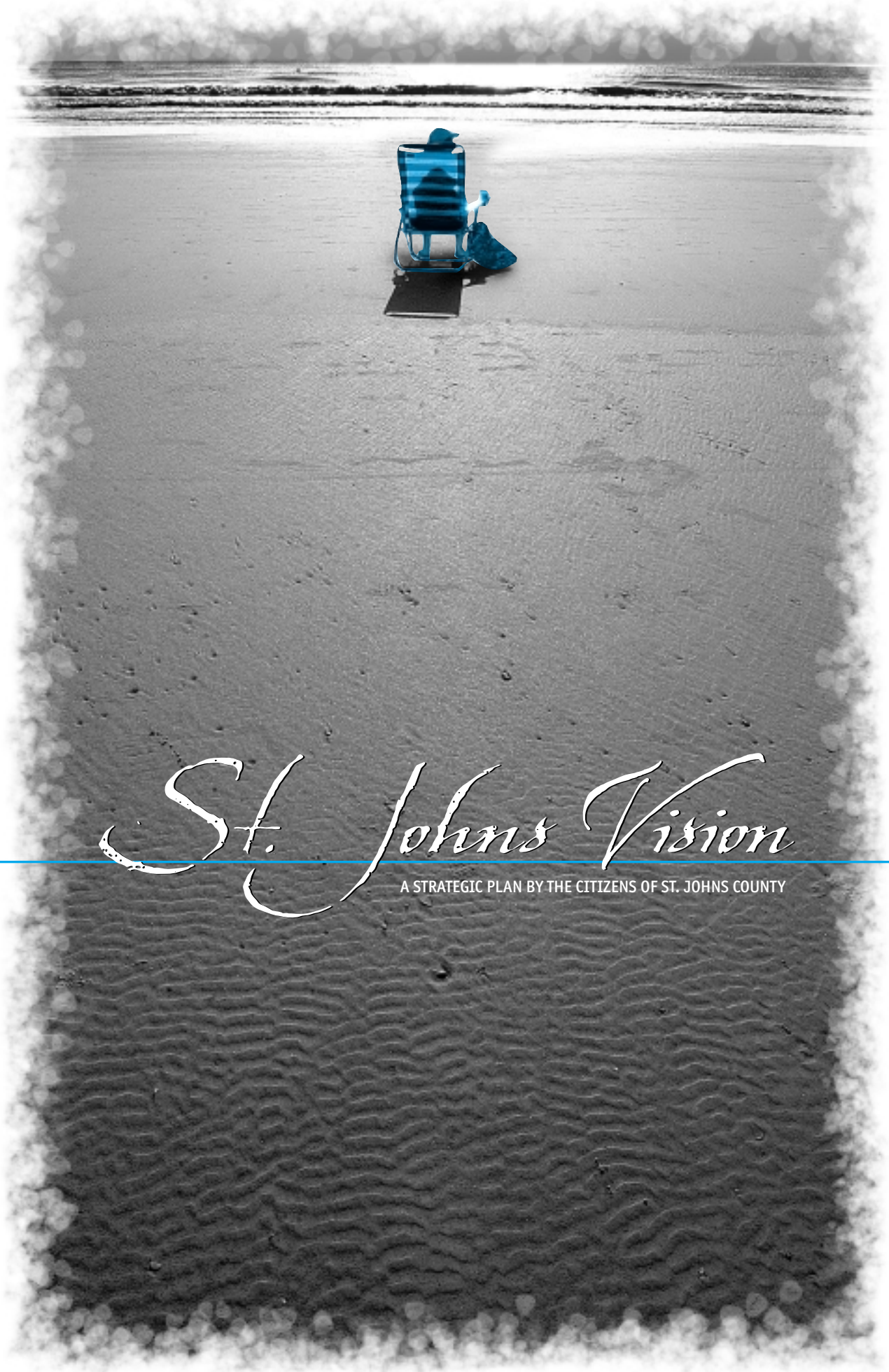


www.stjohnsvision.com



St. Johns Vision

A STRATEGIC PLAN BY THE CITIZENS OF ST. JOHNS COUNTY

Produced as a public service to the community in cooperation with *The St. Augustine Record*

“The future is not a gift, it is an achievement.”

— HENRY LAUDER

Dear St. Johns County Resident,

September 15, 2002

Our Vision for the future of St. Johns County for the next 15-20 years is now complete.

Since early May, we have gathered input about our draft Vision document from neighbors and fellow citizens throughout the County. Members of our Steering Committee and Vision Task Force made presentations of the draft Vision to civic clubs, homeowners associations, church groups, employee groups, County government employees, and professional organizations – any group that expressed a desire to hear our Vision and to contribute their comments and suggestions. The draft Vision was circulated in 22,000 copies of a countywide newspaper, and it was available on our St. Johns Vision website for feedback. We filmed a presentation for the County’s governmental television channel, which was broadcast on an almost-daily basis. This input phase culminated in two final Community Meetings on August 12 and 13.



groups, clubs, churches, associations, governmental entities, etc. which support the Strategic Plan and will adopt one or more of its strategies for implementation. Our second objective will be to establish Foundation Teams for each of the six foundations; a Benchmark Team to assist in developing measurable benchmarks for each strategy that can be updated annually; and a Communications Team to ensure both internal and external communications throughout all aspects of the Strategic Planning implementation process. We welcome and look forward to the active participation of our County residents in this process.

As we state in our Vision document, our **Vision** is to identify the future desired by current St. Johns County residents to leave as a legacy for future generations. Our Vision represents the combined time, effort and ideas of thousands of our citizens. All participants in the Vision process are well aware of the many current assets of our County; yet, they recognize the need for planning and successful ongoing implementation to keep St. Johns County moving in the direction desired by the majority of its citizens.

I am proud of the results of St. Johns Vision to this point. This Vision document incorporates four key themes voiced by our citizens: to provide the best possible educational opportunities for our children; to emphasize the responsible stewardship of our environment; to address the infrastructure needs of our County to keep pace with the growth that’s coming our way; and to

grow the business segment of St. Johns County to lessen the tax burden on low and middle-class residents and small businesses. These four themes are woven through all aspects of our plan – from our Priority Issues in 2002, through our Long-Term Vision and our Key Benchmarks, to our six Foundations and the individual Strategies associated with each Foundation.

I believe that the “easy” part of our Strategic Planning process is now complete. We have identified where we are and where we want to go. Now, we have to work together to get there. This Vision document contains about 160 individual **strategies**. Certainly, one or more of these strategies is in alignment with the goals or mission statement of an organization of which you are a member. Although we are asking the support of all County residents for the entire Strategic Planning process, we encourage each of you to embrace just one (or more) Strategy and secure implementation. In May of 2003, and in May of every year thereafter, we will gather together in a Community Meeting and review our successes. Only by adopting specific strategies and ensuring their implementation can we be certain that our Strategic Plan is successful and our Long-Term Vision for St. Johns County becomes a reality.

Sincerely,

John S. Hewins, Jr.

