

BLUEPRINT *for Prosperity*

Raising the Income of Duval County Residents

COMMUNITY PROGRESS REPORT



2006

Dear Friends:

This is an exciting time to live in Jacksonville. Our downtown is growing daily, the Better Jacksonville Plan is providing us with improved transportation, infrastructure and public buildings, and we have a number of wonderful opportunities for economic growth and national recognition.

Blueprint for Prosperity's top priority is to increase economic opportunity and raise the per capita and household income of Duval County residents. Blueprint for Prosperity has created a collaborative process for the City of Jacksonville, Jacksonville Regional Chamber of Commerce, residents, the private sector and faith-based and community organizations to work together to create a strategic plan for the future of our community. We know that in order to create or attract high-paying jobs, our city must excel in the six Blueprint for Prosperity foundation areas—education, economic development, quality of life, racial opportunity/harmony, infrastructure, and leadership.

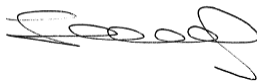
By analyzing key benchmarks, this report outlines the progress our community has made in implementing these strategies. In addition, we have identified opportunities for growth as we look to the future.

The goal of transforming our city is a long-term commitment, but we sincerely believe that it will result in increased individual and regional prosperity, a stronger economy and, ultimately, an enhanced quality of life for everyone in Jacksonville.

Warm regards,



John Peyton
Mayor, City of Jacksonville



The Honorable Lad Daniels
Board Chair, WorkSource
Member, Jacksonville City Council



Dr. Steven Wallace
Chair, Jacksonville Regional Chamber of Commerce
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Chair, Blueprint for Prosperity
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Executive Summary

In April 2005, driven by a desire to fuel the economic prosperity of our community, the City of Jacksonville, the Jacksonville Regional Chamber of Commerce and WorkSource joined together in an unprecedented effort to raise the income of Duval County residents. Through countless hours of discussion, debate and examination of data, nearly 15,000 local residents ultimately contributed to the formation of Blueprint for Prosperity, a strategic plan for the future of Jacksonville.

Designed to address primary issues obstructing progress and facilitate partnerships to break through these barriers, the goal of Blueprint for Prosperity is to raise awareness of the challenges now faced and highlight the tactical opportunities to impact change.

While relying upon the valuable information presented in past studies to highlight the critical areas of need within the city, Blueprint is unique in its ability to serve as a living document, harnessing the collective energy of the community to focus on the six Foundations of: Education, Economic Development, Quality of Life, Racial Opportunity/Harmony, Infrastructure, and Leadership.

Change will not happen overnight, but with this long-term plan and the establishment of Blueprint's Key Benchmarks to measure implementation and progress, the citizens of Jacksonville will succeed in creating a better, more prosperous life for this generation and those to come.

Blueprint for Prosperity is now well underway after one year of existence. Though, as expected, measurable progress toward improvement in the benchmark areas has been mixed during this initial period of implementation, a number of significant milestones have been reached.

More than 280 businesses, nonprofit organizations, government agencies and religious groups have signed on as Blueprint Partners. These partners have volunteered to collaborate with other community leaders in addressing the Blueprint strategies allowing them the greatest opportunity for success.

There are many different ways to approach growth and improvement within each of the six foundations. In order to focus efforts, each year the Blueprint Executive Committee identifies one or two strategies per foundation around which a Strategic Alliance of key organizations is formed. In 2006 strategic alliances were developed around the following:

Education

- Mentoring
- Career Academies

Quality of Life

- Health Care

Infrastructure

- Public Transportation

Economic Development

- Targeted Industry Marketing

Racial Opportunity and Harmony

- Social and Business Interaction
- The Business Case for Diversity

Leadership

- Training

The strategic alliances have begun meeting regularly to share ideas, discuss best practices, pool resources and make plans for future collaboration. In the coming years, Blueprint will build upon the groundwork laid during 2006.

Blueprint for Prosperity Process

In 2005 the City of Jacksonville, the Jacksonville Regional Chamber of Commerce and WorkSource embarked on Blueprint for Prosperity, a partnership to improve our community through concentrated efforts in six foundation areas: Education, Economic Development, Quality of Life, Racial Opportunity and Harmony, Infrastructure and Leadership.

Each of these targeted areas of improvement is led by a team of volunteers who implement identified strategies in each foundation by recruiting Blueprint Partners and facilitating alliances among key community organizations.

The Blueprint implementation process includes:

1. Engaging as Blueprint Partners those organizations already working on strategies outlined in the Blueprint to better educate our citizens about the existing programs and services available in the community.
2. Recruiting Blueprint Partners to adopt and implement new Blueprint strategies.
3. Establishing alliances among organizations with similar goals.

Jacksonville residents played a crucial role in the Blueprint development. A task force representing five major geographical regions in Duval County compiled input from focus group and community meetings into the draft Blueprint. In addition, the team identified nine key benchmarks to be used in measuring the campaign's progress, including statistics in the areas of income, education, jobs, racial opportunity and harmony, poverty, family stability, public safety, health care and housing. The draft was presented to nearly 15,000 local citizens for a last review, and the final plan was approved in February 2006.

Each year the Blueprint Executive Committee identifies one or two strategies per foundation around which a Strategic Alliance of key organizations is formed. This structure allows for each strategy to receive the full attention it deserves. With these strategic alliances in place, Blueprint's cumulative process takes effect. The following year different strategies are chosen for new Strategic Alliances, while the previous year's alliances continue to create lasting improvements.

Specific strategies under each foundation are often interrelated, as progress in one area may directly impact another area.

The Blueprint Executive Committee and staff continues to work diligently to recruit new partners and establish new alliances to address the concerns raised by the citizens of the Jacksonville community during the public input phase of Blueprint. The community will be informed of the progress on the key benchmarks on an annual basis.

Case for Change

Jacksonville, Florida is a wonderful community with strengths that include a system of world-class health care providers, a great military presence, a continually growing and vibrant business community, a warm year-round climate with abundant recreational opportunities, a favorable cost of living and an increasingly diverse population. One of the best qualities about Jacksonville is its unwavering drive to get better.

Our citizens know that for Duval County to be globally competitive, we will have to reverse some disturbing trends. If we do not commit to the important recommendations outlined in the Blueprint for Prosperity, our community could have:

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

Here are some of the negative trends about our community: * *Please refer to data sources on page 53.*

1. In 2004, the Duval County median household income was only 94.4 percent of the U.S. median household income. Further, the Duval County per capita income as a percentage of the U.S. per capita income declined from 98 percent in 1986 to 96 percent in 2003.
2. In 2003, the Duval County average earnings per job was only 97 percent of the U.S. average and although earnings increased for 13 years, the increase was less than the U.S. annual rate.
3. From 1990 to 2000, the number of Duval County workers living outside of the county increased 45 percent. Most of these new commuters were high-income workers. From 1990-2003, Duval County created 9,114 average net new jobs and had a 1.8 percent annual increase in net new jobs.
4. In 1999, there was a 47 percent gap between White and African American per capita income as a percentage of the U.S. per capita income and a 33 percent gap between Whites and Hispanic/Latinos when comparing per capita income as a percentage of total U.S. per capita income.

5. In 2003, the African American population, with this large income gap, made up 30 percent of the population. At current growth rates this population will reach 35 percent in 2015 and 40 percent in 2027. At these growth rates, the total racial and ethnic minority population will exceed 50 percent of Duval County's population before 2030, meaning, that if the income gaps continue, Duval's relative per capita income will continue to decline.
6. There is a direct correlation between educational success and increased per capita income and quality of life. Yet, Duval County's public school four-year graduation rate was only 67.2 percent and only 32 percent of 10th grade students read at grade level in 2004. Duval County's public school system is last among the surrounding counties and the state in graduation rates. In the 2000 Census, 21.9 percent of Duval County's population 25 and over had bachelor's degrees or higher compared to 24.4 percent of the U.S. population. An additional 7.5 percent of Duval County residents had associates degrees compared to 6.3 percent of U.S. citizens.
7. In 2002, 11.6 percent of Duval County residents lived in poverty, based on a cash income threshold of \$18,392 for a family of four. There are five zip codes in Duval County where the poverty rate exceeds 20 percent, according to the 2000 Census (32202, 32204, 32206, 32208 and 32254).
8. Infant deaths per 1,000 live births in Duval County increased from 9.8 in 1998 to 10.9 in 2004 while the United States and Florida were stable at around 7 deaths per 1,000 live births.
9. In 2003, Duval County was the worst performing in two measurements of marriage instability among the seven largest Florida counties. Duval County's marriage dissolutions as a percentage of marriages was 71.6 percent and percentage of live births to unwed mothers was 42.2 percent, tied with Dade County. Contrary to public perception, most of the live births to unwed mothers were for adult women rather than teenage girls. The percentage of Duval live births to unwed mothers age 18 and under was 8.5 percent in 1998 and declined to 6.7 percent in 2003. The poverty rate for Duval County families with female householder, no husband present was 25.8 percent in the 2000 Census, which is 5.9 times the rate for the remaining families at 4.4 percent.
10. In 2004, Duval had the highest murder rate at 12.5 murders per 100,000 population among the seven largest counties in Florida, six regional counties and the state of Florida. Since 1999, Duval County has had the dubious distinction of leading the state in murder rate. Between 1998 and 2004, the Dade County murder rate actually declined 25 percent while Duval County's increased by 19 percent.

Key Benchmarks

To address some of Duval County's current trends, both good and bad, the Blueprint Task Force developed nine Key Benchmarks as the driving forces of the 10 to 20-year implementation process. These benchmarks present clear goals for the entire community, and they will be used to measure Blueprint for Prosperity progress each year.

Progress in all of these areas is needed if we are to reach Blueprint's primary goal of raising the income of all Duval County residents. We encourage all organizations to become Blueprint Partners and adopt a strategy that will help our community achieve these Key Benchmarks. There is no fee to sign on as a Blueprint partner.

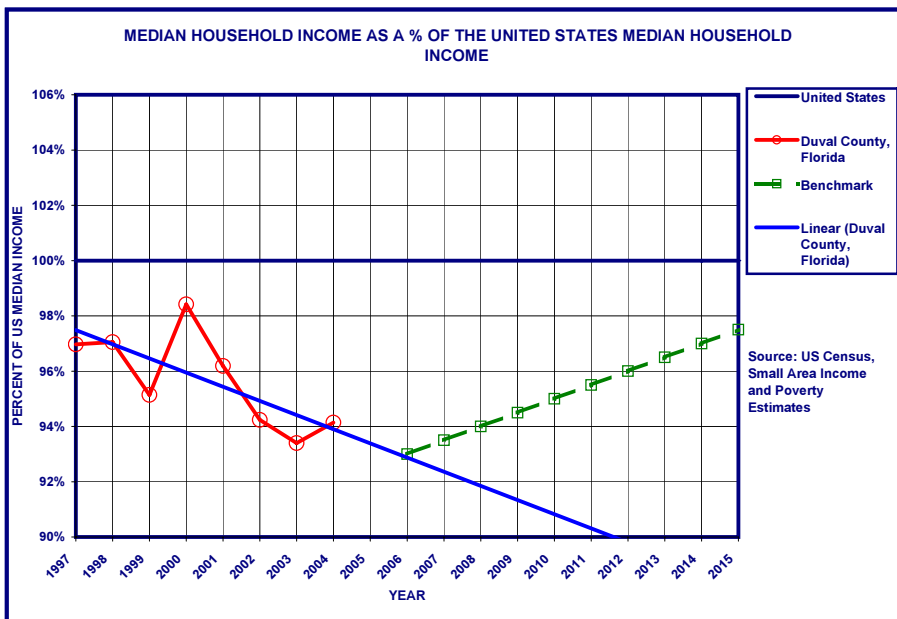
Key Benchmark areas:

- 1. Duval County Residents' Income**
- 2. Education**
- 3. Jobs (by place of work in Duval County)**
- 4. Racial Opportunity and Harmony**
- 5. Poverty Rate**
- 6. Family Stability**
- 7. Public Safety**
- 8. Health Care**
- 9. Housing**

1. Duval County Residents' Income

I. Duval County Residents' Income - a. Increase Duval County median household income as a percentage of the U.S. by 0.5% annually beginning in 2007.

Median household income is the point at which 50% of households are above that income level and 50% are below. Compared to the U.S. median, the overall Duval County household income trend has been declining since 1997. However, a recent new data source, the U.S. Census 2005 American Community Survey, confirms the rise in Duval County median income for 2004 and is reporting a further increase to 96.8% for 2005, which is very positive news.



Median household income (unadjusted):

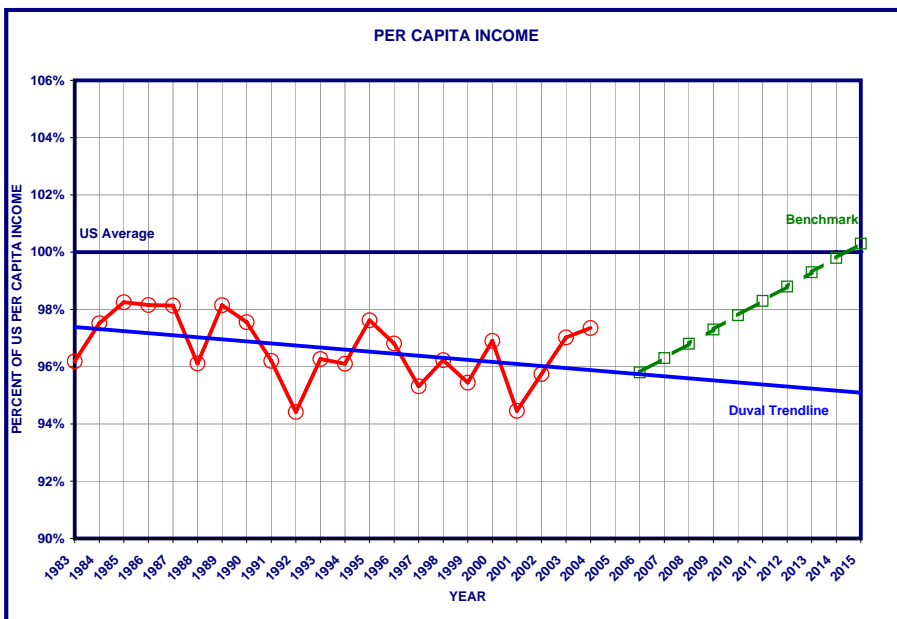
	1997	1998	1999	2000	2001	2002	2003	2004
Duval County	\$ 35,883	\$ 37,739	\$ 38,719	\$ 41,326	\$ 40,618	\$ 39,965	\$ 40,457	\$ 41,736
United States	\$ 37,005	\$ 38,885	\$ 40,696	\$ 41,990	\$ 42,228	\$ 42,409	\$ 43,318	\$ 44,334
Percentage	97.0%	97.1%	95.1%	98.4%	96.2%	94.2%	93.4%	94.1%

Source: U.S. Census Small Area Income and Poverty Estimates

1. Duval County Residents' Income cont.

I. Duval County Residents' Income - b. Increase Duval County per capita income as a percentage of the U.S. per capita income by 0.5% annually beginning in 2007.

