

Recommendations Report

April 10, 2008

**Positive Youth Development
Subcommittee**

Chair Audrey McKibbin Moran

Critical Facts

- **Between 3-7 p.m.:**
 - Juvenile crime peaks
 - Children more likely to become the victims of crime
- **Children who become involved in anti-social or criminal behavior**
 - Caucasian, typically age 14
 - African-American, typically age 12
- **Presence of a caring adult is critical for a child's positive development**

Critical Facts

- **Training programs for adults who interact w/ youth help the adults:**
 - **Regard youth as assets in the making, not problems to be fixed**
 - **Be less likely to embrace & act upon negative stereotypes about young people**
 - **Be more likely to meet youth's psychosocial needs & help them build competencies for success**
 - **Be more aware of 40 assets children need to thrive**
 - **Be armed w/ practical strategies to help a child build upon their assets**

Critical Facts

- **Effective afterschool & summer programs have:**
 - Certified teachers
 - Academic enrichment, aligned w/ school curriculum.
 - Staff-to-child ratio of no more than 18 children to one adult.
 - Appropriate balance between academics, enrichment, recreational & leadership activities.
 - Advisory councils for youth & parents.
 - Staff trained in positive youth development principles
 - (Ex: Advanced Youth Development (AYD) certification)
 - Staff & activities culturally appropriate & reflect cultural heritage of neighborhood & families
 - Field trips & community outings
 - Staff & volunteers passed criminal background screening
 - Program operated in safe, secure environment.
 - Regularly monitored for standards compliance & evaluated according to academic & behavioral outcomes.
 - Healthy snacks & meals as appropriate.

Charges 2 & 4

- **Charge 2:**

- *Engage the Duval's Youth Voice Council; Market 211 Hotline to Youth*

- **Charge 4:**

- *Expand the Summer Jobs Program*

Recommendations

All efforts focused on JSO Zone One

- **Charge 1: *Encourage mentoring & volunteerism***
 - **(1) Recruit & train 1,500 new mentors per year**
 - **(2) Provide comprehensive training programs for all individuals working/mentoring youth in both formal & informal capacities**

Costs: Mentoring

● **Three-year implementation**

– **Year 1: \$1,875,000**

- \$1,500,000 program support
- \$375,000 PR campaign

– **Year 2: \$3,200,000**

- \$3,000,000 program support
- \$200,000 PR campaign

– **Year 3: \$4,700,000**

- \$4,500,000 program support
- \$200,000 PR campaign

“The Power of PR in Recruiting Mentors”