Chairman,

St. Johns Vision Steering Committee

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INTRODUCTION

The idea of putting together a long-range plan for St. Johns County began in 2000. The County's Economic Development Council, the St. Johns Board of County Commissioners and area Chambers of Commerce were involved in the early stages. Once the need was identified, a national search for an experienced facilitator ensued. Luke Planning, Inc. was selected based on its successful history in helping forge stronger futures in 51 communities. We have now completed Phase I of the Process, "Developing our Strategic Plan" and are now into Phase 2, "Collaborative Implementation of our Plan."

Many dedicated individuals and organizations have worked to develop our Strategic Plan. The Strategic Plan was developed based on St. Johns County resident input in community meetings, focus groups, and written feedback to the Draft Strategic Plan. The effort was led by the 27-member Steering Committee and a 153-member Task Force.

Throughout the input process, we were impressed with the interest shown by the citizens of the County. Many comments and modifications were considered by both the Editing Committee and the Steering Committee in the preparation of the final St. Johns Vision document. Three areas, in particular, were discussed in detail and are worthy of mention in this introduction.

First the question as to why "Environment" was not a separate Foundation in our Vision, instead of being a key strategy under "Infrastructure." The consensus is the theme of the Environment is intricately woven throughout our entire Vision, thus increasing our focus on environmental issues and concerns. Citizen concern for our environment here in St. Johns County was one of our Top 10 issues from the initial Community Meeting; "Environmental Preservation" is the first of our four critical trends and indicators and is one of our Key Benchmarks. Individual strategies addressing environmental issues are contained in at least four of the six Foundations. By making "Environment" an integral part of the entire Vision document, instead of just one stand-alone issue, environmental concerns will receive more attention and priority during Implementation rather than less. And, in reality the success or

failure of the environmental and all other issues raised in this document relies solely on the level of commitment in executing the strategies, not where they're located.

Second is our desire to clarify the term "Core Values" and to explain how they were established. "Core Values" are defined as character traits that are used in our daily and on-going decision-making. The final list of "Core Values" contained in this vision document is a result of a selection process by the 153-person Vision Task Force. Task Force members started with a list of 80-100 character traits and were asked to rank their top five values. The rankings were then weighted, and a new list of values in priority order was established. Values receiving few votes were dropped from the list, while some new values were added by Task Force members. This ranking and prioritizing continued for four weeks, resulting in the final list of "Core Values" contained in our Vision document. These "Core Values" are intended to be neither negative nor exclusionary; instead, they represent a consensus of personal and community character traits that are important to many of our citizens in St. Johns County.

The **third** area for emphasis and, possibly, the most important of all, is the knowledge and realization that our Vision is not all-inclusive. Although this Vision was shared with thousands of our County residents, and we received actual input from hundreds of citizens, we know that this Vision document does not contain every dream and every vision from every citizen of St. Johns County. However, coupled with this realization comes the need for flexibility and compromise as we move ahead to implement our Vision over the next decade and beyond. St. Johns Vision is a "living" document. It will be evaluated annually. As we enter the Implementation Phase of our Strategic Planning process, we ask that citizens embrace one or more of the 160 strategies contained in the Vision document and work together to make these strategies become reality. Not everyone will agree on every strategy. We know that. However, this Vision document is a strong foundation for building a better place for our children to grow up — and the rest of us to grow old.

St. Johns Vision provides the entire St. Johns County community

an opportunity to participate in the implementation of our Strategic Plan in six foundation areas: Education, Economic Development, Infrastructure, Quality of Life, Government, and Private Sector Leadership.

After you have read this document, we hope you will accept the invitation on

Page 23 and become a Vision Partner. A training session will be held later this year to assist you in adopting strategies, forming partnerships with other organizations, and adopting standards by which you can measure your progress. Join with us. Our children and future generations will benefit from your vision and commitment. □

Following is a general outline of what occurred in Phase I and what will occur in Phase 2:

Phase I

DEVELOPING OUR STRATEGIC PLAN

A. A diverse 27-person Steering Committee, representative of the community, was selected to guide the process.

B. The facilitator interviewed 135 individuals in Focus Groups from December 7, 2001 to January 21, 2002.

C. Over 675 people attended the Community Meeting on March 4, 2002. Vision Partners and the news media had publicized this public meeting at First Coast Technical Institute. The participants selected their top 10 issues to be considered by the Vision Task Force and selected 20 additional members for the Vision Task Force.

D. The Steering Committee selected a diverse Vision Task Force from all sectors and geographic areas of St. Johns County from persons nominated by the Steering Committee, Focus Group Interviewees, Community Meeting participants and others.

E. The Vision Task Force met during March and April 2002 and reached consensus on Community Core Values, Key Benchmarks, Visions, and Strategies. The draft was edited and available for distribution on May 10, 2002.

F. The Draft Strategic Plan was vigorously presented to St. Johns Citizens for input between May 10, 2002 and August 13, 2002 including: 22,000 copies were distributed by the media; 1,500 plus copies of the draft were downloaded from the St. Johns Vision Website; over 35 newspaper and magazine articles and editorials were written; The Task Force made presentations to over 1,600 St. Johns County residents; presentations appeared daily on the Government TV channels for three weeks; and two final community meetings were held on August 12 and August 13. All of the input received was documented and carefully considered by the Steering Committee.

G. After reviewing and considering all input from citizens, the Steering Committee approved the Strategic Plan on August 22, 2002.

Phase II

COLLABORATIVE IMPLEMENTATION OF OUR PLAN

A. The St. Johns Vision Steering Committee will continue to be diverse and community based to provide leadership during the implementation process.

B. Private and public sector organizations of all kinds and individuals will be asked to endorse the Strategic Plan document and become Vision Partners. (September 2002 – August 2007).

C. Vision Partners who endorse the Strategic Plan 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 Vision Partner or Strategic Alliance will establish Strategy Benchmarks to facilitate annual measurement of progress and develop Action Steps for the specific Strategies they adopt. All funding is an action step. The Steering Committee will approve all Strategy Benchmarks before their adoption as official St. Johns Vision Benchmarks. (September 2002 – August 2007).

D. Strategy identification and acceptance by Vision Partners will be reviewed by the Steering Committee to ensure that the Key Strategies have been covered within the time frames for effective implementation. 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 report and Community Meeting. The Benchmarks will be reviewed annually.

G. The leadership of the St. Johns Vision Implementation Process will continue to be diverse and community based with management support and coordination provided by the Vision staff for at least a five-year period. □



ST. JOHNS VISION

OUR VISION:

St. Johns Vision will identify the future desired by St. Johns County residents to leave as a legacy for future generations.

Before 2022, St. Johns County:

- Will have a comprehensive and high quality life-long education system, encompassing arts, academics and technical disciplines.
- Will have an excellent global reputation for economic development as a business-friendly community for environmentally sensitive companies that provide quality jobs for our citizens.
- Will have infrastructure that supports a vibrant economy and educational system while protecting the environment and overall quality of life.
- Will have a safe and secure quality of life with excellent access to the arts and entertainment, healthcare, social services, parks and recreation, while maintaining our cultural and historic heritage.
- Will have a responsive, efficient, effective, equitable and accountable government.
- Will have a private sector leadership that is the leading pillar in partnership with government and citizenry in ensuring St. Johns County is the preferred place to live and work in America.



