

**THE JACKSONVILLE
JOURNEY**

TAKE A STEP

**Funding Committee
Preliminary Recommendations
April 14, 2008**

INDEX

FUNDING REQUEST SUMMARY

EDUCATION, TRUANCY, DROPOUT & LITERACY

NEIGHBORHOOD SAFETY & STABILITY

POSITIVE YOUTH DEVELOPMENT

INTERVENTION & REHABILITATION

LAW ENFORCEMENT & DETERRENCE



JACKSONVILLE JOURNEY
Funding Requests Summary

	<u>FY 2009</u> <u>Costs</u>	<u>FY 2010</u> <u>Costs</u>	<u>FY 2011</u> <u>Costs</u>	<u>FY 2012</u> <u>Costs</u>	<u>FY 2013</u> <u>Costs</u>
<u>Education, Truancy, Dropout and Literacy</u>	<u>15,548,836</u>	<u>13,948,394</u>	<u>14,902,602</u>	<u>15,200,653</u>	<u>15,504,665</u>
<u>Neighborhood Safety and Stability</u>	<u>3,284,000</u>	<u>2,431,680</u>	<u>2,480,314</u>	<u>2,529,920</u>	<u>2,580,518</u>
<u>Positive Youth Development</u>	<u>6,233,906</u>	<u>11,237,244</u>	<u>17,640,165</u>	<u>17,992,968</u>	<u>18,352,828</u>
<u>Targeted Intervention and Rehabilitation</u>	<u>3,970,710</u>	<u>3,279,996</u>	<u>3,638,065</u>	<u>3,853,954</u>	<u>4,153,200</u>
<u>Law Enforcement and Deterrence</u>	<u>5,730,755</u>	<u>5,203,842</u>	<u>5,966,306</u>	<u>8,120,397</u>	<u>9,900,787</u>
<u>City Initiatives</u>	<u>260,000</u>	<u>265,200</u>	<u>270,504</u>	<u>275,914</u>	<u>281,432</u>
<u>Total</u>	<u>35,028,207</u>	<u>36,366,356</u>	<u>44,897,956</u>	<u>47,973,806</u>	<u>50,773,430</u>



JACKSONVILLE JOURNEY Funding Requests Summary

<u>Service</u>	<u>FY 2009 Costs</u>	<u>FY 2010 Costs</u>	<u>FY 2011 Costs</u>	<u>FY 2012 Costs</u>	<u>FY 2013 Costs</u>	<u>Comments</u>
Education, Truancy, Dropout and Literacy	15,548,836	13,948,394	14,902,602	15,200,653	15,504,665	
Early Learning Centers / Rally	2,000,000	2,040,000	2,080,800	2,122,416	2,164,864	+ (25) centers, mental health for all supported centers
Achievers for Life	750,000	1,938,000	2,652,000	2,705,040	2,759,141	Achievers for Life: add (5) at-risk middle schools
Team Up Program	2,850,000	2,907,000	2,965,140	3,024,443	3,084,932	(19) new programs serving (150) children per program cost of \$1000
Full Service School (FSS) Program	785,000	800,700	816,714	833,048	849,709	Add (12) therapists
Expand Accelerated Learning Centers	534,000	544,680	555,574	566,685	578,019	Add (14) high schools with (16) additional staff members
Map Community Assets for Truancy	130,000	132,600	135,252	137,957	140,716	(2) social workers to coordinate with attendance social workers
Out of School Suspension/Truancy Workgroup	3,010,836	3,071,053	3,132,474	3,195,123	3,259,025	Fund a study and create new centers for Out of School Suspension
Capital Costs / Recurrent Maintenance	1,405,500	143,361	146,228	149,153	152,136	
Making the Move	750,000	0	0	0	0	Transition program to add (7) at risk middle schools
(30) Additional Attendance Social Workers	1,800,000	1,836,000	1,872,720	1,910,174	1,948,377	District: reduce case load, redistribute to at-risk schools
Develop Community Action Truancy Team	75,000	76,500	78,030	79,591	81,183	Staff person to support team / mapping of services
Scholarships for Alternate Teacher Certification	458,500	458,500	467,670	477,023	486,563	Teacher retention and recruitment, Florida Future Educators chapter
Local College Scholarships	1,000,000	0	0	0	0	Hire (5) full-time college advisors - The Jacksonville Commitment
Neighborhood Safety and Stability	3,284,000	2,431,680	2,480,314	2,529,920	2,580,518	
Establishing Jax Journey Task Force	2,284,000	2,329,680	2,376,274	2,423,799	2,472,275	Creating a permanent task force assigned to non-police issues
Identify and Revive Community Assets	1,000,000	102,000	104,040	106,121	108,243	Recreation & Community Services
Positive Youth Development	6,233,906	11,237,244	17,640,165	17,992,968	18,352,828	
Recruit and Train (1,500) New Mentors	1,500,000	3,060,000	4,680,000	4,773,600	4,869,072	Jacksonville Children's Commission
Outreach	375,000	204,000	208,080	212,242	216,487	
Expand After School Programs Team Up	2,000,000	4,080,000	7,090,720	7,232,534	7,377,185	(2,000) Children in first year \$1,000 per child elementary/middle zone 1
Expand High Quality Summer Camps	1,542,000	3,060,000	4,811,456	4,907,685	5,005,839	(3,855) Children the first year \$400 per child elementary/middle zone 1
Implement JaxParks Intramural Sports	816,906	833,244	849,909	866,907	884,245	Recreation & Community Services
Targeted Intervention and Rehabilitation (Juveniles & Adults)	3,970,710	3,279,996	3,638,065	3,853,954	4,153,200	
Camp Jacksonville	200,000	204,000	208,080	212,242	216,487	(6) Sites - first year funding
Funding for Juvenile Assessment Center	325,110	338,114	351,639	365,705	380,333	(2) security officers
Maintain Intervention and Prevention Programs	321,600	328,032	334,593	341,285	348,111	(5) Programs listed - first year funding
Establishment of Re-entry Portal	800,000	663,000	676,260	689,785	703,581	Further development of referral information
Expand Re-entry Programs	738,000	1,127,500	1,435,000	1,599,000	1,845,000	Case management, job training, placement, mentoring
Capital Costs / Recurrent Maintenance - Re-entry	1,000,000	102,000	104,040	106,121	108,243	
Identify Community Based Programs	36,000	25,200	26,460	27,783	29,172	Create matrix of organizations
Request Worksource Response	475,000	484,500	494,190	504,074	514,155	Serve as administrator for 5 non-profit organizations
Capital Costs / Recurrent Maintenance -Worksource	75,000	7,650	7,803	7,959	8,118	
Law Enforcement and Deterrence	5,730,755	5,203,842	5,966,306	8,120,397	9,900,787	
Additional Sheriff's Office Staff	5,730,755	5,203,842	5,966,306	8,120,397	9,900,787	(30) officers, (80) corrections officers and (15) civilian positions 1st year
City Initiatives	260,000	265,200	270,504	275,914	281,432	
Enhance Mayor's Youth Council	10,000	10,200	10,404	10,612	10,824	Jacksonville Children's Commission
Expand Summer Jobs Programs	250,000	255,000	260,100	265,302	270,608	Recreation & Community Services
Total Estimated Funding	\$35,028,207	\$36,366,356	\$44,897,956	\$47,973,806	\$50,773,430	



Summary of Recommendations by Subcommittee

Education, Early Learning, Truancy & Dropouts

Subcommittee Recommendation	Workgroup	Priority	Date Approved
a) Add 25 more childcare centers for coaching services in Zone 1 (modeled on existing programs) b) Provide (5) early intervention mental health specialists who will support and create social/emotional curricula for ALL ELC centers in Zone 1 c) Increase parent engagement in their child's education in the newly identified Zone 1 centers d) Use a rigorous evaluation and accountability system	Early Learning	1	March 12, 2008
Achievers for Life	Truancy	2	March 12, 2008
Add 19 new Team Up programs in area middle schools (Duplicate recommendation in Positive Youth)	School Security	2a	March 12, 2008
Bring Full Service Schools to complete operating capacity by immediately hiring (12), new full-time therapists	School Security	3	March 12, 2008
Expand Accelerated Learning Centers to an additional 14 high schools and add (16) full-time staffers	Truancy/Dropout	3a	March 12, 2008
Map community assets involved in truancy intervention; hire (2) full time social workers to coordinate between agencies and DCPS	Truancy/Dropout	3b	March 12, 2008
a) Create Alternative Centers For OOSS b) Fund a Study of OOSS & ISS in Duval County Public Schools	Truancy/Dropout	4	April 9, 2008
a) Making the Move: Add to (7) at-risk middle schools b) Making the Move: Pilot program from middle to high school	School Relevancy	4a	March 12, 2008
Hire (30) additional Attendance Social Workers	Truancy/Dropout	5	March 12, 2008
Develop a Community Action Truancy Team	Truancy/Dropout	6	March 12, 2008
a) Scholarships for alternate teacher certification b) Establish Florida Future Educators Chapters in all area high schools	School Relevancy	7	March 12, 2008
Establish local college scholarship program for students receiving free or reduced lunch; hire (5) college advisors to work with students eligible to apply for the scholarship	School Relevancy	8	March 12, 2008

Neighborhood Safety & Stability

Subcommittee Recommendation	Workgroup	Priority	Date Approved
Establishing the Jacksonville Journey Taskforce (JJT)	Full subcommittee	1	March 25, 2008
Crime Free Multi-Family Housing	Crime Free Multi-Family Housing	2	March 18, 2008
Identify and revive Community assets in areas of need (deemed "hot spots" for violent crime)	Full subcommittee	3	February 12, 2008
Establish New Oversight Board for funding and monitoring of all Parks and Recreation programming in Community facilities (Community Centers, Libraries, Schools, Churches, etc.) with the intent of holding both City and non-profit programming accountable for outcomes and leveraging of City dollars.	Full subcommittee	4	April 8, 2008
Recommendations for the City to support economic development activities that would lead to safer and stable neighborhoods; that would cut down on crime and murder.	Economic Development Workgroup	5	April 8, 2008

Positive Youth Development

Subcommittee Recommendation	Workgroup	Priority	Date Approved
Recruit and train 1,500 new mentors per year to meet the unmet need in JSO Zone One.	Full subcommittee	1	January 23, 2008
In order to ensure the success of any positive youth development initiative, high-quality training must be provided to mentors, youth workers, parents and all adults who come in contact with children.	Full subcommittee	1	January 23, 2008
Expand high-quality after school programs to all elementary and middle school children living in JSO Zone One who meet the qualifications of the free and reduced lunch program (at or below 185% of the poverty level) (approximately 6,818 children). (Duplicate recommendation with Education)	Full subcommittee	1	March 26, 2008
Expand high-quality summer camp programs for all elementary and middle school age children living in JSO Zone One who meet qualifications of the free and reduced lunch program (at or below 185% of the poverty level) (approximately 11,566 children). Expand the program from six weeks to eight weeks per child.	Full subcommittee	1	March 26, 2008
Implement the JaxParks Intramural Sports League in JSO Zone One	Full subcommittee	1	March 21, 2008

Intervention & Rehab

Subcommittee Recommendation	Workgroup	Priority	Date Approved
Establish and implement 'Camp Jacksonville' for the summer of 2008	Full Subcommittee	1	April 7, 2008
Secure funding for the continued operation of the Juvenile Assessment Center (JAC); identify mental health issues and solutions for troubled juveniles.	Full Subcommittee	2	April 7, 2008
Maintain current inventory of intervention and prevention programs and seek additional funding for programs designed for youth/juveniles being run by the State Attorney's Office	Juvenile Intervention	3	April 7, 2008
Recommend the establishment and further development of a portal providing referral information on re-entry services for ex-offenders – the Jacksonville Re-entry Center (portal of entry for all local, state, and federal offenders whose residency and county of conviction was Duval and who are now returning to Duval County upon release from incarceration.)	Adult Re-entry	4	April 7, 2008
Expand operation of Drug Court, Mental Health Court and/or Re-entry court. Explore other opportunities to expand re-entry services to the pre-trial population to allow judges other disposition options.	Adult Re-entry	5	April 7, 2008
Recommend expanding re-entry programs, such as Operation New Hope's Ready4Work program, that are particularly attached to employment with benefits	Adult Re-Entry	6	April 4, 2008
Identify community-based programs, grass-roots efforts that make a significant impact and difference in the high-crime areas within the Jacksonville community and make efforts to help build capacity to these organizations. This recommendation has several components with the same purpose: <ul style="list-style-type: none"> • Create a matrix/inventory of organizations and the programs/services each offers for ex-offenders • Create a matrix/inventory of organizations and the programs/services each offers for intervention • Assist in creating more awareness within the community for the 2-1-1 Call Center, a United Way program 	Juvenile Intervention/Employer & Employee	7	April 7, 2008
Request WorkSource to respond to these committee requests to perform the following activities: a) Serve as an administrator for non-profit organizations dealing with ex-offenders. WorkSource could use its developed skills in obtaining and monitoring federal and state grants targeted to these non-profits. This would free up time for the non-profit to expand its capacity and core mission dealing with ex-offenders.	Employer/Employee	8	April 7, 2008
Begin community-wide discussion to develop a Juvenile Detention Alternatives Initiative (JDAI) program in Jacksonville – based on Annie E. Casey model.	Juvenile Intervention	9	April 7, 2008
Make direct efforts to lobby Jacksonville employers to hire ex-offenders. Recommend that the City of Jacksonville make specific efforts to hire ex-offenders.	Adult Re-entry	10	April 7, 2008
Identify mental health issues and solutions for troubled juveniles	Juvenile Intervention	11	April 7, 2008
The Intervention Committee has made the following endorsements of recommendations that other sub-committees will be bringing forward: <ul style="list-style-type: none"> • Elimination of Out-of-School suspension • Creation of 20,000 more mentors for Duval County youth 	Full committee	12	April 7, 2008

Law Enforcement

Subcommittee Recommendation	Workgroup	Priority	Date Approved
<p>Add 101 patrol officers, 124 corrections officers and 38 civilian positions to the Jacksonville Sheriff's Office based on the identified needs of the community and the available financial resources.</p> <ul style="list-style-type: none"> ○ The patrol officers should be hired over a five-year period with a yearly analysis of staffing levels conducted to determine if substantive changes are occurring in the criminal justice system and if the implementation schedule should be changed. ○ The hiring of corrections officers and civilian positions should be conducted as quickly as possible as the addition of these positions will reduce overtime costs and produce a net savings 	Police Presence	1	March 27, 2008
Recommend Judiciary and State Attorney's Office increase use of post-incarceration (probation or community control) for convicted felons in Duval County.	Getting Guns off the Street	2	March 27, 2008
Encourage local judiciary and State Attorney's Office to consider more stringent sentencing policies where police and prosecutors have identified those individuals who pose an ongoing danger or threat to the community.	Getting Guns off the Street	3	March 27, 2008
Encourage judiciary and State Attorney's Office to work with Public Defender's Office to ensure all reasonable actions are taken to facilitate the most expeditious disposition of pending felony cases.	Administration of Justice	4	March 27, 2008
Encourage the local judiciary to reconsider adoption of the revised bond schedule for release from jail prior to first appearance that is outlined in the administrative order drafted by the Criminal Justice Coordinating Council and supported by the State Attorney's Office, the Jacksonville Sheriff's Office and the Public Defender.	Full Subcommittee	5	March 27, 2008
Duval County School Board and the Jacksonville Sheriff's Office should create a specific Special Events Safety Plan for each school within Duval County. The two organizations must eliminate any obstacles that exist to providing the necessary security and should fully execute the plans once created.	School Safety	6	March 27, 2008



Education, Truancy, Dropout & Literacy Sub-Committee

W. C. Gentry, Chair

Members

Tony Bellamy

Terrie Brady

Nancy Broner

Vickie Burke

Charles "Skip" Cramer

Pastor Criswell

Micheal Edwards

John Fletcher

Deborah Gianoulis

Cheryl Grymes

Bill Hodges

Connie Hodges

Kevin Hyde

Mia Jones

Robert Lee

Tom Majdanics

Nongongama Majova-Seane

Gerlieve Oliver

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Bill Scheu

Connie Stophel

Lucretia Williams

Workgroups

School Security

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Bobby Deal, Member

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Early Learning

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Vicki Burke, Member

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Cheryl Grymes, Member

Kevin Hyde, Member

Perry Robinson, Member



Education, Truancy, Dropout & Literacy Sub-Committee

Public Relations

Maria Coppola
Reggie Fullwood
Will Ketchum
Neill Vining



MEMORANDUM

Date: April 10, 2008

TO: Jacksonville Journey Steering Committee

FROM: W.C. Gentry, Chair, Education, Early Learning, Truancy & Dropouts

RE: Summary and Prioritization of Recommendations

The Subcommittee on Education, Early Learning, Truancy & Dropouts began meeting on January 14th and immediately formed four workgroups: School Relevancy, School Security, Early Learning, & Truancy/Dropouts. These workgroups met numerous times over the last few months and heard testimony and presentations from the following agencies: DCPS, JSO, SAO, The Community Foundation, The United Way, Communities in Schools, Full Service Schools, and others.

We encouraged and accepted public comment at the end of each meeting.

On two separate occasions, the full committee met to review the workgroup presentations and vote on some of the recommendations. Some recommendations were adopted in full while others were tabled for further discussion.

As of April 10, 2008, here are the approved recommendations of the Education, Early Learning, Truancy & Dropout Subcommittee in order of priority:

1. 25 Additional Early Learning Centers, Mental Health Care Component

Increase flow through coaching model, ADD centers in Zone 1, Mental Health staff that would serve all Guiding Star centers

2. Achievers For Life

Expand United Way program to (5) at-risk middle schools in 2008, with (4) more added in 2009.

2a. 19 New Team Up Sites

Team Up Sites in all area middle schools, offered five days a week



3. Full Service Schools

Hire (12) full time therapists to bring FSS to full capacity

3a. Expand Accelerated Learning Centers to (14) high schools

Computer lab with certified teacher to assist students in grade recovery

3b. Map Community Assets, (2) Social Workers for FSS, Staff Truancy Team

Coordinate non-profit agencies with services for truancy

4. Fund Study of OOSS/ISS; Change Truancy Centers into OOSS Centers

Change (4) Truancy centers into OOSS Centers, Study DCPS policies on ISS and OOSS; Add (1) more PILOT OOSS Center (Private partnership)

4a. Making the Move - both 1 & 2

Transition program for middle school and high school

5. Hire (30) Attendance Social Workers

District level to reduce case load on staff

6. Develop Community Action Truancy Team

SAO would be the lead agency, United Way, JSO, DCPS

7. Alternate Teacher Certifications, Future Educators Chapters

Scholarships to add in teacher recruitment & service chapter in area high schools to promote student interest in teaching as a profession

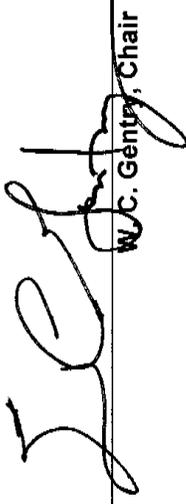
8. The Jacksonville Commitment

Full scholarship program to area colleges for students on free-or-reduced lunch, providing they are academically eligible



Education, Early Learning, Truancy & Dropouts Subcommittee Approval of Recommendations

Subcommittee Recommendation	Workgroup	Priority	Date Approved
a) Add 25 more childcare centers for coaching services in Zone 1 (modeled on existing programs) b) Provide (5) early intervention mental health specialists who will support and create social/emotional curricula for ALL ELC centers in Zone 1 c) Increase parent engagement in their child's education in the newly identified Zone 1 centers d) Use a rigorous evaluation and accountability system Achievers for Life	Early Learning	1	March 12, 2008
Add 19 new Team Up programs in area middle schools	Truancy	2	March 12, 2008
Bring Full Service Schools to complete operating capacity by immediately hiring (12), new full-time therapists	School Security	2a	March 12, 2008
Expand Accelerated Learning Centers to an additional 14 high schools and add (16) full-time staffers	School Security	3	March 12, 2008
Map community assets involved in truancy intervention; hire (2) full time social workers to coordinate between agencies and DCPS	Truancy/Dropout	3a	March 12, 2008
a) Create Alternative Centers For OOSS b) Fund a Study of OOSS & ISS in Duval County Public Schools	Truancy/Dropout	3b	March 12, 2008
a) Making the Move: Add to (7) at-risk middle schools b) Making the Move: Pilot program from middle to high school	Truancy/Dropout	4	April 9, 2008
Hire (30) additional Attendance Social Workers Develop a Community Action Truancy Team	School Relevancy	4a	March 12, 2008
a) Scholarships for alternate teacher certification b) Establish Florida Future Educators Chapters in all area high schools	Truancy/Dropout	5	March 12, 2008
Establish local college scholarship program for students receiving free or reduced lunch; hire (5) college advisors to work with students eligible to apply for the scholarship	Truancy/Dropout	6	March 12, 2008
	School Relevancy	7	March 12, 2008
	School Relevancy	8	March 12, 2008



 W.C. Gentry, Chair



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Education, Early Literacy, Truancy & Dropouts

2. **Date Approved by Subcommittee:** March 12, 2008

3. **Project Proposed:** EARLY LEARNING WORKGROUP
 - a. Add 25 more childcare centers for coaching services in Zone 1 (modeled on existing programs)
 - b. Provide (5) early intervention mental health specialists who will support and create social/emotional curricula for ALL ELC centers in Zone 1
 - c. Increase parent engagement in their child’s education in the newly identified Zone 1 centers
 - d. Use a rigorous evaluation and accountability system

4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

This is an expansion and acceleration of the existing Guiding Stars program housed in the Early Learning Coalition. The overall goal is to provide coaching services to childcare centers located in Zone 1. These coaching services focus on early literacy for children preparing to enter the Duval County Public Schools and training for staff.

In addition, the (5) early intervention mental health specialists will address behavioral issues more commonly seen in at-risk children. These specialists will serve ALL of the existing and proposed new centers.

Overall outcome:

2/3 of participating children will be judged “ready for kindergarten” on all three Florida School Readiness measures. In addition, within 3 years, 75% of all participating Zone 1 centers will earn at least a 4-star rating overall.

Benefits to Community/Crime Reduction: High/Scope Perry Preschool study demonstrates that at-risk 3 & 4-year olds randomly excluded from quality preschool programs were **five times more likely** to become chronic criminal offenders by the age of 27. “Chronic” means more than 4 arrests each.

In addition, short term studies find children from low-income families who receive quality early learning demonstrate increased achievement test scores, decreased grade retention and decreased special educational needs. Long term studies also find an increase in high school graduation numbers and a decrease in crime and delinquency overall.

4. Organizations or agencies that will implement and coordinate program:

The Jacksonville Children’s Commission and ELC

6. Budget:

Total program cost: \$2,000,000 annually

Amount of capital investment: N/A

Initial operating investment: N/A

Annual budget for maintaining program with annual percentage of increase anticipated: N/A

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source: Currently, an estimated 90% of ELC funding comes from federal grants.

7. Program implementation timeline: ELC estimates a 3-month period to staff and hire additional coaches and the mental health care therapists. During this 3-month period, they would also contract with the 25 additional centers in Zone 1. As centers sign up, coaches will begin work with the expectation that in 6-months, all 25 centers would be receiving services.

8. Stakeholders of program: Zone 1 residents, community overall, ELC, The Children’s Commission

9. **Partner organizations for implementation:** JELP, Episcopal Children's Services

10. **Area and sector of Jacksonville that the project will serve:** Primarily Zone 1, although the mental health care overlay will serve all supported centers. These centers currently operate in most areas of Duval County.



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Education, Early Literacy, Truancy & Dropouts

2. **Date Approved by Subcommittee:** March 12, 2008

3. **Project Proposed:** TRUANCY / DROPOUT WORKGROUP
 - a. Expand Achievers for Life in (5) at-risk schools in 2008, with additional schools added over the next 4 years.

4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations' roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

Achievers For Life is a prevention strategy developed by United Way resulting from 11 months of research by community stakeholders including DCF, The Community Foundation, School Board members, JSO, Department of Children and Families and community leaders.

Achievers For Life is a four-pronged strategy to address the root causes of dropping out: student's lack of attachment to school, problems at home, repeated academic failure and no one pushing the student to complete school. These causes are addressed through:

- Family Advocates - work with families to address obstacles to excelling in school: mental health/behavioral problems, financial instability, employment, housing.
- Achievement Advocates - paid and volunteer Achievement Advocates work with the students for two years. They are provided information regarding their assigned student's grades, classroom behavior and attendance, and with professional assistance will help the child achieve mutually established goals
- Counseling through Full Service Schools – Eight Full Service Schools are serving a total of 78 schools and approximately 3,000 children annually through counseling services

- Parent Engagement - Principals are provided financial resources to implement research-based, measurable, school-wide strategies to keep students and their families engaged in learning. Potential initiatives include: family orientation to middle school, teacher training and development, homeroom teachers serving as family liaisons throughout middle school, parent leadership development, welcoming front offices, and any other research-based parent engagement models

These services are currently being piloted by United Way in Arlington and Fort Caroline Middle Schools (Terry Parker high school feeder pattern). Services began in October 2007. Although all data is not in for the second grading period, early preliminary results indicate success. 30% of Achievers For Life students showed improvement in GPA and 40% of students showed improvement in attendance in the second grading period as compared to the first.

- **Overall outcome:**
- Achievers For Life services provided at 17 middle schools by 2010, seven additional high school feeder patterns
- Estimated 5,150 families with children on the track to dropping out, diverted toward high school graduation during 2008 - 2012
- The Achievers For life partnership consisting of community experts will review the initial results data and establish long-term success targets regarding dropout and graduation.

Benefits to Community/Crime Reduction: The value of preventing a student from dropping out has been quantified as \$200,000 per student for our community and \$270,000 for the student in lifetime earnings. Currently, 13 of DCPS high schools have graduation rates of 50% or less. The overall goal of the committee is to see truancy and dropouts reduced by 50% in the next four years.

5. Organizations or agencies that will implement and coordinate program:

DCPS & The United Way

6. Budget:

Fiscal Note: The cost of bringing Achievers For Life to a high school feeder pattern is approximately \$350,000 per year. This level of funding provides services to approximately 150 families annually. Some high schools have a much higher student population resulting in additional resources to adequately serve the students. United Way will maintain its long-term investment in Arlington and Ft. Caroline middle schools feeding into Terry Parker High School.

Approximate annual investment for expansion:

- 2008 - \$750,000 for two high school feeder patterns

- 2009 - \$1,900,000 for three additional high school feeder patterns
- 2010 - \$2,600,000 for two additional high school feeder patterns
- 2011 – \$2,600,000 for seven total high school feeder patterns
- 2012 - \$2,600,000 for seven total high school feeder patterns

Amount of capital investment: N/A

Initial operating investment: N/A

Annual budget for maintaining program with annual percentage of increase anticipated: N/A

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source: N/A

7. **Program implementation timeline:** 2008/2009 School Year
8. **Stakeholders of program:** Parents, students, DCPS, The United Way
9. **Partner organizations for implementation:** DCPS and the United Way
10. **Area and sector of Jacksonville that the project will serve:** designated at-risk middle schools



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Education, Early Literacy, Truancy & Dropouts
2. **Date Approved by Subcommittee:** March 12, 2008
3. **Project Proposed:** SCHOOL SECURITY WORKGROUP
 - a. Add 19 new Team Up programs in area middle schools
4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

After-school programs that offer academic enrichment as well as a safe, supportive environment have proven effective in improving school performance, school attendance and increased the overall well-being of the children in attendance. Currently, less than 25% of low income students are served by quality after-school programming (Team-Up) provided by a partnership between the Children’s Commission, DCPS and other non-profit agencies. In addition, many of the current programs only operate 3 days a week, despite parent and student surveys that repeatedly stress the need for a 5 day a-week program. In 2007/2008, only 8 Team-Up sites offer 5 days a-week programming, leaving 19 of the 27 middle schools with only 3 days a-week.

