

*Attracting and Retaining Talent:
People and Jobs for the 21st Century*

**A Report to the Citizens of Northeast Florida
Summer 2006**

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Executive Summary

Jacksonville's ability to thrive in the 21st century global knowledge-based economy hinges on its ability to attract and retain talented workers and high-wage knowledge-economy employers.

Jacksonville competes for these people and jobs with cities around the world that are strategically building their intellectual infrastructure and marketing themselves as vibrant, exciting, and welcoming communities.

Jacksonville already has many of the key pieces in place to become a talent magnet. The economy is diverse, the community is generally thought to offer a high quality of life, and the area is rich in natural and cultural amenities. In addition, Jacksonville is also relatively competitive with other cities when it comes to attracting business. The community is often nationally ranked as a great city for relocating or starting a company based on the low cost (labor and taxes) of doing business locally. Jacksonville provides affordable living, exceptional medical care, and an increasingly diverse population mix to attract well-educated, well-trained workers.

What Jacksonville lacks is sufficient high-skill, high-wage jobs to attract and retain a highly skilled, highly educated workforce. Jacksonville's technology and research base, a critical foundation for the knowledge-based economy, ranks among the lowest metropolitan areas in the country. The city's persistent inferiority complex and overly-pessimistic views of public education and cultural vibrancy make it more difficult to keep talented people and attract others in.

Making Jacksonville a preferred city for living, working, and playing is the key to retaining educated workers, whether they are defined as the creative class, knowledge workers, young professionals, mid-level professionals with families, or working empty nesters. Attracting and retaining talent in Jacksonville requires specific strategies that focus on the following:

1. Building a research infrastructure that encourages the development of jobs that pay high wages;
2. Instituting and/or revamping internal and external marketing programs that tout the community's strengths in ways substantial enough to overcome individual perceptions that Jacksonville has little to offer; and
3. Promoting Jacksonville's abundant arts, culture, natural, and entertainment amenities.



The lesson throughout the study's findings, conclusions, best practices, and ultimately its recommendations is that Jacksonville need not invent anything new to become a talent magnet. If the community plays to its strengths and acknowledges its shortcomings by dedicating resources to overcoming those deficits, Jacksonville will be transformed into a knowledge-based economy, ready to take on the world.

Findings represent the information received by the committee. They are derived from published materials, from facts reported by resource people, and from a consensus of the committee's understanding of the opinions of resource people.

Introduction

Jacksonville is one of many cities around the globe seeking to find the right combination of factors that infuse communities with people, jobs, growth, development, stability, and prosperity. Many cities are focusing their resources on attracting young professionals under 35 because this group of workers is vibrant, mobile, and well-educated. On the other hand, many communities are also seeking affluent baby-boomers who bring their cash, expertise, and their time (volunteerism). This study contends that knowledge workers in general – the 'young and restless' twenty-something as well as the fifty-something seeking to reinvent his or her life – are seeking communities with similar quality-of-place and quality-of-life attributes. World class cities are multigenerational.

Jacksonville's success in developing, attracting, and retaining talent is tied directly to the City's survival in the global knowledge-based economy. Without the ability to compete for the best jobs and the best people, Jacksonville's economic fortunes will dwindle. The back-office, call center, customer service jobs that were a boon to Jacksonville and other communities in the late 20th century are either dwindling or being exported to overseas markets in the early 21st century.

The path to becoming an attractive community for knowledge workers, relocating companies, and entrepreneurs is an often discussed topic. In their books, national figures like Richard Florida (*Rise of the Creative Class*) and Thomas Friedman (*The World is Flat*) outline the mechanics of attracting and retaining the best and brightest minds to the world's cities. The Florida Chamber Foundation's 2001 New Cornerstone report offers strategies for the state and its municipalities to develop the intellectual infrastructure necessary to become more competitive in the global economy. Lastly, JCCI's 2004 study, *Town and Gown: Building Successful Community-University Collaborations* – citing Richard Florida's work, the Progressive Policy Institute's New Economy Index, and the Florida Chamber's report – began the preliminary work of discussing higher education and higher education institutions as a key component to build a community where knowledge workers thrive.

The dilemma for many cities is where the community should focus its resources – attracting talented, innovative people or creating high-wage, knowledge jobs? Jacksonville does not have the luxury of ranking very high in either category, therefore attention is needed in both areas. People seeking communities are looking for places where they can build a preferred lifestyle. Businesses move to and are created in those places where people best able to run those companies congregate.

Committee agreed upon definitions for commonly used terms throughout the study

Knowledge-based economy: An economy where knowledge is the primary capital that influences growth, productivity, and quality of life. Wealth in a knowledge-based economy is created by a qualified workforce composed of individuals who are experts in their field, and who are open to new technologies and lifelong learning.

Knowledge worker: Knowledge workers use their intellect to convert ideas into products, services, or processes. Knowledge workers are also described by their work including, but not limited to, artists, bankers, diplomats, doctors, engineers, entrepreneurs, journalists, lawyers, law makers, managers, professionals, marketers, scientists, software developers, etc.

Knowledge-based business: Refers to those businesses that are relatively intensive in their inputs of technology and/or human capital. As such, knowledge-based businesses range from those classified as high-technology and communications-based to financial, insurance, medical, and business services. A knowledge-based business can also be characterized as an enterprise or organization that employs the subject or skill expertise of knowledge workers.

The Philosophy of Successful Communities

Communities able to attract and retain talented people have found successful methods of engaging the community, businesses, and individuals. Such communities have defined physical boundaries, and residents (as well as the external world) have a clear shared idea of the community's identity. Various sectors of the community, including business, civic, government, and others, also partner to build unique comprehensive networks that provide opportunity and innovation. Finally, there is a commitment to developing individual ability through education and inclusion. These collective insights, amassed by other communities, provide Jacksonville with an opportunity to evaluate its efforts to build a community that is inviting to knowledge workers and knowledge-based businesses. The following section explores those insights and assesses where Jacksonville stands.

Community Environment

The community environment plays a key role in attracting talented people. While some people prefer the excitement, nightlife, and cultural activities of a large metropolitan area, others may prefer a place with open space, near trails to hike and rivers to fish. Research indicates that knowledge workers are drawn to places that offer choice in experiences, amenities, and lifestyles.

Varied experiences and amenities: When the workday ends another part of life begins. The perfect leisure opportunity will differ from person to person and across generations. Overall, knowledge workers seek authentic, regional experiences indigenous to the area. Thanks to franchising and the proliferation of big box retail stores it is possible to travel from one large American city to another and find similar shopping, retail, dining, entertainment, and leisure opportunities. Knowledge workers tend not to want such uniform experiences. What makes a community unique is the way geography, culture, and history is infused into everyday life. As a community grows more diverse, so do the opportunities to experience an expanded range of encounters, events, and happenings. The confluence of the past, present and future works in concert to create a specific sense of being “here” as opposed to anywhere else.

Strong sense of place and identity: No matter how it is described – a component of cultural identity, an individual's perception of a location, a personal response to the social and natural environment in daily life, the character and spirit of an area, or the feelings, emotions, and attachments to

AMONG THE TOP 50 U.S. CITY SLOGANS	
What Happens Here, Stays Here.	Las Vegas, NV
Always Turned On.	Atlantic City, NJ
Cleveland Rocks!	Cleveland, OH
The Sweetest Place on Earth.	Hershey, PA
Rare. Well Done.	Omaha, NE
City with Sol.	San Diego, CA
Soul of the Southwest.	Taos, NM
The City Was So Nice They Named It Twice.	Walla Walla, WA
Keep Austin Weird.	Austin, TX
The City That Never Sleeps.	New York City, NY
The Aliens Aren't the Only Reason to Visit.	Roswell, NM
Take Me to the River.	Vicksburg, MS
Live Large. Think Big.	Dallas, TX
Life, Celebrated Daily.	Norfolk, VA
Where History Never Gets Old.	Fredericksburg, VA
Source: Tagline Guru – City Branding Survey http://www.taglineguru.com/citymottosmonikers.html	

a locality by its residents – sense of place feeds both internal and external community perceptions.

Every community is different. Efforts to be like someplace else are counterintuitive - Place A is simply not Place B. For example, New York is not Miami because each has a distinct history, image, and culture. However, both are described as vibrant and cosmopolitan.

Communities develop a unique sense of place by building on an area's strengths and overcoming its weaknesses. Cities are marketed to potential resi-

dents like any other product. Therefore, every city is seeking its particular branding identity. Those cities able to attract knowledge workers (who can live anywhere) are able to convince non-residents that their local living, working, and playing experiences are unlike any others.

Community Environment: How Is Jacksonville Doing?

Despite hosting the Super Bowl in 2005 and recent efforts to brand the city, Jacksonville still suffers from being an unfamiliar community to those outside the Southeast. The internal and external perceptions of Jacksonville run the gamut from an up-and-coming business city to a close-minded, unsophisticated town. Even though it is referred to as a “big small town”, Jacksonville is really either a rather large municipality (because of the consolidated city-county government) or a relatively small urban area (with lower population densities in the surrounding counties). Efforts to conceptualize “Jacksonville” have not produced memorable icons that convey the community’s best assets. As a result, too few people, particularly knowledge workers, consider Jacksonville a candidate for residence because they have never heard of the community and have no idea what it has to offer.

Big City or *Small Town*: Size Matters!

The size of a city helps to define its identity. Is Jacksonville a big city or a small town? The answer has the potential to influence how Jacksonville is perceived by knowledge workers and relocating businesses because the expectations for big cities and small towns are quite different.

Jacksonville is the 14th most populous city in the United States. It is also the most populous municipality in the southeast, more so than Atlanta, Charlotte, Miami, Tampa, and Orlando. Jacksonville is able to make this claim because of its consolidated city government structure, which combined the county and municipal governments of Duval County in 1968. In other words, Duval County’s 841 square miles is the City of Jacksonville.

In contrast, the Jacksonville Metropolitan Statistical Area ranks 43rd out of 362 in the United States, making it the least populous MSA in the southeast. It includes Duval, Clay, Nassau, St. Johns, and Baker Counties and covers 3,219 square miles. The U.S. Office of Management and Budget (OMB) define MSAs based on population concentrations, commuting patterns, and socioeconomic relationships to the central county. The Jacksonville MSA is “small” because the counties surrounding Jacksonville are not densely populated.

