



AN FMCRC Program

Northwest Jacksonville Community Asset Analysis

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**Completed by The Institute on Assets and Social Policy,
The Heller School for Social Policy and Management,
Brandeis University,
for the FMCRC War on Poverty Initiative**

**Study Made Possible with Grants From:
Bank of America, Citi, Wells Fargo**

**Florida Minority Community Reinvestment Coalition
www.fmcrc.org**

Dear Community Partner,

Thank you for your interest and support of the FMCRC War on Poverty Florida Assets Building Initiative. We are committed to the revitalization of the minority communities across the State of Florida. Our goal is to build wealth in the community through cross-generational asset building and economic development.

As you read in the following pages of our Jacksonville Community Asset Analysis Report, there are several recommended strategies that serve as Turning Points for strengthening community assets.

- As an organization, joining together to help reduce the effects of poverty and serve as a resource for asset building.
- As an individual, you can help provide resources to organizations fighting poverty by volunteering your time, donating resources and pledging your support.
- As a strategic partner, broadening the asset base, creating access and bridges out of poverty

We at HOETE have a shared vision and mission, mutual responsibility and commitment to build upon the strengths of the community and the development of sustainable assets for the Northwest Jacksonville community. Together we can improve the opportunity for target investments to reinvest in the social and economic structures of the community, connecting the assets of the community to your assets, to strengthen the asset base of the community.

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HOETE Community Asset Building Initiative
www.hoete.org

What does it take to move families and communities out of poverty? Answers to this enduring question have driven a myriad of interventions at the national, state, local, and community levels for decades. Solutions have ranged from a focus on broad social problems, such as too few jobs and a need for widespread economic development, to a focus on individual deficits such as poor education or a lack of commitment to work.

Within the last ten years a paradigm shift has suggested a new answer. This answer suggests that financial assets are a critical leverage for social and economic mobility for the poor. A part of the solution is helping the poor and near-poor build assets that move them toward self-reliance, autonomy, stability and well-being.

This research study is the first step in the FMCRC War on Poverty's effort to link the knowledge and resources within the broad Jacksonville community. The study is designed to identify new directions for building on the asset strengths of Northwest Jacksonville to create an environment of opportunity for those who are doing well, to encourage them to stay and participate in civic and economic activity, and to bring the broader community of individuals, families, and businesses into the economic and social mainstream through an expansion of asset building opportunities.

OVERVIEW

HO ETE WAR ON POVERTY INITIATIVE: ASSETS ('J QRG

In 2006 the *Florida Minority Community Reinvestment Coalition* (FMCRC) launched the *War on Poverty Initiative*. The *War on Poverty Initiative* is committed to the revitalization of minority communities in Florida.

Utilizing a collaborative approach, HO ETE is dedicated to reducing poverty and racial inequality, increasing opportunities for asset accumulation for minority families, and ensuring that their voices are heard in major policy debates. The efforts will help close the wealth gap and develop high capacity minority organizations in Florida communities.

HO ETE has partnered with the *Institute on Assets and Social Policy (IASP) at Brandeis University* in the effort to fight poverty by utilizing an asset building model. Through the partnership with Brandeis University and other community agencies, an asset-based approach to poverty alleviation, self-sufficiency, and wealth-building is being applied through the following strategic priorities:

1. Homeownership and Small Business Development
2. Organizational Leadership and Capacity Building
3. Social Policy
4. Financial Literacy and Asset Accumulation
5. Community Development

THE ASSET DEVELOPMENT MODEL

*Income is what people use to survive, to pay their bills and to take care of daily needs;
assets are what people use to get ahead.*

Many community development strategies focus primarily on increasing incomes, believing that income determines well-being and opportunity. The perspective that informs asset development work is that income alone is not sufficient. Assets are the financial and human capacities that enable individuals to enter into and stay in the economic mainstream. An asset building model includes increasing income to move people into stability but doesn't stop there. Asset building is a comprehensive strategy for individuals and families to secure the financial wealth they need to move ahead along a number of paths towards opportunity and well-being. Developing and securing assets is not just about individual advancement, it is also about strengthening and stabilizing the broader community through economic prosperity and social mobility.

The asset model links public policies and programs to focus social investments on expanding opportunities that enable people to:

- Earn and preserve income that keeps them out of poverty and allows for savings and investments
- Acquire the skills to get progressively better jobs and maintain their health in order to work successfully and to participate in family and community life
- Accumulate financial resources to buy a home, continue education, start a business or new career, manage change in their lives, and live securely in retirement.

Historically, government policy has helped create pathways of opportunity that people could take advantage of to build secure middle class lives, to create stable communities, and to expand the national economy. It has accomplished this by investing directly and through the tax benefits in education and training, homeownership, retirement saving, new business development, and insuring savings. In the aftermath of World War II, the GI bill helped many individuals and families develop the assets necessary to move into the middle class through education and housing. The problem is that many of these opportunities have not been available everyone. The challenge is to build these opportunities for the groups, communities, individuals who have been excluded in the past. Assets are transformational. They are passed on from one generation to the next, and they create long-term opportunity. The challenge of our new millennium is to focus on broadening wealth, reducing inequality and expanding the middle class. All Americans—as workers, as family members, and as citizens—should be able to envision a secure future and have the opportunity to build the resources necessary to achieve it. What is best affordable housing project? A GOOD PAYING JOB!

NORTHWEST JACKSONVILLE COMMUNITY ASSET ANALYSIS

Through the partnership with HOETE "Y ct"qp"Rqxtv{, the Institute on Assets and Social Policy at Brandeis University conducted a community asset analysis of Northwest Jacksonville (NWJ). NWJ, along with other communities in Jacksonville have both been studied extensively to look at opportunities for economic growth and development. The purpose of the Northwest Jacksonville FMCRC War on Poverty Community Asset Analysis is not to duplicate present efforts but rather to capture data in a new way, to integrate new approaches from an asset building perspective in order to enhance, extend or inform existing work.

This report should be viewed as an evolving analysis, designed to adapt to stakeholder feedback and community capacity, resources and desires. The research was designed to provide a foundation for creating an asset development model for the Jacksonville War on Poverty Initiative using their five strategic priorities as a framework. While IASP recognizes that there are other critical community development areas (e.g. education reform, health, public safety), these issues are outside this study's objectives. The following critical issues shaped the asset mapping inquiry and analysis of Northwest Jacksonville (NWJ):

- *In fostering a robust middle class, how can we lift low-income residents to higher income brackets, retain the existing middle-class through quality of life improvements and attract new residents to the area?*
- *What transformational assets could ideally be increased to alter the long-term social trajectory for residents?*
- *What are the asset building blocks and turning points recommendations that could realistically bridge the gap between current reality and future potential?*

The primary study area was chosen by the HOETE War on Poverty Board as a result of their assessment of the urgent need and future potential of Northwest Jacksonville (zip codes: 32206, 32208, 32209) and buffer zone within the I-295 corridor (zip codes: 32202, 32204, 32211, 32218, 32219, 32254). In conducting this analysis, IASP researched community assets, collected data from the US Census, Brookings Institute and Home Mortgage Disclosure Act, reviewed existing studies, conducted key informant interviews and held focus groups.

FINDINGS OVERVIEW

Northwest Jacksonville (NWJ) is both an area of great need and great promise and potential. Its north side borders an expanding regional airport; to its east is a growing and active seaport; its south side touches the edge of Jacksonville's dynamic business district. NWJ is rich with many faith and community-based organizations, neighborhood associations, a community college, small businesses, and other significant community-based resources. Despite these fertile resources, NWJ has a poverty rate of 29% and has been unable to grow opportunities adequately for its residents or business sector, connect to the growing prosperity of the larger region, or develop clear and sustainable pathways out of poverty and decline.

Historically, this predominantly African-American area was rich with manufacturing and other industry. As in many cities, desegregation led the middle class to move to the outskirts of the city, taking their skills, resources, and community ties with them. Deindustrialization led to job loss for many in this area and new jobs were located further away, not easily reached through public transportation or available without targeted job training. Currently emerging jobs at the nearby airport and seaport require skills lacking among local residents.

