

CITY OF JACKSONVILLE

ACTION PLAN

Fiscal Year October 1, 2012- September 30, 2013

EXECUTIVE SUMMARY

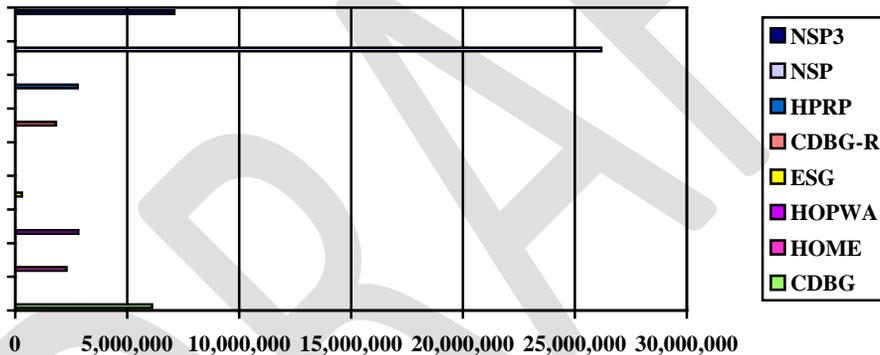
In accordance with the funding requirements mandated by U.S. HUD, the City of Jacksonville Neighborhoods Department, Housing and Community Development Division prepared the 2011 - 2016 Consolidated Plan. The Consolidated Plan will identify the needs related to housing, homelessness, community and economic development in Duval County and how those needs will be addressed through the expenditure of CDBG, HOME, ESG, HOPWA, NSP, HPRP and CDBG-R funds in a strategic and one-year action plan. The one-year action plan with specific goals and objectives is required to be updated on an annual basis. The 2012-2013 Action Plan includes: the applications for federal assistance (SF-424 Forms) for the four consolidated plan programs, resources regarding action to be undertaken, the geographic distribution, homeless and other special needs activities, other actions, public housing, program specific requirements, consultation and citizen participation, Section 3, affirmatively furthering fair housing, list of proposed projects, monitoring, certifications, and Neighborhood Action Plan areas.

The City of Jacksonville held public hearings to establish priorities and to set goals and objectives for the expenditure of the anticipated funding allocation for the 2012-2013 Consolidated Plan programs.

RESOURCES

*Federal Resources

Community Development Block Grant (CDBG) Program	\$5,386,523
HOME Investment Partnership Program (HOME)	\$2,278,025
Housing Opportunities for Persons with Aids (HOPWA) Program	\$2,584,823
Emergency Shelter Grant (ESG) Program	\$528,788
Community Development Block Grant – Recovery (CDBG-R)	\$1,817,335
Homelessness Prevention Rapid Re-Housing Program	\$2,779,039
Neighborhood Stabilization Program	\$26,175,317
Neighborhood Stabilization Program 3	\$7,100,000
TOTAL	\$48,649,850



Community Development Block Grant (CDBG) Program

For the past thirty-seven years, the City of Jacksonville has received an entitlement grant from the U.S. Department of Housing and Urban Development under the Community Development Block Grant (CDBG) program. The CDBG program was established by Congress through the Housing and Community Development Act of 1974 as amended, for the purpose of meeting the primary objective of providing decent housing, and a suitable living environment and expand economic opportunities, neighborhood facilities and public services that

will principally benefit low and moderate income persons, prevent or eliminate slums and blight, or meet an urgent need.

In the 38th CDBG year (October 1, 2012 through September 30, 2013) the City of Jacksonville expects to receive \$5,386,523 which will be used for eligible community development activities throughout Duval County. Of that, we estimate \$3,930,130 (72.96%) of CDBG funds will be used for activities that benefit persons of low and moderate income as indicated in Section III Fiscal Year 2012-2013 Proposed Projects.

The City of Jacksonville's priority non-housing community development needs includes public facilities, public improvements and public services.

2012 National Community Development Week



HOME Investment Partnership Program

The City of Jacksonville will utilize the \$2,278,025 in HOME funds in the furtherance of increasing the availability of decent, safe and affordable housing for individuals below 80% of the area median income. Our primary and most successful method of doing so is through the promotion of homeownership by providing down payment and closing cost assistance through the Head Start to Homeownership (H2H) program. This program continues to exceed the previous year's goal of providing an affordable housing option to those desiring to realize the American dream of ownership. Approximately \$1,594,617 will be used for this program. Additionally \$341,704 will be set aside for the exclusive use of furthering affordable housing in community redevelopment areas by nine (9) certified Community Housing Development Organizations (CHDO's). Five (5) of the CHDO's will also receive \$113,901, divided equally, of the HOME allocation for operating assistance. The remaining amount of HOME allocation will be used as administration funds for the PJ.

All HOME-assisted and home-qualified projects match requirements will be maintained on the HOME-Match Log. The HOME-Match Log will track match liability and match credits as they occur. The match requirement for HOME projects will be satisfied by private, state, and local funds. The type of match will be identified on the HOME-Match Log with a brief description and will be maintained by the Housing Services Division (HSD).





CDBG-Recovery (CDBG-R)

This is a three year grant totaling \$1,817,535 that will expire September 30, 2012. Funded project must meet the requirements of Title XII of Division A and Section 1602 of ARRA. CDBG-R funds will be used in a manner that maximizes job creation and economic benefit in relation to the CDBG-R funds obligated, and will address the Recovery Act, by meeting one of the following eligible program criteria:

- Preserving and creating jobs and promoting economic recovery;
- Assisting those most impacted by the recession;
- Providing investment needed to increase economic efficiency;
- Investing in transportation, environmental protection, or other infrastructure that will provide long-term economic benefits;
- Minimizing or avoiding reductions in essential services; or
- Fostering energy independence.

The City of Jacksonville will meet the objective of the CDBG-R program by funding the following types of activities:

- 1) Administration- a maximum of 10% of the CDBG-R funds will be used for the staff oversight, management, monitoring and coordination of the CDBG-R program funds as stated on the CDBG-R Activity Data Spreadsheet.
- 2) Public Service Activities-a maximum of 15% of the CDBG-R funds will be used to provide two (2) public service activities that promote the purpose and criteria of the CDBG-R program funds as stated on the CDBG-R Activity Data Spreadsheet. The goal is for public service activities to create at least 150 jobs and retain at least 4 jobs.

- 3) Public Facilities and Improvement Activities- 70% of CDBG-R funds will provide four (4) public facilities and improvement activities that promote the purpose and criteria of the CDBG-R program funds as stated on the CDBG-R Activity Data Spreadsheet. The goal for public facilities and improvements is to create 506 jobs and retain at least 292 jobs.

At least 90% of the grant amount will benefit persons of low and moderate income.

Additional bonus points were given to projects that promote energy conservation, smart growth, green building technologies, or reduced pollution emissions as directed by the CDBG-R Notice.

Homelessness Prevention and Rapid Re-Housing Program

Funded activities are designed to provide financial assistance to include: short-term rental assistance, medium-term rental assistance, security deposits, utility deposits, utility payments, moving cost, and motel or hotel vouchers, housing relocation and stabilization services to include case management, outreach, housing search and placement, legal services, mediation, and credit repair, data collection and evaluation includes costs associated with operating HUD-approved homeless management information systems for purposes of collecting unduplicated counts of homeless persons and analyzing patterns of use of HPRP funds. Through a collaboration with the Emergency Services and Homeless Coalition (ESHC) and the City of Jacksonville, the agencies selected to administer the HPRP funds are non-profit (501) (c) (3) organizations that have a proven track record in the social services arena and are well known and respected throughout the Jacksonville MSA from working with the homeless to those that are about to become homeless. Because of the vast array of services provided by these agencies they are well equipped to administer and carry-out the goals and objectives of the HPRP program.

The HPRP grant is in its second year of the three year grant and has expended over 65% of grant funds. The goal is to have all funds expended by year 3. The HPRP program has created or maintained 18 jobs while preventing over 3,000 people from becoming homeless. During fiscal year 2011-12 outcome studies will be completed to determine how the extent HPRP program benefited the homeless and prevented homelessness.





Housing Opportunities for Persons with AIDS (HOPWA) Program

The City of Jacksonville has received \$2,584,823, which will be used by non-profit agencies along with \$45,852.77 in reprogrammed funds to carry out activities that address the priority needs and community identified objectives associated with housing persons with HIV/AIDS. The geographic area of the Jacksonville Eligible Metropolitan Area (EMA) is comprised of Duval, Clay, Nassau, St. Johns and Baker Counties. The method of selecting project sponsors is through a competitive application process. Full access is provided to grass roots faith-based and other community organizations and they are encouraged to submit applications.

During FY 2012-2013, grants will be awarded to sub-recipients who administer programs that address the needs of homeless and persons with special needs who are infected with HIV/AIDS. The programs provide four major components of assistance to achieve the annual goals of 1,854 for the number of households to be provided with housing through the following activities: (1) shared housing program will be provided for 30 persons; (2) short-term rent/mortgage assistance, security deposits and utility assistance will be provided to 1,589 persons; (3) shelter and supportive services for HIV/AIDS persons dually diagnosed with

substance abuse and/or mental health problems in addition to a permanent supportive housing facility for 120 HIV/AIDS infected persons; (4) emergency housing and supportive services for 85 women with HIV/AIDS and their children. The City of Jacksonville does not provide tenant based rental assistance or housing facilities that are being developed, leased or operated with HOPWA funds.