Per capita income is defined as total income of all county residents divided by total county population. It includes earnings from work, wealth earnings from dividends, interest and rent, and transfer payments from the government such as welfare and social security. Duval County per capita income has tracked consistently below U.S. per capita income but has shown a positive trend over the past three years.



Per capita income (unadjusted):

	1997	1998	1999	2000	2001	2002	2003	2004
Duval County	\$ 24,147	\$ 25,869	\$ 26,666	\$ 28,920	\$ 28,879	\$ 29,498	\$ 30,546	\$ 32,175
United States	\$ 25,334	\$ 26,883	\$ 27,939	\$ 29,845	\$ 30,574	\$ 30,810	\$ 31,484	\$ 33,050
Percentage	95.3%	96.2%	95.4%	96.9%	94.5%	95.7%	97.0%	97.4%

Source: US Department of Commerce, Bureau of Economic Analysis

2. Education

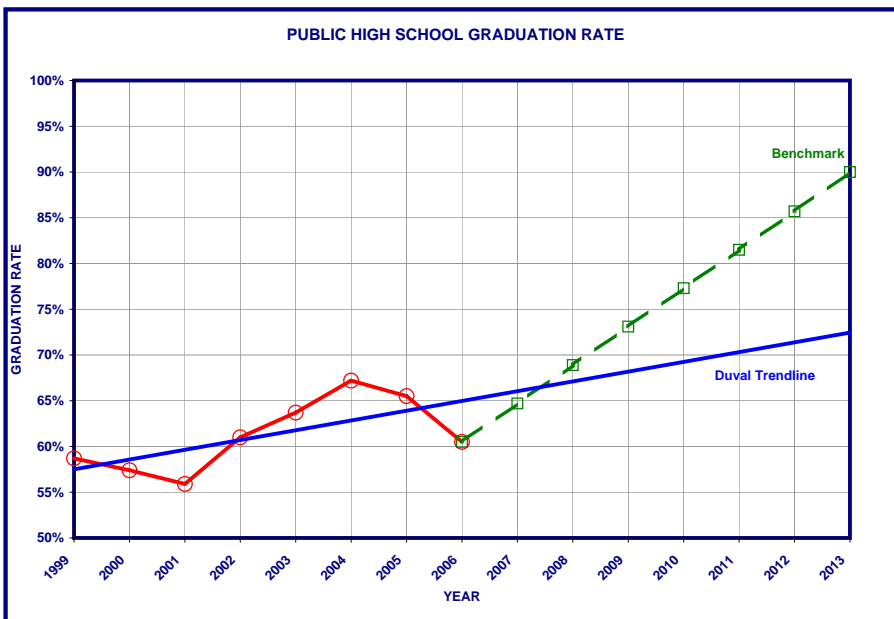
2. Education - a. Early Learning – Birth to 5: Duval’s kindergarten readiness rate will exceed 90% by 2013.

Performance benchmarks for measuring children’s kindergarten readiness are being developed and expected to be in place in 2007.

2. Education - b. Graduation Rate and Achievement Gap

i. Duval’s percentage of students graduating will exceed 90% in 2013.

High school graduation rates are computed based on the number of students who graduate in four years, as tracked by student identification numbers. While the 8-year trend line is positive, graduation rates fell sharply between 2004 and 2006.



Graduation Rate:

	1999	2000	2001	2002	2003	2004	2005	2006
Duval County	58.7%	57.4%	55.9%	61.0%	63.7%	67.2%	65.5%	60.5%

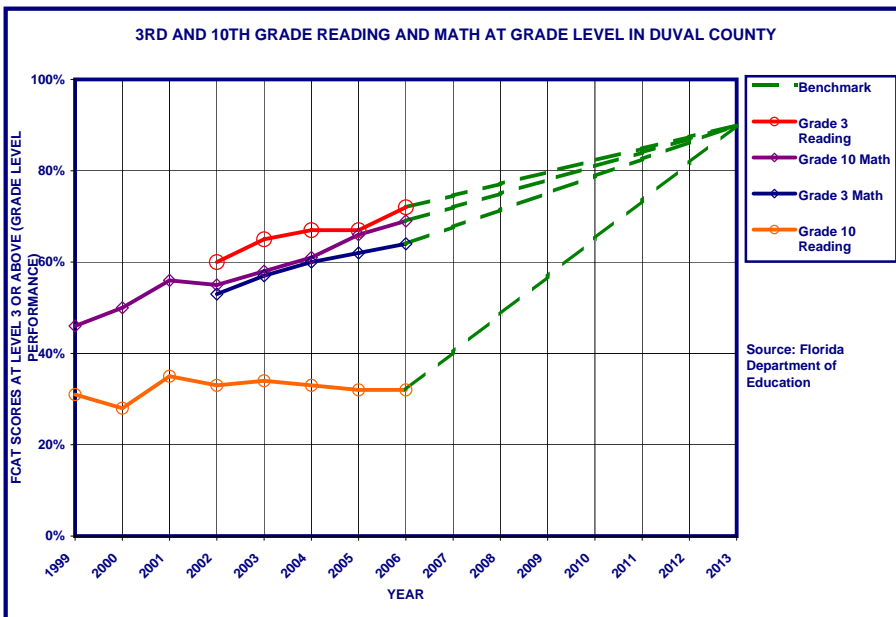
Source: Florida Department of Education

2. Education cont.

2. Education - b. Graduation Rate and Achievement Gap

ii. Over 90% of students will perform at grade level in reading and math by 2013.

In Florida, public school student performance in reading and math is measured on a 5-point scale using the Florida Comprehensive Assessment Test. Students scoring a 3 or above on the 5-point scale are considered to be achieving at grade level. Grade 3 reading and math and grade 10 math show consistent improvement, while 10th grade reading has remained essentially flat with only 32% of students reading at grade level.



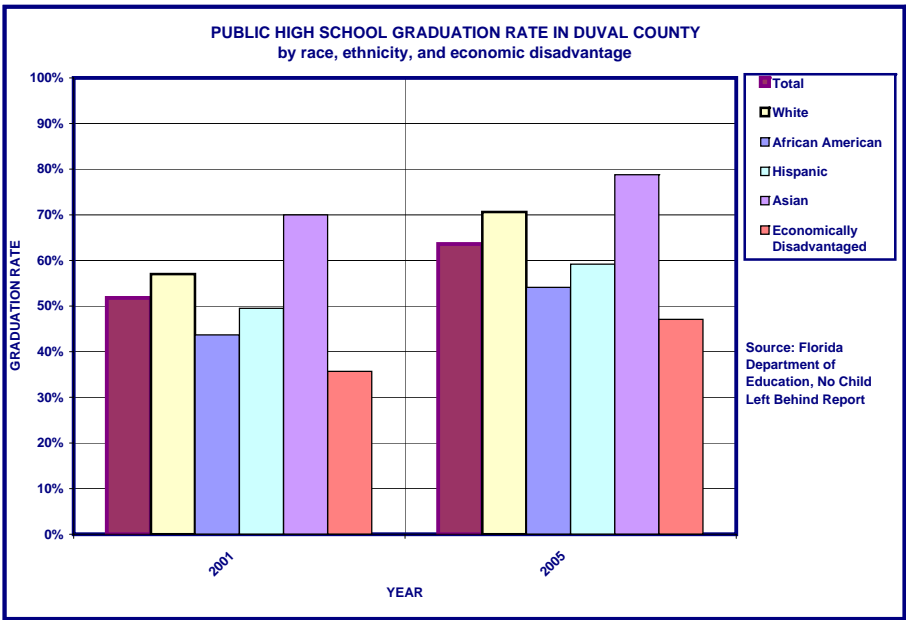
Students Achieving at Grade Level:

Duval	1999	2000	2001	2002	2003	2004	2005	2006
Grade 3 Reading	NA	NA	NA	60%	65%	67%	67%	72%
Grade 3 Math	NA	NA	NA	53%	57%	60%	62%	64%
Grade 10 Reading	31%	28%	35%	33%	34%	33%	32%	32%
Grade 10 Math	46%	50%	56%	55%	58%	61%	66%	69%

Source: Florida Department of Education

2. Education - c. Racial/Ethnic and Economics Gap – Eliminate the racial/ethnic and economic/education achievement gaps and graduation rate gaps by 2013.

High school graduation rates, reading performance levels, and math performance levels can be tracked by race, ethnicity and economically disadvantaged status. Over the past five years, graduation rates for White, African American, Hispanic, Asian and economically disadvantaged students have been tracked using data from the Florida Department of Education and the U.S. No Child Left Behind program. The economically disadvantaged have lower positive outcomes. The trend for all groups is positive, although they are improving at different rates.



Graduation Rates:

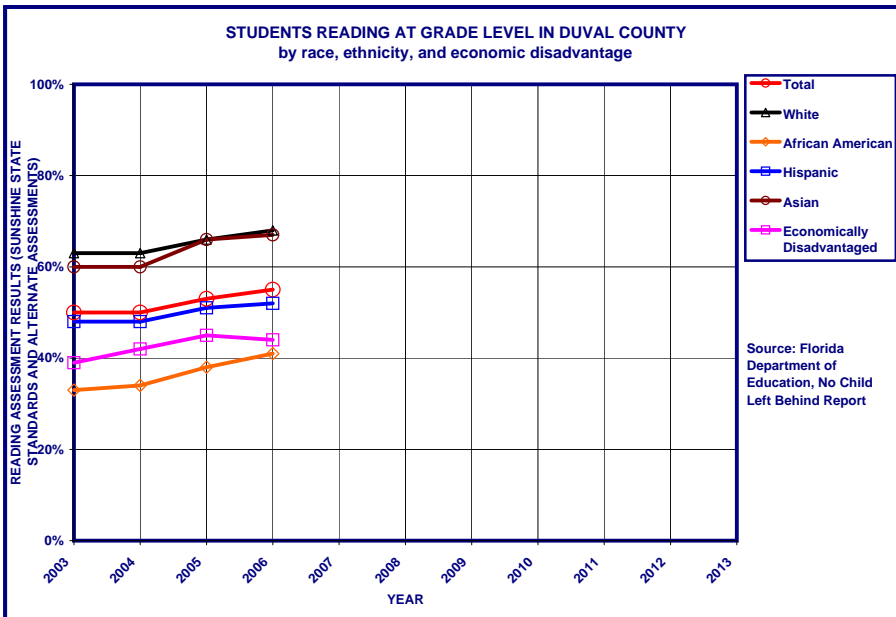
	2001	2002	2003	2004	2005
Total	51.8%	56.7%	59.7%	63.9%	63.6%
White	57.0%	63.0%	67.5%	69.7%	70.6%
African American	43.7%	47.8%	50.2%	55.7%	54.1%
Hispanic	49.5%	53.8%	57.3%	61.2%	59.2%
Asian	70.0%	71.8%	72.9%	74.9%	78.8%
Economically Disadvantaged	35.7%	41.7%	45.0%	48.3%	47.1%

Source: Florida Department of Education, No Child Left Behind Report

2. Education cont.

2. Education - c. Racial/Ethnic and Economics Gap – Eliminate the racial/ethnic and economic/education achievement gaps and graduation rate gaps by 2013.

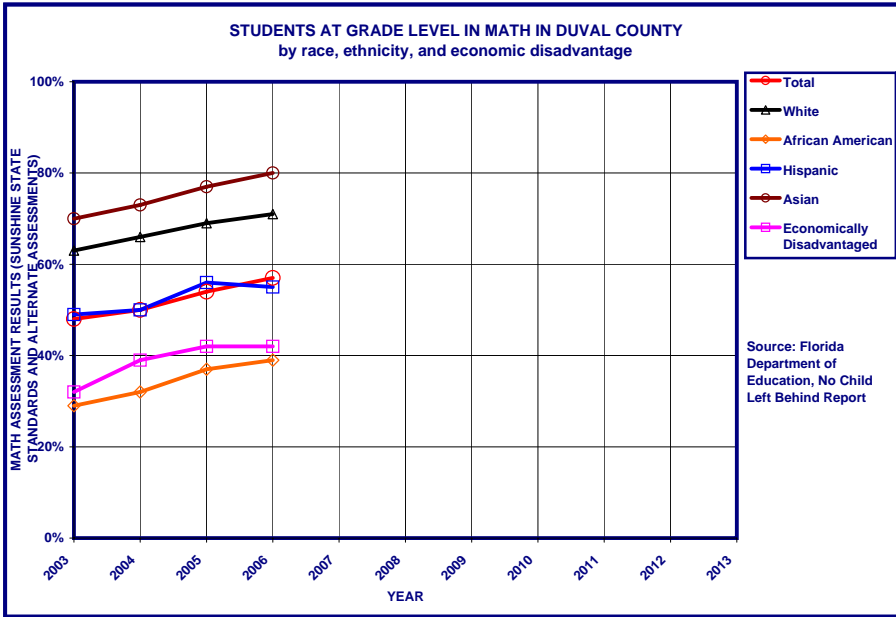
Student reading and math performance levels can be tracked by race, ethnicity and economically disadvantaged status. A comparison of student performance over the past four years shows overall improvement but also racial, ethnic and socioeconomic disparities.