Today's NWJ population of 89,800 in an area of approximately 29 square miles presents a starkly different profile from that of Jacksonville overall. For example: 29% live below the poverty level compared to 12% overall; 36% have less than a high school education, compared to 17.5% overall; 45% earn less than \$20,000 compared to 20% overall; 31% are female headed households compared to 16% overall; 37% of the working age population is disabled compared with 22% overall; 10.8% are unemployed compared to 4.6% overall; and 41% spend more than 30% of their household income for housing compared to 34% overall. The area is characterized by a significant number of vacant buildings, few economic opportunities, and limited public transportation to other areas of Jacksonville (despite the fact that 25% of residents in NWJ do not own a vehicle).

NWJ is primed for an intensive and comprehensive focus on building the capacities of its community to meet needs and build on strengths to move its residents towards stability and prosperity. This is a resilient, hopeful community with a strong survival instinct that is experiencing a noticeable shift towards new community partnerships determined to revitalize this part of the city.

Imagine if the potential for NWJ became a reality and this area looked like the rest of Jacksonville. In addition to increased earning levels and disposable income flowing into the community, residents would have the opportunity to acquire assets, build wealth and household stability. Fewer government resources would be needed for crime abatement, social services and short-term poverty supports such as food stamps and rent subsidies. A renaissance in the Northwest area would reach far beyond the study area to have a profound impact on the entire city of Jacksonville. The potential is real. The city and area are at a turning point to realize this potential by building on the strengths that exist, and creating new asset building opportunities that will serve as gateways to economic and social well-being for all of Jacksonville.

ASSET BUILDING BLOCKS

Using FMCRC's five strategic priorities as the research framework, eight critical *Asset Building Blocks* have been identified that best reflect the community's strengths and growth potential. Within each building block, *Asset Building Turning Points* have been recommended which lay out immediate, intermediate and long-term strategies for potential action.



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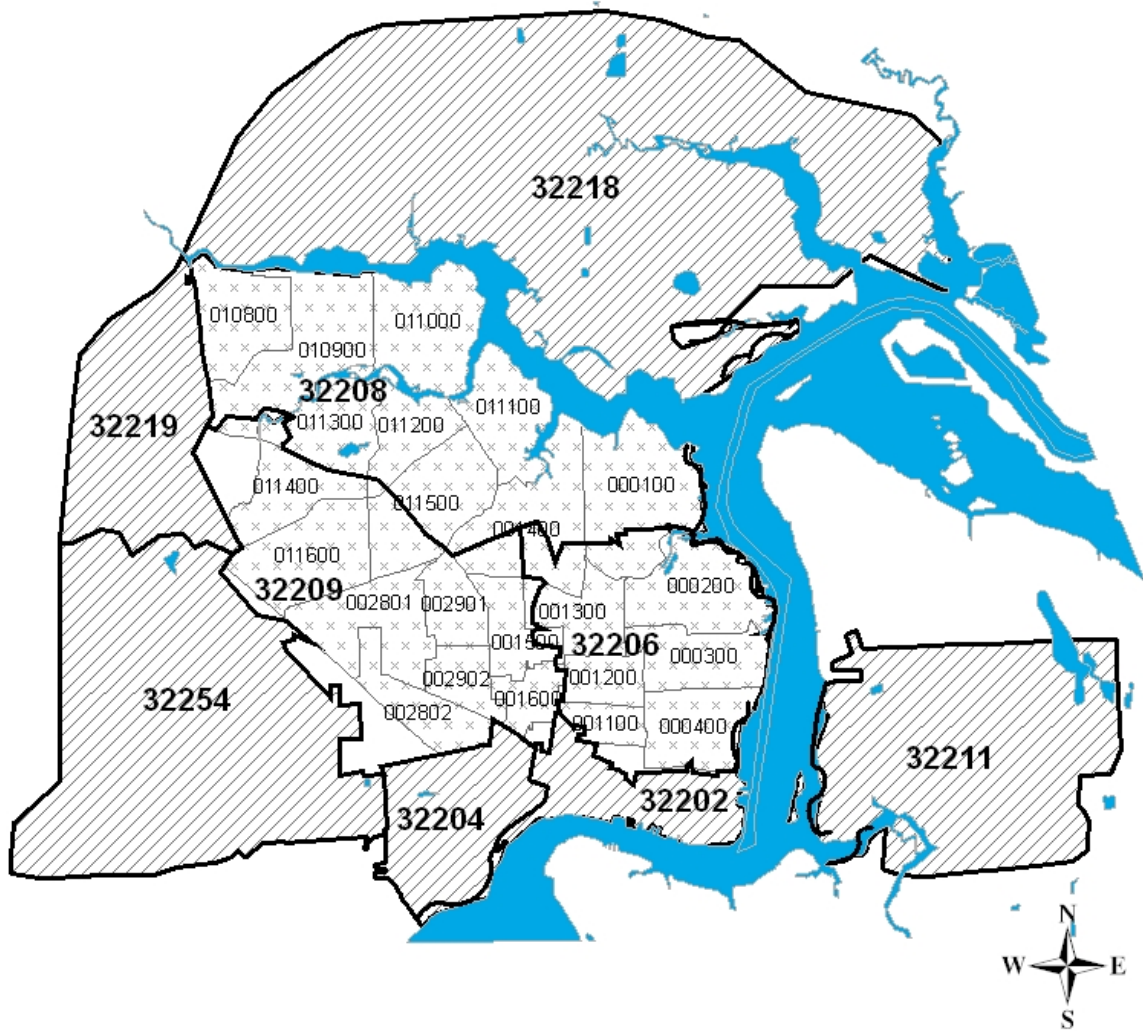
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MAP 1

Northwest Jacksonville



LEGEND

	Primary Study Area, with census tracts and zip codes
	Buffer Zone, with zip codes



ASSET BUILDING BLOCK: WORKFORCE PIPELINE

Ideas and action around building a strong workforce pipeline to support non-traditional educational opportunities and job training programs in the Northwest area

- **Partnerships have been established between primary stakeholder groups: public sector, minority non-profit organizations, private sector and labor force**
- **Presence of proactive interventions to prevent chronic disconnection of young people from the workforce**
- **Innovative job training programs targeted to specific growth industries**

COMMUNITY STRENGTHS

- 20% of NWJ residents earn \$25,000 -- \$40,000, a percentage that closely mirrors the city of Jacksonville. This population of working adults is highly suited for job training opportunities to improve readiness for better paying jobs and upward mobility. (Figure 1)