The Metropolitan Jacksonville Area HIV Health Services Planning Council of the Ryan White CARE ACT is a coalition of health service providers from all of the counties in the EMA. These organization plans, consent, network and study the HIV/AIDS issues for the area. Outreach and education is also conducted through meetings, public hearings and neighborhood workshops and health fairs, designed to reach grass roots faith-based and community organizations.

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Emergency Shelter Grant (ESG) Program

The City of Jacksonville expects to receive \$528,788, of which \$200,388 will be dedicated to assist with the operating costs and support services provided by Catholic Charities Bureau, Inc. CCB will provide short-term rent, mortgage and utility assistance to 1,144 persons. New partnerships will be established with Jewish Family Services to provide emergency rental, mortgage, utility assistance and case management. JFS will receive \$65,000 to assistance 100 households. Northside Community Involvement, Inc. will provide emergency rental, mortgage, utility assistance, case management and outreach in the prevention of child neglect & homelessness utilizing \$100,000 for 200 families/persons. Salvation Army will receive \$163,400 to support the Red Shield Lodge Homeless Shelter. The Shelter addresses emergency shelter for single women, families, single men and for those transitioning out of prison and are homeless. It is anticipated that over 2,000 lives will receive these valuable resources.

Neighborhood Stabilization Program (NSP)

The Neighborhood Stabilization Program is a federally-funded program designed to address the problem with rising foreclosures in the Jacksonville community. The City of Jacksonville received \$26.2 million dollars as a grant through HUD under Division B, Title III of the Housing and Economic Recovery Act (HERA) of 2008, which provides grants to all states and selected local governments on a formula basis. The

City is targeting foreclosed and abandoned properties in zip codes 32206, 32208, 32209, 32244 and 32254 based on a review of greatest needs.

The Neighborhood Stabilization Program (NSP) is stabilizing communities that have suffered from foreclosures and abandonment through the purchase and redevelopment of foreclosed and abandoned homes and residential properties. These homes will be re-sold to income eligible households and individuals thereby increasing Jacksonville's tax roll. Purchase assistance is available to qualified buyers.

NSP Accomplishments

- The Neighborhood Stabilization Program goal has acquired and rehabbed 73 single-family homes and has 20 redevelopment (new construction) or rehab projects underway.
- Through Code Enforcement, the NSP has removed over 200 blighted structures.

The construction industry has been positively impacted as participating contractors and subcontractors have participated in program opportunities and increased their work load and work forces thereby decreasing unemployment in the Jacksonville and surrounding communities.

Allocation of Priorities

NSP priorities are to revitalize communities in zip codes 32206, 32208, 32209, 32244, and 32254.

***NSP Goals**

In anticipation of the signing of the financial regulatory reform bill H.R. 4173, the Neighborhood Stabilization Program will seek additional HUD funds to address the still increasing foreclosure problems in the Jacksonville community.

Neighborhood Stabilization Program 3 (NSP 3)

The Neighborhood Stabilization Program is federally-funded program designed to address the problem with rising foreclosures in the Jacksonville community. The

City of Jacksonville received \$7.1 million dollars as a grant under the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010. The City is targeting foreclosed and abandoned properties located within the Eastside-Springfield area.

The City of Jacksonville will continue our efforts in stabilizing communities that have suffered from foreclosures and abandonment through the purchase and redevelopment of foreclosed and abandoned homes and residential properties. Single family homes will be re-sold to income eligible households and individuals thereby increasing Jacksonville's tax roll. Purchase assistance is available to qualified buyers. Single family home and multifamily properties will be developed to provide affordable rental housing options for the community.

Allocation of Priorities

NSP priorities are to revitalize communities within the Eastside-Springfield community.



***State Resources**

The Neighborhoods Department, Housing and Community Development Division will receive approximately \$803,821 in SHIP funds, per Florida Legislation Action.

***Local Resources**

The City's annual contribution to the Mental Health & Welfare Division is approximately \$1.8M annually is considered to meet the FHUD requirements for matching Emergency Shelter Grant Funds.

***Private Resources**

The Housing Services Division manages the Headstart to Homeownership (H2H) program, which uses HOME funds to provide homebuyers with down-payment and closing cost assistance. An estimate of \$19M in private resources from various banks that participate in the program will be leveraged to contribute to the success of the program.

ACTIVITIES TO BE UNDERTAKEN

Specific activities to be undertaken in this program year are described in Section III, FY 2012-2013 Proposed Projects. These activities continue to address the high priority needs in terms of local objectives that were identified in the Strategic Plan of the Five Year Consolidated Plan. The estimated number and type of beneficiaries from each activity are indicated in the proposed accomplishments.

Obstacles to Meeting Underserved Needs - The priority areas 1-3 previously identified in this document were developed in response to numerous public hearings, during which the public identified those items as underserved needs.

GEOGRAPHIC DISTRIBUTION

The City of Jacksonville will direct Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), Housing Opportunities for Persons with AIDS (HOPWA) and Emergency Shelter Grant (ESG) funds to the following categories during the ensuing program year:

- *Housing Services/Housing Rehabilitation
- *Public Facilities and Improvements
- *Economic Development / Job Creation
- *Public Services
- *Neighborhood Revitalization
- *Acquisition
- *Code Enforcement
- *Historic Preservation
- *Housing Development
- *Planning and Community Development
- *Housing Counseling
- *Homeless Prevention
- *Rent/Utility Assistance

The majority of CDBG funds are allocated to the City's low and moderate income neighborhoods that include HUD eligible target neighborhoods, especially in the Neighborhood Action Plan areas, and address important community need of low and moderate income persons. To further illustrate the HUD eligible target neighborhoods, especially the Neighborhoods Action Plan (NAP), we have attached two maps which provide overlays of both the Low and Moderate Income areas and the Areas of Minority Concentration provided in Section V of the plan. The estimated percentage of funds the City of Jacksonville plans to dedicate to these targeted areas is \$1,825,724 (29.9%).

ALLOCATION OF PRIORITIES

The priorities for allocating investments geographically are as follows:

- * **Priority #1:** Neighborhood Revitalization/Beautification projects located in city-wide and target neighborhoods. In CDBG funds, \$643,380 dedicated to 6 public facility and improvement activities.

North Point Town Center



- * **Priority #2:** Housing Rehabilitation/Development projects city-wide and in target neighborhoods. \$1,300,000 in CDBG funds has been dedicated to complete 101 housing units through two in-house programs (Limited Repair (LRP) and the Utility Tap-In (UTIP) program).

**Limited Repair Program
2104 Allandale Circle West**



Before



After

- * **Priority #3:** Economic Development/Job Creation loan activities to small businesses city-wide. Forty-five thousand five hundred dollars (\$45,500) in CDBG funds have been dedicated to providing direct technical assistance to 275 business owners and potential business owners.

Jacksonville Chamber of Commerce



**Atlantic Beach Donner Park Restrooms &
Dudley Street Sidewalk
2072 George Street**



In addition to the low and moderate income areas in the inner city, low and moderate income areas also exist in the City of Jacksonville Beach, Atlantic Beach and Neptune Beach as a part of the Consolidated City of Jacksonville. Projects identified by the Beaches address the same primary priorities for allocating investments geographically.

Sub-priorities in these areas are as follows:

- Crime prevention (\$63,982), utility bill assistance (\$6,981), and (\$62,833) for recreational activities in Jacksonville Beach's San Pablo Beach neighborhood and a senior activity center in Neptune Beach (\$43,969) totaling \$133,796 in CDBG funds have been dedicated to these activities.
- Infrastructure improvements to Donner Park Neighborhood (\$79,064), to include constructing sidewalks from Donner Park to Dutton Island Preserve and to provide drainage improvements for the neighborhood.

Geographic Distribution Maps Narrative

Maps are provided in Section V of this plan illustrating the low-income and minority areas of the city. A low-income area is defined as a census tract that has at least fifty one percent (51%) of residents whose incomes do not surpass eighty percent (80%) of the median income as established by HUD Section 8 income limits- with adjustments for family size.

The 2000 Census – By Census Tract percentage of minority population illustrates, in various shades of green, approximately 60 low-moderate income census tracts. These census tracts contain the highest concentration of low-moderate income persons and make up the Planning Districts of the city known as the Urban Core and Northwest. Other regions, Northeast, Southside, and the Beaches have pockets of low-income census tracts disbursed throughout.

Define the City of Jacksonville's Areas of Minority Concentration (AOMC):

The City's definition of area of minority concentration (AOMC) is defined by utilizing the Planning and Development Statistical Package 2005 and Geographical Information System (GIS). The AOMC is defined as the Planning Districts that contain 51% of more minority concentration by census tracts. One of the planning districts that meet the definition is Planning District 1-Urban Core- 78% minority concentration. In Section V is a map of the Urban Core District which indicates low and moderate income percentages by census tract. Census tract 19 is not included this AOMC. Planning District 5-Northwest-with 61% minority concentration is the other AOMC. The following census tracts are not included in this AOMC: 20, 21, 25, 106, 117, 118, 119.01, 119.02, 119.03, 120, and 121. It was estimated during the '11-12 fiscal year that \$1,825,724 (29.9%) of CDBG funds would be dedicated to the targeted areas included in the AOMC.

