

Proposed initiatives for inclusion in the 2023 City Council Strategic Plan (Ord. 2019-557-E)

Council Member Aaron L Bowman District 3

Please provide a description of each proposed initiative. Initiatives should be forward-looking and include a measurable component(s). This form is to be submitted via email to Council Auditor Kim Taylor (KTaylor@coj.net) and Attorney Mary Staffopoulos (MStaff@coj.net) no later than 12 noon on Friday, January 20th for review by the Auditor’s Office and Office of General Counsel for determination of an appropriate public purpose. A process for evaluation and ranking of the initiatives in each time category will be announced at a future date.

One Year Initiatives	Measurable component(s)	Funding Amount
<p>As an influential leader and community developer, thank you for allowing me to introduce you to Here Tomorrow, a brand-new concept in mental health support and continuum of care. There is <i>no other</i> nonprofit offering same day, no-cost services as Here Tomorrow does. With Jacksonville as our headquarters, our goal is to replicate this life saving mission statewide and eventually nationwide.</p> <p>Here Tomorrow removes two critical barriers to seeking and receiving appropriate mental healthcare: accessibility and affordability. These services are offered at no cost for people experiencing hopelessness and those worried about a loved one who may be at risk of suicide, continuing for an entire year. In less than 18 months, we have already served over 1,100 “friends and family.”</p> <p>Over the past 20 years, suicide deaths have nearly doubled in Florida, and suicide death rates in Duval and St. Johns County are higher than the State of Florida and national average. Here Tomorrow is an innovative and successful resource that directly impacts the health of Jacksonville’s citizens and businesses.</p>	<p>The national average wait time to see a therapist is 33 days, and cost per session averages \$125. Our unique service model provides same-day certified peer crisis intervention and support, and licensed mental health therapy within 0-2 days. These services are offered at no cost.</p> <p>Our one-time request for \$250,000 for 2023, would give us the funds to upgrade to a system that could be customized on an ongoing basis without as much programing, and allow us to help evenmore people facing hopelessness. This upgrade will likely cut our CRM related cost by 50% over the next 5 years, while likely handling a 25%+/year growth rate in “friends/family”.</p>	<p>Our one-time request for \$250,000 for 2023, would give us the funds to upgrade to a system that could be customized on an ongoing basis without as much programing, and allow us to help evenmore people facing hopelessness.</p>

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Three Year Initiatives	Measurable component(s)	Funding Amount

Five Year Initiatives	Measurable component(s)	Funding Amount

Here Tomorrow Inc
Balance Sheet
as of 12/31/2022

Account Number	Account Name	Amount
Assets		
1005	Petty Cash	\$500.00
1010	South State Bank	\$254,488.32
1110	Deposits	\$1,000.00
1505	Computer Equipment	\$2,799.00
1515	Leasehold Improvements	\$12,953.35
1520	Proprietary Software	\$41,028.00
1600	Accumulated Depreciation	\$-22,637.40
Total Assets		\$290,131.27
Liabilities		
Total Liabilities		\$0.00
Equity		
3000	General Fund - Fund Balance	\$290,131.27
Total Equity		\$290,131.27
Total Liabilities + Total Equity		\$290,131.27

Here Tomorrow Inc
Income Statement
for the period of 01/01/2022 to 12/31/2022

Account Number	Account Name	Amount
Income		
4000	Contributions Income	\$1,782,204.28
4100	Interest Earned	\$35.35
Total Income		\$1,782,239.63
Expense		
5000	Salaries & PR Taxes	\$768,473.48
5001	Rent	\$114,291.84
5004	Recruiting	\$5,508.88
5008	Accounting	\$8,100.00
5100	Bank Fees	\$4,089.08
5200	Building Expense	\$12,437.30
5250	Consumables	\$2,590.28
5260	Direct Services	\$167,131.64
5265	Depreciation Exp	\$15,905.67
5300	Office Supplies	\$6,938.94
5320	Client Purchased Services	\$2,689.40
5350	Furniture/Fixtures	\$7,924.71
5400	Advertising - Employment	\$190.00
5405	Advertising/Marketing	\$25,905.28
5408	Consulting	\$31,957.30
5410	Insurance - Business Package	\$8,397.94
5412	Insurance - Health	\$21,266.51
5418	Insurance - Work Comp	\$635.20
5425	Miscellaneous	\$-1,201.29
5427	Office Supplies/Forms	\$1,259.00
5430	Postage & Delivery	\$1,123.62
5435	Fundraising	\$33,495.93
5440	License/Permits/Fees	\$616.25
5443	Memberships/Dues	\$3,950.82
5445	Telephone/Internet	\$18,122.61
5450	Computer Supplies/Support	\$36,262.56
5456	Travel	\$7,126.08
5460	Utilities	\$6,072.03
5433	Professional Services	\$95,640.00
5455	Computer Software/Hardware	\$155,753.57
5600	Training/Education/Screening	\$10,426.72
5610	Meals & Entertainment	\$4,133.22
Total Expense		\$1,577,214.57
Net Income (Loss)		\$205,025.06

Here Tomorrow Inc
Income Statement
for the period of 12/01/2022 to 12/31/2022

Account Number	Account Name	Amount
Income		
4000	Contributions Income	\$240,510.24
4100	Interest Earned	\$10.50
Total Income		\$240,520.74
Expense		
5000	Salaries & PR Taxes	\$126,372.25
5001	Rent	\$9,524.32
5100	Bank Fees	\$133.42
5200	Building Expense	\$8,291.63
5250	Consumables	\$193.87
5260	Direct Services	\$24,930.00
5265	Depreciation Exp	\$1,325.48
5300	Office Supplies	\$428.34
5320	Client Purchased Services	\$169.95
5350	Furniture/Fixtures	\$284.64
5405	Advertising/Marketing	\$3,217.95
5408	Consulting	\$7,930.00
5412	Insurance - Health	\$1,988.70
5427	Office Supplies/Forms	\$-18.99
5430	Postage & Delivery	\$30.00
5435	Fundraising	\$53.17
5445	Telephone/Internet	\$1,482.67
5460	Utilities	\$529.73
5433	Professional Services	\$10,397.50
5455	Computer Software/Hardware	\$8,552.41
5600	Training/Education/Screening	\$202.70
5610	Meals & Entertainment	\$2,120.39
Total Expense		\$208,140.13
Net Income (Loss)		\$32,380.61

Here Tomorrow Inc
 Bank Reconciliation
 for account 1010 - South State Bank and statement 12/30/2022

Date	Check Number	Payee	Amount
Overview			
Reconcile Date			01/02/2023
Account			1010 - South State Bank
Statement End Date			12/30/2022
Ending Bank Balance			\$ 256,028.32
Summary			
Opening Bank Balance			\$ 237,125.00
Cleared Payments			\$ -224,020.00
Cleared Deposits			\$ 242,923.32
Ending Bank Balance			\$ 256,028.32
Reconciliation to Account Register			
Statement ending balance			\$ 256,028.32
Cleared Transaction after 12/30/2022			\$ -0.00
Uncleared Payments as of 12/30/2022			\$ -1,540.00
Uncleared Deposits as of 12/30/2022			\$ 0.00
Register Reconciled Balance as of 12/30/2022			\$ 254,488.32
Cleared Transaction as of 01/02/2023			\$ 0.00
Uncleared Transaction as of 01/02/2023			\$ 0.00
Register Balance as of 01/02/2023			\$ 254,488.32
Cleared Transactions As Of 12/30/2022			
Checks and Payments			
10/27/2022	2270	HEALTH TECH	\$2,500.00
11/03/2022	2273	PLANNED GIVING COUNCIL	\$115.00
11/08/2022	2292	JADE BAUGHAN	\$372.89
11/17/2022	2305	THRIVING MINDS	\$375.00
11/26/2022	2308	SOUTH STATE BANK	\$12,979.88
12/01/2022		Journal Entry: Payroll: 11/09/2022 - 11/24/2022	\$212.96
12/01/2022		Journal Entry: Payroll: 11/09/2022 - 11/24/2022	\$30,932.08
12/01/2022		Journal Entry: Payroll: 11/09/2022 - 11/24/2022	\$8,624.45
12/01/2022		Coral Plaza Properties, LLC	\$9,524.32
12/02/2022		Gusto	\$267.00
12/02/2022	2309	NORTHEAST QUALITY SVCS	\$495.00
12/02/2022	2310	MANTHERS	\$250.00
12/02/2022	2311	MINDFUL BEE COUNSELING	\$260.00
12/02/2022	2312	NEW GROWTH	\$240.00
12/02/2022	2313	RENEW AND RESTORE	\$390.00

Date	Check Number	Payee	Amount
12/02/2022	2314	QUINTERO	\$400.00
12/02/2022	2316	VIOLETT COUNSELING	\$480.00
12/02/2022	2317	CORDERO	\$4,500.00
12/02/2022	2318	KENYA'S	\$900.00
12/02/2022	2319	HEALING MINDS	\$755.00
12/02/2022	2320	IMPERFECTLY PERFECT	\$125.00
12/02/2022	2321	INFINITE WISDOM	\$390.00
12/02/2022	2322	KELSIE BAGGS	\$910.00
12/02/2022	2323	ELBOW TREE COUNSELING	\$1,600.00
12/02/2022	2324	CLEAR LIGHT	\$960.00
12/02/2022	2325	HP5 CONSULTING	\$5,680.00
12/02/2022	2326	KELSIE BAGGS	\$1,030.00
12/03/2022	2327	HICKS	\$30.00
12/06/2022		Beaches Energy	\$149.57
12/06/2022		Beaches Energy	\$133.32
12/06/2022		Beaches Energy	\$97.39
12/06/2022		Beaches Energy	\$77.56
12/06/2022		Beaches Energy	\$71.89
12/06/2022	2328	FLORIDA BLUE ANCILLARY	\$256.74
12/06/2022	2329	FLORIDA BLUE	\$3,680.37
12/06/2022	2330	IHEART MEDIA	\$540.00
12/06/2022	2332	IHEART MEDIA	\$402.17
12/07/2022		SOUTH STATE BANK	\$36.00
12/07/2022	2331	HEALTH TECH	\$5,000.00
12/15/2022		Journal Entry: Payroll: 11/25/2022 - 12/08/2022	\$11,059.77
12/15/2022		Journal Entry: Payroll: 11/25/2022 - 12/08/2022	\$212.96
12/15/2022		Journal Entry: Payroll: 11/25/2022 - 12/08/2022	\$33,170.93
12/16/2022	2333	IVENTURE	\$2,143.06
12/16/2022	2334	VIGNEAUX	\$7,796.63
12/16/2022	2335	JAN KARY	\$2,500.00
12/16/2022	2336	SOLIANT CONSULTING	\$2,250.00
12/17/2022	2337	AMY DECKER LCSW	\$240.00
12/17/2022	2338	CLEAR LIGHT	\$805.00
12/17/2022	2341	IMPERFECTLY PERFECT	\$375.00
12/17/2022	2342	INFINITE WISDOM	\$780.00
12/17/2022	2343	JAX BCH COUNSELING	\$200.00
12/17/2022	2344	KELSIE BAGGS	\$1,300.00
12/17/2022	2345	CORDERO	\$5,100.00
12/17/2022	2347	MINDFUL BEE COUNSELING	\$520.00
12/17/2022	2348	MINDFUL BEE COUNSELING	\$520.00
12/17/2022	2350	VIOLETT COUNSELING	\$360.00
12/18/2022	2351	SOUTH STATE BANK	\$9,432.41
12/20/2022		Journal Entry: Payroll: 11/25/2022 - 12/08/2022	\$555.81
12/20/2022		Journal Entry: Payroll: 11/25/2022 - 12/08/2022	\$1,338.83
12/20/2022	2352	IVENTURE	\$4,429.46
12/20/2022	2353	GRAY ROBINSON	\$4,870.50

Date	Check Number	Payee	Amount
12/30/2022		Journal Entry: Payroll: 12/09/2022 - 12/25/2022	\$8,188.55
12/30/2022		Journal Entry: Payroll: 12/09/2022 - 12/25/2022	\$29,914.54
12/30/2022		Journal Entry: Payroll: 12/09/2022 - 12/25/2022	\$212.96
Subtotal			\$224,020.00
Deposits and Other Credits			
12/01/2022		Classy Inc	\$391.42
12/02/2022		Classy Inc	\$27.84
12/02/2022		SOUTH STATE BANK	\$31,583.33
12/07/2022	2270	HEALTH TECH	\$2,500.00
12/09/2022		SOUTH STATE BANK	\$100,000.00
12/09/2022		SOUTH STATE BANK	\$10,000.00
12/12/2022		SOUTH STATE BANK	\$10,000.00
12/13/2022		SOUTH STATE BANK	\$2,000.00
12/16/2022		SOUTH STATE BANK	\$500.00
12/19/2022		Classy Inc	\$103.05
12/19/2022		SOUTH STATE BANK	\$2,000.00
12/20/2022		Classy Inc	\$245.34
12/20/2022		Classy Inc	\$98.19
12/22/2022		Classy Inc	\$48.42
12/23/2022		SOUTH STATE BANK	\$40,000.00
12/23/2022		Classy Inc	\$270.26
12/23/2022		SOUTH STATE BANK	\$41,666.66
12/28/2022		SOUTH STATE BANK	\$1,323.00
12/29/2022		Classy Inc	\$155.31
12/30/2022		SOUTH STATE BANK	\$10.50
Subtotal			\$242,923.32
Total Cleared Transactions			\$18,903.32
Uncleared Transactions As Of 12/30/2022			
Checks and Payments			
12/02/2022	2315	TALK2 HEAL	\$130.00
12/17/2022	2339	ELBOW TREE COUNSELING	\$300.00
12/17/2022	2340	HEALING MINDS	\$360.00
12/17/2022	2346	MANTHERS	\$125.00
12/17/2022	2349	THRIVING MINDS	\$625.00
Subtotal			\$1,540.00
Deposits and Other Credits			
No uncleared transactions			
Subtotal			\$0.00
Total Uncleared Transactions			\$-1,540.00
Cleared Transactions As Of 01/02/2023			

Proposed initiatives for inclusion in the 2023 City Council Strategic Plan (Ord. 2019-557-E)

Council Member: Councilman Aaron Bowman District: 3

Please provide a description of each proposed initiative. Initiatives should be forward-looking and include a measurable component(s). This form is to be submitted via email to Council Auditor Kim Taylor (KTaylor@coj.net) and Attorney Mary Staffopoulos (MStaff@coj.net) no later than 12 noon on Friday, January 20th for review by the Auditor’s Office and Office of General Counsel for determination of an appropriate public purpose. A process for evaluation and ranking of the initiatives in each time category will be announced at a future date.

