



**Steering Committee**  
**3/27/08**

This packet contains handouts that were distributed at the Steering Committee meeting on March 27, 2008 and includes the following items:

- Program Proposal Timeline
- Neighborhood Safety & Stability Subcommittee funding requests
- Proposed Program Concept Form



The Jacksonville Journey  
 Program Proposal Timeline  
 2/20/2007

<b>Program Proposal Timeline</b>		
<b>Committee Action on Proposals</b>	<b>Committee</b>	<b>Action Date</b>
Present proposed programs with concept form detailing program specifics for committee action	Education, Truancy, Dropout & Literacy W. C. Gentry	March 12, 2008
Present proposed programs with concept form detailing program specifics for committee action	Neighborhood Safety & Stability Tony Boselli	March 25, 2008
Present proposed programs with concept form detailing program specifics for committee action	Law Enforcement & Deterrence Paul Perez	March 27, 2008
Present proposed programs with concept form detailing program specifics for committee action	Intervention/Rehab John Coxwell	April 7, 2008
Present proposed programs with concept form detailing program specifics for committee action	Positive Youth Development Audrey Moran	April 9, 2008
<b>Preliminary Steering Committee Review</b>	<b>Presenter</b>	<b>Action Date</b>
Education, Truancy, Dropout & Literacy approved program submission	W. C. Gentry	March 13, 2008
Neighborhood Safety & Stability approved program submission	Tony Boselli	March 27, 2008
Positive Youth Development approved program submission	Audrey Moran	April 10, 2008
Intervention/Rehab approved program submission	John Coxwell	April 10, 2008
Law Enforcement & Deterrence approved program submission	Paul Perez	April 10, 2008
Education, Truancy, Dropout & Literacy approved program additional submission	W. C. Gentry	April 10, 2008
<b>Funding Committee Review Workshop</b>	<b>Presenter</b>	<b>Action Date</b>
Education, Truancy, Dropout & Literacy	W. C. Gentry	April 14, 2008
Positive Youth Development	Audrey Moran	April 14, 2008
Neighborhood Safety & Stability	Tony Boselli	April 14, 2008
Intervention/Rehab	John Coxwell	April 14, 2008
Law Enforcement & Deterrence	Paul Perez	April 14, 2008
<b>Final Steering Committee Review &amp; Recommendation</b>	<b>Presenter</b>	<b>Action Date</b>
Education, Truancy, Dropout & Literacy	W. C. Gentry	April 24, 2008
Positive Youth Development	Audrey Moran	April 24, 2008
Neighborhood Safety & Stability	Tony Boselli	April 24, 2008
Intervention/Rehab	John Coxwell	April 24, 2008
Law Enforcement & Deterrence	Paul Perez	April 24, 2008
<b>Community Meetings</b>		
Northside/Westside	City of Jacksonville Department of Agriculture	5/15/2008 6:00 p.m.
Arlington/Southside	FCCJ South Campus	5/29/2008 6:00 p.m.



**JACKSONVILLE JOURNEY**  
**Neighborhood Safety and Stability**  
**Funding Requests**  
**March 27, 2008**

<u>Service</u>	<u>Capital Costs</u>	<u>Operational Costs</u>	<u>Comments</u>
<b><u>Neighborhood Safety and Stability</u></b>	<b><u>\$ 1,660,000</u></b>	<b><u>\$ 5,684,000</u></b>	<b><u>TOTAL \$7,344,000</u></b>
<u>Identify and Staff Community Assets</u>	<u>1,000,000</u>	<u>4,000,000</u>	<u>Rehabilitation, retrofitting, enhancing and operating facilities</u>
<u>Fund Management Position</u>		<u>84,000</u>	<u>Jacksonville Sheriff's Office Crime Analysis Unit</u>
<u>Lighting Eureka Gardens</u>	<u>60,000</u>		<u>Funded in Public Works</u>
<u>Neighborhood Improvements</u>	<u>600,000</u>	<u>600,000</u>	<u>Priority given to 12 hot spots (lighting, tree trimming, ditch clearing etc.)</u>
<u>Crime Free Multifamily Housing Program</u>		<u>0</u>	
<u>Dart/Code Enforcement Efforts</u>		<u>1,000,000</u>	<u>Environmental &amp; Compliance Department abatement efforts (board-ups, demolition and other nuisances)</u>