Minority Concentration Maps Narrative

The minority concentration maps by Planning Districts and Census Tracts include Map 1 City of Jacksonville Percentage of Minority Population by Census Tract Map 2-African American Concentration, Map 3-Hispanic Concentration, Map 4 – Native American Concentration, Map 5-Asian American Concentration and Map 6-White Population and are also provided in Section V of this plan. The first map illustrates minorities as a whole and identifies the number of minorities in each census tract. The dark green areas of this map show that the Northwest region of the city has the highest concentration of minorities. Further examination of the supplemental maps; reveal that Blacks are the largest minority group in the Northwest region of the city.

Census tract (143.13) in the Northeast region is also shaded dark green and contains a high concentration of minorities. Further examination of the supplemental maps for this tract, reveal that the minority concentration of this tract is diverse and relatively high numbers of Blacks, Native Americans, Asians, Native Hawaiians and Others are present. These supplemental maps provide valuable insight when examining each group independently and making comparisons. All minority maps are derived from the U.S. Census 2000 data.

NON-HOMELESS AND OTHER SPECIAL NEEDS ACTIVITIES

To address the one-year goals of special needs of persons with AIDS who are not homeless and to help homeless persons make the transition to permanent housing and independent living, the HOPWA grant will provide funds to the agencies that provide short term rent, mortgage and utility assistance, coordinate a Shared Housing Program and provide rental and transportation assistance for HIV positive individuals who are seeking transitional and permanent housing, provide caretakers and other supportive services for those persons critically ill with HIV/AIDS, and provide services to persons with HIV/AIDS for substance abuse, alcohol abuse and mental problems. The \$2,815,995 in HOPWA funds will provide 1,854 non-homeless special needs persons with assistance.

The one-year goals for CDBG funded activities that provide direct services to 20,920 low and moderate income persons with special needs include: the Independent Living, Senior Services (\$121,220) – SPOA (\$48,239), Neptune Beach – Senior Activity Program (\$43,969) and The ARC Jacksonville, Inc. (\$27,664). Seven (7) Public Facilities and Improvements projects are directed toward assisting persons with special needs include: Clara White Mission. – Beaver Street Villas (\$426,507), Daniel Memorial – Woodcove Cottage Renovations (\$25,550), City of Atlantic Beach – Housing Infrastructure (\$79,064) Jacksonville Public Library – Project Safe Spaces – Phase IV (\$13,520), NW Jacksonville CDC – North Point Phase II (\$70,000), Grace and Truth – Norwood School Wing Demolition (\$101,415) and Women’s Center of Jacksonville – Women’s Center Improvements (\$6,388).

Daniel Memorial



**Foster Grandparent Program
Annual Recognition Luncheon**



SPECIFIC HOMELESS PREVENTION ELEMENTS

Sources of Funds – Emergency Shelter Grant funds (\$528,788) will be dedicated to address homeless needs and prevent homelessness through social services. CDBG funds in the amount of \$199,043 will be used for activities specifically designed to prevent homelessness which include funding Catholic Charities – Homeless Prevention Program (\$55,317), Jacksonville Beach – Utility Bill Assistance Program (\$20,000) and the Clara White Mission Vocational Training Program (\$62,108) and the Jacksonville Housing Authority – Family Self-Sufficiency (\$45,500). These specific homeless prevention elements will assist 8,080 low and moderate income persons with homeless prevention.

Homelessness Prevention Rapid Re-Housing funds activities designed to provide financial assistance includes: short-term rental assistance, medium-term rental assistance, security deposits, utility deposits, utility payments, moving cost assistance, and motel or hotel vouchers, housing relocation and stabilization services to include case management, outreach, housing search and placement, legal services, mediation, and credit repair, debt collection and evaluation includes costs associated with operating HUD- approved homeless management information systems for purposes of collecting unduplicated counts of homeless persons and analyzing patterns of use of HPRP funds.

Homelessness

The one-year goals for Emergency Shelter Grant (ESG) funds will be used to assist with the operating costs for the I. M. Sulzbacher Center for the Homeless, which provides food, shelter, medical and dental services, and case management services to approximately 250 homeless individuals on a daily basis and 2,000 unduplicated persons annually. Catholic Charities Bureau, Inc. will receive \$50,000 in ESG funds to provide emergency assistance to prevent homelessness to 100 persons.

Current Conditions and Barriers

The Blueprint Task Force identified trends over the next 5 years that are expected to impact the homeless situation in Northeast Florida due in part to the following factors:

- Population increase in northeast Florida (older, more diverse);
- Government funding for social services will continue to be unreliable;
- Funding streams will be more directed to services that are effective;
- There will be increased collaboration among service providers and funders;
- The gap between the haves and have-nots will widen as we move to a service-based economy;
- Advances in technology will enable us to better track problems and help us better direct our resources;
- Our overall health care “crisis” will continue, including an underfunded and inadequate mental health systems;
- The affordable housing crisis will continue to worsen, placing a greater cost burden on families and individuals who live at or below the poverty level.

Long-term or Chronic homeless population

The strategy to address the provision of housing and supportive services for persons who are chronically homeless, (i.e., those with extended period of homelessness generally more than one year). The population is more likely to have a serious mental illness, sometimes with co-occurring substance addiction disorders and/or physical disabilities, unstable employment histories of hospitalization on and/ or incarceration. Included in this population are persons, who are episodically homeless, i.e., they experience recurrent periods of homelessness. This population is usually younger and uses the shelter system more sporadically. Approximately one-third of the total homeless population is chronically/episodically homeless in Jacksonville. In addition, the increase of foreclosures and loss of income has forced an increased demand for services to prevent homelessness.

The strategies for this population include the following:

- Housing and supportive services (long-term/permanent housing), including engagement/low demand housing models.
- Outreach to get people off the street into housing;
- Access to mainstream income sources, i.e., Supplemental Security Income (SSI), and representative payee services.

Goal

Stabilize persons who are chronically or long-term homeless by ensuring timely access to appropriate permanent supportive housing; and to income sources through public benefits programs and employment.

Strategy

A Housing First/Supportive Housing approach will be used as the underlying premise for efforts to minimize the length and frequency of homelessness. Direct placement from streets and shelters will be emphasized. Residents will pay 30% of their income for rent. Services that help the tenants maintain their housing will be an integral, but separate, component of the housing. A sufficient stock of affordable housing must exist to accomplish this result (see "Supportive Housing Plan).

Actions – The details on actions for each distinct population can be found on pages 152-170 of the Consolidated Plan.

Discharge Policy

Prevention includes strategies to forestall homelessness for individuals and families at imminent risk of homelessness, including:

- short-term rent/mortgage and utility assistance and coordination of emergency assistance;
- legal assistance programs, i.e., landlord/lender intervention;
- housing resource and placement services;
- institutional discharge planning (jails/prisons, foster care, hospitals, mental health and substance addiction treatment facilities);
- care management;
- targeting crisis intervention in neighborhoods that have a high number of people seeking shelter or financial assistance.

Goal

Prevent individuals and families from becoming homeless by ensuring timely access to resources that will enable them to maintain or obtain affordable, decent housing.

Strategy

Strategies will be based on a Housing First approach and will be tailored for distinct populations:

1. Families who are in crisis due to:
 - Financial/job loss
 - Illness
 - Domestic violence
2. Persons who are institutionalized and will be discharged from:
 - Prison/jail
 - Hospital
 - Mental health facilities (Crisis Stabilization Unit/state mental hospital)
 - Substance addiction treatment programs
 - Foster care

Actions – The details on actions for each distinct population can be found on pages 152-170 of the Consolidated Plan.

Source: Ending Homelessness in Jacksonville: A Blueprint for the Future, December 2004

Homeless Prevention

CDBG funds will fund a homeless prevention program, which provide rent and utility assistance, as well as housing counseling to low moderate income persons which will be administered by Catholic Charities Bureau, Inc. The City of Atlantic Beach will also operate a utility bill assistance (UBA) program to low and moderate income persons as a homeless prevention tool. Clara White Mission, Inc. will operate a transitional housing, vocational training, case management, and supportive services to homeless persons.

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OTHER ACTIONS

The majority of the activities in this year's Action Plan, covering the period from October 1, 2012 - September 30, 2013, will address the following areas:

***Remove Barriers to Affordable Housing** - The Community Development Division and Housing Services Division continues to work with other City Departments, especially and specifically the Planning and Development Department to promote efforts to remove barriers to affordable housing. A number of factors influence the housing delivery process, primarily the availability of land, financing government rules and regulations, cost of development, land use and zoning, public infrastructure and private land. The goals, objectives and policies of the City of Jacksonville 2030 Comprehensive Plan is developed by the Planning and Development Department, Current Planning Division pursuant to the requirements of Chapter 163, Part II, Florida Statutes (F.S.) and Chapter 9J-5, Florida Administrative Code (FAC). The City of Jacksonville adopted the 2010 Comprehensive Plan, which included a Housing Element, Capital Improvement Elements, Future Land Use Element, Infrastructure Element, and Intergovernmental Element, on September, 1990.

To address Fair Housing and Equal Opportunity (FHEO) concerns, the specific one-year goals that address the strategies to remove barriers to affordable housing as stated in the Analysis of Impediments to Fair Housing Choice include, but are not limited to the following:

Barrier 1: Lack of available affordable housing units for persons at all income levels.

Action 1A: The City of Jacksonville will continue its existing programs that foster production and rehabilitation of affordable housing units.