PRIORITY ISSUES IN 2002

The participants in the Community Meeting on March 4, 2002 selected their Top Ten Priority issues to be addressed in the Strategic Plan Foundations.

At the March 4, 2002 Community Meeting, the 675 participants in twenty breakout groups identified 673 unique issues to be considered by the Vision Task Force. The 673 issues were summarized and ranked by the groups, then combined to produce the top ten issues. These 673 issues were sorted into the six Foundations and provided to the Vision Task Force as input during the discussion on each Foundation in March and April 2002.

The Vision Task Force members also considered input from 135 Focus Group participants and their own diverse

experience in developing the Draft Strategic Plan. The Task Force distilled the Focus Group and Community Meeting issues to 135 strategies contained in the Draft Strategic Plan. The Steering Committee also considered additional feedback from St. Johns County residents as the Draft Strategic Plan was presented throughout the county from May 26, 2002 until August 13, 2002. The final result is the 160 strategies contained in this document.

These issues are addressed throughout the Vision and Strategies for the six interdependent Foundations required to provide a comprehensive Strategic Plan for St. Johns County. The six Foundations also provide a proven framework for the five-to-ten-year Implementation Process.

Priority Issues

Top Ten

Can Be Found On Pages

| | |
|-------------------------|-------------------|
| 1. Education | 2 - 11 |
| 2. Economic Development | 3-5, 7, 8, 10, 11 |
| 3. Infrastructure | 2-5, 7, 8, 10, 11 |
| 4. Environment | 2-5, 7, 8 |
| 5. Quality of Life | 3-8, 10, 11 |
| 6. Growth Management | 2, 4, 5, 7, 8, 9 |
| 7. Government | 2-8, 10-12 |
| 8. Public Safety | 4, 7-9 |
| 9. Affordable Housing | 4, 7-10 |
| 10. Social Services | 4, 7-9 |



OUR CORE VALUES

Our citizens and the community developed core values as guideposts as we pursue our interdependent Visions and Strategies. Core Values are character

traits that guide in daily decisions: Citizenship, Environmentalism, Faith in God, Family Values, Honesty, Integrity, Responsibility, and Sustainability.



CRITICAL TRENDS AND INDICATORS

In looking at the challenges we face in St. Johns County, four overriding themes reoccurred throughout the process: the value of our natural resources and the need to protect them; the need for infrastructure to keep pace with growth; a desire to give our children the best education possible; and the necessity to grow the business segment of our tax base in relation to the residential.

These, then, became items termed "critical." The importance of these - and their success or failure - will be monitored yearly throughout implementation. These cut across the six foundations and are fundamental to the vision the community has embraced.

1. Environmental Preservation - Strong desire to preserve the environment.

2. Infrastructure - Strong desire for infrastructure adequate to enhance Quality of Life, Education and Economic Development.

3. Education - In 2000-2001, at 77.1%, the St. Johns School District ranked 8th among Florida's 67 counties in grades 9 - 12 graduation rate and at 1,025 ranked 9th in SAT scores among 37 counties with over 25% of the 12th graders tested. The

comparable numbers for Florida were graduation rate 63.8% and SAT score of 993. This good report must be considered in the context of Florida's national position. "Florida ranks near the bottom tier of states in most measures of education performance, and in many lost ground during the 1990's" according to a recent Florida Chamber Foundation Report. This report also said that "Florida ranks 42nd in per-student spending."

4. Real Estate Tax Base - St. Johns County has become a bedroom community with 55% of resident's paychecks being earned from neighboring counties on a net basis in 1999. This is an increase from 39% in 1980 and 16% in 1969. This has resulted in the reduction of the real estate tax base from business property to 23.2% of total taxable real estate value. This Business Tax Base percentage would be below 20% without the 2001 \$925 million "3% save our homes" and \$880 million "\$25,000 Homestead" exemptions for residential property. In comparison, the Economic Development Exemption for business property in St. Johns County was zero in 2001.

These facts lead to two alternative scenarios for the future. In Scenario #1, the trend of an annual decline of 0.4% per year continues in the business property tax base

percentage. The "3% save our homes" exemption increased by 30% in 2000 and 53% in 2001. A conservative 10-year annual increase of 8% will result in an exemption of \$2 billion. Using current tax rates, the "3% save our homes" exemption resulted in a residential tax subsidy of \$15 million in 2001 and will increase to \$32 million in 10 years. A large percentage of this subsidy is received by high-income resident homeowners. The result of both of these trends would be a transfer of more of the real estate tax burden to middle and lower income residents and current business owners.

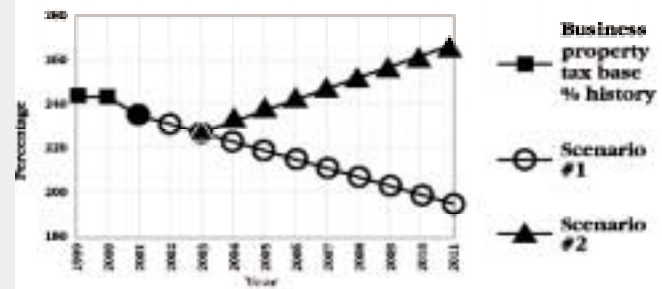
In Scenario #2, the number of businesses located here increases each year beginning in 2003. The "3% save our homes" growth is the same as in Scenario

#1. The result will be the new business real estate tax base could provide tax relief for the middle and lower income residents and current business owners.

This Strategic Plan is based on Scenario #2. By encouraging new business creation, property taxes for residents and businesses could be reduced.

5. Wealth and Poverty - In 2000, St. Johns County ranked 43rd in residents' per capita income among the 3,110 United States counties and third for counties located south of Metro Washington, D. C. Still, 9,698 or 8% of St. Johns residents continue to live in poverty. This compares to 12.5% in Florida and 12.4% in the U. S. (Data Source for per capita income is www.bea.doc.gov and U. S. Census for Poverty)

St. Johns Business Property Tax Base Percentage of Total Taxable Real Estate Value



OUR KEY BENCHMARKS

The Key Benchmarks will be used to measure and provide accountability for St. Johns Vision each year. There will be many other Strategy Benchmarks developed by Vision Partners that will be measured on an annual basis. Achieving the Key Benchmarks that cut across all the strategies will require working together in an unprecedented way on the strategies in the six interdependent Foundations: Education, Economic Development, Infrastructure, Quality of Life, Government and Private Sector Leadership. St. Johns Vision will identify the future desired by our residents. Each year the benchmarks will measure:

a) when we are successful and can celebrate, or b) when we fall short of the benchmarks and the Vision Partners need to review, revise and refocus their Action Steps to accomplish the strategies.

1. Environmental Preservation - the annual measurement will be the Strategy Benchmarks developed for the Strategies in III-B, Environment.

2. Infrastructure - the annual measurement will be the targeted level of service compared to the actual level of service for the Infrastructure elements in III-A, Growth Management & Land Use.