In comparison, the MSAs of Jacksonville’s economic competitors encompass multiple populous counties over relatively large land areas. For example, the Orlando MSA (ranked 29th) includes four counties, two of which are heavily populated, and encompasses 4,073 square miles. However the majority of the residents in the Orlando MSA live outside the City of Orlando. Atlanta’s MSA (ranked 9th) covers 10,429 square miles and includes 20 counties. Like Orlando, the majority of the residents in the Atlanta MSA live outside the City of Atlanta. The Jacksonville MSA is different; the majority of its residents live in the City of Jacksonville.

If Jacksonville is to compete with “big cities” for people and jobs based on its unique identity, then behaving like number 14 might present a more compelling picture than behaving like number 43.

MSA rankings based on 2002 population data

Business Integration

Successful economic development in a knowledge-based economy is dependent on new discoveries and finding new ways to accomplish old tasks. Ample opportunities for people and organizations to develop and grow impact the quality and quantity of work and the workforce.

Economic focus: Communities do not have to reinvent themselves or overlook their traditional strengths to succeed in the knowledge economy. Innovative strategies and technologies can be employed in virtually every industry; developing industries based on information technology alone is not the only path to economic success. Leveraging the resources inherent in a region’s economy allows government and private industry to tailor strategies to move existing industries into the 21st century as well as capitalize on developing new industries based on a community’s public

policy initiatives, infrastructure capacities, geography, and natural resources. The competitive advantage goes to those communities hosting industries that deliver high-value and breakthrough systems (products and processes).

Depth of opportunity: College educated professionals and those with sophisticated technical skills are attracted to markets with a number of innovative companies and job opportunities. People, especially young mobile professionals, will move from job to job and ultimately from city to city seeking financially rewarding opportunities to build their resumes and acquire work experience. Even the best job offer can be thwarted by its singular uniqueness within the community. With the relative level of risk inherent in some of the more cutting edge industries, job seekers want the ability to move from one company to another for a comparable job within the community. Likewise, professional growth usually requires workers to confer with colleagues in the same or similar fields. Cities that do not offer both a breadth and depth of career opportunities cannot compete effectively with markets that do.

Innovation and entrepreneurship: Innovation – the ability to transform new ideas and new knowledge into products or services – creates high-demand products that expand trade and capture market share, thus rewarding companies with more revenue and workers with higher wages and greater prosperity.

At the local and regional levels innovation is often driven by industry "clusters", which reach beyond individual firms and across the boundaries of individual industries. Clusters encompass a broad network of companies, suppliers, service firms, academic institutions, and organizations in related industries that, together, bring a product or service to the market.

Innovation in a knowledge-based marketplace comes primarily from start-up entrepreneurs. Fast growing "gazelle" firms – businesses that grow at least 20 percent annually for four years – drive the knowledge economy. These entrepreneurial firms offer multiple benefits from the obvious (increased job creation) to the complex (attracts individuals who want to participate in an innovation economy).

Communities that prosper in the knowledge economy focus ahead of the curve by supporting and facilitating business creation as well as organizing and mobilizing the resources to attract and support tomorrow's "gazelles". Other strategies include supporting and leveraging local talent (people, business) and resources to encourage innovation, which in turn drives economic growth.

Research and development investment: Universities and research institutions play a central role in driving innovation and economic development within a community. Chief among their responsibilities is supplying and/or utilizing a specialized, educated workforce, and effectively transferring knowledge to the private sector. This positively influences economic development, growth, and job creation. Private, public, and university research centers are also repositories of talented people such as scientists and engineers who attract graduate students and researchers. This aggregate talent base forms the foundation for the creation of innovative spin-off companies that encourage similar companies to locate in close proximity.

Integration of multiple sectors: Innovation can emerge from chance encounters between people with ideas and resources. However, new ideas are facilitated by formal networks that bridge business and academic boundaries, bringing together entrepreneurs, academics, labor leaders, company officials, government representatives and business leaders. Public-private partnerships play a key role in creating knowledge economy products and services via economic development initiatives, research investment, and free enterprise.

Business Integration: How Is Jacksonville Doing?

The Jacksonville Regional Chamber of Commerce and the Jacksonville Economic Development Commission (JEDC) are focused on attracting knowledge jobs with high wages to the local community. The targeted industries are aerospace/aviation, headquarters, distribution centers, medical technologies, financial and insurance services, information technology, electronics, and specialized manufacturing. As of 2004, 52 percent of Jacksonville's civilian labor force worked in the following sectors: professional/business services, retail trade, government, education, and health services.

In 2004 Inc. Magazine ranked Jacksonville 8th among the top 25 cities for doing business in America based on current and historical job growth, which indicates a high level of entrepreneurship according to the magazine. Expansion Management (2004) ranked Jacksonville 10th among America's 50 hottest cities for executives looking to expand or relocate their facilities based on logistical advantages, high quality of life, available work force, and a favorable tax and political climate. Jacksonville also ranks 15th among the 50 largest metropolitan areas in the number of jobs available with a gazelle firm (10.4 percent); Orlando was first in the nation with 16.2 percent. Jacksonville offers area entrepreneurs two business incubators – the Beaver Street Incubator focusing on economic development in Northwest Jacksonville and Enterprise North Florida supporting the development of emerging technology companies. However, the community has few venture capital firms, which are the primary providers of capital for businesses that propose to offer new, innovative products or services.

To some degree local innovation is hampered by the lack of a research infrastructure. According to the New Economy Index, Jacksonville ranks 50th (out of 50) among large metropolitan areas in research and development expenditures and 45th among the patents issued to companies or individuals per the New Economy Index. JCCI's 2004 study, *Town and Gown: Building Successful University-Community Collaborations* concluded that Jacksonville's ability to grow a knowledge-based economy is limited by the lack of academic research that leads to innovation, patented discovery, and business investment in homegrown research and development. That same study also concluded that coordinated efforts between the community and higher education interests are inadequate to build Jacksonville's intellectual infrastructure – education, innovation, and research and development.



How do industry clusters happen?

Leveraging the assets of two research institutions, the University of Minnesota and the Mayo Clinic, which is 60 miles south in Rochester, Minneapolis' Medtronic birthed a slew of medical device companies creating the region's biotech/medical device industry cluster. Over the years, other companies and start-ups were spawned, generating what locals call "medical alley" linking the two hubs of its medical device and biotech industries.

Philadelphia is a leader in biotechnology because of household names like Bayer, Johnson & Johnson and GlaxoSmithKline. These decades old companies have not only spawned new drugs but also money, interest, and spin-offs that have made Pennsylvania's largest city one of the nation's "hotbeds" for biotech.

Mayo Clinic of Florida

INNOVATIVE ENVIRONMENTS ENCOURAGE AND INCUBATE KNOWLEDGE-BASED COMPANIES <i>Innovation is imperative in the new knowledge-based economy and has historically been the competitive advantage of America and is often tied to high-wage jobs</i>							
Component details		Jacksonville	Atlanta	Charlotte	Dallas	Raleigh-Durham	Tampa Bay
Venture Capital Per Worker	Rank	6	2	4	3	1	5
	Data	\$0.00	\$39.57	\$19.22	\$27.03	\$178.41	\$14.17
Patents Per 10,000 Workers	Rank	6	5	2	3	1	4
	Data	3.47	4.47	7.42	7.30	38.42	5.66
University R&D Per Worker	Rank	6	2	5	3	1	4
	Data	\$6.97	\$496.89	\$15.57	\$117.07	\$1,599.68	\$112.89
National Science Awards Per Worker	Rank	6	2	4	5	1	3
	Data	\$0.00	\$6.12	\$3.04	\$2.03	\$34.29	\$3.48
Overall rank		6	2	4	3	1	5
Source: Tampa Bay Partnership Center for Business Intelligence Regional Economic Scorecard - Winter 2005/2006							

Jacksonville's lack of a resident research university, the small number of private research concerns, and limited research and development investment may have contributed to the University of Florida, one of the nation's major research institutions, joining the Florida High Tech Corridor Council, an existing partnership among the Universities of South and Central Florida and central Florida economic development agencies. The Council's mission is to attract, retain, and grow high tech industry and the workforce to support it within central Florida. Jacksonville has no comparable entity to attract the University of Florida or other research institutions.

Human Capital

People are an organization's greatest asset. Cities are no different. Thriving communities are people driven. Learning at all levels, acceptance of human differences, and inclusion across the human spectrum are recognized as methods to build the community and the economy.

Talent-building infrastructure: Communities benefit when they offer solid K-12 public schools, a steady supply of college-educated workers, and agile community colleges that can respond rapidly to specific skill-set needs. Communities also benefit from offering internships that give students real-world experience as well as efforts made to keep college-age students in the local community. Mentoring, support, and access to capital help entrepreneurs develop individual and organizational skills leading to a culture of innovation attractive to those who create the products and services of the knowledge economy.

Human diversity: Ideally, the pool of workers in any economy includes every person able to do the job required without consideration for age, color, disability, national origin, race, religion, gender, or sexual orientation. In today's knowledge-based global economy, diversity of backgrounds and experiences enrich organizations. Communities that focus on the black and white racial dynamic alone may miss the growing diversity issues associated with ethnicity, sexual orientation, language, and culture that are becoming increasingly important indicators of a city's willingness to accept and cultivate talent of all types. A community's tolerance (at minimum) and acceptance of "others" help to meet the knowledge worker's desire for diverse experiences, intellectual stimulation, and engagement.



Human Capital: How Is Jacksonville Doing?

Through the Jacksonville Regional Chamber of Commerce, the Small Business Development Center at the University of North Florida, and other organizations, Jacksonville's entrepreneurs have access to mentoring, information sharing, and connection building opportunities. In contrast, the community underutilizes student interns and volunteers (according to JCCI's *Town and Gown* study). The study found that service to the community, including internships, can influence whether or not recent graduates remain in the community. The next section of this report explores the importance of postsecondary training, higher education, and lifelong learning as the components of developing people (human capital) as a means of building a talented workforce.