- <http://specials.washingtonpost.com/onbeing/#090407-4v-KeithAndTravis.1>

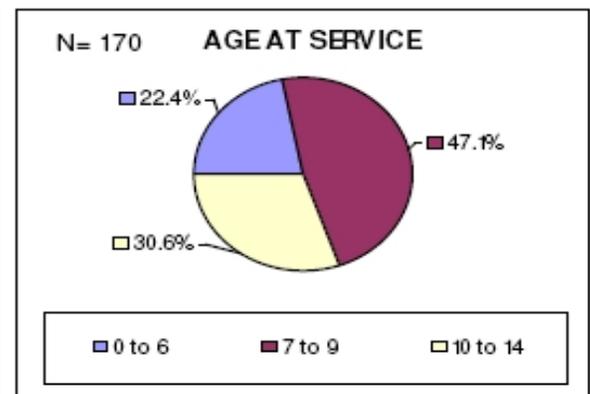
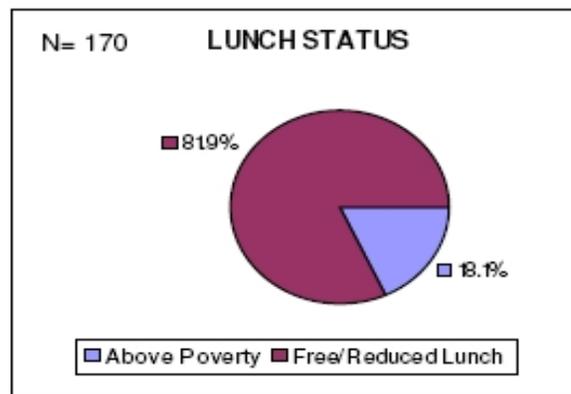
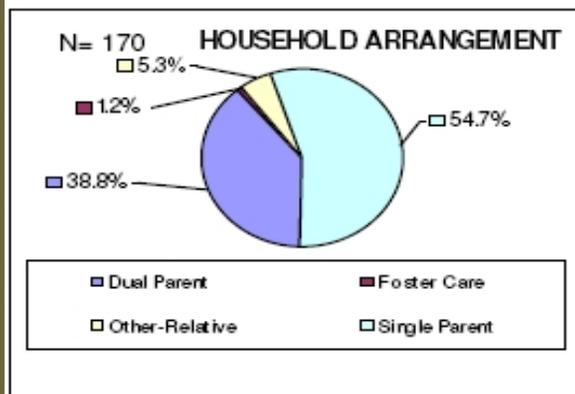
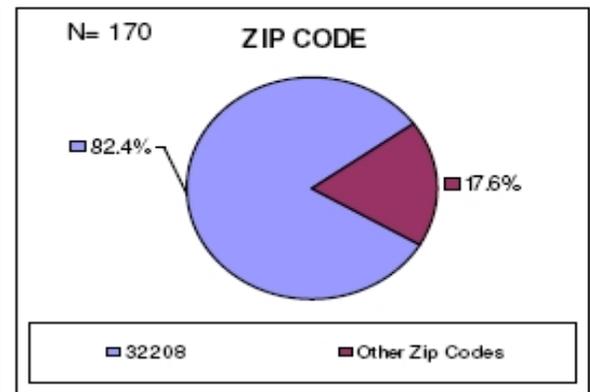
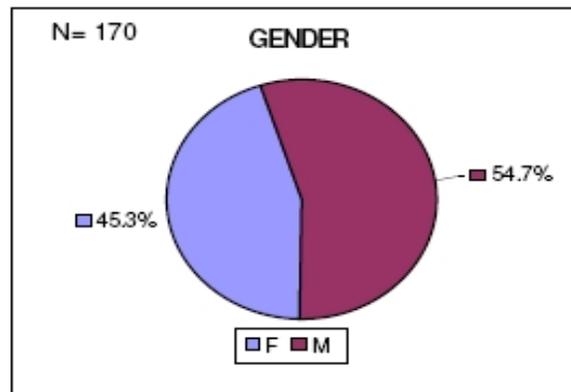
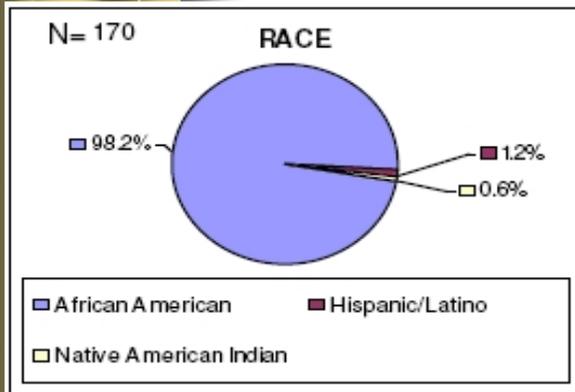
Recommendations

All efforts focused on JSO Zone One

- **Charge 3: *Undertake a major push to support out-of-school programs***
 - (3) Expand high-quality afterschool programs to elementary & middle school children who meet “free & reduced lunch program” qualifications
 - (4) Expand high-quality summer camp programs to elementary & middle school children who meet free & reduced lunch program qualifications. Expand from six to eight weeks.
 - (5) Implement JaxParks Intramural Sports League

Costs: Afterschool

- **Unmet need: 6,818 children**
- **Cost: \$1,000/child/school year**
- **Three-year implementation:**
 - **Year 1**
 - **2,000 children, \$ 2,000,000**
 - **Year 2**
 - **4,000 children, \$ 4,000,000**
 - **Year 3**
 - **6,818 children, \$ 6,800,000**



Analysis of Outcome Objective

| | Met Y/N | Result |
|--|---------|--------|
| 1) Students attending the Team UP Program will have a better promotion rate than students not attending the program (90%) | N | 86.7% |
| 2) Team UP students will have better attendance than Non Team Up Students (88.9%) | Y | 93% |
| 3) Program will maintain at least 90% of their projected average daily attendance. | N | 85% |
| 4) The percentage of students who score Level 3 and above on the FCAT math and reading tests will be above the school baseline (47.8%) | Y | 54.5% |