- Action 1B: The City of Jacksonville will convene workshops for social service and housing providers (both nonprofit and for-profit) that will facilitate building new collaborative partnerships that will better address unmet affordable housing need. Further, the City will provide selection preferences for collaborative efforts in the competition for resources administered by the City, including those from federal, state, and local sources.
- Barrier 2:** Need for additional education and outreach to the public and members of the real estate industry regarding all provisions of Fair Housing law.
- Action 2A: Continue funding for Jacksonville Human Rights Commission at current levels with future adjustments for inflation.
- Action 2B: Continue Fair Housing education programs offered by the Jacksonville Human Rights Commission in cooperation with the City's Neighborhoods Department, Housing and Community Development Division and community partners.
- Action 2C: Examine the financial feasibility of conducting a housing discrimination audit in collaboration with the Jacksonville Human Rights Commission.
- Barrier 3:** A growing Limited English Proficiency (LEP) population faces barriers to Fair Housing choice associated with language. Addressing this barrier is particularly complex, in that growth in the LEP population includes refugees and others from around the world speaking many languages and dialects.
- Action 3: The City of Jacksonville will explore the feasibility of funding part-time English as a Second Language (ESOL) coordinator through the Community Development Block Grant program. This exploration will include determining the most effective site from which the coordinator might work.

Barrier 4: Members of special needs groups such as persons with disabilities (which includes physical, mental, and developmental disabilities) and the homeless population (including veterans, families, and others) may have significant barriers to Fair Housing choice due to the limited supply of housing which meets their needs.

Action 4: The City of Jacksonville's Neighborhoods Department, Housing and Community Development Division will convene workshops designed to facilitate collaboration among various community partners, including, but not limited to, service providers, advocates, and housing organizations, in an effort to foster effective action in the production of housing opportunities that may include transitional housing, permanent supportive housing, and other intervention strategies.

Barrier 5: The global financial crisis resulting from the housing bubble threatens the survival of a number of Jacksonville's nonprofit community organizations. These organizations previously developed new, single-family housing units for sale to low- and moderate-income households. With the shift in the economy and the housing market, this line of business is no longer viable for many nonprofit entities. The loss of nonprofit housing organizations would reduce the City's ability of address barriers to Fair Housing choice.

Action 5: The City of Jacksonville's Neighborhoods Department, Housing and Community Development Division will convene a series of workshops designed to facilitate collaboration among housing and service providers to better meet the needs of the City's population, while also building capacity among nonprofit housing and community organizations.

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***Evaluate and Reduce Lead-Based Paint Hazards** - The Neighborhoods Department (ND) is acting accordingly to ensure that lead-based paint is not being used in rehabilitation programs funded through the CDBG or HOME program. Rehab specifications include the statement that no lead-based paint may be used when painting. In addition, all CDBG and HOME contracts contain a prohibitive statement regarding the use of lead-based paint, as well as a copy of the federal regulations pertaining to the use and removal of lead-based paint. The amount of federal subsidy provided will determine the course of action taken when the repair or removal of painted surfaces is necessary during rehabilitation.

REHABILITATION: REQUIRED ACTIVITIES TO ADDRESS LEAD-BASED PAINT

	≤ \$5,000	\$5,000 - \$25,000	> \$25,000
Approach to Lead Hazard Evaluation and Reduction	1. Do no harm	2. Identify and control lead hazards	3. Identify and abate lead hazards
Notification	Yes		Yes
Lead Hazard Evaluation	<ul style="list-style-type: none"> Paint Testing of surfaces to be disturbed by rehabilitation 	<ul style="list-style-type: none"> Paint Testing of surfaces to be disturbed by rehabilitation Risk Assessment 	<ul style="list-style-type: none"> Paint Testing of surfaces to be disturbed by rehabilitation Risk Assessment
Lead Hazard Reduction	<ul style="list-style-type: none"> Repair surfaces disturbed during rehabilitation Safe work practices Clearance of work site 	<ul style="list-style-type: none"> Interim Controls Safe work practices Clearance of unit 	<ul style="list-style-type: none"> Abatement Safe work practices Clearance of unit
Ongoing Maintenance	For HOME rental properties only	For HOME rental properties only	For HOME rental properties only
EIBLL	No	No	No
Options	<ul style="list-style-type: none"> Presume lead-based paint Use safe work practices on all surfaces 	<ul style="list-style-type: none"> Presume lead-based paint and/or hazards Use standard treatments 	<ul style="list-style-type: none"> Presume lead-based paint and/or hazards Abate all applicable surfaces

***Reduce the Level of Poverty-level Families** - As indicated in the Comprehensive Plan, the City recognizes that poverty is primarily an economic issue, and is continuing its economic development activities through the Chamber of Commerce, Small Business Development Center, and the Florida Community College at Jacksonville's plan to assess the needs of the poverty-level families. In addition, the City will continue to help increase the availability of jobs for low and moderate income residents through its JEDCO and Section 108

Loan Programs. The variety of housing assistance and public service programs funded through the Community Development Block Grant and HOME Programs may be viewed as at least indirectly helping to prevent poverty by lessening the financial strain on residents from housing repairs, high mortgage payments, down payments and closing costs. The Northwest Economic Development Fund assists with small businesses development and job creation.

***Develop Institutional Structure** - The institutional structure for the delivery of services to the jurisdiction is primarily the City of Jacksonville's Housing and Neighborhoods Department, Community Development Division (CDD) and Housing Services Division. The CDD and HSD carry out grant and loan programs by subcontracting to the private sector and non-profit organizations, the Jacksonville Housing Authority, and other city agencies. The City will again fund a mixture of city, private, and non-profit projects through the activities as described in Section III FY 2012-2013 Proposed Projects of this annual plan.

***Enhance Coordination between Public and Private Housing and Social Service Agencies and Foster Public Housing Components and Resident Initiatives** - Coordination of all housing and community development strategies, as well as regular communication among agencies and organizations described in the City's original Consolidated Plan submission. Please see the Public Housing narrative on pages 33 – 35.

***Outcome Measures**

The outcome measure for activities have been identified on each individual project information sheet included in Section III of the Action Plan in accordance with the Federal Register Notice dated March 7, 2006.

***Affordable Housing Goals**

The affordable housing goals are to provide units of single residential family, new construction and down payment assistance. The one-year goals for those categories as well as the number of homeless, non-homeless, and special needs households are as follows:

- 111 units of Single Family residential assistance – Rehabilitation of existing units. – LRP/UTIP and other non-profits
- 10 units of Acquisition Rehab/New Construction – Production of new affordable units for ownership or rental.
- 128 units of Down Payment assistance for Single family residential units – Acquisition of existing units. – H2H
- 2,000 units of Housing for Homeless through the Emergency Shelter Grant Program
- 1,476 units of Housing for Non-homeless through the HOPWA Grant
- 87 single family homes under construction. 62 homes are rehab. 25 homes are new construction – Neighborhood Stabilization Program
- 195 units of affordable housing are proposed under the Neighborhood Stabilization Program 3.
- 238 units of affordable rental housing. Of these affordable rental housing units, 192 units of affordable housing for the elderly, and the remaining projects will provide affordable rental housing units for low and moderate income individuals and families.

Table 3B Annual Housing Completion Goals found in Section VII of this report reflects these goals as well as the funding sources dedicated to completing the goals.

Jacksonville Housing Authority – Family Self -Sufficiency



2010-2011 Homeowners

PUBLIC HOUSING

- 1) Neighborhood Network Centers (NNC) located in Brentwood Lakes will continue to provide computer and employment skills training for the 50 -75 residents of public housing. The Brentwood Lakes NNC is supported with \$55,000 from the HUD Capital Grant and Community Development Block Grant Program. It is anticipated that it will serve over 200 residents in computer literacy training, GED instructions, educational programs, and job search activities, resume assistance, and internet access on an annual basis.
- 2) Family Self-Sufficiency Program will provide case management services to targeted families in the Section 8 Program. Its main focus is to help these families achieve goals in education, employment, and homeownership. It is anticipated that it will assist 30 families to become homeowners. It is financially supported by the \$175,000 from HUD Housing Choice Voucher Program to cover four full-time positions and a grant from the Community Development Block Grant Program in the amount of \$45,500. This grant assists with supportive services such as child care, bus transportation, and tuition assistance.
- 3) Public Housing Family Self-Sufficiency Program will provide case management services to public housing families to assist them in achieving goals in education, employment, and homeownership. It is anticipated that 10 public housing families will move to homeownership. Also, this program will continue to target families to educate them about financial literacy. This program is covered with a Public Housing Family

Self-Sufficiency Grant in the amount \$48,500. It covers the salaries and benefit of one full-time staff person.