The 2000 Census indicates that Jacksonville is a racially diverse community. Thirty-six percent of Jacksonville residents are non-white. Blacks (29 percent) and Hispanics (5 percent) are the community's largest ethnic/racial minority groups. The greatest percentage increases in local ethnic populations from 1990 to 2000 include: Russians (30 percent), South Asian Muslims (150 percent), Afro-Caribbeans (142 percent), and Africans (260 percent). The growing diversity within Duval County's public schools also suggests that a growing number of immigrant families are moving into the community. In 2005, ESOL (English for Speakers of Other Languages) students spoke 88 languages representing 125 countries. Their chief countries of origin were Bosnia, Mexico, Cuba, Albania, and the Philippines.

Richard Florida's work (*Rise of the Creative Class*) suggests that a community's level of overall tolerance can be determined by the relative concentration of gay couples in a region (gay index), which predicts a city's ability to attract and retain knowledge workers. A community's gay population is a sentinel indicator of the environmental factors – tolerance, openness to diversity, and availability of urban-oriented amenities – critical to attracting world-class workers in general. The 2000 Census showed that 1,807 same-sex couples lived in Duval County. Using that same data, Dr. Florida ranks Jacksonville 47th out of 49 cities on the gay index.

Conversations about diversity in Jacksonville, like other Southern cities, are often focused on the relationship between blacks and whites due to the history of slavery and segregation. Examples of groups in the community that are working to expand the discussion of human diversity through dialogue and education include:

The **Jacksonville Human Rights Commission**, which sponsors study circles where small groups meet to discuss racial, ethnic, and cultural differences in order to promote understanding and appreciation.

The **Jacksonville Diversity Network** meets monthly to foster fellowship and friendship across all ethnic and cultural groups through social gatherings where participants dine together and enjoy meaningful discussion.

Mountaintop Institute: A teaching and research clinic whose mission is to help people communities and organizations successfully engage human difference through research, development, teaching, and direct services.

Metrotown: Created and facilitated by the Northeast Florida Center for Community and Justice, Metrotown Institute encourages high school students to share their ideas, feelings, and experience on gender roles, multiculturalism, and religious traditions.

Developing Talent: Utilizing the Education Continuum

In a knowledge-based economy, education and training after high school are essential for almost every job, including so called vocational occupations. Per capita income, innovation, and quality of life are influenced by the educational attainment of the adults within the community. Modest achievement in these areas is indicative of modest levels of education among the adult population.

INTELLECTUAL CAPITAL INFLUENCES THE INDUSTRIES ATTRACTED TO A REGION							
<i>The quality of a region's educational system influences the future workforce quality and is often a critical factor in the site selection process for relocating and expanding companies.</i>							
<i>Component details</i>		Jacksonville	Atlanta	Charlotte*	Dallas	Raleigh-Durham*	Tampa Bay
High School Graduation Rates	Rank	5	6	2	3	1	4
	Data	70.7%	59.0%	92.7%	82.7%	96.7%	75.4%
Mean SAT Scores	Rank	4	6	3	4	1	2
	Data	995	989	1002	995	1044	1008
Associates and Bachelors Degrees Conferred Per Worker	Rank	2	4	5	6	1	3
	Data	.013	.009	.009	.008	.018	.011
Graduate and Doctoral Degrees Per Worker	Rank	6	2	5	3	1	4
	Data	.001	.004	.002	.004	.008	.002
Overall rank		5	6	3	4	1	2
Source: Tampa Bay Partnership Center for Business Intelligence Regional Economic Scorecard - Winter 2005/2006 Note - The data above refers to the Metropolitan Statistical Area. * The methodology used by North Carolina is different from that used by other states.							

Secondary Education: From High School to College

In 2004, 5,310 students graduated from Duval County Public Schools (DCPS). The Florida Department of Education followed up with 87 percent of these graduates determining if they were in college, working, or in the military. The majority were working (69 percent), a lesser number were continuing their education (66 percent), and many were both working and attending college (40 percent). Most of the district's 2004 graduating class elected to attend community college (53 percent), fewer choose to attend institutions within Florida's State University System (45 percent), and even less elected to attend a private college or university in the state (5 percent) or out of state (3 percent).

WHAT HAPPENS TO DUVAL COUNTY PUBLIC SCHOOL GRADUATES?			
	2001-02	2002-03	2003-04
4-year Graduation Rate	61%	64%	67%
Graduating Seniors Surveyed	4,548	4,760	4,595
Public School – Postsecondary Adult Vocational	6	14	20
	0.13%	0.29%	0.44%
Continuing Education	3,011	3,145	3,171
	66%	66%	69%
Attending Community College	1,618	1,789	1,665
	54%	57%	53%
Attending State University System	1,304	1,283	1,420
	43%	41%	45%
Attending In-State Private Colleges	213	183	171
	7%	6%	5%
Continuing Education & Working	1,834	1,837	1,834
	40%	39%	40%
Employed	3,159	3,219	3,159
	69%	68%	69%
Military	226	211	226
	5%	4%	5%

Source: Florida Department of Education www.firn.edu/doe/fetpip
Note - Statistics are based on follow-up surveys with Duval County Public School graduates with valid social security numbers. Survey response rates are as follows: 2001 -02 -- 87% (4,548 of 5,240); 2002 -03 -- 85% (4,760 of 5,601), 2003 -04 -- 87% (4,595 of 5,310)

DCPS offers several programs to help high school students bridge the gap between high school and college and/or work. These programs are designed to fortify students academically while directing them toward careers and postsecondary education.

Career Academies are learning communities within high schools that focus on specific career fields. In Duval County those fields are aligned with the First Coast's targeted industries. Existing academy programs focus on aviation, business, finance, law, construction, manufacturing, health services, information technology, and automotive technologies.

Early College High Schools have the potential to improve graduation rates and prepare students for entry into high-skill careers by changing the structure of the high school and compressing the number of years needed for a college degree. Jacksonville's Early College High School programs are located at Lee and Ribault High Schools. Students have an opportunity to earn a high school diploma and an associates degree or up to two years of credit toward a bachelors degree.

Magnet School Programs offer a theme or focus that is designed to give students an opportunity to explore a special interest, gift, talent or skill. A magnet school may feature one or more magnet programs. Programs in Duval County cover a wide variety of disciplines including college preparatory, math/science/engineering, computer science/information technology, visual/performing arts, health and fitness and international studies.

In addition to 19 public high schools, there are at least 16 private high schools in Duval County, according to the Jacksonville Business Journal 2006 Book of Lists. Of the 16 listed, seven offer college preparatory, honors, and/or advanced placement programs. Florida Department of Education (FDOE) records for 2004-05 indicate that Duval County private high schools served 6,562 students. FDOE records also indicate that 2,837 students were home schooled in 2004-05, approximately 24 percent (680) of which were 16 to 18 years old. Anecdotally, private and home schooled students are believed to be well prepared students and more likely to attend college than public school students.

Workforce Development and Training: Community College

Florida Community College at Jacksonville (FCCJ) is the primary provider of workforce training in Duval County. In two years, a student can train for many of the area's fastest growing jobs, increase his or her earnings, or pave the way for further education. FCCJ offers an associate of arts degree, allowing students an opportunity to transfer into a bachelors degree program, as well as numerous associates of science degrees, which prepare students for careers immediately following graduation. Training through FCCJ's Advanced Technology Center and the Urban Resource Center are also offered to relocating businesses as an incentive to gain access to quality employees through customized training programs. FCCJ also offers dual enrollment programs to high school juniors and seniors to earn college credits while completing their high school graduation requirements. In 2005, there were 60,000 full and part-time students enrolled at FCCJ. Nearly all FCCJ graduates remain in the local community. Northeast Florida is also home to St. Johns River Community College and other private colleges and technical schools offering associate degrees and certifications in a variety of high growth fields, particularly health care, criminal justice, and information technology.

Post Secondary Education: University Graduates

From 1993 to 2003, the University of North Florida (UNF), Jacksonville University (JU), and Edward Waters College (EWC) conferred 24,031 bachelors degrees. UNF estimates that two-thirds of its graduates remain in the Jacksonville as do 52 percent of Jacksonville University and 60 percent of Edward Waters College graduates. Graduates of Jacksonville's non-traditional (main campus located outside Jacksonville) higher education institutions, including Nova Southeastern University, the University of Phoenix, Webster and others (see list below) are the most likely group of degree seeking students to remain in the community because they are established, older, and often completing a bachelors or masters degree for career advancement. Many of Jacksonville's major employers provide tuition assistance programs for their employees, which helps to remove cost as a barrier to

furthering one's education. While many factors determine a city's relative prosperity, high levels of educational attainment among the city's population seem to provide advantages in workforce development and retention.

JCCI's 2004 study *Town and Gown: Building Successful University-Community Collaborations* established that an additional 18 percent of Jacksonville's current adult population (90,000+ people) would have to earn a bachelors degree for the community to be considered competitive in the knowledge economy. At the present rate of local bachelor degree production, it would take almost two generations to fulfill this goal. This rate suggests that the community cannot rely on developing local talent alone to build a competitive knowledge-based workforce: attracting college-educated workers to Jacksonville may be a critical complementary strategy.

ADULT EDUCATIONAL ATTAINMENT IN DUVAL COUNTY		
<i>education level</i>	2000 Census	2005 Demographics Now
Some college or an associates degree	29.1%	26.3%
Bachelors degree	15.0%	17.2%
Masters, Professional and/or Doctorate degree	6.9%	9.2%
Total percentage of residents educated at the high school level and beyond	82.7%	83.1%
Total percentage of residents with a bachelors degree or higher	21.9%	26.3%

Source: 2000 U.S. Census and Demographics Now via Jacksonville Cornerstone

JACKSONVILLE COLLEGES AND UNIVERSITIES	
<i>Institution</i>	<i>Number of full time students 2005</i>
Florida Community College at Jacksonville *	8,500
University of North Florida *	9,619
Logos Christian College and Graduate School *	2,160
Webster University Graduate School	2,085
University of Phoenix	1,950
Jacksonville University*	1,945
Edward Waters College *	900
Embry-Riddle Aeronautical University	850
Florida Metropolitan University	810
ITT Technical Institute	660
Nova Southeastern University	650
Florida Coastal School of Law*	619
Columbia College of Missouri	456
Remington College	350
Trinity Baptist College *	347
Jones College *	226
Southern Illinois University Carbondale	200
University of Florida College of Pharmacy	200
Keiser College	114
<i>Total</i>	<i>32,641</i>

Source: Jacksonville Business Journal 2006 Book of Lists
 Note - *Indicates main campus is local. Others listed have a satellite campus in Jacksonville.