Overall outcome: The overall goal is to make quality after-school programming available 5 days a-week at all 27 area middle schools.

Benefits to Community/Crime Reduction: Studies show the majority of crimes committed by pre-teens and teenagers occur between the hours of 4 – 6 p.m. In addition, children from low-income families often have no adult supervision at home after school to supervise homework. Quality programming addresses both issues, keeping students off the streets and providing trained adults to help with their homework.

5. **Organizations or agencies that will implement and coordinate program:** DCPS, JCC
6. **Budget:**
 - Total program cost:** \$2,850,000
 - Amount of capital investment:** N/A
 - Initial operating investment:** N/A
 - Annual budget for maintaining program with annual percentage of increase anticipated:** N/A
 - Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:** N/A
7. **Program implementation timeline:** immediate
8. **Stakeholders of program:** Parents, students, DCPS, JCC
9. **Partner organizations for implementation:** DCPS, JCC
10. **Area and sector of Jacksonville that the project will serve:** middle schools



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Education, Early Literacy, Truancy & Dropouts

2. **Date Approved by Subcommittee:** March 12, 2008

3. **Project Proposed:** SCHOOL SECURITY WORKGROUP
 - a. Bring *Full Service Schools* to complete operating capacity by immediately hiring (12) new, full-time therapists.

4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations' roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

Current waitlists for services exist at 6 of 7 FSS sites and a five month long delay for students to see a therapist is the rule rather than the exception. An estimated (12) new full-time therapists are required to eliminate the current backlog. Common issues the therapists counsel students on are sexual abuse, death or incarceration of a parent, major depression, pregnancy, truant or destructive behavior and anxiety.

Overall outcome: Full Service Schools currently serve 28,000 students annually and have proven effective in reducing student conduct violations and recidivism.

Benefits to Community/Crime Reduction: The committee would like area schools to become the safest places in our community. When Full Service Schools is in effect, there is a corresponding reduction in student code violations and students report feeling safer in their school environment.

5. **Organizations or agencies that will implement and coordinate program:** DCPS, FSS

6. Budget:

Total program cost: \$785,000 annually

Amount of capital investment: N/A

Initial operating investment: N/A

Annual budget for maintaining program with annual percentage of increase anticipated: N/A

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source: N/A

7. Program implementation timeline: Immediate

8. Stakeholders of program: Parents, students, DCPS, FSS

9. Partner organizations for implementation: DCPS and FSS

10. Area and sector of Jacksonville that the project will serve: designated at-risk high schools



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Education, Early Literacy, Truancy & Dropouts

2. **Date Approved by Subcommittee:** March 12, 2008

3. **Project Proposed:** SCHOOL RELEVANCY WORKGROUP
 - a. Expand Accelerated Learning Centers to an additional 14 high schools and add (16) full-time staffers.

4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations' roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

An Accelerated Learning Center is a computer lab set in at-risk high schools that allows students to participate in grade recovery or assists them in catching up to their grade level. The centers provide computers, software with their corresponding course work and are staffed by certified teachers.

Overall outcome: Studies show that one of the biggest deterrents to grade promotion is when a student is already overage for grade level and becomes unwilling to attend school with students who are younger than they are. The center allows the student to recover credits while not exposing them to the associated difficulties of being older than their peers.

In addition, many of our centers offer rewards for attendance and have seen students get back on track, able to rejoin their peers at their current grade level. The flexibility of the program is key. Students who have opted to work part time can still attend school half-days and continue to progress towards graduation or a certificate of completion. In FY 2006-2007, 9% of students in DCPS were 2 to 6 years older than their grade level classmates and were designated as “high risk for dropping out.”

Benefits to Community/Crime Reduction: The value of preventing a student from dropping out has been quantified as \$200,000 per student for our community and \$270,000 for the student in lifetime earnings. Currently, 13 of DCPS high schools have graduation rates of 50% or less. The overall goal of the committee is to see truancy and dropouts reduced by 50% in the next four years.

5. **Organizations or agencies that will implement and coordinate program:**

DCPS & The United Way

6. **Budget:**

Total program cost: \$534,000 annually

Amount of capital investment: N/A

Initial operating investment: N/A

Annual budget for maintaining program with annual percentage of increase anticipated: N/A

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source: N/A

7. **Program implementation timeline:** Immediate

8. **Stakeholders of program:** Parents, students, DCPS, JSO, SAO + The United Way

9. **Partner organizations for implementation:** DCPS and the United Way

10. **Area and sector of Jacksonville that the project will serve:** designated at-risk middle schools



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Education, Early Literacy, Truancy & Dropouts

2. **Date Approved by Subcommittee:** March 12, 2008

3. **Project Proposed:** TRUANCY / DROPOUT WORKGROUP
 - a. Map community assets involved in truancy intervention; hire (2) full time social workers to coordinate between agencies and DCPS.

4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations' roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

There are any number of non-profits in Duval County working to eliminate truancy, including United Way, The Community Foundation and others. The committee recommends that we map current resources to avoid duplication and to create a full-service safety net for our truants and their families. The two staff social workers will monitor overlap and work closely with the Attendance Social Workers (DCPS) to apply services where necessary.

Overall outcome: By aligning available social services, we eliminate redundancies in the current system and can more efficiently serve students and families.

Benefits to Community/Crime Reduction: Chronic truant behavior is an early indicator of economic, social, and/or emotional distress. Targeted interventions would allow DCPS to work with families and students in need of services. In addition, studies show there is a compelling cause and effect link between truancy and dropouts.

5. **Organizations or agencies that will implement and coordinate program:** DCPS / United Way/The Community Foundation and others

6. Budget:

Total program cost: \$130,000 annually

Amount of capital investment: N/A

Initial operating investment: N/A

Annual budget for maintaining program with annual percentage of increase anticipated: N/A

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source: N/A

- 7. Program implementation timeline:** The United Way is currently embarked on an effort to map area social services. The committee proposes partnering with this agency to finish the project. At this point, they are evaluating a proposed timeline.
- 8. Stakeholders of program:** Parents, students, DCPS, JSO, SAO, The United Way, The Community Foundation and other not-for-profit agencies in Duval.
- 9. Partner organizations for implementation:** DCPS and The United Way
- 10. Area and sector of Jacksonville that the project will serve:** Entire public school system



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Education, Early Literacy, Truancy & Dropouts
2. **Date Approved by Subcommittee:** April 9, 2008
3. **Project Proposed:** OOSS & Truancy Workgroup (NEW)
 - a. Create Alternative Centers For OOSS
 - b. Fund a Study of OOSS & ISS in Duval County Public Schools
4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations' roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

The overall goal is to provide an alternative to OOSS and truancy centers where students are given the opportunity and resources to continue the learning process, both academic and behavioral, in a safe, structured, and supervised environment. The long-term goal is to eliminate OOSS except for egregious misconduct and reduce the number of truants, ISS and dropouts.

The new policy contains two separate components which in effect, completely overhaul the current policy on OOSS and truancy.

Part I: In-School ISS for 1-2 Days

Most students will no longer be issued OOSS and, instead, will be redirected to ISS if suspension is necessary. Less serious offenses resulting in ISS will be served in the student's assigned school with course work provided on a daily basis for up to **two days**. DCPS will require additional support and training for principals, assistant principals and teachers to ensure compliance with the new policy.

All students serving ISS will meet with Attendance Social Workers to determine if further intervention is necessary.

Part II: Out-of-School Suspensions for 3-10 Days

The OOSS Center(s) would provide course work and behavioral and academic help for a period of three to ten days. Students who successfully complete the program will be counted in full attendance for their time in the OOSS program and will have an opportunity to make up any work they missed upon returning to school.

DCPS recommends establishing (10) Alternative OOSS Programs with a maximum student load of 30 per center. Staffing requirements at each center include:

- (1) Certified Teacher
- (1) Attendance Social Workers
- (1) School Resource Officer (Security)
- (2) Truancy Officers

In addition, DCPS recommends the following to serve all (10) centers:

- (1) Lead Social Worker
- (1) ESE Itinerant Certified Teacher
- (1) ESOL Itinerant Certified Teacher

Students who are serving OOSS must arrive at their assigned center on-time and participate in course work provided by their regularly assigned teachers. At the center, they will be able to access their prescribed course work by e-learning with the assistance of a certified teacher on staff. In addition, all students who serve OOSS must meet with an Attendance Social Worker to determine if further intervention is necessary. Students may only attend the OOSS Center twice before being referred to an Alternative Center or other program.

Furthermore, the subcommittee recommends the closure of all (4) existing Truancy Centers with truant students being redirected to the new OOSS Centers. JSO and Truant Officers will deliver all truants between the hours of 9 a.m. - 2 p.m. Upon arriving, the student will be enrolled in the learning and behavior program outlined above. Truants will be released at the end of the school day into the custody of their parent/guardian.

Overall outcome: It is no coincidence that high incidents of burglary, theft and other criminal activity occurs most frequently around schools with significant numbers of students serving unsupervised OOSS. By assuming responsibility for these students, DCPS will be better able to apply social services where needed, assist the student with assigned classwork, and help the student address behavioral issues.

Benefits to Community/Crime Reduction: Statistics prove that students who miss school more frequently due to truancy or disciplinary reasons (OOSS) are more likely to require remedial programs, social services and are at-risk of dropping out. A significant proportion of criminal activity is conducted by people who have dropped out of school.

5. Organizations or agencies that will implement and coordinate program:

DCPS, NON-profits

6. Budget:

Total OOSS cost: \$1,405,500 (initial); \$2,841,836 (annual operating budget)

Total Research cost: \$169,000

Amount of capital investment: \$1,405,500 (initial)

Initial operating investment: N/A

Annual budget for maintaining program with annual percentage of increase anticipated: \$2,841,836

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source: N/A

7. Program implementation timeline: TBD

8. Stakeholders of program: Parents, students, DCPS

9. Partner organizations for implementation: DCPS and Non-profits

10. Area and sector of Jacksonville that the project will serve: all schools in Duval County



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Education, Early Literacy, Truancy & Dropouts

2. **Date Approved by Subcommittee:** March 12, 2008

3. **Project Proposed:** SCHOOL RELEVANCY WORKGROUP
 - a. Making the Move: Add to (7) at-risk middle schools
 - b. Making the Move: Pilot program from middle to high school

4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations' roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

Studies show that transition periods for students (3rd, 6th and 9th grade) are particularly difficult for the at-risk child. In fact, further studies reveal that more students are held back at these times than at any other time during their school years. In addition, if a student does make a successful transition to high school in 9th grade, they are up to 40% more likely to dropout than their peers.

Making the Move is a transition program aimed at supporting students who are entering middle school for the first time. It is a short-term program that occurs before students make the transition to a new school and a new situation. Counselors introduce students to their new environment slowly and ensure that they arrive at middle school ready to go on day one.

NOTE: The Community Foundation is looking to pilot *Making the Move* at Terry Parker High School, a school with one of the worst dropout rates in the city. Studies show that 9th grade is our last opportunity to catch at-risk students before they start on the path to dropping out.

Overall outcome: Results from the pilot program of Making the Move at Kirby-Smith are striking: 80% of students participated in the program before 6th grade. In that first year

alone, discipline referrals dropped 73% and have continued to drop as long as the program is active.

In addition, 6500 students will be served in years 3-5 of the program, or 80% of all incoming 6th graders at participating middle schools.

Benefits to Community/Crime Reduction: The value of preventing a student from dropping out has been quantified as \$200,000 per student for our community and \$270,000 for the student in lifetime earnings. Currently, 13 of DCPS high schools have graduation rates of 50% or less. The overall goal of the committee is to see truancy and dropouts reduced by 50% in the next four years.

5. **Organizations or agencies that will implement and coordinate program:** DCPS & The Community Foundation

6. **Budget:**

Total program cost: \$105,000 (There is no charge associated with the pilot program for Terry Parker.)

Amount of capital investment: N/A

Initial operating investment: N/A

Annual budget for maintaining program with annual percentage of increase anticipated: N/A

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source: N/A

7. **Program implementation timeline:** Immediate

8. **Stakeholders of program:** Parents, students, DCPS & The Community Foundation

9. **Partner organizations for implementation:** DCPS and the Community Foundation

10. **Area and sector of Jacksonville that the project will serve:** designated at-risk middle schools



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Education, Early Literacy, Truancy & Dropouts
2. **Date Approved by Subcommittee:** March 12, 2008
3. **Project Proposed:** TRUANCY / DROPOUT WORKGROUP
 - a. Hire (30) additional Attendance Social Workers
4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

These Attendance Social Workers would be staffed and report at district level but work closely with assigned schools. DCPS currently employs 10 staff members who serve @16 schools each. This recommendation would allow each social worker to coordinate with 4 schools each, creating a more direct involvement with the schools and students they serve.

Overall outcome: By reducing the case load of Attendance Social Workers, DCPS would be able to better track and monitor chronic truants and apply social services where necessary. In addition, the parental role in truancy would be more closely monitored.

Benefits to Community/Crime Reduction: Chronic truant behavior is an early indicator of economic, social, and/or emotional distress. Targeted interventions would allow DCPS to work with families and students in need of services. In addition, studies show there is a compelling cause and effect link between truancy and dropouts.

5. **Organizations or agencies that will implement and coordinate program:** DCPS

6. Budget:

Total program cost: \$1,800,000 annually

Amount of capital investment: N/A

Initial operating investment: N/A

Annual budget for maintaining program with annual percentage of increase anticipated: N/A

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:

Currently, all funding for Attendance Social Workers is provided by DCPS.

- 7. Program implementation timeline:** DCPS estimates that it would take 8-10 months to staff and reallocate current resources.
- 8. Stakeholders of program:** Parents, students, DCPS, JSO and SAO
- 9. Partner organizations for implementation:** Individual schools and the newly formed Community Action Truancy Team, housed in the State Attorney's Office.
- 10. Area and sector of Jacksonville that the project will serve:** Entire public school system



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Education, Early Literacy, Truancy & Dropouts
2. **Date Approved by Subcommittee:** March 12, 2008
3. **Project Proposed:** TRUANCY / DROPOUT WORKGROUP
 - a. Develop a Community Action Truancy Team
4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

This is the group that will bring all agencies and city services together to narrowly focus on our truant students. Stakeholders will meet every other week throughout the year and create case files and tracking methodology for individual students. The overall goal is to catch truant behavior before it becomes detrimental to the student, i.e., leading them to drop out. In addition, the parent component will be closely monitored by this team.

Overall outcome: Currently, individual schools handle truancy in different ways. For some schools, after one day’s absence, the parents are notified while others allow 5-6 days to go by before a parent is called. The Community Action Truancy Team wants to help enforce truancy protocol at each school and help the schools apply services to the student and their families.

Benefits to Community/Crime Reduction: Chronic truant behavior is an early indicator of economic, social, and/or emotional distress. Targeted interventions would allow DCPS to work with families and students in need of services. In addition, studies show there is a compelling cause and effect link between truancy and dropouts.

5. **Organizations or agencies that will implement and coordinate program:** The lead agency will be the SAO. Other partners include DCPS, Untied Way, Community Foundation & JSO

6. **Budget:**

Total program cost: \$75,000 annually (Staff person to manage team and create case files on students)

Amount of capital investment: N/A

Initial operating investment: N/A

Annual budget for maintaining program with annual percentage of increase anticipated: N/A

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source: N/A

7. **Program implementation timeline:** Immediate

8. **Stakeholders of program:** Parents, students, DCPS, JSO, SAO, The United Way, The Community Foundation and other not-for-profit agencies in Duval.

9. **Partner organizations for implementation:** SAO + DCPS

10. **Area and sector of Jacksonville that the project will serve:** Entire public school system



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Education, Early Literacy, Truancy & Dropouts

2. **Date Approved by Subcommittee:** March 12, 2008

3. **Project Proposed:** SCHOOL RELEVANCY WORKGROUP
 - a. Scholarships for alternate teacher certification
 - b. Establish Florida Future Educators Chapters in all area high schools

4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations' roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

Teacher retention and recruitment has become one of the critical difficulties facing DCPS, especially when Duval pays new teachers \$3000 to \$5000 less than nearby counties. The committee focused on several areas to promote and recruit teachers other than graduates from the college of education. One key area is teaching as a “second career”.

According to the DTU, DCPS increasingly hires teachers who have already worked for a number of years in one profession and now desires to teach, or switch careers. In order to become certified, they need to get an alternative certification, at a cost of @\$750 per.

In addition, research into other communities show that tools such as in-kind donations (first month rent free, no charge to establish electricity or phone, gas promotions for the first month of employment) are all effective in recruiting teachers.

Finally, the committee would like to see more “home-grown” teachers, students who have come up through the DCPS. Florida Future Educators is a service club in area high schools that allows students to participate as Teacher Assistants and guides them to a career as a teacher.

Overall outcome: Studies show that teacher continuity and quality are two critical components cited in creating student engagement. The less interested, or engaged a student is in course work, the more likely they are to become at-risk for dropping out. Teachers are our first line of defense in preventing truancy and the corresponding dropouts.

Benefits to Community/Crime Reduction: The value of preventing a student from dropping out has been quantified as \$200,000 per student for our community and \$270,000 for the student in lifetime earnings. Currently, 13 of DCPS high schools have graduation rates of 50% or less. The overall goal of the committee is to see truancy and dropouts reduced by 50% in the next four years.

5. **Organizations or agencies that will implement and coordinate program:** DCPS & The United Way

6. **Budget:**

Total program cost: \$458,500 annually

Amount of capital investment: N/A

Initial operating investment: N/A

Annual budget for maintaining program with annual percentage of increase anticipated: N/A

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source: N/A

7. **Program implementation timeline:** Immediate

8. **Stakeholders of program:** Parents, students, DCPS, JSO, SAO + The United Way

9. **Partner organizations for implementation:** DCPS and the United Way

10. **Area and sector of Jacksonville that the project will serve:** designated at-risk middle schools



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Education, Early Literacy, Truancy & Dropouts

2. **Date Approved by Subcommittee:** March 12, 2008

3. **Project Proposed:** SCHOOL RELEVANCY WORKGROUP
 - a. Establish local college scholarship program for students receiving free or reduced lunch; hire (5) college advisors to work with students eligible to apply for the scholarship.

4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations' roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

The Jacksonville Commitment is a collaborative program with DCPS, UNF, JU, Edward Waters and FCCJ to provide scholarships to students who qualify academically for admission and currently receive free or reduced lunch. Mayor Peyton has pledged \$1,000,000 for the first year of the program and the funding request for the Jacksonville Journey is to provide (5) full time college advisors who would identify and counsel students applying for the Jacksonville Commitment scholarships.

Overall outcome: The overall goal is to make college more readily available to students who normally could not afford to pursue a post-secondary education.

Benefits to Community/Crime Reduction: Studies show that college graduates have lifetime earnings over a million dollars higher than those that only have a high school diploma. In addition, the majority of all crime in Duval County is committed by high school dropouts.

5. **Organizations or agencies that will implement and coordinate program:** DCPS, UNF, JU, COJ, Edward Waters and FCCJ

6. Budget:

Total program cost: N/A

Amount of capital investment: N/A

Initial operating investment: \$1,000,000

Annual budget for maintaining program with annual percentage of increase anticipated: N/A

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source: N/A

7. Program implementation timeline: 2008/2008 School Year

8. Stakeholders of program: Parents, students, DCPS, COJ, JU, UNF, Edward Waters, FCCJ

9. Partner organizations for implementation: DCPS, COJ, JU, UNF, Edward Waters, FCCJ

10. Area and sector of Jacksonville that the project will serve: All public schools



City of Jacksonville – The Jacksonville Journey

Education

MINUTES

OF

EDUCATION, TRUANCY, DROPOUT &

LITERACY

SUB-COMMITTEE

March 12, 2008

The Jacksonville Journey – Education
Education, Truancy, Dropout & Literacy

Sub-Committee

March 12, 2008

1:00 p.m.

PROCEEDINGS before the Jacksonville Journey - Education, Truancy, Dropout & Literacy Sub-Committee, taken on Tuesday, March 12, 2008, Edward Ball Building, 8th Floor, Room 851 - 214 N. Hogan Street, Jacksonville, Duval County, Florida commencing at approximately 1:00 p.m.

Education, Truancy, Dropout & Literacy Sub-Committee

W. C. Gentry, Chair
Tony Bellamy, Member
Terrie Brady, Member
Nancy Broner, Member
Vicki Burke, Member
Charles "Skip" Cramer, Member
Pastor Moses Criswell, Member
Michael Edwards, Member
John Fletcher, Member
Deborah Gianoulis, Member
Cheryl Grymes, Member
Bill Hodges, Member
Connie Hodges, Member
Kevin Hyde, Member
Mia Jones, Member
Robert Lee, Member
Tom Majdanics, Member
Nongongama Majova-Seane, Member
Gerlieve Oliver, Member
Perry Robinson, Member
Bill Scheu, Member
Connie Stophel, Member

APPEARANCES

COMMITTEE CHAIRS & MEMBERS:

W.C. GENTRY, Chair
NANCY BRONER, Member
VICKI BURKE, Member
CHARLES "SKIP" CRAMER, Member
MICHAEL EDWARDS, Member
JOHN FLETCHER, Member
DEBORAH GIANOULIS, Member
CHERYL GRYMES, Member
BILL HODGES, Member
CONNIE HODGES, Member
ROBERT LEE, Member
TOM MAJDANICS, Member
BILL SCHEU, Member
CONNIE STOPHEL, Member
LUCRETIA WILLIAMS, Member

ABSENTEE MEMBERS:

TONY BELLAMY, Member
TERRIE BRADY, Member
PASTOR MOSES CRISWELL, Member
COUNCILMAN KEVIN HYDE, Member
MIA JONES, Member
NONGONOMA MAJOVA-SEANE, Member
GERLIEVE OLIVER, Member
REVEREND PERRY ROBINSON, Member

STAFF:

SUSIE WILES
LINDA LANIER
RENEE BRUST
ALICE CHECORSKI
ANNA BRADLEY

OTHERS PRESENT:

Donna Massie-Cobb, DCPS
Shelley Grant, SAO
Susan Main, ELC of Duval
Tia Mitchell, T-U
Tyler Winkler, Communities in Schools

PROCEEDINGS

March 12, 2008

Education, Truancy, Dropout & Literacy Sub-Committee, 1:00 p.m.

Call to Order and Comments. Chairman W.C. Gentry called the meeting to order at approximately 1:05 p.m.

1. Purpose of Meeting.

Discuss the Mayor's crime initiative - *The Jacksonville Journey*, Education, Literacy, Truancy and Dropouts Sub-committee.

W.C. Gentry, Chair, said today's meeting will be devoted to review of each of the workgroups' recommendations. We will make comments and suggestions and re-draft as necessary prior to presenting the Subcommittee's recommendations to the Steering Committee on Thursday, March 13, 2008 at 2 p.m., Room 851, Ed Ball Building. Anyone and everyone who would like to attend are welcome. Mr. Gentry has already asked the chairs of each of the workgroups to attend.

At this time, Mr. Gentry expressed his appreciation for the incredible job done by this Subcommittee's workgroups and staff. Mr. Gentry stated that Ms. Lucretia Williams has been in attendance at most of the meetings and he would like her to join the Subcommittee as a member. Let the record reflect this.

2. Discussion Items

Truancy and Dropout Workgroup - Presented by Bill Scheu, Chair

1. Truancy Prevention

**Recommendation #1A Hiring and Deployment of 30
additional Attendance Social Workers**

Approved unanimously

The Subcommittee asked questions and provided comments.

W.C. Gentry asked if the Attendance Social Workers would be district-wide and Bill Scheu agreed they should be.

Vicki Burke asked if the recommendation was to have Truancy Officers at the high school and in the middle school have a Social Worker also. Mr. Scheu stated the focus is on increasing the number of social workers in the schools.

W.C. Gentry stated the recommendation is to have a district level person who will oversee Truancy at the schools.

Renee Brust said that Jonathon Brice, DCPS, made a point that instead of basing the social workers in the schools, they will be housed at some of the difficult schools but will report to the district.

Donnie Massie-Cobb reported that in January 2006 they began operating the four Truancy Centers. They used to have a social worker at each, but because of funding they no longer have a social worker at every site. The Truancy Centers are staffed by either full or part-time Truancy officers. Full-time social workers assist at the centers. The Truancy Center staff makes referrals to the social workers.

Vicki Burke asked what the difference is in Challenge Schools, Focus Schools and Turnaround Schools. Ms. Massie-Cobb said that Turnaround Schools are F or D schools.

Cheryl Grymes asked that the Fiscal Note include that training and in-kind will be provided.

Skip Cramer asked Ms. Massie-Cobb if there is a cost due to the absence of students. Ms. Cobb replied that in October and February they perform a student count, which is the basis for the FTE dollars received.

Bill Scheu recommended adding a sentence to the financial justification:

If enough students are in school during the FTE counts in October and February that will have a positive impact on the budget of the school system that might help offset some of these expenses.

Additionally, the subcommittee agreed that the recommendations should include the following:

- District-wide instead of being based in schools**
- Donna Massie-Cobb, DCPS, will provide definitions of Turnaround, Focus, Challenge Schools**
- Add a sentence to fiscal Note: If enough students are in school during the FTE counts in October and February that will have a positive impact on the budget of the school system, which might help offset some of these expenses.**

Tom Majdanics asked if we have any idea how much truancy can be reduced and the \$9 million dollar investment added to the City. We should make a case that 30 additional social workers will reduce the number of truants, with a saving to the City.

W.C. Gentry suggested adding the goal to the end of the recommendations:

Goal: To reduce truancy by 50% over the next two years and it will be measured.

Renee Brust asked if Jonathon Brice's recommendations were in place. Ms. Cobb stated they are in place to re-align the staff. Bill Scheu stated that United Way is already doing much of the following recommendation already.

Recommendation #1B Identification, alignment and coordination of community resources to support elimination of truancy

Approved unanimously

In a response to Vicki Burke, Bill Hodges said that the Jacksonville United Against Truancy (JUAT) has a voluntary staff and is under the State Attorney's Office and not an independent resource.

Recommendation #1C Development of Community Action Truancy Team

Approved unanimously

2. Dropout Prevention

Recommendation #2A United Way - Achievers for Life

Connie Hodges said that United Way has non-profit partners in this prevention strategy.

Approved unanimously

Recommendation #2B Part 1 Making the Move: Transition to Middle School

The example given was the use of summer camps.

Approved unanimously

Recommendation #2B Part 2 Making the Move: Transition to High School

The Community Foundation will pilot this program at Terry Parker this spring.

Approved unanimously

Notes: 2B should be measured.

W.C. Gentry's only suggestion with respect to Truancy would be to address the goals and the fact that there will be measurements to achieve those goals.

Early Learning Workgroup, Presented by Connie Stophel, Chair

Goal 1: Add 25 more childcare centers to *Guiding Starts of Duval* and provide support to the remaining 77 Zone 1 centers.