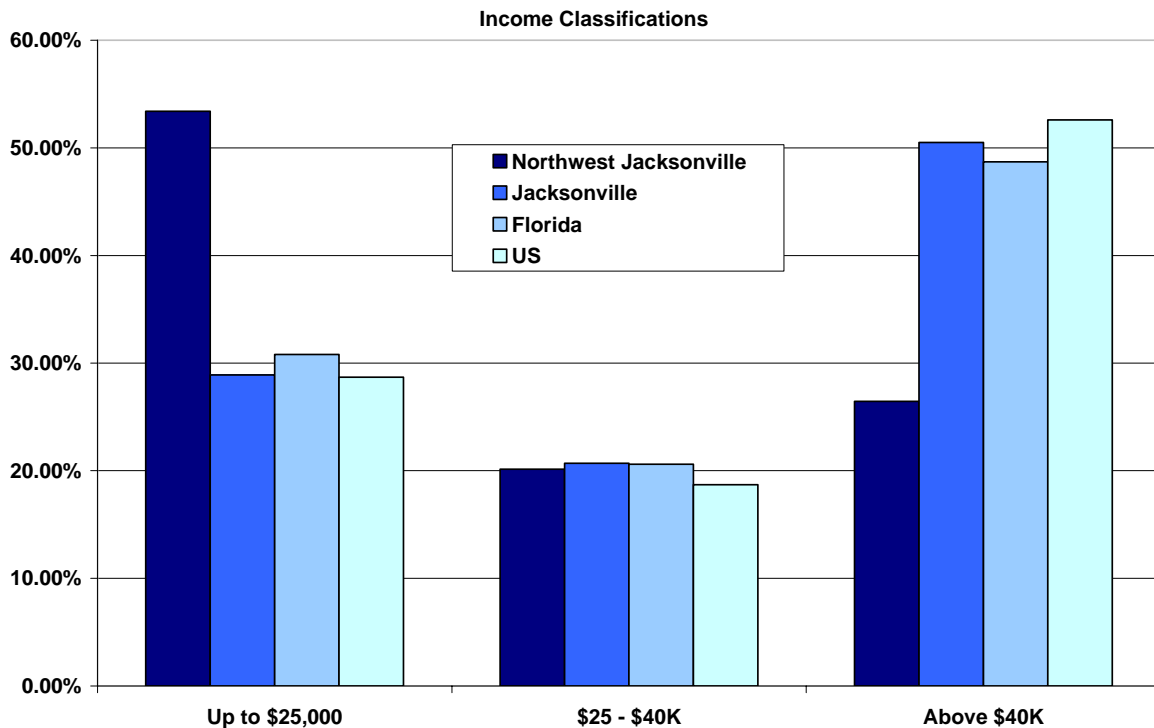


Figure 1 - Source: US Census Data, 2000

- Increased interest in alternative and non-credit forms of education including non-profit organizations, internet, public television, and distance learning, corroborated by a 3.7% increase in the number of high school drop-outs ultimately continuing their education and a 2.9% increase in their employment outcomes.¹
- Strong presence of community-based GED programs, alternative high schools and Career Academies in the study area.
- Development of targeted workforce programs that match training with high demand jobs (e.g. Jacksonville Hospitality Institute at Fresh Ministries; partnership between Worksource, Florida Community College at Jacksonville and area employers).
- The percentage of female-headed households in NWJ is nearly double that of Jacksonville overall (31% vs. 16%), but a large number of census tracts indicate that when these female-headed households have the opportunity to work full-time, household income increased enough to raise them above poverty level.² (Figure 2)

**Asset Building Block:
In the Community**

In addressing the growing need for highly qualified child care providers, the **A. Philip Randolph Alternative School** based in the Northwest area is beginning a child care academy to train students for this profession in fall 2007.

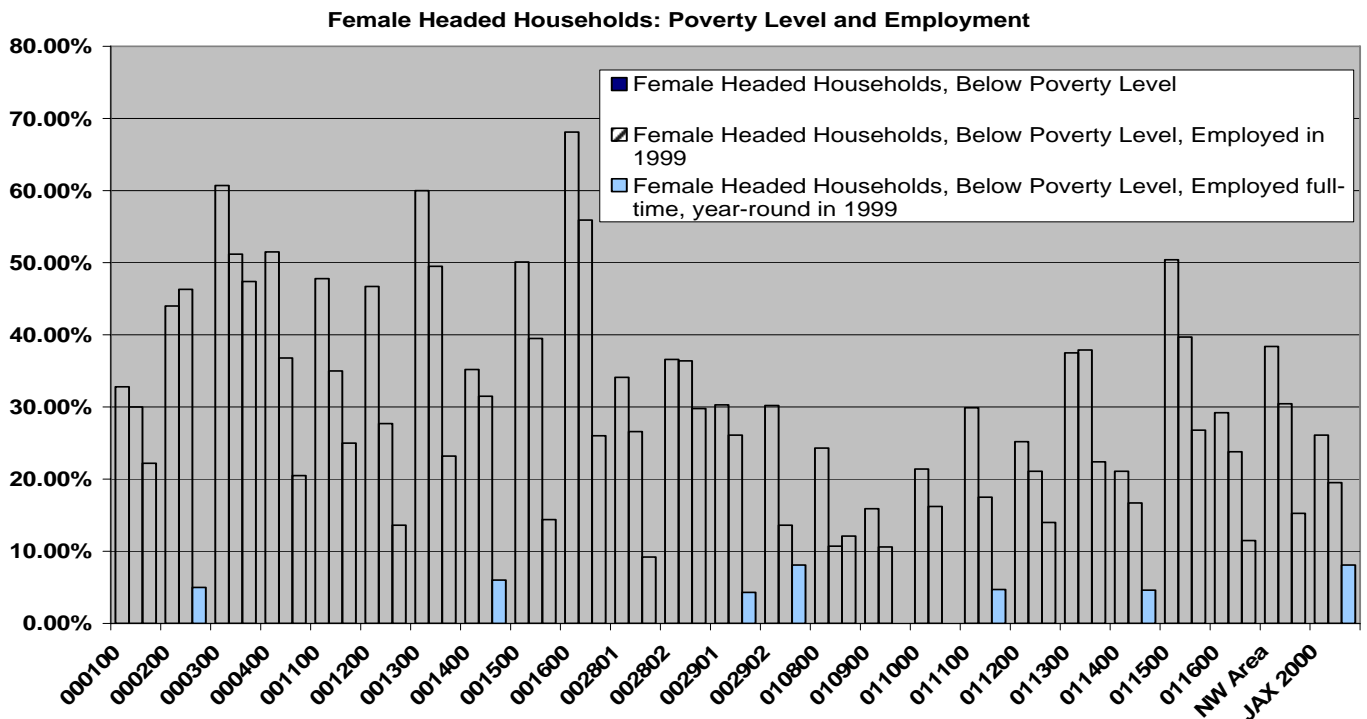


Figure 2 - Source: US Census, 2000

- Jacksonville Transportation Authority has increased activity to address critical need for improved public transit in NWJ (e.g. Jacksonville Bus Rapid Transit is planning a new busway adjacent to I-95 to take riders from Downtown to Gateway Mall).

¹ JCCI 2005 and 2006 Quality of Life Progress Reports

² US Census, 2000

COMMUNITY GAPS

- Among the NWJ residents, 68% have income less than \$35,000; the Family Self-Sufficiency Standard³ for Jacksonville is \$34,431. (Map 2)
- Mismatch between supply and demand of workforce services and community resources to support workers in NWJ.
 - Limited availability of employer-based workforce training programs.⁴
 - Small number of employment training centers within primary study area. (Map 2)
 - High need for accessible, affordable, quality day care centers.
- Insufficient public transportation to meet needs of a population where the labor force often needs to travel to access workforce training and job opportunities.
 - One-quarter of the area residents are without a vehicle.⁵
- Educational attainment rates in NWJ lag significantly behind Jacksonville, indicating a need for job training services that accommodate these lower skill levels.
 - 36% residents have less than a high school education.
 - According to the Florida Chamber Foundation, for a community to compete successfully in the current knowledge-based economy, at least 40% of its residents should hold a bachelor's degree.⁶ In the NWJ, only 5.75% have a bachelor's degree. (Figure 3)