Costs: Summer Camp

- **Unmet need: 11,566 children**
- **Extend from six to eight weeks**
- **Cost: \$400 child/summer**
- **Total cost: \$4,626,400**
- **Three-year implementation:**
 - **Year 1:**
 - **3,855 children, \$1,500,000**
 - **Year 2**
 - **~7,500 children, \$ 3,000,000**
 - **Year 3**
 - **11,566 children, \$ 4,626,400**

Costs: Intramural Sports

- **Unmet need year one: 600 children**
- **Four-month implementation**
- **Total budget for one year: \$816,906**
 - **Staffing for eight sites: \$216,694**
 - **Officials/scorekeepers: \$21,945**
 - **Transportation: \$69,000**
 - **Equipment: \$61,467**
 - **Maintenance: \$90,000**
 - **Marketing: \$25,000**
 - **Security: \$332,800****
 - **** The City will work to develop a partnership w/ JSO to address this cost.**

Positive Youth Development Subcommittee

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



UPDATE: **Recommendations**

**Education, Early Literacy, Truancy &
Dropout Subcommittee**

Chair: W.C. Gentry

Meetings / Action Items

- March 12, 2009: Education Subcommittee submitted recommendations to the Steering Committee for review.**
- At the Steering Committee's request, workgroup members convened again to address Out of School Suspensions (OOSS), In School Suspensions (ISS), and Truancy.**

OOSS / ISS

- **In School Year 2005/2006, Duval County used ISS and OOSS at a rate two to three times higher than other counties in Florida.**

% of Students Serving OOSS

School Year 06/07

| | |
|---------------------|--------------|
| Dade | 5.5% |
| Broward | 4.8% |
| Hillsborough | 6.5% |
| Orange | 9.0% |
| Palm Beach | 8.6% |
| Pinellas | 7.9% |
| DUVAL | 16.3% |

***highest in the state**

% of Students Serving ISS

School Year 06/07

| | |
|---------------------|--------------|
| Dade | 8.0% |
| Broward | 8.2% |
| Hillsborough | 13.5% |
| Orange | 7.9% |
| Palm Beach | 5.2% |
| Pinellas | 15.4% |
| DUVAL | 13.9% |

***2nd highest in the state**

OOSS / ISS

School Year 06/07

● NET RESULTS:

Duval County

Student Population: 137,466

- ISS individual actions: 45,900
- OOSS individual actions: 55,983

OOSS / ISS

- **CHARGE:** Work closely with DCPS to outline a policy that would effectively decrease or eliminate OOSS and ISS. In addition, review the role and efficacy of Duval County's Truancy Centers.

OOSS / ISS

School Year 06/07

Currently, there are four geographically located Truancy Centers in Duval County.

Last year, these centers served a total of 1,498 students at a cost of \$576,625 annually.

Staffing includes (7) full time employees and (4) part-time employees.

OOSS / ISS

QUESTION:

Can we use the resources from the Truancy Centers more effectively by adding staff and sending students who are serving OOSS to the centers as well?

OOSS / ISS

- **Recommendation #1:**
 - **Undertake an expedited but thorough review of Duval's policies and practices on OOSS, ISS and student behavior management. Compare to other counties with similar student populations.**

SUMMARY: OOSS/ISS

OUTCOME: Implementation of a systemic policy to reduce ISS and OOSS. Substantial training will be necessary for school leaders, teachers and staff to implement alternative methods for discipline and student management.

