

CITY OF SPRINGFIELD, FLORIDA

RESOLUTION NO. : 98-05

A RESOLUTION IN SUPPORT OF MAKING THE BAY  
VISION A REALITY BY RESOLVING THAT OUR CITY  
IS AN ENDORSING VISION PARTNER.

**WHEREAS**, a request has been made upon the City Commission of the City of Springfield, Florida, by the Bay Vision Steering Committee of the Bay County Chamber of Commerce to resolve to make said City an "Endorsing Vision Partner" of Bay Vision final report date October 28, 1997, and

**WHEREAS**, the City Commission is interested in cooperating with other government entities within Bay County, Florida, in making changes that will improve our community in all aspects that positively affect our citizens, and

**WHEREAS**, the City Commission, although not approving any governmental changes or imposing any financial obligations upon the City, does recognize the potential for substantial improvement if Bay Vision becomes a reality, and

**WHEREAS**, the City Commission may not agree with every strategy contained in the final Bay Vision report dated October 28, 1997, it does, however, endorse the report in general and agrees to become an "Endorsing Vision Partner" through resolution;

**NOW THEREFORE, BE IT RESOLVED THAT:**

The City of Springfield, Bay County, Florida, does hereby resolve to be an "Endorsing Vision Partner" of the Bay Vision





**VISION. ACTION. PROGRESS.**

Final Document  
October 28, 1997

# BAY Vision. Action. Progress.

## OUR VISION

### By 2017 Bay County:

- \* will have an *education system* that produces globally competitive education/training which enables all our citizens to meet their highest potential and our employers to be productive;
- \* will have a *safe, healthy and family-oriented community with self-sufficient,* involved people and appropriate infrastructure to enhance its beauty, natural resources and environment;
- \* will attract, support and expand targeted industries by developing and maintaining a positive *business environment;*
- \* will develop efficient and effective *infrastructure* that promotes economic development and enhances the environment, quality of life and aesthetics;
- \* will create effective and efficient Bay County *government* that consolidates the provision of key public services in a manner most responsive to the needs and desires of the citizens; and
- \* will have *private sector leadership* that takes responsibility for making Bay County what we want it to be.

## OUR CORE VALUES

Our citizens and the community will develop and use these core values as the guideposts while we pursue our interdependent Visions and Strategies. Core Values are character traits that guide in daily decisions:

Honesty  
Responsibility  
Integrity

Traditional Family Values  
Ethics

County school system *Graduate Outcome Index* was 78. The education target requires the *Outcome Index* to exceed the *Resource Index*.

2. **PRIVATE SECTOR EARNINGS PER JOB** - Bay County's private sector earnings per job will increase at least 1% more than the inflation rate each year and reach the Florida average by 2017. This will require more than a 1% productivity increase each year.

*History* - Average private sector earnings per job (adjusted for inflation) in Bay County in 1970 were \$20,104<sup>1</sup> per job and declined to \$19,575 per job in 1994. This compares to Florida at \$23,250 in 1970 and \$24,468 in 1994. Bay County's average private sector earnings per job after inflation increased 1.6% in 1991, 0.9% in 1992 and 0.6% in 1994.

3. **NET NEW JOB GROWTH** - We want to add enough net new jobs each year that, combined with earnings growth, will encourage more of our young people and productive wage earners to remain in Bay County. We expect to increase total jobs at a rate exceeding 2.5% per year.

*History* - In 1994, total employment was 76,010 jobs in Bay County. Total employment includes second or third jobs, military, all government (federal, state and local), education and proprietorships, and is located by place of work for July 1 of each year. In 1991 total employment growth in Bay County was 1.4%; 1.9% in 1992; 2.8% in 1993; and 2% in 1994. A 2.5% increase in the early years will be about 2,000 jobs per year.

4. **QUALITY OF LIFE AND ENVIRONMENT** - The benchmarks<sup>2</sup> and targets for specific strategies from the Quality of Life foundation will be developed by Vision partners and Strategic Alliances of Vision Partners.

5. **INFRASTRUCTURE AND PHYSICAL APPEARANCE** - The benchmarks and targets for specific strategies from the Infrastructure foundation will be developed by Vision Partners and Strategic Alliances of Vision Partners.

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<sup>1</sup> Job and income data are from the CEEDS 96 by Woods & Poole Economics, Washington, DC. Employment data is for all jobs including 2nd and 3rd jobs and military and is located by place of work. Population, employment and income data are for July 1 of each year. This employment definition is broad and includes wage and salary workers, proprietors, private household employees and miscellaneous workers. Because of the broad definitions and place of work counting, the number of jobs are frequently larger than other employment data series.