3. Education - The Education

Foundation Team, Benchmark Team, and Education Vision Partners will agree on a Key Benchmark in each of the following four areas:

- Measure number of higher education courses delivered within the county
- Measurement of technology education and skills training
- Measurement for Kindergarten through Grade 12 Education
- Readiness of children to enter Kindergarten

4. Real Estate Tax Base - Expand the business real estate tax base percentage by at least 0.5% per year.

• The business and residential tax base is the value of real estate adjusted for exemptions. The history and the future projections are reflected in the accompanying chart.

In St. Johns County, generally the average home uses more than \$1 of services for every \$1 in real estate taxes paid. Whereas the average business property utilizes less than \$1 for every \$1 paid in real estate taxes. These are critical issues. If the business tax base is expanded, the elements of this Strategic Plan can be achieved and everyone's real estate tax rate could be reduced.

It is the intention that this Key Benchmark be accomplished by expanding and retaining existing businesses, relocating businesses and creating new business enterprises.

Note: The terms Infrastructure and Education have dual uses in St. Johns Vision as Key Benchmarks and as two of six interdependent Foundations.

| | 1999 | 2000 | 2001 | Benchmark 2022 |
|---|---------------|---------------|---------------|----------------|
| Residential Real Estate Tax Base | \$5.4 billion | \$6.2 billion | \$7.3 billion | \$14.6 billion |
| Business Real Estate Tax Base | \$1.7 billion | \$2.0 billion | \$2.2 billion | \$ 6.8 billion |
| Total Real Estate Tax Base | \$7.1 billion | \$8.2 billion | \$9.5 billion | \$21.4 billion |
| % Business Real Estate Tax Base | 23.9% | 24.4% | 23.2% | 31.8% |

Source: 1999-2001: St. Johns County



THE BUILDING BLOCKS THAT SUPPORT OUR LONG-TERM VISION:

- I. Education Foundation**
- II. Economic Development Foundation**
- III. Infrastructure Foundation**
- IV. Quality of Life Foundation**
- V. Government Foundation**
- VI. Private Sector Leadership Foundation**

Note: Within each of the Foundation Strategies that follow, the highest priority strategies, as identified by the Vision Task Force, are indicated by bold type.

I. EDUCATION



- V I S I O N -

“St. Johns County will have a comprehensive and high quality life-long education system, encompassing arts, academics and technical.”

STRATEGIES

A. PRE-KINDERGARTEN

1. Increase early childhood intervention and opportunities so that each student enters kindergarten ready to learn, to communicate, and to respect teachers and other students.
2. Strengthen Day Care and After School Care Programs for all ages.

B. KINDERGARTEN THROUGH GRADE 12

1. Expect all students to graduate capable of either going directly to work, attending a technical school or a university. In order for our young people to compete for higher wages and/or a better quality of life, prepare them for the new technological world beginning in kindergarten. As a requirement for promotion and to prepare for a literate and thinking citizenry, ensure that every student demonstrates proficiency in English, reading, writing, math, and science at each grade level. Identify at-risk students early. Provide remedial assistance, including one-on-one tutoring and counseling.
2. Encourage parents to take responsibility for their children’s education. Provide assistance and guidance for parents where helpful. Expect parents to support their young people in educational achievement but, where the parents cannot provide this support, the community will provide mentors.
3. Align teachers’ salaries to be competitive with surrounding counties, Florida and the Southeast. Provide training for teachers in their subject matter area, teaching methodology and technology. Reduce teacher bureaucracy, paperwork and prep-time. Provide support for teacher burnout and low morale. Focus on teacher accountability and attraction/retention of the best teachers.
4. Ensure school curriculum results in basic knowledge, critical thinking,

understanding of business, financial management, entrepreneurship, the arts and music, physical education, history (including local), government, and other life skills.

5. Increase technical education programs including curriculum in computer science, construction trades, auto mechanics, etc. Encourage more students to consider technical education in high school and beyond.
6. Reduce the ratio of students to teachers and eliminate overcrowding.
7. Increase high school graduation rates while improving standardized test scores and the overall knowledge base of graduates.
8. Require the School Board to be accountable for student achievement and efficient use of available funds. Encourage every citizen to help provide this accountability. Make Kindergarten through Grade 12 education a total community issue that results in excellence and equitable use of school resources.
9. Maintain business advisory groups that help the school system understand the requirements and opportunities of jobs in St. Johns County.
10. Promote returning State and Federal control to the local school district.
11. Encourage student participation in community service.
12. Encourage foreign languages at all grade levels.
13. Develop additional programs that retain our most gifted students in

the public school system.

14. Provide math and reading specialists in elementary school.
15. Make the schools available for community use on a year round basis.
16. Increase guidance counselor support for all students including referrals for academic and mental health counseling.
17. Identify developmentally delayed children and provide remedial programs.
18. Provide middle school sports programs.
19. Create opportunities for internships for employees of St. Johns County businesses.
20. Respect students and seek their input.
21. Encourage innovative pilot programs.
22. Institute solid support for instructors by School Board and Administration in matters of discipline, behavior and academic concerns including support in lawsuits.
23. Develop alternative routes to teacher certification.

C. HIGHER EDUCATION

1. Create and expand higher education facilities and programs focused on technology, clean industries, and meeting the needs of local employees and residents. Through a “Center for Higher Education”, distance learning, co-op programs and expanded local higher education, make the best programs in the world available to St. Johns students and adults.
2. Support existing and additional four-year university branch campuses in St. Johns County.

D. SKILLS TRAINING AND LIFE-LONG EDUCATION

1. Provide competitive skills training for employees and potential employees for existing, expanding, and new employers. Provide classes and programs on TV or the Internet for Kindergarten through Grade 12 and adults. Strive to eliminate adult illiteracy. Maintain consistency in education delivery and standards throughout the county.
2. Expand and coordinate the county library systems to meet the needs of residents, students and employers. Encourage the use of libraries for arts,



FOUNDATIONS & STRATEGIES

economic development, community service, students, research, enjoyment and learning. Provide neighborhood community based computer training for young people and adults. Improve rural access to education.

3. Provide "Character Counts" training for adults.

4. Promote the use of public school personnel and facilities to focus on remedial reading math, and life skills for adults. □

II. ECONOMIC DEVELOPMENT



- VISION -

"St. Johns County will have an excellent global reputation for economic development as a business-friendly community for environmentally sensitive companies that provide quality jobs for our citizens."

STRATEGIES

A. Business Development - Maintain an aggressive business development program that results in high-paying jobs from expansion and retention of existing businesses, relocation of businesses, and creation of new business enterprises. Create strategic partnerships within St.

