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Administration Strategies

Priorities: Public safety, Economic Development, Neighborhoods, Youth, Health & Wellness

Strategic Partnerships: Alignment of public, private and philanthropic sectors.

- Community Goals Framework
- Results Based Accountability
- Comprehensive funding and partnership landscape, including public, private and philanthropic investments

FY 19-22 Nonprofit Investments :
**Based on known funding as of 2/24/22.*

- Total # of nonprofits: 336
- Total # investments: 677
- Three-year investments: \$390,581,390.86
- FY percent increases in funding (less COVID-19 funds):
 - FY 20-21: 10% and FY 21-22: 14%

Mayor Lenny Curry

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Community Goals Framework

1. **Quality Places:** Create and maintain civic assets that activate a sense of community for the benefit of all.
2. **Resilient Infrastructure and Natural Resources:** Promote resilient and connected infrastructure and ensure the sustainable use of natural resources.
3. **Vibrant and Thriving Neighborhoods:** Enhance neighborhoods by advancing revitalization strategies, ensuring public safety, and supporting smart development.
4. **Innovation and Economic Development:** Foster innovation, promote economic stability and growth, and invest in a skilled and prepared workforce.
5. **Equitable and Shared Prosperity:** Achieve a path to prosperity for all by reducing barriers to access and promoting equality and opportunity.
6. **Economic Mobility:** Foster economic opportunity that leads to independence and self-sufficiency.
7. **Quality Education:** Provide high-quality, world-class education and promote learning opportunities.
8. **Health and Wellness:** Ensure healthy lives and promote well-being for all.
9. **Food Security and Nutrition:** Achieve food security and improve nutrition outcomes.

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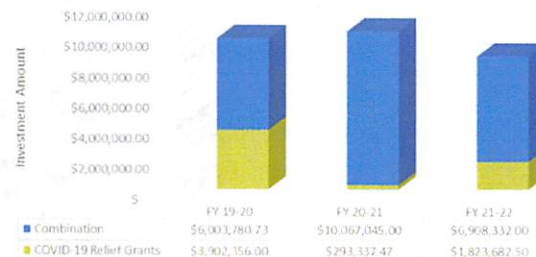
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Homelessness/Housing/Healthcare: *Multi-services*

Strategies & Investments (Multi-Services):

- Urban Rest Stop (URS)
- URS Mobile Medical & Social Services Buses
- Mental Health Offender Program (MHOP)
- JaxCareConnect
- Jacksonville Community Land Trust
- United Way 2-1-1
- Senior Services Emergency Home Energy Assistance for the Elderly Program (EHEAP)

Healthcare, Homelessness & Housing FY19-22



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Affordable and Workforce Housing: *Strategy and Investments*

Jacksonville Housing Partnership: In 2021, the Mayor's Downtown Homelessness Taskforce officially sunset to launch the Jacksonville Housing Partnership (JHP) for the purpose of focusing on affordable housing strategies and aligning sector investments around the homelessness to housing continuum.

COJ Consolidated Plan priorities:

- Neighborhood revitalization, housing development for homeownership, affordable housing preservation & development.
- Coordinate with city, state and federal agencies to secure funding for activities
- Collaborate with public and private organizations
- Preserve the City's existing housing stock by funding rehabilitation activities

Neighborhood Infrastructure and Revitalization: Septic tanks, parks, resilience, pedestrian safety, Septic phaseout, Neighborhood Matching Grant Program

HUD/COJ Philanthropic Partnership Award and Roundtable: First municipality approved to launch national HUD award.

House America: Invited to serve as a member of the President's homelessness initiative.

Florida Housing Coalition: Strategy consultant; strategy sessions in September 2019 & December 2022

Jacksonville is a model for the state on a number of housing fronts, from including the Jacksonville Community Land Trust in its surplus lands process for a first-look at properties that can be developed for affordable housing to being first in the state to use SB 1339's provision for approving affordable housing developments without the burden of land use changes or rezoning. I have been incredibly impressed with the affordable housing initiatives emanating from the Mayor's office.