<sup>2</sup> The Steering Committee will be responsible for coordinating the development of Strategic Alliances on those strategies adopted by more than one Vision Partner. Effective Strategic Alliances will ensure compatibility of benchmark development.

2. Prepare graduates to pursue a four-year college degree, technical education or to enter the work force. Begin this process by requiring each student at the end of eighth grade to make an initial selection between college prep, tech prep or apprenticeship. Work with the Education Advisory Committee to ensure that the needs of the community are met by the curriculum offered.
3. Encourage and expect all parents to be involved in the education program of their children.
4. Recognize that education cannot occur in an undisciplined environment and that it is the responsibility of the community, school board and administration to ensure a disciplined learning environment that maintains respect for authority.
5. Change from an elected superintendent to an appointed superintendent.
6. Reduce the drop-out rate.
7. Concentrate the curriculum on reading, writing, math, science and computer utilization.
8. Consider a voucher system and charter schools.
9. Reduce the student/teacher ratio and decrease the number of students per school. Where necessary, this can be accomplished by having more than one school on an existing campus.
10. Consider modifying the tenure system.
11. Ensure that all school system personnel are hired based on merit only.
12. Create programs that allow both private and public use of the public education facilities during non-school hours.
13. Provide more guidance counselors with training necessary to adequately help our students make decisions based on opportunities available.
14. Ensure that the tech prep and apprenticeship programs are not used as a holding area for learning disabled, emotionally handicapped or trouble makers. Create alternative schools where necessary to maintain the proper learning environment in all our other classrooms.
15. Develop an annual teacher and administrator evaluation system that is based on student results for that year and their parents' evaluation.

# QUALITY OF LIFE

## VISION

We will have a safe, healthy and family-oriented community with self-sufficient, involved people and appropriate infrastructure to enhance its beauty, natural resources and environment.

## STRATEGIES

### A. Families and Individuals

1. Encourage all parents to be responsible for the well being, discipline and education of their children. Where the parent is unwilling or unable to fulfill this role, civic organizations, churches, synagogues, and social service providers will ensure that every child has at least one mentor.
2. Increase the safety of our citizens and visitors through crime prevention, with justice and punishment.
3. Decrease unwed teen pregnancy.
4. Provide access to appropriate healthcare for all citizens.
5. Decrease the percentage rate of children and female-head households in poverty.
6. Decrease the mortality rate for disease where Bay County exceeds the Florida national average.
7. Provide parenthood training starting in middle school.
8. Provide pre-marriage counseling.
9. Provide affordable, quality child care consistent with the schedule requirements of parents and which provides enrichment opportunities for the child.
10. Consider the establishment of a Juvenile Welfare Service Board that coordinates the efficient and effective delivery of services to children.
11. Provide for the needs and enhanced quality of life for senior citizens.

2. Make school recreation facilities available for public use in non-school hours.
3. Make our community people-friendly with pedestrian and bike paths.
4. Create a countywide library system that is funded at the Florida average.
5. Attract public funding for the arts and culture in an amount at least proportional to Bay County's population.
6. Provide public swimming pools and more public parking at the beaches.

#### D. Civic Capital

1. Sustain continuous dialogue in the community among and between all elements of the community.
2. Prepare for the 21st century through realizing the necessity for change.
3. Look at Bay County with a positive attitude.
4. Encourage person-to-person communication that has largely been eliminated through the transportation system, housing design and long distances between living, working and shopping environments. People will exercise individual responsibility to visit others, know others and help others with their needs.



## B. Visitor Industry including Tourism, Convention and Business Visitors

1. Create a visitor industry with the following characteristics:
  - \* Target mid-market to up-scale visitors
  - \* Maintain a strong family orientation
  - \* Concentrate on visitors with the mobility to move to Bay County and/or relocate their business
  - \* Develop diversified markets for the different seasons of the year
2. Build multi-use facilities that can accommodate large conventions and entertainment throughout the year.
3. Extend the season to 52 weeks through the creation of special events, conventions, year-round advertising and a positive attitude.
4. Develop quality attractions and enhance existing attractions in order to be competitive on the Emerald Coast.
5. Promote eco-tourism and cultural tourism.
6. Develop golf-oriented destinations that can be co-marketed with the other Emerald Coast golf courses.
7. Develop high-quality hotel and condominium accommodations.
8. Develop and aggressive approach to the international visitor market.
9. Promote Bay County as an active place to film motion pictures, television shows and advertisements.
10. Extend the bed tax to cover the entire county.

