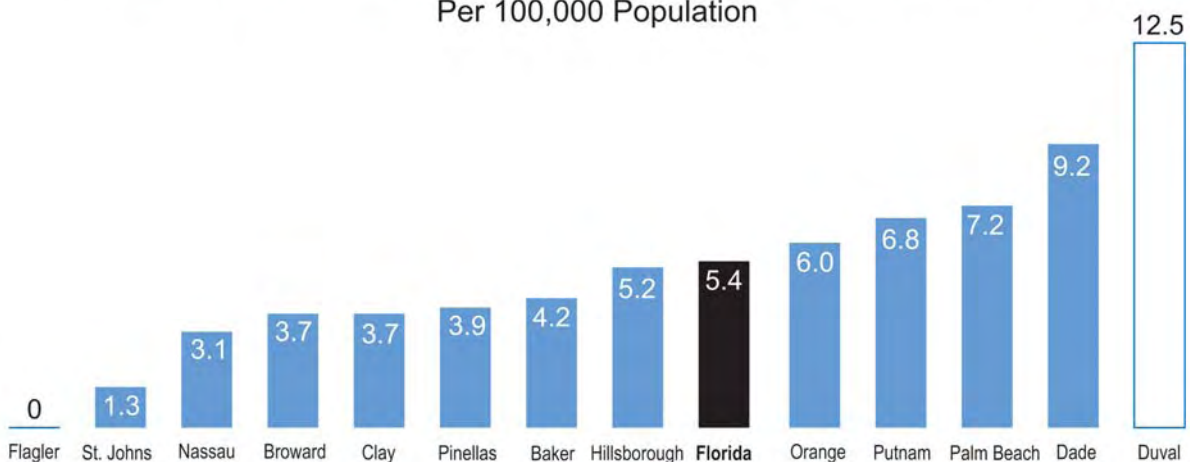
Source: Florida Vital Statistics Web Site

8. Public Safety

- a. A key indicator of quality of life is public safety. In 2004, Duval had the highest murder rate at 12.5 murders per 100,000 population among the seven largest counties in Florida, six regional counties and the state of Florida. (Refer to Chart #14) Since 1999, Duval County has had the dubious distinction of leading the state in murder rate. Between 1998 and 2004, the Dade County murder rate actually declined 25 percent while Duval County's increased by 19 percent.

Chart #14 - 2004 Murder Rates By County

Per 100,000 Population



Source: 2004 Florida Uniform Crime Report

OVERVIEW OF COMMUNITY INPUT

Given the challenges identified in the Case for Change, the priority for the 2005 Blueprint for Prosperity task force was to determine a strategic plan. To generate public input, 355 people were interviewed regarding their own experiences in 29 focus groups during May and June 2005. Then there were 14 public community meetings, one in each of the City Council districts, during July and August as charted below:

July 18	FCCJ South Campus	Dist. 2	August 8	Northside Church of Christ	Dist. 10
July 19	Trinity Baptist Church	Dist. 12	August 11	Jacksonville Beach Church of Christ	Dist. 13
July 21	Mandarin Christian Church	Dist. 6	August 15	First Timothy Baptist Church	Dist. 7
July 25	FCCJ North Campus	Dist. 8	August 18	Oceanway Middle School	Dist. 11
July 28	Celebration Baptist Church	Dist. 3	August 22	Parkwood Baptist Church	Dist. 1
August 1	FCCJ Kent Campus	Dist. 14	August 29	Englewood High School	Dist. 4
August 4	Evangel Temple	Dist. 9	August 30	St. Marks Lutheran Church	Dist. 5

At these community meetings, participants discussed Duval County strengths as well as problem issues to be considered by the Blueprint task force. Strengths include:

Education

- a. According to *Newsweek* magazine, Duval County has two of the top 10 public high schools and a third high school in the top 1,000 in America.
- b. Duval is home to medical learning opportunities at UF-Shands and the Mayo Clinic. Educational institutions include Florida Community College at Jacksonville, the fifth highest producer of associate's degrees in the United States, University of North Florida, one of the 11 large public universities in Florida, Jacksonville University, Edward Waters College, Florida Coastal School of Law and others.

Economic Development

- a. 43,000 federal and military jobs in 2003 with high average wages.
- b. There is a continually growing and vibrant business community. As of this writing, there are over 80 corporate and regional headquarters, including three Fortune 500 companies in Duval County.
- c. There is an expanding downtown neighborhood, focused on the St. Johns River.
- d. Jacksonville was ranked the hottest city for relocation or expansion an unprecedented three times by *Expansion Management* magazine.
- e. Jacksonville has a young workforce with 89.8 percent of the population under 65, compared to 88.6 percent for the United States and 83 percent for Florida.

Quality of Life

- a. Duval County has a great year-round climate (four seasons without snow) with abundant recreational opportunities, including the St. Johns River and Atlantic Ocean.
- b. There is an ever growing cultural and arts community.
- c. Duval County enjoys a system of world-class health care providers.
- d. With a Jaguars NFL franchise, Jacksonville hosted the successful Super Bowl XXXIX.
- e. Duval County cost of living is only 92 percent of the U.S. average.
- f. Duval County has the lowest local option sales tax plus real estate taxes per resident among the seven largest counties in Florida. Duval County at \$1,119 per resident is 57 percent of Palm Beach County at \$1,966 per resident and 79 percent of Hillsborough County at \$1,410 per resident.
- g. Duval County has a large and involved faith-based community.

Racial Opportunity and Harmony

- a. Duval County has an increasingly diverse population.

Infrastructure

- a. Due to an aggressive land conservation and management project, Duval County has the largest city park system and collection of preservation lands in the nation.
- b. Duval County has a competitive global logistics hub with seaports, railway, interstate highways, an international airport, warehousing and truck transportation.

Leadership

- a. Since 1968, Duval County has had a consolidated police force, fire/rescue, elected mayor government and a streamlined non-duplicative system of government.

The issues to be addressed by the Blueprint task force were summarized and ranked by the community meeting groups, then combined to produce the top 10 issue categories. The 580+ participants in these meetings selected the following as their top 10 priority issues to be addressed in the Blueprint process. The issues were consolidated to remove duplications, and then sorted into the six Foundations.

<u>Priority Issues</u>	<u>Foundation</u>
1. Education	Education
2. Economic Development/Jobs	Economic Development
3. Quality of Life	Quality of Life
4. Racial Opportunity and Harmony	Racial Opportunity and Harmony
5. Transportation	Infrastructure
6. Government	Leadership
7. Infrastructure	Infrastructure
8. Improving Moral, Family and Parental Values	Quality of Life
9. Health Care	Quality of Life
10. Marketing	Economic Development

The issues captured during the community meetings combined with input from the focus groups were provided to the Blueprint task force for their September and October 2005 meetings. The Blueprint task force distilled the initial 1,357 issues into strategies that are contained in this Blueprint. These issues are addressed under the six interdependent Foundations to provide a comprehensive *BLUEPRINT FOR PROSPERITY*. The six Foundations also provide a framework for the five-year implementation process. Many of the tactical issues discussed, but not included in the Blueprint, will become action steps during the implementation process.

OUR VISION

Before 2020, Duval County will:

- value Education, and have a high expectation of educational excellence in preparing our citizens for life and employment in the 21st Century.
- be a harmonious and business-friendly environment that supports a vibrant, diversified and growing economy with ample opportunities for productive employment, the capacity to fund public services and a high standard of living shared widely among its citizens. Economic Development
- have a Quality of Life that is innovative, energetic and inclusive with a common sense of pride and a shared commitment to excellence.
- have achieved Racial Opportunity and Harmony by eliminating disparities and barriers for achievement for its diverse population.
- have an economically sustainable Infrastructure that supports and enhances education, economic development, racial opportunity and harmony and our quality of life.
- have Leadership that represent a diverse cadre of informed citizens who lead by example and make decisions based on the short-term and long-term goals of the entire community.