-Jamie Ross, CEO, Florida Housing Coalition

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Affordable and Workforce Housing: *Strategy and Investments*

Jacksonville Community Land Trust – Launched in June 2022 to revitalize neighborhoods by creating homeownership opportunities through the dedication of the City's surplus land for permanently affordable housing development. Currently working to deed 35 surplus properties to JCLT.

2020-2023 Highlights:

- **Ability Housing:** \$4 million in CDBG-CV funding for permanent supportive housing for homeless; \$1 million in ARP funding for affordable housing
- **Sulzbacher:** \$12 million in HOME ARP funding for the Enterprise Village
- **Lift Jax:** \$3 million in ARP funding for Eastside Affordable Housing
- **Emergency Rental/Mortgage Assistance:** Over \$115 million in COVID-19 related funding

Housing and Urban Development (HUD):

- **Community Development Block Grants (CDBG):** over \$25.9 million supporting all three focus areas
- **HOME:** over \$11.9 million invested in affordable/workforce housing
- **Housing Opportunities for Persons with AIDS (HOPWA):** over \$7.8 million supporting all focus areas
- **Emergency Services Grants (ESG):** over \$9.4 million supporting all focus areas

State Housing Initiative Partnership (SHIP): To create partnerships that produce and preserve affordable homeownership and multifamily housing

- Significant increase: \$6.5 million in 2021 to \$9.7 million in 2022
- Over \$18 million invested in affordable/workforce housing from Fiscal Years 2019-22

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Affordable and Workforce Housing: *Strategy and Investments*

Rental Housing:

- Home Revolving Loan Fund

Homeownership:

- Down Payment Assistance Program (Headstart 2 Homeownership)
- Build capacity of Community Housing Development Operations ("CHDO"): COJ sets aside 5% of annual HOME Grant funds
- Appraisal Gap financing program

Multi-family:

- JHFA Multi Family Mortgage Revenue Bonds
- HOME Revolving Loan Fund

Intervention and Prevention:

- Emergency Rental/Mortgage Assistance Programs
- Repair Programs (Utility tap-in, emergency repair, Limited Repair)
- Foreclosure Registry-Gap financing for non-profit developers and funds the Foreclosure Intervention program

Workforce/Senior Housing:

Housing Project	Type	# of Units
Lofts at Brooklyn	Workforce Housing	133
Ashley Square	Senior Housing	140
Lofts at Cathedral	Workforce Housing	120
Union Terminal	Workforce Housing	220
Total # of Units		613

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Affordable and Workforce Housing: *Strategy and Investments*

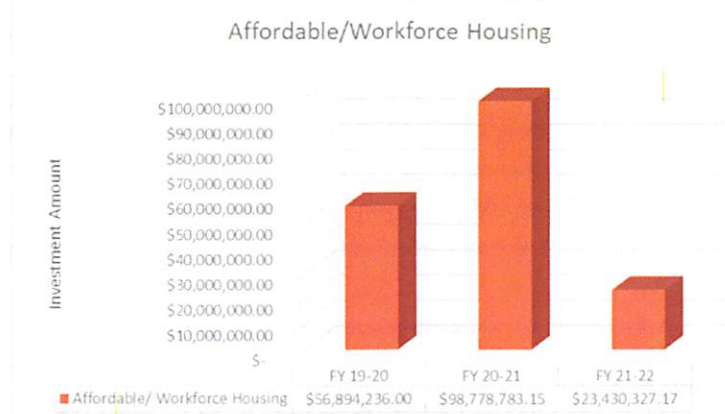
FY 15-22 Data and Investments:

Types of Housing Investments	Quantity	Value of Investment
Homes Rehabilitated	483	\$11,479,389.00
New Construction	27	\$3,505,840.00
San Juan Villas	18	\$1,500,000.00
CDBG-DR Homes Rehabilitated	26	\$1,437,943.00
Matching Grants	162	\$663,753.68
Foreclosure Intervention	67 Households	\$400,000.00
Down Payment Assistance	928 Households	\$11,504,070.00
Gap Financing	8	\$369,510.00
Emergency Repairs	48	\$297,083.00
HOWPWA Funds	N/A	\$21,029,979.00
Emergency Services Grant Funds	N/A	\$4,289,491.00
Emergency Services Grant-CV Funds	N/A	\$6,133,171
Total Homeless Prevention	N/A	\$24,641,016.00
New JHFA housing units	2710	\$242,057,000.00
Surplus Property Donation program	247 Properties	N/A
DIA Workforce and Senior Housing Projects	613 Units	N/A

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Affordable and Workforce Housing: *Strategy and Investments*



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Homelessness: *Strategy*

Mayor's Downtown Homeless Taskforce – Launched in 2017 by Mayor Curry to align the collective efforts of the public, private and philanthropic sectors focused on ending homelessness in our community.

- **Urban Rest Stop (URS):** coordinate intake/shelter capacity, Mobile Medical and Social Service buses, Outreach Faith-based Ministry, transportation bus
- **COVID-19 Shelter Taskforce:** National recognition for Jacksonville; one of two cities-zero positive-coordinated response with shelters and hospitals protocols; Nonprofit Center Collective Power Award
- **COVID-19 Response:** development of a Pop-Up URS, establishment of a 30-day Temporary Bridge Shelter, coordination of testing & vaccinations, and the establishment of a non-congregate shelter system
- **Pathway to Home:** created to serve as a bridge to services for people who are experiencing unsheltered homelessness. Includes co-responder teams, coordinated entry and housing case managers.

Continuum of Care (CoC) - designed to promote communitywide commitment to the goal of ending homelessness, provides funding, promotes access to and effective utilization of homelessness related programs and more. Changing Homelessness serves as the Lead Agency for the regional HUD Continuum of Care Grant.

Annual Point-in-Time Count: 35% decrease in homelessness since 2015; 52% decrease over the last 10 years.

- # of people experiencing homelessness decreased from 1,542 in FY2020 to 1,222 in FY2021
- 39% decrease in chronically homeless in FY 2019-2020

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Homelessness: *Strategy*

COJ Military and Veterans Affairs: Social services, employment, veteran services, HVRP program

Built for Zero: Veteran-focused initiative; apartment acquisition.

Jacksonville Housing Partnership: 2019 partnership with Florida Housing Coalition to prioritize strategies and build the crosswalk between homeless and housing initiatives.

Jacksonville Housing Authority: Alignment of section 8 housing vouchers dedicated to homeless clients

Mental Health Resource Center/Lutheran Services Florida/Jacksonville Sheriff's Office: Co-responder team

Sulzbacher/Jacksonville Sheriff's Office: Mental Health Offender Program (MHOP), CHOP

Downtown Vision/Jacksonville Sheriff's Office: Homeward bound program

Downtown Vision & City Rescue Mission partnership: Lifebuilders Ambassador career pathway program

Community Consulting:

- City of Jacksonville has provided technical assistance to philanthropy and COC Governance Committee members;
- Local Philanthropy commissioned a study on the efficacy of the current strategies to end homelessness and recommendations for next steps;
- City has invested in consulting services with Civitas to develop municipal affordable housing strategies and more
- Changing Homelessness received a one-year contract with the National Alliance to End Homelessness for rapid rehousing technical assistance.
- Municipal Strategies: City of Sarasota Homelessness Response/Co-Responder Homeless Outreach

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Homelessness: *Investments*

Prevention and Diversion:

Funded Agency/Program examples (FY 19-22) -

- Daniel Memorial, Inc., Project Launch Program for Homeless Young Adults
- Hubbard House, Outreach Services
- Sulzbacher, Case Management for Homeless Men
- Gateway Community Services, Homeless Prevention Program
- Salvation Army, Homeless Prevention