Reading Assessment Results:

	2003	2004	2005	2006
Total	50.0%	50.0%	53.0%	55.0%
White	63.0%	63.0%	66.0%	68.0%
African American	33.0%	34.0%	38.0%	41.0%
Hispanic	48.0%	48.0%	51.0%	52.0%
Asian	60.0%	60.0%	66.0%	67.0%
Economically Disadvantaged	39.0%	42.0%	45.0%	44.0%

Source: Florida Department of Education, No Child Left Behind Report



Students at Grade Level in Math:

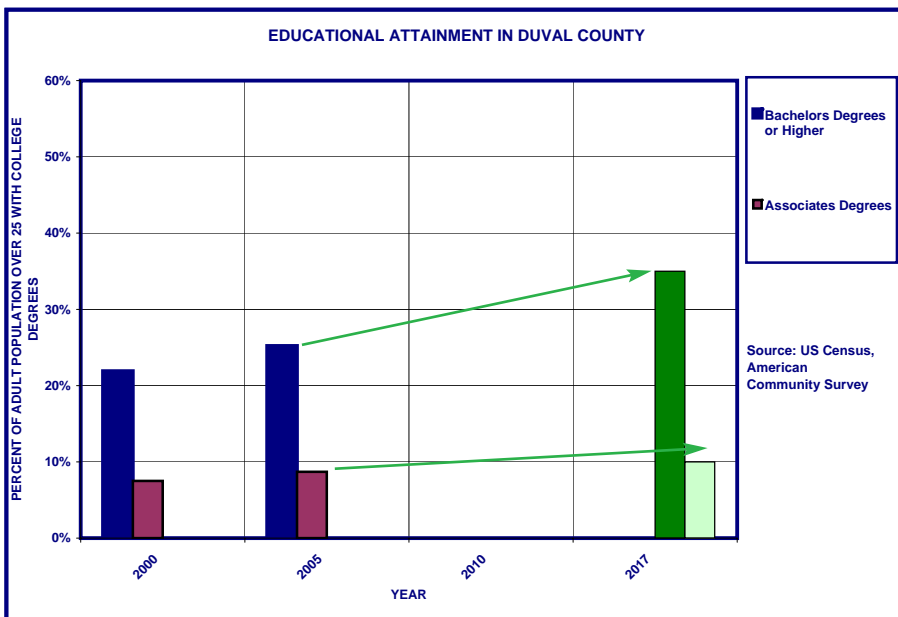
	2003	2004	2005	2006
Total	48.0%	50.0%	54.0%	57.0%
White	63.0%	66.0%	69.0%	71.0%
African American	29.0%	32.0%	37.0%	39.0%
Hispanic	49.0%	50.0%	56.0%	55.0%
Asian	70.0%	73.0%	77.0%	80.0%
Economically Disadvantaged	32.0%	39.0%	42.0%	42.0%

Source: Florida Department of Education, No Child Left Behind Report

2. Education cont.

2. Education - d. Higher Education – By 2017, 35% of Duval’s population age 25 and over will have bachelor’s degrees or higher and an additional 10% will have associate’s degrees.

The Florida Chamber Foundation, in its 2002 New Cornerstone report, identified improving Florida’s lagging intellectual performance as a critical priority for future economic competitiveness. Educational attainment correlates strongly with increased income levels and prosperity. Census data for 2000 showed Duval County with only slightly more than half the number of college graduates the New Cornerstone report recommended to be economically competitive. The 5-year trends below are positive.



Data available:

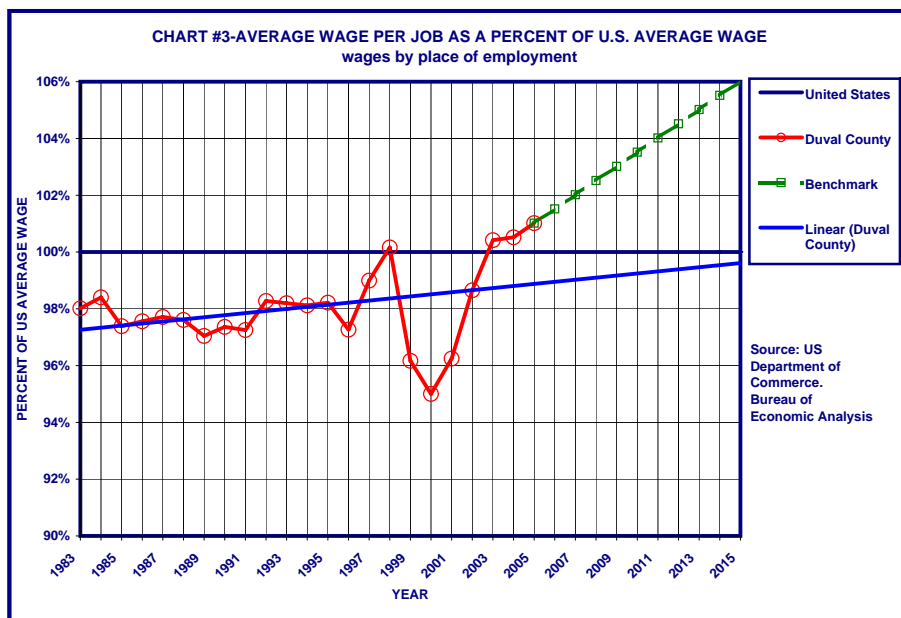
2000 U.S. Census: 21.9% with BA or above; 7.5% with AA/AS degrees

2005 American Community Survey: 25.2% BA or above; 8.7% with AA/AS degrees

3. Jobs

3. Jobs (by place of work in Duval County) - a. Earnings per Job: Annually increase average earnings per job 0.5% above the U.S. average.

Average earnings per job in Duval County are compared against average earnings per job in the U.S. The long-term trend is positive, with the Duval average wage surpassing the U.S. average in 2003 and continuing to climb thereafter. This Benchmark calls for further increases, at a rate of 0.5% annually.



Average Wage (unadjusted):

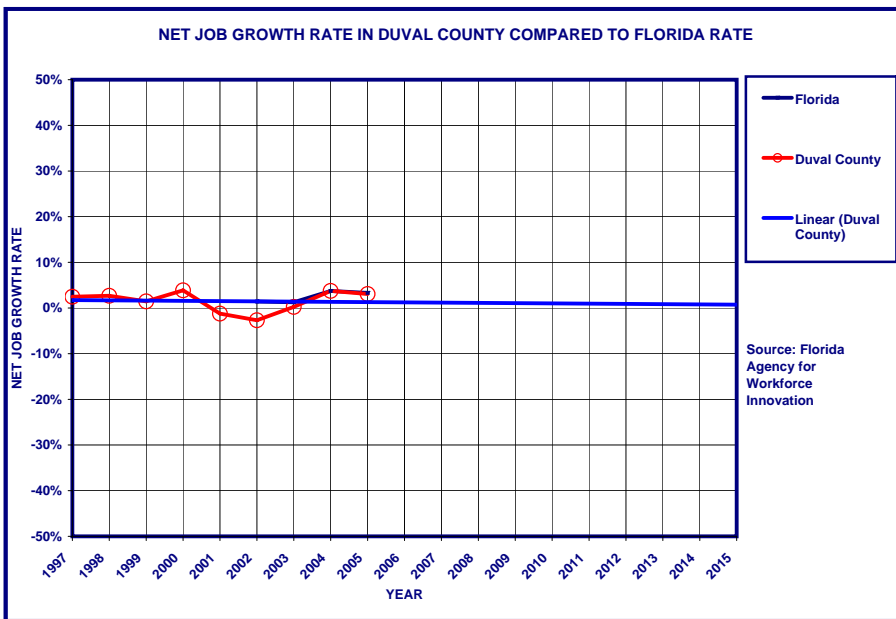
	1997	1998	1999	2000	2001	2002	2003	2004	2005
Duval	\$29,558	\$31,462	\$31,518	\$32,983	\$34,247	\$35,662	\$37,324	\$38,993	\$40,555
Florida	\$26,539	\$27,988	\$28,714	\$30,296	\$31,297	\$32,257	\$33,360	\$34,981	\$36,583
United States	\$29,858	\$31,411	\$32,774	\$34,718	\$35,582	\$36,150	\$37,169	\$38,792	\$40,146

Source: US Department of Commerce, Bureau of Economic Analysis

3. Jobs cont.

3. Jobs (by place of work in Duval County) - b. Job Growth: Increase Duval County annual percentage job growth at a rate above the State of Florida average.

Net job growth is the difference in total employment at the end of the calendar year. This Benchmark calls for net growth in the total number of jobs in Duval County and at a rate that exceeds the State of Florida’s job growth. Although Jacksonville job growth rate tied the Florida job growth rate in 2004, Jacksonville has not exceeded the Florida rate in the four years for which comparable data is available.



Net Job Growth:

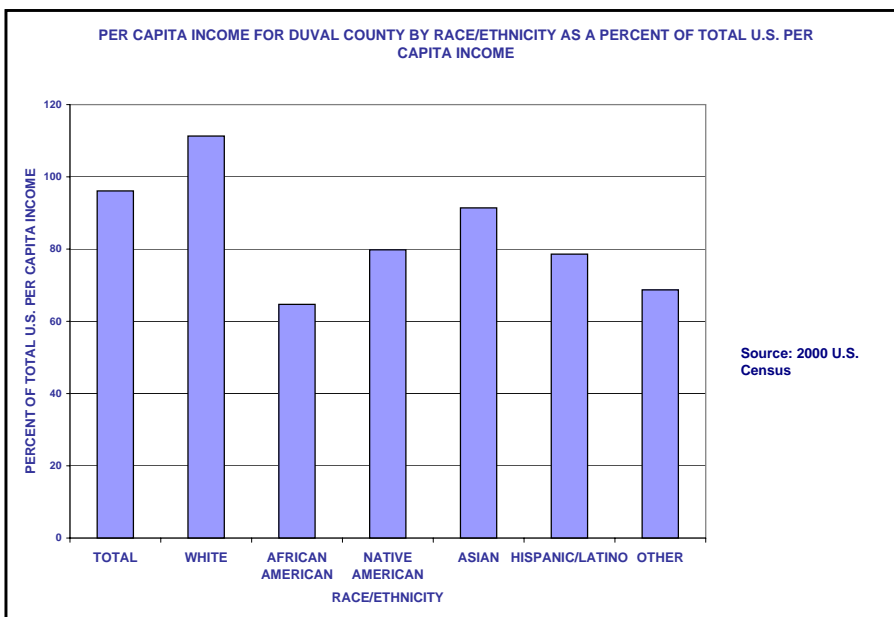
	1997	1998	1999	2000	2001	2002	2003	2004	2005
Duval	2.5%	2.7%	1.4%	3.9%	-1.2%	-2.7%	0.2%	3.7%	3.1%
Florida						1.4%	1.3%	3.7%	3.3%

Source: Florida Agency for Workforce Innovation

4. Racial Opportunity and Harmony

4. Racial Opportunity and Harmony - a. Increase per capita income for all Duval residents while decreasing the gap between Whites and all other racial/ethnic groups by 50% by 2020.

The income gap among races and ethnicities in Duval County is displayed below. It is measured by comparing race/ethnic per capita income as a percentage of total U.S. per capita income. Key Benchmark #1 set the goal to increase Duval County per capita income by 0.5% per year. The table beneath the graph indicates the impact of a 50% reduction in the racial/ethnic gaps between Whites and non-Whites, by 2020.



Per Capita Income as a Percent of Total U.S. Per Capita Income and Racial/Ethnic Gaps Comparing Non-White to White:

Race/Ethnicity	1999	1999 GAP	GOAL – 2020 GAP
Total	96.1%	--	--
White	111.3%	--	--
African American	64.7%	46.6%	23.3%
Native American	79.8%	31.5%	15.8%
Asian	91.4%	19.9%	10.0%
Hispanic/Latino	78.6%	32.7%	16.4%
Other	68.7%	42.6%	21.3%

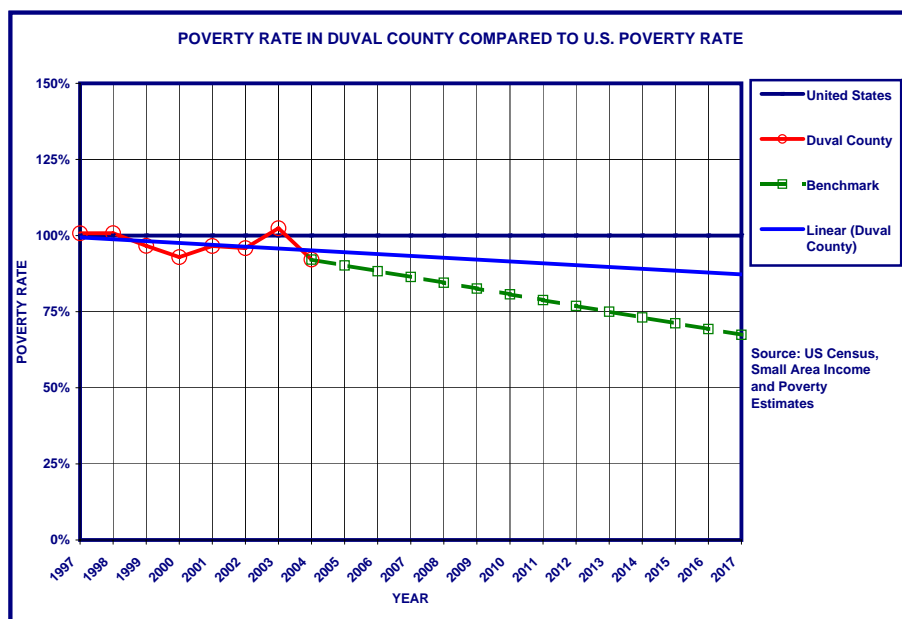
Source: 2000 U.S. Census

5. Poverty Rate

5. Poverty Rate - a. For all Duval County Residents in Poverty

i. Reduce Duval County's poverty rate to 50% of the U.S. average poverty rate in 20 years.

Blueprint for Prosperity's goal is to raise the income for all Duval County residents. Achieving this goal requires reducing the percent of residents living in poverty. Duval's average poverty rate was at 92% of the U.S. level in 2004.



Poverty Rate:

	1997	1998	1999	2000	2001	2002	2003	2004
Duval	13.4	12.8	11.5	10.5	11.3	11.6	12.8	11.7
Florida	14.4	13.6	12.4	11.7	12.6	12.8	13.0	11.9
United States	13.3	12.7	11.9	11.3	11.7	12.1	12.5	12.7

Source: U.S. Census Small Area Income and Poverty Estimates

5. Poverty Rate - b. For High-Poverty Duval Residents

i. Reduce by 1% annually the areas where the poverty rate is between 10% and 20%.

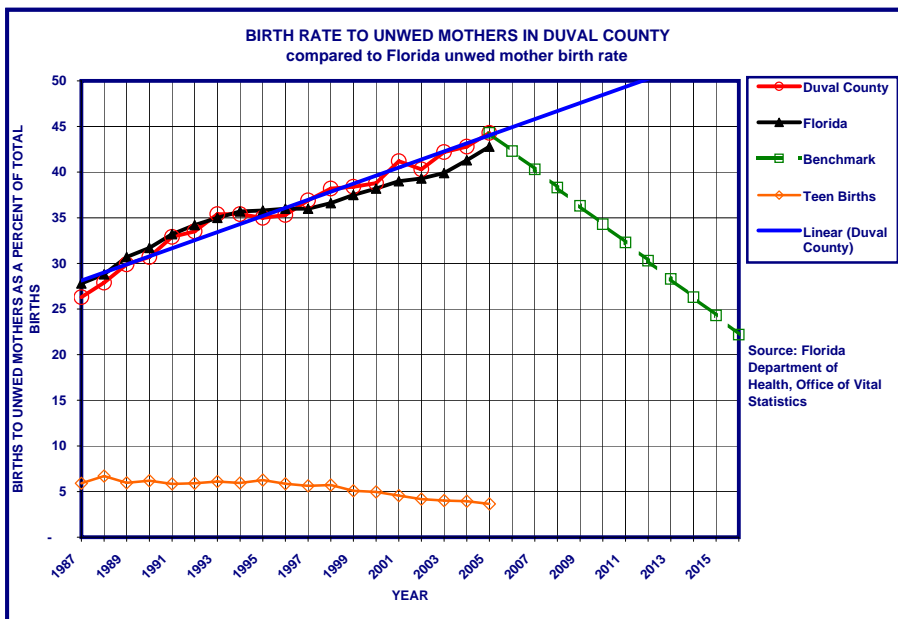
ii. Reduce by 2% annually the percentage of individuals in poverty in every zip code in Duval County where poverty exceeds 20%.