Expected Cost: \$60,000

OOSS / ISS

Recommendation #2:

- A. Re-align resources by using (4) existing Truancy Centers to serve all students serving OOSS for 3-10 days.**

- B. Utilize ISS for students suspended 1-2 days. ISS would be served at the student's assigned school.**

- C. Create a fifth *PILOT* OOSS Center with a Public/Private partnership model.**

OOSS / ISS

- **OUTCOMES:** Students will no longer serve OOSS and will remain in a school setting with the following assets and responsibilities:
 - Certified Teacher(s)
 - E-Learning + Daily Assignments
 - Assessment and Counseling
 - Parental Engagement
 - Community Service

SUMMARY: OOSS / ISS

- **Projected COST: TBD**
 - **\$\$\$ necessary to cover the following recommended assets:**
 - **Staff: Certified teacher, Truant Officer, and Attendance Social Workers**
 - Possible sharing of staff with host school
 - **Computers with Compass Odyssey programming**
 - **Transportation & Security**
 - SRO shared with host school

Conclusion

- **Studies show that financial investment in early education and truancy/dropout prevention provide long-term public value:**
 - **Reduced crime overall**
 - **Better educated work force**
 - **Increased earning potential**
 - **Reduced downstream costs (special education, crime, unemployment, other social problems)**

Conclusion

- **Education, Early Learning, Truancy & Dropout Subcommittee**
 - **Chair, W.C. Gentry**



Law Enforcement and Deterrence Subcommittee Recommendations

Paul Perez, Chair

April 10, 2008

Subcommittee Recap

- **Eleven-member committee**
- **Formed four workgroups to focus efforts**
 - **Increasing Police Presence**
 - **Getting Guns off the Streets**
 - **Reviewing Administration of Justice**
 - **Increasing School Safety**
- **Extensive data collection and review**
- **Presenting six broad reaching recommendations**

Findings: Increasing Police Presence

- **Compared to law enforcement agencies in other large Florida cities Jacksonville has:**
 - Lower per capita spending ratio
 - Lower number of officers per 1,000 population
 - Higher murder rate
- **Current level of officers deployed by JSO is not adequate**
- **Proactive policing is a critical element of crime prevention**

Findings: Increasing Police Presence

- **Corrections overtime costs has increased more than 40 percent (\$4.9 million to \$7 million) from FY 02/03 to 06/07**

Recommendation: Increasing Police Presence

- **Add 101 patrol officers, 124 corrections officers and 38 civilian positions at JSO***
 - **Patrol officers should be added over a five year period with reviews conducted yearly to reevaluate need**
 - **Corrections officers and civilian positions should be added as quickly as possible to reduce overtime costs and produce a net budget savings**

***Note- Does not address additional 170 positions requested by Sheriff Rutherford.**

Budget: Increasing Police Presence

Patrol Officers

| | FY 2008/09 | FY 2009/10 | FY 2010/11 | FY 2011/12 | FY 2012/13 | Total |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| Number of Patrol Officers | 30 | 20 | 20 | 20 | 11 | 101 |
| Total Cost (\$ in millions) | \$3.08 | \$4.23 | \$5.91 | \$7.75 | \$9.48 | \$30.46 |

Budget: Increasing Police Presence

Correctional Officers

| | FY 2008/09 | FY 2009/10 | FY 2010/11 | FY 2011/12 | FY 2012/13 | Total |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| Number of Correc- -ions Officers | 80 | 44 | 0 | 0 | 0 | 124 |
| Total Cost (\$ in millions) | \$1.82 | \$.05 | -\$0.91 | -\$0.63 | -\$0.60 | -\$0.27 |

Budget: Increasing Police Presence

Emergency Communications Officers-Civilians

| | FY 2007/08 | FY 2008/09 | FY 2009/10 | FY 2010/11 | FY 2011/12 | FY 2012/13 | Total |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------|
| Number of ECOs | 15 | 23 | 0 | 0 | 0 | 0 | 38 |
| Total Cost (\$ in millions) | \$.17* | \$.83 | \$.92 | \$.96 | \$1.0 | \$1.03 | \$4.92 |

*Note- Fiscal year 07/08 costs will be absorbed in JSO's current budget

Budget: Increasing Police Presence

Total

| | FY 2008/09 | FY 2009/10 | FY 2010/11 | FY 2011/12 | FY 2012/13 | Total |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| Total number of positions | 133 | 64 | 20 | 20 | 11 | 248 |
| Total Cost (\$ in millions) | \$5.73 | \$5.20 | \$5.96 | \$8.12 | \$9.91 | \$34.92 |

*Note- Does not include \$165,427 cost for 15 ECOs to be hired and funded in current fiscal year