Johns County, the First Coast Region, State of Florida, United States and globally. Create a "brand" that identifies St. Johns County internally and externally. Increase average earnings per job and reduce the number of individuals living in poverty by pursuing high-paying jobs in the following St. Johns County targeted business clusters but not limited to:

1. CORPORATE OFFICES
2. GENERAL OFFICES
 - Support Operations
 - Data Processing Centers
 - Claims and Credit Centers
 - Software Developers
 - Computer On-Line Service Providers
3. SPECIALIZED HEALTH SERVICES
 - Research
 - Database Management
 - Medical Product Development for the Elderly
 - Sports Medicine
4. DISTRIBUTION
5. TOURISM AND VISITORS
 - Heritage and Historic Preservation
 - Golf
 - Beach
 - Nature Based and Eco-tourism
 - Culture
 - Conventions and Business Travel
 - Leisure and all Sports Travel
 - Spiritual-based Heritage
6. AGRICULTURE
7. EDUCATION
8. MANUFACTURING
 - Recreational Equipment
 - Aviation and Aerospace
 - Food Products
 - Automotive Parts and Accessories
 - Medical Equipment and Technologies

B. Business Attitude - Create a business friendly attitude that includes a competitive tax and regulatory environment, competitive utility rates, a competitive incentives package for new and existing businesses, and high technology infrastructure.

C. Think Big - Expand our concept of St. Johns County's ability to attract businesses with high quality, high standards, high pay, and a commitment to enhance quality of life and the environment.

D. Entrepreneurship - Encourage and support entrepreneurship in the creation and expansion of small

businesses. Create an "angel investor" network to assist in start-ups with money and expertise and build a business incubator. Make a concentrated effort to capture the talent and resources in St. Johns County citizens.

E. Funding - Aggressively pursue Federal and State dollars for economic development and community grants.

F. West Augustine & Southwest St. Johns County - Provide a major economic development focus for West Augustine and rural Southwest St. Johns County that results in achieving equity.

G. Promote Small Business - Simplify the small business development process.

H. Agriculture - Support agriculture and agriculture products manufacturing. Limit regulations for agriculture. Pursue innovative uses of farmland such as equine activities that result in tourism.

I. Poverty and Hunger - Ensure that the economic development process reduces poverty and hunger.

J. Tourism Development - Ensure that Florida tourism development organizations include St. Johns County in all their pertinent promotion activities.

K. Pre-Development - Maintain an inventory of pre-developed sites and speculative buildings to expedite the business development process.

L. Heritage Tourism and Preservation - Ensure that St. Johns County becomes known as a world-class destination for heritage tourism and that preservation of historic sites and character becomes a priority. □

III. INFRASTRUCTURE



- VISION -

"St. Johns County will have infrastructure that supports a vibrant economy and educational system while protecting the environment and overall quality of life."

STRATEGIES

A. GROWTH MANAGEMENT AND LAND USE

1. Maintain and/or create a comprehensive land use plan that is coordinated with countywide infrastructure plans:

- The countywide plan will include a infrastructure master plan for the following elements: transportation (including all modes – roadway, air, train, pedestrian, bikeways, sidewalks, and waterways), water, sewage, parks and recreation, storm water, solid waste, air quality, education, public safety, health/ social services, housing, government facilities, historical preservation, environment, economic development and land use. Each physical infrastructure element will have a required level of service.

- The land use and infrastructure plans will include sector plans that encompass the wide diversity of the county. The sector plans will incorporate the visions and overlay districts for Ponte Vedra, Vilano Beach, Mid-Anastasia Island, South Anastasia Island and Southeast. They will also be coordinated with plans from the cities of St. Augustine, St. Augustine Beach and Hastings. Also included will be the Northwest Sector Plan and other plans that may be developed in the future.

- The land use plans and infrastructure plans will provide the capacity required to meet the St. Johns Vision Key Benchmarks and Strategy Benchmarks.

- The major focus in all parts of this plan will be to create sustainable neighborhoods. This will include redevelopment of existing neighborhoods and rural areas, where needed, such as West Augustine and the rural Southwest section of the county.

- Emphasis will be placed on reducing

FOUNDATIONS & STRATEGIES

urban sprawl, encouraging smart growth and concentrating development that utilizes existing infrastructure and the most economic build-out of new infrastructure. Smart growth will result in higher densities concentrated in smaller areas with the surrounding areas being used as open space. The result will be a more pedestrian and bicycle friendly community with a reduced dependency on the automobile.

- All of the master plans will be coordinated and build-out phased for the most efficient and effective construction of the infrastructure elements. Decisions will be made that are based more on engineering, science and fact rather than emotion.

- Promote proper drainage by keeping drainage ways and tributaries clean.

- The countywide plan will include a capital improvement plan that considers innovative funding for all infrastructure development on an annual basis with a multi-year projection.

2. Avoid development in important environmentally and archaeologically sensitive areas consistent with the principals of private property rights.

3. Resolve the issue of whether impact fees should pay for infrastructure.

4. Encourage mixed-use zoning to provide more housing options as well as sustainability and social interaction.

5. Minimize negative impacts from strip commercial development.

6. Enforce zoning density codes.

7. Streamline the permitting process.

B. ENVIRONMENT

1. Inventory the lands currently in open space, greenway and conservation ownership by type; then, determine the amount of new acreage needed by type and priority. Establish a budget for land purchase that can be used to attract other public and private funds for conservation land purchases.

2. Protect habitat, silviculture, wetlands, wildlife, air quality and water quality through innovative management. Seek alternatives to regulations such as incentives, acquisition of conservation easements and mitigation.

3. Restore and conserve fresh and salt-water resources.

4. Develop a land trust for acquiring

preservation lands.

5. Provide for increased usage and public access for all government owned land.

6. Promote the use of "Florida Friendly Landscaping" that emphasizes plants selected for the site, using fertilizer in appropriate amounts, irrigating efficiently, controlling yard pests responsibly, recycling grass clippings, leaves, and other yard wastes, mulching where practical, attracting wildlife to home landscapes, reducing storm water runoff, and protecting waterfront property.

7. Utilize renewable energy sources where economically feasible.

8. Provide environmental preservation education.

9. Balance sound and light pollution with economic and social needs.

10. Support connected greenways for citizen use (bike paths and trails) and wildlife habitat preservation.

C. HOUSING

1. Promote housing that is affordable for each income level for residents of St. Johns County:

- Place special emphasis on existing lower income households.

- Encourage affordable housing through fewer restrictions, increased density, lower impact fees, expedited permitting, reduced time from concept to occupancy with realized savings passed to homeowner.

- Provide a land bank for future affordable housing.

- Provide inclusionary zoning that encourages affordable housing in each new development.

- Develop governmental partnerships to apply for State, Federal, and private housing subsidies and grant resources.

- Include an affordable housing element in each of the comprehensive plan sector plans.

- Address existing sub-standard housing.

- Encourage programs to rehabilitate and reuse existing housing stock.

D. UTILITIES

1. Develop a St. Johns County long-term water supply for current residents and planned growth through alliances

with public and private organizations and agencies.

2. Encourage the provision of adequate pump-out stations for the boating community.

3. Consider consolidation of water and sewer utilities to result in lower rates and competitiveness.

4. Place utilities underground on major thoroughfares, scenic highways, and evacuation routes whenever feasible.

5. Promote and maximize water reuse.

E. HISTORIC PRESERVATION

Develop and implement a long-term plan for historic preservation. The plan will recognize and conserve our historical resources as an essential part of the economic core of St. Johns County.

