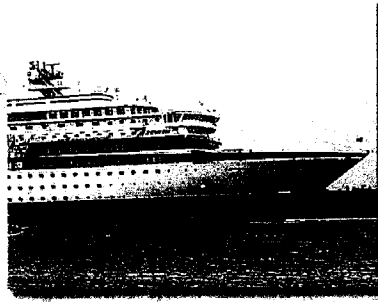


BLUEPRINT for Prosperity

"Raising the per capita income in Duval County"



EDUCATION



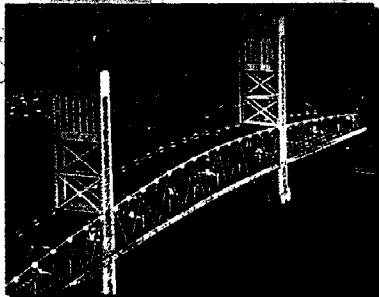
ECONOMIC DEVELOPMENT



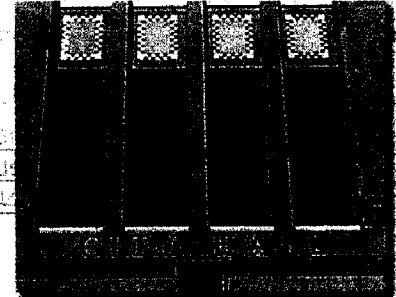
QUALITY OF LIFE



RACIAL OPPORTUNITY
AND HARMONY



INFRASTRUCTURE



LEADERSHIP



AN ADVERTISING SPECIAL SECTION OF THE TIMES-UNION



"Raising the per capita income in Duval County"

SPONSORS



WACHOVIA



Jacksonville & the Beaches Convention and Visitors Bureau



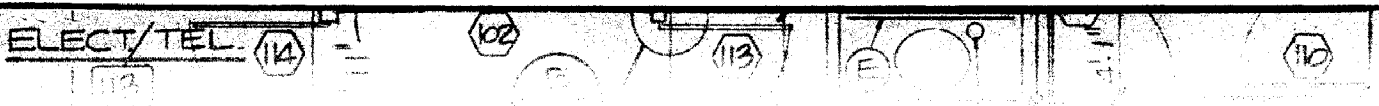
IN-KIND SPONSORS AND HOSTS FOR BLUEPRINT MEETINGS

FCCJ South Campus
 Trinity Baptist Church
 Mandarin Christian Church
 FCCJ North Campus
 Celebration Baptist Church
 FCCJ Kent Campus
 Evangel Temple

Northside Church of Christ
 Jacksonville Beach Church of Christ
 First Timothy Baptist Church
 Oceanway Middle School
 Parkwood Baptist Church
 Englewood High School
 St. Marks Lutheran Church

The Potter's House
 The Father's House
 FCCJ Deerwood Center
 WJCT
 Jacksonville University
 Mandarin Regional Library
 Pablo Creek Regional Library

Pablo Towers
 Webb Wesconnett Regional
 Ritz Theater
 University of North Florida
 Samuel W. Wolfson High School
 Edward H. White High School
 William M. Raines High School



Dear Fellow Duval County Citizens:

As many of you know, the City of Jacksonville, Jacksonville Regional Chamber of Commerce, and WorkSource have partnered to work diligently with many of your neighbors and friends on a strategic process, Blueprint for Prosperity, to increase the per capita income of Duval County. After conducting 29 Focus Group meetings with 355 participants, 14 Community meetings with 580 participants, and 20 Task Force meetings with 382 participants, we are pleased to deliver to you the *draft* Blueprint for Prosperity.

Blueprint for Prosperity is designed to improve our community 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 is developed and implemented by the community. The Blueprint Task Force developed Key Benchmarks as the driving force for the process and Visions and Strategies for each of the Foundations.

It is important that we all keep in mind that our goal is to transform our city, which will require a long-term commitment from each of us to make this happen. Neighborhoods, faith and community-based organizations, educational institutions, government entities, and the business community are all important in making this project a success.

We encourage each of you to review the document and provide feedback to the Blueprint for Prosperity staff on the form provided, at www.blueprintforprosperity.com, or by attending one of the community meetings listed below. Your input can ensure that this Blueprint will reflect the diverse views and opinions that we have in our community. This feedback will be considered by the Steering Committee prior to releasing the final Blueprint, which will be a plan that we will collaboratively implement.

We would like to thank everyone who has been involved in the process thus far, and we look forward to your feedback in making Duval County an outstanding community.



Bill Scheu
Chair, Blueprint for Prosperity
Attorney, Rogers Towers



John Peyton
Mayor
City of Jacksonville, FL



Bruce Ferguson
CEO
WorkSource



Jarik Conrad
Executive Director
Blueprint for Prosperity



Bob Helms
Chair, Jacksonville Regional Chamber of Commerce
Florida CEO, Wachovia

COMMUNITY MEETINGS

January 23, 2006

6:00 - 8:00 p.m.
FCCJ South Campus
11901 Beach Boulevard
Wilson Bldg

January 24, 2006

6:00 - 8:00 p.m.
FCCJ North Campus
4501 Capper Rd
Auditorium - Room C126

January 26, 2006

6:00 - 8:00 p.m.
FCCJ Kent Campus
3939 Roosevelt Boulevard
Auditorium - Room F128

January 30, 2006

6:00 - 8:00 p.m.
Jacksonville Beach Church of Christ
422 5th Avenue N

January 31, 2006

6:00 - 8:00 p.m.
City Hall
117 W. Duval St, Ste. 400
Renaissance Rm, 1st Floor



Jacksonville
Where Florida Begins.

WORKSource
First Coast Workforce Development



Citizen Input

Be an Architect for Jacksonville's Future

Name: _____

Address: _____

City, State & Zip: _____

Telephone: _____ FAX: _____ e-mail: _____

I attended a presentation at:

_____ Organization: _____

_____ Presenter's Name _____

Please check one of the boxes below and return to the Blueprint office before January 30, 2006 (form may also be completed at www.blueprintforprosperity.com)

I support BLUEPRINT FOR PROSPERITY and have no suggested changes to the draft document.

I would like to offer the following suggestions.