Findings: Getting Guns Off The Streets

- **On average JSO confiscates more than 250 firearms per month**
- **JSO six-year murder study found 67 percent of murders committed with guns**
- **Of 326 murder suspects studied, more than 75 percent had prior criminal histories**
 - **Average of 7.29 arrests**
 - **Average of 3.15 felony arrests**
 - **Average of 1.13 drug arrests**

Findings: Getting Guns Off The Streets

- **Penalties for violating probation can be severe and serve as a deterrent to committing illegal activity**
- **Those on probation are subject to search and random spot checks by their probation officers**

Recommendation: Getting Guns Off The Streets

- **Substantially increase routine use of post-incarceration supervision, i.e. probation and community control, for convicted felons**

Budget: Getting Guns Off The Streets

- **No substantial cost anticipated**
 - Release of prisoner staggered over time
 - Violation of probation cases can be disposed of easily and speedily
 - If need for additional probation/parole officers in long-term, average salary estimated at \$35,000

Findings: Getting Guns Off The Streets

- **Small number of habitual criminals committing majority of crimes**
- **Operation Safe Streets (JSO/SAO partnership) successful model for arrest and prosecution of notorious criminals**

Recommendation: Getting Guns Off The Streets

- **Encourage judiciary and SAO to consider more stringent sentencing where police and prosecutors have identified those individuals who pose an ongoing threat or danger to the community**
 - **Replication of Operation Safe Street model to sentence habitual criminals who pose a threat of violence even if prior charges are for non-violent felony**

Budget: Getting Guns Off The Streets

- **No cost anticipated**

Findings: Administration of Justice

- **Duval County has a burgeoning jail population.**
 - Number of inmates incarcerated is not disproportionate population
- **High jail populations are causing significant strain on the city's budget**
 - Overtime costs increased 40 percent from FY 02/03 to 06/07 – \$4.9 million to \$7 million
- **Reduction in inmate costs frees up dollars for other law enforcement and deterrence activities**

Recommendation: Administration of Justice

- **Encourage judiciary and State Attorney's Office to ensure that they are doing everything possible to quickly move pending felony cases through the judicial system**
 - **Work with the Public Defender's Office**
 - **Encourage judiciary to consider increasing the frequency of pre-trial conferences, allowing parties to discuss resolution on a more frequent basis and any preliminary matters can be dealt with quickly**

Budget: Administration of Justice

- **No cost anticipated**

Findings: Law Enforcement and Deterrence Committee

- **In 2007, 38,575 men and 12,692 women were admitted to the Duval County pretrial detention facility**
 - 38,575 males were held on 74,774 charges
 - 12,692 females were held on 24,145 charges
- **Most prevalent charge for a male – 7,430 counts – knowingly operating a vehicle with a driver’s license that was suspended, cancelled or revoked**
- **Most frequent charge for females – 3,778 counts – obtaining property or services with a worthless check, drafts, or debit card for orders of less than \$150**

Findings: Law Enforcement and Deterrence Committee

- **Criminal Justice Coordinating Council (SAO, JSO, PD) prepared and presented administrative order outlining proposed revisions to the schedule for bonds prior to first appearance**
- **Contributes to high number of people held in correctional facilities**

Recommendation: Law Enforcement and Deterrence Committee

- **Encourage local judiciary to reconsider adoption of revised bond schedule for release from jail prior to first appearance that is outlined in the administrative order drafted by the Criminal Justice Coordinating Council**

Budget: Law Enforcement and Deterrence Committee

- **No cost anticipated**

Findings: School Safety

- **Comprehensive plans exist to ensure safety at schools including**
 - **Crisis management plans**
 - **Staff emergency procedures**
 - **School administrative emergency procedures**
- **Void exists in security planning and coordination at special events**

Recommendation: School Safety

- **Duval County School Board and the Jacksonville Sheriff's Office should create a specific Special Events Safety Plan for each school within Duval County**
 - **Two organizations should eliminate any obstacles that exist to providing the necessary security and should fully execute the plans once created**

Budget: School Safety

- **No additional funding need anticipated**
 - **JSO and DCPS should work together to ensure the highest and best use of funding currently allocated in the district's security budget**

Other Recommendations

- **Local and state legislative changes**
- **Revenue generating and cost saving opportunities**
- **Technology enhancements**
- **Criminal justice website and community awareness**