Areas of Duval County where poverty rates exceed 10% cover large sections of West and North Jacksonville, the Urban Core and portions of Arlington and Southside. According to the 2000 U.S. Census, there are five zip codes in Duval County where the poverty rate exceeds 20%: 32202, 32204, 32206, 32208 and 32254. Updated data for zip-code level poverty rates is not yet available.

6. Family Stability

6. Family Stability - a. Reduce Duval County's birthrate to unwed mothers by 50% by 2016.

The rate of births to unwed mothers is considered an indicator of family instability. This Key Benchmark indicator demonstrates the increasing number of births to unwed mothers during the last 20 years in Florida and Duval County. Both rates exceed the U.S. level. There is a misperception that teenage births constitute a large percent of the total. They do not – nationally or locally. For the past decade, Duval County has had a declining teen birth rate, which has been directly influenced by agencies currently participating as Blueprint Partners.



Unwed mother birth rate:

	1997	1998	1999	2000	2001	2002	2003	2004	2005
Duval County	36.9	38.2	38.4	38.8	41.2	40.3	42.2	42.8	44.3
Florida	36.0	36.6	37.5	38.2	39.0	39.3	39.9	41.3	42.8

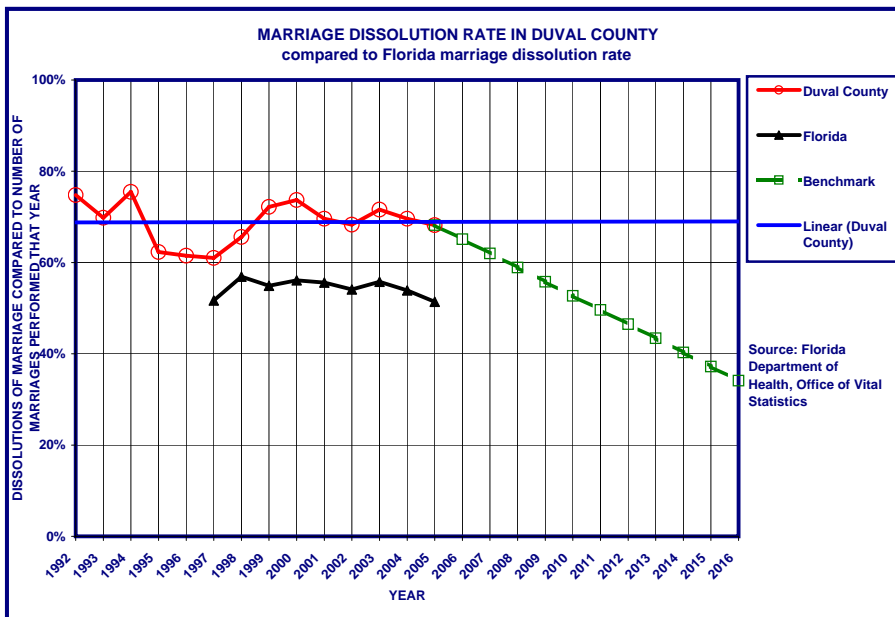
Source: Duval County Health Department, Office of Vital Statistics

6. Family Stability cont.

6. Family Stability - b. Reduce the marriage dissolutions rate in Duval County by 50% by 2016.

Marriage dissolutions are another measure of family instability. This Key Benchmark indicator, which considers population growth and factors of in- and out-migration, compares the number of marriages dissolved by divorce or annulment each year to the number of marriages registered.

Duval County's 13-year rate of marriage dissolution is essentially flat, averaging almost seven divorces or annulments for every 10 marriages each year. Florida has more than five dissolutions for every 10 marriages. The Benchmark goal is to reduce Duval's rate to approximately 3.5 dissolutions for every 10 marriages.



Marriage dissolution rate:

	1997	1998	1999	2000	2001	2002	2003	2004	2005
Duval County	61.0%	65.6%	72.2%	73.7%	69.6%	68.3%	71.6%	69.6%	68.2%
Florida	51.7%	56.9%	54.9%	56.1%	55.6%	54.1%	55.8%	53.9%	51.4%

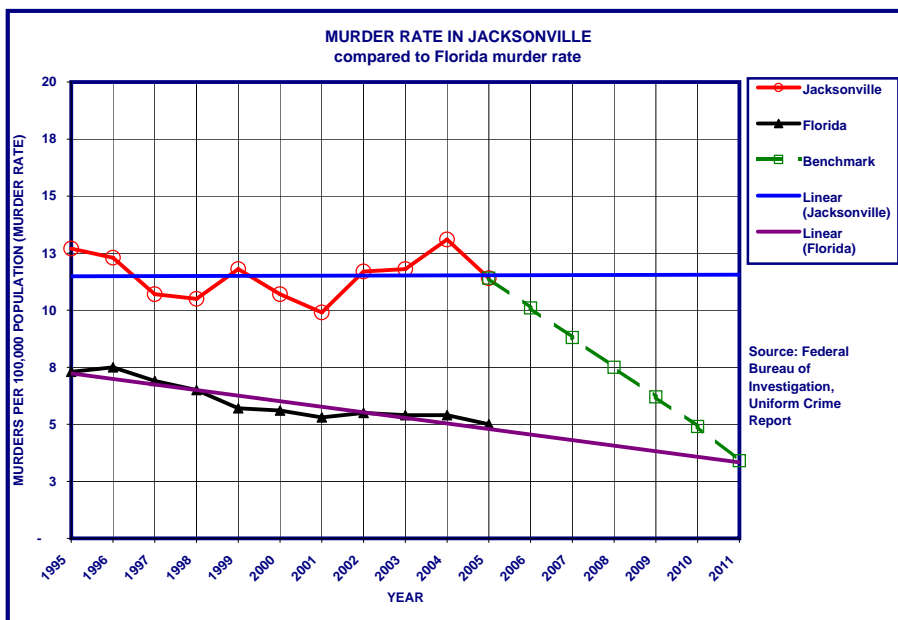
Source: Duval County Health Department, Office of Vital Statistics

7. Public Safety

7. Public Safety - a. Reduce Duval County's murder rate to equal the Florida rate by 2011.

Duval County's murder rate is currently more than double the Florida and U.S. rates. Murder rate, which is calculated per 100,000 people, is different than the homicide rate as some homicides are deemed lawful taking of a life.

This Key Benchmark indicator shows that Duval County has a flat murder rate, while Florida shows a declining murder rate. To reduce its murder rate to equal the Florida rate, Duval County will need to decrease its murder rate to fewer than four murders per 100,000 by 2011.



Murder rate:

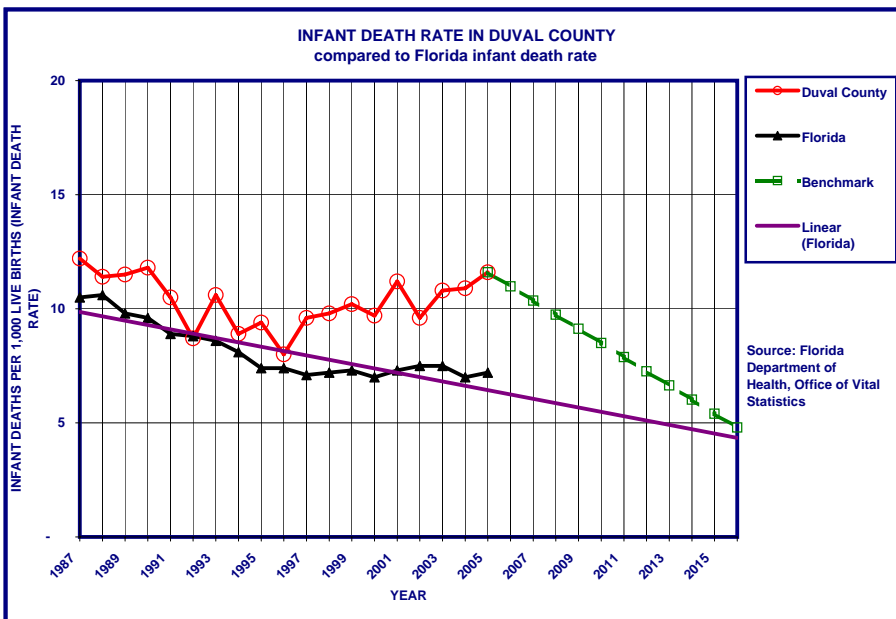
	1997	1998	1999	2000	2001	2002	2003	2004	2005
Jacksonville	10.7	10.5	11.8	10.7	9.9	11.7	11.8	13.1	11.4
Florida	6.9	6.5	5.7	5.6	5.3	5.5	5.4	5.4	5.0
U.S.	6.8	6.3	5.7	5.5	5.6	5.6	5.7	5.5	5.6

Source: Federal Bureau of Investigations, Uniform Crime Reports

8. Health Care & 9. Housing

8. Health Care - a. Reduce Duval County's infant death rate to the Florida rate by 2016.

Infant mortality rates are computed based on the number of babies who die before reaching their first birthday, compared to the number of live births. In 2005 that rate was 11.5 infant deaths per 1,000 live births. For more than a decade Duval County has defied the Florida's long-term declining trend in infant mortality rates. In fact, Duval rates have moved upward toward rates approaching those of 20 years ago. The Key Benchmark calls for Duval to reach the Florida rate by 2016.



Infant death rate:

	1997	1998	1999	2000	2001	2002	2003	2004	2005
Duval County	9.6	9.8	10.2	9.7	11.2	9.6	10.8	10.9	11.6
Florida	7.1	7.2	7.3	7.0	7.3	7.5	7.5	7.0	7.2

Source: Duval County Health Department, Office of Vital Statistics

9. Housing - a. Key Benchmarks based on availability of affordable workforce and low- to mid-income housing are being developed.

Foundation Team Reports

The Blueprint for Prosperity plan is structured around six foundations: Education, Economic Development, Quality of Life, Racial Opportunity and Harmony, Infrastructure and Leadership. Each of these targeted areas of improvement is led by a team of volunteers who implement identified strategies in each foundation by recruiting Blueprint Partners and facilitating alliances among key community organizations.

Each year the Blueprint Executive Committee identifies one or two strategies per foundation around which a Strategic Alliance of key organizations is formed. This structure allows for each strategy to receive the full attention it deserves. With these strategic alliances in place, Blueprint's cumulative process takes effect. The following year different strategies are chosen for new Strategic Alliances, while the previous year's alliances continue to create lasting improvements.

It is important to note that specific strategies under each foundation are often interrelated. Progress in one area may directly impact another area.

The following pages provide a brief summary of the work by foundation teams and select community highlights from 2006 showcasing strategic accomplishments by Blueprint Partners. The community highlights are a combination of activities: many were underway before organizations became Blueprint partners, some happened after organizations became Blueprint partners and others occurred as a direct result of organizations being Blueprint partners. What is most important is that these Blueprint partners are currently doing work on strategies identified in the Blueprint document, and they are working together toward the common goal of economic prosperity on the First Coast.

Please see the Blueprint for Prosperity document at www.blueprintforprosperity.com for a complete list of all the foundation strategies.

Get involved with Blueprint by becoming a Blueprint partner. Contact Harlan Stallings, Blueprint for Prosperity Manager, at (904) 366-6618 or harlan.stallings@myjaxchamber.com.

Foundation Report: Education

Vision:

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

Education was the primary topic of discussion among the citizens in Duval County during the public input phase of Blueprint for Prosperity and 36 strategies were developed in this foundation. The Education foundation team selected mentoring and career academies as the strategic alliances for 2006.

2006 Strategic Alliance: Mentoring

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

The Blueprint for Prosperity Mentoring Alliance, Mentor Jax, was organized in June 2006. Meetings are held monthly with representatives of mentoring programs, local funding agencies, community leaders and concerned citizens. In December 2006 the Jacksonville Children's Commission hosted a two-day workshop for Mentor Jax to define the working relationship among partners and better leverage resources for Jacksonville's youth.



The goals of Mentor Jax include:

- Increasing the quality, quantity and retention of mentors in Jacksonville.
 - Advocating for the rights of every youth in Jacksonville to have a mentor.
 - Tracking trends across Mentor Jax member agencies.
 - Making mentoring a top agenda for the citizens of Jacksonville via a public education campaign,
 - Establishing a means of measuring effectiveness of mentoring, and effectiveness of Mentor Jax's efforts.
- Creating an inclusive body that invites participation from arts, cultural, athletic, faith-based and corporate mentoring representation in Mentor Jax.

Citizens can get involved by becoming a mentor or an "Ambassador to Mentoring," advocating on behalf of those students who want and need a mentor. Local businesses are encouraged to adopt a school or allow employees the opportunity to mentor.

2006 Strategic Alliance: Career Academies

Strategy: Ensure that all high school students have access to career academies that meet defined national standards of excellence and employer needs. Academies will prepare students for meaningful careers and provide the foundation for the next level of skills training and education. Enlist businesses and higher education institutions to partner with schools to help with the skills required for specific job sectors and provide internships, field trips to businesses and apprenticeship programs.

The Blueprint Education Foundation has proposed the development of the First Coast Career Academy Partnership to be designed and operated in collaboration with the school districts and participating employers in Duval and Nassau counties. This strategic initiative will support the region's efforts to attract, expand and retain high-value targeted industries.

It will also:

- Support regional economic development,
- Respond to the critical workforce needs of regional employers,
- Provide young citizens with unprecedented access to high-wage, high-demand careers,
- Substantially improve high school academic performance and graduation rates, and
- Substantially increase college participation and degree and certificate completion.

In 2006 the energies of Duval County Public Schools, the Florida Community College at Jacksonville, the Chamber of Commerce, the Schultz Center for Education Leadership and the Alliance for World Class Education have coalesced around the concept of career academies. New career academy partners include JEA, Jaxport, Community First Credit Union, Environmental Services, Inc., The Stellar Group, Haskell and the Schultz Center for Learning. Duval County Public Schools has already established career academies in six of our high schools and academies of technology in six other high schools. Plans for five additional career academies are currently underway. The Blueprint Education Foundation is encouraging the adoption of national standards of practice for all of our career academies.