After Four Years: Graduate Programs

JCCI's 2004 Town and Gown study found that Jacksonville has limited graduate programs, particularly at the doctoral level. It stated, "While local colleges and universities offer many masters degree programs, the number of doctoral programs is limited in Jacksonville. At present Nova Southeastern University's Jacksonville Education Center offers the majority of the area's doctoral programs—five in all. Florida Coastal School of Law offers a Juris Doctorate, and the University of North Florida offers a doctorate in Educational Leadership. Of the higher education institutions located in large metropolitan areas within the State of Florida (Miami, Orlando, Tampa and West Palm Beach-Boca Raton), Jacksonville's institutions are the only ones not offering a varied and significant number of doctoral programs." The study goes on to conclude that "Jacksonville's ability to grow a knowledge-based economy is limited by the lack of a wide variety of doctoral programs and academic research that result in science and technology innovation..." Since the study's release two years ago, little has changed.

Lifelong Learning: Education Never Stops for a Knowledge Worker

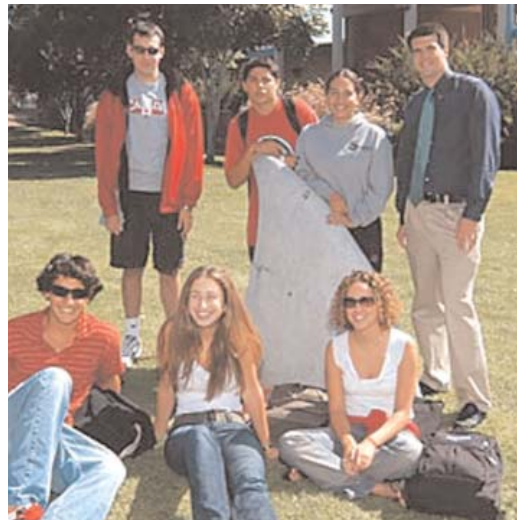
The proactive pursuit of education and lifelong learning is indicative of a commitment to self-improvement and personal investment. Climbing the corporate ladder, acquiring new skills, satisfying recertification requirements, and keeping abreast of the latest technologies are necessary to compete effectively in a global knowledge economy. The nature of being categorized as a knowledge worker implies that education is a process that extends beyond high school, college, or graduate school. Moreover, knowledge workers by definition are open to the pursuit of educational opportunities in the pursuit of ongoing personal improvement. Through some local colleges, universities, and public schools in Jacksonville, residents can participate in personal and professional development courses in addition to degree programs at all levels. Technology also allows locals to pursue learning opportunities using the Internet and other distance learning tools.



FCCJ campus

Untapped Potential: Filling in the Gaps

On average, 30 to 40 percent of Jacksonville's public high school students do not graduate within four years and at any given time one-third of Duval County's public school students are not achieving at grade level. Underachievers in the public schools are disproportionately black and/or poor. While 26 to 29 percent of the adults over the age of 25 have earned an associates degree or completed a college level course, about three-quarters have not earned a bachelors degree. Though these gaps in Jacksonville's education landscape may prove to be problematic in the area's quest to develop a 21st century knowledge-based workforce, such problems also provide the community with numerous opportunities to develop local talent.



Attracting Talent: Building A Perfect Fit

Individuals choosing a new community are seeking the means to earn a living in surroundings that are affordable, stimulating, and welcoming. One city does not fit all so successful communities recognize and build upon the area's unique work, life, and play virtues. Vibrant social, cultural, and occupational networks are all important to the individual seeking a fitting community.

Jobs: Creating A Career

The knowledge economy demands workers who are educated, skilled, and flexible. These workers require jobs that meet their skill level and wages that reflect their education and training. Until recently the jobs in highest demand in Jacksonville also offered some of the lowest wages. Florida Agency for Workforce Innovation statistics for Northeast Florida indicate that 20 percent of jobs pay less than \$21,000, 71 percent pay between \$21,000 and \$60,000, and nine percent pay more than \$60,000 annually.

As of December 2005, Jacksonville's major employers were the Naval Air Station, Duval County Public Schools, Naval Station Mayport, Blue Cross & Blue Shield of Florida, and the City of Jacksonville. Together these companies employed nearly 50,000 people. Within the seven largest employment categories in Jacksonville customer service representatives earn the highest median wage (\$13.10/hr) and food preparers earn the least (\$6.73/hr).

The fastest growing jobs during 2005 were also some of the best paying jobs, including aircraft mechanics, computer software engineers, loan officers, and surveyors. By contrast, in 2004 the four fastest growing jobs were for lower paid jobs; home health aides, food service managers, truck drivers, and machinists. While the upsurge of high-wage jobs is good news for the region, it is not possible to know for sure what caused this change from 2004 to 2005 as no long term trend has been established. As is most often the case those jobs paying the highest wages require advanced training or a 4-year degree.



THE JACKSONVILLE WORKPLACE - TOP 5 (2005)			
Largest public companies (by revenue)		Fastest growing private companies (by revenue increase)	
Winn-Dixie Stores	Retail grocer	SkyeTec	Environmental Consulting
Fidelity National Financial	Financial Services	Recruitmax Software Inc.	Human Resources Management
CSX Corp.	Transportation	Specialty Disease Management	Healthcare
Landstar System Inc.	Transportation	Firehouse Subs	Restaurant
PSS World Medical Inc.	Medical Products	The Lending Group	Mortgage Services

Source: Jacksonville Business Journal 2006 Book of Lists



JACKSONVILLE WORKS - TOP 10 (2005)			
Private sector employers (by number of employees)		Government employers (by number of employees)	
Blue Cross and Blue Shield	8,082	Naval Air Station Jacksonville	25,189
Publix Supermarkets	7,106	Naval Air Station Mayport	16,246
Baptist Health	6,928	Duval County Public Schools	15,000
Winn Dixie Stores Inc.	6,539	City of Jacksonville	9,398
Wal-Mart Stores	6,000	Florida Community College at Jacksonville	3,209
Mayo Clinic	5,034	U.S. Postal Service, Jacksonville	2,917
Bank of America	4,500	University of North Florida	1,716
CSX Transportation	4,200	Internal Revenue Service	1,337
Citibank	4,000	Florida Department of Children and Families	758
St. Vincent's Health System	3,703	Duval County Health Department	750

Source: Jacksonville Business Journal 2006 Book of Lists
 Note – The largest government employers listed do not include those organizations outside Duval County. Otherwise the following - Clay County School Board, St. Johns County School District, and School Board of Nassau County - would be in the top ten.

FASTEST-GROWING JOBS IN NORTHEAST FLORIDA			
2004		2005	
1. Home health aides	\$8.98	1. Aircraft mechanics & service techs	\$18.55
2. Food service managers	\$8.50	2. Computer software engineers	\$26.45
3. Truck drivers	\$12.00	3. Loan officers	\$28.85
4. Machinists	\$14.96	4. Surveyors	\$19.79
5. Construction managers	\$19.00	5. Security guards	\$8.50
6. Wholesale buyers	\$15.63	6. Software app. eng. - Web developers	\$36.06
7. Construction laborers	\$11.00	7. Woodworking machine operators	\$11.55
8. Licensed practical nurses	\$15.00	8. Loan clerks	\$24.04
9. Pharmacy technicians	\$9.76	9. Helpers - construction trades	\$13.00
10. Maids – housecleaners	\$7.50	10. Sales engineers	\$19.23
11. Registered nurses	\$21.25	11. Certified nursing assistants	\$8.75
12. Buspersons	\$6.00	12. Home health aides	\$8.50
13. Customer services rep.	\$8.00	13. Tree trimmers	\$10.00
14. Foremen of laborers	\$15.00	14. Fitness trainers	\$12.02
15. Chefs	\$8.00	15. Civil engineers	\$26.44

Source: WorkSource Annual Employer Survey (Originally printed in the Florida Times -Union)
 Note - Data collection includes occupational wages, growth, turnover, demand, supply difficulty, and benefit offerings.

JACKSONVILLE MSA – 15 MOST PREVALENT JOB CATEGORIES		
<i>Title</i>	<i>Employed – 2004</i>	<i>Median Salary – 2005</i>
Customer Service Representatives	20,130	\$13.10
Retail Salespersons	19,960	\$11.53
General Office Clerks	14,490	\$11.11
Cashiers	13,400	\$8.06
Food Preparation and Serving Workers	12,760	\$6.73
Freight, Stock, and Material Movers	12,690	\$10.68
Waiters and Waitresses	11,120	\$6.63
Registered Nurses	10,080	\$23.93
Stock Clerks and Order Fillers	9,640	\$10.03
Bookkeeping, Accounting, and Auditing Clerks	9,380	\$13.51
Truck Drivers – Heavy and Tractor-Trailer	7,810	\$18.84
Janitors and Cleaners	7,130	\$8.89
Wholesale and Manufacturing Sales Representatives	7,040	\$23.10
Executive Secretaries and Administrative Assistants	6,980	\$16.12
Secretaries (not legal, medical or executive)	6,360	\$12.58
<i>Source: Florida Labor Market Statistics: Occupational Employment Statistics and Wages</i> www.labormarketinfo.com Note - 2005 Wage Estimates (based on 2004 survey data). The Jacksonville Metropolitan Statistical Area (MSA) includes Duval, Clay, Nassau, St. Johns, and Baker Counties.		

Amenities: Available Leisure Activities

Even the most committed workaholic has to end his or her workday at some point. If the answer to the question, “What is there to do here?” is constantly met with “nothing”, then the community may have a problem selling its image as a vibrant and active place to live. Jacksonville suffers from being a large, automobile dependent city. Many of the authentic restaurants, retail shops and other tiny, “cool”, cultural places dotted around the city are overlooked as a result. In a walking city it is easier to spot such places.