Education Rates

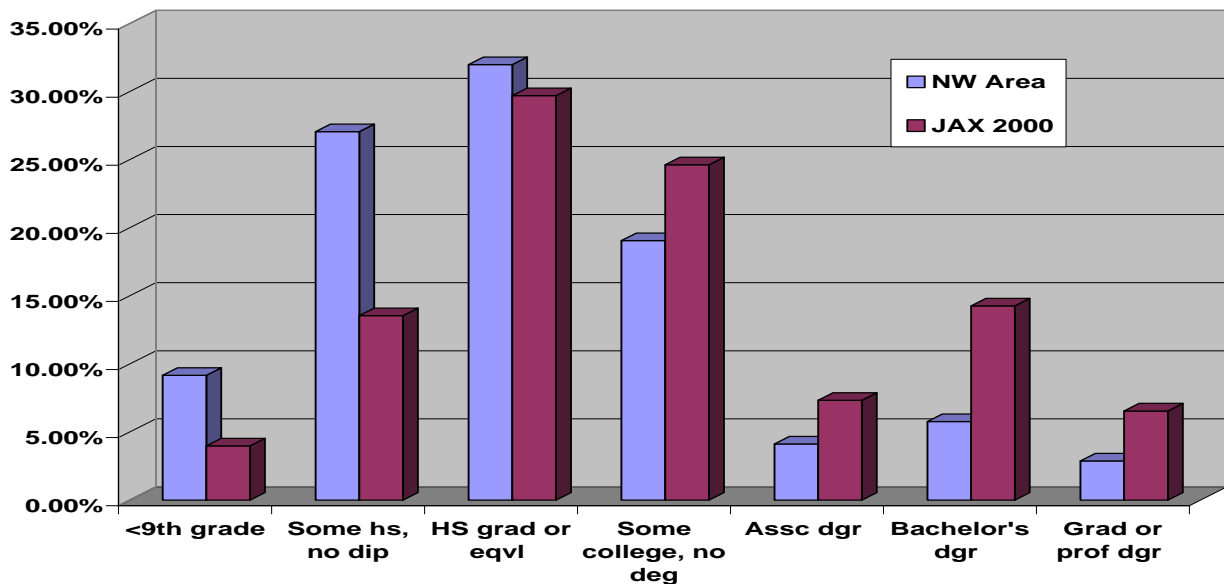


Figure 3 - Source: US Census, 2000

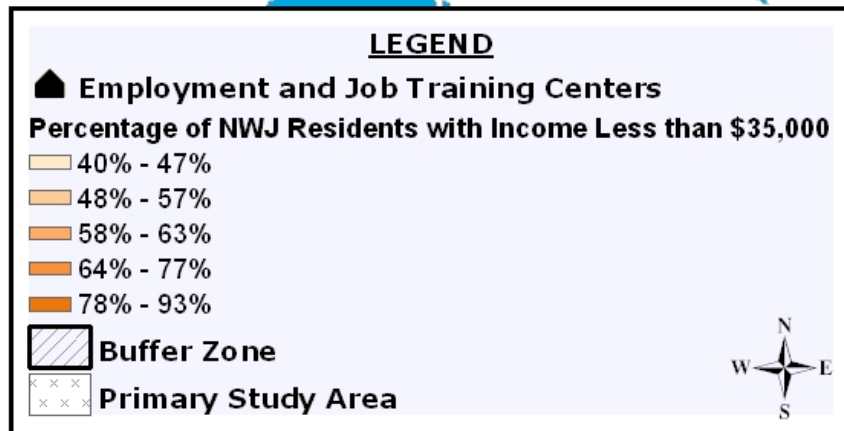
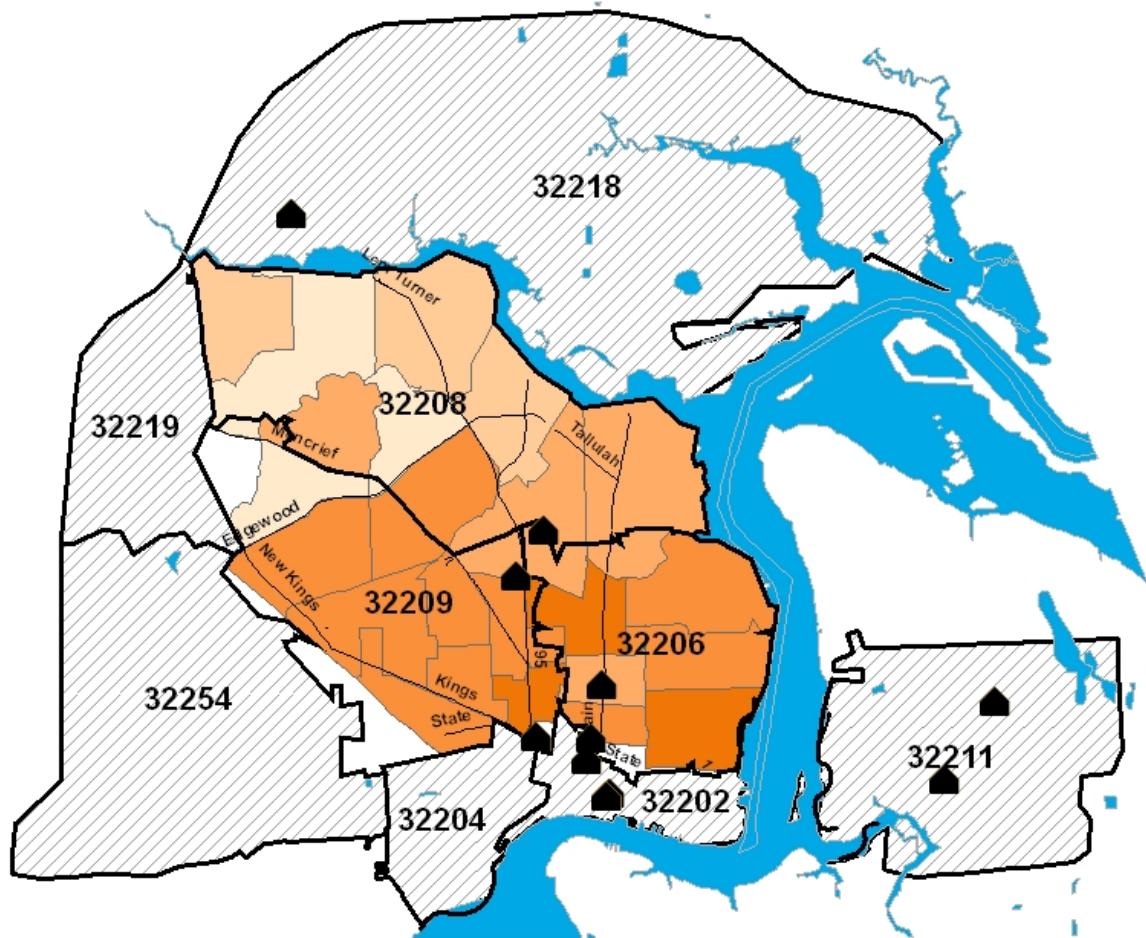
³ Self-Sufficiency Standard measures the level of income needed for a family to meet basic needs, without public or private assistance

⁴ Focus groups, Key Informant Interviews

⁵ US Census, 2000

⁶ Town and Gown Study, JCCI, 2004

MAP 2 Employment and Job Training Centers



ASSET BUILDING TURNING POINTS



Immediate Turning Point Strategies

- Design a localized strategy to increase accessibility and marketing of GED and workforce training programs:
 - Identify 5-10 additional community resources (i.e. businesses, churches, day care centers, neighborhood associations, community centers) willing to serve as satellite GED and job training sites to expand service offerings of existing, successful programs.
 - Identify 25-50 community resources (barber shops, churches, employment training centers) willing to advertise GED and workforce training opportunities.
- Identify stakeholders to focus on increasing increase access, availability and participation among young adults living in NWJ in GED and workforce readiness programs.
- Create a WPI Transportation Task Force to ensure that NWJ residents have an ongoing voice and representation with the Jacksonville Transportation Authority (JTA). Potential tasks include:
 - Gather community input through focus groups, surveys and attendance at community group meetings.
 - Represent NWJ at JTA Transit Talks and other key community meetings
 - Identify a transportation consult willing to provide pro-bono services to pinpoint achievable steps that JTA can take to markedly improve NWJ transit situation.
- Creation of a Northwest Area Workforce Collaborative, in partnership with Workforce Florida, Worksource and non-traditional stakeholders to promote the following:
 - Identification of funding sources to support an ongoing workforce collaborative to further develop existing stakeholder relationships and build capacity.
 - Growth of existing successful job training programs that are specifically tailored to the skill and educational levels of area residents.
 - Expansion of student participation in existing workforce development feeder systems, such as FCCJ's program for secondary school students to enroll in college classes and earn an Associate's Degree by their high school graduation.
 - Outreach to educational institutions including University of Phoenix Jacksonville Campus and Columbia University to determine targeted approaches to increasing enrollment of NWJ residents in their programs.
 - Establishment of community-based career development, youth apprentice and mentoring programs, led by locally successful community members.
 - Alternative education and college transition programs (e.g. Youth Build, Upward Bound) marketed through the business community and youth serving agencies.
 - Partnerships with affordable housing management companies to create on-site workforce computer centers for job and skill training.
 - Grant opportunities specifically for purchasing computers for new community-based training sites.