One Year Initiatives	Measurable component(s)	Funding Amount
<p>A-STEP offers in-depth evaluation of skills, interest and resources needed for enrollment in post-secondary education. Once approved for A-STEP, the participants are matched with a College Navigator, who provides intensive case-management and support through the completion of training that will directly lead to employment.</p> <p>The A-STEP Program will:</p> <ul style="list-style-type: none"> ● Provide financial support for education and training programs ● Support enrollment in GED classes, if needed ● Offer career assessment; readiness skills, computer skills, resume soft skills and interview techniques ● Provide assistance with employment, either immediate or upon completion of training programs ● Implement financial literacy program through Goodwill’s designation as a Financial Opportunity Center (FOC), including one-on-one coaching and educational workshops ● Provide assistance with college program enrollment and financial aid process ● Secure wrap-around services if needed for candidate success (Including external dollars from scholarship programs or donor support) 	<ul style="list-style-type: none"> ● 80% of enrolled to successfully graduate (50 graduates) ● 90% of successful graduates to obtain employment (45) ● 80% of enrolled to participate in financial wellness program (50 participants) 	<p>\$182,000.00</p> <p>Operating expense include:</p> <ul style="list-style-type: none"> ● College Navigator (CN) ● Financial Wellness Coordinator (FWC) ● 3% Cost of Living Adjustment for CN and FWC ● Student Tuition, Gap Funding

<ul style="list-style-type: none"> ● Ensure that students can receive gap funding (up to \$3,000) for needs not typically supported: childcare, transportation, tuition or books ● Monitor students after completion or training programs to ensure job retention and any progress towards “next steps” for up to 180 days <p>Year 1: Enroll 63 participants</p> <p>Goodwill will recruit candidates from the following high-need, low-income zip codes: 32205, 32208, 32209, 32218, 32219, 32254, 32204, 32206, 32207, 32216, 32217, and 32220.</p>		
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Three Year Initiatives	Measurable component(s)	Funding Amount
<p>A-STEP offers in-depth evaluation of skills, interest and resources needed for enrollment in post-secondary education. Once approved for A-STEP, the participants are matched with a College Navigator, who provides intensive case-management and support through the completion of training that will directly lead to employment.</p> <p>The A-STEP Program will:</p> <ul style="list-style-type: none"> ● Provide financial support for education and training programs ● Support enrollment in GED classes, if needed ● Offer career assessment; readiness skills, computer skills, resume soft skills and interview techniques ● Provide assistance with employment, either immediate or upon completion of training programs ● Implement financial literacy program through Goodwill’s designation as a 	<ul style="list-style-type: none"> ● 80% of enrolled to successfully graduate (55 graduates) ● 90% of successful graduates to obtain employment (50) ● 80% of enrolled to participate in financial wellness program (55 participants) 	<p>\$210,000.00</p> <p>Operating expense include:</p> <ul style="list-style-type: none"> ● College Navigator (CN) ● Financial Wellness Coordinator (FWC) ● 3% Cost of Living Adjustment for CN and FWC ● Student Tuition, Gap Funding

<p>Financial Opportunity Center (FOC), including one-on-one coaching and educational workshops</p> <ul style="list-style-type: none"> ● Provide assistance with college program enrollment and financial aid process ● Secure wrap-around services if needed for candidate success (Including external dollars from scholarship programs or donor support) ● Ensure that students can receive gap funding (up to \$3,000) for needs not typically supported: childcare, transportation, tuition or books ● Monitor students after completion or training programs to ensure job retention and any progress towards “next steps” for up to 180 days <p>Year 3: Enroll 69 participants</p> <p>Goodwill will recruit candidates from the following high-need, low-income zip codes: 32205, 32208, 32209, 32218, 32219, 32254, 32204, 32206, 32207, 32216, 32217, and 32220</p>		
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Five Year Initiatives	Measurable component(s)	Funding Amount
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<p>A-STEP offers in-depth evaluation of skills, interest and resources needed for enrollment in post-secondary education. Once approved for A-STEP, the participants are matched with a College Navigator, who provides intensive case-management and support through the completion of training that will directly lead to employment.</p> <p>The A-STEP Program will:</p> <ul style="list-style-type: none"> ● Provide financial support for education and training programs ● Support enrollment in GED classes, if needed ● Offer career assessment; readiness skills, computer skills, resume soft skills and interview techniques ● Provide assistance with employment, either immediate or upon completion of training programs ● Implement financial literacy program through Goodwill’s designation as a Financial Opportunity Center (FOC), including one-on-one coaching and educational workshops ● Provide assistance with college program enrollment and financial aid process ● Secure wrap-around services if needed for candidate success (Including external dollars from scholarship programs or donor support) ● Ensure that students can receive gap funding (\$3,000) for needs not typically supported: childcare, transportation, tuition or books) ● Monitor students after completion or training programs to ensure job retention and any progress towards “next steps” for up to 180 days <p>Year 5: Enroll 77 participants</p>	<ul style="list-style-type: none"> ● 80% of enrolled to successfully graduate (62 graduates) ● 90% of successful graduates to obtain employment (56) ● 80% of enrolled to participate in financial wellness program (62 participants) 	<p>\$230,000.00</p> <p>Operating expense include:</p> <ul style="list-style-type: none"> ● College Navigator (CN) ● Financial Wellness Coordinator (FWC) ● 3% Cost of Living Adjustment for CN and FWC ● Student Tuition, Gap Funding
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Goodwill will recruit candidates from the following high-need, low-income zip codes: 32205, 32208, 32209, 32218, 32219, 32254, 32204, 32206, 32207, 32216, 32217, and 32220

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Proposed initiatives for inclusion in the 2023 City Council Strategic Plan (Ord. 2019-557-E)

Council Member Sam Newby District At-Large Group 5

Please provide a description of each proposed initiative. Initiatives should be forward-looking and include a measurable component(s). This form is to be submitted via email to Council Auditor Kim Taylor (KTaylor@coj.net) and Attorney Mary Staffopoulos (MStaff@coj.net) no later than 12 noon on Friday, January 20th for review by the Auditor’s Office and Office of General Counsel for determination of an appropriate public purpose. A process for evaluation and ranking of the initiatives in each time category will be announced at a future date.

One Year Initiatives	Measurable component(s)	Funding Amount
Access to Healthcare		1.5 Million-annually
JAXCARE connect increase guidance & navigation in Emergency Departments	-increase staffing -Develop marketing campaign	\$500,000
Provide funding to free/low-cost healthcare. Providers addressing Social Determinants of health	-Transportation -Resources	\$1,000,000

Three Year Initiatives	Measurable component(s)	Funding Amount

Five Year Initiatives	Measurable component(s)	Funding Amount

Proposed initiatives for inclusion in the 2023 City Council Strategic Plan (Ord. 2019-557-E)

Council Member Sam Newby Group 5 At-Large

Please provide a description of each proposed initiative. Initiatives should be forward-looking and include a measurable component(s). This form is to be submitted via email to Council Auditor Kim Taylor (KTaylor@coj.net) and Attorney Mary Staffopoulos (MStaff@coj.net) no later than 12 noon on Friday, January 20th for review by the Auditor’s Office and Office of General Counsel for determination of an appropriate public purpose. A process for evaluation and ranking of the initiatives in each time category will be announced at a future date.

One Year Initiatives	Measurable component(s)	Funding Amount
Safety & Crime Reduction Commission		\$450,000
Funding grants for small non-profits to create programs	- Accountability measurements - Develop marketing campaign & programs	\$350,000
Mental Health Awareness Campaign	-Campaign throughout the City of Jacksonville “End the Sigma” Bus stops -Resources, Management and Coordination	\$100,000

Three Year Initiatives	Measurable component(s)	Funding Amount

Five Year Initiatives	Measurable component(s)	Funding Amount

Proposed initiatives for inclusion in the 2023 City Council Strategic Plan (Ord. 2019-557-E)

Council Member White District 12

Please provide a description of each proposed initiative. Initiatives should be forward-looking and include a measurable component(s). This form is to be submitted via email to Council Auditor Kim Taylor (KTaylor@coj.net) and Attorney Mary Staffopoulos (MStaff@coj.net) no later than 12 noon on Friday, January 20th for review by the Auditor’s Office and Office of General Counsel for determination of an appropriate public purpose. A process for evaluation and ranking of the initiatives in each time category will be announced at a future date.

One Year Initiatives	Measurable component(s)	Funding Amount
AED’s (Automated External Defibrillator) at all active park facilities with athletic associations.	Safety	150K

Three Year Initiatives	Measurable component(s)	Funding Amount
Renovations and upgrades to the Jacksonville Equestrian Center.	Ensuring the continuation of various horse related activities.	2 Million

Five Year Initiatives	Measurable component(s)	Funding Amount
Build out of additional recreational facilities at Tye Brown Regional Park.	Sport Tourism bringing visitors to the city for youth sports.	5 Million

<ul style="list-style-type: none"> • Think Bold-will provide African American Business Mentorship focusing on community assets, small business opportunities, education and culture in the Urban Core. 	<p>Quadrant with a <u>\$50,000 Contribution</u> for the build out from the CDC.</p> <ul style="list-style-type: none"> • Sponsor the annual Think Bold Conference & Community Fest that will include: full service access and opportunities for African American small businesses to meet goals and business pathways, Investment/Real Estate, Management, Human Resources, Branding/Marketing, Inventions, Credit/Credit Repairs, Technology, Music & Entertainment Landscape, E-commerce, and Entrepreneurship 	<p>Total of \$447,000 (1st year)</p>
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Three Year Initiatives	Measurable component(s)	Funding Amount
<p><u>Generational Legacy Turn Around – Phrase II</u></p> <ul style="list-style-type: none"> • Is based on the consolidation of two decades of disparities. The studies and stakeholders initiatives will be used to develop current and ongoing community workshops/conferences, and civic activities to improve generational equity, business opportunities, and financial wealth in the historic Northwest Quadrant corridors for small businesses to increase short and long-term sustainability. 	<ul style="list-style-type: none"> • Recruit 4 hub companies that will assist in enhancing the corridors by implementing the Comprehensive Action Plan in the District that will leverage public/private business partnerships, resources and in-kind support, to provide an opportunity to increase small 	<p>\$400,000 annually for 3 years(\$1.2M)</p>

<ul style="list-style-type: none"> • Think Bold-Mentorship will provide African American Business Mentorship focusing on community assets, small business opportunities, education and culture. 	<p>business training for owners and technical assistance to sustain their business on the <u>Soutel/Lem Turner /Norwood corridors.</u></p> <ul style="list-style-type: none"> • Focus will include economic infusion to take back and revitalize the community with deliverables, assets with economic results and proven data. • Internal build-out of centralized started up satellite facility for up to 45 businesses in the Northwest Quadrant. 	
	<ul style="list-style-type: none"> • Sponsor the annual Think Bold Conference & Community Fest that will include: full service access and opportunities for African American small businesses to meet goals and business pathways, Investment/Real Estate, Management, Human Resources, Branding/Marketing, Inventions, Credit/ Credit Repairs, Technology, Music & Entertainment Landscape, E-commerce, and Entrepreneurship for businesses along 	

	<p>the Soutel/Lem Turner/Norwood corridors.</p>	
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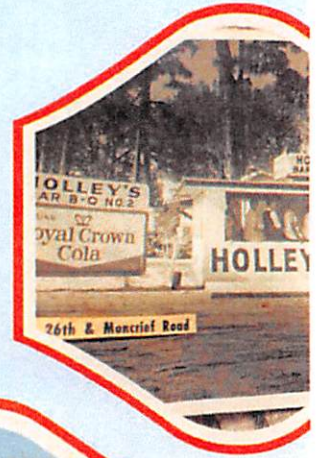
Five Year Initiatives	Measurable component(s)	Funding Amount

MYRTLE-MONCRIEF

DISTRICT 8

VISION & COMPREHENSIVE IMPLEMENTATION ACTION PLAN

2023 - 2026



A progress report and impact statement on activities resulting from the consolidation of nearly two decades of studies and stakeholder initiatives, 2004 to current.

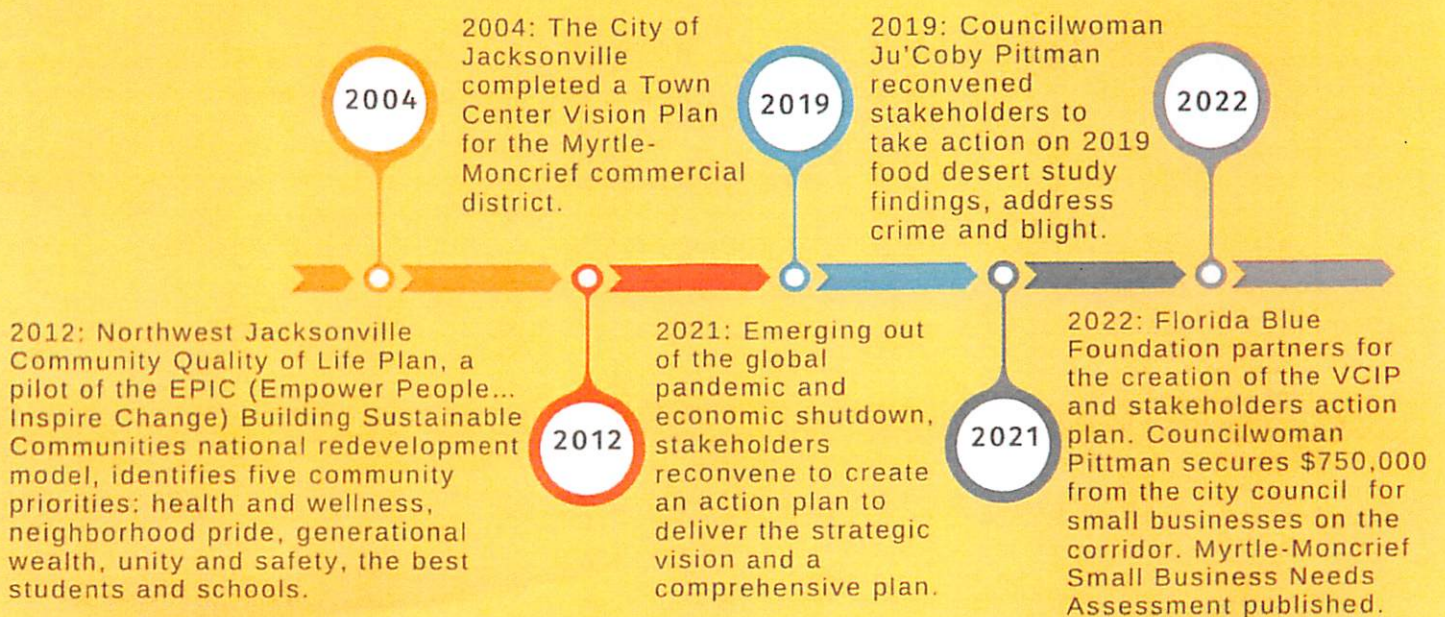
EXECUTIVE SUMMARY

This District 8 Vision and Comprehensive Implementation Plan (VCIP) is based on the consolidation of nearly two decades (2004 - 2022) of studies and stakeholder initiatives used to develop current and ongoing community, business, and civic activities to improve the Northwest Jacksonville/Moncrief targeted "Action Areas" (i.e.: neighborhood zones) encompassing: Myrtle/Moncrief/Golfair/Walgreen. (See map on page 12).