Community Highlights in Education

- Duval County Public Schools is one of three school districts throughout the nation selected by the College Board to participate in an innovative program, the EXCEerator Schools project, designed to promote a college-going culture in secondary schools in large urban districts.
- Duval County Public Schools has partnered with the Community Foundation as one of two pilot programs in the nation for the Learning to Finish Campaign created by the Pew Partnership for Civic Change. The five-year campaign, aimed at engaging entire communities in the fight to reduce dropout rates, brings community members, practitioners and educators together to share strategies and information on addressing the issues of graduation rates.
- The Duval County School Board has made Duval County's graduation requirements one of the most rigorous in the state. The new requirements, designed to create a culture and a capacity for improvement of all schools, include the following: (1) 26 credits instead of the previous 24; (2) mandatory 4 years of study in math and the sciences; (3) two consecutive years of required foreign language; and (4) a requirement that each student follow an individualized elective course of study guided by and embedded into a chosen career academy or other area of focus.
- Duval County achieved a 48% increase in student enrollment in advanced level courses and a 243% increase in the number of students enrolled in Advanced Placement courses in 2005, compared to the previous year. Forty percent of the nation's 9th graders enrolled in Advanced Placement Human Geography are Duval County Public Schools' students.
- In August 2006, the first group of students began classes at Pathways Charter School, located on the Downtown Campus of Florida Community College. The charter school is a partnership among higher education, public education, local businesses, community organizations, governmental agencies and the regional workforce board. The academy is an innovative and high-quality response to our high school drop-out rate. With a current student enrollment of 183, Pathways Academy is positively affecting the lives of Jacksonville students and building their futures.

Foundation Report: Education cont.

- The City of Jacksonville, businesses and community organizations and local colleges and universities have partnered to create the Prosperity Scholarship Fund. The Fund was developed to help financially challenged students pursue their dream of a college education. Citizens and businesses can support the program by making an automatic monthly contribution through their JEA bill.
- The National Mentoring Partnership, MENTOR, honored Donald Wilford and Adam Hutchinson, a young man he mentors through the State Attorney's Office Jailed Juvenile Mentor Program, with their prestigious spotlight award.
- The Department of Defense announced an award to Florida Community College of two contracts totaling \$67 million over five years to provide education and training to approximately 45,000 sailors at Naval Station Great Lakes and Naval Air Station Pensacola.
- Under the Mayor's RALLY Jacksonville! early literacy initiative, more than 24,000 children enrolled in the Mayor's Book Club, nearly 800,000 books were collected and distributed for Jacksonville children and more than 150 volunteers read to children in childcare centers on a routine basis. The city has also implemented an early literacy program for infants.
- 631 individuals with WorkSource scholarships have completed training to date in FY2007 (7/1/06 – 6/30/07), averaging \$14.69/hour as they enter employment after training. By the end of FY2007, WorkSource, in partnership with regional companies, will have upgraded the skills of more than 1,500 incumbent workers.
- The Florida Rebuilds initiative trains individuals to obtain jobs in skilled trades, meeting demand created by the construction industry and the repairs needed in Florida and the Gulf Coast from past hurricane seasons. WorkSource leads the state in enrolling and graduating trainees, with more than 900 students enrolled by January 2007.
- FreshMinistries, an interfaith, nonprofit organization dedicated to creating positive social change in the lives of all children, designed the 6 Point Plan in 2006 to improve the high school graduation rate in Jacksonville's east side community. The plan targets six age-specific time periods in a child's life: pre-natal; newborn to age 3; preschool (3-5); elementary school; middle school; and high school.
- Guardian of Dreams, a nonprofit organization dedicated to the education of children through two Catholic elementary schools – Holy Rosary and St. Pius – has incorporated the UNF-developed ELLM Curriculum (Early Learning and Literacy Model) into its schools and has enrolled 30 three to four-year-olds in its pre-k programs.
- As part of its ten-year Quality Education for All initiative, the Community Foundation has again awarded grants to six Jacksonville middle schools to continue their highly successful initiatives to support thriving sixth graders in their transition to middle school.
- The Community Foundation's Eartha M.M. White Legacy Fund seeks to increase African American philanthropy-provided grants to the following organizations: Clara White Mission to establish an endowment for operations, the Continental Societies to create an endowment for their work with middle school girls and the Florida Community College at Jacksonville Foundation to establish an endowed scholarship in support of African-American students pursuing health-related studies.

- Columbia College, which has served Jacksonville's adult students for 16 years at the Naval Air Station in Jacksonville, opened a second campus located in the Liberty Center at I-95 and J.T. Butler Blvd. Enrollments for the new campus were up 260% in its third term. Total enrollments for both campuses was more than 750 for the January 2007 term.

Larissa Karolides

Larissa Karolides moved to the U.S. seven years ago from Russia after marrying an American. She spoke very little English when she arrived. Larissa found a job at River Garden Hebrew Home, a senior care facility that helped her enroll in Certified Nursing Assistant training, and supported her through the licensing process.

Larissa took the Test of Adult Basic Education three times before her English skills were proven strong enough to enroll in the training. In 2004, she was selected for WorkSource's Career Advancement program, which partners with the health care industry to advance the skills of employees. Larissa completed her Licensed Practical Nurse (LPN) training at Florida Community College at Jacksonville (FCCJ) and graduated in August 2006. After being licensed as an LPN, Larissa's salary almost doubled. According to River Garden, she went from earning \$10.25 an hour to \$20 an hour. After taking a year off from school to enjoy her new duties, Larissa plans to enroll in FCCJ's Registered Nurse program and obtain her certification.

- United Way's Helping At Risk Students Achieve launched with the support of a private citizen donation. This multigenerational program provides the opportunity for selected young professionals from United Way's Atlantic Circle to establish a unique relationship with Tocqueville members (donors who give \$10,000 or more), as well as mentor an at-risk student who attends a United Way Full Service School.
- The Art Institute of Jacksonville has opened a new location in Jacksonville. Initially, the local school will offer bachelor's degree programs in graphic design, interactive media design and interior design, and associate's degree programs in graphic design and interactive media design. The school occupies approximately 47,000 square feet, providing ample room for students to develop their creative and technical skills. The Art Institutes have three additional school locations in Florida: The Art Institute of Fort Lauderdale, The Art Institute of Tampa and Miami International University of Art & Design.
- Florida Community College recently received state approval and accreditation to award four-year baccalaureate degrees in areas of critical workforce need on the First Coast. The college's first four-year degree, a bachelor's in applied science in fire science management, responds to the needs of area fire fighting agencies for personnel with the advanced leadership skills and technical expertise necessary for protecting the lives and safety of area citizens. The college is now progressing with the development of additional practitioner-oriented baccalaureate degrees in high demand career fields including computer networking, nursing, and supervision and management.
- Florida Community College has become the largest training and education provider to one of the world's largest employers: the United States Navy. The college has acquired contracts recently to implement and manage several areas of sailor occupational training at Naval Station Great Lakes and Naval Air Station Pensacola with total revenue potential of \$67 million. Participating sailors will receive college credit for a portion of their training, enabling them to work toward college degrees in areas that complement their military occupational specialties and qualify for promotion to higher levels of leadership.

Foundation Report: Economic Development

Vision:

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

Many of the other foundation strategies have important economic development implications. An effective partnership already exists between the Jacksonville Economic Development Commission and the Cornerstone Regional Development Partnership, the economic development arm of the Chamber. In 2006, much of the attention of this foundation encompassed an economic diversification study led by Angelou Economics. The Economic Development foundation team selected targeted industry marketing as the first-year strategic alliance.



2006 Strategic Alliance: Targeted Industry Marketing

Strategy: Maintain an aggressive economic development marketing program for creating high-wage economic base jobs that produce products or services sold outside Duval County. They will be created through expansion and retention of existing businesses, relocation and new business creation. Pursue targeted industry sectors that help meet Blueprint Key Benchmarks in a very competitive global job market. Targets should include multinationals, technology companies, medical institutions, headquarters, innovative research entities, federal civilian and military jobs, mid-size and large companies

and consulting firms. A major focus should be on jobs requiring advanced degrees, recognizing that a lower wage service job is created with the addition of each high-wage job. Ensure cooperation between all private and public organizations involved in job creation efforts.

The Angelou Economics Diversification Plan was funded by a grant from the state of Florida and designed to assess the region's current economic situation and make action item recommendations to achieve the Blueprint strategies outlined above. Angelou Economics recommended Jacksonville address four goals:

INDUSTRY: Become the premiere location of choice for target industry clusters.

TALENT: Retain and recruit the best and brightest; become a "talent magnet."

ENTREPRENEURSHIP: Foster an entrepreneurial climate that embraces "economic gardening."

QUALITY OF LIFE: Market the "Jacksonville way of life."

In order to achieve these goals, the Angelou study recommended the following strategies:

- Ensure that Cornerstone project managers are empowered to become target industry "experts."
- Develop consistent "industry champion teams" for each target industry.
- Improve the effectiveness of the K-12 school system as an economic development tool.
- Retain the best and brightest high school students by marketing to them while they are in college.
- Expand college recruiting efforts to attract highly qualified students in the target industries.
- Build an entrepreneurial support network aimed at matching entrepreneurs with the appropriate levels of support and resources.
- Support the development of a life sciences incubator spearheaded by private investors, Mayo, UF, UNF, and the Chamber.
- Begin an internal marketing campaign that ensures residents are aware of Cornerstone's achievements and builds resident pride in Jacksonville's future.
- Cornerstone information and presentations should enhance the focus on quality of life in the region.

Community Highlights

- The City of Jacksonville's Small and Emerging Business Program (JSEB) program allows qualifying businesses to have access to a variety of continuing education and mentoring opportunities in areas such as cash flow management, business planning, marketing, human resources and technical training specific to their industry. More than 320 businesses are currently certified in the JSEB program. The current amount of contributions from local banks and independent agencies is \$915,000.00. As of Jan. 26, 2007, 14 loans were given to 10 local businesses in the amount of \$608,885.00.
- The Chamber's Small Business Center (SBC), including the Jacksonville Women's Business Center (JWBC) helped, coached and guided 4,183 clients in 2006, 45 percent of which were existing businesses. The SBC saw a 26% increase in seminar and workshop attendance. In 2006, the SBC reported 414 core city jobs were created.
- The JWBC launched the ATHENA PowerLink as one of only 23 such programs nationally.



Pegine Echevarria

After September 11, Pegine Echevarria's business as a motivational speaker collapsed and she teetered on losing everything. She was committed to her business, Team Pegine, a Jacksonville-based management consulting business, but by May 2004 things still weren't looking good.

Pegine attended a workshop on "Selling to the Federal Government" at the Jacksonville Regional Chamber of Commerce's Small Business Center. She applied what she learned and in a short time began doing business with the Army Corps of Engineers, the Army National Guard, the U.S. Navy and U.S. Army. The Jacksonville Aviation Authority used her business to train their staff, vendors and volunteers during the Super Bowl. Still, Pegine wanted to grow the business and grow herself.

She enrolled in the "Financial Matters" mentoring program offered by the Jacksonville Women's Business Center. Within a year, Pegine tripled her earnings. In 2006 she increased her earnings an additional 22%. She added a full time person and recently hired two more people. In 2005 she was awarded the Minority Enterprise Development Entrepreneur of the Year Award and is nominated for the 2007 Hispanic Business Magazine's Women of the Year.

- The Cornerstone Division of the Chamber aided in the creation of 3,800 new jobs in Duval County and \$277.1M in capital investment in 2006. An impressive 84% of the new jobs were high wage.
- Fidelity Investments announced plans to establish a Customer Contact Center in Jacksonville, the first in the Southeast. The new Customer Contact Center will ultimately employ 1,200 over the next four years with an average annual wage of \$50,000.
- Bridgestone Firestone North American Tire announced plans to invest approximately \$44 million in a one million square-foot, state-of-the-art distribution center at Cecil Commerce Center, creating over 250 new jobs averaging \$38,000.
- Michaels Stores, Inc. announced plans to expand its Jacksonville presence by relocating its Southeast Distribution Center from Savannah, leasing 300,000 square feet of space and adding 50 full-time associates.
- The C-27J Spartan Team selected Cecil Commerce Center as the final assembly and delivery site for the C-27J multi-mission cargo aircraft, pending its selection by the U.S. Army and U.S. Air Force Joint Cargo Aircraft program. The C-27J team is a joint venture between Italy-based Alenia, Boeing and L-3 Communications.

Foundation Report: Economic Development cont.

- FlightStar Aircraft Services will be adding up to 150 new jobs over the next few months at its Cecil Commerce Center location.



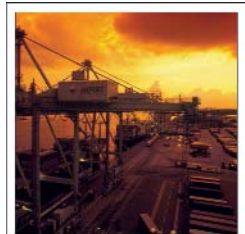
- The Lending Group recently announced it is expanding its Jacksonville location with an additional 150 high-wage jobs and a \$2 million capital investment.
- Expansion Management recently ranked Jacksonville 8th on its annual ranking of “America’s 50 Hottest Cities” for corporate expansion and relocation according to its annual poll of 80 of the nation’s most prominent site consultants. This is the 8th consecutive year Jacksonville has been ranked in the top 10.

- Cornerstone received the 2006 Economic Development Leadership and Innovation Award from CoreNet Global, a leading professional association of corporate real estate executives. This top honor recognizes excellence in best practices within the field of site selection and location services among organizations serving communities involved in location decisions.

- Logistics Today named Jacksonville one of the Top 50 Logistics Cities in the U.S.

- Eighteen small and emerging businesses are now operating in the Beaver Street Enterprise Center, a FreshMinistries initiative and Jacksonville's only core-city, mixed-used empowerment incubator. Eighty-five percent of this number represents minority-owned businesses and 35% represents women-owned businesses.

Beaver Street Enterprise Center created 149 jobs for individuals who were either unemployed or underemployed in 2006. Ninety-four of those jobs were retained jobs at year-end 2006. Incubator clients collectively generated more than \$4 million in revenues during 2006, adding to the city's tax base and economy.



- In July 2006, The Institute on Assets and Social Policy at Brandeis University, in partnership with the Florida Minority Community Reinvestment Coalition (FMCRC) announced a bold, new initiative to help impoverished minority families in Florida launch their own mobility to middle-class security. The comprehensive project, called the “War on Poverty – Assets for Change” initiative (WPI), will support economic revitalization, workforce development, homeownership and financial literacy in communities that historically have been left out of the economic mainstream. The initial rollout started in Jacksonville, Florida, led by Blueprint for Prosperity Task Force Member, Karen Landry, the Executive Director of the War on Poverty – Assets for Change initiative.

Foundation Report: Quality of Life

Vision:

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

Quality of life is a broad foundation in the Blueprint plan that includes strategies relating to health care; social services and welfare; recreation, arts, culture and entertainment; family and youth; sense of community; public safety; and seniors and retirees.

The Quality of Life foundation team selected health care as a first-year strategic alliance.

2006 Strategic Alliance: Health Care

Strategy: Provide accessible, affordable, quality health care for all Duval residents.