**THE JACKSONVILLE JOURNEY- PROPOSED PROGRAM CONCEPT FORM**

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

1. **Subcommittee:** Neighborhoods Safety and Stability
2. **Date Approved by Subcommittee:** February 12, 2008
3. **Project Proposed:** Identify and revive Community assets in areas of need (deemed “hot spots” for violent crime)
4. **Brief Description (describe the project, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community and reducing crime in Jacksonville:**
  - City of Jacksonville should define physical assets in ‘hot-spot’ areas for use for after-school and summer programs. Schools (closed or open) should be looked at as a priority with Community Centers, Libraries, Churches and other public/private facilities filling in the gaps. Facilities should be used as leverage to attract non-government partners for capital and programming needs.
  - City of Jacksonville should locate property (raw land, existing commercial/industrial structures, abandoned properties school facilities) for building/retrofitting as a gymnasium/multi-use facility. Hot spot areas should be given priority.
  - Recommendation was made that the goal should be for all public facilities to have public, private and neighborhood components for operations and programming.

Addendum to recommendations regarding parks/program funding and oversight to follow.

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

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

**6. Budget:**

**Total program cost:**

- **~ \$5M:** The costs of the capital and programming needed will vary by site. The committee is proposing an additional \$5M be added to the City's current \$2.5M budget for Community Center operations and programming. The 'new' funding would be specifically for children's/adolescent programming (currently, part of the City's current \$2.5 goes towards Senior and general-public programming).

**Amount of capital investment:** ~\$1M – these dollars would be used to rehabilitate/retrofit/expand existing facilities

**Initial operating investment:** ~\$4M (\$1M for high quality summer school programs and \$2.85M for high quality after-school programs) – these dollars would be used to expand successful after-school and summer programs. The programs could be implemented through the Children's Commission or Recreation and Community Services.

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

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

**7. Program implementation timeline:**

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

**8. Stakeholders of program:**

- Residents
- Government

**9. Partner organizations for implementation:**

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

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

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

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**Committee Chair**

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**Date**

## **APPENDIX B**

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

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

**Full meeting minutes attached.**



**City of Jacksonville – The Jacksonville Journey**

**Neighborhood Safety & Stability**

**MINUTES**

**OF**

**NEIGHBORHOOD SAFETY &**

**STABILITY**

**SUB-COMMITTEE**

**February 12, 2008**



# **The Jacksonville Journey – Neighborhood Safety & Stability**

## **Sub-Committee**

**February 12, 2008**

**2:30 p.m.**

PROCEEDINGS before the Jacksonville Journey - Neighborhood Safety & Stability Sub-Committee taken on Tuesday, February 12, 2008, Edward Ball Building, 8<sup>th</sup> Floor - 214 N. Hogan Street, Jacksonville, Duval County, Florida commencing at approximately 2:30 p.m.

### **Neighborhood Safety & Stability Committee**

**Tony Boselli, Chair**  
**Oliver Barakat, Member**  
**John Clark, Member**  
**Charlie Commander, Member**  
**Ronnie Ferguson, Member**  
**Joni Foster, Member**  
**Mark Griffin, Member**  
**Charles Griggs, Member**  
**Tripp Gulliford, Member**  
**Alberta Hipps, Member**  
**Suzanne Jenkins, Member**  
**Curtis Johnson, Member**  
**A.L. Kelly, Member**  
**Diane Kerr, Member**  
**Lisa Moore, Member**  
**Devin Reed, Member**  
**Jim Robinson, Member**  
**Toney Sleiman, Member**  
**Eric Smith, Member**  
**Eddie Staton, Member**

## APPEARANCES

### **COMMITTEE CHAIRS & MEMBERS:**

TONY BOSELLI, Chair  
CHARLIE COMMANDER, Member  
RONNIE FERGUSON, Member  
CHARLES GRIGGS, Member  
SUZANNE JENKINS, Member  
CURTIS JOHNSON, Member  
DIANE KERR, Member  
DEVIN REED, Member  
ERIC SMITH, Member  
EDDIE STATON, Member