F. WEST AUGUSTINE DEVELOPMENT

Improve West Augustine infrastructure, economic development, services and utilities. West Augustine will be a sector in the countywide land use and infrastructure plan.

G. TRANSPORTATION

(A comprehensive transportation master plan is in A1 above)

1. Relieve traffic congestion.

2. Expand the emergency evacuation routes.

3. Develop better parking and shuttle service in or to downtown St. Augustine.

4. Develop multi-modal transportation in St. Johns County.

5. Improve the airport and attract commuter airlines.

6. Identify and protect scenic highway corridors countywide.

7. Continue to improve traffic patterns through coordinated signalization countywide.

8. Continue to develop better traffic patterns at all intersections countywide with specific emphasis on US 1.

9. Complete State Road 312 expansion.

10. Participate in the Maine to Florida Keys Bike Trail by constructing bike paths.

H. CODE ENFORCEMENT

1. Accelerate the removal of abandoned buildings.

2. Ensure an effective and efficient Code Enforcement process is in place.

I. PROPERTY RIGHTS

1. Restore rural property rights and values.

2. Honor and respect all property rights. □

IV. QUALITY OF LIFE



- V I S I O N -

"St. Johns County will have a safe and secure quality of life with excellent access to the arts and entertainment, healthcare, social services, parks and recreation while maintaining cultural and historic heritage."

STRATEGIES

A. PUBLIC SAFETY

1. Create a safe community where citizens feel secure from crime, fire, health and accident emergencies, and disasters.

2. Focus on crime prevention with programs such as: neighborhood watch, improved relationship between residents and law enforcement, bike and pedestrian safety consciousness, increased public involvement in all elements of public safety, conflict resolution, and concentrating

FOUNDATIONS & STRATEGIES

enforcement in areas with high crime rates.

3. Provide competitive salaries for police, fire and rescue to ensure attraction/retention of qualified personnel. Produce the lowest crime rate per 1,000 persons within the State.

4. Reduce beach and water deaths and enhance watercraft safety. Maintain clean and safe beaches.

5. Remove empty, dilapidated buildings and other enticements for drug and crime opportunities.

6. Ensure an up-to-date and comprehensive response to natural and man-made disasters.

7. Maintain zero-tolerance for child abuse, elder abuse and domestic violence.

8. Provide safe mosquito control throughout the county.

9. Ensure class five fire protection service in all areas of the county that are not rural.

10. Consider consolidation of existing public safety departments.

11. Maintain zero-tolerance for drug abuse in all areas of the cities and county.

12. Decrease the response time for emergency service calls in remote areas.

13. Maintain and enforce regulations to discourage vandalism.

14. Reduce the number of fatalities for miles driven.

B. PARKS AND RECREATION

1. Implement a comprehensive plan for the full spectrum of county recreational facilities and resources. This will include all types of recreational needs, active, passive, inclusive of all ages and socio-economic groups, and geographically diverse. Professional standards for minimal facilities should be reviewed for approval by our citizens. The master plan should include a capital improvement budget to eliminate any gap in current facilities and to provide for projected growth. Design and maintain parks and athletic facilities to attract State and regional sporting events and for use by tourists. The capital improvement budget will include acquiring future parklands at the most efficient prices. The plan and budget will recognize and conserve our recreational

resources as an essential part of the economic core of St. Johns County.

2. Protect public beach access; open all currently public owned beach access points. Buy off-beach property in anticipation of its need for beach access parking.

3. Coordinate the use of public school facilities for park and public use.

4. Provide supervisory personnel for parks and recreation facilities that ensure their effective use.

5. Develop boat ramps and parking.

6. Build more community pools with swimming and safety instruction.

7. Replenish or renourish beaches at public access points dependent on availability of Federal dollars.

C. HEALTH CARE

1. Encourage efficient, effective and affordable total health care for all our residents. Increase mental health services and provide cooperation between health care and mental health delivery. This will include dual diagnosis for mental and physical problems. Include wellness programs for prevention.

2. Develop a stronger public health system that is integrated with social services and health care delivery in St. Johns County. Maintain the Community Action Program (CAP) and Federal Qualified Healthcare Center.

3. Continue and enhance the implementation of the Community Health Improvement Partnership.

4. Enhance social support services for individuals involved in the prevention and treatment of mental health disorders. Include family counseling, psychiatric care, childcare, parenting classes, transportation, housing and educational vocational training.

5. Increase substance abuse services by implementing a continuum of care model that includes detoxification, residential services, halfway houses, outpatient treatment and prevention services.

6. Better communicate existing programs to the community.

D. SOCIAL SERVICES

1. Coordinate the services of social and health care. Maintain a master plan that

ensures effective and efficient use of funding for social services on a priority basis. Adopt the best practices of other communities. Ensure accountability from social service providers and successful rehabilitation for their clients.

2. Improve adult day care.

3. Coordinate social service delivery in all minority communities.

E. ARTS AND CULTURE

1. Develop an umbrella local arts coalition and central arts council for private solicitations that implements an arts community master plan. Increase support and awareness of the arts for the enjoyment and education of our residents and visitors and to assist in business development. This master plan could include development of:

- Support for all existing and proposed arts and cultural facilities.

- St. Johns County as a regional center for training in the performing arts (Dance, Music, and Theater).

- Initiatives to support the present cultural organizations and introduce new venues.

- Programs which can enhance the performance of present arts organizations such as workshops on planning, fund raising, publicity, marketing, coordination of calendars and brochures, and grant writing expertise.

- Support of the performing arts.

- Cultural classes available to community, adult education, and children's summer workshops.

- An expansion of access to local, State, Federal, and private funding for cultural programs.

- A master calendar of events.

- A home to teach colonial arts and crafts.

- A program to teach historic arts before it is too late and there is no one left who knows these arts.

- St. Johns County as a place where culture counts.

2. Support for historical resources such as the St. Johns County Historic Resource Review Board (HRRB), The St. Augustine Historical Society, Beaches Historical Society (St. Johns County), St. Augustine Trust for Historic Preservation, Genealogical Society, etc.

F. SENSE OF COMMUNITY, IMAGE AND RACE RELATIONS

1. Unify all parts of the county where there is geographic, social, economic, and racial diversity.

2. Create an identity or brand for St. Johns County internally and externally that might include our history, professional sports affiliations, natural resources, an emerging center for technology, and our rich diversity.

3. Increase volunteerism and community involvement.

4. Expect all citizens to take full responsibility for their actions and work together as a community for its betterment.

5. Develop countywide beautification programs.

6. Develop a means for countywide communications for public information and education.

7. Build good character.

8. Provide access opportunities for the physically challenged.

9. Reduce billboard clutter while providing fair compensation for owners.

G. YOUTH

1. Be a child and youth friendly community.

2. Provide more positive activities for our children including youth gathering places.

3. Prevent and/or reduce youth alcohol, tobacco and illicit drug abuse by implementing effective best practices in the field of substance abuse prevention and treatment.