The Health Care Strategic Alliance has developed four areas of concentration: increasing the proportion of persons with health insurance, increasing the proportion of persons with a usual primary care provider, increasing the percentage of people at a healthy weight and increasing the number of worksites that offer a comprehensive employee health promotion program.

1. Increase the proportion of persons with health insurance to 90% by 2010

Local baseline: 86.3% in 2004.

Access to health care is a prime determinant in improving the health of a community. Uninsured residents are less likely to have access to basic health care services that can prevent health problems, or detect issues before they become significant. Residents without health insurance often utilize the emergency room for health care, which is both more expensive and not well suited to appropriate management or prevention of chronic health conditions.

2. Increase the proportion of persons with a usual primary care provider to 85% by 2010.

Local Baseline: 78.4% in 2002.

Residents without a primary care provider are less likely to be able to manage health issues before they get out of control. As with the uninsured population, these residents are more likely to utilize the emergency room for health care, which is more expensive than a primary care provider and not well suited to appropriate management or prevention of chronic health conditions.

3. Increase percentage of people at a healthy weight by 10% by 2010.

Local Baseline: Adults – 40.0% in 2002 • Children/Adolescents – 63.8% in 2002

Obesity negatively impacts many facets of life, including the increased risk for disease and premature death and increased costs to individuals, families, employers and the City.

4. Increase the number of worksites that offer a comprehensive employee health promotion program to their employees to 500 by 2010.

Local baseline: < 70

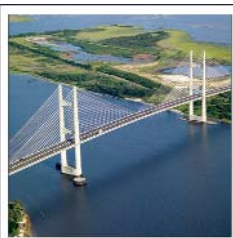
The workplace is an ideal setting for health promotion and disease prevention programs. The majority of

Foundation Report: Quality of Life cont.

residents over the age of 16 work, and spend a substantial amount of time there (nearing an average of 50 hours per week). If work-based health improvement is going to be made on a large scale, there needs to be a citywide emphasis on it, and support for the consistent messaging and programming potential it offers.

Community Highlights

- The City of Jacksonville's Seeds of Change: Growing Great Neighborhoods initiative is a partnership with residents, neighborhood associations, businesses and community and faith leaders to drive meaningful, measurable and visible change in neighborhoods across Jacksonville. It focuses on three primary areas: beautification and infrastructure, public safety and increased homeowner investment in the community. While many elements of the initiative are citywide, some programs focus on smaller areas targeted as pilot projects. The two pilot neighborhoods are Historic Arlington and Northwest Jacksonville.
- Part of the Seeds of Change: Growing Great Neighborhoods initiative, "Walking Wednesdays," is an initiative designed to facilitate better communication among people living in high crime areas, members of law enforcement and the government. Hosted by the Jacksonville Sheriff's Office, the Mayor's Office of Faith and Community Based Partnerships and local community leaders, participants canvass the city's neighborhoods, placing a special emphasis on areas most victimized by murders and homicides. A community leader and a police officer who serve the neighborhood walk door-to-door, engaging citizens and building community fellowship.



- The RealSense Prosperity Campaign, an initiative of United Way of Northeast Florida, is a community collaboration including more than fifty partner organizations from all sectors of the community, focused on improving the financial stability of Northeast Florida's most vulnerable citizens. The program provides free tax preparation services, ensures that those citizens who qualify for Earned Income Tax Credit claim it, conducts financial education to help people become better money managers, provides financial counseling to help people with credit issues, and matches savings accounts to give people the opportunity to save money toward buying a home or small business, or completing college or other post-secondary education.

Successes in the RealSense programs during 2006 included: 39% increase total returns completed; 26% increase in total refunds in dollars; 4% increase EITC returns completed; 2% increase total EITC refunds in dollars; 345% increase graduates - financial education classes; 24% increase fewer refund anticipation loans; 360% increase in bank accounts opened; 32% increase in enrollees in IDA accounts (160 enrolled total); and a 400% increase in graduates of the IDA program.

- Members of the Jacksonville Regional Chamber of Commerce pledged more than \$200,000 for the Jacksonville Sheriff's Office Operation Safe Streets program to combat the city's growing murder rate. Under the gun bounty portion of this program, citizens are encouraged to report anyone carrying an illegal fire arm. An arrest could result in a \$1,000 reward.

- The Jacksonville Network for Strengthening Families partnered with 54 faith, government and community organizations. The office holds monthly partner meetings to encourage collaboration and increase awareness regarding available services.

- The University of Florida Proton Therapy Institute, located at UF Shands Cancer Center in Jacksonville, marked its official opening in Oct. 2006 with a ceremonial dedication of the 98,000-square foot, \$125 million building. Proton therapy is a precise radiation treatment that destroys cancer cells and minimizes damage to healthy tissue. This institute is the only proton therapy treatment facility in the Southeast.
- FreshMinistries launched a “Women to the Rescue” program to hurricane emergency relief efforts for families taking refuge in the greater Jacksonville area after being displaced from their homes due to the impact and aftermath of Hurricane Katrina. “Women to the Rescue” was adopted by the state of Florida as the model for the state-wide “Neighbors to the Rescue” disaster relief program. FreshMinistries received a 2006 FASTEN Award for “Women to the Rescue.”



Sheila Jenkins

Three years ago owning a home was a distant dream for Sheila Jenkins. She had left an abusive relationship, and she and her four children were homeless. Today Sheila is working to realize her dream of owning a home through the support of RealSense, a community coalition of companies, agencies, government, educational, non-profit and other organizations led by United Way focused on increasing the prosperity of our community by increasing the prosperity of each of our citizens.

Sheila received services from several different RealSense partners. She received free tax preparation at the Mt. Olive Primitive Baptist tax site and after getting a refund, she found her way to Fresh Ministries, where she enrolled in the Individual Development Account program and is saving for a down payment on her home. As part of the program, Sheila has taken financial education classes through both the Duval County Extension service and the Jacksonville Urban League and has received financial counseling through Family Foundations.

Sheila is grateful for being able to get back on her feet, and she is now working as a volunteer in some of the RealSense programs. Her road to financial stability is a role model for all those wishing to unlock their economic power.

- FreshMinistries received a 2005-2006 Bank of America’s Neighborhood Excellence Award for its lower eastside housing initiatives.
- In 2006 United Way of Northeast Florida increased total giving by 5% over the previous year achieving over \$25.1 million in total revenue. This threshold ranks Jacksonville among the top category of the largest cities across the nation. In addition, employee per capita giving grew from \$69 to \$72. Major gifts of \$10,000 and above from individuals has increased 7% totaling \$4 million and the total number of donors giving at this level has increased 13% over 2005.
- Nemours BrightStart! completed screenings of more than 1,000 kindergarteners in 51 child care sites in Duval County during the 2005-2006 school year and provided intervention to 224 children. In the spring of 2006, 75% of the children screened in 2005 were rescreened. Results indicated substantial growth in early literacy skill for most participants. More than 2,000 children have been screened to date in the 2006-2007 school year with intervention services being provided to approximately 500 children.
- To gain a better understanding for the intricacies of health care coverage, a group of Jacksonville’s community leaders participated in the “Walk in My Shoes” event. Each participant was assigned a character role, either a person trying to obtain health care, or a health care administrator serving as a “gatekeeper.” “Walk in My Shoes” is designed to help participants understand the factors that affect access to health care and raise awareness to help improve health care access for the underserved.

Foundation Report: Racial Opportunity & Harmony

Vision:

Before 2020, Duval County will have achieved Racial Opportunity and Harmony by eliminating disparities and barriers for achievement for its diverse population. The Racial Opportunity and Harmony foundation team selected the strategy related to social and business interaction and the strategy regarding the business case for racial opportunity and harmony as the first-year priorities. The Racial Opportunity and Harmony foundation team addressing social and business interaction and the business case for diversity as the strategic alliances for 2006.

Race relations continues to be a challenging issue in our community. During the public input phase of Blueprint, this issue generated a great deal of energy and emotion. Most of the participants expressed the need for dialogue and interaction. Race relations is particularly important because it is not only a concern in this foundation, but disparities along racial lines are evident in each of the other five foundation areas of Blueprint.

2006 Strategic Alliance: Social and Business Interaction

Strategy: Increase social and business interaction between people of different races and ethnicities that will result in the creation of trust, understanding, appreciation of differences and new relationships.

The strategic alliance team chose as its first benchmark to reduce the gap between black and white awareness of racism as a problem in Jacksonville, as defined by JCCI's annual Quality of Life Study, by 50 percent by 2010. JCCI's report card on race relations statistically showed the gap between white and black conditions in education, health care, employment, housing and the criminal justice system. When asked the factors that contributed to these disparities blacks and whites had a gap in their perceptions.

In 2005, only 43 percent of white respondents perceived racism as a problem contributing to the reported disparities in Jacksonville, while 73 percent of blacks did—a gap of 30 points, which was the highest in the history of the report. In 2006, 55 percent of white respondents perceived racism as a problem while 78 percent of blacks did—a gap of 23 points. The gap between black and white perceptions closed 7 points, and for the first time a majority of whites reported that they are aware of racism as a problem in Jacksonville. The foundation team views this reduction in the gap as progress. Greater awareness represents a greater opportunity to make meaningful change.

2006 Strategic Alliance: The Business Case for Diversity

Strategy: Commit to the business case for racial opportunity and harmony.

The team set an initial bench mark of encouraging companies to raise the percentage of minority employees working in both the private and public sector at all levels proportionate to their percentages of Duval County's population by 2010. The strategic alliance team comprised of individuals and major organizations in the community that deal with issues of race relations has been formed and is working on specific action steps to achieve this goal.

Community Highlights

- Blue Cross Blue Shield of Florida was recognized by Diversity Inc. magazines as one of the top 50 companies in America in 2006 for successful efforts in promoting cultural, supplier and recruitment diversity. Other companies with a Jacksonville presence included: 3. The Coca-Cola Company , 9. Bellsouth , 13. HSBC , 18. PepsiCo , 21. Wachovia, 25. Bank of America , 27. CitiGroup , 38. Kraft Foods (Maxwell House) , 44. Merrill Lynch & Company and 48. Prudential Financial .

- Jacksonville Human Rights Commission (JHRC) is dedicated to eliminating prejudice and the practice of discrimination on the basis of race, color, religion, sex, national origin, age, disability, marital status or familial status. JHRC's budget includes \$15,000 to develop an advertising campaign to provide communication and information about the comprehensive personal, professional and social benefits of inclusion.

Blue Cross and Blue Shield of Florida

Blue Cross and Blue Shield of Florida (BCBSF) CEO Robert I. Lufrano has been integral involved in the company's diversity efforts. "He makes sure he is actively involved." Tony Jenkins the company's vice president of cultural competence and diversity systems says of Lufrano. Lufrano and Jenkins meet quarterly to discuss the state of diversity at the health-insurance provider. BCBSF has made either The DiversityInc Top 50 Companies for Diversity or 25 Noteworthy Companies lists for four consecutive years. BCBSF stood out in 2006 because of its CEO commitment, unbiased retention and high number of blacks and women in management. The company had 34 percent more women in management than the top 50 average (57 percent vs. 42.5 percent) and more than twice the amount of blacks in management than the Top 50 (19.5 percent vs. 9.7 percent). BCBSF offered more than 225 educational diversity workshops and sessions that drew more than 15,000 attendees last year.

- The Jacksonville Regional Chamber of Commerce, First Coast African American Chamber of Commerce, First Coast Asian American Chamber of Commerce, First Coast Hispanic Chamber of Commerce, Indo-U.S. Chamber of Commerce of Northeast Florida and the U.S. Small Business Administration have formed the Greater Jacksonville Chambers of Commerce Alliance. The Alliance will act as a unifying force among Jacksonville's diverse business community.

- Onejax (formerly NFCCJ) officially changed its name in 2006 to more effectively embody its mission, which is to "promote respect and understanding among people of different religions, races, cultures and beliefs." Highlights for the year included holding its annual Humanitarian Awards celebration and conducting its Metrotown and LOUD programs. Metrotown, a four-day summer intensive program for high school students to encourage openness and understanding about diversity, has continued every summer since it was established in 1991. LOUD is comprised of Metrotown graduates who meet on a regular basis to promote principles learned during the summer intensive program.

Foundation Report: Infrastructure

Vision:

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

Transportation was a key concern of many of Duval County's citizens. A shortlist of 22 strategies was obtained from the public involvement phase of Blueprint for Prosperity, including the following:

- Maintain a proactive comprehensive plan and zoning code with infrastructure elements in alignment with Blueprint for Prosperity.
- Encourage government to consider establishing a fair and sustainable funding source as a tool for financing infrastructure development needs attributed to residential and commercial growth
- Improve public transportation.
- Develop affordable housing for low- to mid-income levels, as well as the disabled and elderly dispersed throughout the community.
- Make the St. Johns River the focal point for residents and tourists.

These strategies were further evaluated to determine which would have the best potential to positively impact the overall Blueprint for Prosperity objective. The Infrastructure foundation team selected transportation as the first-year strategic alliance.

2006 Strategic Alliance: Transportation

Strategy: Improve public transportation.

The strategies and action steps in this area are indirect, but strong contributors, to the realization of a higher economic standard in Duval County. The strategies can be thought of as the skeletal system which supports the vital organs of economic growth. The public transportation strategy is key as many low- to mid-income residents of Duval County do not live in close proximity to the various emerging job centers in the region.

The benchmarks for this strategy are as follow:

1. Increase percentage of mass transit users, including van pools, car pools, etc., to 5% of the Duval County population by 2015 and 9% of the Duval County population by 2025.

Average bus ridership is currently 44 people per 1,000, which represents approximately 4.4% of the population. This represents an increase from 4.2% from the previous year.

2. Maintain current commute time and travel time reliability for 5 years.

Currently 68% of employed Duval County residents have commute times of 25 minutes or less. This improved from 61% from the previous year.

3. Establish baseline and increase average residential and commercial units per acre around transit corridors.

While private industry plays a part in the achievement of the mass transit goal, the bulk of the programming effort is the responsibility of the Jacksonville Transportation Authority through their mass transit programs. In addition to constant improvement of traditional bus transit service, the JTA has embarked on new initiatives to be more consumer friendly.

Recent initiatives of the JTA include:

- Initiating a new Choice Ride employee express commuter service between the Argyle Forest area and CitiCards at the Flagler Commerce Center.
- Launching a new airport/downtown service called AirJTA connecting employees to jobs at the airport and along the airport service road. A secondary market currently making up 50% of the ridership is airline customers.
- Launching a new Choice Ride employee commuter service in the Oceanway area connecting employees with employers in the service zone, including Blount Island.
- Beginning a waterborne transportation feasibility study for travel on the St. Johns River.