Intermediate Turning Point Strategies

- Regional economic analysis to identify Hot Jobs (Hot Jobs definition: high demand and growing fields; meet at least the minimum of Family Economic Self-Sufficiency Standard wages; training can be completed in less than 18 months).
- Job training programs focused specifically on non-traditional workforce opportunities for minority women. (e.g. construction, manufacturing, trades).
- Partner with job training prisoner reentry programs especially the Ready4Work program with Operation New Hope, based in NWJ, and the Jacksonville Sheriff's Office Reentry program, to increase NWJ residents' participation.
- Support existing programs or develop new social entrepreneur loans/grants/technical assistance systems for faith-based and community-based organizations to develop for-profit workforce development ventures (e.g. restaurant run by welfare-to-work trainees, contracting companies with youth apprentices).
- Partner with the state programs and local organizations, focused on the disabled community, including Goodwill Industries and Salvation Army, to apply asset-building concepts for this population, using the World Institute on Disabilities Access to Assets⁷ as a model. For example, increasing utilization of Plan for Achieving Self-Support (PASS)⁸ to save money for a specific work goal.
- Partnerships with medium to large size companies (e.g. Citi, State Farm, Merrill Lynch, Lab Tech, UPS, FedEx, Anheuser-Busch) to increase on-site job training opportunities, with targeted outreach to NWJ residents.

Asset Building Block: National Model

Port Jobs, a Seattle based action tank working to increase access to living wage jobs, coordinates practical, targeted workforce development programs including on-site trainings, apprentice projects, transportation-to-work programs and school-to-work partnerships. (www.portjobs.org)

Long-term Turning Point Strategies

- Promote employer benefit packages that specifically address community needs for public transportation and child care subsidies.
- Identify or develop incentives for affordable housing developers to increase number of on-site child care centers.
- Work with the city of Jacksonville to include community bargaining agreements for economic activity adjacent to NWJ that include specific provisions for training and employing area residents.
- Advocate for state policies that increase employer-based on-the-job training; for example, the Massachusetts Workforce Training Fund, which uses a fund financed through annual contributions from Massachusetts employers in exchange for lowering unemployment insurance contribution rates to offer training grants (up to \$1 million) for on-site company training programs.

⁷ <http://www.wid.org/programs/access-to-assets>

⁸ Plan for Achieving Self-Support (PASS) is a Supplemental Security Income (SSI) work incentive for people with disabilities where they can set aside income and/or resources to be used to help them achieve a specific work goal. For more information: <http://www.socialsecurity.gov/disabilityresearch/wi/pass.htm>



ASSET BUILDING BLOCK: ENTREPRENEURSHIP

Community indicators suggest an opportunity in the Northwest area for expansion of self-employment and entrepreneurship

- **Characteristics of area population and small business presence indicates existing base levels of entrepreneurship**
- **Growing community infrastructure and physical presence in support of small business incubation and capacity building**
- **Public and non-profit sector provide innovative programming around entrepreneurship**

COMMUNITY STRENGTHS

- Current successful business incubation programs offering physical space for potential entrepreneurs (e.g. Beaver Street Incubator, HOPE, Inc.).
- 4.9% of NWJ residents report receiving some amount of self-income.⁹
- Considerable number of small businesses with fewer than nine employees.¹⁰
- Specific programs for increasing minority business development including the First Coast African-American Chamber Minority Outreach Program and Jacksonville Urban Entrepreneurship Partnership at the Urban League.
- Availability of citywide business building resources including Small Business Resource Network, UNF Small Business Development Center, Jacksonville Regional Chamber of Commerce's Small Business Center and FCCJ Small and Emerging Business Training and Development.

COMMUNITY GAPS

- High percentage of unemployed/underemployed in NWJ (10.8% unemployment compared to 4.6% overall),¹¹ signifying an opportunity for individuals to start their own businesses.
- Percentage of working age population, 21-64, with disabilities, is 68% higher in NWJ compared to Jacksonville overall (37% vs. 22%), indicating high percentage of population facing barriers to wage employment.¹²
- Identified need in 29th and Chase Neighborhood Action Plan for more resident-owned businesses to take advantage of self-employment opportunities through open business incubator, a community-targeted City program of subsidized business loans (including micro-loans), workshops, and promotion.¹³

⁹ US Census, 2000

¹⁰ King Road and Beaver Street Neighborhood Action Plan

¹¹ US Census, 2000

¹² US Census, 2000

¹³ (p.26) (29th and Chase Neighborhood Action Plan: City of JAX, NW JAX CDC)

ASSET BUILDING TURNING POINTS



Immediate Turning Point Strategies

- Conduct a survey of small NWJ businesses to identify needs, interests and priorities.
- Collaborate with the Jacksonville Urban League's Entrepreneurship Center, Beaver Street Enterprise Center, and other small business centers to strengthen their efforts to serve existing and start-up NWJ businesses
- Development of an action plan, in partnership with existing citywide resources, to target minority small business development in NWJ.
- Develop an entrepreneurship program, in partnership with organizations focused on the disabled population (e.g. Arc of Jacksonville and Goodwill Industries).
- Conduct a market study pinpointing key niche small business opportunities that match community needs and potential business owner skill sets.

Intermediate Turning Point Strategies

- Work with mainstream financial institutions to increase the number of branches in NWJ, along with an expansion of small business products, such as subsidized checking accounts for start-up businesses.
- Build coalition of community partners that can provide physical spaces for entrepreneurs to sell goods (e.g. kitchen available for rent, farmer's market expansion).
- Study potential for WPI to apply for a CDFI Technical Assistance Grant to conduct a market study of potential for a micro-enterprise loan fund.
- Offer a WPI Assets for Change Forum on how organizations can become and/or partner with existing Community Development Financial Institutions (CDFI) or Community Development Entities (CDE) to tap into federal financial incentives for economic development, affordable housing and community development financial services.
- Explore possibility of working with ACCION USA Florida to extend their resources to the Jacksonville area
- Create a program, in partnership with workforce development agencies, designed to enable self-employed tradesmen to develop small trades businesses.

Long-term Turning Point Strategies

- Promote the integration of entrepreneurship curriculum for schools/after school programs and colleges.
- Develop a marketing campaign to encourage Jacksonville residents to purchase and use local products and businesses
- Create an annual public recognition event for outstanding local entrepreneurs

Asset Building Block: **In the Community**

The Beaver Street Enterprise Center, operated by Fresh Ministries, provides technical assistance to help small businesses in the northwest region develop and grow businesses. By providing mentoring and affordable office space, the center helps entrepreneurs get their businesses off the ground or expand, adding to the economic vitality of the region.
(www.bscenter.org)



ASSET BUILDING BLOCK:

The Northwest area is centrally located in the heart of Jacksonville, a city with a rapidly expanding economy and low unemployment rates