Jacksonville, despite its age, is still in the beginning phases of identifying, developing, and promoting its unique neighborhoods and districts. Other cities acknowledge and celebrate their arts districts, ethnic enclaves, and trendy shopping areas. Jacksonville’s size and the community’s dependence on cars requires residents to seek out things to do as opposed to being able to walk out one’s door into the midst of a lively urban environment.

The myth of “nothing to do in Jacksonville” is debunked by the presence of over 2,400 bars and restaurants, eight museums, seven theater groups, 21 public library locations, a symphony orchestra, and respected annual jazz and film festivals. This short list does not include the arts and cultural happenings at local college campuses, nor the concerts, lectures, outdoor festivals, galleries, and other leisure venues advertised via the print and electronic media. Still, Jacksonville does not have a reputation as a hip, diverse, entertainment, or cultural Mecca. The experience and variety of street level culture, including nightclubs, restaurants, live music and performance venues seems limited because what does exist is decentralized.

In addition to arts, culture, and leisure amenities, Jacksonville also has abundant natural resources, including 20 miles of beaches and 300 miles of riverfront. The community’s moderate year-round climate affords residents options to enjoy outdoor opportunities for exercise, recreation, and relaxation. The Jacksonville metropolitan area is also home to the PGA Tour, the World Golf Village, the Association of Tennis Professionals, and the World Golf Hall of Fame. The City of Jacksonville operates the largest urban park system in the United States, providing services at more than 337 locations on more than 80,000 acres, including 34 swimming pools, 130 tennis courts, 16 nature parks, and 21 boat ramps.

Cost of Living: Affordable Lifestyles

In Jacksonville, a dollar can stretch further than many other cities because the overall cost of living is below the national average. The ACCRA Cost of Living Index (third quarter 2005), which reflects the price of grocery items, housing, utilities, transportation, and health care, reveals that the cost of living in Jacksonville is 7 percent below the national average. The Index also indicates that Jacksonville is an especially attractive housing market. The cost of home in the local market is 14 percent below the national average. While home prices have risen substantially in Jacksonville in the past several years, the price of a home here is still more affordable than many of the communities attractive to knowledge workers like Boston and Washington D.C.

Cost is only one factor in the search for an affordable lifestyle; variety is another. Jacksonville's size allows its residents a range of living options that many similarly populated communities cannot offer, including rural, suburban, estate, beachfront, riverfront, downtown/urban, and historic communities.

Of the 4,100 naval personnel who exit the military in Jacksonville annually, over 80 percent stay in Jacksonville because of the availability of affordable housing in tandem with career opportunities. Jacksonville continues to be one of the top three requested duty stations for last deployment in the Navy – proof that once experienced, Jacksonville is a community with appealing virtues, of which affordability is only one.

COST OF LIVING INDEX – JACKSONVILLE		
<i>categories</i>	3 rd Quarter 2005	2 nd Quarter 2005
Average overall	92.7	91.7
Grocery	97.6	97.9
Housing	86.1	80.4
Utilities	90.0	91.2
Transportation	102.6	97.9
Health Care	97.5	90.4
National baseline:	100.0	100.0
Source: ACCRA Cost of Living Index third quarter 2005		

Family: Seeking People Who Think, Look and Act Like Me

In the absence of one's biological family, people have a tendency to "create" family through a collection of friends, co-workers, neighbors, and associates. New residents often ask, "Where can I find my kind of people?" While the answer has much to do with racial, cultural, ethnic, religious and other forms of human diversity, it also touches on the need for people with similar backgrounds (like interests, goals, and education) to seek out one another. The lofty goal of attracting the world's best people and the best jobs requires at least the perception that a community can offer its residents an opportunity to be surrounded by people who are driven by ideas, motivated by intellect, and stimulated by innovation. While Jacksonville is often recognized as a great place to do business – low taxes, low cost of living, low wages – it is not often thought of a place to meet and mingle with the best minds. Low wages, lack of a high technology industrial base, the absence of major research universities, an evolving arts scene, and the perception of exclusion based on cultural identity and ideology offer outsiders little assurance that Jacksonville is a community where inquiring or creative minds are flourishing.

Retaining Talent: Quality of Life

The lure of a good job with great pay in an exciting community can encourage locals to stay put and lure educated professionals from other communities to move to Jacksonville. People are attracted to vibrant cities with high quality career opportunities. However, if the community cannot fulfill its promise of being a great place to establish one's personal and professional life, then attrition is to be expected. Jacksonville's strengths and weakness in the areas below signal to potential residents whether or not this is a healthy place to consider calling home. Quality of life, along with a community's history and geography, also contributes to a location's sense of identity.

Quality of Life: Refers to a feeling of well-being, fulfillment, or satisfaction resulting from factors in the external environment.

Quality of life matters. Companies looking to relocate want a desirable business climate and a great place for their employees to live. An individual making the decision to move to or remain in a community weighs a variety of factors when deciding where to spend his or her life. JCCI has measured Jacksonville's quality of life in nine categories for over twenty years. Unless otherwise noted, the data in this section is drawn from JCCI's 2005 *Quality of Life Progress Report*.

Education

Education is a cornerstone of workforce development. The availability of quality public education experiences is important to parents, students, businesses, and community leaders.

Strong institutions: Two national groups, the Council of Great City Schools and School Match, identified Duval County Public Schools (DCPS) as a well-run school district that offers competitive teacher salaries and rigorous academic courses. The U.S. Department of Education also cited DCPS as a national example for successful magnet schools programs. Three of Jacksonville's public high schools, Stanton College Preparatory School, Paxon School for Advanced Studies, and Douglas Anderson School for the Performing Arts, were recognized by Newsweek as some of the best in the nation. Per the statewide grading system, 62 percent of Duval County's public schools earned an "A" or a "B" based on student achievement as measured by the Florida Comprehensive Assessment Test (FCAT). Success within some areas of the school district have not been able to lift public opinion about the school system; nearly 60 percent of residents rated the quality of public education as fair or poor in 2005.

SCHOOL SUCCESS AS MEASURED BY STATE GRADES IN DUVAL COUNTY 2004-2005				
State grades	All schools		High schools	
A	72	47.1%	5	26.3%
B	22	14.4%	1	5.3%
C	43	28.1%	11	57.9%
D	13	8.5%	2	10.5%
F	3	2.0%	0	0.0%
totals	153		19	

Source: Florida School Grades <http://schoolgrades.fldoe.org>

Student performance: Student performance, as measured by high school graduation rates, college continuation rates, and readiness for college level work, shows mixed results. After four years of increases, graduation rates declined in 2005 to 65.5 percent. At the same time greater numbers of students are attending college and are prepared for college level work (69 percent).

Higher education and lifelong learning: The total number of degrees, at all levels, awarded to students attending local institutions have increased, as have the number of participants in non-credit vocational, continuing education, and enrichment programs at the University of North Florida and Florida Community College. This is a positive trend; however, educational attainment in the community is low compared to cities that have greater numbers of knowledge workers and knowledge jobs.

EDUCATIONAL ATTAINMENT AND THE KNOWLEDGE WORKFORCE		
Location	Percent of 25+ population with at least bachelor degree	Percent of workers having knowledge jobs
Atlanta Fulton County	41.4%	40%
Austin Travis County	40.6%	46%
Jacksonville Duval County	21.9%	28%
Raleigh-Durham Wake and Durham Counties	42.9%	44%
San Francisco San Francisco County	45.0%	40%
Seattle King County	39.9%	44%
Source: Educational Attainment Data - 2000 U.S. Census. Knowledge Worker Data - Progressive Policy Institute New Economy Index 2001 Note - Knowledge jobs are defined by the New Economy Index as managerial, professional, and/or technical		

Public Safety

The security of one's person, family, and belongings is an essential factor in choosing to live or remain in a community.

Neighborhood safety: According to an analysis of FBI crime statistics released in December 2005 by Morgan Quitno Press, Jacksonville was named the 10th-safest big city in the U.S., among 32 cities with a population of at least 500,000. In 2005, the majority of Jacksonville residents, nearly 70 percent, reported feeling safe in their neighborhoods. During the same year, close to one in five residents also reported being the victim of a crime.

Crime rates: In 2004 Jacksonville had the highest per capita murder rate in Florida (12.5 per 100,000 people). A comparison of crime statistics over the same period in 2004 and 2005 reveals a decrease in the number of murders, rapes, and arsons, while total violent crime and total index crime increased.

CURRENT CITYWIDE CRIME STATISTICS			
Report	2004 Jan – Nov	2005 Jan – Nov	% Change
Murder	91	84	-7.70%
Rape	195	178	-8.70%
Other Forcible Sex	198	204	3.00%
Robbery	2,000	2,062	3.10%
Aggravated Assault	3,444	3,623	5.20%
Total Violent Crime	5,928	6,151	3.80%
Burglary	8,234	8,271	0.40%
Larceny	26,940	27,326	1.40%
Vehicle Theft	4,255	4,512	6.00%
Arson	234	174	-25.6%
Total Property Crime	39,663	40,283	1.60%
Total Index Crime	45,591	46,434	1.80%
Source: Jacksonville Sheriff's Office Note - The Uniform Crime Report UCR was initiated by the IACP (International Association of Chiefs of Police) in 1929. The seven crimes were chosen to gauge overall crime volume and rate of crime. The FBI collects, compiles and publishes the data.			

Economy

Opportunities to pursue career choices and engage in work that requires a high level of skill and/or education while earning a competitive wage influence an individual's decision to move or remain in a community.

Economic activity: Jacksonville is Florida's transportation and distribution hub. The area's economy is balanced among distribution, financial services, biomedical technology, consumer goods, information services, manufacturing, and other industries. Jacksonville also has the largest deepwater port on the South Atlantic coast and is a leading port in the U.S. for automobile imports. Because of its diverse industry base, Jacksonville's economy tends to stay relatively stable despite positive or negative national economic trends. In fact Jacksonville's unemployment rate usually falls below the national rate. In 2004 the unemployment rate in Duval County was 5.2 percent, while the national rate was 5.5 percent.