COMMUNITY CORE VALUES

Core values are traits that guide our daily decisions. Our values are:

- Education Excellence
- Responsibility
- Equal Opportunity
- Faith
- Integrity

KEY BENCHMARKS

Task force members developed Key Benchmarks, and then selected strategies to achieve the Key Benchmarks. The Key Benchmarks will be broken down into annual measurements beginning in 2007. Key Benchmarks will be the driving force during the 10 to 20 year implementation process and will be used to measure *BLUEPRINT FOR PROSPERITY* progress each year. Achieving the Benchmarks will require our entire community working together in an unprecedented way to implement strategies in the six interdependent Foundations: education, economic development, quality of life, racial opportunity and harmony, infrastructure and leadership. If we fall short of the Key Benchmarks, the Blueprint Partners will review, revise and refocus their action steps to accomplish the strategies.

1. Duval County Residents' Income

a. Increase Duval County median household income at a percentage of the United States by 0.5 percent annually beginning in 2007.

b. Increase Duval County per capita income as a percentage of the U.S. per capita income by 0.5 percent annually beginning in 2007.

2. Education

a. Early Learning – Birth to 5

Duval's kindergarten readiness rate will exceed 90 percent by 2013.

b. Graduation Rate and Achievement Gap

Duval's percentage of students graduating will exceed 90 percent in 2013. Over 90 percent of students will perform at grade level in reading and math by 2013.

c. Racial/Ethnic and Economics Gap

Eliminate the racial/ethnic and economics/education achievement gaps and graduation rate gaps by 2013.

d. Higher Education

By 2017, 35 percent of Duval's population age 25 and over will have bachelor's degrees or higher and an additional 10 percent will have associate's degrees.

3. Jobs (by place of work in Duval County)

a. Earnings per Job

Annually increase average earnings per job 0.5 percent above the U.S. average.

b. Job Growth

Increase Duval County annual percentage job growth at a rate above the Florida average (See above-earnings per job has the highest priority).

4. Racial Opportunity And Harmony

Increase per capita income for all Duval residents while decreasing the gap between Whites and all other racial/ethnic groups by 50 percent by 2020.

5. Poverty Rate

a. For all Duval County Residents in Poverty

1. Reduce Duval poverty to 50 percent of the United States average poverty in 20 years.

b. For High-Poverty Duval Residents

1. Reduce by 1 percent annually the areas where the poverty rate is between 10 percent and 20 percent.
2. Reduce by 2 percent annually the percentage of individuals in poverty in every zip code in Duval County where poverty exceeds 20 percent.

6. Family Stability

a. Reduce Duval County's infant death rate to Florida rate by 2016.

b. Reduce Duval County's birthrate to unwed mothers by 50 percent by 2016.

c. Reduce the marriage dissolutions rate in Duval County by 50 percent by 2016.

7. Public Safety

Reduce Duval County's murder rate to equal the Florida rate by 2011.

8. Health Care

The Key Benchmark measurement will be established by the Benchmark team, Quality of Life team and Blueprint Partners adopting and implementing the Quality of Life Health care strategy #1.

9. Housing

The Key Benchmark measurement will be established by the Benchmark team, Infrastructure team and Blueprint Partners adopting and implementing the Infrastructure strategies in the Housing section.

Benefits of Action

In order for Duval County to be competitive on a global basis we must achieve the Key Benchmarks above. If we are successful in implementing Blueprint, Duval County will have:

- A relative higher standard of living
- Relatively higher average earnings per job
- More high-income workers living inside Duval County
- Fewer low-income residents
- Economic equity among racial/ethnic groups
- A relatively lower poverty rate
- Safer neighborhoods
- More high-income jobs
- More well-educated young adults staying in Duval County
- More stable families
- Better student graduation and reading rates
- More new and expanding companies adding to the tax base

MID-TERM BLUEPRINT

The Foundations that Support the Long-Term Blueprint

I. Education

II. Economic Development

III. Quality of Life

IV. Racial Opportunity and Harmony

V. Infrastructure

VI. Leadership

I. EDUCATION

Vision:

Before 2020, Duval County will value education, and have a high expectation of educational excellence in preparing our citizens for life and employment in the 21st Century.

The correlation between education and income cannot be overstated as this chart indicates. A key part of increasing income has to be increasing educational levels.

LIFETIME INCOME BY EDUCATIONAL LEVEL

Educational Level	Average earnings
Less than 9th grade	\$ 18,630
9th to 12th grade, no diploma	\$ 22,200
High school graduate (Includes Equivalency)	\$ 30,084
Some college, no degree	\$ 35,160
Associate degree	\$ 37,482*
Bachelor's degree or higher	\$ 60,939

Source: U.S. Census, 2003

Average earnings aged 25 and over working full-time, year round

* The annualized full-time first year starting employment salaries of 2003/2004 Florida college graduates beginning Fall 2004 were \$41,828 for an Associate's of Science degree and \$27,300 for an Associate's of Arts degree. These salaries compared to an average of \$33,920 for the bachelor's degree. Source: Florida Education and Training Placement Information Office.

Strategies:

Prenatal – K Education

1. Ensure that prenatal, Pre-K, childcare, parental and other programs will prepare all children to enter kindergarten ready to learn. Possible action steps include:

- a. Providing better social and emotional skills training.
- b. Implementing systems and opportunities, including parenting training on issues such as early brain development, that ensure parents and families are actively involved in their children's development and learning.
- c. Implementing a citywide career ladder with appropriate standards and compensation for all Pre-K providers.
- d. Implementing rigorous and standard-based systems for all early care and learning practitioners.
- e. Supporting access to and the use of prenatal health care and risk reduction services for all pregnant women.

- f. Adopting a healthy behavior (no tobacco, alcohol or substance use) during pregnancy.
- g. Stressing the importance of family literacy and reading to children in all childbirth education and parenting classes.
- h. Providing home visiting support to all parents that need it to promote child health, healthy parent/child interaction and to avoid child abuse and neglect.
- i. Ensuring that all child care centers meet high-quality standards including: all early education teachers should have commensurate pay with K-12 teachers, have four-year degrees and a career ladder for their professional development.
- j. Ensuring all child care centers should achieve a minimum rating of "4" on the Early Learning Coalition's Quality Rating System scale.
- k. Ensuring all children will have vision, health and developmental screenings to ensure healthy growth and development.

K – 12 Education

2. Ensure all students graduate from high school with skills required to continue education beyond high school and achieve career success.

- a. Ensure that students perform at grade level beginning in kindergarten through grade 12 through the early identification and immediate remediation of at-risk students. Remediation must include summer school and other options that offer the opportunity to remediate any deficiency that would limit promotion to the next grade and/or the opportunity to graduate from high school with a standard diploma. Provide support for economically disadvantaged students to close the achievement gap.
- b. The school system will be standard-based and promote personal responsibility.
- c. Provide appropriate resources and encourage all students to make career choices as soon as possible.

3. Implement systems and opportunities that aggressively encourage all parents to be involved in their children's education while recognizing the unique problems of single parents, two working parents and those who do shift work. The approach should help parents be accountable for their children, consider parents and students as the school system's customer and motivate both. The approach should address the access to social service needs of the family and provide parents with a better understanding of the education techniques being used with their children.

4. Ensure that every student in the school system who needs a mentor or tutor will have one. Where necessary, the community will provide a mentor or tutor from religious organizations, businesses, civic clubs, social service organizations and others.

5. Ensure that every student in the school system who needs behavioral or mental health assessment and counseling will have access to these services regardless of their ability to pay.

6. Teach basic reading, writing, mathematics and science with emphasis on learning critical thinking. Also teach basic life skills such as managing personal finances, wealth creation, respect for people and property, social skills and emotion management. Include the arts, music, physical education and vocational skills in the curriculum. Teach so that students learn in their particular learning style.

7. Value teachers. Increase teacher pay with incentives and provide a career path that results in retention. Provide training, eliminate red tape and encourage creative teachers who effectively teach to explicit academic standards.