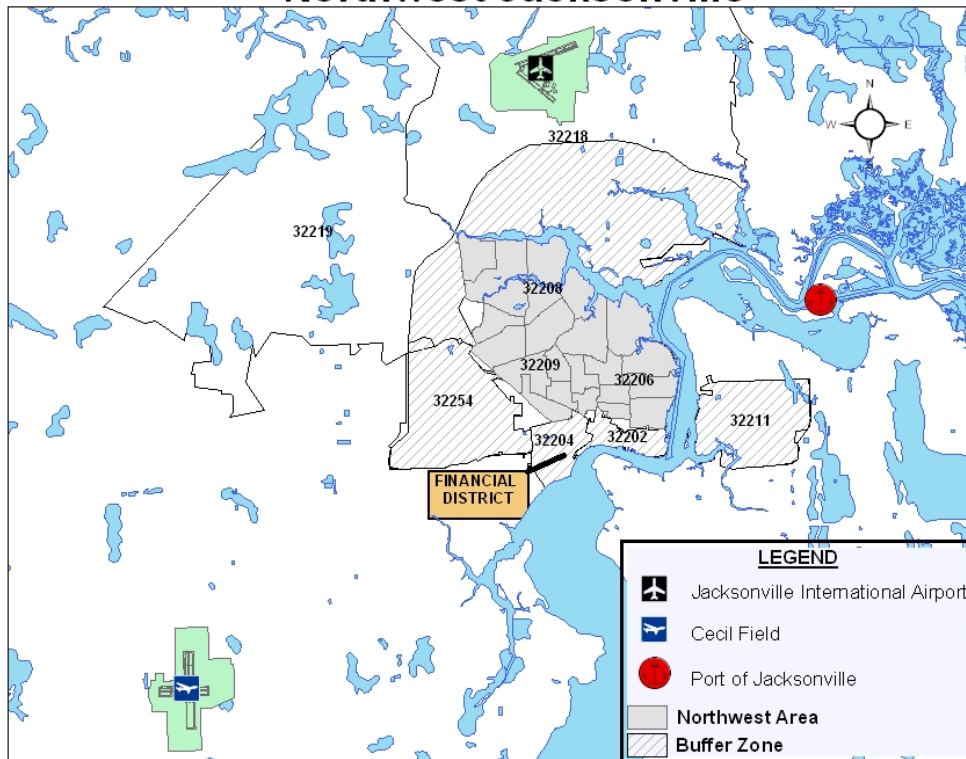
- Large proportion of the Northwest area is eligible to take advantage of public business development incentives
- Strategically located close to downtown financial district (south), Jacksonville International Airport (north), Cecil Field (west) and the Jacksonville Port (east)
- Low unemployment, wage growth and industry expansion in Jacksonville demonstrate high demand for jobs

COMMUNITY STRENGTHS

- Northwest Jacksonville is geographically positioned to take advantage of economic developments

MAP 3

Northwest Jacksonville



- Among the largest U.S. metropolitan regions (population greater than 1 million at the 2000 census), Jacksonville is among the top four in terms of low unemployment rate (3.2 percent) as of February 2007.¹⁴
- Existing federal, state and local financial incentives provide concentrated opportunities for subsidizing the cost of economic development in NWJ to revitalize existing economic infrastructure and use the nearly 25,000 acres of land available for development.¹⁵
Examples include:

CDFI Financial Assistance	Increased Section 179 Deduction
CDFI Bank Enterprise Awards	New Markets Tax Credit
Empowerment Zone	Northwest Jacksonville Economic Development Fund
Empowerment Zone Employment Credit	Qualified Zone Academy Bonds
Enterprise Zone	Tax Increment Financing
Enterprise Zone Facility Bonds	Welfare to Work Credit
Environmental Cleanup Cost Deduction	Work Opportunity Tax Credit

- Average wages, per capita income, and median family income have increased over the past five years.¹⁶
- Growth sectors trending towards better paying jobs:
 - Expansion of the Jacksonville Airport and Port will increase number of stable, well-paying jobs.
 - From 2004 to 2005, there was a shift in the fastest growing jobs away from lower paid (home health aides, food service managers, truck drivers and machinists) to high paying jobs (aircraft mechanic, computer software engineer, loan officer and surveyor).¹⁷
 - Expansion of construction employment in Jacksonville from 5.7 to 7.4 % of workforce (2000-2005).¹⁸
 - Several sectors experienced positive growth in the past year with potential for well-paying jobs: professional and business services (4.6 percent); education and health services (4.8 percent), and leisure and hospitality (4.9 percent).¹⁹

COMMUNITY GAPS

- NWJ residents' employment in two higher wage sectors is significantly lower than Jacksonville overall:
 - Professional, scientific, management, and waste management sector, 9.4% vs. 15.8%.
 - Public administration sector, 5% vs. 12.2%.

¹⁴ Bureau of Labor Statistics, *Metropolitan Area Employment and Unemployment Summary*. Online. Available: <http://www.bls.gov/news.release/metro.nr0.htm>. Accessed: April 26, 2007.

¹⁵ Northwest Vision Plan - City of JAX

¹⁶ Attracting and Retaining Talent: People and Jobs for the 21st Century - JCCI

¹⁷ Attracting and Retaining Talent: People and Jobs for the 21st Century - JCCI

¹⁸ U.S. Census, 2000

¹⁹ Bureau of Labor Statistics, *Metropolitan Area at a Glance*. Online. Available: <http://www.bls.gov/news.release/metro.nr0.htm>. Accessed: May 2, 2007.

- The economic growth in Jacksonville is not being shared equally throughout the city; even within NWJ, the poverty rates differ markedly across census tracts. Census tract 16 (within zip code 32209) stands out as having particularly high levels of poverty and low levels of employment. (Figure 4)