### **ABSENT MEMBERS:**

OLIVER BARAKAT, Member  
JOHN CLARK, Member  
JONI FOSTER, Member  
MARK GRIFFIN, Member  
TRIPP GULLIFORD, Member  
ALBERTA HIPPS, Member  
A.L. KELLY, Member  
LISA MOORE, Member  
JIM ROBINSON, Member  
TONEY SLEIMAN, Member

### **STAFF:**

KERRI STEWART  
CHAD POPPELL  
JENNIFER SAVAGE

### **OTHERS PRESENT:**

Matt Galnor, T-U  
Beverly McClain  
Angela Williams  
Maguerite Johnson  
Anna Bradley  
Marilyn Fenton Harmer  
Jennifer Holbrook  
Darryl Williams  
Mary Kay O'Rourke  
Mack Bissette  
Shirley Dashin  
Kendra Carver  
Mary Beth Ridderman  
Earl Kitchings

### **PROCEEDINGS**

February 12, 2008

Neighborhood Safety & Stability Chair/Committee 2:30 p.m.

**Call to Order and Comments.** Chair Boselli called the meeting to order at approximately 2:45 p.m.

**Purpose of Meeting.** Discuss the Mayor's crime initiative - The Jacksonville Journey - Take a Step - Neighborhood Safety & Stability Sub-Committee.

Chairman Boselli welcomed the group and motioned for approval of the minutes, which was seconded and approved unanimously. Chairman Boselli then gave an overview of a letter he sent to Mayor Peyton, Council President Davis and Jay Fant, Chair of the JEA's Board of Directors asking JEA to re-consider its \$7 million allocation for marketing activities over the next five years and to instead put that money toward after-school programming. Chairman then opened discussion for six items up for vote at the meeting.

Action item 1: The City of Jacksonville should define physical assets in 'hot-spot' areas for use for after-school and summer programs. Schools (closed or open) should be looked at as a priority with community centers, churches and other public/private facilities filling in the gaps.

Vote: Motion made, seconded and approved unanimously

Action item 2: The City of Jacksonville should locate property (raw land, existing commercial/industrial structures, abandoned properties, school facilities) for building/retrofitting as gymnasiums/multi-use facilities. Hot spot areas should be given priority.

Vote: Motion made, seconded and approved unanimously

Action item 3: All funds that are currently appropriated for after-school programs and community center operations as well as any future funding identified should be pooled into one fund on an annual basis for programming. The Jacksonville Journey's Positive Youth Development Committee should define appropriate programming models. The Parks Advisory Board (or any board reflective of providers and users of the programs) should assess program outcomes and recommend funding on an annual basis (this is based on the Jacksonville Children's Commission and the Housing Commission model).

Vote: Motion made and seconded. All in favor with the exception of: Ronnie Ferguson - dissented not because of lack of support for idea, but because he is not sure of the demarcation between activities related to this program and the Jacksonville Children's Commission; Eddie Staton - dissented because he is against not taking into consideration the way boards were chosen in the past and because the committee is not taking into account "unknowns"; Charles Griggs - dissented because he feels he does not have enough information to feel comfortable voting on this now.

Action item 4: The City of Jacksonville should revisit the make-up and duties of the Parks Advisory Board to ensure that it reflects the providers and users of the park system and its programs. Members should have skill set required to oversee program dollars.

Vote: Motion made and seconded. All in favor with the exception of: Ronnie Ferguson, dissented because of lack of detail about how

funding this board would be distributed throughout the city; and Eddie Staton, dissented because of lack of detail about how funding this board would be distributed throughout the city.

Action item 5: We recommend that the goal of all public facilities should be to have a public, private and neighborhood component for operations and programming.

Vote: Motion made, seconded and all in favor.

Action item 6: Request that JEA place a 'check' box on its bills for donations to after-school and summer programming. (Contributions used exclusively for public purposes are deductible.)

Vote: Motion made, seconded and all voted in favor.

Chairman Boselli asked the committee members to be prepared next meeting with recommendations on what qualifications they'd like to see in the members of the Parks Advisory Board. He then opened up the floor for public comment. Earl Kitchings asked the board to consider whether or not JEA would add an administrative fee to the 'check' box placed on its bills.