Please identify the specific Strategy (example-education A-2), Vision, Key Benchmark or Core Value for which you are providing input. The draft Strategic Plan document has been developed based on the interdependency and alignment of the Core Values, Key Benchmarks, Visions and Strategies. Therefore, it would be helpful when a change is suggested to a specific item to consider the impact on the rest of the plan. Additional changes might be appropriate to reduce or eliminate the impact of your initial change.

BLUEPRINT FOR PROSPERITY
3 Independent Drive
Jacksonville, FL 32202
(904) 924-1100 ext 238
FAX (904) 765-8966
BFP@myjaxchamber.com
www.blueprintforprosperity.com





Case for Change

1. The Duval County "per capita income as a percentage of the US per capita income has declined from 98% in 1986 to 96% in 2003."

2. In 2003, the Duval County average earnings per job was 97% of the US average and for 13 years had increased at an annual rate below the US.

3. From 1990 to 2000 the number of Duval County workers living outside of the county increased 45%. Most of these new commuters were high-income workers.

4. There is a 47% gap between White and Black "per capita income as a percentage of the US per capita income."

5. In 2003, the Black population, with this large income gap, made up 30% of the population. At current growth rates this population will reach 35% in 2015 and 40% in 2027.

6. At these growth rates, the total racial and ethnic minority population will exceed 50% of Duval County's population before 2030, meaning, that if the income gaps continue, Duval's relative per capita income decline will accelerate.

7. Duval County's public school four-year graduation rate was 67.2%. Only 32% of 10th grade students read at grade level. Educational success relates to increased per capita income and quality of life.

Consequences of Inaction

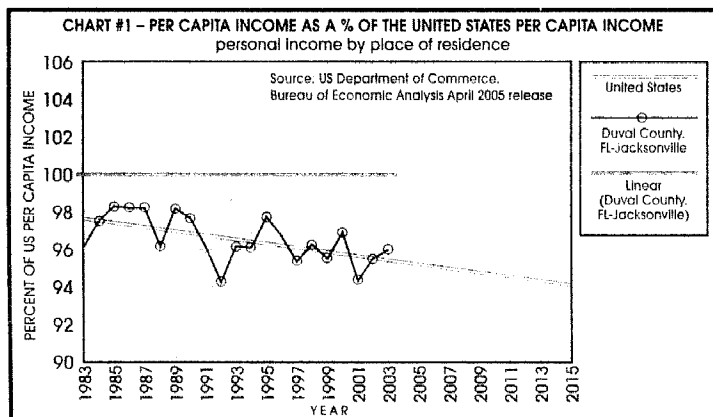
In order for Duval County to be a globally competitive community, we will have to reverse some of the disturbing trends outlined above and in the Local Perspective and Global Perspective that follows. If we are unsuccessful in implementing our Blueprint that begins on page 12, Duval County will likely have:

- A relatively lower standard of living
- Relatively lower average earnings per job
- More high income workers living outside Duval
- 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 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

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 18)

1. Duval County per capita income



a. "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 government such as welfare and social security.

b. The Duval "per capita income as a percentage of the US per capita income" has declined since 1985...from 98% in 1985 to 96% in 2003. The trend line projection is to drop to 94% in 2015.
See Chart #1 below left.

c. Comparing Duval to eight peer counties & the US, Duval ranked 8th in per capita income in 2003.
See Chart #2 below upper right for the comparison

d. If Duval County had the per capita income of Jefferson County - Birmingham, AL, each Duval household would have an average of \$10,300 more in personal income. This extra money could be used for healthcare, housing, transportation, education, arts, culture & other important quality of life issues.

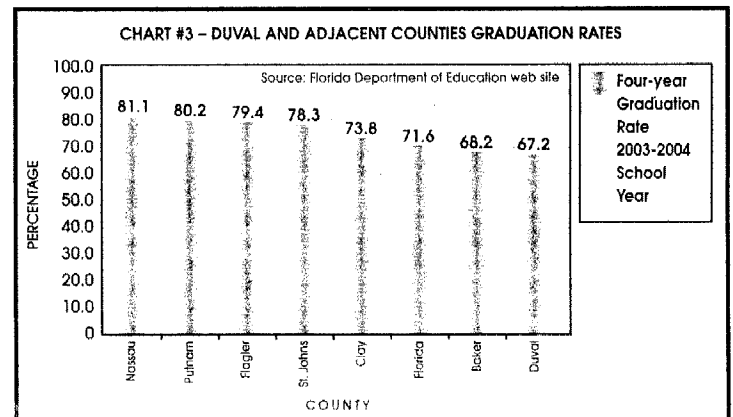
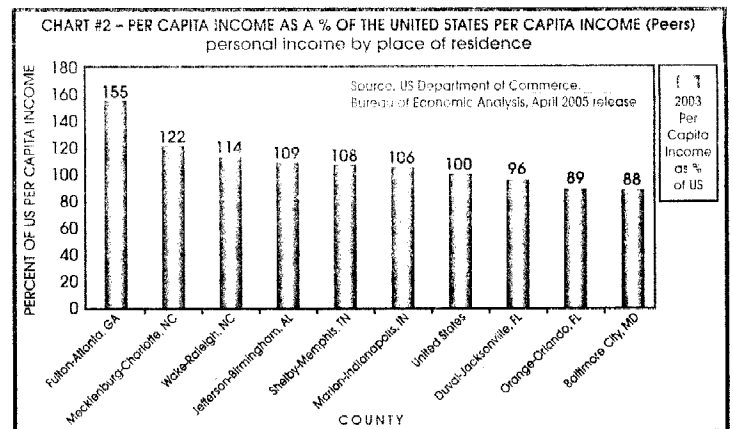
e. Adjusted for cost of living, Duval per capita income as a percentage of the US is above the US at 104.6%, but remains in the same relative position (8th) among the peer counties.

2. Education

a. Duval County's School System is last among the surrounding counties and the state in graduation rate (**Chart 3 - below lower right**). The graduation rate in Chart#3 and Chart#5 differs because of different reporting methodologies by the Florida Department of Education.

b. In 2005, the percentage of students considered at or above grade level

(continued on Page 6)



From Page 5

begins at 67% for reading in the 3rd grade and drops to 32% in the 10th grade. However, 62% are at grade level in math in the 3rd grade and it increases to 66% in the 10th grade. **See Chart #4 below.**

c. The graduation, reading, and math rates vary widely by race/ethnicity. **See Chart #5 below.**
 d. In the 2000 Census, 21.9% of Duval County's population 25 and over had a Bachelors Degree or higher compared to the US at 24.4%. An additional 7.5% had an Associates Degree compared to the US at 6.3%.