4. Provide county incentives for youth programs.

5. Provide assistance hotline.

H. SENIOR SUPPORT

1. Enhance and improve senior support services and expand in-home services for elders which may include:

- More medical services for seniors
- Promotion of wellness programs
- Creation of an ombudsman program to facilitate elders in their access to resources in the community.

2. Encourage families to begin preparing at a young age for their elder year needs through savings, investments, and life, disability, health, and nursing home

insurance. When an elderly person or their family cannot provide needs, the community will attempt to provide a safety net. □

V. GOVERNMENT



- VISION -

“St. Johns County will have a responsive, efficient, effective, equitable and accountable government.”

STRATEGIES

- A. Expectations** - Expect all levels of government in St. Johns County to be responsive, efficient, effective, equitable and accountable.
- B. Endorsement of St. Johns Vision** - Encourage all levels and departments of government in St. Johns County to endorse St. Johns Vision and actively work to make the Strategies, Visions, and Key Benchmarks reality and use the Core Values as guides in decision-making.
- C. Organization** - Consider options for reorganizing St. Johns governments that would result in more responsive, efficient, effective, equitable, and accountable government.
- D. Distribution of Services** - Ensure services are equitably distributed throughout the county in a socially responsible manner.
- E. Funding** - Aggressively pursue State, Federal, and private funding resources

and alternatives.

- F. Economic Development** - Encourage government to strongly support economic development, and provide resources for business location and recruitment.
- G. Service Consolidation** - Consider consolidation of services through inter-local government agreements.
- H. Evaluation** - Provide a means for public evaluation of St. Johns County government on a regular basis.
- I. Communication** - Develop and expand communication between government and residents.
- J. Trust** - Increase trust in government.
- K. Asset Sharing** - Insist on the sharing of government assets to maximize use. This would include using school facilities year round.
- L. Cooperation** - Improve cooperation between units of government in St. Johns County.
- M. Land Use Laws** - Reevaluate existing land use laws.
- N. Youth** - Encourage the participation of young people in government.
- O. School Board Accessibility** - Improve interaction with the public at school board workshops.
- P. CRA's** - Increase government participation in Community Redevelopment Areas.
- Q. Taxation** - Monitor per person cost of total taxation.
- R. Public Meetings** - Encourage attendance at county commission and school board meetings. □

VI. PRIVATE SECTOR LEADERSHIP



- VISION -

“St. Johns County will have private sector leadership that is the leading pillar in partnership with government and citizenry in ensuring St. Johns County is the preferred place to live and work in America.”

STRATEGIES

- A. Endorsement of St. Johns Vision** - Encourage all levels of Private Sector Leadership (for-profit and not-for-profit) in St. Johns County to endorse St. Johns Vision and actively work to make the Strategies, Visions, and Key Benchmarks reality and use the Core Values as guides in decision-making. Expect the private sector to mobilize leadership, volunteers, and resources to make the Vision a reality.
- B. Education** - Expand and strengthen the business partnership with education. Provide business advisory councils to provide skill level requirements for St. Johns County jobs. Increase school to career programs.
- C. Partnerships** - Enhance the development and expansion of public and private partnerships to achieve the St. Johns Vision.
- D. Leadership** - Enhance leadership training for all ages and make it available for a broad variety of St. Johns residents.
- E. Communication** - Develop strong communication program at grass roots level for St. Johns Vision and its Vision Partners.
- F. Affordable Housing** - Encourage the private sector to help government meet the affordable housing requirements for St. Johns residents.
- G. Civics** - Emphasize civics in school by hands-on training in the private sector.
- H. Volunteerism** - Expand volunteerism.
- I. Faith-Based Initiatives** - Involve faith-based initiatives and church leadership in the implementation of St. Johns Vision while recognizing the separation of church and state.
- J. Leadership Programs** - Expand Leadership St. Johns Program and the regional leadership program.
- K. “Character Counts”** - Increase participation in “Character Counts”.
- L. Youth Development** - Seek involvement of faith-based leadership for youth development programs. □

Terminology Summary for Vision-Driven Strategic Planning

Our Long-Term Vision – 20 Years

Visions for each of the interdependent foundations for a comprehensive Strategic Plan:

- Education
- Quality of Life
- Economic Development
- Government
- Infrastructure
- Private Sector Leadership
- Core Values
- Key Benchmarks

Our Mid-Term Vision – 5 to 10 Years

- Strategies for each of the six foundations
- Priority Strategies

Our Short-Term Implementation Plan – 1 to 5 Years

Developed and implemented by Strategic Alliances and Vision Partners for individual strategies beginning in August 2002.

- Strategy Benchmarks
- Action Steps

Vision Glossary

Terms used in the Vision Process

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

Benchmark Team A team responsible for assisting and negotiating with Strategic Alliances of Vision Partners in developing Strategy Benchmarks for the Key Strategies and updating the Key and Strategy Benchmarks annually.

Collaborative Implementation The process of making the Vision a reality through the collaboration and action of Vision Partners.

Core Values Character traits that guide daily decision-making.

Foundations Basic framework that will provide a comprehensive Strategic Plan for the community in the following interdependent areas: Education, Economic Development, Infrastructure, Quality of Life, Government, and Private Sector Leadership (for-profit and not-for-profit).

Foundation Teams Each Foundation has a team that is responsible for helping develop Strategic Alliances and recruiting new Vision Partners as needed for implementation.

Founding Vision Partners The local governments and chambers of commerce who originated and financed the Visioning Process.

Internal Strategy Benchmark When more than one Vision Partner is working on a strategy, each Vision Partner should develop an Internal Strategy Benchmark to provide: a) a basis for developing its own Action Steps and b) to measure its progress. Each of the Vision Partners may have different Internal Strategy Benchmarks because each is working on different aspects of implementing the strategy. If each Vision Partner meets its Internal Strategy Benchmark, the overall Strategy Benchmark should be met.

Key Benchmarks Four annual measurements of the community's progress toward achieving its long-term Vision. This will require positive results from the six interdependent Foundations and provide accountability for the process.

Key Strategies The most important strategies in advancing the Key Benchmarks. When Alliances have been established for the first strategies, others will be added.

Key Strategy Adoption A process to select the sequence of Strategies to be implemented by Strategic Alliances that the Key Benchmarks are met.

Long-Term Vision Includes the Visions for the six Foundations, Core Values, Key Benchmarks and Priority Issues.

Priority Issues Ten priority issues identified at the March 4, 2002 Community Meeting.

Steering Committee A diverse and representative 27-member team of community members appointed to lead and provide final policy direction for the Vision Process during the planning and implementation phases.

Strategic Alliances Two or more Vision Partners that work together to implement a specific Strategy because of their experience, strengths, and synergy from combined efforts. The Vision 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 Vision Partners will then assume responsibility for the Action Steps that fall within their own scope of operation.

Strategies Twenty to thirty Strategies in each Foundation will provide a more detailed definition of each Foundation Vision. The strategies were ranked by the Vision Task Force within Foundations and sub-sections of Foundations. An example of a Strategy is "Increase the graduation rate."

Strategy Adoption A Vision Partner adopts a Strategy by developing Action Steps for its implementation and Strategy Benchmarks for accountability.