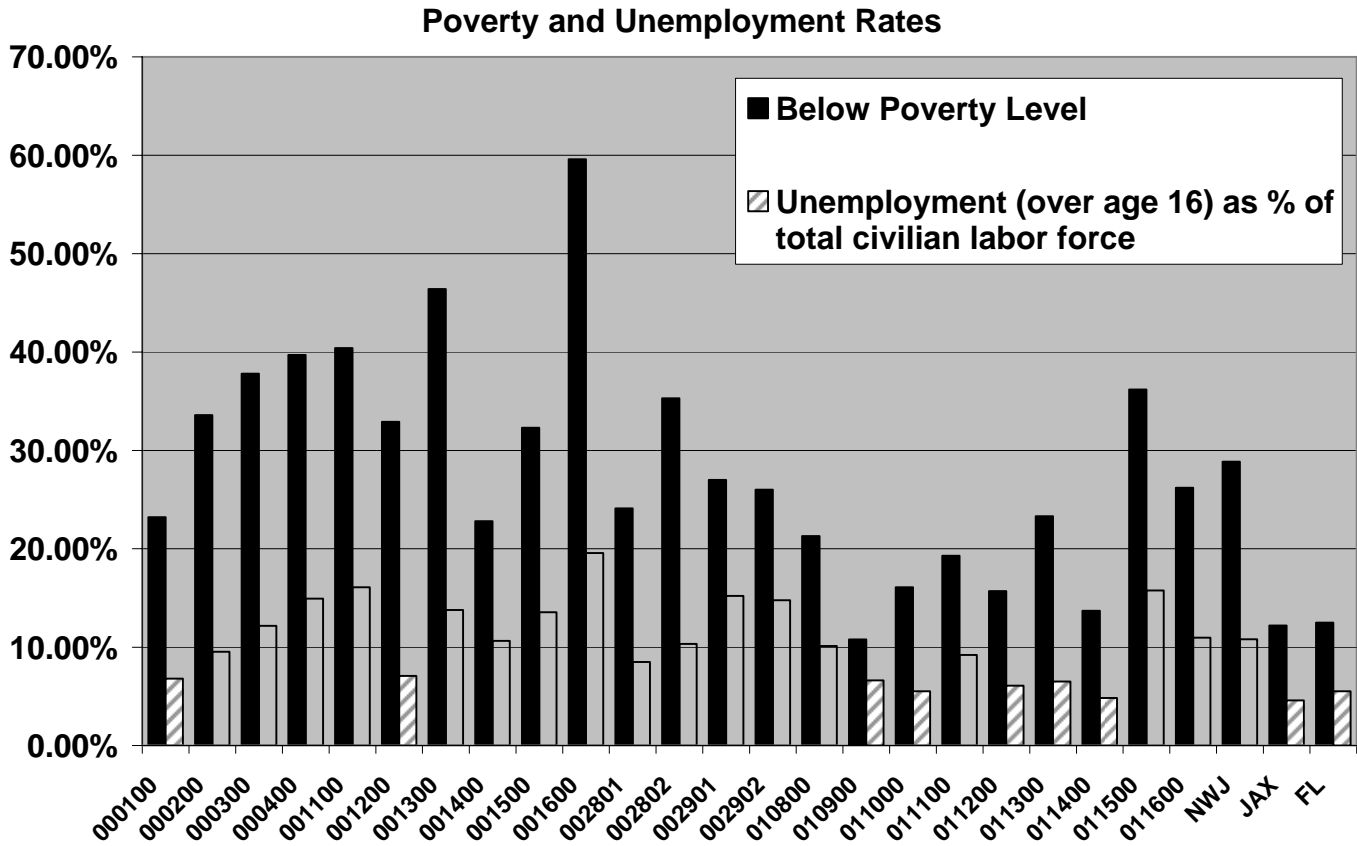


Figure 4 – Source: US Census, 2000

ASSET BUILDING TURNING POINTS



Immediate Turning Point Strategies

- Partnerships with Florida Black Business Investment Board, First Coast African American Chamber of Commerce and other minority business councils to increase education around business incentives.
- Conduct informative workshops for business owners discussing the available financial incentives, using qualified and experienced owners who have successfully used these programs and government experts to facilitate access.
- Utilize existing community networks, particularly neighborhood associations, churches and community colleges to increase minority communities' awareness of high growth industries and available job training.
- Work with the Jacksonville Chamber to discuss their retail study in which 25 companies were identified that would fit into the profile for economic opportunities in NWJ. Initiate dialogue about making this a reality.
- Collaborate with minority business leaders to generate ideas on how best to build local capacity to increase minorities' share of economic prosperity.

Intermediate Turning Point Strategies

- Build a partnership with financial institutions to take advantage of New Markets Tax Credit program.
- Work with City of Jacksonville to redefine the NWJ as a strategically located area for community renaissance.

Long-terms Turning Point Strategies

- Through collaborations with local government and community groups, ensure that NWJ is physically connected to other parts of the city through enhanced infrastructure, including transportation networks and inviting public spaces.



ASSET BUILDING BLOCK: DEVELOPMENT OF AFFORDABLE HOMES

**Housing stock, land availability and resident profile create
a baseline foundation to support expansion of homeownership efforts**

- **Beautiful historic housing stock reflective of previous quality of life in the area**
- **Relatively low starting prices for homes and overall high homeownership rates**
- **Strong commitment from community stakeholders to rehabilitate existing housing stock and build new affordable homes**

COMMUNITY STRENGTHS

- The median home value in 2000 was \$50,935 in NWJ. Data from 2007 suggests a median selling price of between \$79,900 and \$154,900 for a three bedroom house in NWJ zip codes.

Statistics on median home prices in the northwest area by zip code in 2007

<i>Zip code</i>	<i>Min house price</i>	<i>Max house price</i>	<i>Median house price</i>	<i>Total properties listed for sale</i>
32209	\$17,900.00	\$339,000.00	\$79,900.00	236
32208	\$27,900.00	\$735,000.00	\$114,900.00	250
32206	\$28,000.00	\$785,000.00	\$154,900.00	237

Table 1 - Source: www.realtor.com search by zip code on 4/20/2007

- Growing partnerships among City of Jacksonville, LISC, non-profit organizations (e.g. Fresh Ministries, Housing Partnership) and community development corporations (e.g. Northwest Jacksonville CDC, Metro North CDC) to increase capacity of affordable home development
- Several community groups are utilizing SHIP²⁰ funds including: Housing Partnership, Jacksonville Urban League, Northeast Florida Builder's Association Builders Care, and Northeast Florida Community Action Agency.²¹

Asset Building Block: In the Community

The Housing Partnership's Paint the Town Red is an annual intensive home rehabilitation program that works in collaboration with the City of Jacksonville, neighborhood associations, non-profit organizations and the business sector, resulting in significant community impact.

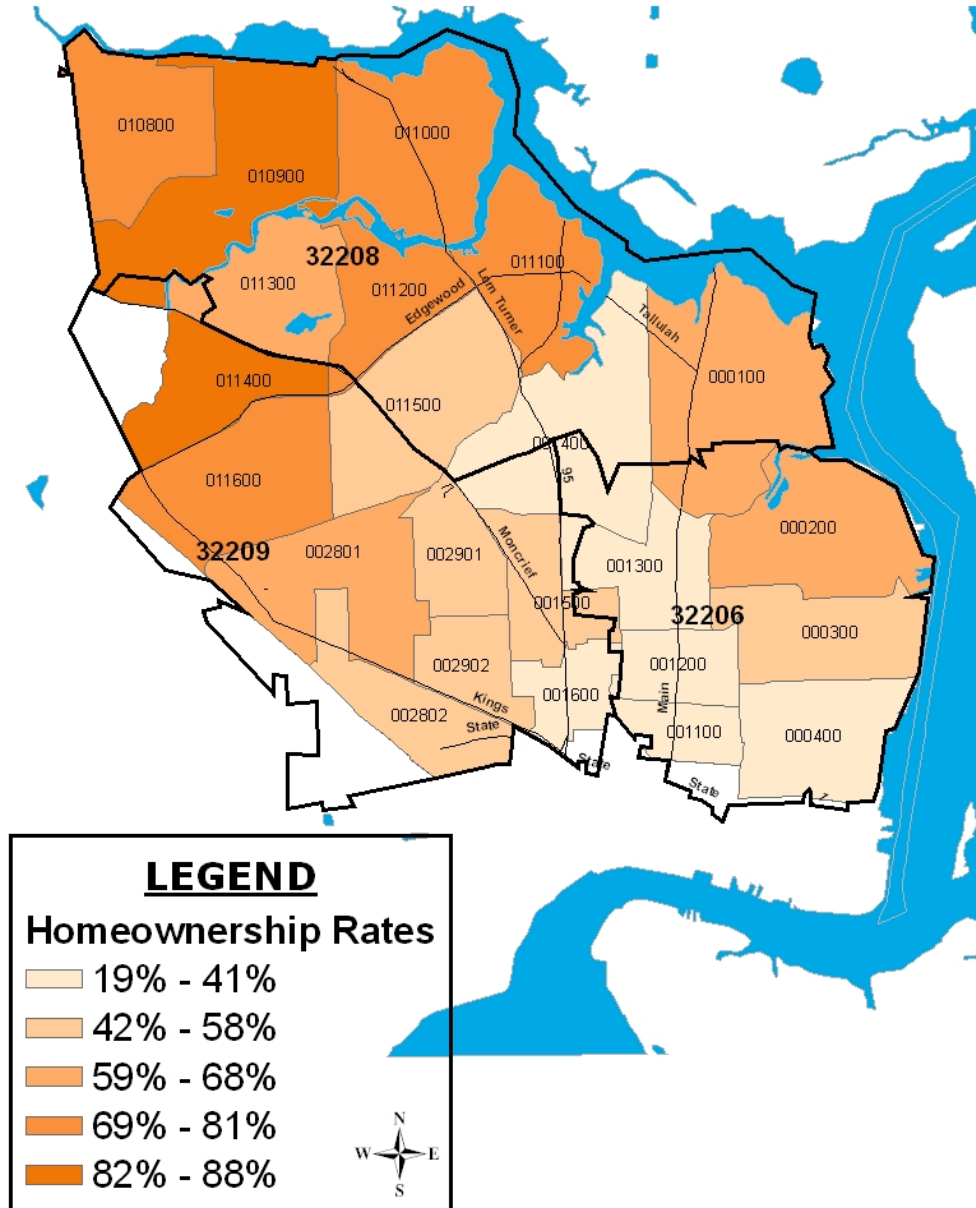
http://www.thehousingpartnership.com/paint/inside.php?page=about_paintthetown

²⁰ The State Housing Initiatives Partnership (SHIP) provides funds to local governments as an incentive to create partnerships that produce and preserve affordable homeownership and multifamily housing.
www.flhousing.org/ship_faq.asp

²¹ City of Jacksonville, Action Plan 2006-2007, p. 9

- Active City of Jacksonville, Housing Partnership Network and Builders Care rehabilitation programs to meet the continued strong demand for these programs.
- High homeownership rates in some census tracts of NWJ, especially census tracts 000100, 000200, 002801, 002902, 010800, 010900, 011000, 011200, 011300, 011400, 00116 where homeownership rates are over 60%. (Map 4)