3. Earnings per job

a. The first major step in reversing the decline in Duval per capita income as a percentage of the US 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 worst among the eight peer counties and the US. The ten areas varied from Fulton-Atlanta, GA and \$62,430 to Orange-Orlando, FL and \$39,906. **See Chart #6 below.**
 b. From 1990 to 2003, Duval, at 3.6%, ranked next to worst in percentage change in annual average earnings per job, which was below the US average of 3.7%; therefore, for thirteen years, the gap increased compared to the US. Fulton-Atlanta, GA increased 5.1% per year and Jefferson-Birmingham, AL increased 4.3%

per year **See Chart #7 below.**

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 major 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 on page 7**, the exemption costs varies from \$193 million for home ownership (70% of total exemptions) to \$3 million in JEDC exemptions (1% of total Z exemptions). The \$3 million in JEDC exemptions awarded to institutions that generated high paying jobs and/or initiated redevelopment projects down town 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. **See Chart #9 on page 7.**

4. Job growth

a. From 1990-2003, Duval County created 9,114 average net new jobs and had a 1.8% annual change in net new jobs. The 1.8% ranked Duval 4th among the eight peer counties.

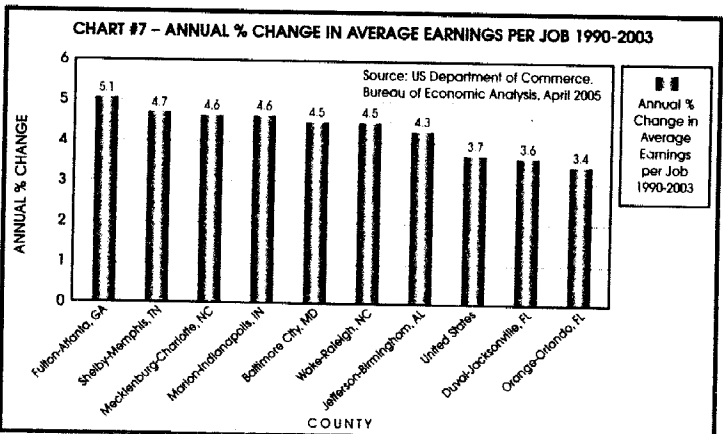
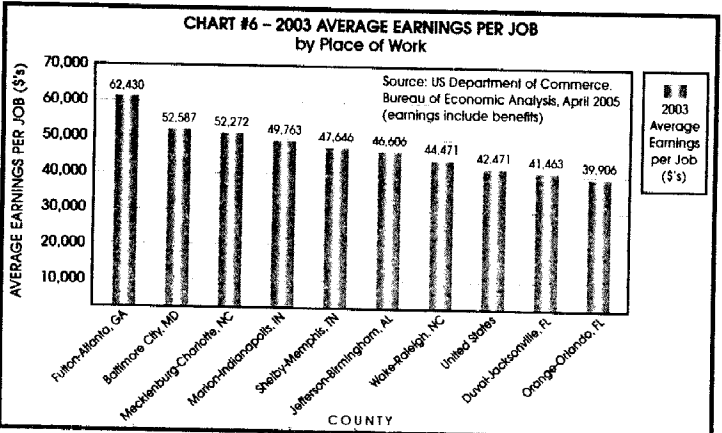
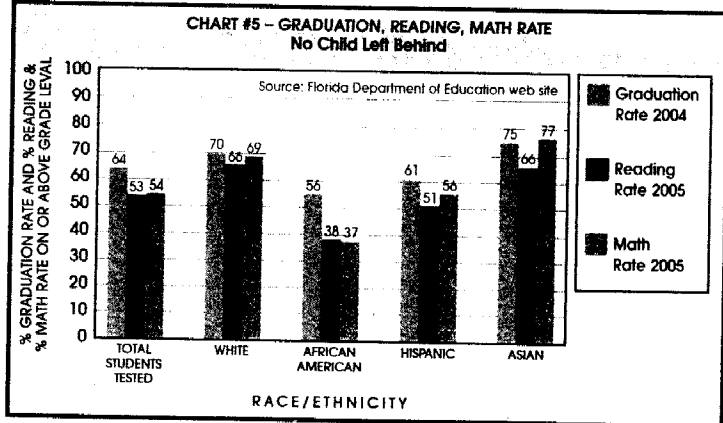
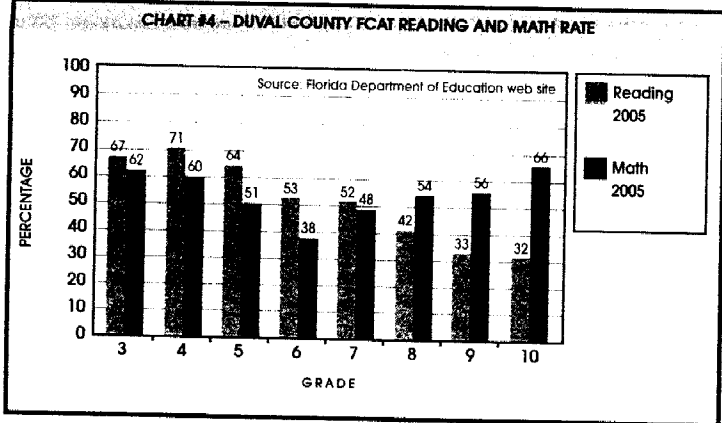
b. It is estimated that for each high paying "Economic Base Job" (a job that brings cash into the county in payment for a product or service delivered), an additional lower paying "Non-Economic Job" is created.
 c. The second major step in reversing the decline in Duval per capita income as a percentage of the US per capita income is to maintain Duval education, quality of life, racial opportunity & harmony, and infrastructure that encourages high-income Duval County workers to live in Duval County. According to the US Census Bureau, in 2000, 79,560 (10% of the population) Duval County workers lived outside of the county compared to 55,053 (8% 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 on page 7**. The 1999 White & African American income gap was 46.6% and the White and Hispanic/Latino income gap was 32.7% when comparing per capita income as a % of total US per capita income for 1999.
 b. In 2003, the White population in Duval County was 65%. The African American population was 30% and all other races comprised 5%. Hispanic/Latino is an ethnic designation and is

Continued on Page 7

6 An Advertising Special Section of the Times-Union, Monday, January 9, 2006



From Page 6

throughout other races.

c. In 2003, Duval County's African American population was 30% of the total...up from 24.7% in 1990. This resulted from a 3% annual population growth rate from 1990 to 2003 that was five times the white population growth rate of 0.6%. At this rate of change, African Americans will be 35% of the population in 2015 and 40% in 2027.