Obtaining a Comprehensive Implementation Plan will leverage resources, build-outs for businesses, training, housing, technical assistance and long-term commitments for these corridors within District 8 and throughout Jacksonville. In addition, the Comprehensive Implementation Plan will assist with technical assistance that will enhance the targeted corridor expansions and grow small businesses. Intentional economic infusion will revitalize activities for sustainable deliverables and results.

The plan will help to ensure the creation of a 1) Sustainable and scalable initiative that can be replicated as a corridor build-out for neighborhoods throughout all districts, and 2) Allocate funds and in-kind support that will leverage technical assistance to small businesses to expand, grow, and attract new businesses within this target community.

ACTION PLAN HISTORICAL TIMELINE



The goals and objectives of the District 8 Vision and Comprehensive Plan are centered around five focus areas or critical themes identified in the consolidation of key findings across studies.

The five core areas of focus include: (1) Health & Wellness, (2) Education, (3) Affordable Housing & Economic Development, (4) Business Technical Assistance, and (5) Infrastructure Improvements. Activities and engagement to support the focus areas will occur along four targeted corridors or "Action Areas" within the Northwest Jacksonville/Moncrief residential and commercial communities of District 8.

The over arching vision is to reach an end state of enriched **Community Wellness** measured through key indicators that include crime reduction, reduced food insecurity, improved health outcomes, higher education attainment, and sustained access to quality resources such as transportation, workforce training, and healthcare.

Community Wellness Goals and Objectives of the District 8 Vision and Comprehensive Implementation (VCIP):

Health and Wellness

- Provide and Respond to Food Desert Residents' Interests for support of Health and Wellness Initiatives that align with community needs.
- Ensure main areas of the district stay clean and partner with COJ Public Works and FDOT.
- District Council Member will engage with JSO to decrease crime in targeted areas.

Affordable Housing & Economic Development (ED)

- Align efforts with larger Affordable Housing and ED Initiatives.
- District Council Member will engage and support the development of the Sulzbacher Housing and Enterprise Village.
- Create Corridor Beautification Enhancement Plan to partner with COJ Tree Mitigation Department.

Education

- Engage and Communicate Progress to the Public and Measure Satisfaction.
- Create and Facilitate Teams of Volunteers and Community Ambassadors as voices of the community.
- Align efforts with larger Blight Initiatives and engage district education, public agencies and non-profit partners.

Infrastructure Improvements

- District Council Member will engage with JTA to support and develop an expansion of a multimodal initiative along key transit routes of the corridors by completing an analysis for transportation, pedestrian and bicycle improvements.

Business Technical Assistance

- Implement a Sustainable Business Improvement Program.

Proposed initiatives for inclusion in the 2023 City Council Strategic Plan (Ord. 2019-557-E)

Council Member Kevin Carrico District 4

Please provide a description of each proposed initiative. Initiatives should be forward-looking and include a measurable component(s). This form is to be submitted via email to Council Auditor Kim Taylor (KTaylor@coj.net) and Attorney Mary Staffopoulos (MStaff@coj.net) no later than 12 noon on Friday, January 20th for review by the Auditor’s Office and Office of General Counsel for determination of an appropriate public purpose. A process for evaluation and ranking of the initiatives in each time category will be announced at a future date.

One Year Initiatives	Measurable component(s)	Funding Amount
Neighborhood Safe Streets Initiatives <ul style="list-style-type: none"> Allocate dollars to each Councilmember to be used at his/her discretion for speed reduction and other roadway safety expenses. Must follow traffic department guidelines for getting petitions etc. Taxpayers will not have to pay a portion as currently required. 	Reduction in crashes on residential roadways.	100K per District 100K each for At-Large Councilmembers Total: 1.9 million

Three Year Initiatives	Measurable component(s)	Funding Amount
Park Safety Initiatives <ul style="list-style-type: none"> All parks equipped with cameras. Dedicated officers to cover parks in high crime areas. Outreach efforts to mitigate drug use, homelessness, and truancy. 	<ul style="list-style-type: none"> Reduction in calls for service to City Parks. Reduction in crimes committed in Parks. Increase in use of Parks. 	*10 officers @ 75,000=750,000 annually *100 Parks @ 50,000= 5,000,000 capital investment Total: 5,750,000

Five Year Initiatives	Measurable component(s)	Funding Amount

Proposed initiatives for inclusion in the 2023 City Council Strategic Plan (Ord. 2019-557-E)

Council Member Nick Howland District At-Large, Group 3

Please provide a description of each proposed initiative. Initiatives should be forward-looking and include a measurable component(s). This form is to be submitted via email to Council Auditor Kim Taylor (KTaylor@coj.net) and Attorney Mary Staffopoulos (MStaff@coj.net) no later than 12 noon on Friday, January 20th for review by the Auditor’s Office and Office of General Counsel for determination of an appropriate public purpose. A process for evaluation and ranking of the initiatives in each time category will be announced at a future date.

One Year Initiatives	Measurable component(s)	Funding Amount
Promote and Support Development Initiatives in Urban Core Districts to include Durkeeville, LaVilla, Springfield, and Out East, focused on economic growth, infrastructure, workforce development and affordable housing. Leverage public/private partnerships and encourage private investment. Examples include LiftJax initiatives Out East and FOBT in Durkeeville.	% Decrease in Unemployment Rates in targeted areas # Increase in Affordable Housing units	\$500K

Three Year Initiatives	Measurable component(s)	Funding Amount
Work with Community Partners to Develop, Expand, Monitor and Track Vocational Training and Apprenticeships Programs to shape the workforce of the future and attract manufacturing, construction, trades, service, and distribution businesses to Jacksonville. Examples include the NEFBA Apprenticeship Program, the Jaguars “Construction Ready” program, JFRD’s Apprenticeship program.	# Increase in Apprentice Programs % Increase in Annual Apprentice Graduates % Decrease in Unemployment Rates	\$500K

Five Year Initiatives	Measurable component(s)	Funding Amount
Work with JSO to Right-Size the Force and Keep Our Streets and Neighborhoods Safe. The FBI and IACP have variously recommended that municipalities our size maintain 2.2 to 2.4 sworn officers per 1,000 residents. With 1,000,000 residents, Jacksonville has 1,900 sworn officers. This means we are 300 to 500 officers short. Being among the Top 10 fastest growing municipalities in the U.S., this deficit will grow.	% Increase in Retention # Increase in Sworn Officers per 1,000 Residents (to 2.2) % Decrease in Crime Incidents % Decrease in Violent Crime	\$30M

Proposed initiatives for inclusion in the 2023 City Council Strategic Plan (Ord. 2019-557-E)

Council Member Ronald Salem District At Large

Please provide a description of each proposed initiative. Initiatives should be forward-looking and include a measurable component(s). This form is to be submitted via email to Council Auditor Kim Taylor (KTaylor@coj.net) and Attorney Mary Staffopoulos (MStaff@coj.net) no later than 12 noon on Friday, January 20th for review by the Auditor’s Office and Office of General Counsel for determination of an appropriate public purpose. A process for evaluation and ranking of the initiatives in each time category will be announced at a future date.

One Year Initiatives	Measurable component(s)	Funding Amount
<p>Duval County has one of the highest rates of Infant Mortality in the state. Infant Mortality is the death of a baby before the first birthday, measured as deaths during 0-365 days per 1000 live births. Duval County 2021 Infant Mortality rate was 6.7. There are several causes, one of the highest being infant deaths due to unsafe sleep environment/places and practices. Therefore, the Northeast Florida Healthy Start Coalition is requesting funding to support the Safe Sleep initiative to address that in Northeast Florida, 25% of the 2019 -2021 infant deaths reviewed reflect the cause as due to unsafe sleep environments. Moreover, of that, 95% of the unsafe sleep deaths were Duval County.</p> <p>The initiative includes: (1) Safe Sleep Campaign to reach mothers and families that are not receiving the Safe Sleep information and (2) To provide one-time items to assist in creating Safe Sleep environments.</p>	<ul style="list-style-type: none"> • Campaign will educate at least 13,000 mothers with an infant under the age of one and at least 100,000 others that may have an influence in the life of the baby. • At least 100 mothers that deliver will receive one-time, take-home Safe Sleep items to create Safe Sleep environments in the home. 	<p>Budget Marketing Campaign (social media, print materials, radio and bus ads and additional marketing tools) = \$100,000</p> <p>Safe Sleep Environment items (Infant Safe Sleep Sacks, Safe Sleep book, and Pack “N” Plays = \$25,000.</p> <p>Total Budget Request = \$125,000.00</p>

Three Year Initiatives	Measurable component(s)	Funding Amount
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Five Year Initiatives	Measurable component(s)	Funding Amount

Proposed initiatives for inclusion in the 2023 City Council Strategic Plan (Ord. 2019-557-E)

Council Member Tyrone Clark-Murray **District** 9

Please provide a description of each proposed initiative. Initiatives should be forward-looking and include a measurable component(s). This form is to be submitted via email to Council Auditor Kim Taylor (KTaylor@coj.net) and Attorney Mary Staffopoulos (MStaff@coj.net) no later than 12 noon on Friday, January 20th for review by the Auditor’s Office and Office of General Counsel for determination of an appropriate public purpose. A process for evaluation and ranking of the initiatives in each time category will be announced at a future date.

One Year Initiatives	Measurable component(s)	Funding Amount
Conduct a study of specific outfall sites in District 9 to determine the source of water flow.	City personnel (Public Works Department) or hired contractor will use a set of federal, state, or county criteria to determine the stability and water source of outfall sites to determine management and repair costs by October 2023	Appropriate \$500,000 for study.

Three Year Initiatives	Measurable component(s)	Funding Amount
Begin process of repairing and maintaining Outfall sites identified in initial study.	At least 90% of the sites identified in the Outfall Study as unstable, unsafe, and a threat to life and/or property will be placed on the following year’s Capital Improvement Program Plan, 2024	Appropriate \$1,000,000.00 for repairs and maintenance.

Five Year Initiatives	Measurable component(s)	Funding Amount
Continue funding the study, repair, and maintenance of Outfall sites. Outfall sites will become a permanent item on the CIP or Public Works Management Plan.	At least 98% of sites identified in the original study will have been certified as: repaired, safe, and no longer a threat to life and/or property, June 2025.	Appropriate no less than \$700,000.00 for new studies, repairs, and maintenance.

Proposed initiatives for inclusion in the 2023 City Council Strategic Plan (Ord. 2019-557-E)

Council Member Ferraro District 2

Please provide a description of each proposed initiative. Initiatives should be forward-looking and include a measurable component(s). This form is to be submitted via email to Council Auditor Kim Taylor (KTaylor@coj.net) and Attorney Mary Staffopoulos (MStaff@coj.net) no later than 12 noon on Friday, January 20th for review by the Auditor’s Office and Office of General Counsel for determination of an appropriate public purpose. A process for evaluation and ranking of the initiatives in each time category will be announced at a future date.

One Year Initiatives	Measurable component(s)	Funding Amount
Increase funding for programs aimed at crime prevention (e.g. Crimestoppers, M.A.D. D.A.D.S.) and victim services (e.g. Families of Slain Children) to increase their capacity to adequately address the community needs associated with the impacts of Jacksonville’s violent crime problem.	Increase funding over FY22-23 levels to all applicable programs	\$210,000

Three Year Initiatives	Measurable component(s)	Funding Amount
Develop a resiliency plan and specific CIP projects to remedy the flooding impacts experienced in the areas of the community suffering the worst impacts over the past 5 years as a result of tropical storm, extreme rainfall and high tide flooding events.	Resiliency plan developed and CIP projects adopted	\$500,000

Five Year Initiatives	Measurable component(s)	Funding Amount
Move CIP projects to relocate the pre-trial detention facility and revamp JSO buildings from Beyond 5 Years in the CIP to earlier years with funding. Listed projects include: <ul style="list-style-type: none"> - Construct 3,000-bed pretrial facility to replace existing building - Construct 500-bed detention/short-term holding facility - Provide additional space to JSO to house functions that have outgrown the Police Memorial Building - Procure additional space for property and evidence storage by purchasing Load King warehouse 	CIP amendments are adopted	No funds needed in FY23-24 budget to change CIP project years

Proposed initiatives for inclusion in the 2023 City Council Strategic Plan (Ord. 2019-557-E)

Council Member Carlucci District A/L 4

Please provide a description of each proposed initiative. Initiatives should be forward-looking and include a measurable component(s). This form is to be submitted via email to Council Auditor Kim Taylor (KTaylor@coj.net) and Attorney Mary Staffopoulos (MStaff@coj.net) no later than 12 noon on Friday, January 20th for review by the Auditor’s Office and Office of General Counsel for determination of an appropriate public purpose. A process for evaluation and ranking of the initiatives in each time category will be announced at a future date.

