



**Economic Development Workgroup
Neighborhood Safety and Stability Subcommittee
4/03/08**

This packet contains handouts that were distributed at the Economic Development Workgroup meeting of the Neighborhood Safety and Stability Subcommittee on April 3, 2008 and includes the following items:

- Draft recommendations
- Info packet, The Center for Working Families – Helping Families Achieve Economic Success

**Jacksonville Journey: Neighborhood Safety and Stability
Economic Development Working Group**

Thursday, April 3, 2 – 4 p.m.

Monday, April 7, 2 – 4 p.m.

Charge:

Develop recommendations for the City to support economic development activities that would lead to safer and stable neighborhoods; that would cut down on crime and murder.

Assumptions:

People with jobs commit less crime.

Active, busy streets discourage crime.

Clean, attractive streets discourage crime.

Financially vested residents and businesses will actively protect their investments.

Draft Recommendations

1. Support neighborhood centers that co-locate services for job, jobs placement and support services. A few models that might be worth investigating/supporting include:
 - a. Center for Working Families (Annie E. Casey model in Baltimore and Chicago)
 - b. Bidwell Training Centers (Pittsburg)
 - c. 1000 in a 1000 (local effort to help families out of poverty)
 - d. Ready 4 Work (local program for ex-offender job readiness and placement program)

2. Support and expand neighborhood-based, resident-led organizations to redevelop strategic, “hot spot” property that “builds” our way out of crime; and community organizing functions around resident and business involvement in increased safety and commercial corridor revitalization.

3. Support “sticks and carrots” efforts for commercial areas. Sticks include zoning and building code enforcement. Carrots could include strategically focused incentives/support such as:
 - Façade program
 - Tenant interior improvement loans and grants

- Tenant interior build out loans and grants
 - Commercial rent write downs (e.g. every 3 months the pool pays for 1 mo commercial rent)
 - Business development/improvement expert assistance on assessing and implementing design, promotion, marketing, inventory, and advanced CPTED issues
 - Small business site identification and incentive packaging assistance
 - Commercial district marketing and promotion support
 - Commercial district market studies and planning support
 - Acquisition funds for the removal of slum and blight hot spots or strategic/catalytic/gateway developments
4. Support enhanced trash and cleanliness efforts through expanded city sanitation pick up schedules, JSO inmate crews and Clean it up/Green it up efforts. CleanSlate is a Chicago based nonprofit that could be a model for a dual purpose program that provides interim jobs for ex-offenders and neighborhood cleaning services to targeted neighborhoods.
5. Develop funding streams using CRA, TIFs, and BIDs to fund strategic neighborhood-based residential and commercial development.

1000 in 1000 Summary

History

Jessie Ball duPont Fund brought teams from five communities together for a conference on asset-building as a method of poverty elimination. At the conference, they asked each team to develop a model for their community.

Team Jacksonville developed 1000 in 1000 – move 1000 people out of poverty in 1000 days. Team created a steering/working committee structure to build the model.

Guiding Principles

- a. **Family-Focused:** Address needs of the family as a whole (family-systems model) versus solving individual needs.
- b. **Client-directed:** Personal development of plan (*Roots of motivation:* based on choice, collaboration, content) rather than blind conformity to others wishes.
- c. **Location-based:** Project based in community with existing opportunities for parent-to-parent interaction and support (subsidized day care centers, schools, churches, neighborhood, JHA, military, Community Connections).

Citizen engagement: Engage participants in existing social network(s) or create network(s); participants to provide *sweat equity* to assure personal investment.

Collaborative: Utilization of existing resources/partnerships; program to be led by existing team partner.

Economic Way of Thinking: Program model to reinforce the following principles: People can not have everything they want, people must make choices, every choice involves a cost, and people's choices have consequences

Required Family Assets

- **Financial**
 - Income, savings, retirement, homeownership, insurance, other assets
- **Human**
 - Education, skills, abilities, certificates, licenses, credentials
- **Social**
 - Family, friends, religious groups civic groups, neighborhoods, schools
 -
- **Definitions:**
 - Poverty – federally defined poverty line for total household income
 - Success – self-sufficient; prepared to create own wealth
 - Family – a minimum of one guardian and one child under 18.

Results

- Individual Family Results
- Program Results
- Cost/Benefit Analysis

Theory of Change

Based on research. Our model uses many elements from Harlem Children's Zone and the Annie E. Casey Center for Working Families.

1. Wrap services around the families.
2. Focused effort on barrier elimination.
3. Self-directed Personal Work Plan developed jointly with Investor and Resource Advisor
4. Dual track model – individual family work on Personal Work Plan, families join together for educational opportunities, e.g. financial literacy

Timeline

Planning work almost complete.