6. Poverty rate

a. In 2002, Duval County had 11.6% of individuals 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 US. See Chart #11 on page 8. In 2004, for a family of four, cash income of \$19,154 was considered to be the poverty level. This does not include non-cash welfare income.

b. There are five zip codes in Duval County where the poverty rate exceeds 20% according to the 2000 Census (32202, 32204, 32206, 32208, and 32254).

7. Family stability

a. In 2003, as illustrated in Charts #12 & #13 on page 8 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% and percentage of "Live Births to Unwed Mothers" was 42.2%, tied with Dade County.

b. Contrary to public perception, most of the live births to unwed mothers were for adult women. The percentage of Duval "Live Births to Unwed Mothers" age 18 & under was 8.5% in 1998 and declined to 6.7% in 2003. See Chart #13 below.

c. The poverty rate for Duval County "Families with Female Householder, no Husband Present" was 25.8% in the 2000 Census or 5.9 times the rate for the remaining families at 4.4%.

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 & the state of Florida. See Chart #14 on page 8. Duval has led the state since 1999 in murder rate. Between 1998 and 2004, the Dade County murder rate declined 25% while Duval County's increased by 19%.

Global Perspective

While we tend to consider how Duval 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 for the 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.

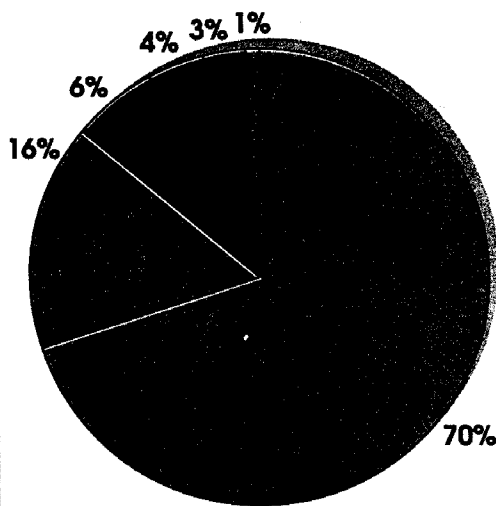
3. Turning theory into reality requires much more education than at previous times in history. Many low-cost countries are turning out well-educated young people fully qualified to work in the global economy at a higher rate than the United States. For instance, China will graduate over 600,000 engineers this year, India will exceed 350,000, and the United States will produce about 70,000. Engineering graduates are important because of the constant requirement for innovation and advancement.

Thomas Friedman, in his book entitled "The World is Flat", identified ten factors that provide a level playing field for global competition. Friedman's "flat-teners" 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:

- 11/9/89: The Fall of the Berlin Wall unleashed forces that ultimately liberated the captive people of the Soviet Empire.
- 8/9/95: Netscape went public and made the world wide web and Internet accessible to everyone.

Continued on Page 8

CHART #8 - DUVAL COUNTY 2004 TAX EXEMPTIONS/INCENTIVES



- Home Ownership - Total 3% "Save our Homes" & \$25,000 homestead exemption tax cost (\$193,642,435)
- Institutional Tax Exemption cost (\$43,875,375)
- Agricultural/conservation tax exemption cost (\$16,105,650)
- Pollution control tax exemption cost (\$9,886,806)
- Elderly, widow's, widower's, and disability tax exemption cost (\$6,991,632)
- Project related taxes paid to developers in the form of REV grants by JEDC for incentives for high paying jobs & downtown redevelopment (\$3,058,787)

CHART #9 - JEDC - ALL PROJECTS RECEIVING TAX INCREMENT FINANCING

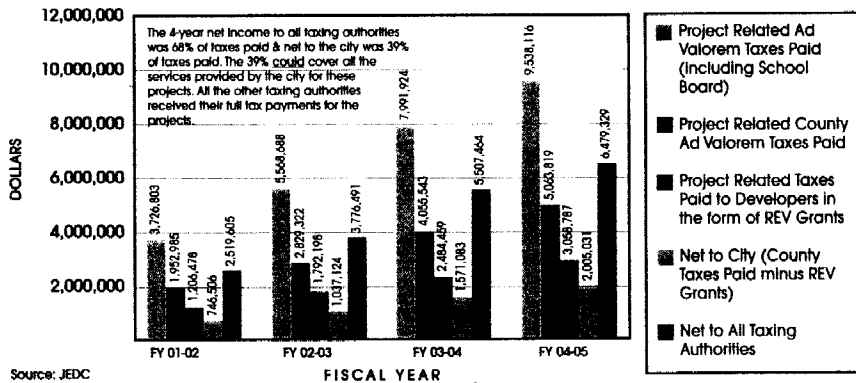
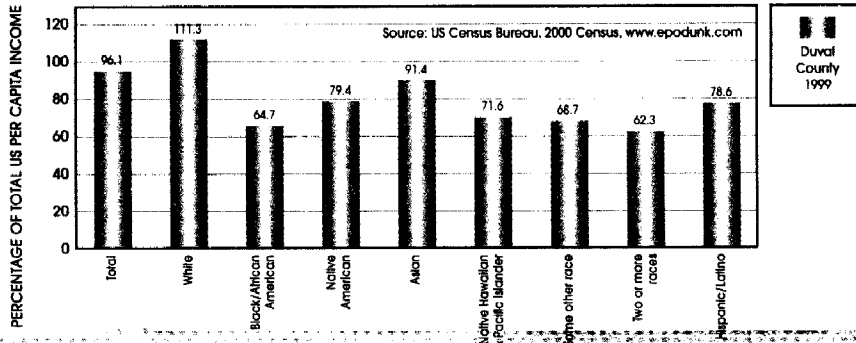
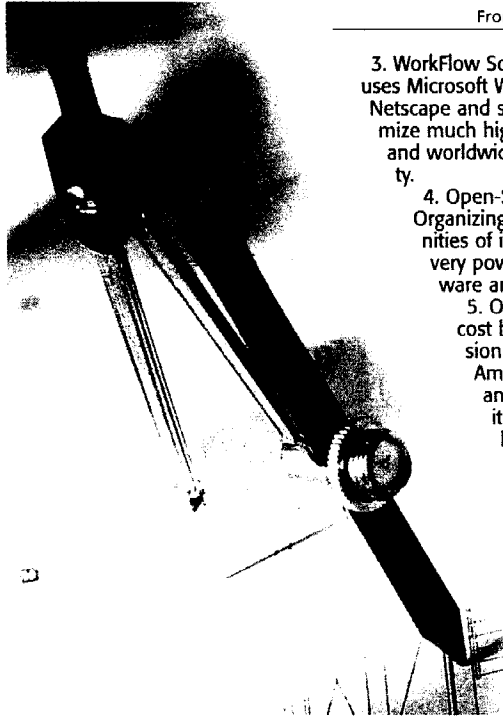