Jobs and wages: In 2004, Duval County experienced a net gain of 16,174 new jobs, a marked increase over the number of jobs created in 2002 and 2003. Average wages, per capita income, and median family income have increased steadily over the past five years. Still, Jacksonville's per capita income has not been greater than the national average since JCCI began tracking this trend in 1983.

YEAR	EMPLOYED IN DECEMBER (Duval County)	CHANGE IN NUMBER EMPLOYED IN DUVAL COUNTY (Employment growth/loss)
2004	448,244	16,174
2003	432,070	1,044
2002	431,026	-11,852

Source: Jacksonville Community Council Inc. 2005 *Quality of Life Progress Report*

JACKSONVILLE INCOME AND WAGES				
Year	Average Annual Wage	Median Family Income	Per Capita Income	Percent of U.S. Per Capita Income
2004	\$38,568	\$56,600	n/a	n/a
2003	\$37,023	\$54,900	\$30,212	96.0%
2002	\$35,190	\$55,600	\$29,394	95.4%
2001	\$33,178	\$54,500	\$28,872	94.4%
2000	\$32,830	\$51,400	\$28,920	96.9%
1999	\$31,380	\$48,800	\$26,666	95.4%

Source: Jacksonville Community Council Inc. 2005 *Quality of Life Progress Report*
Note – The figures above are not adjusted for inflation.

Culture and Recreation

Whether or not a person actually goes to the beach, enjoys biking, or prefers symphonic music rather than jazz, living in a place where it is possible to do all of these things and more makes a community more desirable.

Availability and access to leisure activities: Despite a wealth of opportunities, perception remains strong that Jacksonville is lacking when it comes to "things to do" after-hours and on week-ends. Those perceptions are exacerbated by a secondary perception that it is difficult to find out about the "things to do" in Jacksonville. Though no statistics are kept on the number, Jacksonville has a variety of publications (print and web) that publish information about Jacksonville happenings, including: the Florida Times-Union Weekend Magazine, Jacksonville Magazine, Folio Weekly, the Jacksonville Advocate, Eco Latino, and Downtown This Week. Various websites also publish

event calendars including the City of Jacksonville (coj.net), Downtown Vision (downtownjacksonville.org), City of Jacksonville Beach (jacksonvillebeach.org), and Jax Night Life (jaxnightlife.com).

Natural Environment

The availability, use, and protection of natural resources demonstrate a commitment to quality of place and enhance the community's character.

Air and water: Degradation of the natural environment takes away from what many people imagine Florida to be, clean and unspoiled. Such perceptions (negative or positive) contribute to how people also view Jacksonville. The St. Johns River is Jacksonville's defining feature, yet 57 percent of the river's tributaries in Duval County did not comply with state bacteria level standards in 2004. Like water quality, air quality in 2004 declined. In 2003, the Environment Protection Agency, declared Jacksonville's Air Quality "Good" on 331 days of the year. In 2004, that number fell to 280 days.

Natural spaces: Begun in 1999, Preservation Project Jacksonville acquired more than 50,000 acres of preservation parkland and open space. The project's purpose was to manage growth, protect environmentally sensitive lands, improve water quality, and provide public access to the City of Jacksonville's vast natural areas. To move the park system from being the biggest urban park system in the country to the best, the Preservation Parks Access Plan was unveiled in 2005 to develop city-wide parks and public resources.

Social Environment

A sense of belonging emerges from living in culturally inclusive communities that encourage the development of social networks.

Connecting with the community: Jacksonville residents volunteer with charitable, civic, religious, or other volunteer organizations at nearly twice the national rate (54 percent vs. 29 percent). This "culture of connections" is nurtured through organizations like Volunteer Jacksonville whose mission is to inspire, connect, engage, and support volunteers. Local businesses also play a role in retaining local workers by focusing on community service and encouraging employees to volunteer. Such efforts improve company retention rates which directly affects community retention. Jacksonville is perceived to be a community connected by the faithful as well. Members of the community worship at cathedrals, churches, mosques, shrines, synagogues, tabernacles, and other holy places.

Racial and ethnic harmony: Jacksonville has a history of poor race relations between blacks and whites. JCCI's 2002 study, *Beyond the Talk: Improving Race Relations*, explored both the reality and community perceptions of racial disparities. Despite today's greater opportunities, blacks are more likely to believe that racism is a problem in Jacksonville, while fewer whites feel similarly. In 2005, 43 percent of whites rated race relations in Jacksonville as fair or poor. Seventy-three percent of blacks agreed with that assessment. However, the percentage of blacks who actually experienced racism while shopping, at work, or during the search for housing was considerably lower. After Nashville, Jacksonville is the second-least segregated major city in the United States (see JCCI's 2005 *Race Relations Progress Report*.)

HAVE YOU EXPERIENCED RACISM?		
2005	African Americans	Whites
Shopping	38%	10%
Work	21%	10%
Housing	12%	4%

Source: Telephone survey by American Public Dialogue (Conducted for JCCI's 2005 *Quality of Life Progress Report*)

Government and Politics

Much like connecting to a community through volunteer work and charitable giving, active civic engagement binds individuals to a community and its future.

Civic engagement: As of 2004, 82 percent of Duval County residents over the age of eighteen were registered voters. In the last local election 50 percent of those registered exercised the right to vote. Even fewer residents, 32 percent, believe they have the ability to influence the decisions made by local government. Based on the number of voters and voter turnout, many residents are positioned to make a difference, but few believe they can impact public policy.

Competent representation: Effective community governance often relies on the community's belief that elected officials are of high quality. Nearly 60 percent of residents believe that Jacksonville's elected leaders are good or excellent; however only 15 percent could name two sitting City Council members in 2005.

Health

Satisfaction with a community is tied to access to affordable health care, good doctors and hospitals, and specialized care for family members.

Access to healthcare: Jacksonville is home to nine hospitals providing restorative, rehabilitative, emergency, and trauma services. The cost of healthcare in Jacksonville is approximately 3 percent less than the national average according to the recent cost of living index. Most residents (68 percent) also rated the quality of healthcare in Jacksonville as good or excellent in 2005. Residents of Jacksonville and Northeast Florida benefit from the presence of Shands Jacksonville, an academic medical center affiliated with the University of Florida. Jacksonville is also home to one of two hospitals in the Mayo Health System outside the principal facility in Rochester, Minnesota.

Mobility

The ease in being able to get around locally as well as travel outside the community adds to the overall convenience of living in an area.

Transportation in Jacksonville: Because commute times for most residents are relatively short, automobiles may remain Jacksonville's preferred method of travel for some time to come. According to the Census, 2.2 percent of Duval County residents walk or bicycle to work and 2 percent commute by transit. As Jacksonville and the surrounding counties continue to expand, dissatisfaction with increasing commute times, traffic delays, and road construction negatively affect how residents feel about the community. As a result, interest in public transportation could increase. In 2005, the Jacksonville Transportation Authority (JTA) approved a bus rapid transit plan to fight traffic congestion. In cities like Atlanta and Portland rapid transit has contributed positively to economic development and growth.

Air travel: Jacksonville International Airport (JIA) is served by 15 major and regional airlines offering 250 daily flights to and from most major cities in the country. JIA also served nearly 5 million passengers in 2004. Currently, 71 destinations are served by direct flights, up from 57 in 2004. Increasing both the number of destinations and the number of non-stop flights (26 in 2005) from JIA could offer residents greater traveling opportunities for business and pleasure.

Community Efforts: Becoming a Talent Magnet

Developing and retaining talent (knowledge workers, creative class professionals, innovative businesses) is an exercise in improving the community's overall quality of life. The efficacy of attracting talent is the direct result of the opportunities available and the telling of Jacksonville's story as a preferred destination to live, work, and play. Previous sections of this report have mentioned several efforts to enhance life and opportunity locally. Below are some of the other efforts. By no means is this a comprehensive list of every local effort.

Developing People for the Knowledge-Based Economy

The current focus on developing talent in Jacksonville is threefold: early literacy, K-12 education, and workforce training. Duval County Public Schools and the Mayor of Jacksonville are working to prepare the community's school age children for a literate future. The Mayor's Early Literacy initiatives include making literacy and reading a core value in Jacksonville and enhancing the quality of school readiness programs. Workforce training through Florida Community College is often used as an incentive to encourage businesses to relocate locally. An often unrecognized source of workforce talent is the thousands of military veterans who leave the armed forces annually and settle in Jacksonville. Not only does this segment of the workforce choose to live in the community, they enter the market well-educated, well-trained, and technically skilled. Workforce development also falls under the purview of WorkSource, a publicly funded agency that provides extensive workforce-related services in a six-county region in Northeast Florida. WorkSource is recognized as one of the top workforce development organizations in the State of Florida.

Marketing Jacksonville

Jacksonville has a variety of perks to offer knowledge workers, such as cultural amenities, a low cost of living, and abundant outdoor activities. Yet Jacksonville remains a community many residents and non-residents alike consider less than cool. Marketing Jacksonville is not the sole responsibility of one group. Many organizations "sell" Jacksonville.

The **Jacksonville Regional Chamber of Commerce** has two programs, the Creative Industries Task Force and IMPACTjax, which market Jacksonville externally and internally as a city that has opportunities for knowledge workers.

Using quality of life, cost of living, availability of skilled labor and other carrots, the **Cornerstone Regional Development Partnership** promotes the benefits of doing business in seven Northeast Florida counties - Baker, Clay, Duval, Flagler, Nassau, Putnam and St. Johns.

Though not in the business of attracting workers or businesses, the **Convention and Visitors Bureau** promotes Jacksonville as a convention and tourist destination, which directly affects how potential residents view the community as a place to live.

The **Jacksonville Economic Development Commission (JEDC)** partners with many entities like the Chamber to market the city's economic development programs and services on a national and international level.

Arguably, the biggest marketing boon to Jacksonville has been the city's **National Football League (NFL) franchise**. Broadcasts of Jaguars games have brought images of Alltel Stadium and Downtown Jacksonville into the homes of millions of football fans around the nation. Discussions about players and the business of football insure that discussions about Jacksonville extend beyond football season.

Linking People to “Our Place”

It can be difficult to find personal and professional networks even in a community like Jacksonville, which has a “culture of connections.” In the last several years several groups have been formed to connect professionals to the greater community in order to retain talented professionals.