8. Ensure that all high school students have access to Career Academies¹ that meet defined national standards of excellence and employer needs. Academies will prepare students for meaningful careers and provide the foundation for the next level of skills training and education. Enlist businesses and higher education institutions to partner with schools to help with the skills required for specific job sectors and provide internships, field trips to businesses and apprenticeship programs.
9. Insist on consistent and explicit academic standards for all schools. Ensure equity in schools in classrooms, teacher assignments, supplies and technology sufficient to achieve academic excellence.
10. Increase efficiency, effectiveness and accountability from all education entities. Ensure that the educational system understands that children, parents and businesses are the system's customers and therefore receive customer-friendly service.
11. Provide strong support for teachers from school administration and school board in order to maintain discipline required to produce and maintain a safe, productive learning environment.
12. Involve employers, neighborhood watch groups, police and other community groups in reducing truancy and increasing student attendance.
13. Increase dual enrollment between area high schools and community colleges.
14. Promote K-20 instead of K-12 with expectations of continued education and education as a worthwhile lifetime pursuit.
15. Teach the necessity of accepting moral and personal responsibility for one's actions.
16. Expand Advance Placement offerings and participation in all high schools.
17. Expect mutual respect and support among students, parents, teachers, administrators and communities.
18. Recognize that the principal's leadership is a major factor in a school's success and ensure the highest quality principal in each school. Each principal should run his or her school using sound leadership and management techniques.
19. Ensure that all students have access to high-quality after-school programs

Skills Training and Life Long Learning

20. Increase the earnings per job potential of existing and future adult Duval County residents by encouraging every adult to increase their training and level of education. Improved training and education will result in increases in output per hour, thereby increasing productivity.

¹Career Academies are high-standards themed schools within public high schools. Career Academies have significant employer and higher education involvement. Research shows that Career Academies improve educational outcomes and graduation rates while decreasing absenteeism and discipline problems. Graduates of Career Academies are much more likely to continue education and secure high-wage employment.

Productivity increases will result in increased earnings per job and the potential to move up the success ladder. This can be achieved through:

- a. Encouraging employers to provide incentives for further education and training.
- b. Aligning education and skills training with employers' current and future market needs.
- c. Ensuring skills training is available to replace retiring workers and provide workers for new, relocating, expanding or start-up businesses.
- d. Employers helping educators and employees understand and respond to skill sets required for advancement along the employer career path.
- e. Retraining workers who were downsized out of a current job.
- f. Helping to remove barriers to pursuing additional education. Barriers may include transportation, childcare, and tuition costs.
- g. Educating the homeless.
- h. Increasing GED availability and accessibility.
- i. Supporting vocational education and skilled employment opportunities for the non-college bound.

21. Increase the adult literacy rate.

22. Provide training for parents with emphasis on stable families and parenting skills.

23. Provide adequate job training, using job coaches and actual work experiences, to developmentally disabled young adults aged 15 to 21.

24. Recognize and encourage the use of the Jacksonville public library's resources.

Higher Education

25. Increase significantly the number of higher education students and the number of higher education degrees awarded each year. Increase the rankings and visibility of local higher education institutions.

26. Involve colleges and universities in the community to a greater extent in preparing our citizens for life and employment in the 21st Century, including helping to create high-wage jobs.

27. Increase university research and development that furthers the advancement of Blueprint targeted industry sectors.

28. Promote teaching as a career.

29. Develop Edward Waters College as a strong and universally respected educational facility.

30. Develop additional need-based scholarship opportunities.

General

31. Train educators and childcare providers to teach problem/conflict resolution, anger control, empathy and the value of human life.

32. Teach entrepreneurship to all ages and at all levels of education.

33. Ensure that the public library system serves the entire community by providing attractive, secure facilities and equipment, experienced staff and materials collections needed to assist all customers in meeting their information and research needs.

34. Educate school faculty about the in-depth resources, technologies, collections and programs available at the public library, thereby encouraging students to take full advantage of these resources.

35. Encourage collaboration and partnerships among schools, colleges, and public libraries in order to provide the services and materials needed to support the educational needs of the community, focusing on services to youth.

36. Provide diversity training for teachers, students, and administrators.

II. ECONOMIC DEVELOPMENT

Vision:

Before 2020, Duval County will be a harmonious and business-friendly environment that supports a vibrant, diversified and growing economy with ample opportunities for productive employment, the capacity to fund public services and a high standard of living shared widely among its citizens.

Strategies:

1. Maintain a business climate in Duval County that is friendly to high-wage job creation, through expansion, retention, relocation and new business start-ups. The climate could include:
 - a. Competitive incentive packages for high-wage jobs (paying above the Duval County average) with strict accountability.
 - b. Favorable tax environment.
 - c. Timely and efficient regulatory process.
 - d. Business/education partnerships for workforce development.
 - e. Increased bachelor's, master's, and Ph.D. programs for engineers, information technology, science and other disciplines demanded by the marketplace now and in the future.
 - f. Increased research and development.
 - g. Recognition and commitment by residents, schools and public/private sector organizations of the requirement for continuous productivity improvement of workers to compete in the new global economy.
 - h. The promotion of diversity and inclusion in job opportunities and advancement in the private and public sector.
 - i. A strong military presence.
 - j. Direct international flights.
 - k. An environment that attracts businesses with high-wage jobs to Jacksonville's westside, northside and downtown.
 - l. Higher paying jobs to be located in high-poverty zip code areas.
 - m. Publicizing and encouraging the use of the in-depth business resources and research collections available at the Jacksonville Public Library. Encourage partnerships with the business community to enhance and provide needed services and collections.

2. Maintain an aggressive economic development marketing program for creating high-wage economic base jobs² that produce products or services sold outside Duval County. They will be created through expansion and retention of existing businesses, relocation and new business creation. Pursue targeted industry sectors that help meet Blueprint Key Benchmarks in a very competitive global job market. Targets should include multinationals, technology companies, medical institutions, headquarters, innovative research entities, federal civilian and military jobs, mid-size and large companies and consulting firms. A major focus should be on jobs requiring advanced degrees, recognizing that a lower wage service job is created with the addition of each high-wage job. [Jacksonville's current targeted job sectors are: (a) information technology, (b) financial and insurance services, (c) medical products, services and research, (d) headquarters, (e) aviation and aerospace, (f) distribution and logistics, (g) specialized manufacturing, (h) electronics and semiconductors]. Ensure cooperation between all private and public organizations involved in job creation efforts.

3. Encourage employers to invest in the development of employees. Activities could include:
- a. Providing incentives for further education and training.
 - b. Having a commitment to inclusiveness.
 - c. Encouraging promotion from within and ensuring that employees understand the requirements and opportunities for advancement.
 - d. Encouraging highly paid workers to live inside Duval County.
 - e. Aligning employers seeking qualified applicants with job seekers and increase access to training for chronically unemployed.
 - f. Providing activities for young professionals.
 - g. Offering workforce development activities that help low wage employees exit poverty status.
 - h. Ensuring equal opportunity and equal pay for equal work
 - i. Attracting and retaining educated young people.
 - j. Providing opportunities for every citizen to volunteer in the community.
 - k. Increasing job and internship opportunities for the disabled.
 - l. Family-friendly policies and workplaces.
 - m. Providing internships and apprenticeships.
 - n. Developing policies and practices that retain older workers.
 - o. Promoting advanced earned income tax credit in the workplace.

4. Support the development of small business start-ups and proprietors with an emphasis on both non-economic base companies that provide products or services inside Duval County and economic base companies that sell products or services outside Duval County. Action steps could include:

- a. Providing assistance with banking and capital requirements.
- b. Helping with business planning and marketing.
- c. Maintaining start-up business resources.
- d. Increasing the healthy growth of start-up companies.

²Economic base jobs--In every region, there are economic base jobs that add value for export of goods or services outside the region to the rest of the U.S. and the World. Export of services includes non-residents bringing their cash dollars to the region as conventioners, tourists, students, and medical patients or as the back office operation for major financial organizations. These economic base jobs produce the cash income for the region that provides the opportunity for jobs that are internally focused...non-economic jobs. These internally focused jobs are either 1) local personal type jobs like barbers, accountants, lawyers, teachers, government workers and bankers or 2) jobs that sell products primarily produced elsewhere such as cars, appliances or clothes. Both of these non-economic internally focused job types rely on cash income generated from outside the region. In Duval County, the assumption is that the average economic base job causes the creation of one lower paying non-economic job.