CHART #10 - DUVAL COUNTY PER CAPITA INCOME AS A PERCENT OF TOTAL US PER CAPITA INCOME by Place of Residence (\$'s 1999)





From Page 7

3. **Workflow Software:** Software that uses Microsoft Windows & 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. **Out-Sourcing:** Very low cost band width 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. **Off-Shoring:** 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 real long-term strategy is to outrace America and the European Union to the top. 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.

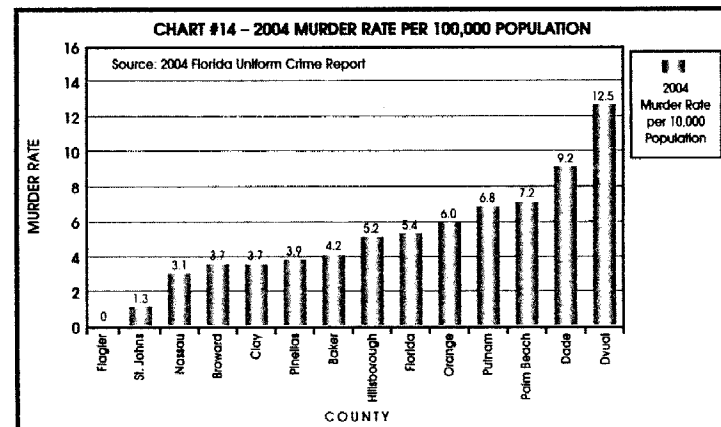
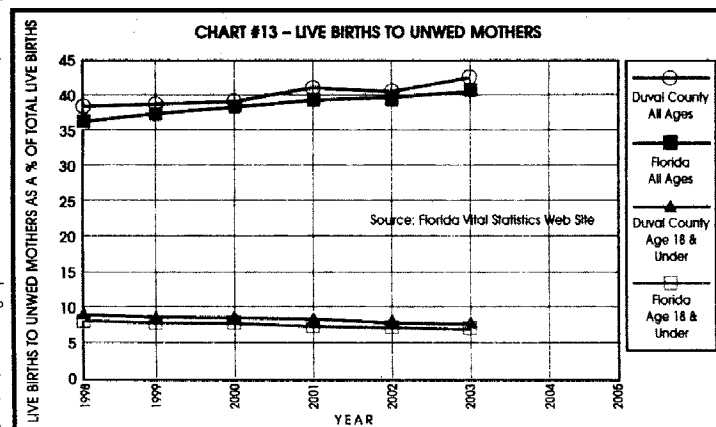
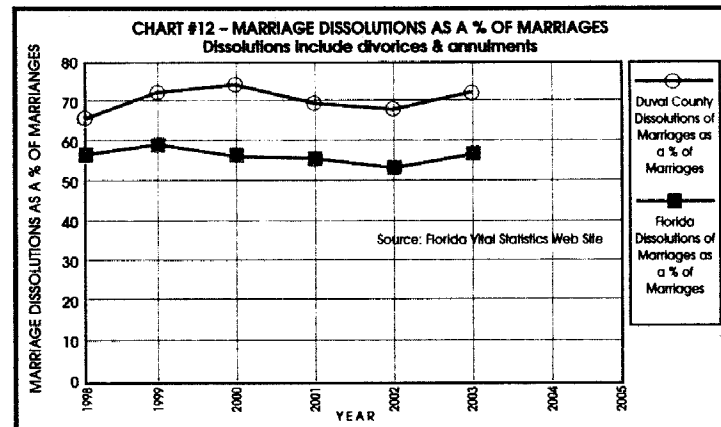
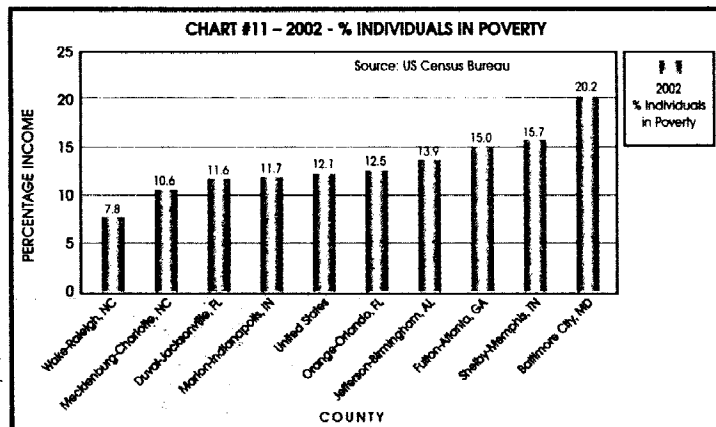
7. **Supply-Chaining:** Wal-Mart, Dell and others have integrated their supplier network using the tools in Flatteners 1-6. When someone buys a Dell Computer, the multiple suppliers involved all over the world instantly receive an order that results in that specific computer arriving at your door within a few days. Supply-Chaining has reduced the cost to consumers and businesses all over the world.

8. **In-Sourcing:** 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. In-Sourcing has opened Flatteners 1-7 to many companies that could not afford to be competitive working alone.

9. **In-Forming:** 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.