- 4) The Section 8 Homeownership Program will continue to provide mortgage assistance to low income families. These families will be served through the Family Self-Sufficiency Program. Currently, there are 42 families receiving this service.
- 5) The Jacksonville Housing Authority will continue to implement the School Incentive Program called "Steps to Success" in partnership with Communities in School and the Community Foundation. This program targets youth from public housing developments and rewards them with gifts for achieving goals in school attendance and academic success. The program will enroll 300 youth.
- 6) The Jacksonville Housing Authority continues to work with the Hicks Prep Club and the University of North Florida to encourage graduating high school seniors to take advantage of a scholarship that has been established at this university for public housing, Section 8, federally subsidized, and Habijax families. These students are eligible to receive a scholarship to cover tuition, room and board. It currently serves 10 graduating seniors.
- 7) The Jacksonville Housing Authority will provide case management services to families residing in the New Town Success Zone to include 32 students at Eugene Butler Middle School and 88 students at Smart Pope Livingston Elementary School. The case management duties will include completing initial assessments, making referrals to community agencies, making weekly contacts, hosting parent and teacher conferences, resolving conflicts, making home visits, and encouraging youth participants and participate to engage in career oriented activities.
- 8) JHA will continue to work cooperatively with resident councils in each of the public housing communities to implement and enforce standards and expectations that families should make an effort to achieve self-sufficiency 22 public housing communities as a goal. The resident councils are a strong force behind activities and services to aid residents in securing valuable resources to meet their needs. They are instrumental in working with staff to implement educational programs and self-sufficiency programs.
- 9) Green Jobs Programs target 30 public housing and Section 8 participants and engage them in job training with Florida State College of Jacksonville that include construction, building maintenance, energy efficiency, and

solar technician. This training is covered with funds from the Community Development Block Grant-Recovery funds in the amount of nearly \$53,000.00. It provides a full-time program coordinator and supportive services for the program participants to include transportation, child care, tools, and uniforms.

Public Housing and Section 8 Programs

The Jacksonville Housing Authority (JHA) provides quality housing assistance to individuals and families of low and moderate income in the Northeast Florida area. JHA currently serves approximately 10,000 people through its public housing communities and the Housing Choice Voucher Program (Section 8).

The objectives of JHA are:

- Provide safe, clean, and affordable housing
- Provide effective social services
- Partner with our residents
- Improve the quality of life for residents
- Encourage employment and self-sufficiency
- Help residents move out of assisted housing

JHA is funded annually by the U.S. Department of Housing and Urban Development (U.S. HUD) with \$8.1M of operating subsidy for our 16 public housing sites and \$54M for the Housing Choice Voucher Program (Section 8). Additional Capital funds (CAP Grant) are also awarded annually for site improvements and rehab to keep the public housing communities in top notch repair. For the fiscal year of 2010, \$3.8M was awarded for this purpose and additional funds will be awarded for the FY11.

PROGRAM SPECIFIC REQUIREMENTS

***CDBG**

Funds allocated from the previous program year that were not expended will be carried forward to continue existing eligible CDBG projects or reprogrammed for new eligible CDBG projects. We anticipate \$3M in carried forward funded activities will be managed during the next program year.

Program income generated by subrecipients that will be received before the start of the next program year is returned to the individual subrecipients' account. These funds are used to continue the program's eligible activities provided by the individual subrecipient.

The City anticipates receiving \$75,000 a year over a twenty (20) year period in program income from the Downtown Tax Increment District revenues from the Northside East Downtown Tax Increment District Trust Fund as stated in a City Council approved ordinance. We are currently in year 11 of the repayments. The installment for the current fiscal year has been earmarked for the Catholic Charities-Network of Care to Prevent Homelessness (\$52,551) and the remaining funds (\$22,449) are earmarked for Clara White Mission, Inc. - Vocational Training Program. CDBG funds provided an economic development grant in the amount of \$1.5M to the Jacksonville Museum of Modern Art for acquisition (\$1.2M) and rehabilitation (\$300,000) through the Jacksonville Economic Development Commission. All regulating requirements will be adhered to. We estimate additional program income of \$169,311.82 to be received from old revolving and rehabilitation loan program.

The City has not identified an "urgent need" activity for the upcoming year. In the event that an "urgent need" is identified during the year, all guidelines for implementing an "urgent need" activity will be adhered to.

**Clara White Mission's
Culinary Arts Class
613 W. Ashley Street**



*HOME

When HOME funds are used to finance a homebuyer program, properties must remain affordable in accordance with HOME guidelines for the applicable number of years from the date of initial purchase. If the resale of the property is completed prior to the end of the affordability period, the balance of the loan is immediately due and payable to the City. Recaptured funds will be returned to the HOME Trust fund as program income and be used for additional homeownership activities in accordance with the requirements set forth in 24 CFR Part 92 as amended or waived by HUD.

Information about the expenditure of new reprogrammed funds and program income is advertised in local newspapers. Public comment periods and public hearings are also held to inform citizens in order for them to determine the degree to which they will be affected.

The City of Jacksonville, Housing Services Divisions policies and procedures will follow to affirmatively market housing containing five or more HOME assisted units including monitoring the HOME assisted projects annually to insure that the units are marketed through diverse media outlets. In addition, local housing marketing magazines are collected and reviewed to insure that the HOME assisted apartments are included. Also, the Housing Services Division includes language in contracts to include an Agreement Regarding Certifications of Property Owners Participating in the HOME program To Affirmatively Market Vacant Units – Use for Five (5) or more HOME Assisted Rental Units Only. Language includes marketing guidelines as well as a questionnaire and certification that must be signed by the applicant/property owner.

The Housing Services Division will continue to conduct initial inspections, progress inspections, and annual inspections, to ensure long-term compliance with both State and Federal Housing Quality Standards.



MONITORING

The professional staff of the Community Development Division and the Housing Services Division of the Neighborhoods Department, Housing and Community Development Division will monitor all projects in the Consolidated Plan/Action Plan to ensure subrecipients are complying with projected performance standards, contractual requirements, and applicable federal regulations. The standards and procedures that will be used to monitor activities carried out in furtherance of the Consolidated Plan includes: Pre-award conferences that will be held to finalize contracts or letters of understanding and post award conferences will be conducted to discuss and explain in detail the terms of the contracts or terms of the letters of understandings. Technical assistance will be rendered on an on-going basis and at least one monitoring visit will be conducted for each subrecipient annually. The entire monitoring process will involve six basic steps: pre-monitoring contact, in-office review of recipient files and backup documentation, on-site monitoring visit, post review of documentation, written report, monitoring letter and follow-up.

Each contract and Letter of Understanding receives on-going monthly monitoring through review of monthly reports submitted by each subrecipient. Through this process, potential problems can be identified early in the program year and technical assistance and/or on-site visitation can be conducted as well. This process also allows staff properly manage timeliness of expenditures and have the subrecipient make adjustments accordingly for compliance.

SECTION 3 ACTION PLAN

The Section 3 provision of the Housing and Urban Development Act of 1968, as amended (12 U.S.C. 1701u) (Section 3) requires the City of Jacksonville to ensure that employment and other economic opportunities generated by the Department of Housing and Urban Development (HUD) financial assistance or H.U.D. assisted projects and other federally funded projects covered by Section 3, shall to the greatest extent feasible, be directed to low, and very low income persons, particularly persons who are recipients of H.U.D. assistance for housing. These provisions also require that contracting opportunities, to the greatest extent feasible, be directed to business concerns that provide economic opportunities to low and very low income persons.

Section 3 regulations, as outlined in 24 CFR, stipulate that wherever certain HUD financial assistance is given for housing and community development, economic opportunities should be provided, to the greatest extent feasible, to low and very low-income residents and businesses in that area. Specifically, these opportunities include training, employment and contracting. Section 3 regulations are enforced when any HUD funded project in excess of \$200,000.00 for the recipient (COJ) and \$100,000.00 for any contractor or subcontractor that involves housing construction, rehabilitation or other public construction.

To accomplish these goals the Neighborhoods Department, Housing and Community Development Division (HCCD) will continue to improve efforts to

strengthen collaborations with partnering agencies and non-profit agencies within the City of Jacksonville to promote greater accessibility and education of Section 3 priorities. These priorities will facilitate job creation and increase opportunities for sustainable business concerns by:

- i. Promoting education of Section 3 priorities to construction entities, sub-recipients and others regarding the importance of community strength building through effective Section 3 compliance. Section 3 is not an “entitlement” it is an opportunity.
- ii. Providing direction in building inclusive and sustainable business relationships to improve Section 3 participation.
- iii. Maintaining a comprehensive Section 3 program that facilitates meeting Section 3 numeric goals for the budget year 2011-2012 - \$4,020.924 million
 - a. 30-percent of new hires annually per project
 - b. 10-percent of the total dollar amount of all Section 3 covered contracts for building trades work - \$402,092.00
 - c. 3-percent of the total dollar amount of non-construction projects - \$120,627.00
 - d. 25-percent of the total dollar amount for Section 3 Business concerns - \$1,005,523.00

- iv. Maintain an effective Section 3 resident database profile that identifies Section 3 Eligibility, federally funded construction training and other training and certification programs.
- v. Provide ongoing monitoring of each federally funded project to insure full compliance.
- vi. Strategic planning to increase the numeric goals of each individual project to establish a model for Section 3 compliance.
- vii. Ongoing monitoring and enhancements to the COJ Section 3 webpage to provide a user-friendly website for increased accessibility and education.
- viii. Foster relationships with employment opportunity agencies and other entities to improve and sustain employment opportunities for Section 3 residents and business concerns.

These efforts will facilitate employment opportunities for federally funded projects, in addition to other employment opportunities created by private and public sector partnering. The Neighborhoods Department, Housing and Community Development Division (HCDD), will monitor and enforce Section 3 policy to the greatest extent feasible, resulting in the recruitment, employment and utilization of Section 3 residents and business concerns for Section 3 covered contracts partially or wholly funded by the Community Development Block Grant (CDBG), the Housing Investment Partnership Program (HOME), Neighborhood Stabilization Program (NSP) and all other federal funds. Neighborhoods Department will provide education and promotion of Section 3

residents and business concerns to monitor and achieve the goals and priorities of HUD's objective of sustainability in funded communities.

Neighborhoods Department will maintain transparent, consistent and effective methods of enforcement of policy and procedures that identify the specific requirements of CDBG funding and all other federal funding.