Chairman Boselli adjourned the meeting at 4:40 p.m.

## **2. Action Items**

Action item 1: The City of Jacksonville should define physical assets in 'hot-spot' areas for use for after-school and summer programs. Schools (closed or open) should be looked at as a priority with community centers, churches and other public/private facilities filling in the gaps.

Vote: Motion made, seconded and approved unanimously

Action item 2: The City of Jacksonville should locate property

(raw land, existing commercial/industrial structures, abandoned properties, school facilities) for building/retrofitting as gymnasiums/multi-use facilities. Hot spot areas should be given priority.

Vote: Motion made, seconded and approved unanimously

Action item 3: All funds that are currently appropriated for after-school programs and community center operations as well as any future funding identified should be pooled into one fund on an annual basis for programming. The Jacksonville Journey's Positive Youth Development Committee should define appropriate programming models. The Parks Advisory Board (or any board reflective of providers and users of the programs) should assess program outcomes and recommend funding on an annual basis (this I based on the Jacksonville Children's Commission and the Housing Commission model).

Vote: Motion made and seconded. All in favor with the exception of Ronnie Ferguson, Eddie Station and Charles Griggs.

Action item 4: The City of Jacksonville should revisit the make-up and duties of the Parks Advisory Board to ensure that it reflects the providers and users of the park system and its programs. Members should have skill set required to oversee program dollars.

Vote: Motion made and seconded. All in favor with the exception of Ronnie Ferguson and Eddie Station.

Action item 5: We recommend that the goal of all public facilities should be to have a public, private and neighborhood component for operations and programming.

Vote: Motion made, seconded and all in favor.

Action item 6: Request that JEA place a 'check' box on its bills for donations to after-school and summer programming. (Contributions used exclusively for public purposes are deductible.)

Vote: Motion made, seconded and all voted in favor.

**3. Discussion Items**

None.

Adjournment. Meeting adjourned at 4:40 p.m.



**THE JACKSONVILLE JOURNEY- PROPOSED PROGRAM CONCEPT FORM**

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

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

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

Membership would include:

- Mayor’s staff member to lead JJT
- JSO
- Municipal Code Compliance (Zoning and Property Safety)
- Public Works (Streets and Drainage, Solid Waste, etc.)
- Parks
- JEA

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



**Total program cost:**

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

**Initial capital and operating investments:**

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

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

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

**7. Program implementation timeline:**

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

**8. Stakeholders of program:**

- Residents
- JSO
- Government

**9. Partner organizations for implementation:**

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

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

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

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**Committee Chair**

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**Date**

APPENDIX A

Attached presentation

Creating a systematic approach  
to non-police crime interventions

# Creating a systematic approach to non-police interventions

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1. Non-police based responses can be effective in reducing crime and disorder
2. The majority of problems relate to a *minority of the...*
  - Neighborhoods
  - Apartment Complexes
  - Businesses
  - People
3. Target Wisely
  - **SARA** (Scan, Analyze, Respon, Assess – *and repeat*)
  - **SMART** (Specific, Measurable, Achievable, Relevant, Timed)

# Creating a systematic approach to non-police interventions

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## 1. Common reasons people fail at SARA

- Too invested (emotionally or politically) in first responses attempted
- Fail to be dogged, repeating process until results achieved
- Future scanning ignores original issue/area  
*Enables relapse & displacement*

## 2. Common reasons people fail in being SMART

- Overly ambitious as to size, area or expected results  
*Not specific & not achievable*
- Questionable methodology  
*Un-measurable actions & lacks relevance to root problems*