W.C. Gentry stated he learned of the Children's Zone and that a neighborhood has been chosen. This program overlaps with many of the program recommendations. It will encompass the Children's Zone. Linda Lanier stated that the Newtown area has been selected for the Children's Zone and that Sheriff Glover and Pam Paul, chairs of the program would be happy to present to the committee.

John Fletcher said he doesn't think we have narrowed down the area for the Children's Zone. W.C. Gentry asked Renee Brust to provide a map to show the areas where the programs are (Zone 1 map, not each site location) which will coordinate with Sheriff Rutherford's map showing the hotspots.

Approved unanimously

Goal #2: Provide (a) five early intervention specialists who will provide mental health consultation services to the 79 participating centers receiving *Guiding Stars* intensive support in Zone 1 (based on a caseload of 16 centers per staff person); and (b) provide assistance in implementing social/emotional developmental curricula to 79 Zone 1 centers participating in *Guiding Stars*

Approved unanimously

The Subcommittee recommended adding the Behavior Intervention Specialist (to model after the HeadStart Program).

Goal #3: Increase parent engagement in their child's education in the newly identified 57 Zone 1 centers

Develop network of churches using the *I Care* program in Zone 1 to promote parent engagement

Approved unanimously

The *I Care* Program comes with its own assessment and a measurement for the teachers. It has an accountability measure for the parents as well.

The Subcommittee recommended the following:

- Identify this *I Care* program so as not to be confused with other services called *I Care*.

- Identify the network of churches with a Memorandum of Understanding

- Develop an outreach plan

Goal #4: Use a rigorous evaluation and accountability system

Approved unanimously

Tom Majdanics expressed concern for the children not enrolled in voluntary pre-kindergarten. Connie Stophel agreed, but said this is beyond the scope of our committee. W.C. Gentry said that the Public Relations Committee has gone into the community. We just now received their report, but should advise them about the advantages of going to a *Guiding Stars* center. Mr. Gentry further stated that constitutionally we are required to find funding for every child who wants to go to a pre-K school. Susan Main, Early Learning Coalition, reported that 70% of the four-year olds in Duval County are in voluntary pre-K (approximately 8,400 children). There are 84 sites offering Voluntary pre-K, most of which are participating in the *Guiding Stars* program.

Deborah Gianoulis stated it is the quality issue not just the number of children who participate. W.C. Gentry said it will take getting involved with the community and the families.

Subcommittee notes to Early Learning Recommendations:

- Add an addendum to identify acronyms (ELC, FIE, etc.)
- Do not include FIE report, High-Quality School Readiness as attachment - too confusing.
- Supplemental recommendation might be that Libraries should be fully funded. (For now, use data sheet as attachment).

Barbara Gubbin, Executive Director, Jacksonville Public Library, reported that they work with the Jacksonville Transportation Authority. If you have a library card, you can get a free pass

to the library. From October 2006 through September 2007, over 49,000 children participated in pre-school organized programs at the Library. A \$1 million reduction to the budget would close all libraries one day a week, many of which are inner city and located in Zone 1.

Nancy Broner stated much of the subcommittee's recommendations assumes the current level of funding. W.C. Gentry stated it needs to be addressed at the Funding Committee that programs in place should be continued and we need to find funding to expand them. Bill Hodges suggested attaching a preamble to the recommendations stating we recognize the budget circumstances. The Subcommittee agreed that the message need to be shared with the Duval Delegation. We have big problems and we have a big price tag. Our job is to recommend solutions and find the money. Robert Lee said if we don't find the money, we won't have the opportunity again.

Vicki Burke said she looked at what other states have done. Superintendents and school boards have sued their State legislators for lack of funding. W.C. Gentry said there is considerable thought being given to that approach now.

Susie Wiles asked to speak about the process. She stated the Funding Committee has had two meetings thus far. Federal and State opportunities are slip. She recommended packaging up these recommendations, getting them to the lobbyists and tell them that this group wants them to be considered. Eventually, there will be 152 people from the *Jacksonville Journey* who have ratified and coalesced.

Robert Lee said it would be great to have some of the leadership stand up that it is not an option to fund this. Susie Wiles said at the staff level, we are working on something like that.

School Security Workgroup - Presented by Skip Cramer, Chair

Recommendation #1 Bring the Full Service Schools program to full operating capacity

Cheryl Grymes asked how this is integrated with the Truancy recommendations. Mr. Cramer stated it is filling a hole at the school-staffing level. W.C. Gentry said it may overlap with the Truancy recommendation for social workers. Skip Cramer said they can add it will access services directly to the students.

Adopted unanimously

Recommendation #2 Implement the Safe Students in Schools initiative in All Middle and High Schools

Much discussion surrounded this recommendation and the concern that children do not accrue a juvenile record unless they commit a crime. Michael Edwards, JSO, said they are currently negotiating with the Duval County School Board to look only at class 3 or 4 level violations.

Skip Cramer said that the Law Enforcement School Safety Workgroup raised the issue of the role of the School Resource Officer.

Lucretia Williams asked if there is a program to help the children who are arrested. Mr. Cramer said there are two different tracks, the school and the criminal side, who make the decision where the children should be placed.

Robert Lee asked if there were any studies to gain some knowledge of what the long-term implications would be. Mr. Cramer stated this was looked at with the Juvenile Justice Comprehensive Strategy Steering Committee in the mid-1990s. W.C. Gentry recommended **adding that close monitoring is required to address any Disproportionate Minority Contact and minority behavior problems.**

Adopted unanimously

Recommendation #3 Reduce out-of-school suspensions

The subcommittee **recommended breaking this into two parts:**

3a. Reduce out-of-school suspensions

This was a specific suggestion from the School Superintendent's office.

Approved unanimously - with an amendment to reduce out-of-school suspensions to at least the State level average.

3b. Suspension Centers

Tabled - Return to the committee

Recommendation #4 Improve school security staffing, training and response capability

Skip Cramer said that the Law Enforcement School Safety workgroup is looking at weapons training.

Tabled

Return to the committee to articulate regarding training and not to be the first responder. Determine what aspect is being done by the Law Enforcement & Deterrence Subcommittee.

Recommendation #5 Accelerate implementation of Student Crime

Stoppers in all Middle and High Schools

Approved unanimously

Recommendation #6 Expand non-fee based after-school programs with academic enrichment in targeted areas

Approved unanimously

Linda Lanier reported this will be also be recommended by the Positive Youth Development subcommittee.

School Relevancy Workgroup - Reported by Tom Majdanics on behalf of Terrie Brady, Chair

Recommendation #1 Teacher Retention and Recruitment

The recommendation of a scholarship fund (#1A) would help new teachers who are coming through an alternative educational route. Recommendation #1B recommends recruiting teachers among our local high school students and establish a chapter of the Florida Future Educators of America in each Duval County High School. Recommendation #1D recommends in-kind donations from area businesses and utilities.

#1 A, B, & D Approved unanimously

Recommendation #1C relates to stipend funds for recruiting outside of Duval County and for relocating teachers to Turnaround Schools.

#1 C - Back to committee to be costed out \$1,000 stipend for relocation teacher (outside of County) and \$1,000 stipend for Turnaround school teacher

Recommendation #2 Career Academies

The subcommittee needs to discuss how the money will be used.

Tabled

Recommendation #3 Drop Back In Initiatives

Tom Majdanics explained that recommendation #3A encourages students to attend and earn credits and a diploma at their own pace. Nancy Broner stated the Accelerated Learning Centers have been very successful.

#3A Approved unanimously

Note: Change Alternative Learning Center to Accelerated

#3B Tabled

#3C Tabled

Recommendation #4 The Jacksonville Commitment

W.C. Gentry recommended approving in concept subject to more specificity as to the number of schools where program is placed and how the cost is derived. Nancy Broner will work on getting the information from UNF President Delaney and Sheriff Glover.

Provisionally recommended - (More study is needed)

Recommendation #5 Challenge Schools

Tabled

3. Action Items

- Donna Massie-Cobb will forward to Renee Brust for distribution the definitions of each type of school (Challenge, Focus, Turnaround)
- Renee Brust to provide a map to show the areas where the programs are (Zone 1 map, not each site location) which will coordinate with Sheriff Rutherford's map showing the hotspots.

Cancel subcommittee meeting scheduled fro Friday, March 14, 2008
and reschedule by the end of March.

Adjournment: The meeting adjourned at 3:50 p.m.



Neighborhood Safety & Stability Sub-Committee

Tony Boselli, Chair

Members

Oliver Barakat
John Clark
Charlie Commander
Micheal Edwards
Ronnie Ferguson
Joni Foster
Mark Griffin

Charles Griggs
Tripp Gulliford
Alberta Hipps
Suzanne Jenkins
Curtis Johnson
Diane Kerr
Lisa Moore

Devin Reed
Jim Robinson
Toney Sleiman
Eric Smith
Eddie Staton

Workgroups

Economic Development

Joni Foster, Chair
Mack Bisette
Charlie Commander
Alberta Hipps
Suzanne Jenkins
James Richardson

Public Relations

Melissa Ross
Hazel Campbell

Crime-Free Multi-Family Housing

Ronnie Ferguson, Chair
Jack Barnette
Mark Bowen
Charlie Commander
G. Troy Cook
Joni Foster
Suzanne Jenkins
Vickie Murphy



MEMORANDUM

Date: April 10, 2008

TO: Jacksonville Journey Steering Committee

FROM: Tony Boselli, Chair, Neighborhood Safety and Stability Subcommittee

RE: Summary and Prioritization of Recommendations

The Neighborhood Safety and Stability Sub-committee started meeting the first week of January, 2008. We met once a week through April 8, 2008. Most of our presentations and work on our recommendations was done within the body of the full committee. It should be noted, though, that much intense work was completed in two additional working groups: Crime in Multi-Family Housing Properties, chaired by Ronnie Ferguson; and Neighborhood Economic Development, Chaired by Joni Foster.

We received testimony and presentations by various individuals (including two former Mayors), City agencies, non-profit groups, neighborhood leaders/associations, multi-family property owners/managers/residents and business owners. Pivotal to all of our work was a series of presentations by Matt White, Manager of Crime Analysis, Research and Development, Jacksonville Sheriff's Office. Mr. White helped the sub-committee establish priorities for all of our work around non-policing strategies for crime prevention and reduction in Jacksonville neighborhoods.

We encouraged and accepted public comment at the end of each meeting.

The Citizen's Planning and Advisory Committee (CPAC) chairs were given a separate briefing on the work/recommendations of the sub-committee.



Details of all of our recommendations are contained herein. Please see the following summary of our recommendations and our best attempt to prioritize them:

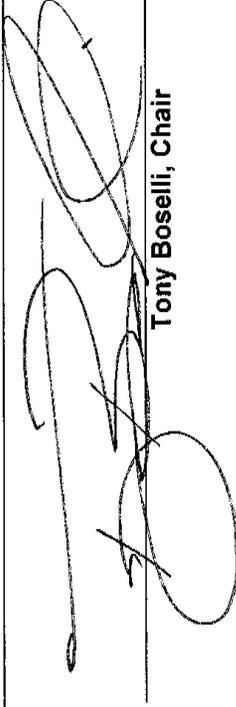
- 1) **Establish a functioning body of key government service providers that collaborates with JSO on enacting and monitoring non-police strategies designed to impact violent crime within Jacksonville neighborhoods.**
- 2) **Recommendations for reducing crime and improving general safety in multi-family housing communities. The recommendations are broken down into these groupings:**
 - **Recommendations to the City and HUD**
 - **Potential legislative action**
 - **Recommendations for Property Owners**
- 3) **Define and assess Community assets in ‘hot-spot’ areas.**
- 4) **Establish New Oversight Board for funding and monitoring of all Parks and Recreation programming in Community facilities (Community Centers, Libraries, Schools, Churches, etc.) with the intent of holding both City and non-profit programming accountable for outcomes and leveraging of City dollars.**
- 5) **Recommendations for the City to support economic development activities that would lead to safer and stable neighborhoods; that would cut down on crime and murder.**

TB/ks



Neighborhood Safety & Stability Subcommittee Approval of Recommendations

Subcommittee Recommendation	Workgroup	Priority	Date Approved
Establishing the Jax Journey Taskforce (JJT) Crime Free Multi-Family Housing	Full subcommittee Crime Free Multi-Family Housing	1 2	March 25, 2008 March 18, 2008
Identify and revive Community assets in areas of need (deemed "hot spots" for violent crime)	Full subcommittee	3	February 12, 2008
Establish New Oversight Board for funding and monitoring of all Parks and Recreation programming in Community facilities (Community Centers, Libraries, Schools, Churches, etc.) with the intent of holding both City and non-profit programming accountable for outcomes and leveraging of City dollars.	Full subcommittee	4	April 8, 2008
Recommendations for the City to support economic development activities that would lead to safer and stable neighborhoods; that would cut down on crime and murder.	Economic Development	5	April 8, 2008


Tony Boselli, Chair



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Neighborhoods Safety and Stability
2. **Date Approved by Subcommittee:** March 25, 2008
3. **Project Proposed:** Establishment of a Jacksonville Journey Taskforce (JJT)
4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations' roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

Establish a functioning body of key government service providers that collaborates with JSO on enacting and monitoring non-police strategies designed to impact violent crime within Jacksonville neighborhoods.

Membership would include:

- Mayor's staff member to lead JJT
 - JSO
 - Municipal Code Compliance (Zoning and Property Safety)
 - Public Works (Streets and Drainage, Solid Waste, etc.)
 - Parks
 - JEA
5. **Organizations or agencies that will implement and coordinate program:**
 - City of Jacksonville
 - JSO

6. **Budget:**

Total program cost:

- ~\$2.3M. These costs would augment current City, JSO and JEA funding.

Initial capital and operating investments:

- One management analyst level position to be housed within JSO's Crime Analysis Unit to analyze areas of need, organize non-police recommendations, monitor impact and ensure JSO and City efforts are coordinated. **Cost (with benefits) \$84,000.**
- **\$1.2M** = ~\$100k per current 12 'hot-spots' for capital and operating costs associated with addressing neighborhood issues (lighting, tree trimming, ditch clearing, etc.).
- **\$1M** for increased Drug Abatement Response Team (DART) and Code Enforcement efforts. These funds would be for direct abatement activities (board-up, demolition and other nuisance abatement).

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:

- Community Development Block Grant \$\$ (CDBG) for code enforcement/nuisance abatement activities
- City's general fund
- Neighborhood organizations (in-kind)
- Non-profits (Builders Care, Housing Partnership, HabiJax, Greenscape, Urban League, etc.)

7. **Program implementation timeline:**

- All of the key players are in place, the areas of need have been identified, with baseline statistics already being measured. This program could go into effect immediately, with the position being called for filled over time.

8. **Stakeholders of program:**

- Residents
- JSO
- Government

9. **Partner organizations for implementation:**

- JSO
- Other City agencies (JEA)
- Neighborhood organizations (CPACs, SHADCOs, etc.)

10. **Area and sector of Jacksonville that the project will serve:**

- Focus of the JJT will be on hot-spot areas.

APPENDIX A

Excerpt from Minutes where proposal was adopted (3/18/08, page 7):

“Acceptance of full proposal with above-noted amendments was passed unanimously.”

3. Discussion Items

None.

Adjournment. **Meeting adjourned at 4:25 p.m.**



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Neighborhoods Safety and Stability
2. **Date Approved by Subcommittee:** March 18, 2008
3. **Project Proposed:** Crime Free Multi-Family Housing
4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations' roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

These recommendations are for reducing crime and improving general safety in multi-family housing communities. The group operated under the premise that there is much that can be done on many levels by: the owners/managers, the residents themselves, the police and government. The recommendations are broken down into these groupings.

The JSO Crime-Free Multi-Family Housing program alone would take us a long way toward our goal. This program serves as the centerpiece for our recommendations.

5. **Organizations or agencies that will implement and coordinate program:**

- City of Jacksonville
- HUD
- JSO Crime Free Multi Family Housing Initiative

6. **Budget:**

Total program cost:

- Very few of the recommendations require City funding. Outside of staff time to promote, coordinate, train and track participation, most of the costs are shouldered

by the property owners. Most, if not all of the costs that are not borne by the owners, could be funded through local, State and Federal housing programs.

Amount of capital investment:

- Financial incentives are contemplated but not mandated for property owners who are attempting to implement *Crime Prevention Through Environmental Design* (CPTED) Recommendations (such as improved lighting at Eureka Gardens).

Initial operating investment:

- Again, see above.

Annual budget for maintaining program with annual percentage of increase anticipated:

- Additional staff time needed is not known at this time. It is conceivable that a position will need to be dedicated to the program.

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:

- HUD
- Jacksonville Housing Finance Authority (JHFA)/Florida Housing Finance Authority (FHFA)
- Jacksonville Housing Commission (JHC) and all of its partner agencies
- Private Property owners

7. Program implementation timeline:

- JSO has implemented the Crime Free Multi Family Housing Program in three facilities. While the legislative aspects may take some time to enact, the program itself can get underway immediately.

8. Stakeholders of program:

- Property Owners/Managers
- Residents
- JSO
- Government

9. Partner organizations for implementation:

- JSO, HUD

10. Area and sector of Jacksonville that the project will serve:

- While an initial focus will be on areas with high violent crime activity, the project is intended for all multifamily housing communities within Jacksonville.

APPENDIX A

Neighborhood Safety & Stability Subcommittee Crime-Free Multi-Family Housing Work Group Recommendations

Preface

The Work Group undertook the task of providing recommendations for reducing crime and improving general safety in multi-family housing communities. The group operated under the premise that there is much that can be done on many levels by: the owners/managers, the residents themselves, the police and government.

The recommendations listed represent the work of the group over three meetings. The group was supported by knowledgeable resource people from JSO, HUD and the city's Housing & Neighborhoods Department.

The strength of these recommendations lies in their voluntary, self-help nature, their ease of implementation and their cost effectiveness. Only a few recommendations call for additional allocation of city revenue. These methods are tried and validated to be successful and would serve to reduce crime in the impacted neighborhoods almost immediately. The JSO Crime-Free Multi-Family Housing program alone would take us a long way toward our goal. This program serves as the centerpiece for our recommendations.

The weakness of these recommendations lies, too, in their voluntary, self-help nature. They take commitment and a strong change in management attitude to bring about success. Therein lies the problem. These methods are not new but have not been widely applied voluntarily, especially in impacted areas. Other than the momentum created by *The Jacksonville Journey*, there is no reason to feel that these methods will be enthusiastically embraced and consistently applied.

Many of these recommendations could potentially add additional expense to affordable properties that but we do believe that the recommendations will have long-term financial benefit by reducing tenant turnover and improving tenant's attitudes about their communities. To minimize expense we identified ways the city might provide incentives and matching grants to property owners that participate in the JSO program. In addition, we propose city legislation with some "teeth" that would strongly encourage complexes that have excessive police service calls and crime to participate in the JSO program.

Finally, recommendations calling for more complex measures of action will take additional time for the city's legal and other staff to fully craft. But this must be done if we as a city are to reach our intended objectives.

Recommendations to the City and HUD

- Support the JSO in the implementation of its Crime-Free Multi-Family Housing (CFMFH) program and encourage all apartment communities to participate in the effort.
- Develop incentives for property owners to implement Crime Prevention Through Environmental Design (CPTED) recommendations. Incentives would be available to property owners in high-crime areas who are certified participants in JSO's Crime Free Multi Family Housing program. Depending on the source of revenue, this program may be expanded throughout Jacksonville.
- Ask City Council to consider making resident services programs in properties located in high crime areas a priority for Public Service Grants, Community Development Block Grants or other City funds; Make a five year commitment for funding.
- Consistent with due process and contractual rights, work with the court system and Legal Aid to have judges and attorneys understand the need for strong lease enforcement and the need to support property owners in maintaining crime-free environments. Furthermore, call for an accelerated eviction process through the court system to better serve as a deterrent for criminal behavior, and call for expedited service of writs of possession following judgment. JSO is currently working with judges to educate them on the Crime Free Multi Family Housing program.
- Encourage HUD to:
 - Require its subsidized properties to participate in the JSO's Crime-Free Multi-Family Housing program
 - Stay in closer touch with its property managers
 - Request that HUD be notified of all criminal acts on their properties
 - Encourage or require properties to take advantage of HUD's Neighborhood Network Coordinator program

Potential city legislative action:

- Review the existing property safety code to ensure inclusion of CPTED & HUD housing quality standards within the existing inspection framework
- Enact legislation to impose a civil penalty or user fee on owners of apartment complexes with calls for police services over a threshold amount, similar to Section 168.104, Ordinance Code, concerning false burglary or robbery alarms. The penalty or fee would be waived for owners of complexes certified in and actively participating in the JSO's Crime-Free Multi-Family Housing Program. Owners cited for excessive calls for police services could elect to participate in the Crime-Free Multi-Family Housing Program in lieu of paying the penalty or fee established by this legislation, similar to the option in Section 603.302 for parents to attend parenting classes in lieu of paying a fine for children's curfew violations (see discussion section below).

Recommendations to property owners:

- Become certified in the JSO Crime-Free Multi-Family Housing Program
- Implement Crime Prevention Through Environmental Design (CPTED) strategies
 - Place sign on all properties in visible entry area listing a number to call to voice concerns or complaints
 - Erect a clear and accurate site map at property entry way

- Enhance lighting
 - Place locks on all doors and windows
 - Ensure clear and legible street signs and apartment numbers
 - Install useful peepholes (ie: wide-angle view, accessible by people with disabilities)
 - Register cars and issue parking decals for all residents. Include in lease agreement that tenants must have long-term guests display visitor pass in vehicle.
 - Improve attractiveness and cleanliness
- Property Management
 - Develop and enforce leases that prohibit criminal acts by leaseholders and make leaseholders responsible for their guests. The lease standards must be strict and uniformly enforced.
 - Allow a tenant organization to hear disputed cases of eviction to allow room for extenuating circumstances.
 - Participate in a citywide database showing the names and driver's license numbers of all persons evicted for violent crimes or drugs in order to prevent these residents from moving into another development. The JSO is working with a private party to take ownership of the database. Furthermore, property owners/managers should network regularly w/ adjoining communities to identify evictions.
 - Offer diversity training for property owners/managers
 - Make training available for property owners and managers. Housing Commission, Housing Authority, JSO Crime Free Multi Family Housing will be available resources.
- Resident Services
 - Develop resident organizations in all properties in high-crime areas
 - Owners and managers should meet regularly with the resident organization and JSO to discuss crime, maintenance, services and other issues.
 - Provide financial support so that resident organizations can conduct their business where possible. (For example, the Jacksonville Housing Authority provides \$25 per unit for stamps, phone, supplies, etc.).
 - Encourage resident organizations to participate with other area community organizations such as CPACs and SHADCOs
 - Space should be provided by property owners/managers where possible for resident organizations and their activities.
 - A Neighborhood Watch program should be a basic component of all resident organizations.
 - Provide social service programs or partner with health, education, social services or faith based programs to enable residents to improve skills and transition to higher levels of housing. Where possible, space should be made available for these services to take place.
 - Encourage all CPACs, SHADCOs and the Jacksonville Tenants Association to assist in placing tenants in CFMFH-certified housing

Recommendations to Jacksonville Sheriff's Office

- Analyze current deployment ratios for more frequent policing and greater deployment in high crime neighborhoods.
- Ask officers to knock on doors and get to know as many residents as possible, with the

knowledge and concurrence of property owners, managers

- Encourage police personnel, preferably the beat officer, to attend resident organization meetings and discuss crime information and crime prevention measure, as often as possible
- Provide statistics to property managers/owners about calls for service and crime on property and within the neighborhood (perhaps through the Crime Free MFH Program website that is being developed.)
- Encourage JSO to provide adequate resources to facilitate all recommendations in this section through additional funding and/or the re-allocation of existing resources and develop measurable goals for sustainability.



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Neighborhoods Safety and Stability

2. **Date Approved by Subcommittee:** February 12, 2008

3. **Project Proposed:** Identify and revive Community assets in areas of need (deemed “hot spots” for violent crime)

4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**
 - City of Jacksonville should define physical assets in ‘hot-spot’ areas for use for after-school and summer programs. Schools (closed or open) should be looked at as a priority with community centers, libraries, churches and other public/private facilities filling in the gaps. Facilities should be used as leverage to attract non-government partners for capital and programming needs.

 - City of Jacksonville should locate property (raw land, existing commercial/industrial structures, abandoned properties school facilities) for building/retrofitting as a gymnasium/multi-use facility. Hot spot areas should be given priority.

 - Recommendation was made that the goal should be for all public facilities to have public, private and neighborhood components for operations and programming.

Addendum to recommendations regarding park funding and oversight to follow.

5. **Organizations or agencies that will implement and coordinate program:**

- City of Jacksonville
- Duval County Public School System
- Private sector partners (For and not-for profits)
- Faith based organizations

6. Budget:

Total cost:

- ~ **\$1M:** The costs of the capital needed will vary by site.
- **Amount of capital investment:** ~\$1M – these dollars would be used to rehabilitate/retrofit/expand existing facilities

See Positive Youth Recommendation For Programming

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:

- Current City budget for Parks and Parks Programming
- Current City budget for Jacksonville Children’s Commission Programming
- Community Development Block Grant \$\$ (CDBG) for capital
- Matching/In-kind contributions from partner agencies

7. Program implementation timeline:

- The asset mapping/identification is currently underway for the 12 hot-spot areas.
- After-school programs should/could be started immediately in areas where there are none. A realistic goal would be for summer programs to be ready by end of Duval County School year and after-school programs put in place by 08-09 school year.

8. Stakeholders of program:

- Residents
- Government

9. Partner organizations for implementation:

- Nonprofit organizations (Boys and Girls Club, Urban League, PAL, the Bridge, Community Connections, etc.)
- Faith-based organizations (e.g. Potters House)

10. Area and sector of Jacksonville that the project will serve:

- Focus will be on areas identified as ‘hot-spots’ for violent crime, starting with JSO Sector 1 and moving out.

APPENDIX A

Excerpt from Minutes where proposal was adopted (2/12/08, pages 6-7):

Acceptance of full proposal with above-noted amendments was passed unanimously.

Full meeting minutes attached.



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Neighborhoods Safety and Stability

2. **Date Approved by Subcommittee:** April 8, 2008

3. **Project Proposed:** Establish New Oversight Board for funding and monitoring of all Parks and Recreation programming in community facilities (Community Centers, Libraries, Schools, Churches, etc.) with the intent of holding both city and non-profit programming accountable for outcomes and leveraging of city dollars.

4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

Expand current role of the Parks Advisory Board (to emulate Jacksonville Children’s Commission or Jacksonville Housing Commission model) to oversee annual evaluation and funding for Parks programming. Monies that are already appropriated for these activities in various parts of the City (CDBG funds, Recreation and Community Services, Children’s Commission, other grant sources, etc.) should be pooled into one fund and appropriated on an annual basis. **Evaluation criteria should be established (or successful models replicated from existing agencies) for funding decisions and success monitoring.**

5. **Organizations or agencies that will implement and coordinate program:**
 - City of Jacksonville

6. **Budget:**

- Net \$0 (all funds from existing sources would be pooled)

Total program cost: Net \$0

Initial capital and operating investments: \$0

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source: CDBG, Local general funds, foundation and other non-profit matching dollars.