One Year Initiatives	Measurable component(s)	Funding Amount
<p>Protecting and preserving Jacksonville’s historically significant buildings: Establish a program to identify and develop incentives for the protection, preservation, and restoration of critically endangered and significant historic buildings citywide (excluding DIA jurisdiction) that comprise the City’s historic fabric, and to prevent deterioration of such buildings due to neglect or demolition.</p>	<ol style="list-style-type: none"> 1) Amend and fund the Jacksonville Historic Preservation Commission Trust Fund (Sec. 111.900). 2) Codify the definition of a <i>endangered and significant historic property designation</i> as recommended by the Planning Department. 3) Create and publish guidelines for selection and funding of a project. 4) Create and fund at least 2 incentive mechanisms for owners of eligible historic buildings and notify owners of available preservation incentives. 5) Update the Planning Department’s existing “Mothball program” (Sec. 307.301) to increase the required minimum investment by owners of historic buildings. 6) Expand and target the Planning Department’s existing process to survey significant historic buildings citywide and identify those most in danger of demolition, neglect to the point of demolition, or threat to the maintenance of their historic character and value. 	<p>\$1,000,000</p>

SAMPLE OF CRITICALLY ENDANGERED BUILDINGS

JACKSONVILLE, FLORIDA

JANUARY 20, 2023

Name	Address
Mount Olive A.M.E. Church	841 Franklin Street
Mount Calvary Baptist Church	301 Spruce Street
Fleming Bowden Residence	3323 Loretto Road
Fairbanks Road Residences	3301 & 3318 Fairbanks Road
Victorian Duplexes	316 Jefferson Street
Victorian Duplexes	320 Jefferson Street
Post-Civil War Cottage	328 Chelsea Street
LaVilla Shotgun Houses	Jefferson Street
Dr. Horace Drew Mansion	245 W. Third Street
Eartha M.M. White Youth Recreation Center	4850 Moncrief Road
Claude Nolan Cadillac Building	937 N. Main Street
JAX Brewing Company	1429 W. 16th Street
Old Duval County Armory	851 N. Market Street
Genovar's Hall	644 W. Ashley Street
Annie Lytle Public School (No. 4)	650 Chelsea Street
Annie R. Morgan Elementary School (No. 21)	964 St. Clair Street
Brentwood Elementary School (No. 15)	3750 Springfield Boulevard?
Henry F. Kite Elementary School (No. 37)	9430 Lem Turner Road
Matthew Gilbert Middle School (No. 146)	1424 Franklin Street
Ortega Elementary School (No. 16)	4010 Baltic Street
Brewster Hospital / North Florida Land Trust	843 W. Monroe Street
Fire Station Museum (Catherine Street Fire Station)	620 E. Bay Street
Old Springfield Methodist Church	201 East 6th Street
Old Jacksonville Coca Cola Plant and Warehouse	2334 North Market Street
Downtown Chevrolet Company	1100 North Main Street
Anderson Department Store	965 A. Philip Randolph Boulevard
J. Allen Axton Elementary School	1220 East 16th Street
St. Clair-Abrams Mausoleum	4535 Main Street
Charlie "Edd" Craddock Mausoleum	Sunset Memorial Cemetery
Norwood Elementary School	6720 Norwood Avenue
Old Edisto School	12265 St. Augustine Road
Pure Oil Service Station	2951 Post Street
Lackawanna Elementary School	3108 Lenox Avenue

Old Stanton High School	521 Ashley St W
Richmond Hotel	420 Broad St N
Fairfield Public School	515 Victoria Street
Old Parnell/Turknett Residence	4943 Wesconnett Boulevard
First Baptist Church Sunday School Building	125 West Church Street.
Old Woodlawn Baptist Church	125 West Church Street

SAMPLE



Jacksonville's Endangered Historic Properties 2022



The
JACKSONVILLE
Historical Society
One City, Many Stories

Photo courtesy of Judy Davis

“Historic sites and properties matter to Jacksonville’s people.

When historic buildings are demolished by fire, forces of nature or man, we erase another part of the culture, history, and life stories that form our Jacksonville.

“Historic places lend authenticity to their surroundings, making us all more invested as citizens. In addition, data proves that historic preservation adds value by strengthening economic development.

Recognizing this, the Jacksonville Historical Society advocates for preservation through its annual Endangered Historic Properties list.”

– Alan Bliss, CEO, Jacksonville Historical Society



The
JACKSONVILLE
Historical Society
One City, Many Stories

RELIGIOUS STRUCTURES

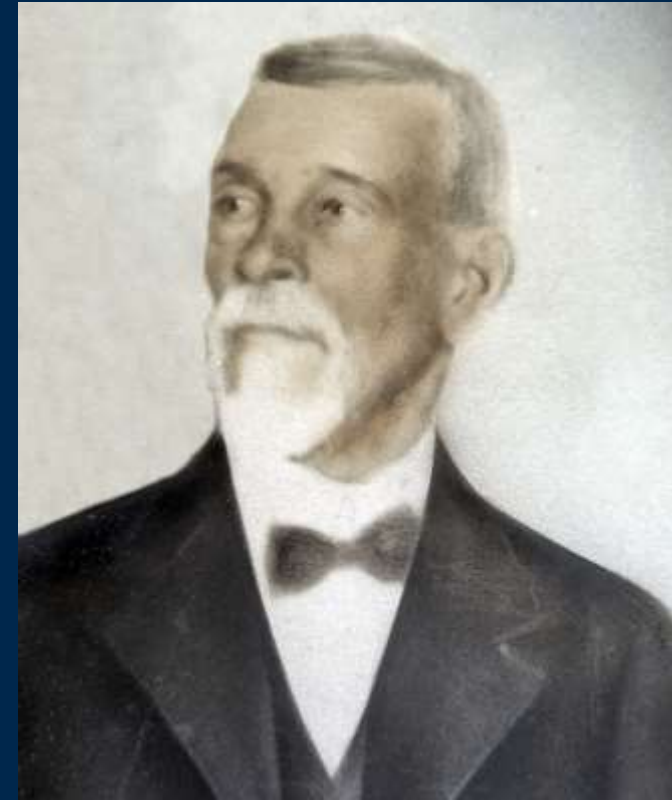


**Mount Olive
A.M.E. Church**
– 841 Franklin Street

Mount Olive A.M.E. Church

– 841 Franklin Street

- ❖ The first sanctuary of Mount Olive A.M.E. Church was a small wooden building constructed on this site in 1887, facing on Pippin Street.
- ❖ By 1920 the congregation had outgrown the original structure. A.L. Lewis, building committee chairman, selected plans drawn by Richard L. Brown, Jacksonville's first Black architect, who died in 1948 at age 94.
- ❖ Building committee chair Abraham Lincoln Lewis (1865-1947) was the influential Jacksonville business leader who founded the Afro American Life Insurance Company and the community of American Beach.

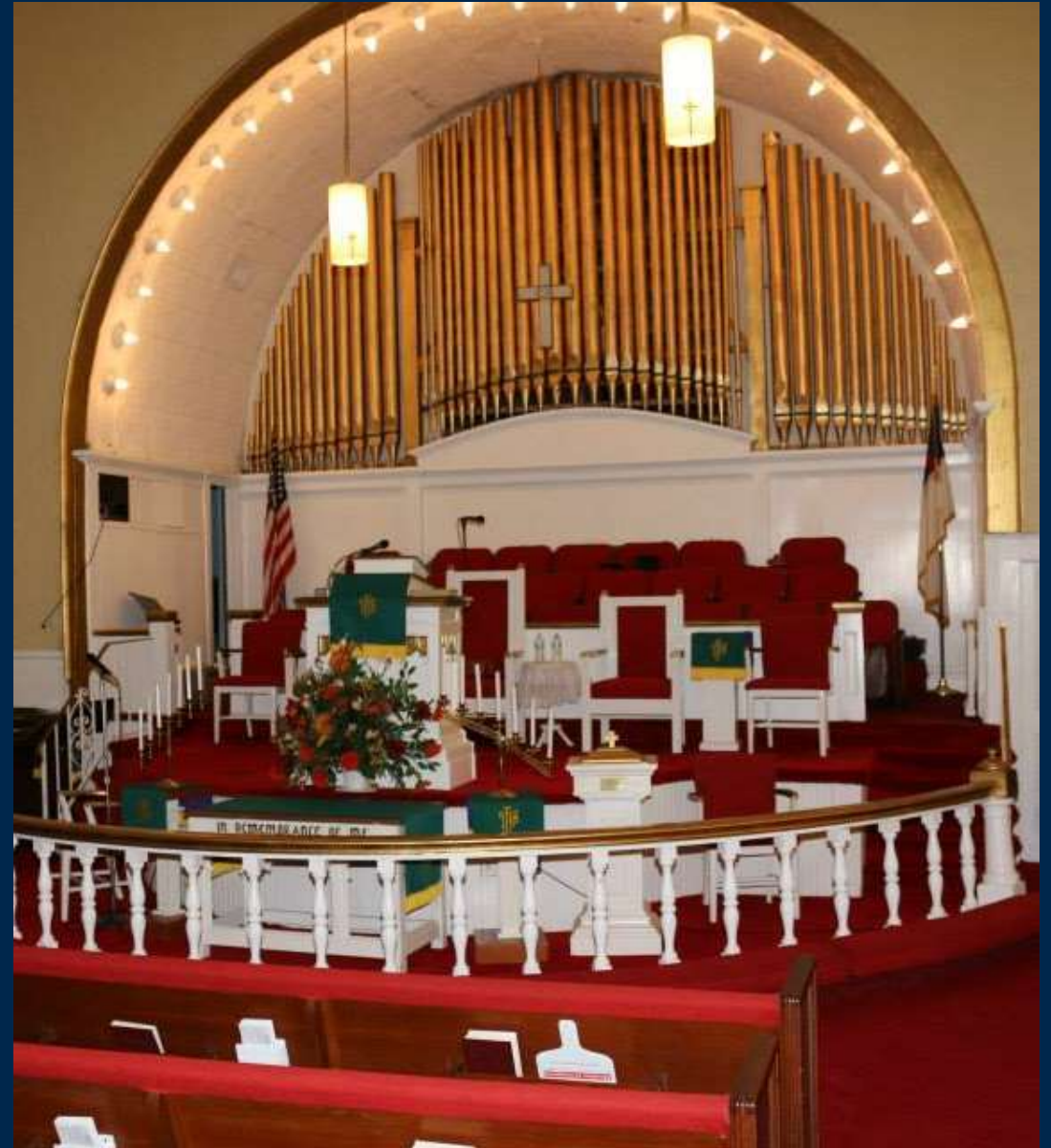


Richard L. Brown, architect

Mount Olive A.M.E. Church

– 841 Franklin Street

- ❖ Brown designed an eclectic building of concrete blocks, coarse textured on the basement level, rough-cut to simulate quarry stone on the upper two stories. Brown mortar added a rich color tone to the exterior. The façade is dominated by three massive tapered columns on the portico at the main entrance.
- ❖ A declining congregation, infrastructure issues, and developer encroachment are threats to the future viability of this historic old church.
- ❖ 2022 marks the centennial of the building.





**Snyder Memorial
Methodist Church**
– 226 N. Laura Street

Snyder Memorial Methodist Church

– 226 N. Laura Street

- ❖ Originally known as Trinity Methodist Episcopal Church, this church across from City Hall is a fine example of Gothic Revival style.
- ❖ Built in 1902-03, Snyder Memorial Methodist Church was one of the first churches to be rebuilt following the 1901 Fire.
- ❖ It was designed by architect J.H.W. Hawkins, and its exterior features detailed carved stone and outstanding stained-glass windows.
- ❖ During the event known as Ax Handle Saturday, the church became a refuge for Black civil rights demonstrators under attack by a white mob.
- ❖ It is owned by the City of Jacksonville but has remained vacant for most of the past decade.



Photo courtesy of Wayne Wood



**Mount Calvary Baptist
Church**
– 301 Spruce Street

Photo by Mark Krancer, Kram Kran Photo

Mount Calvary Baptist Church

– 301 Spruce Street

- ❖ Mount Calvary Baptist Church began in the Brooklyn neighborhood in 1892 with a one story wooden building built on this site for its African American congregation. The building had remained unchanged for fifty years, when the church's ninth pastor, Reverend William Hill, arrived in 1942.
- ❖ Hill envisioned a grand building that would reflect the role of the church as an anchor for the Brooklyn community. He asked Black architect James Edward Hutchins to design the new church. It was constructed by craftsmen who were members of the congregation, led by contractor Tom Thompson.
- ❖ Completed in 1949, this Gothic Revival brick sanctuary with twin square towers served the congregation another 50 years, until it moved from Brooklyn to a new location in 1999.
- ❖ Vacant ever since, this is the largest remaining building from Brooklyn's historic Black community and finding an adaptive reuse for it is a priority.

James E. Hutchins,
architect

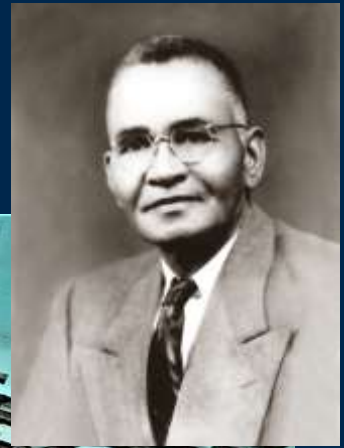


Photo courtesy of Tim Gilmore

DWELLINGS



Wesley Manor
(Westminster Woods)
– 25 State Road 13

Photo from the Wayne W. Wood Collection

Wesley Manor

(now Westminster Woods)

– 25 State Road 13

- ❖ Designed by famed Jacksonville architect Robert C. Broward, Wesley Manor was the largest commission of his career and one of his most innovative.
- ❖ Wesley Manor is an important example of the Mid-century Modern style of architecture practiced by Broward and his contemporaries in Jacksonville.
- ❖ Built as a senior-living facility attentive to the needs of its residents, the original buildings have no need for stairs and have works of art by local artists integrated throughout.
- ❖ A St. Johns County PUD (Planned Unit Development) from 2015 calls for the demolition and replacement of nearly all of the Broward structures.



Photo from the Wayne W. Wood Collection

Robert C. Broward,
architect

**Fleming Bowden
Residence**
3323 Loretto Road

Fleming Bowden Residence

– 3323 Loretto Road

- ❖ The Fleming Bowden residence is on property currently being rezoned for a subdivision. The Mandarin Historic Society has been negotiating with the developers to save the historic two-story original portion of the house.
- ❖ The developers have not ruled out moving the house to a location across Loretto Road where that property owner has room on a multi-acre lot and has expressed an interest in receiving the home.
- ❖ Plan B would be to move the two-story portion of the home to a lot near the front of the subdivision and offer it for sale. However, the developers have not definitely agreed to do either option at their expense.



Photo by Olis Garber



**Fairbanks Road
Residences**
3301 & 3318

Fairbanks Road Residences

– 3301 & 3318

- ❖ These two homes on Fairbanks Road are shown on an 1885 LeBaron Map; they are part of a proposed development that, when rezoning is approved, will be lost. Both homes would be impossible to move, since Kennedy Lane, the access to Loretto Road, is barely one car width wide.
- ❖ 3301 Fairbanks (top) is a farmhouse with a two-tiered veranda and chamfered porch posts.
- ❖ 3318 Fairbanks (bottom) shows an interesting variation of style among the remaining Mandarin farmhouses. The steeply pitched roof provides usable living space in the attic, while the porch roof is not connected to the main roof.