1. Enforce the policy and procedures of Section 3 participation as outlined in the Code of Federal Regulations Title 24, Volume 1, Part 135 and Appendix to Part 135.
2. Incorporate the Section 3 clause, Title 24, Volume 1, Part 135.38 verbatim into all contractual agreements with recipients, subrecipients, contractor, subcontractors and others receiving partially or wholly funding from CDBG funding. The parties to this contract agree to comply with HUD's regulations in 24 CFR part 135, which implement section 3. As evidenced by their execution of this contract, the parties to this contract certify that they are under no contractual or other impediment that would prevent them from complying with the part 135 regulations.
3. Encourage collaboration with all agencies to assist in monitoring and enforcement.
4. Maintain consistency in educating, bid review, bid recommendation, monitoring and enforcement of Section 3 regulations.

5. Provide review, approval and enforcement of Section 3 guidelines for RFQ submittals to include specific language and provisions to achieve the numeric goals for each project.
6. Impose penalties to contractors failing to comply with Section 3 regulations with sanctions, debarment, suspension and denial of future participation in all City and federally funded projects.

The City of Jacksonville will require that all sub-recipients of federal funds follow the Section 3 Plan, to the greatest extent feasible, by providing contracting opportunities to Section 3 business concerns and improving access to employment opportunities for Section 3 residents. Sub-recipients will be required to attend a mandatory workshop on Section 3 responsibility for purposes of revising their procurement policies and procedures to maximize opportunities for Section 3 residents and business concerns. In the evaluation of bids, sub-recipients will be informed of the process of evaluation in determining the lowest responsive responsible bid based on criteria contained in the Invitation to Bid documents, Evaluation of Section 3 Proposals by Priority Ranking. Neighborhoods Department staff and Section 3 Program Coordinator will monitor and enforce compliance with all Section 3 funded projects, track all Section 3 covered projects from inception to completion and assist agencies with Section 3 business and resident notifications, contract procurement, construction hiring process, contract compliance and enforcement of Section 3 regulations. Sub-recipients will be educated in the process when negotiating contracts with

contractors to ensure compliance and the enforcement of HUD's regulations in 24 CFR part 135 which may result in sanctions, termination of the contract by default, and debarment or suspension from future HUD assisted contracts.

SECTION 3 IMPLEMENTATION

The previous year's activities will continue in to FY 2012-2013. Eight main goals are outlined below:

- i. Identify Section 3 residents, business concerns and partnering agencies on Neighborhoods Department website and database.
- ii. Develop and implement new marketing strategies to include informational flyers, handouts and updates on the website to inform residents of training and employment opportunities.
- iii. Establish a referral program with private sector partners and contractors.
- iv. Support the transition of low-income residents currently receiving federal or state assistance into stable self-sufficiency.
- v. Certify Section 3 residents and business concerns.
- vi. Train Section 3 sub-recipients on regulatory requirements;
- vii. Ensure that sub-recipients develop procurement practices to include the Section 3 provision for contracting preference and provide an evaluation of a bidder's ability to comply.
- viii. Development of a group of stakeholders; HCDD, The Mayor's Office, Central Operations, Office of General Counsel, GAO, JHA, Procurement,

EBO, Office of the Ombudsman and Public Works to facilitate Section 3 awareness and compliance.

To identify and certify Section 3 businesses, Neighborhoods Department will continue to collaborate with other City Departments to maintain a web-based Section 3 database as a direct source for contractors, Section 3 residents, business concerns and the general public to sort Section 3 business concerns by trade. EBO Contract Compliance Division will be the initial point of contact and site for Section 3 business concerns to complete the application for certification. Neighborhoods Department will provide technical assistance and notification of bidding opportunities through HUD assisted programs and all other federal programs.

To inform residents of employment and training opportunities, the Neighborhoods Department will continue to partner and strengthen relationships with the Jacksonville Housing Authority, Youth Build, Work Source, Florida State City of Jacksonville (FSCJ), Urban League, Goodwill – Job Junction, Project New Ground, Clara White Mission, CRC, Chamber of Commerce, Operation New Hope and others to establish a marketing and referral strategy to connect Section 3 residents with new job opportunities and training. Partnering agencies will utilize websites, public service announcements, job fairs, radio, television, community newspaper ads and citywide newspapers to advertise services and

training. Flyers will be distributed in public housing Section 8 communities, job fairs and workshops.

Neighborhoods Department will provide instruction of Section 3 requirements at mandatory pre-bid meetings and pre-construction meetings to ensure that subrecipients, contractors, sub-contractors, and residents are informed of Section 3 regulations and compliance. Additionally, quarterly training sessions will be provided to partnering agencies, subrecipients, businesses and residents for technical assistance on the Section 3 process and the opportunities available to those bidding on Section 3 covered projects.

To ensure a comprehensive approach, a group of stakeholders from the Mayor's Office, Neighborhoods Department-Housing and Community Development Division, Office of the Ombudsman, Central Operations, the Office of General Counsel, Jacksonville Housing Authority(JHA), Public Works, Procurement, Equal Business Opportunity(EBO), Youthbuild Program, Jacksonville Job Corps, EmployFlorida, WorkSource, Operation New Hope(Ready4Work), Community Rehabilitation Center(CRC), I.M. Sulzbacher, Clara White Mission, Florida State College at Jacksonville(FSCJ) and representing varied interests have been developed to implement Section 3 program requirements. By taking a comprehensive approach to implementation, we will be able to successfully ensure that all HUD programs and other federal funding requirements are met. The Section 3 Compliance Team will encourage

coordination between city departments to ensure support and compliance with Section 3 city-wide by developing the Section 3 compliance team.

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EMPLOY FLORIDA

Employ Florida links all of Florida's state and local workforce services and resources. The partners are [Workforce Florida](#), the state policy and oversight board, and the [Department of Economic Opportunity](#), the state agency which administers workforce funds. At the local level, there are [24 regional workforce boards](#) that administer more than 80 "[one-stop centers](#)." The **Employ Florida** toll free number is 1-866-FLA-2345.

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Ready4Work
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Rebuilding Lives. Restoring Communities. Renewing Hope.

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(We offer onsite training at your facility at your convenience)



<http://mpss.fscj.edu/iosh/osha.php>

Several goals for the 2012-2013 year are outlined below:

1. **Goal -** Identify Section 3 residents and business concerns:

Action Steps

- Promote an environment of qualified Section 3 residents and businesses through workshops with partnering agencies and bi-quarterly workshops for existing and new Section 3 concerns.
- Maintain an accessible database for prospective employers to identify Section 3 eligible residents and business concerns as a referral system to be used by all partners, contractors and subcontractors for Section 3 covered projects.
- Identify Section 3 resident certified training in the Section 3 resident database that list certifications to identify specific construction training and other qualifying experience to maximize resident visibility for increasing employment opportunities in both the public and private sector.

2. **Goal-** Develop and implement new marketing strategies to inform residents and business concerns of employment and training opportunities

Action Steps

- Provide ongoing employment and contracting opportunities information via e-mail, web-links and others to Section 3 residents and business concerns from the network of Partnerships (Jacksonville Housing Authority, Youth Build, Work Source, Florida State City of Jacksonville (FSCJ), Clara White Mission, CRC, Project New Ground)
- Develop a network of information providers to announce upcoming job opportunities (i.e., JHA, Procurement Division, EBO Office, Contractors and HCDD).
- Maintain the Section 3 link on the Neighborhoods Department and EBO website.
- Distribute information to local media (i.e., newspaper, public service announcements, etc.).
- Promote job fairs at the project site of awarded contracts with the General Contractor at public housing communities, and or community facilities to recruit Section 3 residents with local partners.

3. **Goal** – Establish a collaboration with experienced private sector partners and Section 3 business concerns.

Action Steps

- Develop partnerships between experienced and less experienced Section 3 business concerns through bi-annual workshops.
- Introduce residents and business concerns during the certification workshops and training meetings.
- Provide notices to all Certified Construction Training Programs to attend bi-annual workshops.

4. **Goal** – Support the transition of Section 3 residents currently receiving federal or state assistance into stable self-sufficiency.

Action Steps

- Provide resources to programs offering Section 3 residents training in self-sufficiency.
- Maintain assistance to agencies that assist Section 3 businesses with the development of a business profile and other administrative activities.
- Actively monitor sub-recipient programs to assure full Section 3 compliance to facilitate maximum employment opportunities.
- Refer Section 3 residents and business concerns to small business incubator programs and encourage joint ventures.
- Assist Section 3 residents with samples of Letters of Introduction to potential employment opportunities.
- Facilitate partnerships with other agencies to maximize visibility to all employment opportunities.

5. **Goal** – Certify Section 3 residents and business concerns:

Action Steps

- Facilitate bi-annual workshops to certify Section 3 residents and business concerns.

6. **Goal** – Train Section 3 sub-recipients on regulatory requirements

Action Steps

- Provide mandatory sub-recipient training during the annual grant technical assistance workshops. Potential sub-recipients will be trained on Section 3 program requirements.

- Establish an on-going communication system through workshops and training.
- Conduct Post Award meetings with subrecipients to ensure Section 3 understanding and compliance as it relates to the funded project.

7. **Goal** – Provide training to sub-recipients to develop procurement practices that include the provision for contracting preference and provide an evaluation of a bidder's ability to comply.