Members of United Way’s Atlantic Circle practice philanthropy by supporting a variety of health and human service programs in the community through their time and personal involvement.

IMPACTjax, one of many Chamber initiatives, was established to retain young professionals through community engagement and opportunities to network within other local organizations.

JCCI Forward, whose target demographic is 45 and under, offers participants a chance to make business and professional contacts and an opportunity to hone their skills as future community leaders.

The **Thursday Night Drinking Club** offers its participants a fun evening out along with opportunities to raise money for charitable causes and/or organizations.

Jacksonville is also home to several ethnic **Chamber of Commerce (African-American, Asian, and Hispanic) groups** that work together and with the regional chamber to provide members with the networking, marketing, professional development, and technical skills needed to successfully run a business.

Improving Jacksonville’s Quality of Life

While the quality of life in Jacksonville is generally thought to be good, efforts to make the community a better place to live, work, and play includes a variety of efforts that address a host of issues. Below are some of the initiatives and organizations that are working to build a better Jacksonville.

The **Alliance for World Class Education**’s sole focus is to act as a community partner in improving Jacksonville’s school district and advocating for teacher quality through recognition, principal excellence, and organizational effectiveness.

Blueprint for Prosperity is a community effort begun in 2005 to raise per capita and median income in Jacksonville by tackling community identified obstacles, such as education, economic development, racial opportunity & harmony, infrastructure, and leadership.

In addition to its primary function as a manager of charitable donations, Jacksonville’s **Community Foundation** launched a 10-year initiative in 2005 to support continued improvement of student performance throughout Duval County public schools, with particular attention to narrowing the achievement gap between majority and minority students, and poor and non-poor students.

The **Cultural Council of Greater Jacksonville** promotes awareness of cultural activities, provides arts education programs, and administers the city’s Art in Public Places program.

Founded in 2000, **Downtown Vision** is devoted to advocate, build, maintain, and promote a healthy and vibrant Downtown neighborhood where people want to live, work, play, and visit.

The **Jacksonville City Council** passed an ordinance to create the **Prosperity Scholarships Fund** which would collect contributions from JEA’s customers and would make scholarships available to individuals based on financial need and academic performance who reside in the JEA service area and plan to attend a regionally accredited college within the JEA service area.

The City of Jacksonville has 17 projects in its **Town Center Program** intended to create attractive, well-maintained community hubs with parks and plazas that are condensed and pedestrian oriented, with commercial enterprises that serve surrounding neighborhoods.

The **United Way of Northeast Florida** works in partnership with volunteers, community organizations, and leaders to tackle critical issues facing children, youth, and families in Baker, Clay, Duval, Nassau and northern St. Johns counties.

Throughout the course of the study committee members reviewed best practices in communities throughout the country that might be applicable to Jacksonville's challenge to develop, attract, and retain talent. What follows are examples of cities that have successfully addressed the three areas where Jacksonville is most challenged: research, marketing, and community vibrancy.

Economic Development: Profiting from Research

San Diego: Technology's Perfect Climate

The key to the emergence of San Diego's technology economy was the relationship between University of California at San Diego (UCSD) and the greater San Diego community. Both the University's organizational infrastructure and its mission emphasize the University's role in the regional economy.

Motivated by the desire to diversify the economy and encourage the growth of technology companies, San Diego's leaders made a commitment in the late 1980s to diversify the economy to avoid the boom or bust cycles characteristic of having a narrowly focused economic development agenda. During this same period San Diego experienced severe economic losses as a result of Department of Defense downsizing. Fueled by the research being done at UCSD and supported by a business-friendly public sector, the San Diego region's economy is recognized as one of the most diversified and innovative regional economies in the country.

Forty years ago, UCSD did not exist as an operating institution. As of 2004-05 the institution's total research funding was \$728.3 million. The National Science Foundation ranks UCSD 7th in the nation in federal R&D expenditures. UCSD is an engine for regional economic growth with faculty and alums have spun-off close to 200 local companies, including over a third of the region's biotech companies. In addition, UCSD is San Diego County's largest single employer, with a monthly payroll in excess of \$76 million, and over 23,500 employees.

UCSD also plays a major role in fostering the local entrepreneurial economy via CONNECT, a regional program which links high-technology and life science entrepreneurs with a variety of resources. Since its inception in 1985, CONNECT has assisted more than 800 technology companies with technology, money, markets, management, partners, and support services.

UCSD reports that over 40,000 jobholders in the San Diego economy are its graduates, many of them in the burgeoning number of high-tech companies that characterize the community.

Lessons learned from San Diego:

1. Develop specific economic development efforts and strategies to attract research based organizations.
2. Focus on research through collaborations between business, military, government and/or academia.
3. Development and growth of high-technology/knowledge-based companies is helped by the presence of at least one research university within a community.
4. Industry concentration (clusters) spring from a research infrastructure that includes universities, research organizations, and private industry all focusing on specific areas such as technology, life sciences, aeronautics, etc.

Community Identity: Branding and Marketing

Seattle: Soak it Up!

While the City's slogan may not be one of the most well known, it aptly describes both the city's prodigious rainfall and the abundant of activities available to both residents and visitors. Seattle has one of the highest concentrations of knowledge jobs and degreed residents in the country. Marketing Seattle to the world as a destination for conventions, tour groups and individual travelers is the responsibility of the Seattle Convention and Visitors Bureau (CVB). The purpose of those marketing efforts is to "enhance the employment opportunities and economic prosperity of the region." The CVB describes Seattle as a collection of places, ideas and cultures and the website touts the areas restaurants, natural beauty, theater and music scenes, diverse cultures and lifestyles, innovative entrepreneurs, maritime history, architecture, and professional sports as reasons to tour the community. These same attributes also signal that Seattle is an interesting place for people to live. From an economic opportunity perspective, the attributes that make Seattle an interesting place for living and visiting, also make it a preferred place to work or build a business. According to Seattle's Office of Economic Development (OED) the community's targeted industries are biotech, high-technology, aerospace, manufacturing, entertainment (film and music), tourism, retail, and small business. Comparing the CVB list to the OED list shows a meeting of the minds about what makes the Seattle one of most ideal communities for knowledge workers to live, work, play, and visit - a welcoming atmosphere for people with ideas (talent), an acceptance of people of varied backgrounds (tolerance), and a focus on innovative businesses and entrepreneurs (technology).

Lessons learned from Seattle:

1. Focus attention on marketing the community's economic, environmental, and cultural strengths.
2. View tourism as a marketing tool to attract and retain people and businesses.
3. Use challenges as an opportunity to say something unique about the community.
4. Celebrate the community's history and unique attributes.

Cool Community: Making a City Vibrant

Indianapolis: So Easy to Do So Much!

Recognizing that healthy and growing economies happen in cities with deep and diverse cultural scenes, Mayor Bart Peterson, with funding from the Lilly Endowment, created the Indianapolis Cultural Development Commission in 2001 to support and encourage an environment where arts and culture flourish.

Indianapolis was already rich and growing with cultural amenities, facilities, events and activities – but too few people, including local residents, were aware of those opportunities. To fully leverage these existing assets, the Commission created the Cultural Districts Program in 2003 to facilitate the cultural development of six distinct neighborhoods or districts that were already offering a critical mass and unique mix of arts, cultural and hospitality activities.

The development of these six neighborhoods - Broad Ripple Village, The Canal and White River State Park, Fountain Square, Indiana Avenue, Mass Ave and the Wholesale District - was not just for tourists visiting Indianapolis. Residents, business owners, artists and performers also take pride in these places. The Cultural Districts Program is designed to share the unique, authentic and diverse character of Indianapolis and its people with residents and visitors alike.

Each of Indianapolis' Cultural Districts have completed cultural development strategies and embarked on key priorities to enhance the districts.

Key Strategies for two of the districts:

Mass Avenue: 45 Degrees from Ordinary

1. Enhance the position of Mass Ave as the Arts and Theater District.
2. Communicate the entire Mass Ave Arts and Theater District experience in order to attract more consumer traffic and increase spending.
3. Create a significant and sustainable funding mechanism that derives revenue from the visitor population and funds programs and improvements that support the district vision.
4. Create a pedestrian and bicycle friendly, arts-oriented environment within the public right-of-way through comprehensive planning strategies and creative, context-sensitive design.
5. Celebrate the history and heritage of the district as both a commercial and residential district and a cultural and entertainment destination.

Indiana Avenue: On the Rise

1. Establish an Indiana Avenue identity that showcases African American history, culture, spiritual, social and musical legacy.
2. Package and present the heritage in a permanent way for future generations.
3. Create a unique, compelling and accessible visitor experience with a nucleus of well developed attractions.
4. Feature two to four annual Indiana Avenue festival or event traditions that deliver a “showcase” experience.
5. Create a marketing and tourism program to increase traffic to the district, attract and engage potential visitors, residents and investors.
6. Develop the district’s commercial and residential base by organizing community support to effectively fund and manage real estate development, marketing and operations within the district.
7. Improve the pedestrian experience by implementing way-finding signage, welcoming gateways, public art, landscaping and other appropriate environmental enhancements that showcase the identity, unify and link district attractions.

The Cultural Districts program is managed by Indianapolis Downtown, Inc. with The Corsaro Group, Ball State University College of Architecture and Planning Indianapolis Center and the Cultural Districts Council.

Lessons learned from Indianapolis:

1. Promote identifiable districts/neighborhoods that offer multiple experiences for community residents and visitors.
2. Dedicate urban and master planning efforts toward integrated living, working, playing, and visiting experiences.

COMPARING BEST PRACTICE CITIES TO JACKSONVILLE				
	Indianapolis	San Diego	Seattle	Jacksonville
Knowledge jobs	39%	40%	44%	27%
Bachelors degree or higher	26%	39%	51%	23%
Creative Class community	# 24	# 3	# 5	# 64
Research and development investment	# 49	# 13	# 22	# 50
<p><i>Source: Information gathered from Creativeclass.org, Neweconomyindex.org, and Census.gov. Knowledge jobs include managerial, professional, and technical jobs. Numbers for research and development investment are a rank out of 50 largest metropolitan areas. Creative class is a rank out of 332 communities, based on a mix of percentage of Creative Class population, High-tech Index, Innovation Index, and Gay Index, measures described on Creativeclass.org.</i></p>				

Conclusions

Conclusions express the value judgments of the committee based on the findings.