# Creating a systematic approach to non-police interventions

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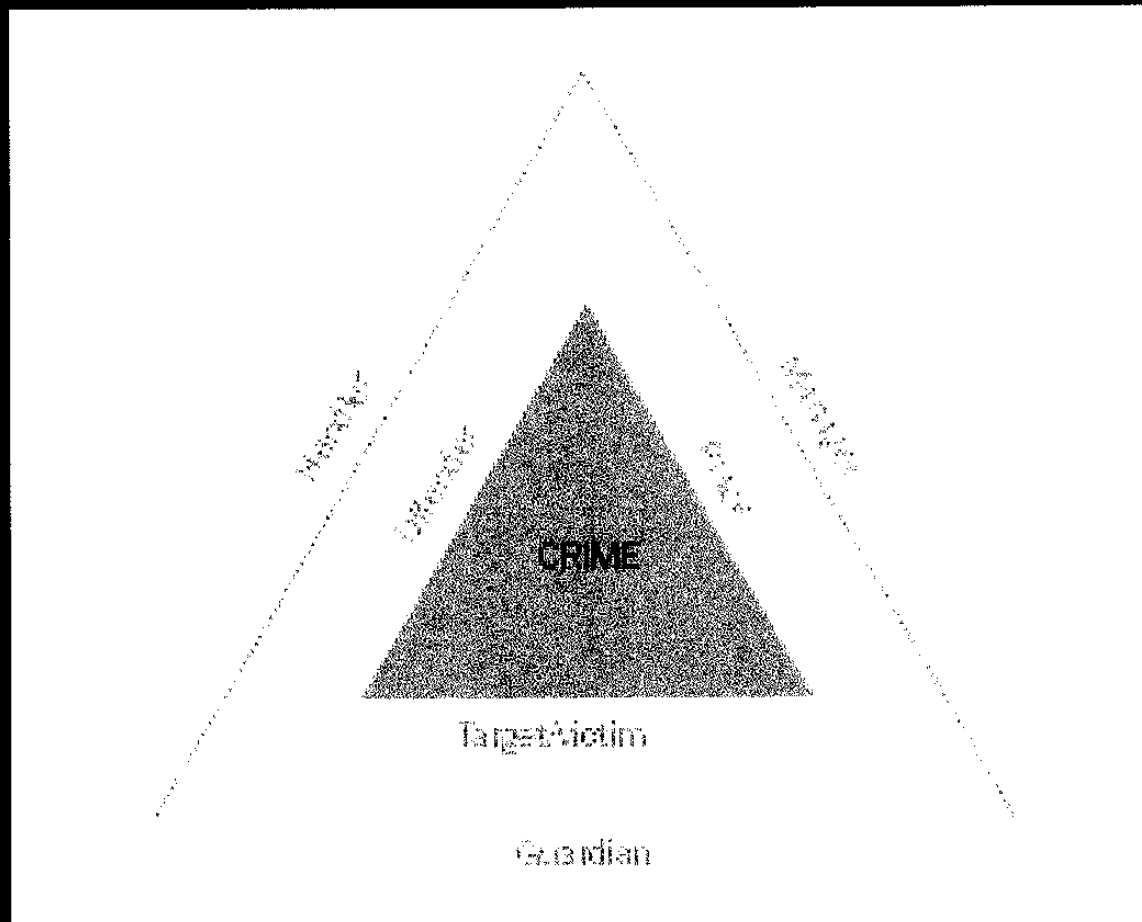
## 1. Preventing failure in SARA

- Preface all strategies by saying they may not work - *and that's ok!*
- Commit resources needed for the long haul
- Don't divert resources toward a second problem/effort/etc until first has desired results
- Don't be afraid to return if initial success fade

## 2. Preventing failure in being SMART

- Error on the side of too small or specific (problem, location, behavior)
- Ensure resources include analytical capacity – and let this be a driving force
- Enlist help of experts or people with *progressive experience* in problem-solving in the given area
- Understand the counter-examples (they can help guide efforts)
- Document your *Focus, Objectives, Rationale, Methods, and Steps* to accomplish

# Dissecting and attacking problems



# Dissecting and attacking problems

## A classification scheme for common problems facing local police

### Environments

Residential

Recreational

Offices

Retail

Industrial

Agricultural

Educational

Human service

Public ways

Transport

Open/transitional

### Behaviours

Predatory

Consensual

Conflicts

Incivilities

Endangerment

Misuse of police



# Dissecting and attacking problems

**Table 1: Diagnosing hot spots**

	Number of crimes	Rate of crime
Crime attractors	High	High
Crime generators	High	Low
Crime enablers	Low (High)	High
Crime neutral	Low	Low

**Attacking hot spots**

Hot spot type	Cause	Type of response	Questions to answer
Crime generator	Many unprotected targets	Increase protection	In what circumstances are targets vulnerable? How can vulnerability be changed?
Crime attractor	Attracts offenders	Discourage offenders from coming	What is attracting offenders? How can this be changed?
Crime enabler	Erosion of controls	Restore guardianship, handling or place management	Who could control behaviour? How can they be encouraged to exert controls?