## C. Entrepreneurs and Small Business Development

1. Create an atmosphere that is receptive, encouraging and helpful for the entrepreneur and small business owner. This will include assistance in financing, dealing with the government regulatory processes, appropriate incentives and a mentoring program.
2. Encourage mobile entrepreneurs to relocate to Bay County. (Mobile entrepreneurs are individuals who can live anywhere and work internationally through travel and communications).

6. Invest in the training, systems and technology required for the provision of quality service: Help entry-level workers to understand that providing quality service affords the opportunity for continuous advancement.
7. Develop technology-oriented industrial parks and high-quality office parks.
8. Encourage the purchase of local goods and services.

Transportation to Panama City Beach

- \* Provide I-10 Panama City Beach directional signs on at least three interchanges
  - \* Build a new St. Andrews Bay bridge at a northern location that routes Panama City Beach traffic along the Highway 388 corridor
  - \* Make Highway 79 a major four-lane parkway access to the beach
  - \* Improve air transportation including increasing the runway length
2. Ensure that beach re-nourishment is maintained continually.

B. Transportation

1. Create landscaping plans for all new roads and for existing entranceways into the county that projects the appropriate aesthetic quality. Landscaping plans will include adherence to the county-wide sign ordinance.
2. Complete a loop bypass from the Tyndall Parkway on the east, around and across Highway 231, and along the 388 corridor to the Panama City Beach Parkway on the west. This will be a beltway with curb cut limitations that protects the high speed nature of the roadway. Create partnerships with St. Joe and other private landowners in the development of this loop and other highway projects.
3. Enhance Highway 231 to an interstate quality I-10 spur.
4. Develop innovative approaches to moving traffic faster and more efficiently. Give special emphasis to small capacity enhancement opportunities as opposed to total emphasis on major new construction projects.
5. Complete the four-laning of Highway 98 west of Panama City.
6. Enhance Highway 390 as a four-lane road.
7. Ensure that hurricane evacuation routes are adequate as the population of residents and visitors increases.
8. Plan and develop a new east/west road north of the current Back Beach Road/Panama City Beach Parkway.

# GOVERNMENT

## VISION

We will create effective and efficient Bay County government that consolidates the provision of key public services in a manner most responsive to the needs and desires of the citizens.

## STRATEGIES

1. Provide long-range planning and delivery of services on a county-wide basis wherever effective, but at least in the following areas: comprehensive plan, land use plan, storm water management, water supply, sewage collection and treatment, recreation, and transportation.
2. Expect every unit of government within Bay County and our elected state and federal representatives to adopt the Bay Vision and incorporate it into their long-range planning. Each government unit or department will identify key strategies for which they will be responsible and place action steps for implementation in their operating plans. They will then develop benchmarks and targets for each specific strategy to measure the results annually.
3. Create a charter government for Bay County.
4. Create county-wide one-stop permitting.
5. Create local government open and receptive to public input and dialogue. This will include maximum use of electronic technology and scheduling public meetings at times to encourage citizen participation.
6. Create an atmosphere that is receptive, encouraging and helpful for the entrepreneur and business owner.
7. Expect more efficient, less costly government services, but with improved and increased service delivery.
8. Increase cooperation among all levels of government.
9. Operate government for the good and best interest of all the citizens of Bay County, not just individual special interest groups.
10. Maintain honest and rational political processes that create trust and faith.

# PRIVATE SECTOR LEADERSHIP

## VISION

We will have private sector leadership that takes responsibility for making Bay County what we want it to be.

## STRATEGIES

1. Create a process that effectively communicates the Bay Vision strategies and benchmarks to Bay County citizens and keeps them updated on the implementation progress on a regular basis.
2. Maintain a Bay Vision Steering Committee composed of diverse and community-based individuals who shall be responsible for obtaining commitments from affected groups, organizations and governments to implement the Bay Vision Plan and monitoring the implementation throughout the twenty-year Vision process.
3. Develop a public/private partnership that enhances the Bay quality of life and makes our Vision reality.
4. Ensure that the private sector mobilizes the leadership, volunteers, resources and communications to make this Vision reality.
5. Expect fair and balanced journalism by the Bay County media.
6. Establish an annual meeting to report on progress on benchmarks, progress on strategies and celebrate our success.
7. Create a sense of pride in Bay County. Recognize and make the most of our strengths and assets.
8. Encourage a broad cross-section of Bay County citizens to attend government meetings and be actively involved in advancing the Bay Vision.
9. Recognize that the citizens of each community have strong feelings and pride in that community, but develop an understanding that all citizens of Bay County must work together to create the quality of life we all want.
10. Develop and maintain a community calendar for all government and private sector meetings and activities.