7. **Program implementation timeline:** Establish by 08-09 budget year with the goal of implementing during the 09-10 budget process.
8. **Stakeholders of program:** COJ and non-profit programming providers
9. **Partner organizations for implementation:** Non-profit program providers
10. **Area and sector of Jacksonville that the project will serve:** All

APPENDIX A

Minutes not available at this time. Proposal was adopted at the April 8, 2008 meeting.



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Neighborhoods Safety and Stability
2. **Date Approved by Subcommittee:** April 8, 2008
3. **Project Proposed:** Recommendations for the City to support economic development activities that would lead to safer and stable neighborhoods; that would cut down on crime and murder.
4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**
 - These recommendations are for reducing crime and improving general safety in commercial corridors in hot-spot neighborhoods. Overarching all recommendations, City support should be strategically focused, in neighborhoods where residents are most engaged in the development and management of the service, invested in strategies that leverage city funds.
 - See complete recommendations attached (Appendix A)
5. **Organizations or agencies that will implement and coordinate program:**
 - City of Jacksonville (Planning Department, Housing and Neighborhoods Department, Environmental and Compliance Department and JEDC)
 - Business/property owners in commercial corridors
 - JSO
6. **Budget:**

Total program cost:

 - Very few of the recommendations require City funding. Outside of staff time to promote, coordinate, train and track participation, most of the costs are shouldered by the property owners. Most, if not all of the costs that are not borne by the owners, could be funded through local, State and Federal economic development programs.

Amount of capital investment:

- Financial incentives are contemplated but not mandated for property owners who attempt to become catalyst re-development projects.

Initial operating investment:

- Again, see above.

Annual budget for maintaining program with annual percentage of increase anticipated:

- Additional staff time needed is not known at this time. It is conceivable that a position will need to be dedicated to the program. The position would serve on the Jacksonville Journey Task Force (as contemplated in a previous recommendation).

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:

- COJ, Northwest Economic Development Fund
- CDBG
- Enterprise and Empowerment Zone financing
- CRA/Tax increment financing
- Brownfield credits
- State Community Contribution
- Private Property owners

7. Program implementation timeline:

- A position exists within the Housing and Neighborhoods Department that could be the coordinator for all activities. The program/coordination could start as soon as the Jacksonville Journey Neighborhood Task Force starts its work.

8. Stakeholders of program:

- Property Owners/Business Associations
- Residents/Neighborhood associations
- JSO
- COJ/Local/Federal government

9. Partner organizations for implementation:

- Same as above

10. Area and sector of Jacksonville that the project will serve:

- While an initial focus will be on areas with high violent crime activity, the project is intended for all blighted commercial corridors within Jacksonville.

APPENDIX A
Jacksonville Journey: Neighborhood Safety and Stability
Economic Development Working Group

Thursday, April 3, 2 – 4 p.m.

Monday, April 7, 2 – 4 p.m.

Charge:

Develop recommendations for the City to support economic development activities that would lead to safer and stable neighborhoods; that would cut down on crime and murder.

Assumptions:

- People with jobs commit less crime.
- People living in crime hot spot areas need more focused options for accessing employment opportunities.
- Active, busy streets discourage crime.
- Clean, attractive streets discourage crime.
- Financially vested residents and businesses will actively protect their investments.
- Not all neighborhoods need the same services. Each neighborhood should develop their own plans for economic development.
- Crime hot spots should be prioritized; yet hot spots that have been disinvested for a long time will take a long time and resources to revitalize. Neighborhoods that are not completely stagnant should also be addressed and should take less time and less resources to turn around.
- Overarching all recommendations, City support should be strategically focused, in neighborhoods where residents are most engaged in the development and management of the service, invested in strategies that leverage city funds.

Draft Recommendations (2nd revision)
--

- 1. Charge the Mayor’s Sustainable Communities Department Director to institute a Task Force to further develop our recommendations for neighborhood based economic development strategies.**

Our committee felt that developing recommendations in two meetings was severely inadequate to develop specific recommendations for economic development strategies as tools for crime prevention. In that light we crafted the following general recommendations that would guide the Task Force’s work.

- 2. Charge and fund the Housing and Neighborhood Department to develop incentives and planning support for focused neighborhood commercial revitalization.**

This could be an expansion and funding for Seeds of Change initiative or funding for the Commercial Development Area Program or a similar type program. The This could be an

expansion and funding for Seeds of Change initiative or funding for the Commercial Development Area Program or a similar type program. The resources or “tool kit” might include funding and programming for some or all of the following:

- Façade program
- Tenant interior improvement loans and grants
- Tenant interior build out loans and grants
- Commercial rent write downs (e.g. every 3 months the pool pays for 1 mo commercial rent)
- Business development/improvement expert assistance on assessing and implementing design, promotion, marketing, inventory, and advanced CPTED issues
- Small business site identification and incentive packaging assistance
- Commercial district marketing and promotion support
- Commercial district market studies and commercial corridor planning support
- Acquisition funds for the removal of slum and blight hot spots or strategic/catalytic/gateway developments

3. Support neighborhood centers that co-locate services for job, jobs placement and income support services.

A few models that might be worth investigating/supporting include:

- a. Expand Worksource resources into neighborhood centers/facilities.
- b. Center for Working Families (Annie E. Casey model in Baltimore and Chicago)
- c. Bidwell Training Centers (Pittsburg)
- d. 1000 in a 1000 (local effort to help families out of poverty)
- e. Ready 4 Work (local program for ex-offender job readiness and placement program)

4. Support and expand the capacity of neighborhood-based, resident-led organizations to redevelop strategic “hot spot” property that “builds” our way out of crime; and to provide community organizing services that increases resident and business involvement in commercial corridor revitalization efforts. The City’s Planning Department should review zoning issues and conduct visioning sessions for ‘hot spot’ commercial corridor areas. Encourage JTA to coordinate location and design of Transit Oriented developments (TODs) with neighborhood and business organizations.

5. Continue proactive enforcement of property safety violations, aggressively move toward proactive enforcement of zoning codes, and increase funding for abatement measures.

6. Funding recommendations:

- a. Increase funding for the Northwest Jacksonville Economic Development Fund and create a similar economic development resource for other redeveloping neighborhoods of Jacksonville.

- b. Earmark funding streams to support these recommendations using CDBG, CRA/Tax Increment financing, general revenue and other state and federal resources. (And any new funding streams as the City identifies them.)
 - c. Educate and encourage nonprofits to use the State Community Contribution Tax Credit to leverage city funds.
 - d. Enhance efforts of the JEDC marketing and public relations arm of the Enterprise Zone Board to education and implement the incentives and tools of the Enterprise Zone and Empowerment Zones.
- 7. Support enhanced trash and cleanliness efforts through expanded city sanitation pick up schedules, JSO inmate crews, Clean it up/Green it up and private clean up efforts as demonstrated by the Springfield model efforts.**

CleanSlate is a Chicago based nonprofit that could be a model for a dual purpose program that provides interim jobs for ex-offenders and neighborhood cleaning services to targeted neighborhoods.

- 8. Require JTA to fund and implement trash pickup and beautification of bus stops.**
- 9. Enhance efforts of the JEDC marketing and public relations arm of the Enterprise Zone Board to education and implement the incentives and tools of the Enterprise Zone and Empowerment Zones.**
- 10. Care should be given to funding and siting of social service programs that may discourage economic redevelopment or intensify unwanted activities in commercial sites, corridors and areas.**

APPENDIX A

Minutes not available, proposal was approved on April 8, 2008.



Positive Youth Development Sub-Committee

Audrey McKibbin Moran, Chair

Members

Joseph Bastian
Betty Burney
James Crooks
Ellis Curry
Bobby Deal
Eddie Diamond
Carolyn Floyd

Maryam Ghyabi
Warren Grymes
Chris Hazelip
Timmy Johnson
Bill Mason
Edgar Mathis
Mac McGehee

Shelton Tarver
Claudette Williams
Wyman Winbush
Chris Wood
George Young

Public Relations

Diane Brunet



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Introduction

The Positive Youth Development Subcommittee (PYD) reviewed best practices and programs for youth related to mentoring, afterschool, summer camps, summer jobs and intramural sports. We reviewed the scientific data relating to the most important environmental, social and family influences on young people, and heard from numerous agencies working with youth in our community. We also heard directly from young people who spoke eloquently and forcefully about what works to keep youth “on track” and what doesn’t.

The PYD Subcommittee believes deeply that our youth are currently being inundated with the wrong message about what constitutes success in life. A battle against the false (negative) messages behind the culture of drugs and violence must be undertaken by the entire Jacksonville community. Our youth must understand that people are more important than things and that we should treat others the way we wish to be treated. This leads to good relationships which make life meaningful and truly successful. Including parents in the equation of what constitutes “positive youth development” is essential to in this effort.

Critical facts which the committee heard over the last three months helped shape the recommendations for the steering committee:

1. The hours between 3-7 p.m. are full of risk for many children who are unattended after school. Juvenile crime peaks between 3-7 p.m., and children are also more likely to become the victims of crime during these hours.
2. African-American children who become involved in anti-social or criminal behavior typically begin doing so around age 12.
3. Caucasian children who become involved in anti-social or criminal behavior typically begin doing so around age 14.
4. The presence of a caring adult is critical for the positive development of a child. Research tells us that children who have a solid relationship with an adult who serves as a positive role model or mentor experience the following:
 - Better school attendance and success.
 - Better attitudes towards the value of school.
 - A greater chance of seeking higher education after high school.
 - A reduced tendency to engage in negative behaviors such as substance abuse, crime or violence.
 - More positive social attitudes and healthy relationships with peers and adults.



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5. Training programs for adults who interact with young people create the following:
 - Adults regard youth as assets in the making, not problems to be fixed.
 - Adults are less likely to embrace and act upon negative stereotypes about young people.
 - Adults are more likely to meet the psychosocial needs of youth and help them to build a full range of competencies needed for success.
 - Adults are more aware of the 40 assets that children need to thrive, and armed with practical strategies to increase a child's inventory of assets.

6. Effective afterschool and summer programs have the following components:
 - Certified teachers are responsible for academic enrichment, which is aligned with the school curriculum.
 - Staff-to-child ratio is no more than 18 children to one adult.
 - There is an appropriate balance between academics, enrichment, recreational and leadership activities.
 - There are advisory councils for youth as well as parents.
 - Staff has been trained in the principles of positive youth development through programs such as the Advanced Youth Development (AYD) certification.
 - Staff and activities are culturally appropriate and reflect the cultural heritage of the neighborhood and families.
 - Children are engaged in field trips and community outings.
 - All staff and volunteers have passed a Level II Criminal Background Screening and the program is operated in a safe, secure environment.
 - Programs are regularly monitored for compliance with standards and evaluated according to the children's academic and behavioral outcomes.
 - Healthy snacks and meals are available as appropriate.



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Charges

Mayor Peyton laid out four specific charges for the PYD Subcommittee to consider. These charges were:

- 1) *Encourage mentoring and volunteerism*
- 2) *Engage Duval's Youth Voice Council; Market 211 Hotline to Youth*
- 3) *Undertake a major push to support out-of-school programs*
- 4) *Expand the Summer Jobs Program*

Charge One (*Encourage mentoring and volunteerism*) and **Charge Three** (*Undertake a major push to support out-of-school programs*) captured the most time and attention from this committee. Specific action items with budget information are set forth in this report.

Charge Two: *Engage the Duval's Youth Voice Council; Market 211 Hotline to Youth*

Charge Two highlighted for the committee the importance of communication with youth and the benefits that come from having young people at the table when issues directly affecting them are being discussed. This subcommittee believes that the newly-formed Jacksonville Teen Alliance, which includes Duval's Youth Voice Council (DYVC), Team Gaia, The Bridge, PAL and other youth is the ideal group to engage young people in community issues and represent their viewpoints and experiences.

The subcommittee was very pleased to learn that the DYVC recently had a face-to-face meeting with Mayor Peyton and hopefully other community leaders will agree to participate in this dialogue in the future. The United Way 211 program has agreed to review a potential "youth hotline" initiative which could target the kinds of questions most likely presented by young people, especially those in crisis. The Jacksonville Teen Alliance could provide important perspective on how to best implement this program. The subcommittee thanks the United Way for agreeing to look at this project in the near future.

Charge Four: *Expand the Summer Jobs Program*

The Summer Jobs Program currently has no city funding for this fiscal year. The subcommittee learned through presentations that critical administrative functions for operating this program could be transferred to WorkSource – a highly effective non-profit organization in Jacksonville. WorkSource can receive resumes, provide screening and match summer job applicants with employers in an efficient and effective way. The



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missing piece for success is attracting employers to participate in the program. The subcommittee believes that the Jacksonville Regional Chamber of Commerce should lead this recruitment effort for the summer 2009 and current chair of the Chamber, Ron Autrey and incoming chair, Michael Hightower, have enthusiastically embraced this initiative. Businesses recruiting businesses makes sense and a concerted effort in preparation for summer 2009 should produce excellent results. The City of Jacksonville should be an employer-participant in this program, with city departments (and independent agencies like JEA, JPA and JTA) budgeting for summer youth employees to the greatest extent possible. The subcommittee recommends a target goal for the summer of 2009 of 1,000 student participants.

Recommendations:

Charge One: *Encourage mentoring and volunteerism*

Ed Pratt Dannals, Duval County Superintendent of Schools, recently told the Jacksonville Journey Steering Committee that mentors were an absolutely critical component of success in a young person's life. The Duval Youth Voice Council and students from Edward Waters College spoke passionately about the importance of the adults in their lives who kept them focused on positive behavior and success.

The PYD Subcommittee heard this same message from many subject matter experts in our community. These experts estimate that there are currently 45,000 young people in Jacksonville who need a mentor. Unfortunately, only 3,500 adults are currently enrolled in a formal mentoring program.

In JSO Zone One, there are 16,676 young people who are members of families living at 185% of poverty or below. These children are more likely to be raised by a single parent or other family member, and more likely to spend significant time alone or without the presence of a caring adult. They are more likely to struggle with school, witness criminal or anti-social behavior and be recruited by gangs. For children in JSO Zone One, the value of a focused mentoring initiative is obvious and well supported by research.

The Jacksonville Children's Commission estimates that the cost associated with an effective mentoring relationship is approximately \$1,000 per year. This cost includes recruiting, training and screening mentors as well as case management for the mentor/mentee relationship.

The Mentor First Coast partnership is a community-wide initiative that brings all mentoring agencies together to share information, discuss best practices, coordinate services to children and serve as a one-stop-shop for individuals wishing to serve as a



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mentor. Individual mentoring agencies recruit volunteers in Duval County, and the Jacksonville Children's Commission provides criminal background screening and initial training for the new mentors.

The United Way of Northeast Florida is currently developing a city-wide initiative to recruit new members from the business community, scheduled for June 2008. This initiative would model the kind of strategies that the United Way uses in its "Community Campaign," which has proven highly effective in raising individual and corporate contributions. The PYD Subcommittee strongly believes that this type of effort is exactly what is needed to meet the critical need for mentors in Jacksonville.

Specific recommendations include:

1. Recruit and train 1,500 new mentors per year to meet the need in JSO Zone One.

- There are 16,676 children ages 5-17 in JSO Zone One who live in families living below 185% of poverty. Approximately 600 of these children currently have mentors.
- The Mayor and the Jacksonville Regional Chamber of Commerce must be actively involved in making mentoring a community priority. Duval County Public Schools must work with the Chamber of Commerce to remove any barriers to school based mentoring programs.
- For a mentoring initiative of this magnitude to be successful a, a community-wide collaboration between all organizations that recruit, train or provide mentors is imperative. The Mentor First Coast Partnership is currently undertaking a strategic initiative in an effort to make this type of collaboration happen. The collaboration will increase the capacity of individual mentoring organizations to place and manage mentors, and to develop a variety of mentoring programs that meet the needs of all types of children who could benefit. The Jacksonville Children's Commission must have adequate staffing to ensure that all interested individual adults or groups of adults have access to timely, barrier-free criminal background screening and new mentor training. In addition, direct the Children's Commission to track overall progress toward the goal of providing a trained volunteer to every child in JSO Zone One that wants a mentor.
- Work with the Public Relations Subcommittee to help redefine mentoring and encourage people to volunteer. Of the thousands of mentors needed, this campaign aims to recruit 1,500 additional community mentors during its first year to work in JSO Zone One. In years two and three of the



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campaign, the goal will be to add an additional 1,500 mentors per year. Recruitment efforts will need to remain aggressive to make up for the anticipated attrition that will occur as the program progresses.

- The campaign will bring the need for mentors to “top of mind” for Jacksonville citizens via a memorable and inspiring public education and awareness campaign. It will invite participation in mentoring from all segments of the community, including the arts, sports and athletics, the faith-based community and the business sector, among others. It will also help to recruit much-needed mentors by demystifying the requirements of mentoring. The campaign will also aim to increase the quality, quantity and retention of mentors throughout Jacksonville.
 - The PR campaign’s target audiences will include diverse citizens of Jacksonville; public and private-sector employers, public schools, colleges and universities; religious organizations; civic institutions; social service and youth organizations and media.
- Support and build upon the success of the United Way’s “Live United” campaign that will kick-off on June 21, 2008. This is part of a national initiative when every United Way-affiliate will sponsor a day of action. In Jacksonville, United Way has chosen the goal of recruiting 1,000 mentors, using the same kind of strategies that have made their “Community Campaigns” highly successful every year.
 - Creating a culture of mentoring in a community is not a one event or one year endeavor but rather a building process where success breeds more success and momentum. In addition, the non-profit organizations that work with mentors will need to increase their capacity so that mentors are placed and supervised responsibly. Therefore, the PYD Subcommittee recommends the following gradual implementation schedule which increases the number of mentors by 1,500 per year to meet the needs of children in JSO Zone One. By Year 4 this will create a pool of mentors for 4,500 children in JSO Zone One. At that time a community assessment should be done to determine the remaining need and related costs.



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2. Training of Mentors, Youth-Related Workers and Parents

The PYD Subcommittee believes that high-quality training for mentors, youth workers, parents and all adults who come in contact with children is critical to the success of any positive youth development initiative.

Families, Parents and Caregivers

There is no doubt that parents and families are a child's first and most important teacher. It is also true that parenting is learned behavior. Adults tend to raise their children based largely upon the way that they were parented – good or bad. In times of stress, adults are likely to resort to old patterns of parenting behavior that they witnessed as children, which explains the high correlation between experiencing abuse as a child, and becoming an abusing parent.

Child abuse, neglect, abandonment or ineffective parenting can happen in any family or neighborhood. But statistics tell us that the stress brought about by poverty, violence, substance abuse, mental illness, single parenting or poor health increases the likelihood that parents will struggle to appropriately care for their children. Parent education and family involvement initiatives can provide factual information about child development and brain development, as well as effective strategies in caring for a child.

Currently, the parents and caregivers of over 5,080 children who receive subsidized childcare benefit from parental involvement initiatives funded by the Jacksonville Children's Commission and the Early Learning Coalition of Duval. Approximately 6,955 parents are provided various parenting workshops, including those of the United Way's Born Learning initiative. Almost 900 parents participate in an on-going home visiting program through JCC's Healthy Families Jacksonville.

The rate of births to single mothers continues to increase in our community and across our country, leaving many children without the critical attention of their fathers. The data about the absence of a father in the lives of men in prison and on death row leaves no question about the link between crime and father-absent homes, and the Jacksonville Children's Commission has responded with the "Fathers Make a Difference" initiative. Through educational programs, support groups and an annual gathering of fathers on Jacksonville's Eastside, 2,288 men are learning how to become and stay involved in the lives of their children, even when they no longer have a relationship with the mother.



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There are many opportunities for parents and caregivers to improve their child nurturing skills. The Positive Youth Development Subcommittee recommends that the Public Relations Subcommittee develop a campaign that connects adults with these opportunities. In addition, the Subcommittee recommends that other public venues, like libraries, community centers, non profit organizations and houses of worship develop greater capacity to instruct and support adults in this critical role.

Subcommittee members discussed a concept that has been embraced by Pinellas County, Florida, and spearheaded by the Juvenile Welfare Board in that county. Community leaders recognized that a formal mentoring role is not appropriate or possible for every adult. However, they saw that many adults provide a positive role model and transfer of healthy values by coaching, supervising a young person in a job, interacting with youth in houses of worship and other settings. They saw positive interaction with youth as a continuum of involvement rather than an all or nothing scale. As a result they chose to make training in positive youth development available to all adults who interact with children, including parents and family members. Several research based training certifications are available, including the Search Institute's "40 Developmental Assets" and Advanced Youth Development. These trainings help adults to understand how best to communicate with youth, to avoid "adulthood", to model appropriate behavior and guide young people to success.

The PYD Subcommittee spent a good deal of time discussing the importance of the message we communicate to our young people. The importance of making sure that our young people hear what truly constitutes success in life – and why – cannot be overstated.

Ensuring that effective and consistent ways of communicating this message are included in this training component is absolutely critical.

The PYD Subcommittee recommends the following action items for consideration by the Steering Committee:

- The Jacksonville Children's Commission should be responsible for developing and implementing a comprehensive training program for mentors, youth workers and parents. This program should reflect the components of AYD certification and include the importance of a positive message being communicated to our youth.
- Currently, all staff in programs funded by the Jacksonville Children's Commission is required to receive this training. This should be expanded to include all city workers and city volunteers who regularly interact with



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children. The Recreation and Community Services Department staff will undergo training prior to the 2008 summer camp season.

- The Duval County School Board should undertake an initiative to ensure all of their employees undergo this training; not just teachers but coaches, librarians, maintenance staff, bus drivers and administrative personnel.
- The importance of including parents in training programs is critical. Creative ways of reaching out to parents and accommodating scheduling needs will be key to encouraging participation.
- The Recreation and Community Services Department should implement their proposed strategic plan to expand programming, utilizing community centers as locations for both private partners and public entities, such as the Cooperative Extension Service, to offer classes on employability skills, parenting, financial literacy, etc. The goal in the target areas would be to fully program centers for 12 hours a day.

Mentoring/Training Budget

- **Year 1: \$1,875,000**
 - \$1,500,000 program support
 - \$375,000 PR campaign
- **Year 2: \$3,200,000**
 - \$3,000,000 program support
 - \$200,000 PR campaign
- **Year 3: \$4,700,000**
 - \$4,500,000 program support
 - \$200,000 PR campaign

Charge Three: *Undertake a major push to support out-of-school programs*

1. Expand High-Quality Afterschool Programs

The Jacksonville Children’s Commission currently funds 50 school-based and community-based afterschool programs in Jacksonville. The funding requires a rigorous reporting requirement where benchmarks for child outcomes are set out in clear detail and accomplishments (and problems) are recorded and reviewed. The positive effects that result from a high-quality afterschool program are well documented:



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- Children in school-based after school programs (TEAM UP) have higher FCAT scores, grade point averages, attendance and promotion rates than children in their same schools who do not attend the after school programs.
- Children in community-based programs have improved school attendance and promotion and fewer discipline problems.
- The longer and more consistently children participate in afterschool programs, the better their school attendance and promotion rates.
- Students in afterschool programs have more positive feelings about themselves and better relationships with peers and adults.
- Students in afterschool programs are more likely to avoid dangerous or negative behaviors.

In JSO Zone One there are 11,566 children ages 5-13 who live in families below 185% of poverty which qualifies them for the free and reduced lunch program. Using this number as proxy for the number of children in need of free, academically-enriched, five-day-a-week afterschool care, there are currently 4,748 children receiving care.

This leaves an unmet need of 6,818 children. The Jacksonville Children's Commission estimates that programming could be implemented for an additional 2,000 children in Year I; 2,000 children in Year II and the remaining 2,818 in Year III. At an average program cost of \$1,000 per child (for an entire school year), the cost for implementation in JSO Zone One is:

Year 1	\$ 2,000,000 (2,000 children)
Year 2	\$ 4,000,000 (4,000 children)
Year 3	\$ 6,818,000 (6,818 children)

Transportation

Low-income families in Jacksonville face many challenges as they try to access resources to improve their lives. Poor families are less likely to own cars and their neighborhoods are less likely to have a variety of employment, shopping and recreation options. They must rely upon the Jacksonville Transportation Authority's (JTA) bus system to get around in, and outside of their neighborhoods.

The PYD Subcommittee recommends that the JTA should become a partner with community resources that promote positive youth development such as afterschool, summer camp and other programs. The Subcommittee recommends transportation vouchers for children who are independent bus riders so that they can access the kind of experiences that will promote their positive development.



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The PYD Subcommittee also recommends that the Duval County Public Schools work with their bus contractors to facilitate the transportation of children who have parent permission to afterschool programs at recreation centers and community organizations.

The PYD Subcommittee unanimously recommends full implementation in JSO Zone One as soon as possible.

2. Expand High-Quality Summer Camp Programs

The Jacksonville Children’s Commission currently funds approximately 30 organizations which operate more than 80 summer camp sites in challenged neighborhoods in Jacksonville. This includes camps held in JaxParks community centers, schools, faith-based and non-profit organizations. The current summer camp model is a six-week, five-day-a-week camp that includes literacy, academics, arts and culture, recreation, leadership and field trips.

Given the length of summer vacation (10 weeks) and the limited availability of summer school, the PYD Subcommittee believes that it is imperative that summer camp funding is expanded to fund camps for at least eight weeks. Programs that include parental involvement are highly desirable. The benefits of high-quality summer camp track and build upon the benefits of an effective afterschool program.

In JSO Zone One, the current number of children who need access to high-quality summer camps is 11,566. At a rate of \$400 per child for an eight-week camp, the total cost would be \$4,626,400. The Jacksonville Children’s Commission estimates that summer camp programming could be implemented for an additional 3,855 children in Year I; 3,855 children in Year II and the remaining 3,856 in Year III. Currently the Jacksonville Children’s Commission invests approximately \$500,000 in camps in JSO Zone One, leaving a funding need of \$4,126,400.

Year 1	\$1,500,000 (3,855 children)
Year 2	\$ 3,000,000 (approximately 7,500 children)
Year 3	\$4,626,400 (11,566 children)

The PYD Subcommittee unanimously recommends full implementation in JSO Zone One as soon as possible.

3. Implement JaxParks Intramural Sports League Program

Jacksonville has the largest park system in the United States but it is woefully underutilized when it comes to intramural sports programming for low-income youth and drop-outs. The Recreation and Community Services Department (JaxParks) had a



**Jacksonville Journey
Positive Youth Development
Subcommittee
Report to Steering Committee
April 10, 2008**

program many years ago but it ended due to lack of funding. The Recreation and Community Services Department staff has developed a program that would target youth who ordinarily would not participate in an organized sports program. This program involves not only recruiting participants but providing an environment of positive role modeling. JaxParks is committed to collaborating with non-profit organizations in the community to provide life skills training, job training and other programs to participants.

Approximately 600 thirteen to seventeen year olds (including in-school and dropouts) would be the target enrollment in JSO Zone One for the first year of the program, with a cost of approximately \$800,000. This amount includes staffing, officials/scorekeepers, security, transportation, equipment, maintenance and marketing. It should be noted that approximately one-third of this budget is for security (off-duty JSO officers). The City of Jacksonville will work to develop a partnership to address this cost. JaxParks will establish benchmarks and goals to measure the success of this program.

The PYD Subcommittee recommends that the JTA become a partner with community resources that promote positive youth development such as JaxParks Intramural Sports League. The Subcommittee recommends transportation vouchers for children who are independent bus riders so that they can access the kind of experiences that will promote their positive development.