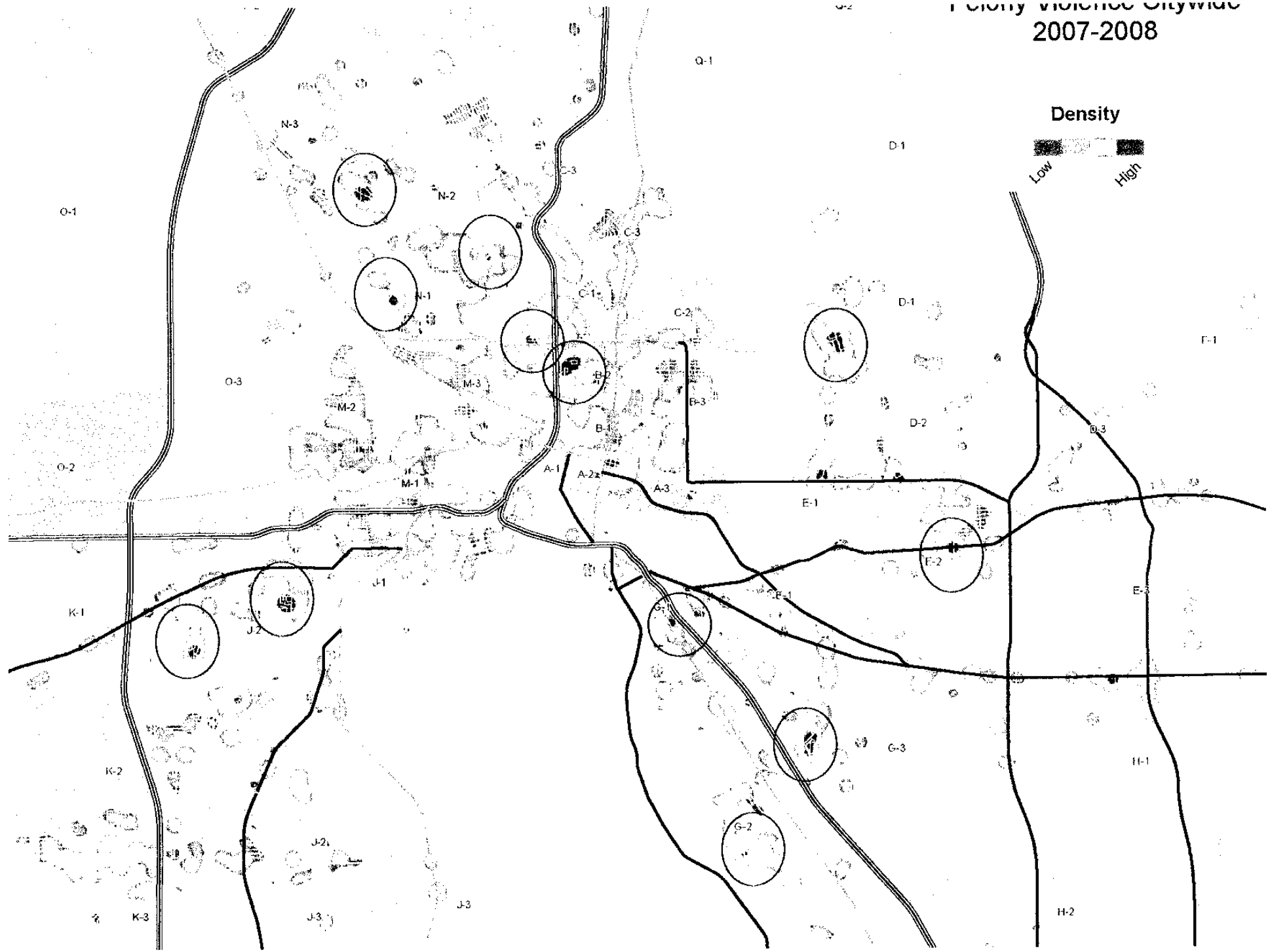
# Visualizing Success

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**What could success with a dozen problems look like?**