Project Status – Final Recommendations

Targeted Intervention and Rehabilitation

John Coxwell

Recommendation 1: Establish and implement 'Camp Jacksonville' for the summer of 2008

- **Camp Jacksonville will be based on a success program called 'Camp Birmingham'. The goals of the program will be to:**
 - To provide meaningful work experience for area youth ages 16-22.
 - To help youth acquire essential practical business skills and a solid work ethic.
 - To help youth develop a sense of employment responsibility, self-esteem and self-confidence.
 - (Campers) to provide basic skills, organized recreation and special activities for youth ages 5-13.
- **Programs and activities include:**
 - Academic enrichment, Arts & Crafts, recreational Activities, Field Trips, Summer Reading Program, Music and Dance, Movies, Camp Jacksonville Olympics and much more.
- **Total cost: \$200,000 for 6 schools**

Recommendation 2: Re-open and secure funding for the continued operation of the Juvenile Assessment Center (JAC).

- Having a fully operational JAC is critical as we work to improve intervention and rehabilitation services in our community. Timely intervention with juveniles can divert them from the wrong course and set them on a better road – one that doesn't lead back to the justice system.
 - Funds coming from drug forfeiture accounts and the city's capital improvement funds have currently been allocated to make the necessary capital improvements at the JAC.
 - **Total additional program cost:** \$325,110 to staff 2 security officers on site (other costs are already incurred by the Department of Juvenile Justice and other agencies)

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

- The State Attorney's Office (SAO), Fourth Judicial Circuit, has made the reduction of juvenile crime its top priority over the past seventeen years. They believe that the only way to significantly reduce crime is to focus on juvenile justice.
 - **Total program cost: \$321,600 (for unfunded or under-funded programs):**
 - CUP - (Children United with Parents)
 - Inside/Outside Residential Program
 - Communities in Schools Jail Program (CISJ)
 - Cultural Council "Juvenile Art Program"
 - Toastmasters International "Power, Polish, & Purpose Program"

Recommendation 4: Recommend the establishment and further development of a portal providing referral information on re-entry services for ex-offenders

- The Jacksonville Re-entry Center is currently a portal of entry for all local, state, and federal offenders whose residency and county of conviction was Duval and who are now returning to Duval County upon release from incarceration.
 - Total cost: \$800,000. 2008/2009.
 - Total capital cost: Approximately \$150,000 to provide materials to refurbish 1024 Superior Street, site of the proposed expanded JREC (portal of entry).
 - Total Program Cost: \$650,000



Recommendation 5: Expand operation of Drug Court, Mental Health Court and/or Re-entry court. Explore other opportunities to expand re-entry services to the pre-trial population to allow judges other disposition options.

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



Recommendation 6: Recommend expanding re-entry programs, such as Operation New Hope's Ready4Work program, that are particularly attached to employment with benefits.

Initial operating investment:

- First year \$1,738,000 from the City of Jacksonville (other costs incurred by federal and foundation contributions):
 - \$1 million to purchase/renovate building for increased capacity in year 1
 - \$738,000 for program related costs

Recommendation 7: Identify community-based programs, grass-roots efforts that make a significant impact and difference in the high-crime areas within the Jacksonville community and make efforts to help build capacity to these organizations.

- **This recommendation has several components with the same purpose:**
 - Create a matrix/inventory of organizations and the programs/services each offers for ex-offenders (juvenile and adult)
 - Create a matrix/inventory of organizations and the programs/services each offers for intervention (juvenile and adult)
 - Assist in creating more awareness within the community for the 2-1-1 Call Center, a United Way program

Recommendation 8: Request WorkSource to serve as an administrator for non-profit organizations dealing with ex-offenders.

- WorkSource could use its developed skills in obtaining and monitoring federal and state grants targeted to these non-profits. This would free up time for the non-profit to expand its capacity and core mission dealing with ex-offenders.
- Total program cost: \$415,000
 - Total program costs: \$340,000
 - Total capital costs: \$75,000

Recommendation 9: Begin community-wide discussion to develop a Juvenile Detention Alternatives Initiative (JDAI) program in Jacksonville (based on Annie E. Casey model).