Community Highlights

- The City of Jacksonville completed the Mayor's Growth Management Task Force report that included recommendations in line with Blueprint's Infrastructure strategies, including commitment to transit, creation of mixed use developments and redevelopments, and building a vision for the city.
- The City of Jacksonville Planning and Development Department identified major local issues from Blueprint for the Evaluation and Appraisal Report (EAR) for the 2010 Comprehensive Plan. Work on the EAR is ongoing. The Planning Department is also conducting a Countywide Traffic Demand Forecast Model and Baymeadows Area Transportation Study as well as a North Area Transportation Study, which will lead toward a local road needs plan.
- In July 2006 The City of Jacksonville launched The River Accord, a \$700 million, 10-year initiative to improve the health of the St. Johns River by:
 - closing wastewater treatment plants
 - improving other wastewater treatment plants and building pipelines necessary to reuse treated wastewater for irrigation of lawns, parks, and golf courses
 - eliminating failing septic tanks; and
 - capturing and treating storm water before it enters the river.
- Under the City of Jacksonville's Seeds of Change: Growing Great Neighborhoods initiative, \$250,000 has been allocated to each of the two pilot neighborhoods to fund streetscape, hardscape and landscape improvements.
- The Department of Parks, Recreation, Entertainment and Conservation (PREC) continued to strive to provide a better quality of life through the implementation of new programs designed for families including: "Movies in the Park," "Concerts in the Park," "Sports Night Out," teen recreation and after school programs and "Teen Night Out." Funding has been prioritized to renovate all Jacksonville parks classified as "poor" and upgrade them to "good." New facilities were opened, including: Dinsmore Community Center, Goodby's Creek Boat Ramp and Mandarin Park Boat Ramp. Historical facilities were also opened or renovated, including the Camp Milton Historical Site and J.P. Small Park and Ballfield.
- The Jacksonville Economic Development Commission (JEDC) has identified four components for a successful downtown through a thorough analysis of the Downtown Master Plan, discussions with downtown business owners and residents, and evaluations by experts in the field of downtown redevelopment. The areas are Infrastructure, Residences, Retail and Open Space/Pedestrian Connections. Each of these areas is being studied by individual task forces consisting of stakeholders, experts and downtown leaders. Recommendations from the task forces will be forwarded to the JEDC's Downtown Committee which will then generate the "road-map" for future Public and Private investment/development in downtown.

Foundation Report: Leadership

Vision:

Before 2020, Duval County will have leadership that represents 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.

The strategies in Blueprint for Prosperity require effective leadership from all sectors of the community to be achieved. Particular emphasis will be given to identify new leaders from a broad background and experience level. The Leadership foundation's team selected leadership training as its first-year strategic alliance.

2006 Strategic Alliance: Leadership Development

Strategy: Train thousands of diverse new people of all ages and backgrounds in the art of leadership. Connect these new leaders with Blueprint Partners to work on the strategies that interest them.

Through meeting with key stakeholders from business, education, non-profits and the community, the Leadership strategic alliance team identified as the primary challenge the need for facilitating the use of existing resources. The team noted an abundance of leadership training opportunities through JCCI, UNF, FCCJ, JU, Leadership Jacksonville, Volunteer Jacksonville and several other organizations with established programs. The alliance team is exploring ways to partner with those organizations to increase the quantity and quality of leaders in our community through both traditional means of leadership training and non-traditional methods such as on-line training and distance learning. A primary goal of the alliance is to not only identify and train leaders, but also provide opportunities for individuals to use their newly acquired skills in some meaningful way in the community.

Community Highlights

- While preparing their budget for fiscal year 2006 to 2007, City of Jacksonville employees reviewed the Blueprint plan to determine what to prioritize in alignment with the Blueprint.



- The City of Jacksonville's Neighborhood Services Department provides community outreach services by serving as a conduit between Jacksonville's residents and city government. Within the department's fiscal year \$1.5 million budget is funding to provide a year-round leadership training program called the CommUniverCity. The training includes a multi-week session for new leaders that focuses on leadership skills.

- The primary youth component of the City of Jacksonville's Seeds of Change, the Peace Jam curriculum, is targeted at teens ages 14 to 18. It is built on the efforts of Nobel Peace Laureates, who work personally with youth to pass on their spirit, skills and wisdom. Peace Jam's goal is to inspire a new generation of peacemakers who will transform their local communities, themselves and the world.

- In 2006 United Way of Northeast Florida increased total giving by 5% over the previous year, achieving more than \$25.1 million in total revenue. This threshold ranks Jacksonville among the top category of the largest cities across the nation. In addition, employee per capita giving grew from \$69 to \$72. Major gifts of \$10,000 and above from individuals increased 7% totaling \$4 million. The number of individuals giving above the \$10,000 amount increased 13%.

• In June 2006 the Jacksonville Regional Chamber of Commerce announced its affiliation with Jax Biz Inc, a Committee of Continuous Existence. This nonprofit, nonpartisan political organization has been designed to serve as the business community's voice on local and state issues. Jax Biz members research and endorse candidates for public office based on issues that affect business and economic development. Edward E. Burr, president & CEO of Landmar Group, chairs the Committee.



• The Northeast Florida Coalition on Recovery (NEFCOR) launched to take a leadership role in helping long-term recovery efforts in Northeast Florida. It began as a small discussion group of nonprofit, faith-based, business and government leaders to create a formal long-term recovery organization. The new coalition, which has nonprofit legal status, will solicit external funds following a disaster and provide for an equitable distribution of the funds once they are received.

Involved in the creation of NEFCOR were groups such as Volunteer Jacksonville, Red Cross, United Way, Catholic Charities, Lutheran Social Services, Jacksonville Baptist Association, Presbytery of St. Augustine, Jacksonville Jewish Federation, United Methodist Church, Humane Society, the City of Jacksonville, ElderSource, the Jacksonville Regional Chamber of Commerce, Volunteer Florida Foundation and many others.

• Through the Mayor's Office of Faith and Community Based Partnerships, the Mayor hosted a quarterly "Evening with the Mayor" with the intent of bringing together faith leaders and the community around pressing issues to create a more inclusive and informed community. Additionally, the Mayor committed to visit faith organizations throughout the year. These visits have occurred during regular worship services and have encompassed a wide range of demographics.

Partners

ORGANIZATION

STRATEGIES*

100 Black Men of Jacksonville	Education (4); Leadership (1)
Agility Press	Economic Development (2); Leadership (1)
Akerman Senterfitt	Racial Opportunity and Harmony (1, 3); Leadership (1)
Alchemists Intl.	Education (8); Leadership (1)
Alderman Park Civic Assoc.	Quality of Life (27); Leadership (1)
Alliance For the Lost Boys of Sudan	Education (30); Leadership (1)
The Alliance for World Class Education	Education (9, 11, 17, 18); Leadership (1)
Alzheimer's Assoc.	Quality of Life (1); Leadership (1)
Ambassador Career Training Consulting Firm	Education (20); Leadership (1)
American Cancer Society	Quality of Life (1); Leadership (1)
American Express Financial Advisors	Economic Development (4a); Leadership (1)
American Heart Assoc.	Quality of Life (1, 3); Leadership (1)
American Legion Post #197 Youth Leadership Council	Leadership (1, 13)
American Red Cross NE Florida	Quality of Life (31); Leadership (1)
American Society for Training and Development, NE Florida	Education (6, 7, 20b, 24); Leadership (1)
Arthritis Foundation, NE Florida Chapter	Quality of Life (1); Leadership (1, 7)
Associated Builders and Contractors Women's Council	Economic Development (4); Leadership (1)
Bank of America	Education (14); Racial Opportunity and Harmony (3); Leadership (1)
Baptist Health	Quality of Life (1); Leadership (1)
Barcelo and Company Inc	Leadership (1, 7, 8, 9)
Baytree Communications Systems	Quality of Life (31); Leadership (1)
Baywatch	Quality of Life (27); Leadership (1)
Beaver Street Enterprise Center	Economic Development (4); Leadership (1)
Big Brothers Big Sisters of NE Florida	Education (4); Leadership (1)
Biscayne Estates East Community Assoc.	Quality of Life (27); Leadership (1)
Bridge of NE Florida	Education (4,19,30); Leadership (1)
Brooks Health System	Quality of Life (1); Leadership (1)
Brownfield's Coalition	Leadership (1)
Cathedral Arts Project	Quality of Life (12); Leadership (1)
Cathedral Foundation, The	Infrastructure (11); Leadership (1)
Catholic Charities Bureau	Education (1, 22); Economic Development (3g); Quality of Life (5a, 5b, 5c, 6, 7, 8); Leadership (1)
Cedar Creek Landing Homeowners Assoc.	Quality of Life (27); Leadership (1)
Center for Global Health and Medical Diplomacy	Quality of Life (1); Economic Development (1,2) ;Leadership (1)
Changing The Focus, LLC	Economic Development (3); Leadership (1)
CHARACTER COUNTS! IN JACKSONVILLE	Education (15); Leadership (1)
CHILD Cancer Fund	Quality of Life (1); Leadership (1)
Child Guidance Center	Quality of Life (23); Leadership (1)

ORGANIZATION

STRATEGIES *

Children's Home Society	Education (1g, 4, 22); Leadership (1)
Children's International Summer Villages	Racial Opportunity and Harmony (1,2, 5, 11); Leadership (1)
CIT	Economic Development (4a); Leadership (1)
Citi Cards	Economic Development (4a); Leadership (1)
City of Jacksonville	Multiple Strategies Under Each Foundation
COJ - Adult Services Division, Community Services Dept.	Quality of Life (34,38); Leadership (1)
COJ - Agriculture Dept.	Education (1, 6, 17, 19, 22, 24, 31, 35); Economic Development (11, 14); Quality of Life (21, 26, 30, 31); Infrastructure (14, 16); Leadership (1, 7, 13)
COJ - Building Inspection Division	Infrastructure (21); Leadership (1)
COJ - Community Development Division	Economic Development (1,2,4,11,22); Leadership (1)
COJ - Office of Juvenile Justice	Racial Opportunity and Harmony (14); Leadership (1)
COJ - Victim Services Division	Quality of Life (30c); Leadership (1)
COJ - Dept. of Public Works	Quality of Life (11) Infrastructure (1a, 1f, 11, 5a, 7, 8, 14, 21); Leadership (1)
COJ - Disabled Services Division/ Community Services Dept.	Quality of Life (9); Leadership (1)
COJ - Housing Commission	Quality of Life (6, 7); Infrastructure (1b, 1d, 11, 1n, 2, 4, 11, 12, 13); Leadership (1)
COJ - Human Rights Commission	Education (36); Economic Development (1h,3h); Quality of Life (30b); Racial Opportunity and Harmony (1,7,16,17); Infrastructure (4,11,12); Leadership (1,9)
COJ - Jacksonville Children's Commission	Education (1,4,5,19,31); Quality of Life (1,14,16,23); Leadership (1)
COJ - Jacksonville Economic Development Commission	Economic Development (1); Quality of Life (10); Racial Opportunity and Harmony (9); Leadership (1)
COJ - Mental Health and Welfare Division	Quality of Life (5a, 5b, 5c-3, 7); Leadership (1)
COJ - Military Affairs and Veteran Services	Economic Development (1i); Leadership (1)
COJ - Neighborhood Services Division	Leadership (1, 2, 7, 8)
COJ - Parks, Recreation, Entertainment and Conservation	Quality of Life (11,14,18); Infrastructure(1c); Leadership (1)
COJ - Procurement Division	Education (20); Economic Development (4); Racial Opportunity and Harmony (3b); Leadership (1)
City Rescue Mission	Education (20); Leadership (1)
Clara White Mission	Education (20); Economic Development (2, 3); Quality of Life (5a); Leadership (1)

Partners

ORGANIZATION

STRATEGIES *

Coach Jacksonville	Education (20); Economic Development (4e); Leadership (1)
Columbia College – Jacksonville Campus	Education (25); Leadership (1)
Comcast Cable	Infrastructure (19); Leadership (1)
Communities in Schools of Jacksonville	Education (4); Leadership (1)
Community Connections of Jacksonville	Education (19, 20); Quality of Life (14, 22); Leadership (1)
Community Foundation	Education (10,35); Racial Opportunity and Harmony (4); Leadership (1)
Community Hospice of NE Florida	Quality of Life (1); Leadership (1)
Community Resource Education Development Institute	Education (2, 14, 32); Leadership (1)
Compass Bank	Economic Development (4a); Leadership (1)
Convergys	Racial Opportunity and Harmony (3); Leadership (1)
CSX	Racial Opportunity and Harmony (3); Leadership (1)
Cultural Center at Ponte Vedra Beach	Education (2a, 12, 19); Quality of Life (5c7, 12); Leadership (1)
Cultural Council of Greater Jacksonville	Education (6); Economic Development (5); Quality of Life (5, 12, 13, 27, 28); Leadership (1, 2)
Cypress Hammock Assoc.	Quality of Life (27); Leadership (1)
The Dalton Agency	Leadership (1)
Downtown Council- Jacksonville Chamber	Economic Development (4); Leadership (1)
Drummond Press	Leadership (1, 7, 8, 9)
Duval County Democratic Executive Committee	Racial Opportunity and Harmony (1, 3); Leadership (1, 7, 11)
Duval County Health Dept.	Quality of Life (1); Leadership (1)
Duval County Medical Society	Quality of Life (1); Leadership (1)
Duval County Public Schools	Education (2-19), Leadership (1)
Dynamic Corporate Solutions	Economic Development (4); Leadership (1)
Early Learning Coalition of Duval	Education (1); Quality of Life (2); Leadership (1)
Education Station	Education (4, 6); Leadership (1)
Edward Waters College	Education (25, 26, 29); Leadership (1)
Elkins Constructors	Economic Development (2); Leadership (1)
Emergency Services and Homeless of Jacksonville	Quality of Life (7); Leadership (1)
Empowerment Resources	Education (4); Leadership (1)
Episcopal Children's Services	Education (1); Economic Development (3j, 4b, 4e); Leadership (1,10,13)
Essential Capital	Economic Development (2); Leadership (1)
EverBank of Florida	Economic Development (3o); Leadership (1)
Exploring, Learning for Life	Education (2); Leadership (1)
Family Support Services of North Florida, Inc	Quality of Life (17); Leadership (1)

ORGANIZATION

Fellowship at Arlington

Fire House Subs

First Coast Asian American Chamber of Commerce

First Coast Black Business Investment Corporation

First Coast Construction

First Coast Diversity Council

First Coast Friends

First Coast Higher Education Alliance

First Coast Metropolitan Planning Organization

First Impression Business Solutions

FlashPoint52

The Fleet and Family Support Center

Florida Community College at Jacksonville

Florida Minority Supplier Development Council

Florida Technical College

Focused On Business

Fraternal Order of Police Jax Consolidated

Fresh Ministries

From The Heart Medwaiver Provider

Gamma Beta Boule' Chapter of Sigma Pi Phi Fraternity

Giddens Security Corporation

Girl Scouts of Gateway Council

Girls Incorporated of Jacksonville

Gran Meadows Home Owners Assoc.