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 threatened their success including 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 American communities prepared to be competitive.



BLUEPRINT for Prosperity

The priority for 2005 was to determine the BLUEPRINT FOR PROSPERITY Strategic Plan. To generate public input, 355 people were interviewed regarding their own diverse experiences in 29 Focus Groups in May and June 2005. The public was then invited to fourteen Community Meetings, one in each of the City Council districts, during July and August as described below:

July 19	Trinity Baptist Church	Dist. 12
July 25	FCCI North Campus	Dist. 8
August 1	FCCI Kent Campus	Dist. 14

August 11	Jacksonville Beach Church of Christ	Dist. 13
August 18	Oceanway Middle School	Dist. 11
August 29	Englewood High School	Dist. 4

At these Community Meetings, participants discussed Duval County strengths as well as issues to be considered by the Blueprint Task Force. Our strengths include:

Education

- a. According to Newsweek Magazine, Duval County has two of the top 10 public high schools and a 3rd high school in the top 1000 in America.
- b. Duval is home to medical schools at Shands and the Mayo Clinic as well as numerous educational institutions including FCCJ, the fifth highest producer of Associate degrees in the US, UNF, one of the 11 large public universities in Florida, Jacksonville University, Edward Waters College, and Florida Coastal Law School.

Economic Development

- a. 43,000 federal and military jobs in 2003
- b. Growing and vibrant business community. Over 80 corporate and regional headquarters, including three Fortune 500 companies
- c. An expanding Downtown focused on the St. Johns River
- d. Ranked "the hottest city for relocation or expansion" an unprecedented three times by Expansion Management magazine.
- e. A young workforce with 89.8% of the population under 65 compared to 88.6% for the United States and 83% for Florida.

Quality of Life

- a. Great year-round climate (four seasons without snow)
- b. Abundant recreational opportunities including the St. Johns River and Atlantic Ocean.

- c. Strong cultural and arts community
- d. A system of world class healthcare providers
- e. Jaguars NFL franchise
- f. Host of Super Bowl XXXIX
- g. Low cost of living at 92% of the USA.
- h. 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 75% of Palm Beach County at \$1,966 per resident and 26% of Hillsborough County at \$1,410 per resident.
- i. Large faith-based community

Racial Opportunity & Harmony

- a. A diverse population

Infrastructure

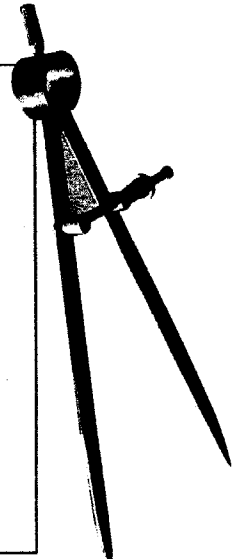
- a. The largest city park system and collection of preservation lands in the nation thanks to an aggressive land conservation and management project
- b. Competitive global logistics hub with seaports, railway, interstate highway, airport, warehousing and truck transportation.

Leadership

- a. Consolidated police force, fire/rescue, elected mayor government, and a streamlined non-duplicative system of government since 1968.

The issues to be addressed by the Task Force were summarized and ranked by the groups, then combined together to produce the top ten issue categories. The 580 plus participants in these meetings selected the following as their Top Ten Priority issues to be addressed in the Blueprint Process below. The issues were sorted into the six Foundations and consolidated to remove duplications resulting in 1,357 issues.

Priority Issues	Foundation
1. Education	Education
2. Economic Development/Jobs	Economic Development
3. Quality of Life	Quality of Life
4. Racial Opportunity & Harmony	Racial Opportunity & Harmony
5. Transportation	Infrastructure
6. Government	Leadership
7. Infrastructure	Transportation
8. Improving moral, family & parental values	Quality of Life
9. Health Care	Quality of Life
10. Marketing	Economic Development



The issues captured during the Community Meetings as well as input from the Focus Groups were provided to the Blueprint Task Force to consider during the discussion on each foundation in September and October 2005. The Blueprint Task Force and editing process distilled the 1,357 issues into strategies contained in the draft Blueprint. These issues are addressed under the six interdependent Foundations to provide a comprehensive BLUEPRINT FOR PROSPERITY. The six Foundations also provide a proven framework for the five-year Implementation Process. Many of the issues discussed, but not included in the draft Blueprint, will become Action Steps during the Implementation Process.



EDUCATION



ECONOMIC DE

OUR VISION

Before 2026, Duval County will:

- have the commitment of the entire community—students, teachers, parents, administrators, legislators, and employers to prepare our citizens for employment and life in the 21st Century. Education
- 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 & Harmony by eliminating disparities and barriers for achievement for its diverse population.
- have economically sustainable infrastructure that supports and enhances education, economic development, racial opportunity & harmony, and our quality of life.
- 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.

OUR CORE VALUES

Core Values are traits that guide our daily decisions. The traits below were selected from over 80 traits based upon voting by over 350 citizens on the Blueprint Task Force.

- | | |
|----------------------|----------------|
| Education Excellence | Responsibility |
| Equal Opportunity | Faith in God |
| Integrity | |

KEY BENCHMARKS

Task Force members first developed Key Benchmarks. They then selected strategies to achieve the Key Benchmarks. Key Benchmarks will be the driving force during the 10 to 20-year process and will be used to measure BLUEPRINT FOR PROSPERITY progress each year. Achieving the Benchmarks will require 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. Measurement of the Key Benchmarks will tell us each year when we are successful and can celebrate or when we fall short. If we fall short of the Key Benchmarks the Blueprint Partners will review, revise and refocus their action steps to accomplish the strategies.

1. Per Capita Income

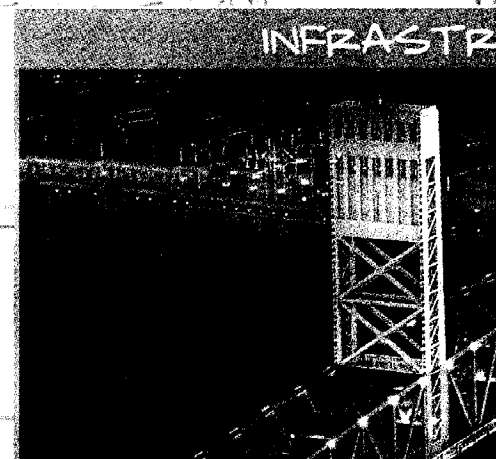
Reverse the downward trend by 2010, and then annually increase Duval County per capita income at a percentage of the US per capita income by 1%.