- e. Mentoring small businesses.
- f. Providing networks for entrepreneurs to share experiences.
- g. Targeting high-growth potential in targeted job sectors.
- h. Facilitating small business access to provide services for larger businesses.
- i. Encouraging minority start-up and expansion.
- j. Increasing cooperation between organizations such as the Small Business Center, Small Business Development Center and JEDC.
- k. Providing assistance to small businesses for start-up opportunities in locations where the business would not be a nuisance with noise and appearance.
- l. Providing incentives for corporate partnerships and culturally diverse supplier development for small businesses.
- m. Promoting and encouraging the usage of business start-up information and resources available at the Jacksonville Public Library and the Small Business Center.

5. Increase visitors including conventioners, tourists and eco-tourists. Increase convention and hotel space.

6. Attract more diverse retail to Northwest Jacksonville.

7. Attract high-income retirees to Duval County.

8. Increase the number of jobs downtown.

III. QUALITY OF LIFE

Vision:

Before 2020, Duval County will have a Quality of Life that is innovative, healthy, energetic and inclusive with a common sense of pride in community and a shared commitment to excellence.

Strategies:

Health Care

1. Provide accessible, affordable, quality health care for all Duval residents. Suggested action steps for limiting the growth in service cost include to:
 - a. Encourage people to stop using emergency rooms for routine care by providing accessible and affordable alternatives for receiving health services.
 - b. Ensure all citizens have access to culturally and linguistically appropriate health services.
 - c. Advocate fiscal responsibility within the Medicaid system.
 - d. Form additional partnerships between area businesses and health care providers to keep costs down.
 - e. Encourage every adult and family to take ownership of his or her health care through wellness and prevention programs.
 - f. Provide nutrition and health education, particularly for the poor.
 - g. Develop more medical research in Duval County.
 - h. Improve the availability of affordable health insurance for employees, the self-employed and unemployed.
 - i. Provide routine indigent health care through a system of clinics. Maintain customer-friendly hours and availability. Remove stigma of using clinics through marketing.

- j. Advocate reducing medical litigation costs.
- k. Increase technology to increase efficiency.
- l. Encourage the provision and use of effective mental health services.

2. Reduce the infant mortality rate. (Refer to Education strategy #1.)

3. Reduce controllable health risk factors.

4. Increase regional, national and global awareness of Jacksonville's system of world-class health providers.

Social Services And Welfare

5. Develop a three-pronged approach to provision of social services and welfare:

- a. Provide opportunities for people to develop the skills and resources to exit the social service system.
- b. Provide a safety net for the people at-risk who do not have the ability to help themselves.
- c. Recognize the need to increase the productivity of the social service system through:
 1. Regarding the social service system as a network of organizations providing over \$1.3 billion in services in Duval County each year.
 2. Improving cooperation and collaboration.
 3. Preventing of service overlaps.
 4. Marketing programs that reduce overall system cost.
 5. Expecting organizations that are not normally considered social service organizations to accept responsibility for social service success. (Examples would include the Parks and Recreation department, school system, and faith-based organizations.)
 6. Making funding contingent on results.
 7. Recognizing the necessity for the public and private sector to provide leadership within the social service network through support, volunteerism, philanthropy and civic engagement.
 8. Using technology to provide synergy and management for the social service network.
 9. Funding organizations that provide services to individuals who are not capable of taking care of themselves because of mental or physical conditions.

6. Improve the capacity of not-for-profits to provide services. This will include adequately funding their operational and capital needs, including working capital.

7. Implement the 10-year Blueprint to End Homelessness recommendations. Prevent people from becoming homeless by ensuring timely access to resources that will enable them to maintain their housing. Minimize the length of time people are homeless by ensuring rapid exit from shelters into affordable housing. Develop 800 units of permanent supportive housing for persons with disabilities by 2011, and 2,300 units by 2016. (Refer to Infrastructure Housing strategies.)

8. Encourage faith-based organizations to provide social services.

9. Increase service/opportunity for the disabled.

Recreation, Arts, Culture and Entertainment

10. Create downtown as a focal point for our region. Attract people to downtown through the right mix of events, festivals, arts, culture, entertainment, restaurants, housing, jobs and retail.
11. Implement a world class parks and recreation master plan with consistent levels of service throughout the county. Promote fitness, teen activities and quality family time activities. Provide facilities for every residents that attract all size sporting and recreation events to Jacksonville. Make the St. Johns River system a focal point. Maintain waterfront public access. (Refer to Infrastructure strategy #1.)
12. Enhance variety and awareness of arts and culture in Jacksonville and increase awareness of activities.
13. Advertise activities in Jacksonville, internally and regionally. Market community's recreation, arts, culture and entertainment options to employees.
14. Provide free or affordable, high-quality summer camps and activities for young people, particularly aged 12 to14.
15. Promote the growth and development of Duval County's creative class.

Family and Youth

16. Increase affordable and quality childcare. Make it accessible after traditional work hours.
17. Implement stability programs for families and encourage traditional values. Mentor and support families. Encourage a work ethic and discipline. Encourage savings and wealth creation at all income levels.
18. Provide neighborhood learning centers or clubhouses.
19. Provide neighborhood-based programs in the high-poverty zip codes.
20. Remove the tax and social system penalties for families.
21. Encourage parents, especially fathers, to be positively involved in their children's lives.
22. Reduce the number of children in poverty.
23. Ensure that there are sufficient, high-quality mental and behavioral health programs to address the needs of children.
24. Increase and/or enforce child support legislation.
25. Prevent teenage and out-of-wedlock pregnancy.
26. Provide information on the financial impact and other issues associated with single parent households.

Sense of Community

27. Develop pride in Jacksonville and its individual communities.
28. Improve the city image through an internal advertising campaign.
29. Create an awareness of Jacksonville's landmarks.

Public Safety

30. Maintain a safe environment for our citizens, visitors and businesses in all neighborhoods.
 - a. Reduce elderly, spousal and child abuse.
 - b. Ensure that every citizen has fair and equitable treatment under the law.
 - c. Develop and maintain pioneering and proactive systems to protect citizens from homicide.
 - d. Encourage the criminal justice system, which includes the police, prosecutors and courts to clear the backlog of criminal cases.
31. Maintain constant preparation and vigilance to be prepared to protect residents from natural and man-made disasters.
32. Reduce the recurrence of criminal acts by people who have returned from prison.
33. Reduce illegal drug sales and usage.

Seniors and Retirees

34. Encourage and provide opportunities for seniors and retirees to become actively involved in the community through volunteerism, such as serving as mentors to families and young people, tutoring students and reading to early education classes.
35. Strengthen the continuum of care, including home health care and support services, to enable seniors to remain in their homes instead of living in nursing homes.
36. Provide workforce training enabling seniors to continue their economic contribution to our community.
37. Motivate self-maintenance and encourage community engagement.
38. Provide information on the available and emerging resources for older adult volunteers.

IV. RACIAL OPPORTUNITY AND HARMONY

Vision:

Before 2020, Duval County will have achieved Racial Opportunity And Harmony by eliminating disparities and barriers for achievement for its diverse population.