FY 19-22 COJ Investments Highlights:

- Over \$900,000 for Urban Rest Stop (URS) & Pop-up URS
- Over \$4 million to support Social and Homeless Veterans Services
- Over \$4 million for permanent supportive housing, rapid rehousing, transitional housing
- Over \$10 million in COVID-19 funding for homelessness prevention & intervention services

Needs/Gaps:

Landlord registry activation: Private owners to register their available rental units with Changing Homelessness. Faith-based organizations to partner with Family Promise to host homeless individuals and families; move-in kits

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Homelessness: Investments



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Healthcare

Annual Healthcare Funding:

- UF Health Jacksonville: Indigent Health Care
- Agape Community Health Center: Primary & Behavioral Health Care Services
- Volunteers in Medicine: Jax Westside Clinic
- Duval County Health Department: Sexually Transmitted Diseases (STD) Program, Immunizations, Hospital Emergency Room Alternatives, etc.
- Mental Health Resource Center (MHRC): Mental Health & Baker Act Program

FY 19-22 Strategic Investments - Highlights:

- JaxCareConnect – Over \$250,000 for clinic capacity building
- Mental Health Offender Program (MHOP) – over \$1 million for the creation & implementation
- Blue Zones Initiative - \$1 million for implementation of county-wide community health initiative
- COVID-19 health related response – More than \$53 million for testing, vaccinations, other health related services
 - Over \$39 million for COVID-19 vaccinations and testing plus utilized in-kind COJ facility space to provide services

Other Investments/Supports:

- Proposed and invested \$95,000,000 for UF Health Jacksonville Capital Improvements from FY 18-23.
- Invested \$773,451 for Duval County Health Department for Maintenance and Upgrades from FY19-22.
- In 2022, the City approved the issuance of health care facilities revenue bonds for an aggregate amount of \$200,000,000 for the benefit of Southern Baptist Hospital of Florida, Inc. for hospital construction, renovation, and expansion.

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Healthcare: Strategy

Prevention:

- Food Desert Study
- Mental Health First Aide
- Fire Watch Project - Veteran Suicide Prevention
- Awareness & Education Campaigns:
 - Youth Anti-Vaping Campaign
 - Minority Vaccination Education & Outreach
 - Mental Health Awareness Campaign
 - Mayor's Health Literacy Media Campaign
- FLU Vaccination Campaign
- COVID-19 Vaccinations & Testing
- One City-One Table
- Mayor's Journey to One health initiative & the Blue Zones Initiative
- Nutrition Services – Full Grocery Stores, Mobile Market, Seniors & Youth programs, JTA pilot program

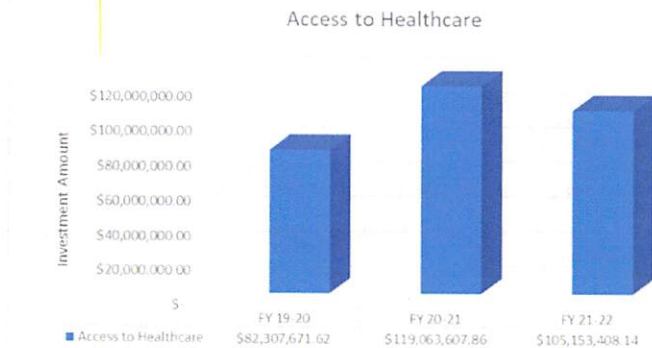
Intervention:

- Mental Health Offender Program (MHOP)
- UF Health Jacksonville
- Duval County Health Department
- JaxCareConnect
- Cure Violence-public health model
- Full-Services Schools behavioral health
- Safe & Healthy Neighborhood Project Trainings & Free Narcan
- COJ Social Services Division – HIV/AIDs Programs, Substance Abuse Services, Mental Health, In-Jail Treatment
- COJ Senior Services Division – Independent Living, Respite for Elders, Special Programs Nutrition Services
- Kid's Hope Alliance - Special Needs & Nutrition Services