The PYD Subcommittee also recommends that the Duval County Public Schools work with their bus contractors to facilitate the transportation of children who have parent permission to afterschool programs at community centers and parks.

Staffing (includes benefits, based on staffing for eight sites)	\$216,694
Contract (officials, scorekeepers)	\$21,945
Security**	\$332,800
Transportation	\$69,000
Equipment (sports equipment, port-a-lets, office equipment)	\$61,467
Maintenance	\$90,000
Marketing	\$25,000
Total budget for one year	\$816,906

*** It should be noted that approximately one-third of this budget is for security (off-duty JSO officers). The City of Jacksonville will work to develop a partnership to address this cost.*

The PYD Subcommittee unanimously recommends implementation of this program as soon as possible.



**Jacksonville Journey
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April 10, 2008**

Conclusion

The PYD Subcommittee believes each recommendation is critically important. After careful review, the subcommittee agreed unanimously that funding for both a mentoring initiative and increased out-of-school programming for young people were number one priorities for the Steering Committee's consideration.

Respectfully submitted:

Audrey McKibbin Moran, Chair
Joseph Bastian
Betty Burney
James Crooks
Ellis Curry
Bobby Deal
Eddie Diamond
Carolyn Floyd
Maryam Ghyabi
Warren Grymes
Chris Hazelip
Timmy Johnson
Bill Mason
Edgar Mathis
Mac McGehee
Shelton Tarver
Claudette Williams
Wyman Winbush
Chris Wood
George Young

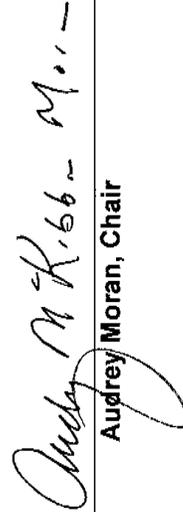
AMM/kb

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Positive Youth Development Subcommittee Approval of Recommendations

Subcommittee Recommendation	Workgroup	Priority	Date Approved
Recruit and train 1,500 new mentors per year to meet the unmet need in JSO Zone One. In order to ensure the success of any positive youth development initiative, high-quality training must be provided to mentors, youth workers, parents and all adults who come in contact with children.	Full subcommittee	1	January 23, 2008
Expand high-quality after school programs to all elementary and middle school children living in JSO Zone One who meet the qualifications of the free and reduced lunch program (at or below 185% of the poverty level) (approximately 6,818 children).	Full subcommittee	1	January 23, 2008
Expand high-quality summer camp programs for all elementary and middle school age children living in JSO Zone One who meet qualifications of the free and reduced lunch program (at or below 185% of the poverty level) (approximately 11,566 children). Expand the program from six weeks to eight weeks per child.	Full subcommittee	1	March 26, 2008
Implement the JaxParks Intramural Sports League in JSO Zone One	Full subcommittee	1	March 21, 2008


 Audrey Moran, Chair



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. Subcommittee: Positive Youth Development

2. Date Approved by Subcommittee: January 23, 2008

2. Project Proposed:
Recruit and train 1,500 new mentors per year to meet the unmet need in JSO Zone One.

4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

Currently, there are about 45,000 children in Jacksonville who could benefit from a mentor; but there are only about 3,500 mentors currently in place. While there are undoubtedly thousands of informal mentors in schools, neighborhoods and houses of worship throughout the city, there is still a huge need to be filled.

Studies tell us that young people who don’t experience the regular presence of caring adults in their lives are exponentially more likely to be unsuccessful in school, bend to negative peer pressure or resort to crime and violent behavior. Mentors can help to fill that void with guidance, support and encouragement, to help children reach their potential.

Leaders from the education, faith and business communities are needed to encourage mentoring. Under the leadership of the Jacksonville Regional Chamber of Commerce, businesses, especially, can encourage employees to mentor by giving them an hour a week to volunteer. The City of Jacksonville already does this through its JaxCares program.

The subcommittee recommends that the Mayor spearhead this “Super Bowl Effort” to recruit mentors for every child who needs one in our community. We have excellent programs in dire need of caring adults. Programs like Big Brothers/Big Sisters, Take Stock in Children and Tipping the Scale all make a difference – as do the countless “neighborhood moms,” teachers, coaches, small business owners, cops, and others who take the time to interact positively with a child.

The Public Relations Subcommittee will coordinate a large-scale campaign to support the recruitment effort. Of the thousands of mentors needed, this campaign aims to recruit 1,500 additional community mentors during its first year. In years two and three of the campaign, the goal will be to add an additional 1,500 mentors per year. Recruitment efforts will need to remain aggressive to make up for the anticipated attrition that will occur as the program progresses.

5. Organizations or agencies that will implement and coordinate program:
Jacksonville Children’s Commission

6. Budget:

- 7.

Total program cost:

Mentoring/Training Budget

- **Year 1: \$1,875,000**
 - \$1,500,000 program support
 - \$375,000 PR campaign
- **Year 2: \$3,200,000**
 - \$3,000,000 program support
 - \$200,000 PR campaign
- **Year 3: \$4,700,000**
 - \$4,500,000 program support
 - \$200,000 PR campaign

Amount of capital investment: n/a

Initial operating investment: \$1, 875,000

Annual budget for maintaining program with annual percentage of increase anticipated: \$1.7 million

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source: n/a

7. Program implementation timeline: three years
8. Stakeholders of program:
 - Mayor’s Office
 - Mentor First Coast Partnership

- Chamber of Commerce
- Business community
- Faith community
- State government
- City government
- Non-profit and community organizations
- Local colleges and universities (EWC, FCCJ, JU, UNF)
- Public and private high schools
- Public relations agencies

9. **Partner organizations for implementation:**

- Mentor First Coast Partnership
- Jacksonville Children's Commission
- Chamber of Commerce

10. **Area and sector of Jacksonville that the project will serve:**

The initial focus will be to recruit mentors to serve youth living in JSO Zone One (zip codes 32202, 32204, 32206, 32208, 32209, 32254). However, the program is intended for children throughout the City of Jacksonville.



City of Jacksonville – The Jacksonville Journey

Positive Youth Development Sub-Committee

MINUTES

OF

POSITIVE YOUTH DEVELOPMENT

SUB-COMMITTEE

January 23, 2008

The Jacksonville Journey – Positive Youth Development

Sub-Committee

January 23, 2008

8:00 a.m.

PROCEEDINGS before the Jacksonville Journey - Positive Youth Development Sub-Committee taken on Wednesday, January 23, 2008, Edward Ball Building, 8th Floor - 214 N. Hogan Street, Jacksonville, Duval County, Florida commencing at approximately 8:05 a.m.

Positive Youth Development Committee

Audrey McKibbin Moran, Chair

Joseph Bastian, Member

Betty Burney, Member

James Crooks, Member

Ellis Curry, Member

Bobby Deal, Member

Eddie Diamond, Member

Carolyn Floyd, Member

Maryam Ghyabi, Member

Warren Grymes, Member

Chris Hazelip, Member

Timmy Johnson, Member

Mary Langowski, Member

Bill Mason, Member

Rashean Mathis, Member

Edgar Mathis, Member

Mac McGehee, Member

Shelton Tarver, Member

Claudette Williams, Member

Wyman Winbush, Member

Chris Wood, Member

George Young, Member

APPEARANCES

COMMITTEE CHAIRS & MEMBERS:

AUDREY MCKIBBIN MORAN, Chair
JAMES CROOKS, Member
BOBBY DEAL, Member
EDDIE DIAMOND, Member
CAROLYN FLOYD, Member
MARYAM GHYABI, Member
WARREN GRYMES, Member
TIMMY JOHNSON, Member
EDGAR MATHIS, Member
WYMAN WINBUSH, Member
GEORGE YOUNG, Member
BETTY BURNEY, Member
MARY LANGOWSKI, Member

COMMITTEE MEMBERS ABSENT:

JOSEPH BASTIAN, Member
ELLIS CURRY, Member
CHRIS HAZELIP, Member
BILL MASON, Member
RASHEAN MATHIS, Member
MAC MCGEHEE, Member
LAWANDA RAVORIA, Member
SHELTON TARVER, Member
CLAUDETTE WILLIAMS, Member
CHRIS WOOD, Member

STAFF:

ROSLYN PHILLIPS
LINDA LANIER
KRISTEN KEY BEACH
STEPHANIE BARNETT
RACHELLE M. SUNDY

OTHERS PRESENT:

Doug Murr, Character First
Gretchen Mitchell, JPL
Laura Kline, JPL
Dr. Jackson, JCCI
Tia Mitchell, Florida Times-Union

PROCEEDINGS

January 23, 2008

Positive Youth Development Sub-Committee

8:00 a.m.

Call to Order and Comments. Chair Moran called the meeting to order at approximately 8:05 a.m.

Purpose of Meeting. Discuss the Mayor's crime initiative - The Jacksonville Journey - Take a Step - Positive Youth Development Sub-Committee.

Chairwoman Moran welcomed the committee and reviewed the format of the meeting, which is Mentoring and Volunteerism; and noted a few housekeeping items; overview of Sunshine Laws as it relates to side-bar conversations before and after each committee meeting; speaking clearly into a microphone and stating your name prior to speaking. She noted that the group was unable to have a spokesperson from Pinellas County to speak to their mentoring program; but she did ask Ms. Linda Lanier, Director of the Jacksonville Children's Commission to address the committee on the topic at hand - the State of the Child. Ms. Lanier's presentation can be found at the website; www.coj.net. Some of the key points in the presentation included discussion about Positive Stress - which occurs in meeting new people, 1st day of school, etc.; Tolerable Stress which occurs when affected by the death or loss of a parent; large wide-spread losses that may occur in a natural disaster (i.e., Hurricane Katrina); and Toxic Stress, which occurs as a prolonged, persistent activation of the stress hormones (i.e., child abuse or neglect; pre-natal depression of the mother;

family/neighborhood violence; etc.). It has been noted that the more words a child hears, the more receptors are open in the brain, which increases learning capacity. Chairwoman Moran thanked Ms. Lanier and asked the committee if there were any questions:

Q. Are there any mentoring programs for mothers? It was suggested that the Internet could be of some help.

Q. Does the Chamber of Commerce have mentoring programs for parents? Unknown, but worth asking the question. It as further noted that there is a company in Jacksonville, Blue Cross and Blue Shield, which has a very effective mentoring program for their employees, and the model is worth taking a look at and possibly having Mr. Mike Cascone speak to the committee about the program success.

Q. An ongoing question is "What is the Recreation Department doing for positive youth development", "What programs does Recreation have in place for youth".

Chairwoman Moran thanked the group for their comments and directed the committee to begin looking at possible recommendations that could be taken to the Steering Committee. It was noted that a good recommendation would be having the Mayor lead a "super bowl" style program, much like he did for Rally Jacksonville and the book clubs for the mentoring program to fill the gap between 3,500 mentors and 45,000 children in need of mentors.

Chairwoman Moran adjourned the meeting at approximately 9:30 am.

2. Action Items

Adjournment. Meeting adjourned at 9:30 a.m.



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. Subcommittee: Positive Youth Development

2. Date Approved by Subcommittee: January 23, 2008

3. Project Proposed:

In order to ensure the success of any positive youth development initiative, high-quality training must be provided to mentors, youth workers, parents and all adults who come in contact with children.

4. Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations' roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:

Whether it's through a formal program or just a family member or friend to go to for advice, the benefits of having a caring mentor are clear.

A mentor may be a neighbor who helps the area kids with their homework. Or a mentor may visit a child at their school for an hour a week. A mentor may also fit the traditionally-viewed role by participating in activities with their mentee such as a trip to the zoo, museum or a sports game. Mentoring can be both formal and informal and can require different levels of time depending on the program.

While mentors may have arrived at their positions by traveling different paths, the subcommittee recommends that each participate in a consistent, comprehensive, high-quality training program to ensure success.

Committee members discussed a concept that has been embraced by Pinellas County, Florida, and spearheaded by the Juvenile Welfare Board in that county. Community leaders recognized that a formal mentoring role is not appropriate or possible for every adult. However, they saw that many adults provide a positive role model and transfer of healthy values by coaching, supervising a young person in a job, interacting with youth

in houses of worship and other settings. They saw positive interaction with youth as a continuum of involvement rather than an all or nothing scale. As a result they chose to make training in positive youth development available to all adults who interact with children, including parents and family members. Several research-based training certifications are available, including the Search Institute's "40 Developmental Assets" and Advanced Youth Development. These trainings help adults to understand how best to communicate with youth, to avoid "adultism", to model appropriate behavior and guide young people to success.

The PYD Subcommittee spent a good deal of time discussing the importance of the message we communicate to our young people. The importance of making sure that our young people hear what truly constitutes success in life – and why – cannot be overstated.

Families, Parents and Caregivers

There is no doubt that parents and families are a child's first and most important teacher. It is also true that parenting is learned behavior. Adults tend to raise their children based largely upon the way that they were parented – good or bad. In times of stress, adults are likely to resort to old patterns of parenting behavior that they witnessed as children, which explains the high correlation between experiencing abuse as a child, and becoming an abusing parent.

Child abuse, neglect, abandonment or ineffective parenting can happen in any family or neighborhood. But statistics tell us that the stress brought about by poverty, violence, substance abuse, mental illness, single parenting or poor health increases the likelihood that parents will struggle to appropriately care for their children. Parent education and family involvement initiatives can provide factual information about child development and brain development, as well as effective strategies in caring for a child.

Currently, the parents and caregivers of over 5,080 children who receive subsidized childcare benefit from parental involvement initiatives funded by the Jacksonville Children's Commission and the Early Learning Coalition of Duval. Approximately 6,955 parents are provided various parenting workshops, including those of the United Way's Born Learning initiative. Almost 900 parents participate in an on-going home visiting program through JCC's Healthy Families Jacksonville.

The rate of births to single mothers continues to increase in our community and across our country, leaving many children without the critical attention of their fathers. The data about the absence of a father in the lives of men in prison and on death row leaves no question about the link between crime and father-absent homes, and the Jacksonville Children's Commission has responded with the "Fathers Make a Difference" initiative. Through educational programs, support groups and an annual gathering of fathers on Jacksonville's Eastside, 2,288 men are learning how to become and stay involved in the lives of their children, even when they no longer have a relationship with the mother.

There are many opportunities for parents and caregivers to improve their child nurturing skills. The Positive Youth Development Subcommittee recommends that the Public Relations Subcommittee develop a campaign that connects adults with these opportunities. In addition, the Subcommittee recommends that other public venues, like libraries, community centers, non profit organizations and houses of worship develop greater capacity to instruct and support adults in this critical role.

Committee members discussed a concept that has been embraced by Pinellas County, Florida, and spearheaded by the Juvenile Welfare Board in that county. Community leaders recognized that a formal mentoring role is not appropriate or possible for every adult. However, they saw that many adults provide a positive role model and transfer of healthy values by coaching, supervising a young person in a job, interacting with youth in houses of worship and other settings. They saw positive interaction with youth as a continuum of involvement rather than an all or nothing scale. As a result they chose to make training in positive youth development available to all adults who interact with children, including parents and family members. Several research based training certifications are available, including the Search Institute's "40 Developmental Assets" and Advanced Youth Development (AYD). These trainings help adults to understand how best to communicate with youth, to avoid "adultism", to model appropriate behavior and guide young people to success.

The PYD Subcommittee spent a good deal of time discussing the importance of the message we communicate to our young people. The importance of making sure that our young people hear what truly constitutes success in life – and why – cannot be overstated.

Ensuring that effective and consistent ways of communicating this message are included in this training component is absolutely critical.

The PYD Subcommittee recommends the following action items for consideration by the Steering Committee:

- The Jacksonville Children's Commission should be responsible for developing and implementing a comprehensive training program for mentors, youth workers and parents. This program should reflect the components of AYD certification and include the importance of a positive message being communicated to our youth.
- Currently, all staff in programs funded by the Jacksonville Children's Commission is required to receive this training. This should be expanded to include all city workers and city volunteers who regularly interact with children. The Recreation and Community Services Department staff will undergo training prior to the 2008 summer camp season.

- The Duval County School Board should undertake an initiative to ensure all of their employees undergo this training; not just teachers but coaches, librarians, maintenance staff, bus drivers and administrative personnel.
- The importance of including parents in training programs is critical. Creative ways of reaching out to parents and accommodating scheduling needs will be key to encouraging participation.
- The Recreation and Community Services Department should implement their proposed strategic plan to expand programming, utilizing community centers as locations for both private partners and public entities, such as the Cooperative Extension Service, to offer classes on employability skills, parenting, financial literacy, etc. The goal in the target areas would be to fully program centers for 12 hours a day.

The importance of including parents in training programs is critical. Creative ways of reaching out to parents and accommodating scheduling needs will be key to encouraging participation.

This level of training will ensure that all people working with children—in both formal and informal capacities—have the right tools for the job. Well-trained mentors will be more likely to maintain their relationship with the child. Thus, the child will have a consistent, caring adult in his/her life.

6. **Budget:** Included in “Mentoring”
7. **Stakeholders of program:**
 - Mentor First Coast Partnership
 - Jacksonville Children’s Commission
 - Faith community
 - Youth-serving non-profits
 - Neighborhood associations/organizations
8. **Partner organizations for implementation:**
 - Mentor First Coast Partnership
 - Jacksonville Children’s Commission
9. **Area and sector of Jacksonville that the project will serve:**
 The initial focus will be to train mentors to serve youth living in JSO Zone One (zip codes 32202, 32204, 32206, 32208, 32209, 32254). However, the program is intended for mentors throughout the City of Jacksonville.



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. Subcommittee: Positive Youth Development
2. Date Approved by Subcommittee: March 26, 2008
3. **Project Proposed:**
Expand high-quality afterschool programs to all elementary and middle school children living in JSO Zone One who meet the qualifications of the free and reduced lunch program (at or below 185% of the poverty level) (approximately 6,818 children).
4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations' roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

Throughout the nation, 1 in 4 young people -- 14.3 million children – are alone and unsupervised after school. Young people are more likely to get in trouble or participate in negative activities between the hours of 3 and 6 p.m. Afterschool programs keep kids safe, help working families and inspire learning. They provide opportunities to help young people develop into successful adults.

Jacksonville Children's Commission (JCC) TEAM UP

TEAM UP, a partnership between the JCC and Duval County Public Schools (DCPS), provides afterschool academic and cultural enrichment programs and recreational activities for elementary and middle school students. The JCC handles grant administration, training, research and evaluation while DCPS provides classroom space, staffing and curriculum. The JCC's portfolio of afterschool programs includes 27 TEAM UP programs operating in school sites, and 23 programs operating in community centers, for a total of 50 afterschool programs.

These schools are chosen using a DCPS matrix listing the most at-risk schools according to school grades, percent of children living in poverty, economic status of surrounding neighborhoods, percent of academically-challenged children and FCAT scores.

Children attending the schools listed above are eligible to attend the afterschool programs as well as children living in the surrounding neighborhood but not attending a public school, such as children being home-schooled.

TEAM UP Centers balance quality academic instruction by certified teachers, with enrichment/recreational activities, such as football, basketball, dance and music. In addition, the centers promote family literacy efforts and parent involvement activities. Their goal is to improve academic achievement, promotion rates and attendance of low-income children at risk of academic failure and poor social/behavioral outcomes.

Recreation and Community Programming Division Club Rec Program

The Recreation and Community Services Department Recreation and Community Programming Division runs the Club Rec afterschool program at 19 community centers on weekdays from 3 to 6 p.m.

The program is free and open to students ages 6 to 12. A teen program is also offered at select locations.

Club Rec participants engage in organized games and recreation activities designed to encourage physical fitness, along with academic activities like it's unique newspaper and education curriculum and reading program. Contests and prizes encourage students to do their best.

Parents may register by at the Club Rec site they would like for their child(ren) to attend. Parents/guardians are required to provide transportation for the child(ren).

The subcommittee recommends expanding city-funded afterschool programs to reach more than 6,800 eligible school-age children in JSO Zone 1.

The JCC will provide funding through grants to community-based non-profits and to phase in additional "seats" into existing afterschool program sites. It will also continue its partnership with Duval County Public Schools which provides space for the programs, while the JCC funds the curriculum. There may also be a need to create new afterschool program sites. The goal is to provide choices for families and ensure that one or more programs are available in the areas that need them most.

Transportation

Low-income families in Jacksonville face many challenges as they try to access resources to improve their lives. Poor families are less likely to own cars and their neighborhoods are less likely to have a variety of employment, shopping and recreation options. They must rely upon the Jacksonville Transportation Authority's (JTA) bus system to get around in, and outside of their neighborhoods.

The PYD Subcommittee recommends that the JTA should become a partner with community resources that promote positive youth development such as afterschool,

summer camp and other programs. The Subcommittee recommends transportation vouchers for children who are independent bus riders so that they can access the kind of experiences that will promote their positive development.

The PYD Subcommittee also recommends that the Duval County Public Schools work with their bus contractors to facilitate the transportation of children who have parent permission to afterschool programs at recreation centers and community organizations.

The PYD Subcommittee unanimously recommends full implementation in JSO Zone One as soon as possible.

6. Budget:

Total program cost: \$6,818,000 (6,818 children x \$1,000)

In JSO Zone One there are 11,566 children ages 5-13 who live in families below 185% of poverty which qualifies them for the free and reduced lunch program. Using this number as proxy for the number of children in need of free, academically-enriched, five-day-a-week afterschool care, there are currently 4,748 children receiving care.

This leaves an unmet need of 6,818 children. The Jacksonville Children's Commission estimates that programming could be implemented for an additional 2,000 children in Year I; 2,000 children in Year II and the remaining 2,818 in Year III. At an average program cost of \$1,000 per child (for an entire school year), the cost for implementation in JSO Zone One is:

Year 1	\$ 2,000,000 (2,000 children)
Year 2	\$ 4,000,000 (4,000 children)
Year 3	\$ 6,818,000 (6,818 children)

Amount of capital investment: n/a

Initial operating investment: \$2,000,000

Annual budget for maintaining program with annual percentage of increase anticipated: TBD

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source: TBD

7. Program implementation timeline: Three years

8. Stakeholders of program:

- Jacksonville Children's Commission
- City of Jacksonville Recreation and Community Programming Division (JaxParks)
- Duval County Public Schools

- Youth-serving non-profits

9. **Partner organizations for implementation:**

10. **Area and sector of Jacksonville that the project will serve:**

Elementary and middle school-age youth living in JSO Zone One (zip codes 32202, 32204, 32206, 32208, 32209, 32254).



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. Subcommittee: Positive Youth Development
2. Date Approved by Subcommittee: March 26, 2008
3. **Project Proposed:**
Expand high-quality summer camp programs for all elementary and middle school age children living in JSO Zone One who meet qualifications the free and reduced lunch program (at or below 185% of the poverty level) (approximately 11,566 children).
Expand the program from six weeks to eight weeks per child.
4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

Jacksonville Children’s Commission Summer Camp

Approximately 30 organizations which run approximately 80 camps, for approximately 3,000 camp seats, receive funding in the form of grants from the Jacksonville Children’s Commission (totaling \$1.1 million in 2007). To guarantee a set standard of content and quality for summer camp providers, camps receiving JCC-funding must demonstrate they will follow the research-based 3E curriculum model.

The goals of the 3Es curriculum model are to provide EXPOSURE to children through experiential learning and career education, to promote EXPERIENCE in real world situations and the workforce and to create EXCITEMENT and sense of ownership for the child’s own education and future. Camp providers will ensure the following components are included in their programming: literacy enrichment: math and science enrichment, workforce development, cultural enrichment, service leadership and field trips.

All JCC-funded camps will provide a quality six-week camp experience and are held Monday through Friday from 9 a.m. to 4 p.m. Camp programs are open to Duval County children currently in kindergarten through 15 years of age.

A parent fee is required and will be assessed by all partnering camps to help offset costs not covered by the JCC. Parent fees may not exceed \$10 per week, but camps may decide the actual amount based on their target population's needs. While camps are allowed to charge extra for extended day (beyond 9 a.m. - 4 p.m.) and for some field trip costs, many are using the parent fee to cover one or both of these costs.

Children participating in the free/reduced lunch program, have documented special needs or are recipients of the McKay Scholarship are eligible for seats at selected camps.

Recreation and Community Programming Division

The Recreation and Community Programming Division offers annual summer camp activities for about 1,500 Duval County children ages 4-17. Camps are offered for three 2-week sessions. All programs are offered from 9 a.m. to 4 p.m. Extended Day is offered from 7 to 9 a.m. and from 4 to 6 p.m.

Enrollment is first come, first serve until full. Camps range in price from \$10-150 per two week session. Most feature extended day which ranges from \$10-25 per session.

Camps include:

Summer Enrichment Camps

This program is for ages 6-12 at approximately 15 community centers. Camp participants enjoy a variety of activities including sports, arts and crafts, swimming, board games and field trips.

Summer Teen Power

Teenagers can take part in the DPREC Teen Power Junior Counselor program. All youth ages 13-15 are eligible to participate. The program teaches job skills and responsibility and assists youth gaining valuable experience networking with other teens in a work environment. Teen Power volunteers are selected through an interview by the camp staff. Applications will be accepted after interview approval.

Art Camp

This program introduces participants to multi-art mediums such as clay works, painting, drawing, and printing paper material. The camp is offered in multiple sessions for different age levels at one location—Murray Hill art center.

EnviroCamp

This popular camp gives children an opportunity to explore their natural surroundings while developing an appreciation and understanding of the natural world around them. The camp is offered in multiple sessions for different age groups.

Kids Kamp

Kids Kamp is a program for 4-5-year-olds that offers specialized activities geared to children with high energy, active bodies and an inquisitive nature.

Also featured are multiple athletic camps including: *Junior Lifeguard Camp Youth Basketball Camp, Youth Volleyball Camp, Girls Youth Softball Camp and Tennis Camp.*

Given the length of summer vacation (10 weeks) and the limited availability of summer school, the PYD Subcommittee believes that it is imperative that summer camp funding is expanded to fund camps for at least eight weeks. Programs that include parental involvement are highly desirable. The benefits of high-quality summer camp track and build upon the benefits of an effective afterschool program.

6. Budget:

Total program cost: \$4,626,400 (11,566 children x \$400)

In JSO Zone One, the current number of children who need access to high-quality summer camps is 11,566. At a rate of \$400 per child for an eight-week camp, the total cost would be \$4,626,400. The Jacksonville Children's Commission estimates that summer camp programming could be implemented for an additional 3,855 children in Year I; 3,855 children in Year II and the remaining 3,856 in Year III. Currently the Jacksonville Children's Commission invests approximately \$500,000 in camps in JSO Zone One, leaving a funding need of \$4,126,400.

Year 1	\$1,500,000 (3,855 children)
Year 2	\$ 3,000,000 (approximately 7,500 children)
Year 3	\$4,626,400 (11,566 children)

Amount of capital investment: n/a

Initial operating investment: \$1.5 million

Annual budget for maintaining program with annual percentage of increase anticipated: TBD

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source: TBD

7. Program implementation timeline: Three years

8. Stakeholders of program: and partner organizations for implementation:

- Jacksonville Children's Commission
- City of Jacksonville Recreation and Community Programming Division (JaxParks)
- Youth-serving non-profits

9. Area and sector of Jacksonville that the project will serve:

Elementary and middle school-age youth living in JSO Zone One (zip codes 32202, 32204, 32206, 32208, 32209, 32254).