Strategies:

1. Create social and business interaction between people of different races and ethnicities that will result in creation of trust, understanding, appreciation of differences and new relationships (Study Circles and beyond).
2. Commit to a change in people's hearts. This would result in a change in attitudes from indifference, anger and hostility for other races/ethnicities to caring, concern and love.
3. Commit to the business case for racial opportunity and harmony
 - a. Reducing the gap in racial/ethnic group per capita income by half will create \$3 billion more in annual personal income in Duval County by 2021.
 - b. Minorities now comprise more than 35 percent of Duval's population and customer base. By 2031, minorities could exceed 50 percent of the population. Businesses must begin to develop the skills to lead a diverse employee base and to market to a diverse customer base.
 - c. Businesses must provide opportunities to our diverse group of residents to mitigate the forecasted skilled and unskilled labor shortage.
4. Eradicate structural and institutional racism by committing to eliminate the racial/ethnic gaps in education, employment and income, neighborhoods and housing, health access and outcomes, justice and the legal system and the political process and civic engagement.
5. Teach children – at home and at school - to eliminate racism. Racism is a learned behavior.
6. Expect people of all races/ethnicities to be accountable for their actions and avoid actions that produce negative results.
7. Develop an aggressive advertising campaign to provide communication and information about the comprehensive personal, professional and social benefits of inclusion. The campaign will help to reduce isolation and overcome stereotypes, which will help to narrow the wide difference in perception.
8. Provide role models for young people, particularly minority males.
9. Concentrate investment in infrastructure, schools, housing, and skills training in high-poverty zip codes.
10. Involve religious organizations deeply in the reconciliation between race/ethnic groups.
11. Eliminate racism in Duval County. All people should commit to take an active stand against racism and discrimination.
12. Eliminate the gap between white and minority home ownership.

13. Address high unemployment of African American males.
14. Address African American adult and youth disproportionately high contact with the criminal justice system.
15. Increase minority business ownership and the average number of employees per company.
16. Recruit ethnic and racial minority professionals to move to Jacksonville.
17. Market diversity as an asset and promote our efforts in addressing diversity issues.
18. Expand minority political access and influence.

V. INFRASTRUCTURE

Vision:

Before 2020, Duval County will have economically sustainable infrastructure that supports and enhances education, economic development, racial opportunity and harmony and our quality of life.

Strategies:

Growth Management

1. Maintain a proactive comprehensive plan and zoning code with infrastructure elements in alignment with Blueprint for Prosperity. Possible characteristics of the plan include:
 - a. Infrastructure plans that consider level of service standards for: transportation (roads, mass transit, bikeways, sidewalks, parking, seaports, airport, waterways and rail), parks and recreation, schools, libraries, water, sewage, solid waste, drainage, environmental/conservation, commercial/industrial, housing, public safety, health care, government facilities, electric, communications and social services.
 - b. A focus on eliminating infrastructure gaps in all neighborhoods, but with emphasis on northside, westside and high-poverty zip codes.
 - c. Incorporate Crime Prevention Through Environmental Design (CPTED).
 - d. Town centers and neighborhood centers throughout the county. Linkages between the town centers and between each town center and its neighborhood centers. Linkages could include roads, as well as open space and walkways.
 - e. Transportation that is an integrated, coordinated and interdependent network of all modes of movement.
 - f. An expedited development and permitting process.
 - g. Mixed-use development.
 - h. Consideration for energy efficiency in all plans and elements.
 - i. More downtown residents.
 - j. More downtown jobs.
 - k. Protection from inappropriate encroachment for our airports.
 - l. Pedestrian and mass transit-friendly residential and business neighborhoods.
 - m. Provisions to preserve our unique beauty, culture, architecture and heritage.
 - n. Mixed income housing throughout the county.

- o. A fiscal impact model that includes infrastructure costs and 10-year operating costs for actual and projected projects by land use type to ensure economic sustainability. Update the model at least annually.
 - p. Provisions that ensure that within 10 years, all gaps in infrastructure elements have been removed and that new growth in the aggregate is financially feasible for infrastructure costs and operating costs.
2. Encourage government to consider establishing a fair and sustainable funding source as a tool for financing infrastructure development needs attributed to residential and commercial growth.
 3. Expand downtown safety, housing, business, commercial, education and destination opportunities. Attract regional residents and I-95 traffic to downtown Jacksonville.
 4. Provide incentives and infrastructure for redevelopment in older neighborhoods including those in high-poverty zip codes.

Transportation (Refer to Infrastructure strategy #1.)

5. Improve public transportation. Possible action steps include:
 - a. Decreasing commute time.
 - b. Reducing limitations on employment for people without access to cars.
 - c. Providing better transportation within downtown.
 - d. Ensuring better connection to all areas of the county.
 - e. Providing better transportation for the elderly and disabled.
 - f. Increasing bus frequency.
 - g. Utilizing express bus systems with transfers to smaller buses in residential and commercial neighborhoods.
 - h. Maintaining an absolute adherence to transit schedules.
 - i. Ensuring strategic and timely placement of light rail, transfer system, park and ride and mass transit to airport in regional transit.
 - j. Providing protection from the elements at bus stops.
 - k. Increasing the use of the skyway.
 - l. Adopting a transfer system with one fare payment.
 - m. Utilizing trolleys and shuttles.
 - n. Becoming mass transit friendly.
6. Focus on moving people instead of vehicles. Develop ways to increase roadway efficiency including the following possibilities: carpooling incentives, high-occupancy vehicle lanes and bus lanes.
7. Develop a state-of-the-art traffic management system.
8. Reduce the time required for completion of road projects and build for future growth rather than after the fact.
9. Promote the development of safe sidewalks, walkways, bikeways and cart paths to link neighborhoods.
10. Build a high-speed interstate quality road connecting Jacksonville to the Gainesville Technology and Education Center.

Housing (Refer to Infrastructure strategy #1.)

11. Develop affordable housing for low- to mid-income levels, as well as the disabled and elderly dispersed throughout the community. Provide incentives and eliminate barriers to facilitate the building, rehabilitation and maintenance of affordable housing. (Refer to Quality of Life strategy #7 for the homeless)

12. Improve the ability of people to finance and retain their homes.

13. Promote the one-stop center to assist families in understanding eligibility, options and alternatives for all housing programs in the city.

Environment And Beauty (Refer to Infrastructure strategy #1.)

14. Make the St. Johns River the focal point for residents and tourists. Protect the river, our underground aquifer and our natural resources. Maintain water quality, visibility and access to the river, intercoastal waterway and ocean.

15. Enforce environmental regulations fairly and equitably.

16. Maintain the natural beauty, charm and character of our surroundings through:

- a. Increasing recycling.
- b. Reducing litter.
- c. Conserving high-quality open space.
- d. Focusing on energy and water conservation.
- e. Increasing our tree cover.
- f. Building and maintaining sidewalks.

17. Consider the "Broken Window Theory" and encourage citizens to keep neighborhoods clean and safe.

18. Maintain air quality.

Technology and Utilities (Refer to Infrastructure strategy #1.)

19. Develop and maintain a globally competitive technology system that links Duval County businesses and residents internally and to the world. Ensure coverage of the entire county including downtown.

20. Consider alternative energy sources and maintain a stable electric supply

Code Enforcement

21. Increase priority (funding/staff/enforcement) to recognize that code enforcement is a visible measurement of the city's commitment to quality of life. Ensure that code enforcement results in a safe, nuisance-free environment.

Historic Preservation

22. Develop historic preservation as a tool of government that promotes community identity and involvement.

VI. LEADERSHIP

Vision:

Before 2020, Duval County will have leadership that represent a diverse cadre of informed citizens who lead by example and make decisions based on the short-term and long-term goals of the entire community.