Top, 3301
Fairbanks Road
Left, 3318
Fairbanks Road

Photos by Olis
Garber



Victorian Duplexes
– 316 & 320 Jefferson
Street

NO
PARKING
ANY
TIME
←



Victorian Duplexes

– 316 & 320 Jefferson Street

- ❖ Two-story twin duplexes were built in 1906, according to the Jacksonville Property Appraiser
- ❖ Demonstrating the persuasive influence of the Queen Anne style, the angled two-tier balconies and octagonal cupolas, gable roofs with decorative shingles, single siding, plaster interior walls, and soft pine flooring turned rather ordinary frame buildings into charming structures at the turn of the 20th century
- ❖ Usable space approximately 870 square feet per floor
- ❖ Owned by Clara White Mission since 2014

Post-Civil War Cottage
328 Chelsea Street
(originally Cedar, then Charles Street)

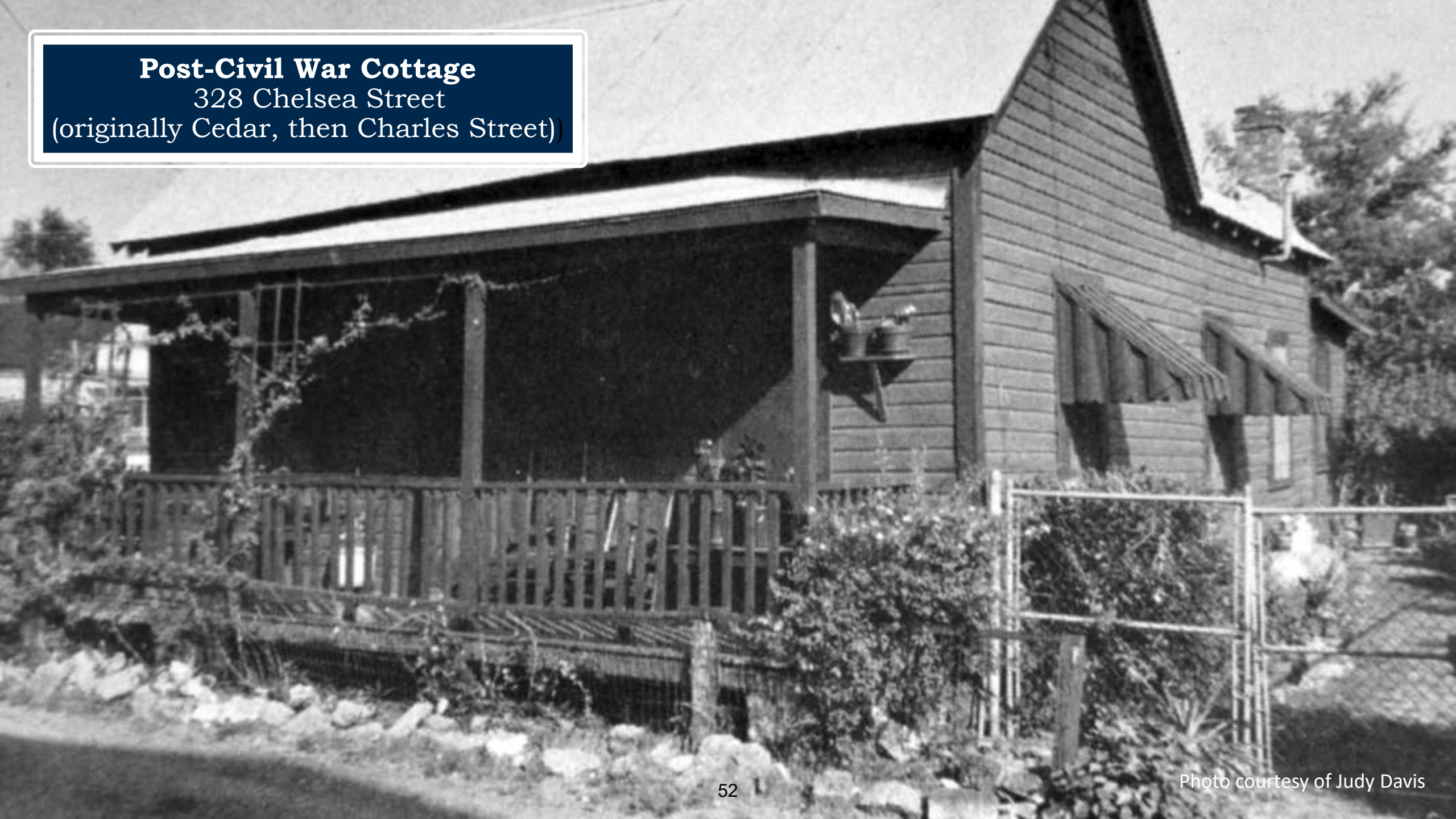




Photo by Mark Krancer, Kram Kran Photo

Post-Civil War Cottage

– 328 Chelsea Street

(originally Cedar, then Charles Street)

- ❖ A large contingent of black Union soldiers came to Jacksonville in 1864 during the town's fourth occupation of the Civil War. A garrison of both white and black Federal soldiers were stationed in Brooklyn for several years after the war as part of a military occupation to restore order.
- ❖ In 1868 Miles Price platted Brooklyn and began selling lots. Some of the black Union veterans remained or returned to live in this neighborhood and were joined by other former slaves, making the northwestern portion of Brooklyn a black residential community.
- ❖ This is the last of numerous two- and three-room small wooden cottages constructed after the war in this part of Brooklyn, providing an important link with Jacksonville's Reconstruction era.



LaVilla Shotgun Houses
Jefferson Street

LaVilla Shotgun Houses – Jefferson Street



Photo courtesy of Wayne Wood

- ❖ The city spent over \$100,000 to move those houses to that location. These “shotgun” houses were under construction near the Cleveland Fiber Factory when the Great Fire of May 3, 1901, broke out. They were damaged by the fire but survived.
- ❖ These three survivors represent a distinctive architectural style and are stored for future restoration, yet they are in rapidly deteriorating condition. Working people lived in these practical one-story homes in which one could shoot a shotgun straight down the long interior hallway and out the front door.



Dr. Horace Drew Mansion
245 W. Third Street



Photo courtesy of Wayne Wood

Dr. Horace Drew Mansion – 245 W. Third Street

- ❖ Dr. Horace R. Drew, a physician and grandson of Jacksonville pioneer Columbus Drew, was the first owner and occupant of this house built around 1909.
- ❖ The exotic residence exhibits one of the most inventive uses of concrete blocks as a building material in Jacksonville.
- ❖ The eclectic design borrows elements from the Tudor Revival, Queen Anne, and Spanish Colonial Revival styles.
- ❖ It is one of the most significant residences in the Springfield Historic District, and in recent years it has been badly deteriorating.
- ❖ 245 West 3rd ST LLC was in the process of restoring the Drew mansion overlooking Klutho Park, but little work has been done for several years.

Businesses

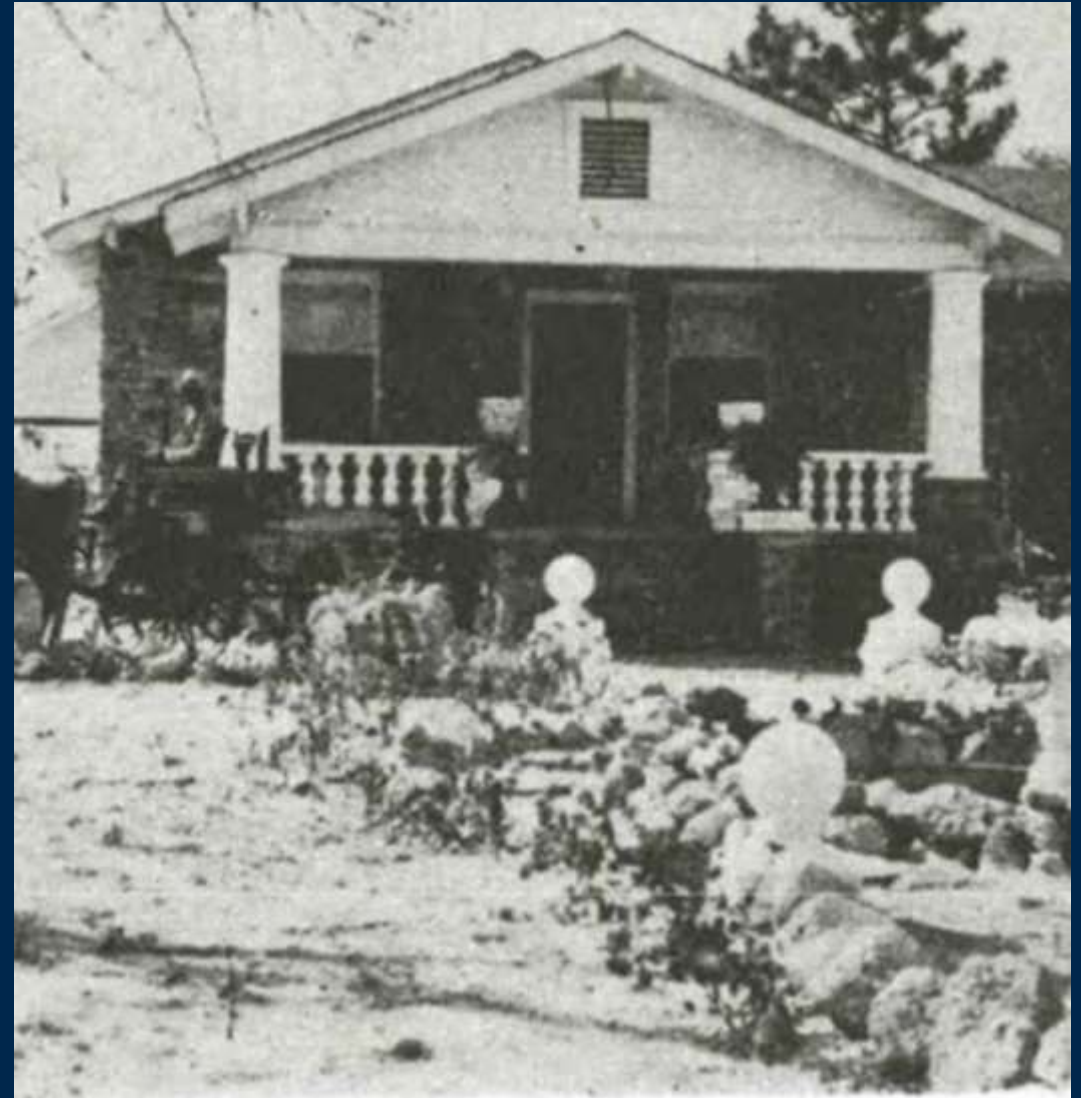
Current and Historic Photographs



**Eartha M.M. White
Youth Recreation Center**
– 4850 Moncrief Road

Eartha M.M. White Youth Recreational Center – 4850 Moncrief Road

- ❖ Originally built in 1938 as a residence/museum in the Bungalow architectural style, the building included two adjacent columns with Corinthian capitals, reportedly rescued from a demolished downtown building.
- ❖ The structure includes gently pitched gable roofs, the use of native materials such as coquina, and simple rounded columns. The original structure has been expanded at least three times, with the largest and latest in 1972 to provide a recreation room for the Boys Club.



Eartha M.M. White

Youth Recreational Center

– 4850 Moncrief Road

- ❖ In 1993 the City of Jacksonville Planning Dept. and the Jacksonville Historic Preservation Commission found that the property met the minimum two out of the seven National Register criteria for landmarking: #3, that it was associated with a person or persons who were significant in the development of the city state or nation – in this case, Ms. Eartha Mary Magdalene White; and #7, its suitability for preservation or restoration.
- ❖ It is also one of few buildings and houses remaining from the period when Moncrief Springs was a popular resort for the African American community.

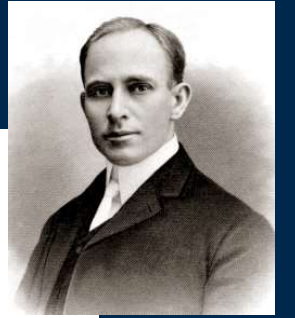


Claude Nolan
Cadillac Building
937 N. Main Street



Claude Nolan Cadillac Building – 937 N. Main Street

- ❖ Built in 1912, this was an important Prairie-style building designed by architect Henry J. Klutho for Claude Nolan, who started this Cadillac dealership in 1907 and was one of this city's most well-known innovators.
- ❖ In addition to founding the oldest automobile business in Jacksonville, Nolan is also credited with originating the idea of selling automobiles on installments in 1910, a practice that was soon adopted by the entire automotive industry.



Henry J.
Klutho,
architect



Photo from the Wayne W. Wood Collection

Claude Nolan Cadillac Building – 937 N. Main Street

- ❖ Originally this Cadillac showroom building had a projecting cornice, large plate glass windows, and a bold interplay of horizontal and vertical lines.
- ❖ Although the drastic remodeling in 1948 completely obscured the original facade, the basic structure of the original building is still intact underneath and awaits an intrepid preservationist to restore it to its original glory. However, the site's past history as a coal gasification plant may affect any plans for future re-development.