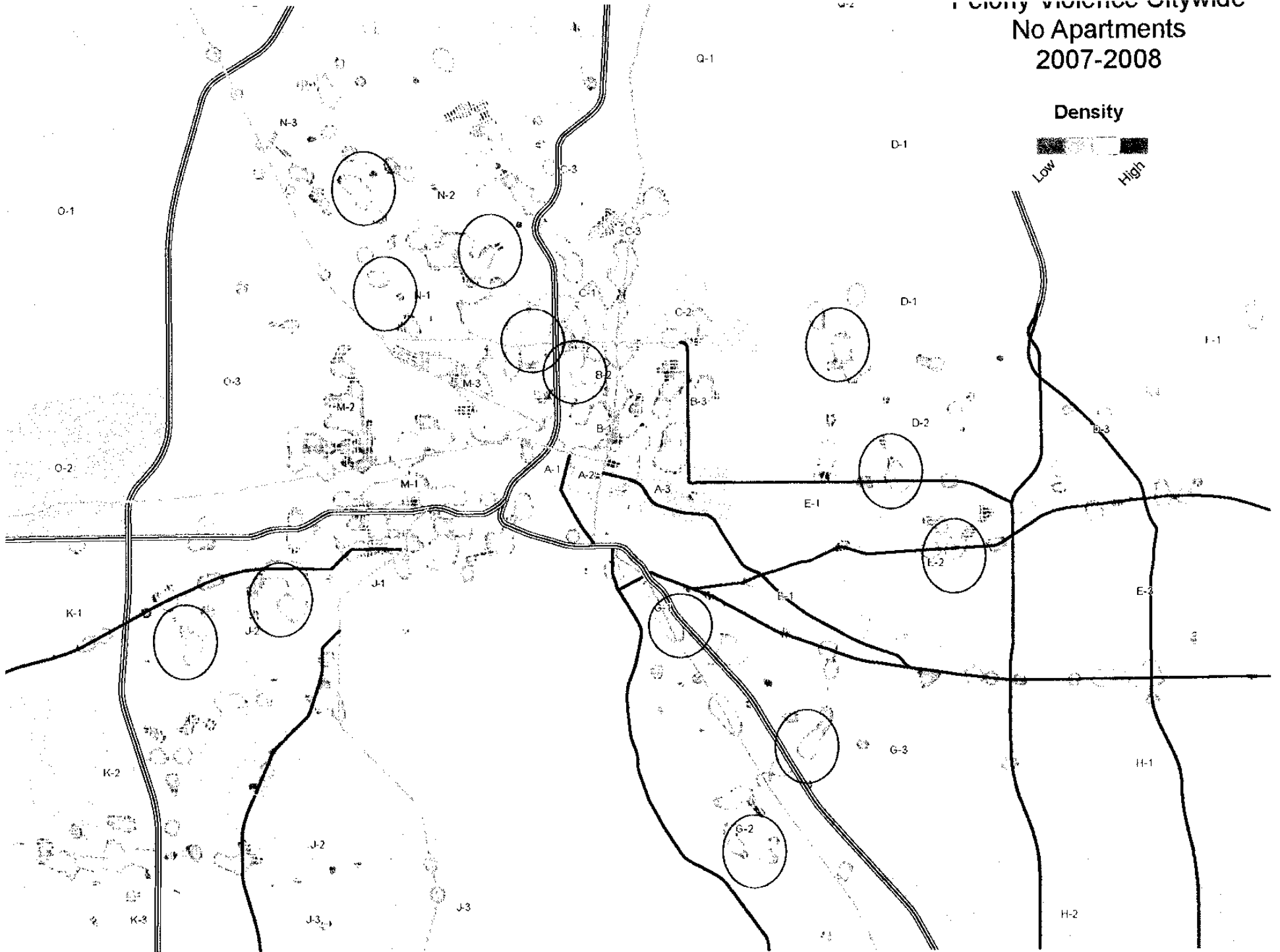
***Violence at Problem Apartment  
Complex Areas***

# Citywide Violence Citywide 2007-2008



# Citywide No Apartments 2007-2008

Density



Matthew White  
Jacksonville Sheriff's Office