Strategy Benchmarks Annual measure of the progress of a specific strategy that provides accountability for the process on an annual basis for three to 10 years. The Strategy Benchmark should be developed before the Action Steps. Example: "Increase the graduation rate 2% per year for 10 years."

Town Hall Meeting An annual meeting to review the benchmarks and progress on strategies. The Vision Partners and public are invited.

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

Vision Partner Any organization, business, civic group, government entity, church, etc. that has volunteered to collaborate with other community members to implement the Vision and Strategic Plan. Vision Partners are the organizations that take responsibility for making individual strategies reality.

Vision Task Force A diverse group of 153 people responsible for developing the draft Vision document and making presentations on the draft document to community organizations.

Index of Commonly Used Terms

| | | | | | |
|--------------------------------------|-------------------|------------------------------------|-------------------|---------------------------|-------------------|
| Action Steps | 3, 5, 10-12 | Environment | 2-5, 7, 8 | Property Rights | 8 |
| Agriculture | 7 | Faith | 4, 10 | Public Meetings | 10 |
| Air Quality | 7, 8 | Family | 4, 9, 10 | Public Safety | 4, 7-9 |
| Arts | 4, 6-9 | Florida Friendly Landscaping | 8 | Quality of Life | 3-8, 10, 11 |
| Beach/Beaches | 7, 9 | Focus Groups | 3 | School/Schools | 5-7, 9, 10 |
| Benchmarks | 2, 3, 5, 7, 10-12 | Foundations | 2-5, 10, 11 | School Board | 6, 10 |
| Billboards | 9 | Funding | 3, 7-10 | Senior/Elderly Support | 7, 9, 10 |
| Boats/Boating | 8, 9 | Government | 2-8, 10-12 | Silviculture | 8 |
| Certification | 6 | Greenway | 8 | Smart Growth | 8 |
| Character Counts | 7, 10 | Growth | 2, 4, 5, 7-9 | Social Services | 4, 7-9 |
| Child Abuse | 9 | Habitat | 8 | Sound Pollution | 8 |
| Children/Youth | 2, 3, 5, 6, 9, 10 | Healthcare | 4, 6-9 | Southeast Vision Plan | 7 |
| Code Enforcement | 8 | Heritage Tourism & Preservation | 4, 7, 8 | Steering Committee | 2-4, 11, 12 |
| Communication | 2, 9, 10 | High-paying jobs | 7 | Strategies | 2-12 |
| Community | 3-12 | Historic Preservation | 4, 7-9 | Substance Abuse | 9 |
| Community Meetings | 2-4, 11 | Housing | 4, 7-10 | Sustainable Neighborhoods | 7 |
| Community Redevelopment Areas (CRAs) | 10 | Impact Fees | 8 | Task Force | 2-4, 11, 12 |
| Community Service | 6, 7 | Implementation of St. Johns Vision | 2-5, 9-11 | Tax/Taxes/Taxation | 2, 5, 7, 10 |
| Core Values | 3, 4, 10, 11 | Infrastructure | 2-5, 7, 8, 10, 11 | Teacher/Teachers | 6 |
| County Commission | 3, 10 | Land Use | 5, 7, 8, 10 | Tourism/Tourist | 7, 9 |
| Crime | 8, 9 | Mitigation | 8 | Transportation | 7-9 |
| Culture | 7, 9 | Northwest | 7 | Urban Sprawl | 8 |
| Day Care | 6, 9 | Parents | 6 | Utility/Utilities | 7, 8 |
| Drainage | 8 | Parks and Recreation | 4, 7-9 | Vision Partners | 2, 3, 5, 10-12 |
| Drug Abuse | 9 | Permits/Permitting | 8 | Volunteers/Volunteerism | 9, 10, 11 |
| Economic Development | 3-5, 7, 8, 10, 11 | Physically Challenged | 9 | Water | 7-9 |
| Education | 2-11 | Planning/Zoning | 8 | West Augustine | 7, 8 |
| Elderly/Seniors | 7, 9, 10 | Poverty | 5, 7 | Wildlife | 8 |
| Emergency Service | 8, 9 | Private Sector Leadership | 3-5, 10, 11 | Youth/Children | 2, 3, 5, 6, 9, 10 |
| Entrepreneurship | 6, 7 | | | Zoning/Planning | 8 |



What is a VISION PARTNER?

Any organization, business, civic group, government entity, church, etc. that has volunteered to collaborate with other community members to implement the Vision and Strategic Plan. A Vision Partner endorses the Vision Process, though it may not totally agree with every individual Core Value, Vision, Key Benchmark or Strategy.

VISION PARTNERS ARE THE ORGANIZATIONS WHO TAKE RESPONSIBILITY FOR MAKING INDIVIDUAL STRATEGIES REALITY.

What are the VISION PARTNERS' responsibilities?

To become a supporter of the Vision process by endorsing the Strategic Plan.

A Vision Partner will:

- Form Strategic Alliances where appropriate
- Adopt Strategies
- Create Strategy Benchmarks for measurement of progress
- Develop 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 "St. Johns Vision" in printed and advertising material and create links to the Vision web-site – www.stjohnsvision.com
- Review, revise and refocus Action Steps when progress reports are negative

Note: Foundation Teams including the Benchmark Team will be available for assistance

Yes, please include us as a "St. Johns Vision" VISION PARTNER:

Name of Organization/
Business/Agency/Club/Church: _____

Street Address: _____

City/State/Zip: _____

Telephone Number: _____

Representative (s) Name: _____

Street Address: _____

City/State/Zip: _____

Telephone: (Day) _____

Telephone: (Evening) _____

Fax: _____

Email Address: _____

If there are more than two representatives, please provide above contact information for each additional representative.

Please return form(s) to:
St. Johns Vision, P. O. Box 146
St. Augustine, Florida 32085

Telephone: (904) 819-3544; Fax: (904) 819-3566; email: info@stjohnsvision.com

St. Johns Vision Task Force and Steering Committee

Chair: John S. Hewins, Jr
Vice-Chair: Nels Frostenson
Treasurer: John Yanni

| | | |
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| Ainsley, Patricia | Graham, Theodore | Roberts, Allan |
| Axen, Debbie | Grant, Carrie | Robinson, Bill |
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| Baker, Robbie | Hale, Jerome | Sabo, Bill |
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| Coney, Benjamin | Lopez-Bradshaw, Carol | Washington, Pastor |
| Connahey, John | Maltby, Dan | Wheeler, Jim |
| Cornwell, Mary | Marshall, Ester | Whetstone, Henry |
| Cothron, Chris | Martin, Sacha | White, Henry |
| Crews, Sherri | Mason, Otis | Wiles, Marilyn |
| Davis, Brad | Mauro, Jason | Williams, Linda |
| Davis, Doris | McClure, George | Williamson, Paul |
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| Gillespie, Patricia | Piesco, Mike | |
| Ginn, Judith | Pinto, Richard | <i>Administrative Assistant</i> |
| Goldman, David | Poole, Vernelle | Judy Stevanovich |

* Steering Committee members are shown in bold type