In the global marketplace successful communities rely on information, innovation, inclusion, and intellect to compete for talent. Jacksonville already has many of the ingredients necessary for success along with a high overall quality of life. Recognizing what the community has to offer and what it lacks is critical for focusing on specific strategies that will create change.

Key Strengths

1. Jacksonville is a beautiful city with a mild climate and rich natural spaces ideal for outdoor activities at its beaches, river system, and parks.
2. Housing options in Jacksonville offer abundant lifestyle choices in one of the most affordable metropolitan markets in the country.
3. Jacksonville is home to several public, private, and proprietary higher education institutions offering a variety of continuing education and degree programs. The community college system is responsive, innovative, technology-focused, and supplies the community with trained, certified, and degreed technicians.
4. Jacksonville's arts, culture, leisure, and recreation scenes are growing and providing increasing opportunities for enjoyment. The availability of property downtown and around town makes it possible to create more active, vibrant "cool" areas throughout the community.
5. Low wages, low taxes, financial incentives, continued growth, and growing entrepreneurial activity make Jacksonville a very good city for business relocations and start-ups.



6. Jacksonville has a strong network of civic, community, social, and volunteer-run organizations that foster community dialogue and build social capital.
7. Jacksonville has a racially diverse population, which is becoming more ethnically diverse due to an infusion of new immigrants from around the world. Community conversations about diversity are common and expanding beyond the black and white dynamic.
8. Jacksonville's hospitals and healthcare providers offer quality medical services. Many of these institutions are also research oriented. The presence of Mayo Clinic, Shands Jacksonville and other nationally recognized major medical facilities in the region hold the potential for forming a bio-medical industry cluster.

Key Challenges

1. Jacksonville is a large, diverse, urban municipality, with abundant environmental resources, historical relevance, cultural offerings, a high quality of life and more – and yet the internal community is more likely to focus on its weaknesses than its strengths. This "inferiority complex" sends mixed messages to the external world encouraging the perception that Jacksonville has no narrative, no identity, no real brand, and no saleable or marketable icons.
2. Jacksonville does not have enough knowledge jobs and too few jobs that pay a high wage.
3. The scarcity of research-oriented organizations, research and development investment, as well as the absence of a research university in Jacksonville have negatively affected and will continue to negatively affect Northeast Florida's ability to develop "home-grown" knowledge businesses, build innovative industry-clusters, and attract knowledge workers.
4. Despite some exceptional secondary private and public schools, various community and district initiatives to improve student achievement in the public schools, and a number of colleges and universities, concerns remain about Jacksonville's "culture of learning" including the following:
 - Low public high school graduation rates and poor student outcomes cause the community to doubt the quality of public education in Jacksonville.
 - Jacksonville lacks sufficient numbers of college educated residents to support knowledge jobs. The community also lacks the higher education capacity to dramatically increase the number of residents with undergraduate (bachelors) and postgraduate degrees especially at the doctoral level.

As a result, Jacksonville struggles to maintain a competitive pool of highly-trained, highly-educated and talented workers.

5. Jacksonville is a large, decentralized city that is challenging to navigate making it difficult to locate business and entertainment districts. This is exacerbated by:
 - Limited pedestrian friendly areas of town for working, living and playing;
 - Too few easily identified districts throughout Jacksonville that offer art, music, entertainment, and late night dining; and
 - Insufficient access to extensive, reliable, rapid, and easy to use mass transportation.
6. Persistent internal and external perceptions of Jacksonville as a bigoted, closed-minded, cultural-backwater town discount decades of progress and have damaged the community's ability to bill itself as a welcoming place.
7. Crime, the perception of rampant criminality, and the high per capita murder rate tarnish Jacksonville's image as a safe community.
8. The shortage of venture capital firms in Jacksonville is a signal to entrepreneurs that this community does not have the necessary funding or support resources for risky, technology-driven, high-growth businesses.

Recommendations

Recommendations are the committee's specific suggestions for change, based on the findings and conclusions.

Vision: Transform Jacksonville to a competitive, knowledge-based community

The challenges Jacksonville faces to develop, attract, and retain talented people and high-wage knowledge-economy employers are daunting but not overwhelming. The community's strengths offer an opportunity to create a strong internal identity and market that identity to the world. Efforts are currently underway to address structural issues and related perceptions surrounding education, crime, and racism. Efforts to market Jacksonville for targeted industry relocation and expansion are increasingly successful.

However, to make Jacksonville competitive in the 21st century economy, we must do better. We must accelerate efforts to create a culture of learning, to reduce violence, and to eliminate racism and bigotry. To do so, we must embrace and implement the recommendations of recent JCCI studies on these issues. Specifically, the 2004 studies *Public Education Reform: Eliminating the Achievement Gap* and *Town & Gown: Building Successful University-Community Collaborations* lay out the framework for improving K-12 education and strategically building the community's higher education infrastructure. The 2006 study *Reducing Violence: A Community Response* addresses violent crime. And the 2002 study, *Beyond the Talk: Improving Race Relations*, with its follow-up annual Race Relations Progress Reports provide the path to making Jacksonville free of racism and racial disparities. We urge the community to continue to embrace the recommendations of these studies to create a much better Jacksonville.

Jacksonville's most significant hurdle to becoming competitive in the knowledge-based economy is its lack of a research infrastructure.



Recommendation: Create a center of research in Jacksonville

Successful communities in the 21st-century knowledge-based economy share a critical component: university leadership in research. The Jacksonville Economic Development Commission should organize a Research and Development Consortium charged to create a plan to develop a vibrant and relevant research infrastructure. The Research and Development Consortium should explore how (and where) to create a significant center of research in Jacksonville, involving existing and potential medical research facilities, science and engineering research programs based at local public and private universities, and area companies with research and development operations. This effort would build on existing research-oriented organizations, including Jacksonville's significant medical research infrastructure.

These efforts should all coincide with developing greater community pride and identity. Jacksonville will move forward as we celebrate our strengths and use them to address our problems.

Recommendation: *Strengthen branding and marketing efforts to focus on Jacksonville's strengths, both externally and internally*

In order to strengthen external marketing to visitors and prospective residents, the Mayor of Jacksonville should incorporate Jacksonville's strengths, including those outlined in this report, in the current "Where Florida Begins" marketing campaign. Together with Jacksonville's multiple Chambers of Commerce, they should convey a consistent, relevant, and pervasive message that Jacksonville is a great city for business, natural amenities, outdoor activities, arts and culture, and more.

To strengthen civic pride and encourage identity formation, the Public Information Division of the City of Jacksonville should inventory the many already-known achievements and favorable rankings attributed to Jacksonville and increase residents' awareness of these success stories.

Jacksonville must also build on its strengths to make a large and decentralized city feel vibrant and active.

Several organizations have created online and print calendars of events, debunking the myth that "there's nothing to do in Jacksonville." These are welcome developments in Jacksonville. However, the need to coordinate and communicate the many opportunities and events in Jacksonville calls for something more. The committee highlights the opportunity for someone in the private sector to bring together a Jacksonville events website that captures the breadth and depth of happenings in Jacksonville.

Across the country, vibrant and active cities are often known for certain activity-centered districts, such as arts districts, entertainment districts, or areas of specific historical or ethnic identity. These districts generally emerge organically, sometimes with support from government or others, but seldom succeed if imposed on a neighborhood. Jacksonville has the interest, tools, and beginnings of several exciting districts, areas of town, and/or neighborhoods with a distinct flavor and personality, that could be enhanced to generate energy and excitement.

Recommendation: *Work with neighborhoods and residents to establish districts for activity clusters in town, such as arts, entertainment, or market districts.*

Jacksonville's Town Center Project should be expanded to encourage the development of activity-centered districts, working with local residents, Planning and Development, Neighborhoods Department, the Convention and Visitors Bureau, local businesses, and other interested parties. As these districts are established, the Jacksonville Transportation Authority should provide transit services to these areas at times that are appropriate for public use.

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- Urban Economic Prospects in the New Knowledge Economy, Rob Atkinson, www.ppionline.org

Resource People

- | | | |
|---|--|--|
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| Carol Alexander Ritz Theater | Julia Henry Wilson Jacksonville Urban League | Alan Rossiter Enterprise North Florida Corporation |
| Ron Barton Jacksonville Economic Development Commission | Carlton Jones Renaissance Design Build Group | Kathy Sandusky Nova Southeastern University |
| Dawn Boatman University of North Florida | Gary Krupa Florida Community College at Jacksonville | Judy Smith Volunteer Jacksonville |
| Karen Brune Mathis Florida Times-Union | Terry Lorraine Downtown Vision | Shannon Smith IMPACTJax |
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| Shane Denmark First Coast Pride | Nestor Papel First Coast Asian American Chamber of Commerce | Nina Waters The Community Foundation |
| | Stephen Parker Citicorp | Bob White Cultural Council of Greater Jacksonville |
| | Bryant Rollins MountainTop Institute | James Williams Paxon School for Advanced Studies |

Committee members met 21 times from October 2005 through March 2006. In addition the management team met many times to provide guidance and direction for the study. The committee received information from 32 knowledgeable resource speakers and additional resource materials researched by JCCI staff.

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 1979 Planning in Local Government
 1980 Capital Improvements for Recreation
 1980 But Not In My Neighborhood
 1980 The Energy Efficient City
 1981 Coordination of Human Services
 1981 Higher Education
 1982 Disaster Preparedness
 1982 Teenage Pregnancy
 1982 Downtown Derelicts
 1983 Mass Transit
 1983 Indigent Health Care
 1984 Jacksonville's Jail
 1984 Growth Management
 1985 Visual Pollution
 1985 Minority Business
 1986 Private Delivery of Public Services
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 1987 Child Day-Care Services
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 1989 Reducing the Garbage Burden
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Mission Statement

JCCI is a nonpartisan civic organization that engages diverse citizens in open dialogue, research, consensus building, advocacy and leadership development to improve the quality of life and build a better community in Northeast Florida and beyond.



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This study/action plan has been made possible through the generous support of:



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