Action Steps

- Review all sub-recipient procurement procedures for Section 3 policy statement.
- Monitor sub-recipient procurement policies and make revisions to include the Section 3 bid evaluation process.
- Work with the Procurement Division to advertise Section 3 bidding opportunities on their website, but separate from City bid advertisements.
- Instruct sub-recipients on the process of evaluating bids based on the criteria for the lowest and responsive bid.

SECTION 3 IMPOSED RESOLUTION

In 2006, the U.S. Department of Housing and Urban Development issued a determination of noncompliance against the City of Jacksonville and its subrecipients for failure to comply with the requirements of Section 3 of the Housing and Urban Development Act of 1968 (12 U.S.C. 1701u) and the implementation of regulations found at 24 CFR Part 135. Specifically, HUD found that the City of Jacksonville failed to comply with the terms of a 1995 binding resolution.

In January of 2009, HUD issued an Imposed Resolution to the City for the purpose of addressing these requirements. The City agreed to make every effort to ensure that all of the terms of the resolution were met. The Imposed Resolution was to expire in January 2012. The City has since revised its Section 3 Plan to include strategies for solicitations, notifications, monitoring, reporting, and effective record keeping. These strategies have been implemented and will continue to be enforced and monitored to ensure responsibility of the Section 3 program.



AFFIRMATIVELY FURTHERING FAIR HOUSING

The Neighborhoods Department, Housing and Community Development Division monitors the activities of the Jacksonville Human Rights Commission (JHRC), which include but are not limited to:

- **Fair housing marketing plans/implementation** - The JHRC will engage the services of the city's Public Information Office to conduct a fair housing media campaign during the month of April 2012, National Fair Housing Month. The objective of the 2012 campaign is to utilize a combination of paid radio advertising, paid television advertising, public service television advertising, and media and public relations to increase awareness of forms of discrimination, share information on available resources, direct a message to potential perpetrators, and to further affirmatively promote awareness and encourage equal opportunity in fair housing. Approximately \$6,500 will be expended to market and promote fair housing.
- **Local Fair Housing PSA's and Workshops** - In addition to monthly fair housing awareness presentations for housing providers, housing seekers, and local real estate associations, the JHRC will host its annual Fair Housing Symposium during National Fair Housing Month in April 2012. The JHRC will participate in Jacksonville's 2011 Black Expo, the Spirit of ADA event, Homeownership Fair and other neighborhood/community events, as appropriate. In connection with the symposium, the JHRC will host a free seminar, "The Professional's Day Seminar, Knowledge: The Key to Fair Housing Laws Compliance. This event endeavors to provide Condominium and Neighborhood Associations/boards with valuable information and tools to help them navigate through a sea of fair housing laws and clarify their role and responsibilities as a housing provider. Approximately \$10,000 will be expended on workshops and symposium, where all ethnic groups are invited.
- **The monitoring of compliance with fair housing requirements** – As the lead local government agency responsible for implementation and administration of fair housing compliance, the JHRC will continue to

administer a compliance/complaint procedure that affords due process in the case processing and judicial process.

- **Pursuing and disposition of discrimination complaints** — As of June 30, 2011, the JHRC completed approximately 30 complaints alleging fair housing discrimination dual-filed with the U.S. Department of Housing and Urban Development. This number exceeded HUD's goal of 25 complaints of fair housing discrimination during the relevant time period. Of the 28 complaints closed, 14% were conciliated.
- **Establishing and maintaining a working relationship with the Fair Housing Partners in the implementation and administration of educational programs** — The JHRC will maintain active partnerships with the Jacksonville Housing Authority, Jacksonville Area Legal Aid, Inc., Jacksonville Urban League (Fair Housing Education and Counseling), and other private housing providers. In conjunction with its fair housing partners, JHRC will conduct monthly education and awareness programs for housing seekers and providers. The fair housing partners will exchange information and ideas on a monthly basis on affirmatively furthering fair housing through continuous education and outreach programs and initiatives for housing seekers and providers.
- **Identify and design educational programs for clients of community based organizations whose services are gender, race, ethnic immigrant, legal alien and refugee specific.** - Fair Housing Seminars were conducted by the JHRC in census tracts 133, 135.03, 135.21, 150.2, 167.21, 167.22, and 303.02. Seminars will also be conducted at WRH Realty Services, Inc., Jacksonville Townhouses, Mission Spring Apartments, Mt. Carmel Gardens, Nia Terrace, Ravenwood, Silver Creek and Spanish Oaks. These are just some of the areas where the underserved population such as ethnic immigrants, legal aliens and refugees reside.
- **Action taken to overcome impediments to fair housing include the following:**
The local Fair Housing Ordinance Chapter 408-FH was approved by the City Council in 1998. With this approval, the local ordinance is considered substantially equivalent to the Federal Fair Housing Act of 1989 and the JHRC is certified under the Fair Housing Assistance Program (FHAP). As a FHAP agency, complaints filed with the U.S. Department of HUD are dual-filed and referred to the JHRC for investigation. Designation as a FHAP also allows the JHRC to receive funding under a cooperative agreement.

The JHRC plans and hosts an annual Fair Housing Symposium that recognizes and supports the National Fair Housing Month campaign. In conjunction with local housing partners, the annual fair housing symposium increases awareness of the fair housing act, its protection of individuals and families and support of local organizations that support fair housing rights. The JHRC united with several agencies such as the Jacksonville Housing Authority, Jacksonville Area Legal Aid and mortgage lenders to provide hands on assessments during the event. To make this event more convenient for parents, a “Kids Zone” was added so that parents can easily focus on the information being presented to them.

To ensure that our agency is accessible to everyone, we have installed a “TTY” (Text Telephone) line for individuals who may be deaf, hard of hearing, or speech impaired. The TTY number is (904) 630-4125.

2012 Fair Housing Symposium





CITIZEN PARTICIPATION

The City of Jacksonville held two (2) public hearings to gather citizen participation and public input regarding identifying the priority needs in their neighborhoods. One was held at the Neighborhoods Department, Housing and Community Development Division on February 7, 2012. The other public hearing was held on February 9, 2012 at the Community Rehabilitation Center (CRC) Institute. Mandatory Technical Assistance Workshops were also held at three sites on February 15, February 16, and 21. The site locations were the Legends Center, MPSS Division of Florida State College at Jacksonville and the Housing and Community Development Division. Applications were not accepted from agencies that did not attend a technical assistance workshop. All of the public hearings were advertised in two (2) local newspapers with information regarding the availability of the application and the due date, along with dates and times for interested parties to receive technical assistance from staff. The results of the public hearings were summarized and categorized into the three (3) priorities identified on pages 15-16.

The draft 2012 - 2013 Consolidated Plan-Action Plan was made available to the public at the Main Library and the Housing and Neighborhoods Department, as well as our website at www.coj.net/Departments/HousingandNeighborhoods/CommunityDevelopment/2012-2013ActionPlan.html.

The public hearing regarding the draft 2012-2013 Consolidated Plan -Action Plan will be held on August 9, 2012. A tape of the public hearing and the sign-in sheet are available on file in the CDD.

Once the document is finalized, and submitted to HUD for approval, it will be placed in all twenty-one libraries throughout, Duval County to be accessible to all citizens specifically low and moderate income citizens of Duval County.



Metro North and Brentwood study areas

During the next fiscal year the Mayor's transition team has suggested that the Housing and Neighborhood's Department work with the Planning and Development Department, Public Works, JEA, and other agencies to help assess and implement the Metro North Neighborhood Action Plan (NAP), which includes the Brentwood Strategic Implementation Plan (SIP). The Community Development Division of the Neighborhoods Department, Housing and Community Development Division will continue to encourage use of Community Development Block Grant and Northwest Jacksonville Trust funds.

Metro North Neighborhood Action Plan

The City of Jacksonville's Planning and Development Department, consulting firm APD, Inc., and the Metro North Community Development Corporation

worked together to create a revitalization plan for the Metro North community, which was initiated as the Metro North Neighborhood Action Plan (NAP) in the summer of 2003. This plan was developed with extensive input from neighborhood residents, business owners and community leaders. This extensive community involvement had four major results:

1. The resulting plan was a reflection of community needs and concerns;
2. Public awareness of neighborhood issues and planning was increased;
3. Community members were given the tools to build a vibrant neighborhood through capacity building workshops; and
4. Partnerships among the active organizations in the Metro North community were built.

The plan that resulted from this public involvement process included strategies and recommendations for the following key community issues: improvement of existing commercial areas, the need for a business association, increasing home-ownership, improvement of existing housing, design guidelines for new development, zoning issues, and the need for a strategic plan that establishes better links between the neighborhood and a new HOPE VI project within the community. Due to the high level of community involvement and buy-in, many of the NAP recommendations are currently being implemented.

First Tee Action Plan

In August 2008, workshops and charrettes were held to create a Golfair and Moncrief Road corridor study. Although this study is located in the 29th and Chase NAP, it is being led by First Tee of Jacksonville and the Planning and Development Department and will include areas in Metro North.



On May 3, 2010, First Tee opened their new clubhouse and learning center. The brand-new facility marks a major step in The First Tee of Jacksonville's efforts to offer positive support to young people through its learning facilities and educational programs that promote character development and life-enhancing values through the game of golf. The center will serve 1,200 children ages 7-17 years old in the 41 Jacksonville area zip codes; 12 area non-profit organizations; 250+ elementary school kids; and eight high school golf teams, including serving as host to Duval County School Board's high school golf tournaments.