Photo by Mark Krancer, Kram Kran Photo

JAX Brewing Company
– 1429 W. 16th Street

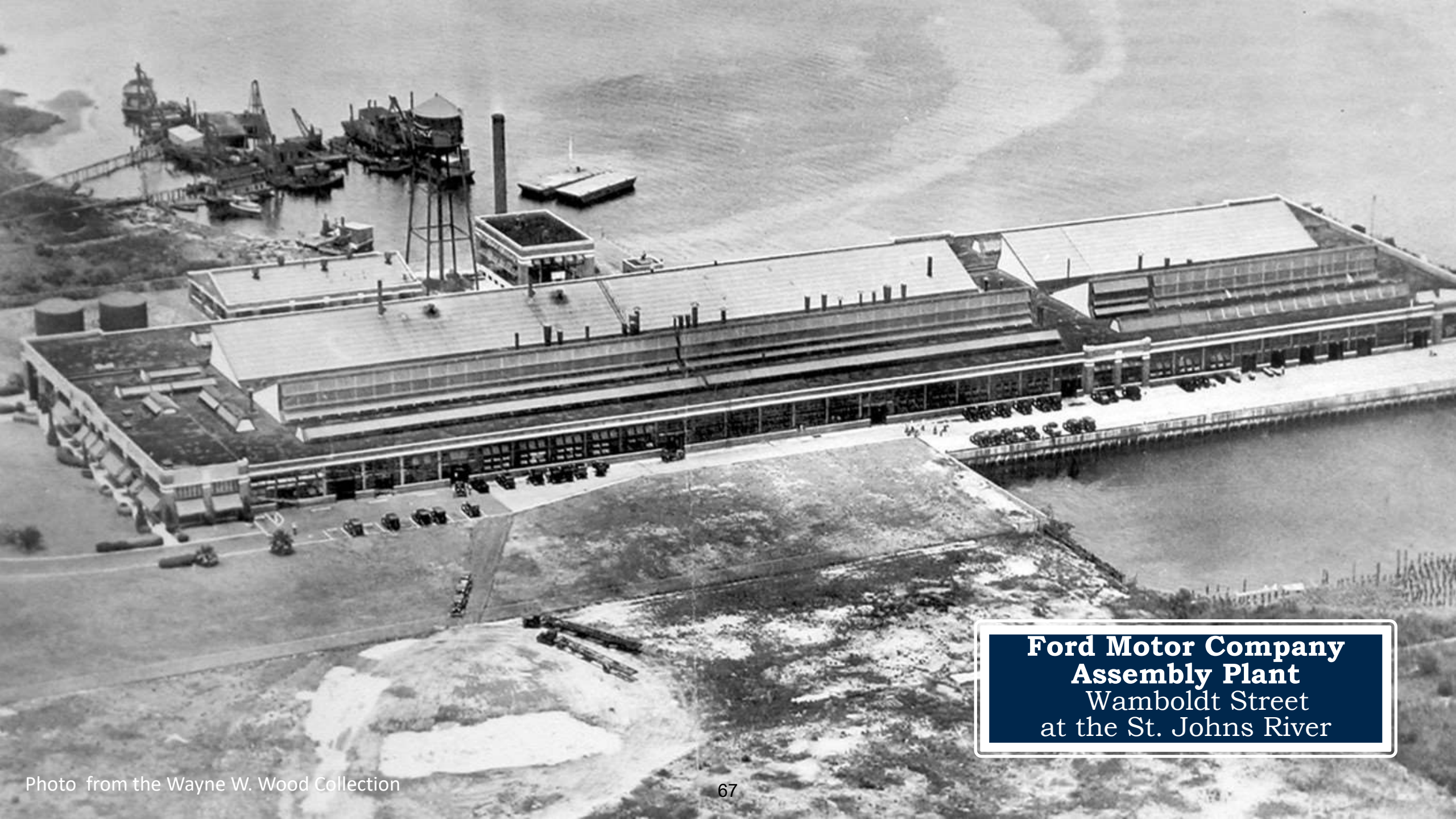




Photo by Mark Krancer, Kram Kran Photo

JAX Brewing Company manufacturing plant – 1429 W. 16th Street

- ❖ In 1913, German-born William Ostner, a brewer from St. Louis, moved to Jacksonville to start his own brewery at West 16th Street near Myrtle Street (just a few blocks from present-day Stanton College Preparatory High School).
- ❖ It was the second brewery ever opened in the state, and the popularity of Ostner's JAX beer resulted in the great expansion of this beer manufacturing facility over the years.
- ❖ Anticipating the repeal of nationwide Prohibition, the Jacksonville Brewing Company began preparing months ahead of time. As a result, it was ready to begin selling beer within a week after the 21st Amendment was ratified, on December 5, 1933, once again legalizing the sale of alcoholic beverages.



**Ford Motor Company
Assembly Plant**
Wamboldt Street
at the St. Johns River

Ford Motor Company Assembly Plant – Wambolt Street at the St. Johns River

- ❖ Built in 1924, the Ford Motor Company's assembly plant is situated on a long quay that protrudes out into the river and is supported by 8,000 piles.
- ❖ This is one of over 1,000 buildings designed for Henry Ford by Albert Kahn, an internationally recognized industrial architect.
- ❖ Among the building's most striking features are its enormous skylight panels, which extend several hundred feet in length and provide natural lighting and heat to the interior. Also, the sides of the building were made largely of glass.
- ❖ The Ford Motor Company occupied this site until the late 1960s, and it is in deteriorated condition.
- ❖ The building is 200 ft. by 800 ft., making it one of the largest industrial buildings in Jacksonville, and its location near the stadium makes it a prime candidate for reuse.
- ❖ Serving as a great example, the Ford Motor Assembly Plant in Richmond, California, was successfully adapted as part of the Rosie the Riveter/World War II Home Front National Historic Park.



Albert Kahn, architect

Photo courtesy of Bill Bishop



**Universal Marion/
JEA Building**
– 21 W. Church Street



Photo courtesy of Wayne Wood

Universal Marion / JEA Building – 21 W. Church Street

- ❖ One of the masterpieces of Downtown Jacksonville’s Mid-Century Modern architecture, it was built in 1963 and designed by Ketchum & Sharp, a prominent New York architectural firm.
- ❖ The original major tenant was the Universal Marion Company of Miami, which owned two Florida newspapers and made movies through a subsidiary. Ivey’s Department Store occupied much of the two lower floors.
- ❖ The 19-story skyscraper was the tallest building on the Northbank at the time of its construction and second highest in the city after the Prudential Building. It featured a revolving restaurant on the top floor called The Embers. The building’s distinctive hexagonal “honeycomb” windows make it highly recognizable on the city’s skyline.
- ❖ JEA has completed its new headquarters immediately east of the Duval County Courthouse, and plans to move in later this year.

PUBLIC BUILDINGS



Old Duval County Armory
– 851 N. Market Street



Photo courtesy of Wayne Wood

Old Duval County Armory

– 851 N. Market Street

- ❖ Completed in 1916, the armory for local National Guard troops was designed by architects Talley & Summer.
- ❖ This building is monumental and fortress like, with battlemented towers and parapets and a dramatic arched entrance at the center of the facade. A carved stone shield with the emblem of the Florida National Guard tops the central pavilion.
- ❖ The name of the Duval County armory was changed in 1962 to the Maxwell G. Snyder Armory, honoring the commanding general of the National Guard's 48th Armored Division. In 1973, the building became the City of Jacksonville's Parks & Recreation Department.
- ❖ In 2010, the department relocated to the Ed Ball Building, leaving the armory abandoned for the first time in its history. The Downtown Investment Authority has recently issued a Request for Proposal to elicit re development ideas.



Genovar's Hall
644 W. Ashley Street

Genovar's Hall

– 644 W. Ashley Street



Photo from the Wayne W. Wood Collection

- ❖ Sebastian Genovar constructed this building around 1895 to house his grocery business and later a saloon. Its location at the intersection of Ashley and Jefferson streets was the heart of nightlife for LaVilla's African-American community during the 1920s and '30s jazz era.
- ❖ About 1931 Wynn's Hotel opened in this building and was a favorite lodging place for visiting entertainers such as Louis Armstrong, Billie Holiday, Dizzie Gillespie, and Ray Charles.
- ❖ Following a lien placed against a fraternity who applied for a state grant, it is owned by the City of Jacksonville.
- ❖ The building has been gutted, although much of its original walls are still intact. Its significance as a pre-1901 Fire structure as well as a landmark from the swing time music era of Black Jacksonville makes this a building in urgent need of restoration.

SCHOOLS

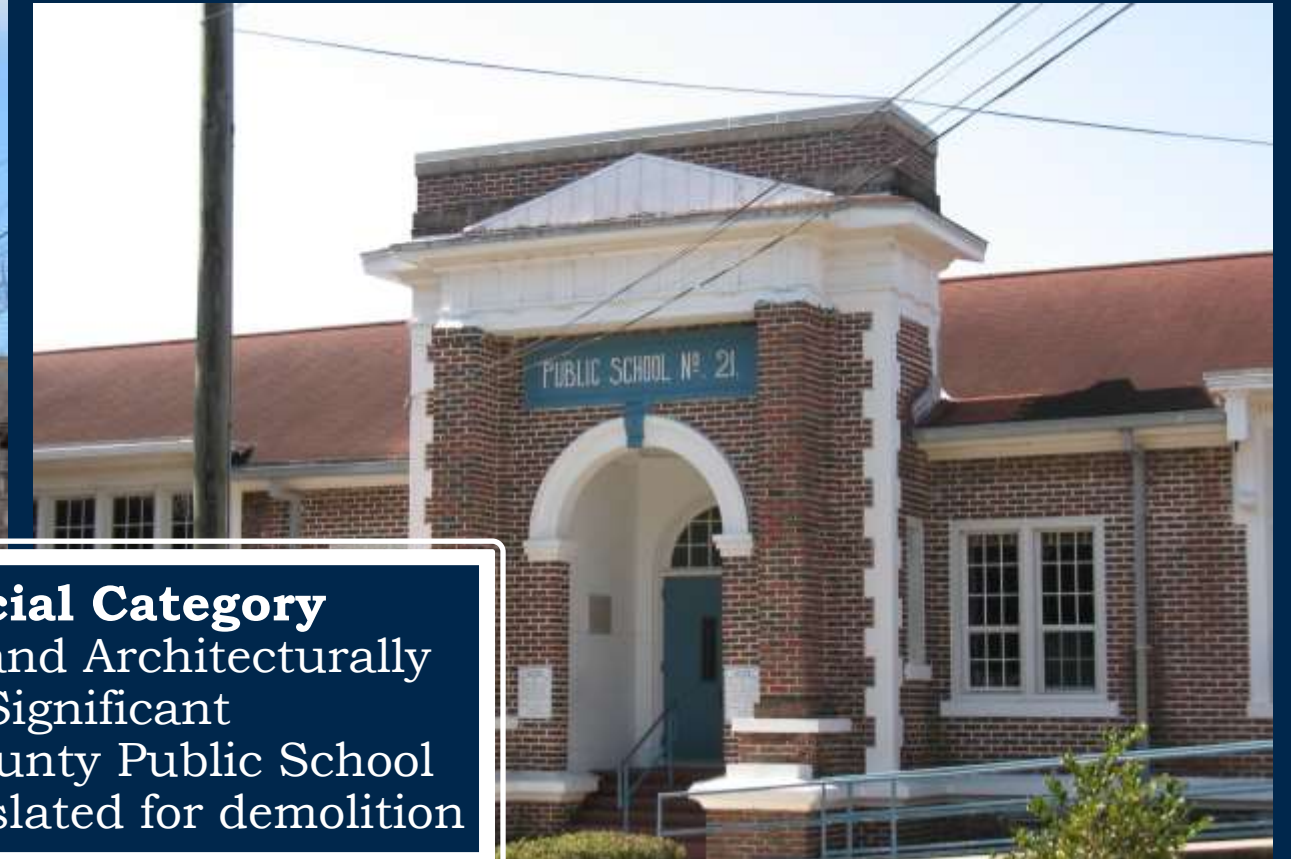
Annie Lytle Public School
1011 Peninsular Place
(originally Gilmore Street)

PUBLIC SCHOOL NUMBER FOUR

Annie Lytle Public School – 1011 Peninsular Place (originally Gilmore Street)

- ❖ Built in 1917 and designed by architect Rutledge Holmes, Public School No. 4 overlooked Riverside Park before construction of the Interstate 95/Interstate 10 interchange isolated it.
- ❖ The dominant architectural feature of the school is a Neo-Classic pedimented portico supported by colossal Doric columns at the entrance.
- ❖ Vacant since the 1970s, the building has been threatened by demolition many times even though it has been declared a historic landmark.
- ❖ The Annie Lytle Preservation Group has waged a brave fight to stabilize the building until an adaptive re-use for the building can be found.





Special Category
Historic and Architecturally
Significant
Duval County Public School
Buildings slated for demolition





Annie R. Morgan Elementary School

Public School No. 21 opened in 1916, one of 12 schools funded by a \$1 million bond issue approved by Duval County voters in 1915.

Brentwood Elementary School

Public School No. 15 was built in 1915.





Henry F. Kite Elementary School

Riverview Elementary School No. 37 was completed in 1929. Between 1930 and 1960, Henry F. Kite served as the school's principal, and after Kite's retirement, the school was renamed in his honor in 1964.

A photograph of the Matthew Gilbert Middle School building. The building is a two-story brick structure with a prominent gabled roof. The facade features three large, arched windows with white frames and three sets of double doors below them. A circular window is centered in the gable above the arches. The building is surrounded by green trees and a lawn. The sky is clear and bright.

Matthew Gilbert Middle School

Opened as Franklin Street Public School No. 146 in 1927 for black students through eighth grade.

- ❖ The Eastside school served as a high school from 1951 to 1971, when it became a middle school.
- ❖ Notable alumni include Henry Lee Adams Jr., first African-American judge in the middle district of Florida and Bob Hayes, Olympic sprinter, NFL Wide Receiver, the only athlete to win both an Olympic gold medal and a Super Bowl ring.



Ortega Elementary School

Public School No. 16 was built in 1923, designed by Henry J. Klutho in the Mediterranean Revival style, replacing the original school building circa 1914.



Henry J. Klutho, architect

Success Stories

Historic and Architecturally
Significant Buildings
Restored, Repurposed or
Renovated

**Jessie Ball duPont
Center**
40 E. Adams Street



Jessie Ball duPont Center

– 40 E. Adams Street

- ❖ The former Haydon Burns Library was built in 1965 at a cost of \$3.7 million, it was considered state of the art. The 126,000 sq ft (11,700 m²), three story building was designed by local architect Taylor Hardwick, and served library patrons until it closed in 2005.
- ❖ The ground floor has floor to ceiling windows to allow pedestrians to view library activity. The exterior walls facing Ocean and Adams streets have 88 "fins" extending from the second floor to the roof, like the 88 keys on a piano. The fins catch the wind and cast shadows to help keep the building cool.
- ❖ In 2012, Sherry Magill, then president of the Jessie Ball duPont Fund, became interested in the building's possibilities, and in 2013 the duPont Fund purchased the decommissioned and distressed library for \$2 million. It then launched a two year, \$25 million renovation led by KBJ Architects, that was completed in 2015 as a home for local nonprofit organizations and as a model for adaptive reuse of historic structures.



Taylor Hardwick,
architect



Photo courtesy of the Taylor Hardwick Family



ELENA FLATS
LUXURY LIVING
LIVING HISTORY
APARTMENT
FOR RENT

Elena Flats
122 E. Duval Street

Elena Flats

– 122 E. Duval Street

- ❖ Built in 1909, Elena Flats is one of the last historic structures in what was once a vibrant downtown rooming house district built after the Great Fire of 1901.
- ❖ Initially catering to middle-class workers, the Elena Flats building was later converted to a rooming house for Jones College students in the 1950s. By the late 1970s, the building had been subdivided into as many as 25 rooms. Over the next several decades, the building began to deteriorate from a lack of maintenance. It was last used as nightly and weekly rental housing in the early 2000s.
- ❖ Investors Jack Meeks and JoAnn Tredennick bought the almost 7,000-square-foot building in 2015. After securing historic tax credits and investing nearly \$3 million in restoration costs, the building has new life again as a quadraplex.