Pilot grant being submitted for May approval (pilot of 50 families)

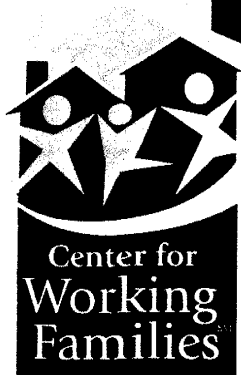
Pilot work (and research) to start this summer and run for 12 months.

Implementation grants to follow (next summer is tentative timeline)

Missie Ball DuPont fund engaging foundations around model and pending research

The Center For Working Families®

Helping Families Achieve Economic Success



The Center for Working Families® (CWF) is a new approach to help low-income families reach financial stability and move up the economic ladder. Pioneered by the Casey Foundation and now supported by other major funders, the CWF offers an innovative framework for how families can increase their earnings and income (“Earn It”), reduce their financial transaction costs (“Keep It”), and build wealth for themselves and their communities (“Grow It”).

The hallmark of the CWF approach is bringing together—or “bundling”—access to a full range of essential economic supports in a convenient location to help families build self-sufficiency, stabilize their finances, and move ahead. CWFs make it easier for families to tap into all of the services and supports for which they qualify, filling in the gaps and helping them weather unexpected setbacks. The CWF approach, integrated within trusted community organizations and institutions, is designed to be a family-friendly venue that provides bundled employment and career advancement services, income enhancements and work supports, and financial and wealth-building services. Each CWF may evolve somewhat differently, but they all provide these *three core services*.

The CWF concept has been prototyped in communities across the United States, with more than two dozen organizations participating in seven metropolitan areas. Participating CWFs reach over 25,000 low-income families through services such as employment and training and free tax preparation. Nearly 3,000 people have enrolled in CWF—meaning they are connecting to multiple services. Of these, approximately 1,400 became employed, with many then connected to work supports. Over time, a growing number are beginning to save for their families’ futures. The CWF approach is aligned with the Foundation’s work to help build *family economic success (FES)* – a point at which a family should be able to meet its basic needs, have predictable income, and begin building wealth.

Meeting a Pressing Need

The Center for Working Families® assumes that many low-income families have dreams of financial well-being, but do not have access to the supports and services to help them achieve their aspirations. They may be stuck in jobs that do not pay enough or provide benefits, struggling with debt, paying too much for financial transactions and vulnerable to predatory loan practices. They may be eligible for work supports but lack the time to fill out applications and make appointments at multiple public agencies.

In most low-income communities there is, however, an existing service provider or institution that is well-known, trusted and a source of community connections. This organization—often, but not always, a workforce development program—can become a platform for the development of a Center for Working Families. Organizations become CWFs by adding elements to existing high quality services and by combining them in ways that assist low-income families move toward economic success.

The CWF approach generates value in the following ways:

For families, CWFs help build stronger employment connections as well as income and wealth. As families develop enhanced financial knowledge and skills, they can increase their access to the public benefits and tax refunds for which they are eligible. In addition, they can improve their credit rating, reduce financial services costs and begin saving for the future.

For government and society, CWFs offer a strategy for the public, non-profit, and private sectors to improve the lives of low-income families and communities. Through streamlined access to benefits and greater financial knowledge, families build financial stability and connect to the economic mainstream. Families can purchase homes in their neighborhood, increase their consumer spending, and bring tax dollars into the community.

For investors and financial institutions, CWFs offer an opportunity to join a network interested in building financial health in the community as well as the prospect of developing a broader and more diverse customer base.

For employers, CWFs offer an expanded pipeline of qualified workers to fuel their business and give employers a direct and positive connection to local communities where employees reside.

Becoming a CWF

Organizations that become CWFs usually exhibit a number of traits and capabilities:

- Entrepreneurial and nimble
- Data-driven and results-oriented
- Long-term and trusting relationships with families they serve
- Have most of the core services already in place or available through partnerships –so that CWF is about combining services in a more effective way
- Build strategic partnerships to “fill out” services
- Committed to helping families achieve economic success
- Committed to broader policy and systems change

It takes a “stretch” for a typical local program to become a CWF. While some community-based organizations or institutions such as community colleges may be able to take on the effort on their own or through partnerships, the Casey Foundation has found significant added value in working with intermediary organizations that provide program guidance, infrastructure, training and technical assistance to networks of providers in their cities.

Opportunities to Connect to CWF

The next phase of the Center for Working Families® Initiative will include documenting successes and lessons learned in the field, fine-tuning the work and growing the number of organizations using the CWF framework. Expansion strategies will include creating a learning community and establishing a credentialing process for organizations seeking the CWF designation.