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. Subcommittee: Positive Youth Development
2. Date Approved by Subcommittee: March 21, 2008
3. Project Proposed:
Implement the JaxParks Intramural Sports League in JSO Zone One.
4. Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations' roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:

JaxParks Intramural Sports Program will target youth ages 13 to17 (including in-school and dropouts) located within or nearby high crime areas (JSO Zone One). The objective of the JaxParks Intramural Sports Program is to provide a safe environment for teens to participate in free organized sports activities that result in skills development, sense of purpose, and team work. JaxParks hopes to serve approximately 600 youth the first year.

The program will offer flag football, wiffle ball and basketball. Neighborhood-based teams will be formed to practice skill development, fundamental development, and to compete against other intramural league teams. JaxParks is committed to collaborating with non-profit organizations in the community to provide life skills training, job training and other programs to participants.

Outline of the process to create the JaxParks Intramural Sports Program:

- Identify appropriate sports activities (Completed)
- Identify park locations (Completed)
- Solicit sponsor(s) to cover initial one-year operating costs
- Identify and hire appropriate staff
- Identify transportation provider
- Develop and implement marketing plan
- Develop three-season (four-month) program per sport

- Culminate the season with tournament-level play

JaxParks identified eight parks in the Jacksonville Journey/Jacksonville Sheriff's Office-designated "hot spots." The eight proposed parks include:

- Barney Browning
- Forestview Park
- Hollybrook Park
- J. Gardner Nip Sams
- Julius Guinyard Park
- Henry L. Brown Kooker Park
- Terrace Park
- Tullulah Park

The benchmarks/success measures will include:

- Crimes committed by targeted age groups in targeted areas (Reduction shows success).
- Individual participant attendance
- Occurrences of misconduct during specific program operating hours. (Reduction shows success)
- Season-to-season retention percentage.

The PYD Subcommittee recommends that the JTA become a partner with community resources that promote positive youth development such as JaxParks Intramural Sports League. The Subcommittee recommends transportation vouchers for children who are independent bus riders so that they can access the kind of experiences that will promote their positive development.

The PYD Subcommittee also recommends that the Duval County Public Schools work with their bus contractors to facilitate the transportation of children who have parent permission to afterschool programs at community centers and parks.

6. Budget:

Total program cost:

Staffing (includes benefits, based on staffing for eight sites)	\$216,694
Contract (officials, scorekeepers)	\$21,945
Security**	\$332,800
Transportation	\$69,000
Equipment (sports equipment, port-a-lets, office equipment)	\$61,467
Maintenance	\$90,000
Marketing	\$25,000
Total budget for one year	\$816,906

** It should be noted that approximately one-third of this budget is for security (off-duty JSO officers). The City of Jacksonville will work to develop a partnership to address this cost.

Amount of capital investment: n/a

Initial operating investment:

Annual budget for maintaining program with annual percentage of increase anticipated: TBD

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source: TBD

7. **Program implementation timeline:** 120 days (four months)
8. **Stakeholders of program:**
 - City of Jacksonville Recreation and Community Programming Division (JaxParks)
 - Duval County Public Schools
9. **Partner organizations for implementation:**
 - City of Jacksonville Recreation and Community Programming Division (JaxParks)
 - Duval County Public Schools
 - Jacksonville Sheriff's Office
 - Business community
 - Partner agencies to provide programming
10. **Area and sector of Jacksonville that the project will serve:**
Middle and high school-age youth (13-17) living in JSO Zone One (zip codes 32202, 32204, 32206, 32208, 32209, 32254).



Intervention & Rehabilitation Sub-Committee

John Coxwell, Chair

Members

Ron Autrey
Bob Baldwin
Gordon Bass, Jr.
Karen Bowling
Lad Daniels
Latroy Daniels
Ron Foster, Jr.

Reginald Gaffney
Kevin Gay
Michael Hallett
Elder Harris
Wyllie Hodges
Joseph Hutchinson
Cal Jackson

Sharon Kirkland
Ray Reid
David Stevens
William Sulzbacher
Angelia Turner
Sherron Watson

Workgroups

Adult Re-Entry Strategies

Kevin Gay, Chair
Director Gordon Bass, Member
Michael Hallett, Member
Wyllie Hodges, Member

Employer/Employment Strategies

Lad Daniels, Chair
Bob Baldwin, Member
Karen Bowling, Member
Sharon Kirkland, Member
Ray Reid, Member

Juvenile Intervention Strategies

Bill Sulzbacher, Chair
Ron Autrey, Member
Angelia Turner, Member
Sherron Watson, Member

Public Relations

Ben Frazier
Melissa Ross



MEMORANDUM

Date: April 10, 2008

TO: Jacksonville Journey Steering Committee

FROM: John Coxwell, Chair, Targeted Intervention and Rehabilitation Sub-committee

RE: Summary and Prioritization of Recommendations

The Targeted Intervention and Rehabilitation Sub-committee started meeting the first week of January, 2008. We met once a week through April 7, 2008. Most of our presentations and work on our recommendations was done within the body of the full committee. It should be noted, though, that much intense work was completed in three additional working groups: Juvenile Intervention Strategies, chaired by Bill Sulzbacher; Adult Re-entry Strategies, chaired by Kevin Gay; and Employer/Employment Strategies, chaired by Lad Daniels.

We received testimony and presentations by various individuals (including former Mayor Jake Godbold), City agencies, non-profit groups, neighborhood leaders/associations and business owners. Pivotal to all of our work was a series of presentations by the State Attorney's Office (Jay Plotkin and Keto Porter), and the Jacksonville Sheriff's Office (Director Gordon Bass, Re-entry Coordinator Cathy Chadeayne, Chief David Stevens and Asst. Chief David Coffman).

We encouraged and accepted public comment at the end of each meeting.

It should be noted that we held two public meetings at Clanzell Brown Community Center on the Northside. Both meetings were held in the evening to encourage greater public participation. The first meeting was held by the Juvenile Intervention Strategies work group and the entire Sub-committee hosted the second meeting. I would like to thank committee member Sherron Watson for coordinating both of these meetings.



Details of all of our recommendations are contained herein. Please see the following summary of our recommendations and our best attempt to prioritize them:

- 1) Establish and implement 'Camp Jacksonville' for the summer of 2008.**
- 2) Re-open and secure funding for the continued operation of the Juvenile Assessment Center (JAC). Identify mental health issues and solutions for troubled juveniles.**
- 3) Maintain current inventory of intervention and prevention programs and seek additional funding for programs designed for youth/juveniles being run by the State Attorney's Office.**
- 4) Recommend the establishment and further development of a portal providing referral information on re-entry services for ex-offenders – the Jacksonville Re-entry Center (portal of entry for all local, state, and federal offenders whose residency and county of conviction was Duval and who are now returning to Duval County upon release from incarceration.)**
- 5) Expand operation of Drug Court, Mental Health Court and/or Re-entry court. Explore other opportunities to expand re-entry services to the pre-trial population to allow judges other disposition options.**
- 6) Recommend expanding re-entry programs, such as Operation New Hope's Ready4Work program, that are particularly attached to employment with benefits.**
- 7) Identify community-based programs, grass-roots efforts that make a significant impact and difference in the high-crime areas within the Jacksonville community and make efforts to help build capacity to these organizations. This recommendation has several components with the same purpose:**
 - Create a matrix/inventory of organizations and the programs/services each offers for ex-offenders (juvenile and adult)**
 - Create a matrix/inventory of organizations and the programs/services each offers for intervention (juvenile and adult)**
 - Assist in creating more awareness within the community for the 2-1-1 Call Center, a United Way program**



- 8) **Request WorkSource to respond to the committee request to perform the following activity: Serve as an administrator for non-profit organizations dealing with ex-offenders. WorkSource could use its developed skills in obtaining and monitoring federal and state grants targeted to these non-profits. This would free up time for the non-profit to expand its capacity and core mission dealing with ex-offenders.**
- 9) **Begin community-wide discussion to develop a Juvenile Detention Alternatives Initiative (JDAI) program in Jacksonville (based on Annie E. Casey model).**
- 10) **Make direct efforts to lobby Jacksonville employers to hire ex-offenders. Recommend that the City of Jacksonville make specific efforts to hire ex-offenders.**
- 11) **Identify mental health issues and solutions for troubled juveniles**
- 12) **It should be noted that the Targeted Intervention and Rehabilitation Subcommittee also made the following endorsements, but other sub-committees will be bringing more detailed recommendations:**
 - **Elimination of Out-of-School suspension; and**
 - **Creation of 20,000 more mentors for Duval County youth.**

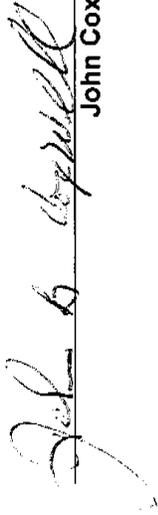
JC/ks



Intervention & Rehab Subcommittee Approval of Recommendations

Subcommittee Recommendation	Workgroup	Priority	Date Approved
Establish and implement 'Camp Jacksonville' for the summer of 2008	Full Subcommittee	1	April 7, 2008
Secure funding for the continued operation of the Juvenile Assessment Center (JAC); identify mental health issues and solutions for troubled juveniles.	Full Subcommittee	2	April 7, 2008
Maintain current inventory of intervention and prevention programs and seek additional funding for programs designed for youth/juveniles being run by the State Attorney's Office	Juvenile Intervention	3	April 7, 2008
Recommend the establishment and further development of a portal providing referral information on re-entry services for ex-offenders – the Jacksonville Re-entry Center (portal of entry for all local, state, and federal offenders whose residency and county of conviction was Duval and who are now returning to Duval County upon release from incarceration.)	Adult Re-entry	4	April 7, 2008
Expand operation of Drug Court, Mental Health Court and/or Re-entry court. Explore other opportunities to expand re-entry services to the pre-trial population to allow judges other disposition options.	Adult Re-entry	5	April 7, 2008
Recommend expanding re-entry programs, such as Operation New Hope's Ready4Work program, that are particularly attached to employment with benefits	Adult Re-Entry	6	April 4, 2008
Identify community-based programs, grass-roots efforts that make a significant impact and difference in the high-crime areas within the Jacksonville community and make efforts to help build capacity to these organizations. This recommendation has several components with the same purpose: <ul style="list-style-type: none"> • Create a matrix/inventory of organizations and the programs/services each offers for ex-offenders • Create a matrix/inventory of organizations and the programs/services each offers for intervention • Assist in creating more awareness within the community for the 2-1-1 Cal Center, a United Way program 	Juvenile Intervention/Employer & Employee	7	April 7, 2008
Request WorkSource to respond to these committee requests to perform the following activities: a) Serve as an administrator for non-profit organizations dealing with ex-offenders. WorkSource could use its developed skills in obtaining and monitoring federal and state grants targeted to these non-profits. This would free up time for the non-profit to expand its capacity and core mission dealing with ex-offenders.	Employer/Employee	8	April 7, 2008
Begin community-wide discussion to develop a Juvenile Detention Alternatives Initiative (JDAI) program	Juvenile Intervention	9	April 7, 2008

in Jacksonville – based on Annie E. Casey model.			
Make direct efforts to lobby Jacksonville employers to hire ex-offenders. Recommend that the City of Jacksonville make specific efforts to hire ex-offenders.	Adult Re-entry	10	April 7, 2008
Identify mental health issues and solutions for troubled juveniles	Juvenile Intervention	11	April 7, 2008
The Intervention Committee has made the following endorsements of recommendations that other sub-committees will be bringing forward:	Full committee	12	April 7, 2008
<ul style="list-style-type: none"> • Implementation of "Camp Jacksonville" • Elimination of Out-of-School suspension • Creation of 20,000 more mentors for Duval County youth 			



John Coxwell, Chair



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Targeted Intervention and Rehabilitation
2. **Date Approved by Subcommittee:** April 8, 2008
3. **Project Proposed:** Establish and implement 'Camp Jacksonville' for the summer of 2008.
4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations' roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

Camp Jacksonville will be based on a success program called 'Camp Birmingham'. The goals of the program will be to:

- Provide meaningful work experience for area youth ages 16-22.
- Help youth acquire essential practical business skills and a solid work ethic.
- Help youth develop a sense of employment responsibility, self-esteem and self-confidence.
- (Campers) Provide basic skills, organized recreation and special activities for youth ages 5-13.

Programs and activities include:

- Academic enrichment, arts & crafts, recreational activities, field trips, summer reading program, music and dance, movies, Camp Jacksonville Olympics and much more.

5. **Organizations or agencies that will implement and coordinate program:**
 - City of Jacksonville
 - Duval County School Board

6. **Budget:**
- ~\$200, 000 for 6 school locations

Total program cost: ~\$200, 000

Initial capital and operating investments: \$0

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source: CDBG, Local general funds, foundation and other non-profit matching dollars.

- City's General Fund
- Duval County School Board
- CDBG
- Other non-profits/foundations

7. **Program implementation timeline:** Summer of 2008
8. **Stakeholders of program:** COJ, DCSB and non-profit programming providers
9. **Partner organizations for implementation:** Non-profit program providers
10. **Area and sector of Jacksonville that the project will serve:** All

APPENDIX A

Excerpt from Minutes where proposal was adopted (3/18/08, page 7):

Acceptance of full proposal with above-noted amendments was passed unanimously.

3. Discussion Items

None.

Adjournment. **Meeting adjourned at 4:25 p.m.**



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Intervention & Rehabilitation Committee

2. **Date Approved by Subcommittee:** April 7, 2008

3. **Project Proposed:** Secure funding for the continued operation of the Juvenile Assessment Center (JAC)

4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

Last year, the Department of Juvenile Justice assessed and/or detained nearly 7,000 young people locally, making Jacksonville one of the busiest locations of its kind in Florida. Because the Juvenile Assessment Center has been closed, all preliminary screenings are conducted over the phone, an option instituted when the JAC stopped its operation. Once capital improvements are made to the building and security and staffing are in place, the current system – which was implemented as a stop gap measure – can be replaced with a full screening process. This will allow law enforcement patrol officers to get back on the street and the youth to be turned over to the Department of Juvenile Justice.

Having a fully operational JAC is critical as we work to improve intervention and rehabilitation services in our community. Timely intervention with juveniles can divert them from the wrong course and set them on a better road – one that doesn’t lead back to the justice system.

Funds coming from drug forfeiture accounts and the city’s capital improvement funds have currently been allocated to make the necessary capital improvements at the JAC. However,

once the capital improvements have been made – there still needs to be allocation for the operating funds to keep the center fully staffed and operational.

5. Organizations or agencies that will implement and coordinate program:

Department of Juvenile Justice
City of Jacksonville
Jacksonville Sheriff's Office
Juvenile Court

6. Budget:

Total program cost: \$325,110 to staff 2 security officers on site

Amount of capital investment:

Initial operating investment:

Annual budget for maintaining program with annual percentage of increase anticipated:

Anticipate 4% inflation factor – following years budgets to be: 2010 - \$338, 114;
2011 - \$351,639; 2012 - \$365,705; 2013 - \$380,333

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:

7. Program implementation timeline:

Immediately

8. Stakeholders of program:

Department of Juvenile Justice
City of Jacksonville
Jacksonville Sheriff's Office
Juvenile Court

9. Partner organizations for implementation:

Department of Juvenile Justice

City of Jacksonville
Jacksonville Sheriff's Office
Juvenile Court

10. Area and sector of Jacksonville that the project will serve:

Benefit the Jacksonville community.



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Intervention & Rehabilitation Committee

2. **Date Approved by Subcommittee:** April 7, 2008

3. **Project Proposed:** Maintain current inventory of intervention and prevention programs and seek additional funding for programs designed for youth/juveniles being administered by the State Attorney's Office

4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations' roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

The State Attorney's Office (SAO), Fourth Judicial Circuit, has made the reduction of juvenile crime its top priority over the past seventeen years. They believe that the only way to significantly reduce crime is to focus on juvenile justice. The SAO has devoted a tremendous amount of time and resources in the development and implementation of juvenile justice programs, focusing on offenders entering the system at various levels.

Since 1991, the State Attorney's Office (SAO) has filed over 2,800 juvenile cases in adult court. The overwhelming majority of these juveniles were incarcerated in adult facilities. For intervention programs, the SAO has been awarded over \$8 million in grants to implement creative juvenile intervention and diversion programs designed to prevent future criminal behavior. However, there may soon be a reduction in state and federal funding that will jeopardize many local community re-entry programs.

In order to remain effective, additional funding needs to be given to the specified juvenile programs.

5. **Organizations or agencies that will implement and coordinate program:**

State Attorney's Office
City of Jacksonville

6. **Budget:**

Total program cost: \$321,600

- a) **CUP - (Children United with Parents)** - This program is currently inactive due to lack of funding for staff and services. It was designed to steer children, between the ages of five to 16 with incarcerated parents/siblings, away from delinquency. Families were provided with risk assessments, case management and counseling services with the goal of strengthening bonds between children and their incarcerated parents/siblings. It has been found that a primary risk factor for youth is having a parent in prison. It has further been shown that contact between the incarcerated parent and their child is beneficial for both. We estimate that we could reactivate this program at the cost of \$75,000 per year.
- b) **Inside/Outside Residential Program:** In collaboration with the City of Jacksonville, a residential house was established for juvenile inmates who do not have a safe home environment to return to upon their release. 45 juvenile offenders are currently or have been in the program, and 17 offenders have so far successfully completed the program. Several of these high risk offenders successfully completed the program after additional court sanctions. This is the primary aftercare program for youth who have been incarcerated as adults in the Duval County jail. The yearly operating budget for the I/O Residential Program is \$166,000. The program relies heavily on funding from the Federal LLEBG/Justice Assistance Grant which was cut 67% in FY08. Without additional resources the program will have to close it's doors. The program is currently funded through September '08.
- c) **Communities in Schools Jail Program (CISJ):** A model program within the local jail that primarily assist juvenile offenders in completing their education and develop employability skills. Over the past eight years, the CISJ Program has placed formerly incarcerated youth into appropriate academic programs, and matched them with needed community resources including job opportunities. The yearly operating budget for the CISJ Program is \$45,000. The CISJ Program is solely supported by the Federal LLEBG/Justice Assistance Grant which was cut 67% FY08. The program is currently funded through September '08.
- d) **Cultural Council "Juvenile Art Program":** A multi-disciplinary arts program that provides instruction in creative writing, painting, photography and web design to juvenile inmates and former inmates. The program strives to increase the offender's chances of leading productive lives by providing art education opportunities and work place skills. The yearly operating budget for the Juvenile Art Program is \$26,000. In 2003, the program was funded by a grant from the National Endowment Fund for the Arts and the State of Florida, Division of

Cultural Affairs. A private donor funded the program through '07. Funding for this program no longer exist.

- e) **Toastmasters International “Power, Polish, & Purpose Program”**: A youth leadership program designed to help juvenile inmates develop effective communication skills and self-esteem. The offenders involved with the program have shown tremendous growth in their speaking abilities, while enhancing their reading and writing skills. The yearly operating budget for the Power, Polish & Purpose Program is \$9,600. The Jacksonville Sheriff's Office Inmate Welfare Fund supported the program through '07. Funding for this program no longer exists.

7. Program implementation timeline:

Immediately

8. Stakeholders of program:

State Attorney's Office
City of Jacksonville

9. Partner organizations for implementation:

State Attorney's Office
City of Jacksonville

10. Area and sector of Jacksonville that the project will serve:

Entire Jacksonville community.



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Intervention and Rehabilitation

2. **Date Approved by Subcommittee:** April 7, 2008

2. **Project Proposed:** Recommend the establishment and further development of a portal providing referral information on re-entry services for ex-offenders – the Jacksonville Re-entry Center (portal of entry for all local, state, and federal offenders whose residency and county of conviction was Duval and who are now returning to Duval County upon release from incarceration.)

4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations' roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

Jacksonville Re-Entry Center (JREC) has been under the administration of the Jacksonville Sheriff's Office/ Department of Corrections since October, 2007 serving as the *portal of entry* for all local, state, and federal offenders whose residency and county of conviction was Duval and who are now returning to Duval County upon release from incarceration. This portal of entry is crucial for a number of reasons. JREC is committed to our community partners and offender service providers who work with us and provide guidance and oversight through their participation in monthly Jacksonville Area Discharge Enhancement meetings. With their (JADE) assistance and to that end JREC will deliver the following:

1. Increase public safety by reducing recidivisms.
2. Re-entry transition plans (discharge planning) will begin upon sentencing. As such, the local jail facilities operated by the JSO/Department of Corrections in partnership with its' community service providers and under a Memorandum of Agreement are uniquely poised

to provide the individualized risk and needs assessment and maintenance of community care.

3. Provide *on-site* felony registration eliminating the need to make more than one-stop to do so.
4. Ensure that inmates exit prison or jail with appropriate forms of identification and that those eligible for public benefits receive them immediately upon their release.
5. Ensure that inmates have transportation from their point of release (prison or jail) to the JREC facility (portal of entry).
6. Assign terms of and conditions of program participation that compliment any state sanctioned probation or parole requirements (potential on-site representation of probation/parole staff).
7. Facilitate former offender's sustained engagement in treatment, mental health, and supportive health services and stable housing. Maintain database to share information and reduce duplication of services by frequent users.
8. Continue to address the obstacles that make it difficult for ex-offenders to obtain and retain employment at a living wage-level.

5. **Organizations or agencies that will implement and coordinate program:** Jacksonville Sheriff's Office, Department of Corrections, Jacksonville Re-entry Center (JREC)

6. **Budget:**

Total program cost:

\$800,000. 2008/2009. The City of Jacksonville could potentially realize a reduction in costs as other resource funding opportunities are developed, such as Federal funding through the Second Chance Act. Lower incarceration rates, lower recidivism, reduced homeless shelter stays and health care costs related to criminal activity will also result in cost reduction to the City.

Capital investment:

Approximately \$150,000 to provide materials to refurbish 1024 Superior Street, site of the proposed expanded JREC (portal of entry).

Initial operating investment:

First year \$650,000 from the City of Jacksonville (excludes one-time cost of building refurbishment of approximately \$150,000.)

Annual budget for maintaining program with annual percentage of increase anticipated:

Approximately \$650,000 but will need time to prepare an itemized budget that will ensure cost-effective delivery of services.

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:

The funding sources for 2007/2008 consist of Jacksonville Sheriff's Office (Re-entry Coordinator civilian) and Law Enforcement Block Grant Dollars for three staff members and costs associated with purchasing ID's and transportation for clients. Grant funding is

also being requested through the SAMSA, VOCA, DOH, and the Robert Wood Johnson foundation.

7. **Program implementation timeline:** No down time for delivery of services currently in operation. We have outgrown our physical space and need to expand staff capacity to meet the sheer numbers of offenders transitioning back to Jacksonville. Since October 2007 JREC staff has provided service to over 3,500 individuals. Completion of building refurbishment is targeted for August 2008.

8. **Stakeholders of program:**
Citizens of Duval County. Jacksonville Sheriffs Office/Department of Corrections, Criminal justice and community partners/service providers. (attached)

9. **Partner organizations for implementation:** List attached

10. **Area and sector of Jacksonville that the project will serve:** Duval County residents in transition from incarceration local, state and federal.



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Intervention & Rehabilitation Committee – Adult re-entry

2. **Date Approved by Subcommittee:** April 7, 2008

3. **Project Proposed:** Expand operation of Drug Court, Mental Health Court and/or Re-entry court.

4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

The expansion of operations for the drug court and/or re-entry court is a proven judicial practice that saves money and prevents recidivism.

5. **Organizations or agencies that will implement and coordinate program:**

Jacksonville Sheriff’s Office
State Attorney’s office
Judicial System

6. **Budget:**

Total program cost: Would need to coordinate with the State Attorney’s Office and Court Administration to identified associated costs.

7. Program implementation timeline:

Immediately

8. Stakeholders of program:

Jacksonville Sheriff's Office
State Attorney's Office

9. Partner organizations for implementation:

Jacksonville Sheriff's Office
State Attorney's office

10. Area and sector of Jacksonville that the project will serve:

Benefit the Jacksonville community.



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Intervention & Rehabilitation Committee – Adult re-entry

2. **Date Approved by Subcommittee:** April 7, 2008

3. **Project Proposed:** Explore opportunities to expand re-entry services to the pre-trial population to allow judges another disposition option.

4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

There needs to be other disposition alternatives for judges. There needs to be more opportunities to expand re-entry services to the pre-trial population to give judges another disposition option other than the pre-trial unit for those with non-violent charges who cannot “bond out”.

Another benefit to having these other options is that it would help mitigate jail costs.

5. **Organizations or agencies that will implement and coordinate program:**

Jacksonville Sheriff’s Office
Jacksonville courts
State Attorney’s office

6. **Budget:**

Total program cost: No costs are associated at this time

7. Program implementation timeline:

Immediately

8. Stakeholders of program:

Jacksonville Sheriff's Office
Jacksonville courts
State Attorney's Office

9. Partner organizations for implementation:

Jacksonville Sheriff's Office
Jacksonville courts
State Attorney's office

10. Area and sector of Jacksonville that the project will serve:

Benefit the Jacksonville community.



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Intervention and Rehabilitation -Adult Re-Entry
2. **Date Approved by Subcommittee:** 4/4/08
3. **Project Proposed:** Recommend expanding re-entry programs, such as Operation New Hope's Ready4Work program, that are particularly attached to employment with benefits.
4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations' roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

Program Description:

Quality jobs will mitigate housing and other needs that will go a long way towards reducing the city's recidivism rate. Operation New Hope's Ready4Work program will provide the Jacksonville Journey with critical training and reintegration of newly released ex-offenders into many of Jacksonville's challenged communities. R4W is an employment based re-entry program with an intensive case management model that focuses on long-term employment. Reentry services such as assessments, job readiness training, job placement, post placement support, mentoring and case management are provided by an experienced staff of case managers/career counselors, job readiness trainers, job placement specialists and trained mentors. Skills' training is provided by employers who do on-the-job training. Support services such as education completion (GEDs), literacy training, housing, primary health care, substance abuse treatment and more are provided through a strong network of partners that work with ONH. Unlike many programs that offer participants a quick fix, Ready4Work participants are in the program for one year.

Ready4Work is about building a strong collaboration of the 4 key stakeholders- business, criminal justice, faith and community to create successful re-integration of ex-offenders that will deliver the following:

- Increased public safety by taking the most at-risk out of the cycle of crime
- Delivering more workers to the workforce
- Strengthening families by bringing fathers and mothers home to support families
- Saving taxpayers over \$56 million in 5 years.

Describe the activities the proposed program will undertake:

Ready4Work uses a 4-track system to determine the transition plan of each participant. Recognizing that each comes with their own special needs we tailor a specific transition plan to insure a high degree of success. Each will receive the following services:

1. Case management: A minimum of one year of case management ensures that all participants are assessed, referred for appropriate services and monitored.
2. Job readiness training: 1-3 weeks of classroom training and on-the-job training provided by employers.
3. Job placement: depending upon the track, once placed follow-up will occur frequently during the first 90 days to ensure that employer and employee are working together satisfactorily.
4. Mentoring: Volunteer mentoring for one year helps the participant achieve personal goals and establish ties in the community.

ONH will be responsible for the recruitment of all program participants. MOU’s are in place with the FL Department of Corrections. Specific R4W case managers are on site at the primary facilities that are feeders to Duval and surrounding counties. It will be critical to have same access to begin recruitment and assessments in all Duval County Jail facilities.