Greenscape of Jacksonville Inc

Guardian of Dreams

Gumbs Media Group LLC

Habijax

Healthy Jacksonville 2010

Healthy Mothers Healthy Babies

Healthy Planning Council of NE Florida

Help-Fil-Am

Hillwood Condominium Assoc.

Hip Hop Economy Network Inc

Hipps Group

Holiday Hill Manor Civic Assoc.

STRATEGIES*

Racial Opportunity and Harmony (10);
Leadership (1)

Leadership (1)

Economic Development (4); Leadership (1)

Economic Development (4); Leadership (1)

Infrastructure (1); Leadership (1)

Racial Opportunity and Harmony (1, 3, 4,
17); Leadership (1)

Education (4); Leadership (1)

Education (25); Leadership (1)

Infrastructure (5); Leadership (1)

Education (20); Leadership (1)

Quality of Life (1, 3); Leadership (1)

Leadership (1)

Education (8, 25, 26, 30); Leadership (1)

Racial Opportunity and Harmony (3);
Leadership (1)

Education (25), Leadership (1)

Leadership (1)

Quality of Life (30); Leadership (1)

Education (4); Racial Opportunity and
Harmony (9, 10); (Leadership (1)

Leadership (1)

Education (30); Leadership (1)

Quality of Life (30); Leadership (1)

Education (4); Leadership (1)

Education (4); Leadership (1)

Quality of Life (27); Leadership (1)

Quality of Life (27); Infrastructure (1c, 1m,
16e); Leadership (1)

Education (1, 2); Leadership (1)

Economic Development (4); Leadership (1)

Infrastructure (11); Leadership (1)

Quality of Life (1); Leadership (1)

Education (1); Quality of Life (1,2); Leadership (1)

Quality of Life (1); Leadership (1)

Leadership (1)

Quality of Life (27); Leadership (1)

Racial Opportunity and Harmony (8, 13,
14); Leadership (1)

Infrastructure (5); Leadership (1)

Quality of Life (27); Leadership (1)

Partners

ORGANIZATION

STRATEGIES*

Holland & Knight LLP	Leadership (1)
Holy Rosary Catholic School	Leadership (1)
Hope Haven Children's Clinic & Family Center	Quality of Life (1); Leadership (1)
Hospitality Staff	Leadership (1)
House of Cherry St. Bed & Breakfast and Retreat Center	Leadership (1)
Housing Partnership of NE Florida	Infrastructure (11, 12); Leadership (1)
IBM	Education (4, 8); Leadership (1)
ICARE	Racial Opportunity and Harmony (10); Leadership (1)
ICATT Consulting	Education (4); Leadership (1)
IMPACTjax	Economic Development (3f, 3i); Leadership (1)
J & M Mortgage	Infrastructure (12); Leadership (1)
Jacksonville and Beaches CVB	Quality of Life (27, 28, 29); Leadership (1)
Jacksonville Area Legal Aid	Quality of Life (5b); Leadership (1)
JASMYN, Inc.	Quality of Life (3); Leadership (1)
Jacksonville Aviation Authority	Economic Development (1j); Leadership (1)
Jacksonville Baptist Assoc.	Racial Opportunity and Harmony (10); Leadership (1)
Jacksonville Business Journal	Economic Development (1); Leadership (1, 10)
Jacksonville Community Council	Multiple Strategies Under Each Foundation
Jacksonville Diversity Network	Racial Opportunity and Harmony (1, 3, 4, 17); Leadership (1)
Jacksonville Job Corps Center	Education (20); Economic Development (3g); Leadership (1)
Jacksonville Lean Consortium	Economic Development (1); Leadership (1)
Jacksonville Network for Strengthening Families	Education (22); Economic Development (3); Quality of Life (1,5,17,21,22,24,26); Leadership (1)
Jacksonville Orthopedic Institute	Quality of Life (1); Leadership (1)
Jacksonville Public Library	Education (1,21,24,33,34,35) Economic Development (1,4); Quality of Life (10); Leadership (1, 13)
Jacksonville Regional Chamber of Commerce	Education (8); Economic Development (1, 2, 4); Racial Opportunity and Harmony (3); Leadership (1)
Jacksonville Chamber - Cornerstone	Economic Development (1, 2); Leadership (1)
Jacksonville Chamber - Economic Inclusion Dept.	Economic Development (3, 4, 7); Racial Opportunity and Harmony (3, 4, 9); Leadership (1)
Jacksonville Chamber - Small Business Center	Economic Development (3, 4); Leadership (1)
Jacksonville Chamber - Women's Business Center	Economic Development (3, 4); Leadership (1)
JSO - Community Affairs Division	Quality of Life (30-33); Leadership (1)
Jacksonville Transportation Authority	Infrastructure (5); Leadership (1)
JU - Community Service Learning Center	Education (4, 14); Leadership (1, 13)

ORGANIZATION

STRATEGIES*

Jax Biz	Leadership (1)
Jax Federal Credit Union	Economic Development (4a); Leadership (1)
JaxCare, Inc	Quality of Life (1); Leadership (1)
Jazzy Productions	Leadership (1)
JEA	Education (30); Leadership (1)
Jenkins Quality Barbecue	Leadership (1)
Jewish Family and Community Services	Quality of Life (5a, 7, 35); Leadership (1)
Job Opportunities Consortium (JOC)	Economic Development (3k); Leadership (1)
Junior Achievement of Florida's First Coast	Education (6, 20); Leadership (1)
Kappa Alpha Psi Fraternity	Education (4); Leadership (1)
Kelly Services	Education (7); Leadership (1, 7)
Kemet House	Racial Opportunity and Harmony (1); Leadership (1)
Kesler Mentoring Connection	Education (4); Leadership (1)
Khmer (Cambodian) Community Services of Florida	Economic Development (4); Leadership (1)
King Engineering	Infrastructure (5); Leadership (1)
Kingdom Life Ministries	Racial Opportunity and Harmony (10); Leadership (1)
L2 Unlimited	Racial Opportunity and Harmony (8); Leadership (1)
Lake Mandarin Garden Home Owners Assoc.	Quality of Life (27); Leadership (1)
LandMar Group, LLC	Leadership (1)
Landrum Professional Services	Economic Development (3); Leadership (1)
Larry Simmons Consulting	Leadership (1)
Leadership Jacksonville	Racial Opportunity and Harmony (1); Leadership (1, 13)
Learn to Read	Education (21); Quality of Life (22); Leadership (1)
Little Andrews Island Homeowners Assoc.	Quality of Life (27); Leadership (1)
MadDads	Quality of Life (30, 33); Leadership (1)
Magnolia Gardens North Neighborhood Assoc.	Quality of Life (27); Leadership (1)
Magnolia Gardens North Neighborhood Watch	Quality of Life (30); Leadership (1)
Main Street America Group	Leadership (1)
Make A Wish Foundation	Leadership (1)
March of Dimes	Quality of Life (1); Leadership (1)
Mariner Point Community Assoc.	Quality of Life (27); Leadership (1)
Mattiace Golf	Leadership (1)
McGuireWoods LLP	Education (4); Leadership (1)
Medtronic	Economic Development (1); Leadership (1)
Meninak	Education (14); Leadership (1)
Mental Health Assoc. of NE Florida	Quality of Life (11); Leadership (1)
Metro Kids Konnection	Education (4); Leadership (1)

Partners

ORGANIZATION

STRATEGIES*

Miller Electric Company	Leadership (1)
Mission Harvest America	Leadership (1)
Most Holy Redeemer Catholic Church	Education (4, 8, 24); Quality of Life (1e, 8, 38); Racial Opportunity and Harmony (2, 10) ; Leadership (1, 13)
MountainTop Institute	Racial Opportunity and Harmony (1, 3, 4, 17); Leadership (1, 9)
National Assoc. of Minority Contractors	Leadership (1)
NEFCOR	Leadership (1)
Nemours BrightStart!	Education (1b); Leadership (1)
Nonprofit Center of NE Florida	Leadership (1, 7)
NE Florida Regional Health Org.	Quality of Life (1); Leadership (1)
NE Florida AIDS Network	Quality of Life (1); Leadership (1)
NE Florida Healthy Start Coalition, Inc	Education (1); Quality of Life (1, 2); Leadership (1)
Northwest Behavioral Services	Leadership (1)
Nova Southeastern University	Education (25); Leadership (1)
NOW National Org. for Women	Leadership (1)
Oak Street Realty Corp	Infrastructure (12);Leadership (1)
ODI/ Independent Living Resource Center	Quality of Life (9); Infrastructure (11); Leadership (1)
OneJax	Racial Opportunity and Harmony (1, 3, 4, 11); Leadership (1)
OTAI	Quality of Life (1); Leadership (1)
Otis Smith Kids Foundation	Education (4); Quality of Life (14); Leadership (1)
PACE Center for Girls of Jacksonville	Education (4, 6, 19); Leadership (1)
Paragon Financial	Economic Development (2, 3f, 3i); Leadership (1)
PDale Beaman Coaching	Quality of Life (1); Leadership (1)
Planned Parenthood of NE Florida	Quality of Life (2, 22, 25); Leadership (1)
Plantation South Homeowners Assoc.	Quality of Life (27); Leadership (1)
Police Athletic League	Quality of Life (14); Racial Opportunity and Harmony (1); Leadership (1)
Potter's House, The	Economic Development (4); Racial Opportunity and Harmony (15); Leadership (1)
Premier Mortgage Funding	Infrastructure (12);Leadership (1)
Pride In Action Community Services	Quality of Life (5a); Leadership (1)
Professional Women's Council	Economic Development (4); Leadership (1)
Project S.O.S.	Education (19); Leadership (1)
Property Owners Assoc. of Oldfield Pointe	Quality of Life (27); Leadership (1)
Quality Response Services	Leadership (1)
Quality Suites Oceanfront	Leadership (1)

ORGANIZATION

Quantum Leap Educational Services
Quicken Minds Outreach
Real Sense Prosperity Campaign

Rebuilding Together – NE Florida Chapter
Ritz Chamber Music Society
Riverside Avondale Development Org.
Robert Half International
Rogers Towers

Saddlebrook Owners Assoc.
Safe Harbor Boy's Home
Secret Cove Civic Assoc.
Settler's Landing Homeowners Assoc.
Sherwood Forest Front Porch
Siddiqui Legal Enterprise
Silverback Solutions
Society of Human Resource Managers
Southern Grove Condominium Assoc.
Southern Villas of Mandarin Homeowners Assoc.
Southwest Citizens Planning Advisory Committee
Spina Bifida Assoc. of Jacksonville
Spring Branch Owners Assoc.
St. John's River City Band

St. Pius V School
State Farm Insurance
State of Florida Dept. of Children and Families
Strategic Sourcing International
Sun Trust
Sweetwater Creek Homeowners Assoc.
Teaching Point

Theatre Jacksonville
Transformations
Tree Hill Nature Center
Tri-Vision Global
United Way of NE Florida

STRATEGIES*

Education (4); Leadership (1)
Quality of Life (17, 21); Leadership (1)
Education (20f, 20g, 22, 23); Economic Development (3o, 4); Quality of Life (5a, 8, 9, 17, 18, 34); Infrastructure (12); Leadership (1)
Quality of Life (11); Leadership (1)
Quality of Life (12); Leadership (1)
Quality of Life (11); Leadership (1)
Economic Development (3e); Leadership (1)
Education (4,8); Economic Development (2); Quality of Life (1); Infrastructure (5); Racial Opportunity and Harmony (1, 3); Leadership (1,7,8,9)
Quality of Life (27); Leadership (1)
Education (8); Leadership (1)
Quality of Life (27); Leadership (1)
Quality of Life (27); Leadership (1)
Quality of Life (27); Leadership (1)
Leadership (1)
Leadership (1)
Economic Development (3); Leadership (1)
Quality of Life (27); Leadership (1)
Quality of Life (27); Leadership (1)
Quality of Life (27); Leadership (1)
Quality of Life (1); Leadership (1)
Quality of Life (27); Leadership (1)
Education (1a, 1g, 4, 6); Quality of Life (6, 9, 12, 13, 14, 15, 19); Leadership (1, 2, 4)
Leadership (1)
Leadership (1)
Quality of Life (1, 17); Leadership (1)
Leadership (1)
Economic Development (4a); Leadership (1)
Quality of Life (27); Leadership (1)
Education (6, 7, 9, 11, 16, 17, 18, 20, 27, 28); Leadership (1)
Quality of Life (12); Leadership (1)
Education (22); Leadership (1)
Infrastructure (16); Leadership (1)
Education (20); Leadership (1)
Quality of Life (1); Economic Development (3o, 4); Infrastructure (12); Leadership (1)

Partners

ORGANIZATION

STRATEGIES*

UNF, Career Services	Education (25), Economic Development (3m), Leadership (1)
UNF, Division of Continuing Education	Education (20); Leadership (1)
UPS Store	Leadership (1)
Valley at Hidden Hills Homeowners Assoc.	Quality of Life (27); Leadership (1)
Vestcor Development Corporation	Education (4); Leadership (1)
Veterans of Foreign Wars Post #11406	Economic Development (1i); Leadership (1)
Victoria Place Homeowners Assoc.	Quality of Life (27); Leadership (1)
Volunteer Jacksonville	Education (4, 8, 26); Economic Development (3); Racial Opportunity and Harmony (1, 2, 3, 4, 11); Quality of Life (5, 6, 9, 15, 27, 31, 34, 38); Leadership (1, 3, 4, 7, 9, 13)
VyStar Credit Union	Economic Development (4a); Leadership (1)
Wachovia	Economic Development (4a); Leadership (1)
War On Poverty Initiative	Education (20); Economic Development (4); Quality of Life (22); Racial Opportunity and Harmony (9); Infrastructure (12); Leadership (1)
Waterhouse Group	Leadership (1)
Wayne Conner Ministries International	(Education 4, 19); Quality of Life (17); Leadership (1)
West Council- Jacksonville Chamber	Economic Development (4); Leadership (1)
Wilder Business Success, Inc	Education (20); Economic Development (4e); Leadership (1)
Women's Center of Jacksonville	Leadership (1)
Women's Giving Alliance	Education (4); Quality of Life (6); Leadership (1)
WorkSource	Education (20); Economic Development (3e, 3g, 3i); Leadership (1)
World Good News	Leadership (1)
World Martial Arts Academy	Education (15); Quality of Life (3); Leadership (1)
YMCA of Florida's First Coast	Education (4); Quality of Life (1); Leadership (1)
Youth Crisis Center - The Safe Place	Education (12); Economic Development (3h); Quality of Life (5a, 16, 25); Leadership (1)

*The strategy numbers are from the Blueprint document available at www.blueprintforprosperity.com. All Partners have adopted Leadership strategy #1 by becoming a Blueprint Partner.

Data Sources

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

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