Strategies:

1. Expect all elected officials, governments, for-profit organizations and not-for-profit organizations to endorse Blueprint for Prosperity and agree to help with implementation. This will include all kinds of organizations including: school systems, Jacksonville City/ Duval County government, four independent city governments, private businesses, neighborhood associations, faith-based organizations and civic clubs. Each organization that volunteers will become a Blueprint Partner to adopt and implement the strategy/strategies that interests them or uniquely fits within their mission and scope of operations. Blueprint will serve as an umbrella that brings together a network of Blueprint Partners working in alignment to achieve our interdependent Key Benchmarks and strategies.
2. Require all organizations that are receiving government contracts, funds, services, or incentives to be active and engaged Blueprint Partners.
3. Identify individuals to lead and empower them to do what needs to be done. Leaders must be accountable, responsible and willing to: work hard, make personal sacrifices, make investments, take risks, be open to diversity, give up short-term gratification for long-term benefit, lead by example, be values-based, inspire others, represent the entire community and lead with hope.
4. Increase the productivity of government and not-for-profit sector while at the same time increasing services. Increase efficiency, effectiveness and accountability from all the government departments and entities. Ensure that residents and businesses are the government's customers and receive customer-friendly service.
5. Empower citizens through innovative means of communicating issues and news to county residents including hard copy, e-mail, Web sites and other delivery means. Provide alternative position statements and questionnaires on issues pending before government bodies well in advance of making a decision.
6. Encourage each resident to accept personal responsibility for helping achieve Blueprint success.
7. Train thousands of diverse new people of all ages and backgrounds in the art of leadership. Connect these new leaders with Blueprint Partners to work on strategies that interest them.
8. Develop an efficient and effective communications program that continually connects and informs both Blueprint Partners and Duval County residents about Blueprint progress.
9. Achieve diversity and inclusion in elected and appointed entities, boards and authorities and at the highest leadership positions in our private sector organizations.
10. Encourage higher quality media standards and practices.

11. Inform voters on issues and increase voter confidence and participation.

12. Encourage qualified leaders who support Blueprint for Prosperity to run for office and serve on appointed boards. Support these leaders during their term in office, or suggest corrective action, as they inevitably experience the conflicts and challenges of making difficult decisions in the best interests of Duval County. Presume that they are working for all our best interest unless proven otherwise.

13. Inspire servant leadership, and increase service and volunteerism from all ages.

BLUEPRINT FOR PROSPERITY PROCESS

PHASE I - Developing the Blueprint

- A. In April 2005, the City of Jacksonville, the Jacksonville Regional Chamber of Commerce and WorkSource, embarked on a partnership, Blueprint for Prosperity, to improve our community through concentrated efforts on six community foundations: economic development, education, racial opportunity and harmony, infrastructure, leadership and quality of life.
- B. A diverse 77-person steering committee, representative of the community, was selected to guide the process.
- C. Henry Luke interviewed 355 individuals in focus groups during May and June 2005.
- D. Over 580 people attended the fourteen community meetings during July and August 2005. Fifty-two groups identified issues for consideration by the Blueprint task forces. The issues were summarized and ranked by the groups, then combined to produce the top ten priority issues. The participants also selected 52 additional members for the Blueprint task force.
- E. The steering committee selected a diverse Blueprint task force from all sectors and geographic areas of Duval County from persons nominated by the steering committee, focus group interviewees, community meetings, self nominations and the 52 individuals selected at the community meetings. The Blueprint task force was created in five parts to geographically represent Duval County.
- F. The 382- member Blueprint task force met in five parts during September and October 2005 and distilled the focus groups and community meetings issues into the draft ***BLUEPRINT FOR PROSPERITY*** document. This draft was edited by the steering committee October 31, 2005. They reached consensus on the draft vision with 113 priority strategies and 53 total strategies.
- G. The Blueprint draft was widely circulated for citizen input from November 4, 2005 to January 31, 2006. Opportunities for input included:
 - Presentations to approximately 160 organizations with over 11,000 in attendance.
 - Distribution of over 160,000 copies as a newspaper insert on January 9, 2006.
 - Distributed through the library system
 - Two 30-second Jumbotron spots at the December 18, 2005 Jacksonville Jaguars home football game with 64,764 in attendance.
 - 11 radio and seven TV appearances by Jarik Conrad and others
 - Numerous newspaper articles, editorials, and advertisements
 - Five community meetings for a final opportunity to review and provide comments on the ***BLUEPRINT FOR PROSPERITY*** draft from January 23 – 31, 2006.
- H. After considering all the input received, the steering committee approved the final Blueprint document for public distribution on February 13, 2006.

PHASE II-Collaborative Implementation

- A. The ***BLUEPRINT FOR PROSPERITY*** steering committee will continue to be diverse and community-based to provide leadership, accountability and communication during the implementation process.
- B. Private and public sector organizations of all kinds and individuals will be asked to endorse the strategic plan and become Blueprint Partners. (Beginning February 15, 2006.)

- C. Blueprint Partners who endorse the Blueprint will be asked to identify those strategies they can incorporate and effectively implement within their normal mission, purpose and scope of operations or in Strategic Alliances with other organizations. Each Blueprint Partner or Strategic Alliance will establish Strategy Benchmarks to facilitate annual measurement of progress and develop action steps for the specific strategies they adopt. The steering committee and Benchmark team will approve all Strategy Benchmarks before their adoption as official **BLUEPRINT FOR PROSPERITY** Benchmarks.
- D. Strategy identification and acceptance by Blueprint Partners will be reviewed by the steering committee to ensure that the priority strategies are being implemented on a timely basis. Progress on every strategy cannot begin immediately but will be phased in over a 5- to 10-year period as applicable.
- E. Progress on strategies will be communicated on a regular basis.
- F. There will be an annual update of the Key Benchmarks and the Strategy Benchmarks to measure progress for each strategy adopted by Blueprint Partners and Strategic Alliances.
- G. The Jacksonville Regional Chamber of Commerce will provide **BLUEPRINT FOR PROSPERITY** staff, management support, communication and coordination for at least five years of implementation.

BLUEPRINT FOR PROSPERITY

Invitation to become a BLUEPRINT PARTNER

What is a BLUEPRINT PARTNER?

A Blueprint Partner is any organization, business, civic group, government entity, religious organization, etc. that has volunteered to collaborate with other community members to make the Blueprint Strategic Plan reality. **Blueprint Partners are the organizations responsible for making individual strategies reality.**

What are the Blueprint Partners' responsibilities?

Become a supporter of the process by endorsing the Blueprint. A Blueprint Partner will:

- Adopt the Key Benchmarks as a visible part of their organizations strategic plan
- Adopt strategies
- Form Strategic Alliances where appropriate
- Develop Strategy Benchmarks and action steps to accomplish the strategy and meet the Benchmarks with realistic deadlines
- Provide resources to implement action steps
- Generate progress reports
- Include affiliation with **BLUEPRINT FOR PROSPERITY** in printed and advertising material and create links to the Blueprint web site
- Review, revise and refocus action steps when progress reports are negative
(*Foundation teams and a Benchmark team will be available for assistance.*)

Yes, please include us as a Blueprint Partner of **BLUEPRINT FOR PROSPERITY!**

Organization/ Business/Agency/ Club/ Religious Organization:

Representative: _____

Address: _____

_____ Zip code: _____

Telephone:Day _____ Evening _____ Fax: _____

Email _____

BLUEPRINT FOR PROSPERITY
c/o Harlan Stallings, Manager
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Jacksonville, FL 32202
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BFP@myjaxchamber.com
www.blueprintforprosperity.com

BLUEPRINT FOR PROSPERITY GLOSSARY

Our Long-term Blueprint (20 years)

- Visions for each of the interdependent Foundations for a comprehensive strategic plan

Education
Economic Development
Infrastructure

Quality of Life
Racial Opportunity and Harmony
Leadership

- Core values
- Key Benchmarks
- Priority issues

Our Mid-term Blueprint (5 to 10 years)

- Strategies for each of the six Foundations

Our Short-term Implementation Plan (1 to 5 years)

Developed and implemented by Strategic Alliances and Blueprint Partners for individual strategies beginning in February 2006

- Strategy Benchmarks
- Action steps

DEFINITIONS OF ABOVE TERMS:

Foundations- Basic framework that will provide a comprehensive strategic plan for the county in the following interdependent areas: education, economic development, infrastructure, quality of life, racial opportunity and harmony, and leadership.

Visions- A vision defines what the community wants to be in the future in each of the six Foundation areas.

Core Values- Character traits that guide daily decision-making.

Key Benchmarks- Four to ten annual measurements of the county's progress towards achieving its long-term vision. This will require positive results from the six *interdependent* Foundations and provide accountability for the process.