Why is the program needed?

Each year thousands of former inmates of federal, state and local institutions return to communities to restart their lives. They face numerous barriers to successful employment including: (1) hesitancy of employers to hire ex-offenders, (2) a lack the education and skills and (3) a lack of needed social support to allow them to enter and remain in the workplace. These and other barriers such as substance abuse, lack of housing, mental disorders, etc. create a need for structured reentry programs.

The following table provides a profile of the service area where the majority of participants resides and indicates the level of distress along with the percentage of minorities (overwhelmingly low-income African-Americans and the majority of clients in the reentry program) living in the area.

Geographic area	Total population	% Minority residents	% Families below poverty	% Population unemployed (16+ years)
32202	5,085	71	21.9	15.9
32204	7,733	55	26.7	6.4
32206	21,217	84	34.9	11.4
32208	33,744	77	15.2	8.1
32209	39,653	98.1	25.9	11.9
32254	14,801	55	19.5	8.7

U.S. Census Bureau, Summary File 3

According to federal state and local corrections data, an average of 500 federal and 1800 state prisoners are released annually in northeast Florida. According to the Florida Department of Corrections

2005/2006 (most recent posted) Prison Release Report, Duval County ranked fifth in the state for the number of released ex-offenders with a total of 1,760. For the same period, Circuit Four, which encompasses three counties in northeast Florida, had a total of 2,049 making Jacksonville home to 86 percent of the district's returning state prisoners. In FY 2007 Duval County's jail facilities released over 49,000 inmates after serving an average of 60 days. Just the fact that these individuals were incarcerated makes it extremely difficult to obtain employment and break the cycle of crime.

Recidivism (re-arrest) rates vary by age and gender. National data indicate that over two-thirds of released prisoners re-offended within 36 months of release. This represents a significant number of ex-offenders who cannot transition to a crime-free life and who pose a threat to public safety and property. The consequences of recidivism can prove debilitating to families and communities, but in neighborhoods suffering economic deprivation and high crime, these consequences only escalate a downward spiral. Therefore the need to expand a proven re-entry employment model is needed to break the cycle of poverty, which is the great incubator for crime.

An argument can also be made for the need to use resources efficiently and reentry programs pay for themselves in money saved in incarceration costs. If 400 ex-offenders receive reentry services at an average annual cost of \$4100/person the cost to taxpayers is \$1,640,000. The average annual cost of incarceration per person is \$11133 (average between local and state). Without reentry assistance 54 percent of the 400 would be rearrested resulting in an average annual incarceration cost of \$2,404,080 to taxpayers. With R4W's five percent recidivism rate only 20 would recidivate costing \$222,660 and resulting in an annual incarceration savings of \$2,182,068.

Participants served, program costs and the tremendous cost savings

Year	# Served	Cost of Re-entry*	Cost to City	Savings per Recidivism Rate ²
2008/09	400	\$1,640,000.00	\$738,000.00	\$2,182,068.00
2009/10	550	\$2,255,000.00	\$1,127,500.00	\$3,000,343.50
2010/11	700	\$2,870,000.00	\$1,435,000.00	\$3,818,619.00
2011/12	850	\$3,485,000.00	\$1,599,000.00	\$4,636,894.50
2012/13	1000	\$4,100,000.00	\$1,845,000.00	\$5,455,170.00
	3100	\$14,350,000.00	\$6,744,500.00	\$19,093,095.00

Measurable Outcomes;

- Reduced recidivism rates
- # of job placements made
- Job retention %
- # of participants receiving job readiness training
- # of participants receiving case management services
- # of participants matched with mentors
- # of new employers recruited/jobs created
- Quarterly reports to be verified by independent 3rd party

5. **Organizations or agencies that will implement and coordinate program:**

Operation New Hope

6. **Budget:**

Total program cost: \$1,640,000 in year 1.

City participation is \$738,000.

Over the multi year demonstration grant that ONH participated in with 16 other sites, the cost to provide the full compliment of re-entry services was \$4100 per participant. This amount has been adopted by the Prisoner Re-entry Initiative (PRI) grants nationwide. This amount is also documented by Public/Private Ventures.

Amount of capital investment:

\$1 million to purchase expand building capacity in year 1.

Initial operating investment:

First year \$1,738,000 from the City of Jacksonville

Annual budget for maintaining program with annual percentage of increase anticipated:

-Going forward the City of Jacksonville would support 50% of caseload through 3rd year. Beginning in the 4th year the City's costs will begin to decline while the caseload will continue to increase.

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:

In 2008 funding comes through the Florida Department of Corrections (state), SBA (federal) and the City of Jacksonville. This funding supports approximately 220 participants. ONH proposes the City to increase this caseload to 400 in year 1 costing the City \$738,000 out of \$1,640,000. ONH will develop and manage an ongoing aggressive fund development campaign during 08. These efforts will build upon already strong state and federal relationships along with building greater foundation support. *The Second Chance Act* will be a starting place to attract newly committed federal dollars beginning in late 08. The development of a self-sustaining business model for employment services will begin during year 2.

The Annie E. Casey Foundation has committed to ONH the following:

- Assisting in the development of a dollar for dollar match on qualifying training dollars invested.
- Helping to attract other national foundations.
- Assist in the development of a transitional jobs program.
- Investing resources

7. **Program implementation timeline:**
Since ONH is in its 9th year of operation the program scale will be implemented much easier than s start up operation. **SEE CHART ABOVE**

8. **Stakeholders of program:**

In addition to the critical program partners will be key players like the City of Jacksonville, The Jacksonville Chamber of Commerce along with buy in from the broad corporate community.

9. **Partner organizations for implementation:** LIST ATTACHED FOR BOTH ONH
JREC

10. **Area and sector of Jacksonville that the project will serve:** Duval, St. Johns, and
Clay Counties



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Intervention & Rehabilitation Subcommittee

2. **Date Approved by Subcommittee:** April 7, 2008

3. **Project Proposed:** Identify community-based programs, grass-roots efforts that make a significant impact and difference in the high-crime areas within the Jacksonville community and make efforts to help build capacity to these organizations.

4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

Many small, grass-root community efforts make more of an impact with juveniles than larger agencies. Many organizations asked the committee for additional funding and support. Efforts need to be made to help build capacity for these organizations and others like them within the community.

- Communities in Schools - a 501 © 3 organization that works closely with the School Board and kids at any age that need additional assistance through programs such as mentoring, after school programs and student advocates that work with at-risk kids and their parents. Their programs reach approximately 6,000 kids. The more funding they have, the more programs they can offer at a greater scale. They currently can only reach a small amount of kids that need their services.
- Thorminc Ministries – this organization has taken a pro-active approach in the community concerning violent crime. Since 2002, THORMINC provides supportive housing and services for men and women who are ex-offenders. They may have committed a violent crime but they have served their time in prison and are now ready to start their lives over with mentoring, life-skills, new clothing, case management and in many cases, spritual enrichment. THORMINC has been cut 85% in Department of

Correction funding to assist the violent offender re-entering Jacksonville's community. 85%, that averages to going from helping around 25 men quarterly with housing and healing to 1 man for 90 days.

- Christ Ministry of Changing – they currently offer programs such as community housing assistance, family crisis restoration, second chance job placement, confidence building youth programs and are in need of a local community empowerment center where youth have a safe haven to go to.
- Jacksonville Beauty Institute – this program helps students in terms of providing employment as it trains individuals to develop the skills to open their own beauty parlors. In the past 10 years since the schools have been operational, they have graduated over 500 students who are now fully licensed to operate the own hair salons. The profile of the students includes students with degrees, high-school students and drop-outs. They have assisted ex-offenders. The normal process to be trained is from 9-12 months and the program has capacity for 60 students.
- Community Re-entry Staffing - this program helps ex-offenders get jobs. They have helped 486 people get jobs in fields of warehousing, industrial, etc. These positions are permanent. This organization needs more public awareness and jobs for the program.

5. Organizations or agencies that will implement and coordinate program:

Jacksonville Sheriff's Office - JREC
City of Jacksonville

6. Budget:

Total program cost:

Amount of capital investment:

Initial operating investment:

Annual budget for maintaining program with annual percentage of increase anticipated:

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:

7. Program implementation timeline: Immediately.

8. Stakeholders of program:

Jacksonville Sheriff's Office
City of Jacksonville
Re-entry providers

9. Partner organizations for implementation:

**Jacksonville Sheriff's Office
City of Jacksonville
Re-entry providers**

10. Area and sector of Jacksonville that the project will serve:

The Jacksonville community



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Intervention & Rehabilitation Committee

2. **Date Approved by Subcommittee:** April 7, 2008

3. **Project Proposed:** This recommendation has two components with the same purpose:
 - a) Create a matrix/inventory of organizations and the programs/services each offers for ex-offenders

 - b) Create a matrix/inventory of organizations and the programs/services each offers for intervention

4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

The beginning point to address the high rate of incarceration in our community is with intervention. The numbers entering the system are simply too great for our community to develop sufficient meaningful programs to help solve the problem after release from the criminal justice system. Jacksonville needs to be proactive with support systems that strengthen families. Employment of the individual is one of the most powerful deterrents to re-entry into the criminal justice system.

The community within Jacksonville lacks the knowledge of the educational and/or vocational programs available to offenders while incarcerated. The same goes for the skills or employment assessments that may be performed either while in prison or immediately upon release. Without a proper assessment, it is extremely difficult for one to find meaningful employment within a reasonable time.

Key details for each program/service that would be included in these matrixes include: mission, target market, capacity, deliverables, location, funding sources and success rate. The City of Jacksonville's Housing & Neighborhoods Department would be asked to compile these two matrixes.

These would be "living lists" that would require constant monitoring and updating. The Children's Commission performs this type of activity on a continuing basis and could provide assistance.

5. Organizations or agencies that will implement and coordinate program:

City of Jacksonville's Housing & Neighborhoods Department
The Children's Commission
Jacksonville Sherriff's Office (for data purposes)
Local service providers (for data purposes)

6. Budget:

Total program cost: \$36,000/year
(1 person x 12 months x 75% x \$40,000 = \$30,000)
Overhead: \$ 6,000
(20% x \$30,000)

Amount of capital investment: \$ 0

Initial operating investment: \$24,000
(2 people x 3 months X \$40,000/year = \$20,000)
Overhead: \$4,000
(20% x \$20,000)

Annual budget for maintaining program with annual percentage of increase anticipated: \$24,000
(See Initial Operating Investment above)
Annual increase: 5%

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:

City of Jacksonville General Operating Budget

7. Program implementation timeline:

The Housing & Neighborhoods Department will be asked to compile these two matrixes within 90 days of the request.

As these lists will require constant monitoring and updating, the Children's Commission will be asked to perform this activity on a continuing basis.

8. Stakeholders of program:

All local service area providers offering intervention and programs for ex-offenders
City of Jacksonville
Jacksonville Sherriff's Office

9. Partner organizations for implementation:

City of Jacksonville's Housing & Neighborhoods Department
The Children's Commission
Jacksonville Sherriff's Office
Local service intervention and re-entry providers

10. Area and sector of Jacksonville that the project will serve:

Since these programs will be dealing with inmates returning from the local, state and federal prisons, these matrixes will serve the entire community of Jacksonville.



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Intervention & Rehabilitation Committee – Juvenile Intervention

2. **Date Approved by Subcommittee:** April 7, 2008

3. **Project Proposed:** Assist in creating more awareness within the community for the 2-1-1 Call Center, a United Way program

4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

Serving the community, the United Way of Northeast Florida needs more awareness and support to help assist the needs of its citizens. The Northeast Florida’s United Way 2-1-1 Call Center is critical for the success of intervention and re-entry programs.

The 2-1-1 System connects people with needed human services through an easy to remember three-digit phone number, the web and a variety of community interactions. When someone connects with 2-1-1, specially trained information and referral specialists analyze what services are needed and provide the appropriate resource and related information. Currently more than 65% of the U.S. population has access to 2-1-1, with more systems going live each month.

Every hour of every day, someone in the United States needs essential services from finding substance abuse assistance to securing adequate care for a child or an aging parent. Faced with a dramatic increase in the number of agencies and help lines, people often don't know where to turn. In many cases, people end up going without these necessary and readily available services because they do not know where to start.

While services that are offered through 2-1-1 vary from community to community, 2-1-1 provides callers with information about and referrals to human services for every day needs and in times of crisis. For example, 2-1-1 can offer access to the following types of services:

- Basic Human Needs Resources: food banks, clothing closets, shelters, rent assistance, utility assistance.
- Physical and Mental Health Resources: health insurance programs, Medicaid and Medicare, maternal health, Children's Health Insurance Program, medical information lines, crisis intervention services, support groups, counseling, drug and alcohol intervention and rehabilitation.
- Employment Supports: Earned Income Tax Credit (EITC) financial assistance, job training, transportation assistance, education programs.
- Support for Older Americans and Persons with Disabilities: adult day care, congregate meals, Meals on Wheels, respite care, home health care, transportation, homemaker services.
- Support for Children, Youth and Families: child care, after school programs, Head Start, family resource centers, summer camps and recreation programs, mentoring, tutoring, protective services.
- Volunteer Opportunities and Donations.

5. Organizations or agencies that will implement and coordinate program:

United Way organization
City of Jacksonville
Jacksonville community

6. Budget:

Total program cost: No costs are associated at this time

Amount of capital investment:

Initial operating investment:

Annual budget for maintaining program with annual percentage of increase anticipated:

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:

7. Program implementation timeline:

Immediately

8. Stakeholders of program:

United Way organization
City of Jacksonville
Jacksonville community

9. Partner organizations for implementation:

United Way organization
City of Jacksonville
Jacksonville community

10. Area and sector of Jacksonville that the project will serve:

Benefit the Jacksonville community.



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Intervention & Rehabilitation Subcommittee

2. **Date Approved by Subcommittee:** April 7, 2008

2. **Project Proposed: Request** WorkSource to respond to these committee requests to perform the following activities:
 - a) Serve as an administrator for non-profit organizations dealing with ex-offenders. WorkSource could use its developed skills in obtaining and monitoring federal and state grants targeted to these non-profits. This would free up time for the non-profit to expand its capacity and core mission dealing with ex-offenders.

4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

WorkSource is the regional Workforce Development organization. It is a publicly funded agency that provides extensive workforce-related services to six counties in the First Coast area. WorkSource has a strong relationship with employers in the region and enjoys an outstanding reputation for implementing training programs specifically geared to the needs of the area employers. It is also highly respected at the state and federal levels for its creativity and fiscal responsibility.

Its vision is for Northeast Florida to have a world-class workforce development system that enables businesses to be leaders in the global economy. In 2005, more than 76,000 people registered to find work with WorkSource, and more than 41,000 people obtained jobs through their services. They served more than 3,000 First Coast employers with more than 11,000 requests for qualified workers. They manage a budget of \$15 million in federal funds to meet the labor needs of the community and to facilitate a wide range of programs.

5. **Organizations or agencies that will implement and coordinate program:**

WorkSource
City of Jacksonville
Local non-profit agencies

6. **Budget:**

Total program cost:

1A	Assessment Center (15,000 assessments/yr x \$10/ea)	\$150,000
1B	Non-Profit Administration (\$1 million budget x 6.5%)	\$ 65,000/non-profit

Note: For 5 non-profits the cost would be \$65,000 x 5 = \$325,000

Amount of capital investment:

1A	Mobile Lap-top Unit w/25 laptops	\$ 75,000
1B	Use existing facilities	\$ 0

Initial operating investment:

1A	Use current staff	\$ 0
1B	Included in Administrative Fee for Program costs	\$ 0

Annual budget for maintaining program with annual percentage of increase anticipated:

1A	Operations - \$100,000 Equipment Replacement Fund - \$25,000 Annual Increase – 5%	\$125,000
1B	Administration (included in total program Cost above) Annual Increase – 4%	\$ 0

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:

- | | |
|----|---|
| 1A | (1) JSO
(2) Florida Dept. of Corrections
(3) U.S. Dept. of Justice |
| 1B | (1) City of Jacksonville
(2) Florida Dept. of Corrections
(3) U.S. Dept. of Justice |

7. Program implementation timeline:

WorkSource would be asked to respond to these two specific requests within 60 days and would be asked to submit a proposed budget for each of the activities. It would be asked to suggest possible funding sources to affect these programs.

8. Stakeholders of program:

WorkSource
City of Jacksonville
Local non-profit agencies

9. Partner organizations for implementation:

WorkSource
City of Jacksonville
Local non-profit agencies

10. Area and sector of Jacksonville that the project will serve:

This project will benefit the entire community of Jacksonville.



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Intervention & Rehabilitation Subcommittee – Juvenile Intervention

2. **Date Approved by Subcommittee:** April 7, 2008

3. **Project Proposed:** Begin community-wide discussion to develop a Juvenile Detention Alternatives Initiative (JDAI) program in Jacksonville

4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

Few would disagree with the notion that violence in the United States remains at unacceptably high levels. More troubling still is the realization that perpetrators and victims of violence are often youth and young adults. In 2006, 4,890 juveniles were arrested in Jacksonville. Certain factors can protect or shield youth from exposure to specific risks for violence. These factors include an intolerant attitude toward deviance and violence, a commitment to school, positive peers, a strong and positive attachment to parents and religious commitment have been linked to reductions in various forms of antisocial behavior.

The Juvenile Detention Alternatives Initiative (JDAI) was started by the Annie E. Casey Foundation and is a multi-year initiative in which sites across the country created and tested new ways to establish smarter, fairer, more effective and efficient juvenile justice systems. The JDAI was designed to support the Casey Foundation’s vision that all youth involved in the juvenile justice system have opportunities to develop into healthy, productive adults. After more than a decade of innovation and replication, JDAI is one of the nation’s most effective, influential, and widespread juvenile justice system reform initiatives. JDAI focuses on the juvenile detention component of the juvenile justice system because youth are often unnecessarily or inappropriately detained at great expense, with long-lasting negative consequences for both public safety and youth development.

Boiled down to its essence, the purpose of the Juvenile Detention Alternatives Initiative is to demonstrate that jurisdictions can safely reduce reliance on secure detention and achieves the following objectives:

- Eliminate the inappropriate or unnecessary use of secure detention
- Minimize re-arrest and failure-to-appear rates pending adjudication
- Ensure appropriate conditions of confinement in secure facilities
- Redirect public finances to sustain successful reforms
- Reduce racial and ethnic disparities

Since its inception in 1992, JDAI has repeatedly demonstrated that jurisdictions can safely reduce reliance on secure detention. There are now approximately 80 JDAI sites in 21 states and the District of Columbia, but none in Florida. Jacksonville will be the ideal location to have a JDAI site.

The critical component to make this program successful in Jacksonville is to have the cooperation and support of key partners including: State Attorney's Office, Jacksonville Sheriff's Office, Department of Juvenile Justice, Juvenile Court and City of Jacksonville. All of the partners must be on board for consideration for implementation to be successful.

5. Organizations or agencies that will implement and coordinate program:

City of Jacksonville
Jacksonville Sheriff's Office
State Attorney's Office
Department of Juvenile Justice
Juvenile Court
Intervention & re-entry service providers

6. Budget:

Total program cost: There is an opportunity to have some federal funding supplement this program. However, discussions with all stakeholders need to take place before costs can be determined.

Amount of capital investment:

Initial operating investment:

Annual budget for maintaining program with annual percentage of increase anticipated:

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:

7. Program implementation timeline:

Discussions with stakeholders need to take place immediately.

8. Stakeholders of program:

City of Jacksonville
Jacksonville Sherriff's Office
State Attorney's Office
Department of Juvenile Justice
Juvenile Court
Intervention & re-entry service providers

9. Partner organizations for implementation:

City of Jacksonville
Jacksonville Sherriff's Office
State Attorney's Office
Department of Juvenile Justice
Juvenile Court
Intervention & re-entry service providers

10. Area and sector of Jacksonville that the project will serve:

The JDAI initiative will benefit the entire community of Jacksonville.



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Intervention & Rehabilitation Committee – Adult re-entry

2. **Date Approved by Subcommittee:** April 7, 2008

3. **Project Proposed:** Recommend that the City of Jacksonville make specific efforts to hire ex-offenders.

4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

The City of Jacksonville is one of the largest employers within the community. Specific efforts, legislation, etc needs to be undertaken to allow and encourage the City of Jacksonville to hire ex-offenders. These jobs can be in the fields of construction, manufacturing, warehousing, etc.

5. **Organizations or agencies that will implement and coordinate program:**

City of Jacksonville
State Attorney’s Office

6. **Budget:**

Total program cost: No costs are associated at this time

7. Program implementation timeline:

Immediately

8. Stakeholders of program:

City of Jacksonville
State Attorney's Office

9. Partner organizations for implementation:

City of Jacksonville
State Attorney's Office

10. Area and sector of Jacksonville that the project will serve:

Benefit the Jacksonville community.



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Intervention & Rehabilitation Committee – Adult re-entry

2. **Date Approved by Subcommittee:** April 7, 2008

3. **Project Proposed:** Make direct efforts to lobby Jacksonville employers to hire ex-offenders.

4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations' roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

The Jacksonville business community, both small and large companies, needs to take more pro-active measures to hire ex-offenders.

5. **Organizations or agencies that will implement and coordinate program:**

Jacksonville business community
Jacksonville Chamber of Commerce

6. **Budget:**

Total program cost: No costs are associated at this time

7. **Program implementation timeline:**

Immediately

8. Stakeholders of program:

Jacksonville business community
Jacksonville Chamber of Commerce

9. Partner organizations for implementation:

Jacksonville business community
Jacksonville Chamber of Commerce

10. Area and sector of Jacksonville that the project will serve:

Benefit the Jacksonville community.



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:** Intervention & Rehabilitation Committee

2. **Date Approved by Subcommittee:** April 7, 2008

3. **Project Proposed:** Identify mental health issues and solutions for troubled juveniles

4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations' roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

More community awareness of the programs that are currently being offered to assist those with mental health needs. A directory of programs should be developed to facilitate organizations in directing and educating juveniles in obtaining the mental health services they need.

A presentation made by Full Service Schools, a division of the United Way, highlighted the fact that the mental health services in the community are inadequate. Many individuals with mental health issues self-medicate. Generally where you find substance abuse you will find mental health issues. It is an invisible problem that is not readily seen.

5. **Organizations or agencies that will implement and coordinate program:**

Local mental health organizations
Jacksonville Sheriff's Office
Juvenile Court

6. Budget:

Total program cost: No costs are associated at this time

Amount of capital investment:

Initial operating investment:

Annual budget for maintaining program with annual percentage of increase anticipated:

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:

7. Program implementation timeline:

Immediately

8. Stakeholders of program:

Local mental health organizations
Jacksonville Sheriff's Office
Juvenile Court

9. Partner organizations for implementation:

Local mental health organizations
Jacksonville Sheriff's Office
Juvenile Court

10. Area and sector of Jacksonville that the project will serve:

Benefit the Jacksonville community.



Law Enforcement & Deterrence Sub-Committee

Paul Perez, Chair

Members

Ed Hearle
Joe Henry
Bishop Howard
John Jolly

Frank Mackesy
Melissa Nelson
Isaiah Rumlin
Lanny Russell

Joe Stelma
Michael Weinstein

Workgroups

Increasing Police Presence

Lanny Russell, Chair
Isaiah Rumlin
Melissa Nelson

Getting Guns Off the Street

Bishop John Howard,
Chair
Joe Stelma
Ed Hearle

Reviewing the Administration of Justice

John Jolly, Chair
Frank Mackesy
Michael Weinstein



MEMORANDUM

Date: April 10, 2008

TO: Jacksonville Journey Steering Committee

FROM: Paul Perez, Chair, Law Enforcement and Deterrence Committee

RE: Summary and Prioritization of Recommendations

The eleven-member Law Enforcement and Deterrence Committee began meeting in early January. Immediately, we knew that the committee had to be divided into workgroups to allow for intense focus on the key issues outlined in our charge from Mayor Peyton.

Those workgroups were:

- Increasing police presence
- Getting guns off the streets
- Increasing School Safety
- Reviewing the administration of justice

The full committee and the individual workgroups spent the next several months talking with subject matter experts and examining volumes of data. Each workgroup then presented to the full committee a comprehensive listing of recommendations.

These recommendations addressed topics ranging from additional police officers to legislative changes at the state and local level and the creation of a criminal justice Web site. While financial considerations were not the main driver of its recommendations, the committee also remained cognizant of the city's difficult financial situation. For this reason, they identified and suggested not only programs with costs but cost-saving measures as well.

Listed below are the six recommendations the committee believes will have the most significant impact on the overall law enforcement and deterrence activities in this community. As many of the other recommendations made by the committee related to revenue-generating or cost-saving items, necessary legislative changes or technology enhancements, the committee will ask the mayor's administration and the Jacksonville Sheriff's Office to jointly examine these items and implement any appropriate measures.



Please see the following summary of our recommendations and our best attempt to prioritize them. Additional details are included in the attached Proposed Program Concept Form.

Recommendation 1:

Add 101 patrol officers, 124 corrections officers and 38 civilian positions to the Jacksonville Sheriff's Office based on the identified needs of the community and the available financial resources.

- The patrol officers should be hired over a five-year period with a yearly analysis of staffing levels conducted to determine if substantive changes are occurring in the criminal justice system and if the implementation schedule should be changed.
- The hiring of corrections officers and civilian positions should be conducted as quickly as possible, as the addition of these positions will reduce overtime costs and produce a net savings

Recommendation 2:

Recommend judiciary and State Attorney's Office increase use of post-incarceration (probation or community control) for convicted felons in Duval County.

Recommendation 3:

Encourage local judiciary and State Attorney's Office to consider more stringent sentencing policies where police and prosecutors have identified those individuals who pose an ongoing danger or threat to the community.

Recommendation 4:

Encourage judiciary and State Attorney's Office to work with Public Defender's Office to ensure all reasonable actions are taken to facilitate the most expeditious disposition of pending felony cases.

Recommendation 5:

Encourage the local judiciary to reconsider adoption of the revised bond schedule for release from jail prior to first appearance that is outlined in the administrative order drafted by the Criminal Justice Coordinating Council and supported by the State Attorney's Office, the Jacksonville Sheriff's Office and the Public Defender.



Recommendation 6:

Duval County School Board and the Jacksonville Sheriff's Office should create a specific Special Events Safety Plan for each school within Duval County. The two organizations must eliminate any obstacles that exist to providing the necessary security and should fully execute the plans once created.

PP/ms



City of Jacksonville – The Jacksonville Journey

SUMMARY OF RECOMMENDATIONS

LAW ENFORCEMENT & DETERRENCE SUBCOMMITTEE

March 27, 2008

Please note that the subcommittee prioritized all of these recommendations and they appear in summary at the end of this document.

SCHOOL SAFETY WORKGROUP RECOMMENDATION

Presented by Joe Henry, Chair

The Duval County School Board and the Jacksonville Sheriff's Office should create a specific Special Events Safety Plan for each school within Duval County. The responsibility for the creation of this plan is the joint responsibility of the assigned school resource officer and the principal of each school.