- **Boiled down to its essence, the purpose of the Juvenile Detention Alternatives Initiative is to demonstrate that jurisdictions can safely reduce reliance on secure detention and achieves the following objectives:**
 - Eliminate the inappropriate or unnecessary use of secure detention
 - Minimize re-arrest and failure-to-appear rates pending adjudication
 - Ensure appropriate conditions of confinement in secure facilities
 - Redirect public finances to sustain successful reforms
 - Reduce racial and ethnic disparities



Recommendation 10: Make direct efforts to lobby Jacksonville employers to hire ex-offenders. Recommend that the City of Jacksonville make specific efforts to hire ex-offenders.

- The Jacksonville business community, both small and large companies, needs to take more pro-active measures to hire ex-offenders.
- The City of Jacksonville is one of the largest employers within the community. Specific efforts, legislation, etc needs to be undertaken to allow and encourage the City of Jacksonville to hire ex-offenders. These jobs can be in the fields of construction, manufacturing, warehousing, etc.

Finally:

- It should be noted that the Targeted Intervention and Rehabilitation Subcommittee also made the following endorsements, but other sub-committees will be bringing more detailed recommendations:
 - **Elimination of Out-of-School suspension; and**
 - **Creation of 20,000 more mentors for Duval County youth.**



Project Status – Addendum to Final Recommendations

Neighborhood Safety and Stability

Tony Boselli

Proposed Project 4: Establish new Oversight Board for funding and monitoring of all Parks and Recreation programming in Community Facilities (Community Centers, Libraries, Schools, Churches, etc.) with the intent of holding both City and non-profit programming accountable for outcomes and leveraging private dollars.

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

Proposed Project 5: Recommendations for the City to support economic development activities that would lead to safer and stable neighborhoods; that would cut down on crime and murder.

- These recommendations are for reducing crime and improving general safety in commercial corridors in hot-spot neighborhoods.
- Overarching all recommendations, City support should be strategically focused, in neighborhoods where residents are most engaged in the development and management of the service, invested in strategies that leverage city funds.

Proposed Project 5 (Cont.):

1. Charge the Mayor's Sustainable Communities Department Director to institute a Task Force to further develop our recommendations for neighborhood based economic development strategies.
2. Charge and fund the Housing and Neighborhood Department to develop incentives and planning support for focused neighborhood commercial revitalization.
3. Support neighborhood centers that co-locate services for job, jobs placement and income support services.
4. Support and expand the capacity of neighborhood-based, resident-led organizations to redevelop strategic "hot spot" property that "builds" our way out of crime; and to provide community organizing services that increases resident and business involvement in commercial corridor revitalization efforts. The City's Planning Department should review zoning issues and conduct visioning sessions for 'hot spot' commercial corridor areas. Encourage JTA to coordinate location and design of Transit Oriented developments (TODs) with neighborhood and business organizations.

Proposed Project 5 (Cont.):

5. Continue proactive enforcement of property safety violations, aggressively move toward proactive enforcement of zoning codes, and increase funding for abatement measures.
6. Funding recommendations:
 - a. Increase funding for the Northwest Jacksonville Economic Development Fund and create a similar economic development resource for other redeveloping neighborhoods of Jacksonville.
 - b. Earmark funding streams to support these recommendations using CDBG, CRA/Tax Increment financing, general revenue and other state and federal resources.
 - c. Educate and encourage nonprofits to use the State Community Contribution Tax Credit to leverage city funds.
 - d. Enhance efforts of the JEDC marketing and public relations arm of the Enterprise Zone Board to education and implement the incentives and tools of the Enterprise Zone and Empowerment Zones.

Proposed Project 5 (Cont.):

7. Support enhanced trash and cleanliness efforts through expanded city sanitation pick up schedules, JSO inmate crews, Clean it up/Green it up and private clean up efforts as demonstrated by the Springfield model efforts.
8. Require JTA to fund and implement trash pickup and beautification of bus stops.
9. Enhance efforts of the JEDC marketing and public relations arm of the Enterprise Zone Board to education and implement the incentives and tools of the Enterprise Zone and Empowerment Zones.
10. Care should be given to funding and siting of social service programs that may discourage economic redevelopment or intensify unwanted activities in commercial sites, corridors and areas.