For More Information Contact: Susan Gewirtz, Program Manager
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The Annie E. Casey Foundation is a private charitable organization dedicated to helping build better futures for disadvantaged children in the United States. It was established in 1948 by Jim Casey, one of the founders of UPS, and his siblings, who named the Foundation in honor of their mother. The primary mission of the Foundation is to foster public policies, human-service reforms, and community supports that more effectively meet the needs of today's vulnerable children and families. In pursuit of this goal, the Foundation makes grants that help states, cities, and neighborhoods fashion more innovative, cost-effective responses to these needs. For more information, visit the Foundation's website at www.aecf.org.

ABOUT :: WHY :: WHERE :: CONTACT



The Background On Cleanslate

Cleanslate is a nonprofit corporation that grew out of the mission and success of The Cara Program.

The Cara Program assists at-risk individuals to achieve real, lasting success through training, job placement and critical support services.

In spite of its long and proven record of success, The Cara Program faces the challenge of finding permanent employment for its "difficult to place" students. Indeed, 32% of participants in The Cara Program have a criminal record.

Cleanslate addresses this challenge by providing a bridge to permanent employment. The students, or interns, work in the context of "on-the-job-training." They learn critical work and life-skills as they perform their tasks. Formalized classroom training is conducted daily to analyze and learn from situations that occur throughout the day.

Cleanslate provides marketable experience to interns and prepares them for permanent employment.

Contact Us

**Partner Agencies:
The Cara Program Website**

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ABOUT :: WHY :: WHERE :: CONTACT



What Is Cleanslate?

Cleanslate Chicago (Cleanslate) is a neighborhood beautification business cleaning sidewalks, parkways, public gardens and vacant lots.

In addition, Cleanslate also educates community residents and businesses about the importance of recycling, and facilitates recycling efforts.

Cleanslate sets itself apart through its:

- + quality of execution,
- + fast and friendly professional service, and
- + focus on communities' needs.

However, Cleanslate is more than just a high-quality neighborhood improvement project. It provides a real opportunity for individuals to learn and apply new skills, earn money, improve their long-term job prospects, and make a real difference in the community.

>> What Does Cleanslate Do?

- + Sweeps and collects litter along the designated route. This includes sidewalks, 18 inches into the street and vacant lots as assigned.
- + Collects all recyclable materials and places them in the Blue Bags. Recyclable materials include glass and plastic bottles, paper and cans.
- + Actively encourages residents and businesses to recycle their trash.
- + Promotes recycling in the community through events and special Cleanslate initiatives.
- + Empties garbage cans and places new liners into the cans.
- + Places all filled bags at the designated pickup point by the designated time. This includes recyclable and garbage bags.
- + Clean, weeds and maintains public gardens.

Contact Us

**Partner Agencies:
The Cara Program Website**

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1. Based on what the Mayor's charge to us, are there items that you believe can be implemented immediately? Yes. If so, what are they? Better code enforcement including zoning code enforcement on the commercial corridors of blighted and high crime neighborhoods. Adequate funding and immediate implementation of the Sheriff's crime free multi housing program. Explore opportunities to work with apartment owners certified in the Crime Free Multi housing program for curb appeal and leasing opportunities.
2. What do you think are the two greatest issues facing our neighborhoods today?
 1. Blight and a de-evolving of permitted uses in the commercial corridors of older communities, abandonment of resident leaders within these neighborhoods, lack of mass transit to get people to the workplaces throughout the city.
 2. Programs for children for after school and summer time that include leadership training, conflict resolution and the arts and sports. What creates these issues? There are many I am just going for the low hanging fruit here, from my own experience.
 1. From the community side, homeowners taking their equity and moving elsewhere. From the business sector, trying to make old strip malls and small buildings profitable when they are no longer useful in their current configuration or zoning category, sitting on their equity and getting rent at all costs to the surrounding businesses and community. From the city side, lackluster of zoning code enforcement, no attention given in planning the needed changes to older commercial corridors and a commitment to making the public improvements that can facilitate change including zoning categories.
 2. Parks should have programs that meet the needs of children and families. The lack of these kinds of programs sets up negative opportunities for young people. Parks without programs is trouble looking for a place to happen. When that happens the park that is supposed to be an amenity and asset to the community, can become a cancerous tumor that destroys the community from within.
3. In your mind, what is the role of the community, the City and other civic, non-profit and faith-based organizations? The City should provide the foundation through enforcement of our local laws and funding of facilities (parks and public buildings) and form partnerships to run programs with civic, non-profit and faith-based organizations whenever possible. Who is already accomplishing these things? Athletic associations, Cultural Council, some schools, to name a few.
4. What additional items do you wish the committee to consider that are within our mandate? I have a lot of ideas and thoughts on this and am looking forward to brainstorming with the group when we meet.