Photo and information courtesy of Mike Field, TheJaxsonMag.com

COWFORD CHOPHOUSE

101

**Bostwick Building /
Cowford Chophouse**
101 E. Bay Street

Bostwick Building / Cowford Chophouse

– 101 E. Bay Street

- ❖ The building was built for First National Bank in 1902, expanded in 1919 by Guaranty Trust and Savings Bank. After several bank failures, the Bostwick family bought the building in the 1930s. Henry J. Klutho had his architectural office in the building from 1944 to 1960.
- ❖ In 2013, the property owners were behind in taxes and requested approval for demolition. The City of Jacksonville won a foreclosure suit to force the sale of the building, which was bought by the Forking Amazing Restaurant Group in 2014. The Cowford Chophouse opened in 2017.
- ❖ Many details of this Renaissance Revival landmark have been restored to their original glory with support from the Downtown Investment Authority and the City of Jacksonville's Historic Preservation Trust Fund. Restored elements include the historic arched windows, exterior bricks, metal cornice, and 300-year-old heart of pine lumber that is seen throughout the building today.



Photo courtesy of Wayne Wood / Information courtesy of Mike Field, TheJaxsonMag.com, and CowfordChophouse.com



**John Gorrie Junior High
School / John Corrie a
condominium**
– 2525 College Street

JOHN GORRIE
JUNIOR HIGH
SCHOOL
BUILT 1912

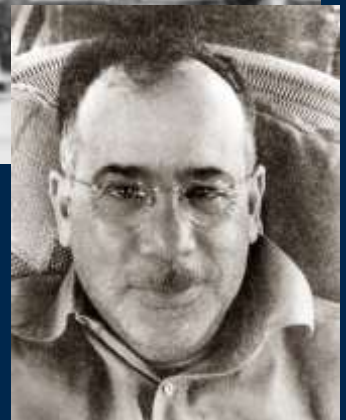
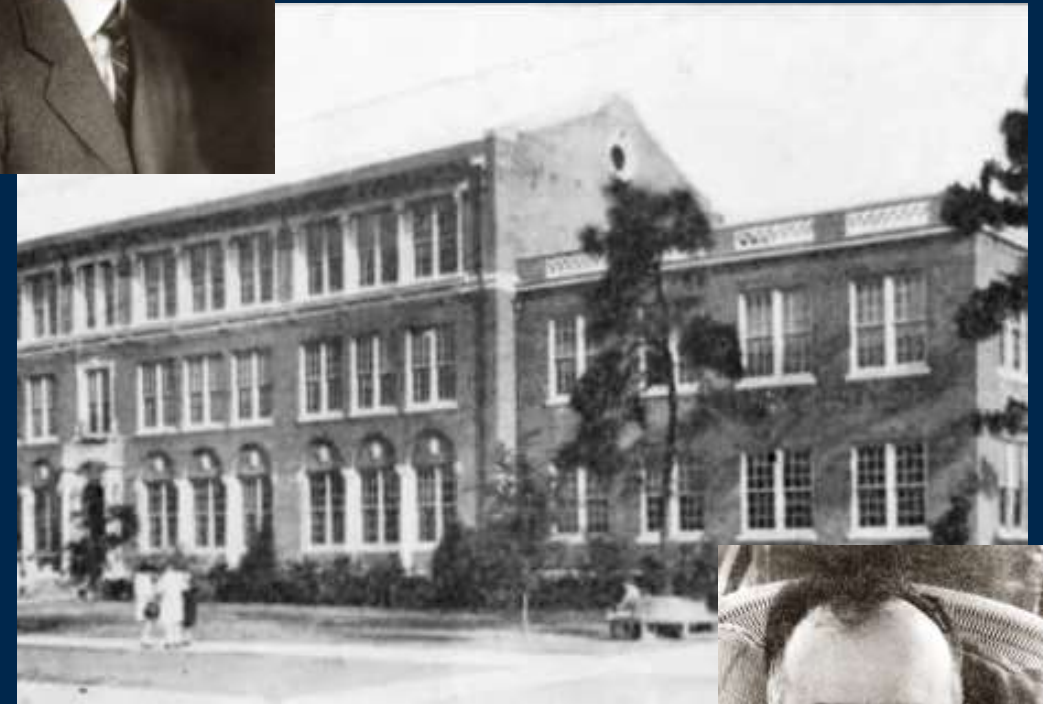
John Gorrie Junior High School / John Corrie a condominium

– 2525 College Street

- ❖ Named for the inventor of mechanical cooling, the John Gorrie Junior High School was built in 1923 by architects Greeley & Benjamin.
- ❖ Listed in both the local and National Register of Historic Places, it was unoccupied beginning in the 1970s and officially closed in 1997. The Mediterranean style structure was neglected until 2009 when then Jacksonville Jaguars co-owner Delores Barr Weaver bought the building and began a two-year restoration, renovation and adaptive reuse project turning former classrooms into spacious residential condominiums.
- ❖ In 2012, the project won an award for Outstanding Multi-Family Renovation from Riverside Avondale Preservation, recognizing the work of Delores Barr Weaver, Gordon's Castle, the contractor, and Rob Overly, the architect.



Mellen C. Greeley,
architect



Roy A. Benjamin,
architect



**Seminole Building /
Sweet Pete's**
– 400 N. Hogan Street

Seminole Building / Sweet Pete's

– 400 N. Hogan Street

- ❖ Built in 1903 by Rutledge Holmes and Arthur Gilkes, the building operated for decades as the Seminole Club, a private downtown men's club. It was renovated in 1975, when elevators were added.
- ❖ It closed in 1989, and again in 2004, then was designated a historic structure in 2006. After the 2007 economic recession, the building remained unused until it was purchased in 2014 by reality television host Marcus Lemonis, for \$550,000.
- ❖ The 22,000-square-foot building was renovated, including conversion of an old basketball court into a candy production area. The structure currently houses the Sweet Pete's candy company and a restaurant.
- ❖ The building was purchased in 2020 for \$1.7 million by JWB Real Estate Companies LLC.



Photo courtesy of Florida Memory:
State Library and Archives of Florida



Arthur Gilkes,
architect

A photograph of the Barnett Bank Building, a historic stone structure with arched windows and a 'CHASE' sign. The building features a light-colored stone facade with large, arched windows on the ground floor and smaller, rectangular windows on the upper floors. The 'CHASE' sign is prominently displayed in the center of the facade. The building is located at 112 W. Adams Street.

CHASE

**Barnett Bank
Building**
112 W. Adams Street

Barnett Bank Building

– 112 W. Adams Street

- ❖ The building was designed by a New York architectural firm in the middle of a Jacksonville building boom. Finished in 1926, it became Jacksonville's tallest building at 18 stories.
- ❖ In 2013, Southeast Development Group acquired the building – along with the Laura Street Trio – and began rehabilitation in 2017.
- ❖ Finished in two years, the \$53 million project houses a commercial bank, a local newspaper, the downtown campus of the University of North Florida, and residential apartments.



Photo courtesy of Florida Memory: State Library and Archives of Florida / Information courtesy of Mike Field, TheJaxsonMag.com



Brewster Hospital
– 843 W. Monroe
Street

Brewster Hospital / North Florida Land Trust

– 843 W. Monroe Street

- ❖ The Brewster Hospital building was originally constructed as a private residence for Hans Christian Peters, a Jacksonville meat cutter/dealer in 1885. The hospital's name came from Mrs. George A. Brewster, an early contributor to the first hospital for African Americans in Jacksonville in 1901.
- ❖ The building was added to the National Register of Historic Places in 1976, having been vacant since 1966.
- ❖ In 2005, the City of Jacksonville moved the building from 915 W. Monroe Street to its current site and spent \$1.2 million in rehabilitation for a new use. In 2020, the North Florida Land Trust became its primary tenant.



Photo courtesy City of Jacksonville

Works in Progress

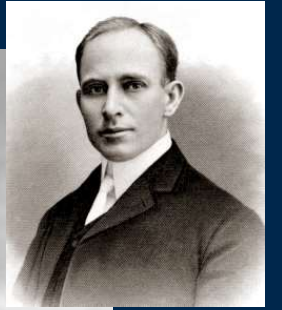
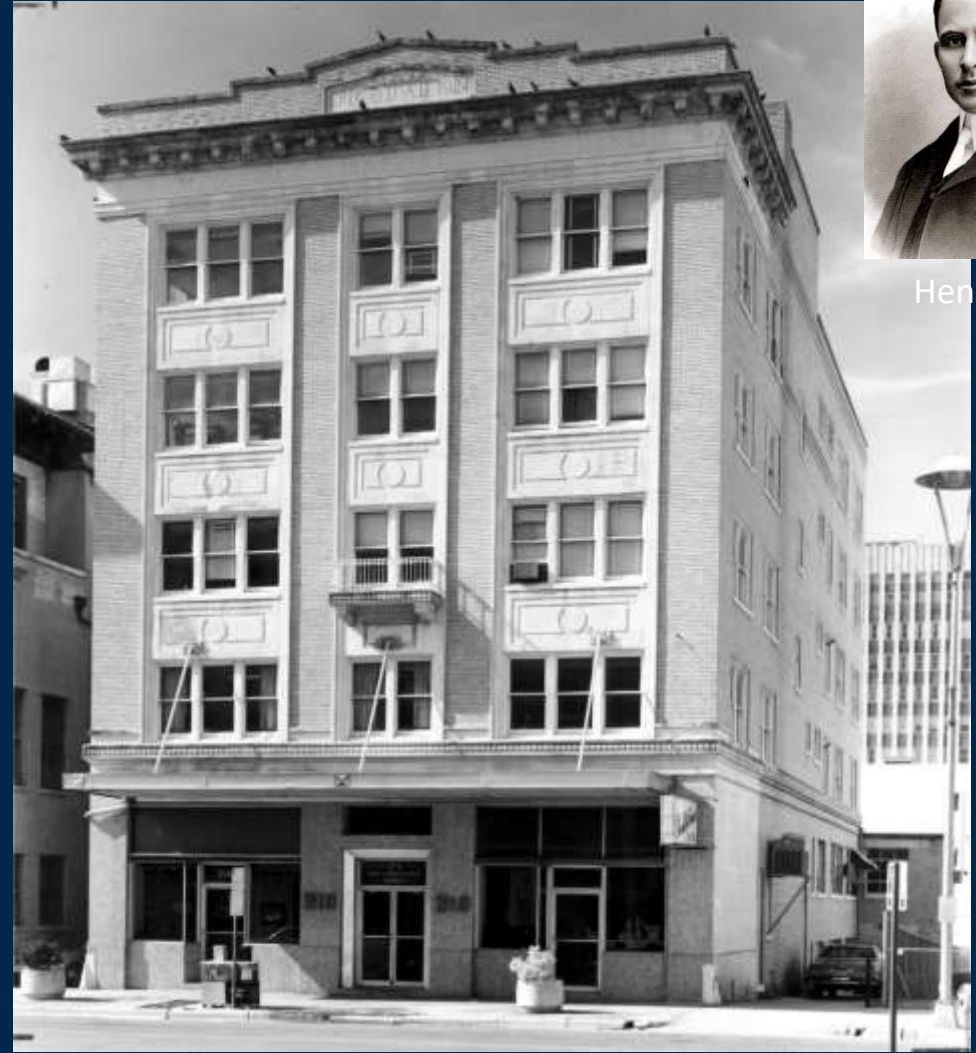
Historic and Architecturally
Significant Buildings
Undergoing Restoration,
Repurposing or Renovation

**Florida Baptist
Convention Building**
218 W. Church Street



Florida Baptist Convention Building – 218 W. Church Street

- ❖ Built in 1924-25, this was the last downtown office building designed by architect Henry J. Klutho and is now a historic landmark. It was the first building of its kind in the nation for a state Baptist organization. A fifth floor was added a year after its completion.
- ❖ Empty for almost 30 years, this reinforced concrete structure was in desperate need of restoration. It was purchased in 2020 by JWB Real Estate, which is planning to convert it to mixed-use with restaurant space, retail suites and 24 studio and one-bedroom apartments.



Henry J. Klutho,
architect

Photo from the Wayne W. Wood Collection



HYGEMA
House Movers
904-764-9509

HYGEMA
House Movers
904-764-9509

**Fire Station
Museum**
620 E. Bay Street

Fire Station Museum

– 620 E. Bay Street

- ❖ On April 20, 1886, the Jacksonville City Council passed an ordinance creating a professional fire department. The department initially consisted of three fire stations and 17 men. Station 3, or the Catherine Street Fire Station, was located at 500 E. Bay Street and manned entirely by African Americans.
- ❖ After Fire Station No. 3 was disbanded in 1933, the building was used first to host the Jacksonville Fire Department shop facilities, and then as a storage facility. The Catherine Street Fire Station was added to the U.S. National Register of Historic Places on June 13, 1972, and converted into the Jacksonville Fire Museum in 1982.
- ❖ The building was moved to Metropolitan Park in 1994, then to Bay Street in 2022.



Photos by Wayne W. Wood

Laura Street Trio
Forsyth & Laura
Streets



Laura Street Trio

– Forsyth & Laura Streets

- ❖ The Laura Street Trio consists of two skyscrapers – the Florida Life Building and the Bisbee Building – and the Old Florida National Bank (or Marble Bank) building.
- ❖ The Marble Bank building was designed by architect Edwin H. Glidden in the Classical Revival style and built in 1902.
- ❖ The Bisbee Building was constructed 1908-1909, designed by Henry J. Klutho in the Prairie style.
- ❖ The 11-story Florida Life Building was also designed by Klutho, 1911-1912, and is the only one of the three that faces Laura Street.
- ❖ After standing vacant for years, the Trio was bought by the City of Jacksonville in 2002, then in 2011 the Atkins Group began renovations to the Trio to include a Courtyard Marriott Hotel.