The new main building houses a golf shop and merchandising area, a food and beverage area as well as an administrative wing. The new Learning Center features two classrooms with wireless internet access, two 47" flat screens, desks and chairs. Over \$634,000 was raised for the facility, with other funding supporting necessary capital improvements. Additional monies raised through THE PLAYERS Championship's "Birdies for Charity" program will be used to purchase laptops, golf teaching aids, learning materials and educational games for The First Tee of Jacksonville participants to utilize within the Learning Center.



North Main Street Town Center Initiative (TCI) Program

The City of Jacksonville's Town Center Initiative (TCI) Program, in partnership with Metro North Community Development Corporation (CDC), finished construction in June 2009. Approximately one-million dollars has been spent for sidewalk, landscaping, and bus stop improvements. Historic pedestrian street lights have also been installed to fulfill most of the visioning from the 2004 community sessions. JEA spent \$1,164,863.67 for drainage and electrical improvements. Metro North has also taken it upon themselves to maintain and do upkeep on the landscaping between 21st and 22nd Streets. The Florida Department of Transportation has finished streetscape and infrastructure improvements to the segment of Main Street, from 21st Street to the Trout River and has asked Metro North to assist in the addition of trees within the median.



(Photos from before and after construction of the Town Center Initiative.)

Innovation & Comprehensiveness: Raising Public Awareness Through Planning

Community members were involved in the Metro North planning process from the very beginning. The Planning Team worked closely with the Metro North CDC to get the word out about public workshops. The diversity of workshop participants reflected the diversity of the community. Planning workshops were used to obtain feedback from community members about key community issues, as well as community assets. Workshops focused on a range of issues, including zoning, housing conditions, community design and commercial redevelopment. In addition to the valuable input participants gave the Planning Team, community members walked away from the Metro North NAP process with a better understanding of community conditions and how to address them.

Transferability: Giving Citizens the Tools to Build a Vibrant Neighborhood

One key goal of the Metro North planning process was to maximize consensus and community involvement. A series of workshops devoted to building community capacity were held as a parallel process to the overall NAP public involvement process. These workshops were rooted in the principles of Asset Based Community Development (ABCD). Five major topics were covered through these workshops:

1. Mobilizing Citizens
2. Community Partnerships
3. The Role of Institutions
4. Building Inclusive Communities
5. Organizing for Housing Implementation Planning

There were two key goals of the capacity-building workshops: giving community members tools to support the implementation of plan recommendations and improve their community overall and building relationships among community leaders that will aid neighborhood mobilization and decision-making.

One important outcome of the planning process and capacity-building workshops is the revival of the North Shore Neighborhood Association, an organization that was dormant for several years. Participants from the North Shore neighborhood, located in the northern section of the Metro North community, realized the importance of community organizations and revived the neighborhood association with great response.

Numerous neighborhood clean-ups and meet and greets have been facilitated by Metro North. Before many of the projects, they have worked with city agencies to trim trees and then clear the debris after the volunteers have done their work. The neighborhood knows that a one time clean up is not going to change the world but it is an on-going vocation to improve their community.

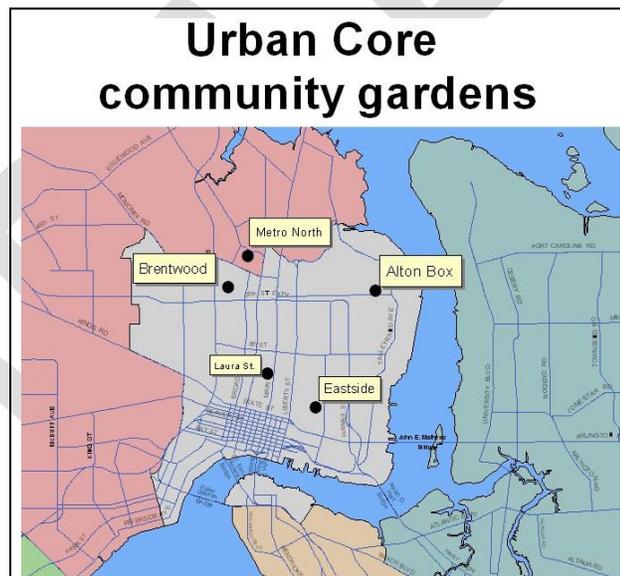
Team Building: Partnerships for the Future

The Metro North Community Council formed as a result of this planning process. Metro North is a large and diverse community with several active community organizations. The Metro North Community Council is a partnership among these organizations that meets regularly to share community concerns and successes. This partnership enables the neighborhoods of Metro North to work together in order to have a greater impact on the larger community.

The Metro North planning process raised community awareness of neighborhood issues and the importance of planning in one key way: it got people talking. By providing a forum for the diverse population of the Metro North community to come together, the Metro North NAP planning process enabled community members to discover common goals and issues. Members of the Metro North community are now using these common goals to move toward building a stronger neighborhood.

Metro North CDC is also working with other neighborhood groups to develop the 48th and Main Street Progressive Village. This multi-use, 20+ acre development will include a state of the art child development center, job training facility, grocery store, credit union, and 200 units of work force rental housing. The impact of this project could be felt for years to come. Unfortunately because of the economic downturn, the project has been put on indefinite hold as of July 2010.

Ron Pauline has also managed a community garden on Basswood Street for the past two years. This community building exercise is one of the 'Best Practices' in neighborhood organizing. Numerous neighborhood organizations have also inquired about starting a community garden within their boundaries.



Execution

The Metro North NAP has stimulated communities to form neighborhood associations. As mentioned, the North Shore Neighborhood Association has been a pillar in the community for many years and has had resurgence in activity. Other CDC's such as Grace & Truth have assisted in the formation of the Norwood Neighborhood Association. The Brentwood SIP inspired the creation of

the Brentwood Manor and Metro Gardens Neighborhood Associations with four more in the process of organizing officially.

The Neighborhood Initiative planners continue to encourage the residents of the area to get involved in the Citizens Planning Advisory Committees by visiting the neighborhoods, including the multi-family housing developments in the area. Since January 2009, Jackson Neighborhood Revitalization has formed and met on a monthly basis.

Housing and Neighborhood’s Director Wight Greger and Neighborhood planner Marilyn Fenton-Harmer attended a first reorganization meeting for Metro Gardens Neighborhood Association at the end of April.

In May, Marilyn facilitated the meeting to get to know the neighbors and these are their concerns:

Strengths & Weaknesses for the Metro Gardens Neighborhood:

Strengths	Weaknesses
Location	Guys hanging out
Convenient	Drug dealers
History	Strangers
Shopping	Residents not loving where they live
Library	Yards that are a disgrace
Infrastructure	Landlords that don’t care
Sidewalks	Vacant houses
Driveways	Homeowners/renters that don’t care
Parks – Brentwood	Condition of homes
Schools	
Churches	*Need Code of Ethics
JTA Bus Line	* Need Greeting Committee
Good Neighbors	*Need sticks for signs
Food	*Need List of Expectations as a neighbor

The new president of Metro Gardens, Dianne Spencer, has attended the Urban Core CPAC and is going to submit an application to become a CPAC member. She also attended Housing and Neighborhood's Robert's Rules of Order training. Ron Pauline retired from Metro North. He stated at the reorganization meeting that things were virtually at a stand still due to the economy. Reggie Fullwood has taken his place as the Director.

North Shore Neighborhood Association is going strong. They have a loyal NW CPAC representative and they started a website (<http://www.northshorejax.com/>) and a newsletter.

Panama Park is also going strong. Recently the organization held a spaghetti dinner night and are working in partnership with organizations in the neighborhood to hold community events in Panama Park. Last fall they held their First Community Bash which had a health and job fair. They are working very closely with Council Member Gaffney. East 21st Street organization is also going strong under the current President Jackie Lattimore.

The NFL made a substantial contribution as a result of the City of Jacksonville hosting the Super Bowl in 2005 which was utilized to develop the Youth Education Town (YET) Center in Catherine Hester McNair Park, also known as Brentwood Park, to serve the community's youth in multiple capacities. A grand opening ceremony took place in March 2008 and the next steps will be for the Recreation and Community Services Department to improve the surrounding park and continue to add to the programs available at the center.



(Grand opening with Wayne and Delores Weaver, majority owner of the Jacksonville Jaguars NFL team.)

In the heart of Metro North and on the northern edge of the Brentwood SIP, \$2.6 million has been invested in the Pearl Plaza medical/office/commercial center. The city was able to leverage a \$250,000 and \$450,000 grant from various sources for this privately owned property originally built in 1955. Now completely renovated, this plaza is walkable to the surrounding neighborhood and could provide a catalyst for other residential and commercial developments in the immediate vicinity. In 2010, CRC was able to secure \$300,000 of CDBG funds to continue the expansion and development of the Pearl Plaza as well as \$259,461 from the CDBG-R grant program to create a Green Workforce Center. This center will provide for programs that teach the trade of building and repair using the most environmentally friendly best practices.

Finding funding sources from local, state and federal agencies continue to contribute to the ability for the revitalization of Brentwood. The inception of the

Metro North NAP and the ongoing Brentwood Strategic Implementation Plan have not only sparked the attention of the residents but other city agencies, organizations and associations who are bringing their services, assistance and support as contributions to this neighborhood's revitalization.

There are also two business associations forming that will fall within the boundaries of Metro North; The Norwood Business Association and the MetroNorth Business Associations. Norwood is further along and is supported by the Grace & Truth CDC.

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