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Healthcare: Investments

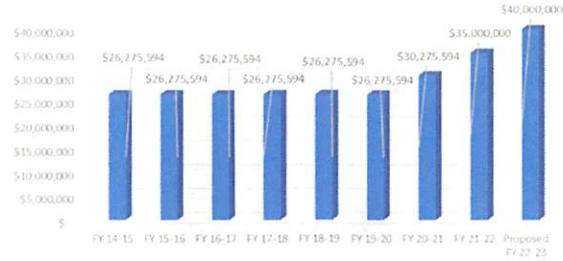


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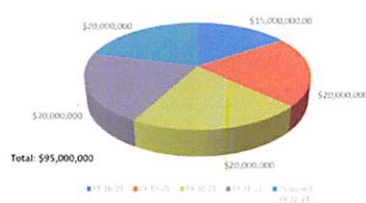
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Healthcare

UF Health Jacksonville Indigent Health Care



UF Health Jacksonville CIP Funding - Capital Improvements Fiscal Years 2018-2023



Duval County Health Department - COJ Grants, Aids & Contributions

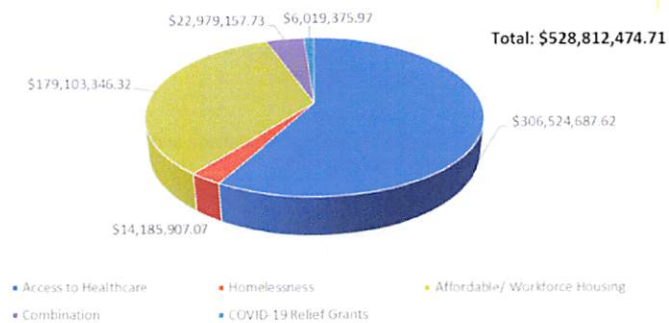


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Homelessness/Housing/Healthcare: Multi-services

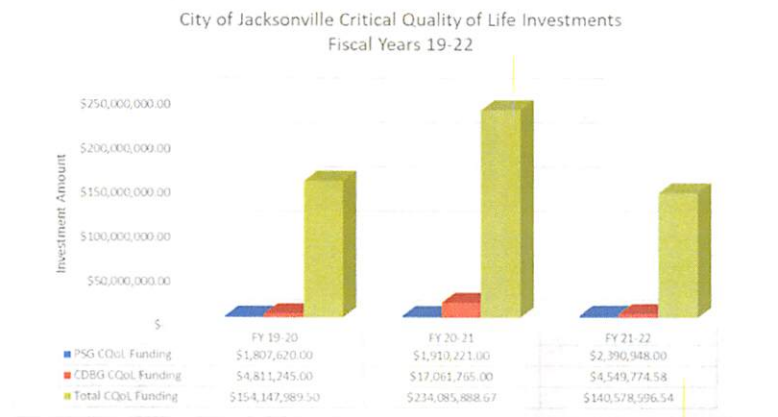
COJ Critical Quality of Life Investments Fiscal Years 19-22



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Homeless/Homeless/Healthcare: Multi-services



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Summary Review

Each strategy and investment is complex and intersects with multiple organizations and initiatives.

This data is not inclusive of all investments made by the City and is a point-in-time of known funding. It includes FY19-22 and does not include the proposed budget. Data to be updated this fall.

Our continuous improvement efforts to become a data-smart city, will ensure we are citizen-centric and innovative. Our goal is to upload this data on a regular basis so all can view the full fiscal and in-kind investments made for each of the nine community goals.

We are continuing to advance our inter-departmental grant strategy and the development of a metrics bank and dashboard that will demonstrate the progress made.

As government is only one part of the equation, it is our strong recommendation that you also conduct the same landscape analysis of the private and philanthropic investments made in these three areas to ensure you have an accurate picture of the gaps. Without such information, you won't be able to make an informed slate of recommendations.

Thank you

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