Edwin H Glidden,
architect

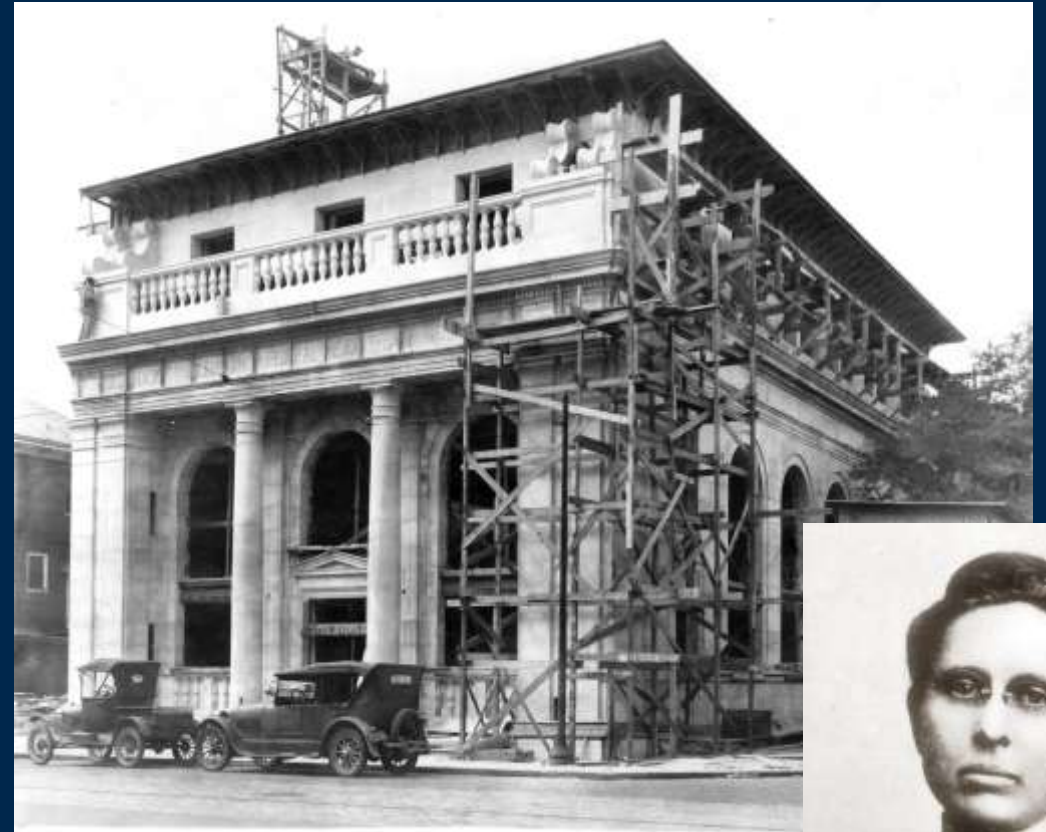


**Federal Reserve
Building**
– 424 N. Hogan Street

Federal Reserve Building

– 424 N. Hogan Street

- ❖ Built in 1923 by Jacksonville's first female architect, Henrietta Dozier, the Federal Reserve Building is a National Historic Landmark Building.
- ❖ Dozier designed it in the Renaissance Revival style for the Federal Reserve Bank in Jacksonville.
- ❖ Abandoned for more than 40 years, in 2020 JWB Real Estate Capital bought the three-story, 18,430-square-foot building and plan a mixed-use development, including restaurant, business and event space.



Henrietta Dozier,
architect



**Independent Life
Building**
– 233 W. Duval Street

Independent Life Building

– 233 W. Duval Street

- ❖ KBJ Architects designed the Independent Life and Accident Insurance Co. building, which was completed in 1955.
- ❖ Independent Life relocated its offices in 1975 to what is now Wells Fargo Center.
- ❖ The Jacksonville Electric Authority acquired the Duval Street building in 1976. JEA moved from the building in the 1990s.
- ❖ St. Augustine-based Augustine Development Group bought the 19-story, 180,000 square foot building in 2019 with plans for mixed-use development.



Ambassador Hotel
- 420 N. Julia Street



1916-17
Woodbridge

Ambassador Hotel

– 420 N. Julia Street

- ❖ The Ambassador Hotel was completed in 1923 for \$300,000 and in 1924 was described as “Jacksonville’s first big downtown apartment building.”
- ❖ It was renamed the Ambassador Hotel in 1955 and received National Historic designation in 1983.
- ❖ Due to the historic classification of the building the facade of the existing structure is not being changed as it undergoes renovation for a LaQuinta Inn & Suites by AXIS Hotels LLC.



Thank you for your interest in endangered historic properties!

The Historic Sites Committee

William Bishop, Committee Chair

Ed Booth

Brian Bush

David Chauncey, Esq.

Amy Palmer

Scott O'Connor

Wayne Wood, D.O.



The 2022 Speaker Series is generously underwritten by
Retina Associates, P.A., Fred H. Lambrou, M.D. & Mansoor Mughal, M.D.

For more information, contact the Jacksonville Historical Society at
(904) 665-0064 or communications@jaxhistory.org.

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Proposed initiatives for inclusion in the 2023 City Council Strategic Plan (Ord. 2019-557-E)

Council Member Reggie Gaffney Jr.

District 7

Project Name: Public Works (Traffic Engineering)

Please provide a description of each proposed initiative. Initiatives should be forward-looking and include a measurable component(s). This form is to be submitted via email to Council Auditor Kim Taylor (KTaylor@coj.net) and Attorney Mary Staffopoulos (MStaff@coj.net) no later than 12 noon on Friday, January 20th for review by the Auditor’s Office and Office of General Counsel for determination of an appropriate public purpose. A process for evaluation and ranking of the initiatives in each time category will be announced at a future date.

One Year Initiatives	Measurable Goals component(s)	Funding Amount
Allot monies for speed humps to promote speed safety in four (4) high traffic, safety hazard areas: Victoria Preserve, Sandy Pointe, Turtle Creek II, and Rolling Rivers.	1. To promote speed safety in four (4) high traffic, safety hazard areas	\$150,000.00

Three Year Initiatives	Measurable component(s)	Funding Amount

Five Year Initiatives	Measurable component(s)	Funding Amount

Proposed initiatives for inclusion in the 2023 City Council Strategic Plan (Ord. 2019-557-E)

Council Member Reggie Gaffney Jr.

District 7

Project Name: Beaver Street Enterprise

Please provide a description of each proposed initiative. Initiatives should be forward-looking and include a measurable component(s). This form is to be submitted via email to Council Auditor Kim Taylor (KTaylor@coj.net) and Attorney Mary Staffopoulos (MStaff@coj.net) no later than 12 noon on Friday, January 20th for review by the Auditor’s Office and Office of General Counsel for determination of an appropriate public purpose. A process for evaluation and ranking of the initiatives in each time category will be announced at a future date.

One Year Initiatives	Measurable Goals component(s)	Funding Amount
<p>Since 2003, Beaver Street Enterprise Center, Inc., works to stimulate economic growth through entrepreneurial development, serving primarily entrepreneurs of color and low-to-moderate-income individuals. To achieve this mission, the Enterprise Center recruits, trains and nurtures entrepreneurial talent to fuel growth, create wealth and encourage reinvestment in traditionally underserved communities.</p> <p>Since opening, the Beaver Street Enterprise Center has:</p> <ul style="list-style-type: none"> - Helped launch more than 200 new businesses. - Created more than 2000 new jobs. - Generated more than \$300 million in economic impact. - Was voted Business Incubator of the Year by the National Business Incubator Association in 2010 - Produced companies that are included on Inc. Magazine’s list of the 500 fastest growing businesses in America. - Consistently provides business training programs and coaching for small businesses. <p>The purpose of these dollars is to empower Beaver Street Enterprise Center to be the lead agency who will facilitate the allocation of small business funding opportunities ranging from \$<u>1,000.00</u> to \$<u>10,000.00</u> via contracting with eligible local small not for profit and for-profit Jacksonville small minority businesses.</p>	<ol style="list-style-type: none"> 1. Increase the access to funding for diversity and minority owned businesses and non-profits to create more local job opportunities. 2. Provide continual support and training to promote self-reliant independent small businesses to foster community development, preservation, and economic growth. 3. Increase economic activity by encouraging entrepreneurship and innovation, helping to fuel a thriving small business ecosystem. Provides resources to help small minority businesses access new markets, increase their productivity, and create new products and services. 4. Increase services provided to the community by non-profit organizations. Strengthen communities by linking neighborhoods through economic and social relationships and contributing to local causes. 5. Small businesses help fuel Jacksonville’s prosperity and serve as a key means for families to move out of low-wage jobs and into the working middle class. This grant will enable small minority businesses and nonprofits to continue to make a positive impact in our community. 	<p>\$250,000</p>

Three Year Initiatives	Measurable component(s)	Funding Amount

Five Year Initiatives	Measurable component(s)	Funding Amount

Proposed initiatives for inclusion in the 2023 City Council Strategic Plan (Ord. 2019-557-E)

Council Member Joyce Morgan

Council District Council District 1

Please provide a description of each proposed initiative. Initiatives should be forward-looking and include a measurable component(s). This form is to be submitted via email to Council Auditor Kim Taylor (KTaylor@coj.net) and Attorney Mary Staffopoulos (MStaff@coj.net) no later than 12 noon on Friday, January 20th for review by the Auditor’s Office and Office of General Counsel for determination of an appropriate public purpose. A process for evaluation and ranking of the initiatives in each time category will be announced at a future date.

One Year Initiatives	Measurable component(s)	Funding Amount
<ol style="list-style-type: none"> 1. Develop comprehensive initiative on cleaning up Jacksonville – litter control. 		TBD

Three Year Initiatives	Measurable component(s)	Funding Amount
<ol style="list-style-type: none"> 1. Increase funding for Code Enforcement 2. Strengthen Public Works ability for mowing and landscaping throughout the City 3. Reduce the homeless population 		TBD

Five Year Initiatives	Measurable component(s)	Funding Amount
<ol style="list-style-type: none"> 1. Make recycling a viable and sustainable endeavor 		TBD

Proposed initiatives for inclusion in the 2023 City Council Strategic Plan (Ord. 2019-557-E)

Council Member Michael Boylan **District** 6

One Year Initiatives	Measurable component(s)	Funding Amount
<p>This proposal seeks to continue the RAP to assist landlords and renters who are impacted by economic hardship to pay for rent or utilities that are currently in arrears. Funds may also be used to support the infrastructure necessary to facilitate payments as well as housing counselors for renters to assist them in mitigating additional hardships.</p>	<p>Measurable outcomes can be calculated in the same manner the city measured outcomes during the 18-month period where federal funding was being utilized.</p>	<p>\$1,000,000</p>

Established by the federal government as a response to COVID-related job loss, the Emergency Rental Assistance program (ERAP) was able to assist Duval tenants who were unable to pay rent and utilities due to the COVID-19 pandemic. Renters were able to receive assistance for rent and utilities including up to a combined 12 months of past due rent and utilities through December 2022.

The program is credited with keeping a number of Duval County residents from experiencing homelessness and allowing families to keep the lights on during a time of extreme uncertainty. Over 18 months, the State-wide program is estimated to have assisted over 252,000 families in staying in their homes.

This proposal seeks to continue a Rental Assistance Program (RAP) to assist landlords and renters who are impacted by economic hardship to pay for rent or utilities that are currently in arrears. Funds may also be used to support the infrastructure necessary to facilitate payments as well as housing counselors for renters to assist them in mitigating additional hardships.

Measurable outcomes can be calculated in the same manner the city utilized during the 18-month period where federal funding was provided.

One Year Initiatives	Measurable component(s)	Funding Amount
<p>Funds will be used to provide legal services to low-income and at-risk residents, as well as the personnel and overhead costs associated with those activities.</p> <p>Services for Duval County residents include but are not limited to: administrative hearings related to public or subsidized housing, credit report issues related to eviction, pre-foreclosure loss mitigation, foreclosure representation, and landlord-tenant disputes.</p>	<p>Funding JALA will provide a number of measurable benefits including keeping City residents stably housed, in part so they can remain an ongoing component of the local workforce. It is also anticipated that reducing JALA's reliance on litigated attorney's fees may result in a reduction in certain types of litigation involving the City and Jacksonville residents.</p> <p>Further, in return for supportive general funding, JALA will no longer be eligible for apply for PSG in the future, freeing up dollars for additional needs.</p>	<p>\$1,000,000</p>

Since 2004, Article V of the Florida Constitution requires counties to fund many of the costs associated with the court system, including the county and circuit courts, public defenders' offices, state attorneys' offices, and offices of the clerk of the circuit and county court. The legislature has since seen it fit to include legal aid. Pursuant to Section 29.008(2), Florida Statutes, "Counties shall pay reasonable and necessary salaries, costs and expenses of the state courts system, including associated staff and expenses, to meet local requirements." Section 29.008(3) lists legal aid programs as a local requirement and City of Jacksonville internal memoranda confirm legal aid as a non-profit that provides "essential services" as defined by statute, ordinance, federal grant or other agreement.

Jacksonville Area Legal Aid (JALA) serves Duval County and sits at the intersection of housing issues, both foreclosure and evictions, and the civil justice system. In particular, JALA serves Duval County residents who are experiencing issues with the conditions within their rental space, tenants who are working through administrative hearings relating to public or subsidized housing, tenants who are being sued for eviction, and tenants experiencing post-eviction problems, including those relating to credit reports. JALA also represents Duval County residents throughout the foreclosure process, from pre-foreclosure loss mitigation, through foreclosure representation and post- foreclosure issues. In this way, JALA is inextricably intertwined with the goals of the City as reflected in the findings of the Special Committee on Critical Quality of Life issues, and is able to provide the needed services to help the City as a funded partner in these efforts.

Funding will be used to provide legal services to Duval County residents, including legal services relating to housing. JALA's Jacksonville office shall be physically open to the public for services at least forty (40) hours per week and staffed onsite with appropriate personnel to serve the need. Funds will be used to provide services to low-income and at-risk residents, as well as the personnel and overhead costs associated with those activities.

Funding JALA will provide a number of measurable benefits including keeping City residents stably housed, in part so they can remain an ongoing component of the local workforce. It is also anticipated that reducing JALA's reliance on litigated attorney's fees may result in a reduction in certain types of litigation involving the City and Jacksonville residents.

Further, in return for supportive general funding, JALA will no longer be eligible for apply for PSG in the future, freeing up dollars for additional needs

Proposed initiatives for inclusion in the 2023 City Council Strategic Plan (Ord. 2019-557-E)

Council Member Terrance Freeman District At-Large Group 1

Please provide a description of each proposed initiative. Initiatives should be forward-looking and include a measurable component(s). This form is to be submitted via email to Council Auditor Kim Taylor (KTaylor@coj.net) and Attorney Mary Staffopoulos (MStaff@coj.net) no later than 12 noon on Friday, January 20th for review by the Auditor’s Office and Office of General Counsel for determination of an appropriate public purpose. A process for evaluation and ranking of the initiatives in each time category will be announced at a future date.

One Year Initiatives	Measurable component(s)	Funding Amount
1. Homelessness	Special Committee on Critical Quality-of-Life Issues	\$1 Million
2. Affordable Housing	Same	\$1 Million
3. Mental Health/Access to Healthcare/Opioids	Same	\$1 Million
		<u>Total \$3 Million</u>

Three Year Initiatives	Measurable component(s)	Funding Amount
1. Homelessness	Special Committee on Critical Quality-of-Life Issues	\$500,000
2. Affordable Housing	Same	\$500,000
3. Mental Health/Access to Healthcare/Opioids	Same	\$500,000
		<u>Total \$1.5 Million</u>

Five Year Initiatives	Measurable component(s)	Funding Amount
1. Homelessness	Special Committee on Critical Quality-of-Life Issues	\$250,000
2. Affordable Housing	Same	\$250,000
3. Mental Health/Access to Healthcare/Opioids	Same	\$250,000
		<u>Total \$750,000</u>