2. Education

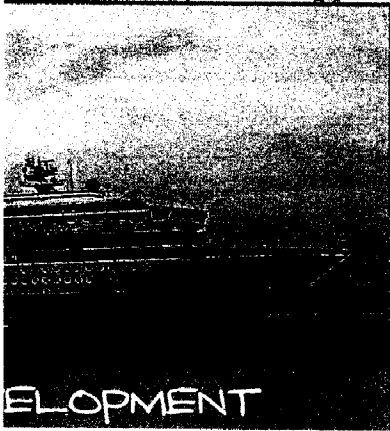
- a. Graduation Rate and Achievement Gap
Duval's graduation rate will exceed 90% in 2016 and more than 90% of students will perform at grade level in reading and math by 2016.
- b. Racial/Ethnic Gap
Eliminate the racial/ethnic education achievement level and graduation rate gaps by 2016.
- c. Higher Education
By 2020, 35% of Duval's population age 25 and over will have a Bachelor's Degree or higher and an additional 10% will have an Associate's Degree.



RACIAL OPPORTUNITY AND HARMONY



INFRASTR



ELOPMENT



QUALITY OF LIFE

3. Earnings per Job

Increase average earnings per job at an annual rate of .5% above the US.

4. Job Growth

Increase Duval county annual percentage job growth at a rate above the Florida average.

5. Racial Opportunity & Harmony

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

6. Poverty Rate

- a. For all Duval County Residents in Poverty
Reduce the Duval poverty rate to 50% of the US average poverty rate in 20 years.
- b. For High-Poverty Duval Residents
Reduce by 1% annually the areas where the poverty rate is between 10% and 20%.
Reduce by 2% annually the percentage of individuals in poverty in every zip code in Duval County where the poverty rate exceeds 20%.

7. Family Stability

- a. Reduce the birthrate to unwed mothers by 50% by 2016.
- b. Reduce marriage dissolutions by 50% by 2016.

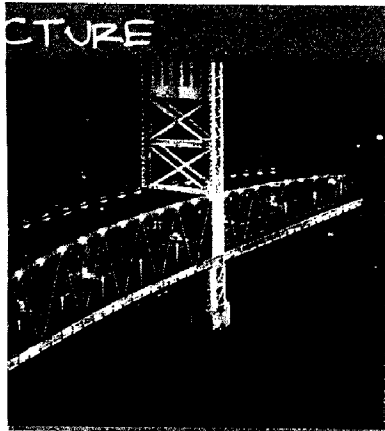
8. Public Safety

Reduce the murder rate to the Florida rate by 2011.

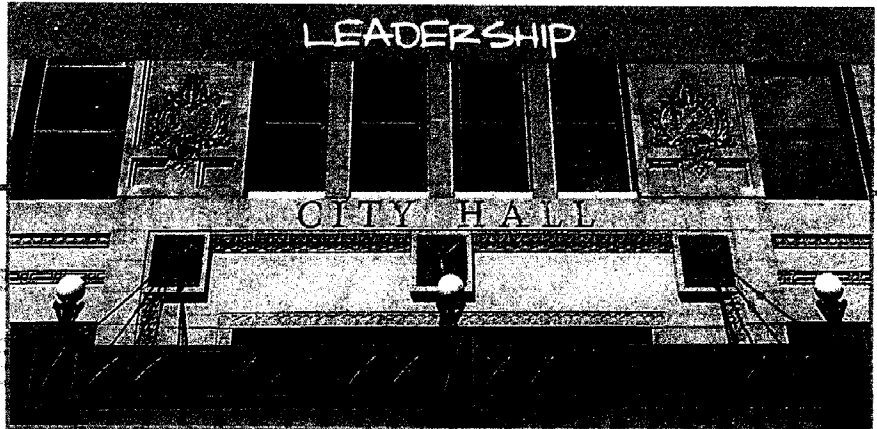
Benefits of Action

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 our Blueprint, Duval County will likely have:

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



CTURE



LEADERSHIP

CITY HALL



The Building Blocks or Foundations that Support Our 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 2026, Education in Duval County will have the commitment of the whole community—students, teachers, parents, administrators, legislators, and employers to prepare our citizens for employment and life in the 21st Century.

STRATEGIES:

A. Pre-K

1. Ensure that Pre-K, childcare, parents and other programs will prepare children to enter kindergarten without performance gaps.

B. K-12

2. Expect all students to graduate from high school with skills required to go to work or continue education beyond high school. 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 options that offer the opportunity to make up FCAT or remediate any deficiency that would limit promotion to the next grade. The systems will value education, be standard based, and promote personal responsibility.

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 also help parents through training on new education techniques being used with their children.

4. Teach basic reading, writing, math, and science with emphasis on learning critical thinking. Also teach basic life skills such as managing personal finances. Include the arts, music, and physical education in the curriculum.

5. Increase teachers' pay with incentives and provide a career path that results in attracting and retaining the best teachers. Provide training, eliminate red tape and encourage passionate and creative teachers.

6. Ensure that all high school students have access to career academies that meet defined national standards of excellence. Academies will prepare students for meaningful careers and provide the foundation for the next level of skills training and education. Enlist business-school partnerships that clearly help with the skills required for specific job sectors and provide internships, field trips to businesses, apprenticeship programs, and other programs.

7. Insist on consistent standards for all schools, equity in schools in teacher assignments, supplies, and technology.

8. Ensure that every student in the school system who needs a mentor or tutor to stay on grade level will have one. Where parents cannot be the mentors in a student's school life, the community will provide a mentor from churches, businesses, civic clubs, social service organizations, and others.

9. Ensure that not only children, but also our total community values education and has a high expectation of educational excellence.

10. Provide strong support for teachers from school administration and school board in order to maintain discipline required to produce and maintain a safe learning environment.

11. Reduce truancy and increase student attendance.

12. Increase dual enrollment between high school and community college.

13. Promote K-20 instead of K-12 with expectations of continued education and education as a "worth-while" lifetime pursuit.