Priority Issues- Ten priority issues identified at the July and August 2005 community meetings

Long Term Blueprint- Includes the visions for the six Foundations, core values, Key Benchmarks and priority issues.

Strategies- A verbal picture of the future in a specific part of a particular Foundation. Twenty to thirty strategies in each Foundation will provide a more detailed definition of each Foundation Vision.

Blueprint Partner- Any organization, business, civic group, government entity, religious organization, etc. that has volunteered to collaborate with other community members to implement the Blueprint Strategic Plan. Blueprint Partners are the organizations who take

responsibility for making individual strategies reality.

Strategic Alliances- Two or more Blueprint Partners who work together to implement a specific strategy because of their experience, strengths, and synergy from combined efforts. The Blueprint Partners in the alliance will elect a chair to be responsible for providing leadership. Alliance Benchmarks and action steps will be developed for the Strategic Alliance. The Blueprint Partners will then assume responsibility for the action steps that fall within their own scope of operations.

Strategy Benchmarks- Annual measurement of the progress of a specific strategy that provides accountability for the process on an annual basis for 3 to 10 years. *Example: Increase the graduation rate 2 percent per year for 10 years. The Strategy Benchmark should be developed by the Blueprint Partner before the action steps.*

Action Steps- What the Blueprint Partner is going to do to implement a strategy. A series of projects or events developed by the Blueprint Partner to meet the Strategy Benchmark for a specific strategy.

DATA SOURCES

1. Per capita income, earnings per job, jobs, commuters from county of work to other county - <http://www.bea.doc.gov/bea/regional/reis/>
2. Per capita income by race and ethnicity - <http://www.epodunk.com/>
3. Population - <http://www.census.gov/popest/states/>
4. Duval Public School graduation rate <http://www.firn.edu/doe/eias/eiaspubs/pdf/gradrate.pdf>, reading rate http://fcat.fldoe.org/default.asp?action=districtreport&district_number=16&district_name=DUAL, race and ethnicity rates <http://web.fldoe.org/NCLB/default.cfm?action=report2&level=District&district=16>
5. Percentage of population 25 and over with higher education degrees <http://censtats.census.gov/data/FL/05012031.pdf>
6. Cost of living ACCRA Cost of Living Index...Comparative Data for 283 Urban Areas, Data for 2nd quarter 2005.
7. Tax exempt/incentives from data provided by County Property Appraiser and JEDC.
8. Poverty rate <http://censtats.census.gov/data/FL/05012031.pdf> for 2000, <http://www.census.gov/cgi-bin/saipe/saipe.cgi> for 2002. *State of Jacksonville's Children-2005*, Jacksonville Children's Commission for poverty by zip code.
9. Marriage dissolutions and live births to unwed mothers <http://www.floridacharts.com/charts/>
10. Murder rate – from unpublished FBI data for 1998 – 2003 and Florida Times Union 2004.

BLUEPRINT FOR PROSPERITY

STEERING COMMITTEE AND BLUEPRINT TASK FORCE

Adams, Afesa

Allen, Mark
 Allison, Martha
 Allmand, John
 Allred, Barry L.
 Anwander, Elaine
 Arington, Teresa
 Arnold, Ruth
 Baker, Cheryl
 Barber, Lewis C.
Barcelo, Bruce
 Barnes, Bonnie
 Barrett, Richard A.
Barton, Ron
 Battle, Karen
 Beaman, Dale
 Beeler, Jim
 Belkin, Lew
 Bell, Sandra
 Bennett, Kellye D.
 Berry, Marshelle
 Beyan, Melachi S.
Bhika, Sonny
 Bloom, Russell
 Bonfanti, Suzanne
Boyer, Vanessa
Boylan, Michael
 Brock, Darrell
 Brown, Ronnie
 Brown-Floyd, Vera
 Bryan, John
 Bryant, Michael
 Bumgardner, Joe
 Burke, Mary
 Burks, Ok Sun
 Burks, Volume
 Burnette, Elaine
Burney, Betty
Burns, Sherry
Bussells, Walt
 Caldwell, Reginald
 Canty, Stephen D.
 Cardell, Richard
 Carroll, Greg
 Casey, Shelly

Cassista, Katherine
 Chappell, Susan
 Chapple, Judith
 Charity, Harriett
 Charity, Roger
 Chatman, Carolyn
 Chatman, Mario
 Chimelewski, Joe
 Church, Peter, Reverend
 Clark, Diane, Dr.
 Clark, James
 Clark, Larry
Cline, Elizabeth
 Cochran, Susan M.
 Cook, George
 Cordova, Alan
 Courtney, D. James
 Covington, Kenneth
 Cox, Todd
Cramer, Charles R. "Skip"
 Cravey, Eric
 Crimmell, Cindy
 Crofton, Linda
Crooks, James
 Cross, Ellen S.
 Cross, Melanie
 Cullum, Foster J., Dr., IV
David, Bill
 Davis, Betsy
 Dawson, Benita Y.
 DeAngelo, Deborah
 Dil-Maxey, Mary L.
 Donaldson, Janice Williams
 Douglas, Cedric
Douglas, Tanya
 Dowdell, June D.
 Downing, Jon
 Dozier, Ron, Pastor
 Duggar, Jan
 Ealey, Shirley T.
 Eason, Gloria
 Ebury, Kess
 Edwards, Michael C., Rev.
 Edwards-Roin'e, Pamela
 Egbert, Trish

Elkins, Diane
 Estrada, Byron
 Ezell, Pat
 Facey-Simms, Jennifer
 Feldstein, Marilyn
Finley, Darrin
 Flantroy, Charles
 Fletcher, Carl
 Flores, John C.
 Floria, Terri
 Flowers, Robert
 Floyd, Brad
 Folds, Meg
 Foreman, Elgin, Jr.
 Foreman, Gracie
Fountain, Cheryl
 Freeman, Dudley
 Funkhouser, Cindy
 Gamble, Therese W.
Gantt, Darlene
 Gassett, Bill
 Gay, Susan
 Gillen, Grace T.
 Gilreath, Melissa T.
Girardeau, Canary
 Glover, Veronica
 Golden, Janet
 Goldsmith, Ben F.
Gonzalez, Willie
 Grafe, J.K.
 Grant, Diantha
 Green, Jamela
 Gregory, Godfrey L.
 Grossman, Neil
 Gubbin, Barbara
 Guittar, Joanne
 Gumbs, Godwin
 Gutierrez, Jorge A.
 Haile, Marcus W.
 Hall, Samuel
 Hall, Tommie
 Hamilton, Candace
Hamilton, Susan
Hannan, Pat
 Hansen, Deborah

**BLUEPRINT FOR PROSPERITY
STEERING COMMITTEE AND BLUEPRINT TASK FORCE**

Harmon, Michelle
 Harper, Harvey
 Heald, Deborah
 Helow, Pete
Herring, Fredrick
 Hershey, Lori
Heymann, Jon
 Hickox, Joel V.
 Hicks, William B.
Hilliard, Marva R.
Hipps, Alberta
Hobbs, Barbara
 Hobby, Scott
Hodges, Connie
 Hoffman, Terry
 Holiday, Robert
 Holmberg, Helen
Holzendorf, Kevin
Honeycutt, Joe
 Hull, Dorothy B.
 Humphrey, Terence
 Hunt, Beatrice Denise
 Hutchinson, Rose
 Hutson, Keith
Ingram, Thomas
 Jackson, Cal
 Jackson, Leona
 Jackson, Richard
 Jackson, Tracy L.
 Jackson-Carter, Sabrina
 Jennings, Attreass
 Johns, Kevin
Johnson, Edward L.
 Johnson, Faye
Johnson, Trachella
 Johnson, Trent
 Johnson, Virginia
 Jones, Cyndi
 Jones, Faye
 Jones, Iris C.
 Jones, Lenroy
 Jones, Lynnette
 Jones, Sharon
 Kaleel, Luella Eileen
 Kasper, Erik