Approved unanimously

GETTING GUNS OFF THE STREET WORKGROUP RECOMMENDATIONS

Presented by Bishop John Howard, Chair

1. Substantially increase routine use of post-incarceration supervision (i.e., Probation and Community Control, for convicted felons)
2. Focus on the effective prosecution and sentencing of those frequently arrested individuals who pose an obvious threat to the community.
3. Develop and establish educational programs for both young people and adults about guns, civic responsibility and the Gun Bounty Program.
4. Advocate for increased resources for the State Attorney's Office, the FDLE Crime Lab, and probation and parole officers to be used in enhancing the prevention, detection and prosecution of gun crimes and other crimes of violence. Increase resources utilized for inter-agency cooperation with ongoing gun enforcement efforts by local law enforcement with the U.S. Attorney's Office and the Bureau of Alcohol, Tobacco and Firearms.

5. Increase the penalties for certain gun crimes:
 - (A) Advocate for the amendment of Chapter 790 to explicitly provide that knowingly giving, loaning, delivering, selling or otherwise furnishing a gun to a convicted felon carries the same punishment as possession of a firearm by a convicted felon.
 - (B) Increase the penalty for possession of a firearm by a convicted felon to a first-degree felony, punishable by up to 30 years in prison.
 - (C) Consider making the possession of an assault weapon during the commission of a felony punishable by up to life in prison.
6. Encourage the City Council and JSO to continue to consider the purchase of a Shotspotter System in conjunction with surveillance cameras and other technologies.
7. Advocate for amendment of Chapter 790 of the Florida Statutes to permit the passage of reasonable local regulations to fit local needs.
8. Explore policy changes regarding police operations affecting detection of guns.

8 votes approved: (Paul Perez, Ed Hearle, Bishop Howard, Frank Mackesy, Lanny Russell, Melissa Nelson, Michael Weinstein)
1 vote – abstained (Joe Henry)

Notes:

Recommendations #1 and #2 are the workgroup's highest priority.

POLICE PRESENCE WORKGROUP RECOMMENDATIONS

Presented by Lanny Russell, Chair

1. Add sworn officer and civilian positions to the Jacksonville Sheriff's Office based on the identified needs of the community and the available financial resources.
2. Implement five year hiring plan for sworn officers and conduct yearly analysis of staffing levels and need to determine if

substantive changes are occurring in the criminal justice system and if the implementation schedule should be changed.

3. Funding required to add personnel at JSO should not be taken from other areas of government. (See notes)
4. Jacksonville should conduct an examination of best practices related to pension and benefits costs and consider any changes that may be implemented for future employees.
5. JSO, the Mayor's Office, and the City Council should move as quickly as possible to add additional corrections officers and emergency communications officers, therefore reducing overtime costs.
6. Jacksonville should revise its ordinance relating to officers responding to false security alarm calls.
7. Jacksonville should lobby at the state level to have the SAO's budget increased by \$947,539 annually to begin funding JSO investigator positions assigned to the State Attorney's Office.
8. Jacksonville should engage in lobbying efforts at the state level to encourage changes to the E-911 statutes that will allow JSO to utilize dedicated funds to better support the county's 911 equipment needs and operations.
9. Council Auditor/Inspector General should examine administrative service functions within the JSO determine if opportunities for consolidation of services exist.
10. Jacksonville should implement a fuel surcharge for instances when an officer utilizes his police vehicle during secondary employment.
11. Jacksonville should increase its schedule for JSO related fees such as background checks, finger prints, etc.
12. Jacksonville and the JSO should implement additional or increased fees for inmates and services provided by JSO and should investigate the use a collection service to ensure a higher rate of collection.

Approved unanimously with the following amendments:

The subcommittee agreed to remove recommendation #3.

The subcommittee agreed to combine recommendations #1, 2 and 5 under the heading "Increase Police Presence" and label it Recommendation #1.

The subcommittee agreed to combine recommendations #4, 9, 10, 11 and 12 under the heading "Revenue Generating and Cost Savings" and label it Recommendation #2.

The subcommittee agreed to combine recommendations #6, 7 and 8 under the heading "Legislative Change Recommendations" and label it Recommendation #3.

ADMINISTRATION OF JUSTICE WORKGROUP RECOMMENDATIONS

Presented by Undersheriff Frank Mackesy on behalf of John Jolly, Chair

- I. Decrease case loads and jail population and increase efficiency of the criminal justice system
 - A. Review the effectiveness of horizontal vs. vertical prosecution
 - B. Expedient disposition of pending felony cases
 1. Preparation to dispose of cases early in the process by the SAO
 2. SAO and Judiciary working to get cases to trial earlier
 3. Cases on the court calendars frequently before trial
 4. Use of retired and county court judges to assist with trials
 5. Monitoring of case counts by Chief Judge
 6. Frequent review of pretrial detainees charged with misdemeanors and non-violent felonies to determine if other means of pretrial supervision is appropriate.
 - C. File a greater number of felony cases against the worst offenders
 - D. Increase use of alternative sentences
 1. Increase use of probation and community control for certain non-violent offenders

2. Monitor non-violent offenders sentenced to county jail to determine if home detention is warranted.
 3. Increase use of state prison rather than county jail sentences
- E. Transparency and accountability for criminal justice system participants
1. Create Web site to post local criminal justice data
 2. Annual reports/presentations by State Attorney and Sheriff
- II. Increased coordinated effort between SAO and JSO through expansion of OSS initiative
- A. Aggressive prosecution of OSS targeted offenders for all provable felonies
- III. Alternative funding for non-core functions of SAO and JSO

Vote Summary (Administration of Justice workgroup recommendations)

#1 A. Review the Effectiveness of Horizontal vs. Vertical Prosecution

1 Opposed (Melissa Nelson)

7 Approved (Paul Perez, Ed Hearle, Joe Henry, Bishop Howard, Frank Mackesy, Lanny Russell, Michael Weinstein)

Unanimous vote to remove Recommendation #1 C. File a greater number of felony cases against the worst offenders

All other recommendations of this workgroup were approved unanimously.

LAW ENFORCEMENT SUBCOMMITTEE RECOMMENDATION

Presented by Paul Perez, Chair

It is the recommendation of this committee that the local judiciary move to adopt the bond schedule related to release from jail prior to first appearances that is outlined in the draft administrative order.

The subcommittee voted to approve this recommendation unanimously with the following amendment:

It is the recommendation of this committee that the local judiciary reconsider a move to adopt the bond schedule related to release from jail prior to first appearances that is outlined in the draft administrative order.

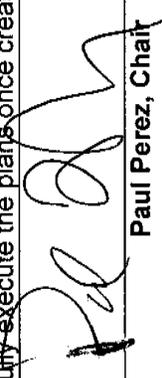
PRIORITIZATION OF SUBCOMMITTEE RECOMMENDATIONS:

1. Add sworn patrol officers and civilian positions to the Jacksonville Sheriff's Office based on the identified needs of the community and the available financial resources. Implement a five-year hiring plan for sworn officers and conduct yearly analysis of staffing levels and need to determine if substantive changes are occurring in the criminal justice system and if the implementation schedule should be changed. JSO, the Mayor's Office and the City Council should move as quickly as possible to add additional corrections officers and emergency communications officers, therefore reducing overtime costs. (Police Presence Workgroup #1, 2 and 5)
2. Substantially increase routine use of post-incarceration supervision, i.e., probation and community control, for convicted felons. (Getting Guns Off the Street Workgroup #1)
3. Focus on the effective prosecution and sentencing of those frequently arrested individuals who pose an obvious threat to the community. (Getting Guns Off the Street Workgroup #2)
4. Expedient disposition of pending felony cases
5. It is the recommendation of this subcommittee that the local judiciary reconsider a move to adopt the bond schedule related to release from jail prior to first appearances that is outlined in the draft administrative order. (Law Enforcement & Deterrence Subcommittee)
6. JSO and the Duval County Public Schools should create specific Special Events Safety Plans for each school in the county. (School Safety Workgroup)
7. All other Police Presence recommendations
8. All other Getting Guns Off the Streets recommendations
9. All other Administration of Justice recommendations



Law Enforcement Subcommittee Approval of Recommendations

Subcommittee Recommendation	Workgroup	Priority	Date Approved
<p>Add 101 patrol officers, 124 corrections officers and 38 civilian positions to the Jacksonville Sheriff's Office based on the identified needs of the community and the available financial resources.</p> <ul style="list-style-type: none"> o The patrol officers should be hired over a five-year period with a yearly analysis of staffing levels conducted to determine if substantive changes are occurring in the criminal justice system and if the implementation schedule should be changed. o The hiring of corrections officers and civilian positions should be conducted as quickly as possible as the addition of these positions will reduce overtime costs and produce a net savings 	Police Presence	1	March 27, 2008
Recommend Judiciary and State Attorney's Office increase use of post-incarceration (probation or community control) for convicted felons in Duval County.	Getting Guns off the Street	2	March 27, 2008
Encourage local judiciary and State Attorney's Office to consider more stringent sentencing policies where police and prosecutors have identified those individuals who pose an ongoing danger or threat to the community.	Getting Guns off the Street	3	March 27, 2008
Encourage judiciary and State Attorney's Office to work with Public Defender's Office to ensure all reasonable actions are taken to facilitate the most expeditious disposition of pending felony cases.	Administration of Justice	4	March 27, 2008
Encourage the local judiciary to reconsider adoption of the revised bond schedule for release from jail prior to first appearance that is outlined in the administrative order drafted by the Criminal Justice Coordinating Council and supported by the State Attorney's Office, the Jacksonville Sheriff's Office and the Public Defender.	Full Subcommittee	5	March 27, 2008
Duval County School Board and the Jacksonville Sheriff's Office should create a specific Special Events Safety Plan for each school within Duval County. The two organizations must eliminate any obstacles that exist to providing the necessary security and should fully execute the plans once created.	School Safety	6	March 27, 2008


Paul Perez, Chair



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. Subcommittee:

Law Enforcement and Deterrence-Recommendation #1

2. Date Approved by Subcommittee:

March 27, 2008

3. Project Proposed:

Add 101 patrol division officers, 124 corrections officers and 38 civilian positions to the Jacksonville Sheriff's Office based on the identified needs of the community and the available financial resources.

- The patrol division officers should be hired over a five-year period with a yearly analysis of staffing levels conducted to determine if substantive changes are occurring in the criminal justice system and if the implementation schedule should be changed.
- The hiring of corrections officers and civilian positions should be conducted as quickly as possible as the addition of these positions will reduce overtime costs and produce a net savings

4. Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations' roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:

After review and analysis of the extensive data and interviews with criminal justice system stakeholders, this committee has concluded that the current level of officers deployed by the JSO is not adequate and should be increased. The committee believes that the precise number of additional positions (sworn officers, correctional officers and civilian positions) is a policy decision that can only be made by Mayor John Peyton and Sheriff John Rutherford based on the identified needs of the community and the available resources.

However, this committee believes that all facts considered – the city's high murder rate, Jacksonville's comparatively low per capita spending ratios and low number of officers per

1,000 population – the addition of the 101 patrol division officers requested by Sheriff Rutherford is a reasonable request supported by data.

This committee recommends that the patrol officers be added over the next five years, with a yearly analysis conducted to determine if substantive changes are occurring in criminal activity and if the hiring schedule for officers should be changed.

This committee anticipates that as the various recommendations resulting from the *Jacksonville Journey* are implemented some of the current law enforcement needs will be reduced. It may also occur as the City of Jacksonville is able to institute technology (such as red light cameras and other surveillance technology), which may reduce the need for additional traffic enforcement officers.

The committee also supports the sheriff's request to hire 124 corrections officers. In order to meet appropriate officer to inmate ratios and ensure the safety of inmates and employees, the JSO has consistently offset a lower number of corrections officers with significant overtime among its corrections staff. While there will be an upfront cost to hire, train and equip these new correctional officers, the subsequent reduction in overtime will more than offset the one time costs (see below for cost information).

The Matrix Consulting Group's Operational Audit of the JSO recommended the addition of 144 civilian positions (including the conversion of some sworn and correctional officer position to civilian.) The sheriff concurs with the addition of 84 of those positions including 38 Emergency Communications Officers. While no cost savings would occur in the first year due to the nine-month training period required for new emergency communications officers, upfront costs would be offset with a reduction in overtime in future years. Because of the need and the associated savings, this committee is supportive of this request.

It is important to note that while Sheriff Rutherford's request for additional officers included the addition of 225 total sworn officers, 124 correctional officers and 84 civilian positions, these recommendations only directly address the positions that would be contained in the patrol area, corrections officers and a portion of the civilian positions. The other positions requested, as outlined in the Matrix report or recommended by Sheriff Rutherford, would support other areas of JSO operations. Given the timeframe in which the committee had to complete its analysis, it was not able to examine enough data to make substantive recommendations as to these other positions. It is the recommendation of this committee that the mayor and the sheriff address these additional 170 positions as part of their policy decisions concerning community needs and available resources.

5. **Organizations or agencies that will implement and coordinate program:**
Jacksonville Sheriff's Office

6. Budget:

Total program cost:

	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	Total
Number of Patrol Officers	30	20	20	20	11	101
Total Cost	\$3,082,455	\$4,233,430	\$5,913,427	\$7,749,972	\$9,476,787	\$30,456,071

	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	Total
Number of Correctional Officers	80	44	0	0	0	124
Net Cost	\$1,817,060	\$51,541	(\$905,533)	(\$628,416)	(\$606,000)	(\$271,348)

	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	Total
Number of Civilian Positions (ECOs)*	15	23	0	0	0	0	38
Cost	\$165,427	\$831,240	\$918,870	\$958,412	\$998,842	\$1,030,000	\$4,902,791

** Note: 2007/08 FY costs to be absorbed within JSO's current budget.*

Amount of capital investment:

Included in above totals

Initial operating investment:

Included in above totals

Annual budget for maintaining program with annual percentage of increase anticipated:

Included in above totals

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:

To be determined, could be offset with funds generated from the introduction of red light camera technology. The collection of this revenue is contingent on changes to state statutes.

7. **Program implementation timeline:**
Fiscal Year 2007/2008 through FY 2012/2013
8. **Stakeholders of program:**
City of Jacksonville, JSO
9. **Partner organizations for implementation:**
Not applicable
10. **Area and sector of Jacksonville that the project will serve:**
Citywide



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:**
Law Enforcement and Deterrence- Recommendation #2
2. **Date Approved by Subcommittee:**
March 27, 2008
3. **Project Proposed:**
Recommend Judiciary and State Attorney’s Office increase use of post-incarceration (probation or community control) for convicted felons in Duval County.
4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

This recommendation encourages the local judiciary and State Attorney’s Office to substantially increase the number of felons in Duval County sentenced to probation or community control once they are released from jail or prison. Research has shown that Duval County uses probation and community control sanctions at a significantly lower rate than other jurisdictions in Florida, and uses county jail incarceration at a significantly higher rate (see attachments for details.)

Placing an increased number of convicted felons on some form of post-incarceration supervision will benefit Jacksonville’s criminal justice system in many ways. First, multiple requirements must be fulfilled to successfully complete probation or community control. Community control is a more strict form of probation, essentially consisting of house arrest, and can include the wearing of a locator ankle bracelet.)

One such requirement is that the offender is required to demonstrate that he or she is either employed or actively looking for work and can receive assistance in securing employment. He or she must also avoid law breakers and not associate with them and can be ordered not to possess a gun while on probation.

Another important benefit derived whenever a felon is on probation is that those who are on probation are subject to search and random spot checks on demand by their probation officers. One promising strategy that has been utilized successfully is for probation officers to conduct such after-hours spot checks while accompanied by police officers for their safety. By doing this, those felons on probation who are found to be illegally possessing a gun can be arrested and promptly dealt with for violating probation.

This program is currently used in a limited manner by Duval County by probation officers. The result has been that several dozen guns in the recent past have been taken out of the hands of criminals.

5. **Organizations or agencies that will implement and coordinate program:**
State Attorney's Office; Judiciary; Department of Corrections- Probation and Parole

6. **Budget:**

Total program cost:

Because this recommendation contemplates increasing substantially the number of felons in Duval County on probation once they get out of jail and increasing the volume and frequency of spot checks of convicted felons for weapons by probation officers accompanied by police officers, additional personnel in the Probation and Parole department may be necessary. There is no reason, however, to foresee that this need will exist immediately.

This is true partially because the increase in probationers would be staggered over time, since some of the probationary terms would not begin until after incarceration, and this recommendation would not necessitate a lowering of the length of incarceration for those sentenced to state prison.

That said, the median salary for a probation/parole officer in the State of Florida is estimated to be approximately \$35,000.

Amount of capital investment:

None

Initial operating investment:

None

Annual budget for maintaining program with annual percentage of increase anticipated:

None

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:

Probation and parole officer salaries are contained within the state Department of Correction's budget.

7. **Program implementation timeline:**
Could be implemented immediately
8. **Stakeholders of program:**
SAO, judiciary, Department of Corrections
9. **Partner organizations for implementation:**
None
10. **Area and sector of Jacksonville that the project will serve:**
Citywide



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:**
Law Enforcement and Deterrence- Recommendation # 3
2. **Date Approved by Subcommittee:**
March 27, 2008
3. **Project Proposed:**
Encourage local judiciary and State Attorney’s Office to consider more stringent sentencing policies where police and prosecutors have identified those individuals who pose an ongoing danger or threat to the community.
4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

Research shows that the majority of serious crimes are committed by a relatively small number of habitual criminals. A review of random files at the State Attorney’s Office demonstrates to this committee the SAO’s office does a commendable job with the prosecution of those who have committed a heinous crime. A large amount of resources at the SAO is being successfully devoted to the prosecution of murder and attempted murder cases. Those who murder others in Jacksonville face tough prosecutors and long sentences.

The committee is encouraging serious consideration of more stringent sentencing policies where police and prosecutors have identified those individuals who pose an ongoing danger or threat to the community, but may not have yet committed what would be considered a heinous crime.

The Operation Safe Streets program (a partnership with the SAO and JSO), which involves targeting by the JSO of notorious criminals and stringent prosecution by the SAO, is a tremendous example of how this model can help to rid the streets of habitual criminals.

To be clear, the committee is not advocating that more non-dangerous people be sent to prison. Rather, it is advocating that those whose past arrest histories indicate that they pose a threat of violence be removed from the streets at every available opportunity. For example, where a dangerous criminal with a violent past is arrested for possession of cocaine, felony driving while license is suspended or revoked, or forgery, the fact that the current arrest is for a non-violent crime should not prevent the imposition of a severe sentence.

5. **Organizations or agencies that will implement and coordinate program:**
County circuit court judiciary, State Attorney's Office, Jacksonville Sheriff's Office

6. **Budget:**

Total program cost:

None

Amount of capital investment:

None

Initial operating investment:

None

Annual budget for maintaining program with annual percentage of increase anticipated:

None

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:

Not Applicable

7. **Program implementation timeline:**

Could begin immediately

8. **Stakeholders of program:**

County circuit court judiciary, State Attorney's Office, Jacksonville Sheriff's Office

9. **Partner organizations for implementation:**

Not Applicable

10. **Area and sector of Jacksonville that the project will serve:**
Citywide



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. Subcommittee:

Law Enforcement and Deterrence-Recommendation #4

2. Date Approved by Subcommittee:

March 27, 2008

3. Project Proposed:

Encourage judiciary and State Attorney's Office to work with Public Defender's Office to ensure all reasonable actions are taken to facilitate the most expeditious disposition of pending felony cases.

4. Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations' roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:

Duval County has a burgeoning jail population. While the number of inmates incarcerated in Duval County is not disproportionate to its population, the high number of people housed in the county correctional facilities is causing a significant strain on the city's budget. In order to meet appropriate inmate to officer ratios and ensure the safety of inmates and employees, the JSO has incurred significant overtime costs for corrections officers. In fact, between fiscal years 02/03 and 06/07 the overtime costs for correctional officers has increased more than 40 percent, up from \$4.9 million to 7 million.

The committee believes that if the inmate numbers could be reduced that these dollars could be better used for other law enforcement and deterrence needs in Jacksonville. This and other committees within the Jacksonville Journey have made recommendations as to ways in which the jail population can be reduced. This includes everything from programs that will prevent residents from committing crimes to a revised bond schedule for individuals charged with non-violent crimes.

While this committee is aware that there are a number of factors that lead to the large number of people held in the county detention facility, it is the recommendation of this committee that the judiciary and State Attorney's Office should ensure that they are doing everything possible to quickly move pending felony cases through the judicial system.

This would include working with the Public Defender's Office to ensure that cases are moving as quickly as possible.

Each judge manages his or her respective court calendars differently. While this is necessary, the committee would encourage the judiciary to consider increasing the frequency of pre-trial conferences. This would allow the parties to discuss resolution on a more frequent basis and any preliminary matters can be dealt with quickly. This may be one way to ensure that cases are moving through the system as quickly as possibly.

5. **Organizations or agencies that will implement and coordinate program:**

Local judiciary, State Attorney's Office

6. **Budget:**

Total program cost:

None

Amount of capital investment:

None

Initial operating investment:

None

Annual budget for maintaining program with annual percentage of increase anticipated:

None

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:

Not Applicable

7. **Program implementation timeline:**

Could be implemented immediately

8. **Stakeholders of program:**

Judiciary, SAO, JSO

9. Partner organizations for implementation:

Not applicable

10. Area and sector of Jacksonville that the project will serve:

Citywide



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:**
Law Enforcement and Deterrence- Recommendation #5
2. **Date Approved by Subcommittee:**
March 27, 2008
3. **Project Proposed:**
Encourage the local judiciary to reconsider adoption of the revised bond schedule for release from jail prior to first appearance that is outlined in the administrative order drafted by the Criminal Justice Coordinating Council and supported by the State Attorney's Office, the Jacksonville Sheriff's Office and the Public Defender.
4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations' roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

Research has shown that in 2007, 38,575 men and 12,692 women were admitted to the Duval County pretrial detention facility. The 38,575 males were held on 74,774 charges while the 12,692 females were held on 24,145 charges.

The significant cost associated with housing, feeding, clothing and providing security for the large number of individuals housed in the county's pre-trial detention facility places a strain on the city's public safety budget.

In 2007 the most prevalent charge for a male admitted to a correctional facility in Duval County – 7,430 counts – was knowingly operating a vehicle with a driver's license that was suspended, cancelled or revoked. For females, the most frequent charge – 3,778 counts – was obtaining property or services with a worthless check, drafts, or debit card for orders of less than \$150.

The Criminal Justice Coordinating Council, which includes senior members of the Jacksonville Sheriff's Office, Public Defender's Office, and the State Attorney's Office, has

prepared and presented to the local judiciary an administrative order that outlines a proposed schedule for bonds prior to first appearance.

The goal of the order is to revise the eligibility requirements that will allow individuals who do not pose an ongoing threat to the community to await disposition of their charges outside of the county's detention facility. This will serve as a way to reduce the amount that local government spends to house these individuals.

The individual charged would be required to meet certain eligibility requirements, including but not limited to:

- is a current resident of Duval County, Florida;
- has no prior arrests within the past year, whether as an adult or as a juvenile; and
- has no prior arrests whatsoever, including the instant arrest, involving the use of violence, firearms, escape from custody or failure to appear, whether as an adult or as a juvenile.

Of the current population in the county pre-trial detention facility, it is estimated that less than 150 persons held would qualify for release under the revised bond schedule. However, the committee believes that even with a relatively small number significant savings could be realized. Based on the strong support from the Jacksonville Sheriff's Office, the State Attorney's Office and the Public Defender's Office for this revised bond schedule and the potential cost savings associated with its implementation, this committee encourages the local judiciary to reconsider adoption of the draft administrative order.

5. **Organizations or agencies that will implement and coordinate program:**
County circuit court judiciary, State Attorney's Office, Jacksonville Sheriff's Office, Public Defender's Office

6. **Budget:**

Total program cost:

None

Amount of capital investment:

None

Initial operating investment:

None

Annual budget for maintaining program with annual percentage of increase anticipated:

None

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:

Not Applicable

7. Program implementation timeline:

Administrative order is in draft form and could be adopted and implemented immediately.

8. Stakeholders of program:

County circuit court judiciary, State Attorney's Office, Jacksonville Sheriff's Office, Public Defender's Office

9. Partner organizations for implementation:

Not Applicable

10. Area and sector of Jacksonville that the project will serve:

Citywide



THE JACKSONVILLE JOURNEY– PROPOSED PROGRAM CONCEPT FORM

For initial Steering Committee evaluation purposes only; if approved, more detail will be required.

1. **Subcommittee:**
Law Enforcement and Deterrence- Recommendation #6
2. **Date Approved by Subcommittee:**
March 27, 2008
3. **Project Proposed:**
Duval County School Board and the Jacksonville Sheriff's Office should create a specific Special Events Safety Plan for each school within Duval County. The two organizations must eliminate any obstacles that exist to providing the necessary security and should fully execute the plans once created.
4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations' roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**

It was abundantly clear to the committee that comprehensive plans exist at the Duval County School District and the individual school level to ensure the safety of administrators, teacher, parents and students while on campus. A significant void exists, however, in the area of security plans related to special events.

The committee recommends that the Duval County School Board and the Jacksonville Sheriff's Office create a specific Special Events Safety Plan for each school within Duval County. The responsibility for the creation of this plan is the joint responsibility of the assigned school resource officer and the principal of each school.

The plan should take into consideration the varying need depending on the type of event to be held and the special needs of a particular school. For example, the Special Events Safety Plan for a theatrical performance at an elementary school will have different needs than a Friday night, high school football game. Likewise, the needs at a high school football game may differ from that of a dance held at the same school.

The Special Events Safety Plan (similar to those created for large scale city events such as Gator Bowl games) should include specific information regarding the:

- Number of police officers required at various events
- Deployment location and assignment for each officer staffing a special event
- Traffic flow patterns to ensure the quickest flow of traffic into and out of an event
- School maps with surrounding areas highlighting trouble spots

It should be required that a pre-event planning session be held prior to each special event. This will allow school administrators, school resource officers, zone commanders and secondary employment office representatives to discuss current issues or concerns which may require them to change or amend a safety plan.

In addition, once these safety plans are created, it is the responsibility of the school principal, the assigned school resource officer and the JSO secondary employment office to ensure that all necessary staffing arrangements are made and that appropriate staffing levels are maintained.

A second, but related problem exists relating to police staffing at school events. After talking with representatives from the school district, school resource officers and JSO's secondary employment office the groups indicated that contractual and budgetary constraints with both the school district and the JSO are often cited as the reason for limited security staffing at special events. An example is that a school may request a certain number of officers to staff an event, however the number who attend may be below the requested number.

It is the recommendation of this committee that once the Special Events Safety Plans are created for each school, that plans be fully executed in this regard. To that end, the school district and JSO must eliminate any obstacles that exist to providing the necessary security. This would include a review of the current policy that staffing of these positions by JSO officers is done on a volunteer, secondary employment basis.

5. **Organizations or agencies that will implement and coordinate program:**
Duval County Public Schools and the Jacksonville Sheriff's Office

6. **Budget:**

Total program cost:

JSO and the school board should work together to ensure the highest and best use of funding currently allocated in the district's security budget.

Amount of capital investment:

None

Initial operating investment:

None

Annual budget for maintaining program with annual percentage of increase anticipated:

None

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:

Not Applicable

7. Program implementation timeline:

Immediately begin plan preparation with a goal of having plans in place for all schools prior to the start of the 08-09 school year.

8. Stakeholders of program:

School administrators, teachers, parents, students, and JSO

9. Partner organizations for implementation:

Not Applicable

10. Area and sector of Jacksonville that the project will serve:

School and surrounding neighborhoods located across Duval County.