AVERAGE 2003 EARNINGS BY EDUCATIONAL LEVEL

Educational Level	Average earnings 2003 Age 25 & over (\$'s)
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: US Census
Average earnings age 25 & 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 Associates of Science Degree and \$27,300 for an Associates of Arts Degree. These salaries compared to an average of \$33,920 for the Bachelors Degree. Source: Florida Education and Training Placement Information Office.)

14. Teach accepting moral and personal responsibilities for actions.

15. Maintain Advance Placement classes in all High Schools.

16. Expect mutual respect and support between students, teachers, and parents.

17. Recognize that the Principal's leadership is a major factor in a schools success and ensure the highest quality Principal in each school. Each principal

should run their school using sound leadership and management techniques.

C. Skills Training and Life Long Learning

18. Increase the earnings per job potential of existing and future adult Duval County residents through 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. Productivity increases will result in increased earnings per job and the potential to move up the success ladder. This can be achieved through:

- Encouraging employers to provide incentives for further education and training
- Aligning education and skills training with employers and market need
- Ensuring skills training is available to replace retiring workers and provide workers for new businesses relocating, expanding, or start-up
- Employers helping educators and employees understand and respond to skill sets required for advancement up the employer career path.
- Retraining workers downsized out of a current job.
- Helping to remove barriers to pursuing additional education including transportation, childcare, tuition costs, etc.
- Increasing the adult literacy rate
- Educating the homeless
- Increasing GED availability and accessibility

19. Increase the adult literacy rate.

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

D. Higher Education

21. Increase options in higher education degrees — associate, bachelor, master, doctorate and professional degree programs. Dramatically increase the number of higher education students and the number of higher education degrees awarded each year.

22. Involve colleges and universities in the community to a greater extent.

23. Increase university research and development.

E. General

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

25. Expand services and media collections of libraries to address all age groups and focus services on special needs of youth. Educate school families so they enable students to take advantage of public libraries. Libraries must have the capacity to serve the entire community through attractive, secure facilities as well as virtually with in depth collections and experienced staff that can focus service on customer's informational and researching need with their own reference.

26. Provide diversity training in education.

From Page 12

II. ECONOMIC DEVELOPMENT

VISION:

Before 2026, 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:

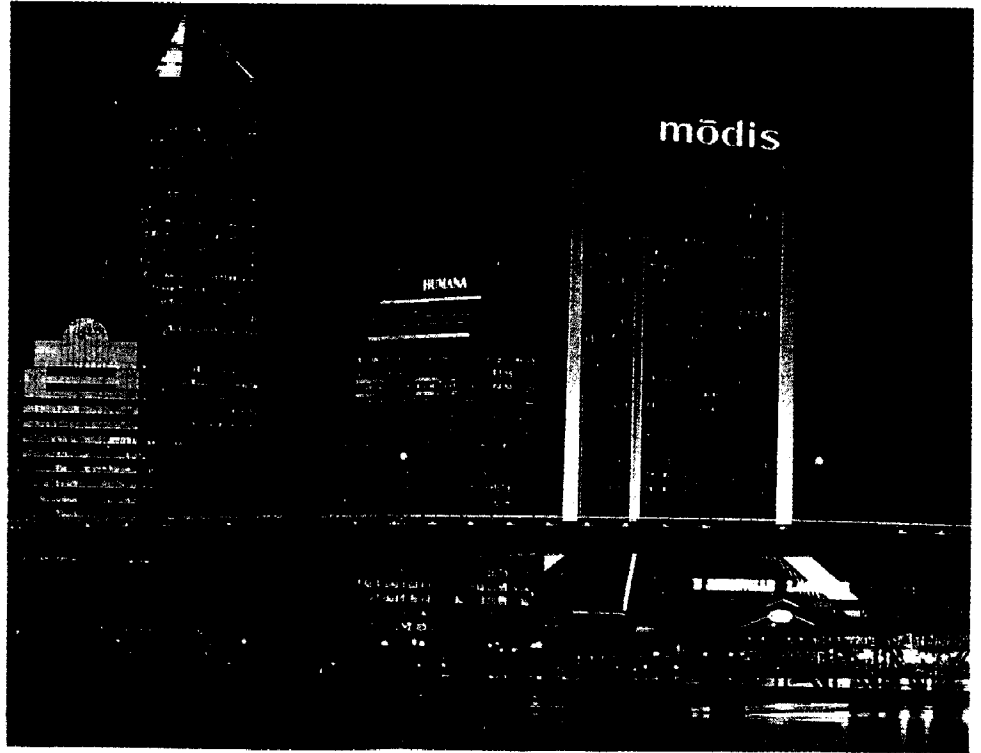
1. Maintain a business climate in Duval County that is friendly to high paying job creation, through expansion, retention, relocation, and new business start-ups. The climate will include:

- a. Competitive incentive packages for high paying 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 Bachelors, Masters, and PHD programs for engineers, information technology, science, and other disciplines demanded by the market place 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

2. Maintain an aggressive economic development-marketing program for creating high paying economic base jobs³ 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 job 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 paying service job is created with the addition of each high paying job. [Jacksonville's current targeted job sectors are: (a) Information Technology, (b) Financial & Insurance Services, (c) Medical Products, Services & Research, (d) Headquarters, (e) Aviation & Aerospace, (f) Distribution & Logistics, (g) Specialized Manufacturing, (h) Electronics & Semiconductors]. Insure cooperation between all private and public organizations involved in job creation efforts.



3. Encourage businesses to invest in the development of employees including:

- 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 high-paying workers to live inside Duval County
- e. Better align 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 opportunities for the disabled

4. Support the development of small business start-ups 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.

- a. Provide assistance with banking and capital requirements
- b. Help with business planning and marketing
- c. Maintain start-up business resources
- d. Increase the healthy growth of start-up companies
- e. Mentor small businesses
- f. Provide networks for entrepreneurs to share experiences
- g. Target high growth potential in targeted job sectors
- h. Facilitate small business access to provide services for larger businesses
- i. Encourage minority start-up and expansion
- j. Increase cooperation between organizations such as the Small Business Center, Small Business Development Center, JEDC, etc.

5. Increase visitors including conventioners and 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 in downtown Jacksonville

Continued on Page 14

³Economic 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 jobs 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 normally lower paying Non-economic job.