Kelly, James D.
Ketchum, Terri
 King, Mae
 Kirk, Rebecca
 Kirkwood, Lisa
 Klipp, Carol
 Klippel, Doug
 Kohn, Arlene K.
 Kohn, Ervin T.
 Kurowsky, Robert
 Landers-Dice, Kimlin
 Landry, Karen
Lanier, Wanda
 Larson, Marci
 Laurie, David
 Laws, Dorothy
 Lebold, Marcia
 Lebold, Ron
 Little, Ralph
 Lomas, Dorothy
 Long, Maurice
Luczynski, Rone
 Lugo, Sheila
 Luke, David
 Luke, Jennifer
 Mandava, Seshagiri R.
 Matthias, Andrea
 Mattila, Peter
 Matus, Susan
 McCullough, Susan L.
McGehee, Mack
 McLaughlin Criswell, Clara
 McQuain, George
Means, Liz
 Merrigan, Debbie
 Mickel, Oday
 Midyette, Jimmy, Jr., Esq.
 Mikosky, Brock
 Miles, Faron
 Miller, Carol S.
 Miller, Warren
Minion, James
 Miracle, David
Mobley, Philip James, Sr.
 Moore, V. Marie

Moran, Bernadette
Morgan, Jack
 Mosely, Alan
 Motsett, C.B. Cork
 Moyer, Jean
Mulligan, Darryl
 Murr, Doug
 Myers, Claud W.
 Nash, Jackie
 Nasrallah, Karen
 Nelson-Jones, Roneese
 Nguyen, Thuy-Anh T.
 O'Connor, Dan
 Oermann, Tim A.
 Ogletree, Rochelle
 Orange, Doug
 Ort, Carol
Owens, Greg
 Owens, Kim
Padgug, Donna
 Pargman, Michell
Parkinson, Bing
 Patterson, Robert M.
 Patterson, Samuel L. II
 Pauly, John
 Pawliczek, Tanya
Pennington, Rufus
 Perry, Clark
 Phelan, Mary Alice
 Phoenix, Nick
Pontiff, Susie
 Powers, Tabitha
 Purvis, Ray
 Quaritius, Leslie
 Randle, Lisa
 Redman, Don
 Reed, Wayne
 Reese, Marvin
 Renninger, J.B.
Reyes, John
 Rice, Cynthia Savage
 Richardson, Karen
 Riddick, Cheryl
 Riley, Orvern
 Risley, Steve

BLUEPRINT FOR PROSPERITY STEERING COMMITTEE AND BLUEPRINT TASK FORCE

Rivers, Danielle	Swain, Deloris	Willis, Thomas S., Father
Robinson, Adam M.	Swift, Randy	Wilson, Harold
Roesser, Mark	Tappouni, Michelle	Wisniewski, DeSales, Sister
Rogers, Bob	Tate, Joseph, Rev.	Wochholz, Douglas
Rogers, Hank	Taylor, Denise R.	Wolfson, Lesley
Rogers, Marilyn	Thayer, Robert	Woodward, Larry
Rollins, Bryant	Thayer, V. Joanne	Woody, Gerald H.
Rose, Bonnie	Thomas, Henry	Wooten, Andrew
Rowe, Lisa	Thompson, Carol	Worrell, Lorraine
Rowland, Jenna	Thompson, Deborah K.	Wytzka, Jane
Salem, Soliman	Thompson, Frank	Yates, Alton
Sandage, Sonya	Tippins, Louvenia B.	Yeager, Susan V.
Sanders, Francesca L.	Trepal, Nathan	Young, Barbara
Scales-Taylor, Madeline	Truitt, William	Young, Evelyn, Dr.
Schmidt, Paul C.	Turley, Anthony	Youngblood, Jack
Scholl, Sharon	Turner, Jocelyn	Youngblood, Virginia B.
Schuster, Robert	Turnipseed, John A., Jr.	
Scott, Nathaniel	Tyson, Bruce J., Sr.	
Scott, Stanley	Vail, Patricia	
Seiler, James, Major	VanVleck, Jim	
Semko, Scott	Vinyard, Herschel	
Senterfitt, Heather D.	Vivas, German	
Sexsion, Gerri	Vu, Tri	
Sherman, Lynn	Wade, Dennis	
Shircliff, Bob	Walker, Gracia	
Shroads, David L., Dr.	Walker, Rosa L.	
Sills, Sandra L.	Walker, Rose M.	
Simmons, Ella M.	Wallace, Steven, Dr.	
Simmons, Wayne	Warren, Cleve	
Sleap, Michael	Waters, Carol	
Smith, Barney	Weeks, Monique	
Speights, John	Wells, Michael T., Sr.	
Spencer, Peggy	White, A. Quinton, Jr.	
Spinks, Jerry	Wildes, Leslie	
Stephens-Bowen, Delena	Wilhite, Beverly B. Hartley	
Stetson, Shirley	Wilkerson-Williams, Marilyn	
Stevens, Maurice	Williams, Bob	
Stewart, Duane	Williams, Ellen	
Stewart, James	Williams, Rhonda	
Stewart, Kerri	Williams, Sharon	
Stewart, Tanya	Williams, Tanya F.	
Stinson, T. Edwin, Jr.	Williams, Tyrone A.	
Stophel, Connie S.	Williams, Valerie	
Stumin, Constance	Williams, Zann	
Suber, James A.	Willis, Sabrina	

*Note - Steering committee members are shown in bold type. Upon the approval of the final Blueprint on February 13, 2006, steering committee and task force members were invited to serve on one of the six Foundation teams or on the Benchmark team.

BLUEPRINT FOR PROSPERITY EXECUTIVE COMMITTEE

Chair: Bill Scheu Executive Director: Jarik Conrad Facilitator: Henry Luke

EXECUTIVE COMMITTEE AT LARGE

Hon. John Peyton- Mayor, City of Jacksonville

Ed Burr- LandMar Group, LLC	Bruce Ferguson, Jr.- WorkSource
Eleanor Gay- Community Volunteer	Robert Helms- Wachovia
Wally Lee- Jacksonville Regional Chamber of Commerce	Dr. Robert Lee, III- Fresh Ministries
Ron Townsend-Communications Consultant	Dr. Steven Wallace- FCCJ

FOUNDATION CO-CHAIRS

EDUCATION

<u>Co-Chair</u>	<u>Co-Chair</u>	<u>City Council Liaison</u>
Bill Mason	Lisa Moore	Hon. Mia Jones
FCCJ	IBM	District 10

ECONOMIC DEVELOPMENT

<u>Co-Chair</u>	<u>Co-Chair</u>	<u>City Council Liaison</u>
Barry Allred	Cleve Warren	Hon. Lad Daniels
Elkins Constructors	JEDCO	At Large Group 3

QUALITY OF LIFE

<u>Co-Chair</u>	<u>Co-Chair</u>	<u>City Council Liaison</u>
Connie Hodges	Alton Yates	Hon. Elaine Brown
United Way of Northeast Florida	OTAI, Inc.	At Large Group 2

RACIAL OPPORTUNITY AND HARMONY

<u>Co-Chair</u>	<u>Co-Chair</u>	<u>City Council Liaison</u>
Jim Crooks	Tony Jenkins	Hon. Kevin Hyde
Retired UNF Professor	Blue Cross Blue Shield	At Large Group 4

INFRASTRUCTURE

<u>Co-Chair</u>	<u>Co-Chair</u>	<u>City Council Liaison</u>
Alberta Hipps	Jim Robinson	Hon. Sharon Copeland
Hipps Group, Inc.	King Engineering	District 6

LEADERSHIP

<u>Co-Chair</u>	<u>Co-Chair</u>	<u>City Council Liaison</u>
Bruce Barcelo	John Falconetti	Hon. Michael Corrigan
Barcelo & Company	Drummond Press	District 14

BENCHMARK CO-CHAIRS

<u>Co-Chair</u>	<u>Co-Chair</u>	<u>City Council Liaison</u>
Ed Hearle	Skip Cramer	Hon. Gwen Yates
Retired, Management Consultant	JCCI	District 8

" People who believe they can, do. People who believe they can't, don't."

Anonymous