MAP 4
Homeownership Rates



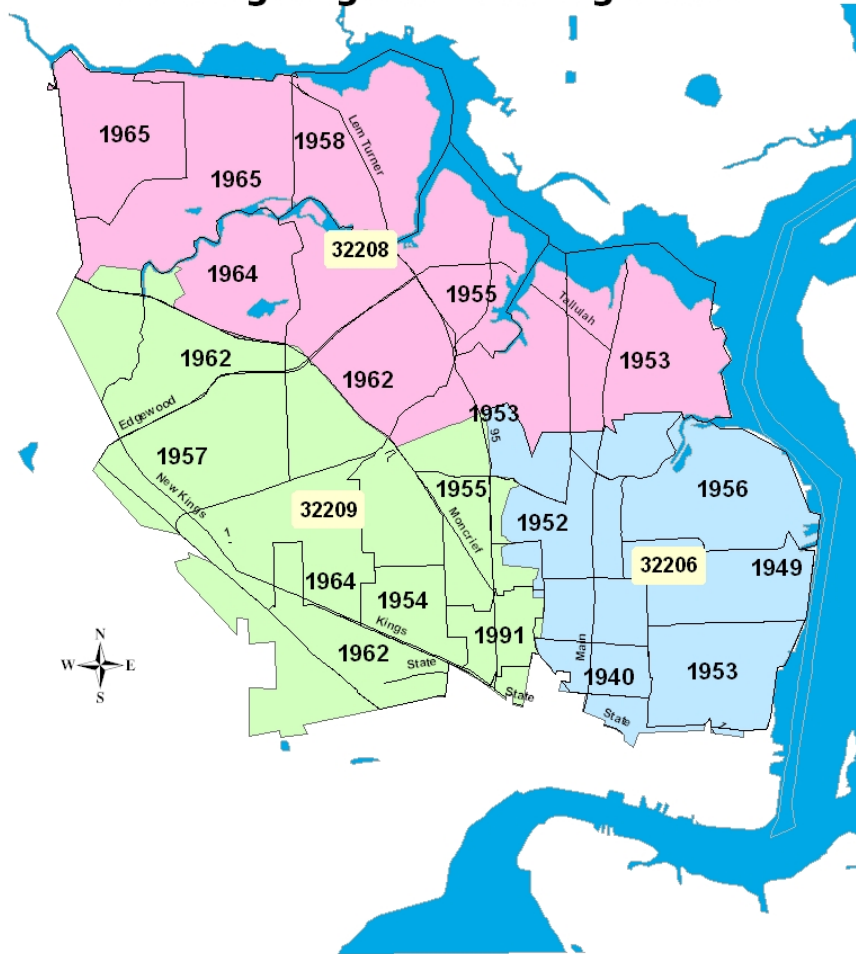
Map 4 - Source: US Census Bureau 2000

COMMUNITY GAPS

- Median year housing were built, especially for owner-occupied housing, is pre-1970 for all census tracts in the study area, indicating a strong need for rehabilitation; especially when compared to the median years for Jacksonville (1979) and Florida (1979). (Map 5)

MAP 5

Average Age of Housing Stock



Map 5 - Source: US Census Bureau 2000

- Many homes are still in desperate need of rehabilitation and repair as noted by the Neighborhood Action Plans, review of houses for sale at the lower price range, and by the large number of vacant properties in some census tracts.
- City estimates 18,000 affordable housing units are needed by 2010 for the entire Jacksonville area²² and there appears to be a need for increased capacity among non-profit developers to meet this need.

²² City of Jacksonville, Planning and Development Department 2005-2010 Consolidated Plan

ASSET BUILDING TURNING POINTS



Immediate Turning Point Strategies

- Create a highly detailed NWJ map with the following: list of available lots, priority areas for rehabilitation and new home building (based on resident need and preservation of quality historic housing stock); geographic gaps in coverage of neighborhood associations and non-profit organizations; access to public transportation; and active economic development areas.
- Increase collaboration opportunities with the City of Jacksonville, community development corporations and non-profit sector in order to intensify homeownership development and rehabilitation efforts in NWJ. In particular, partner with key stakeholders to focus on Neighborhood Action Plan implementation.
- Collaborate with other organizations to develop a strategic plan that includes building and expanding public/private partnerships to tap into federal, state and local resources to fund new affordable home development; in particular, increase implementation of affordable housing development goals as identified by the neighborhood action plans.

Intermediate Turning Point Strategies

- Develop a recommended standard for quality, attractive affordable home development including amenities such as garages and two stories.
- Conduct a study of promising local, state and national programs that have increased sense of ownership, and provided innovative "mobility" inducing services in subsidized and public housing and develop a plan based on feasible programs for NWJ.
- Bridge affordable housing and workforce development agencies to develop apprenticeship programs where a certain number of slots are allocated for emerging tradesman and subcontractors to gain technical and business experience through working on new and rehabilitative housing efforts.

Long-term Turning Point Strategies

- Develop partnerships with the social networks in NWJ including churches, neighborhood groups, and barber shops to increase volunteer participation in neighborhood clean-up and rehabilitation programs such as The Housing Partnerships' "Paint the Town Red."
- Conduct exploratory meetings with interested stakeholders around the possibility of developing Community Land Trusts (CLT) and work with tax appraisers office to cap tax increases in order to improve household quality.



ASSET BUILDING BLOCK: ACCESS TO HOMEOWNERSHIP

Asset building through homeownership is being addressed on multiple levels: education, financial services and asset protection

- **Active homeownership programs, with a number physically located in the Northwest area**
- **Commitment from public and non-profit sector to provide financial services that support the economic realities of Northwest community residents**
- **Growing citywide efforts to address issues of predatory loans and offer feasible alternatives for homeownership**

COMMUNITY STRENGTHS

- In addition to a number of financial literacy education programs in NWJ, financial services and products are being offered by non-profit agencies and community development corporations including down payment assistance, “soft-second” loans, and subsidized mortgages.
- City-wide homeownership commitment as reflected in the recommendations of the Working and Affordable Housing Taskforce including:
 - Encouraging employer-assisted housing programs.
 - Creating an affordable/workforce housing development office.
 - Prioritizing affordable housing in the disposition of city-owned land.
- Homeownership support programs offered by the city include the Head Start to Homeownership and the SHIP Down Payment Assistance Program.
- Expanding efforts to increase access for public housing residents, including a city program to move them into homeownership and the Resident Opportunity and Support Services grant received by the Jacksonville Housing Authority to provide homeownership and credit counseling services for these tenants.²³
- Jacksonville’s “Don’t Borrow Trouble” Campaign, a coalition of key community partners, is working to address predatory lending practices.

Asset Building Block: In the Community

Two large employers within the healthcare field, **Baptist Health** and **Shands Healthcare** offer employer-assisted housing benefits ranging from homeownership education and counseling, matched forgivable loans, downpayment assistance and access to Individual Development Accounts.

²³ City of Jacksonville Action Plan, 2006

COMMUNITY GAPS

- Low income levels, with most NWJ census tracts above 20% and 10 of the 23 tracts in the study area above 30%, indicate a population vulnerable to forms of predatory lending (20% is the standard for defining a distressed community in government programs such as the New Market Tax Credit).²⁴

Income and Housing Affordability

Zip code	Median Income	Income needed assuming 40% affordability index	Income needed assuming 30% affordability index
32209	\$21,465	\$23,957.50	\$31,943.33
32208	\$26,524	\$17,821.80	\$23,762.40
32206	\$22,030	\$33,791.20	\$45,054.93

Table 2 – Source: www.citydata.com

- High unemployment (10.8% in NWJ; 4.6% in Jacksonville overall) in the area create significant barriers to homeownership.
- Between 30 and 40 percent of households in NWJ are paying more than 30% of their gross income on rent, inhibiting their ability to save for homeownership.²⁵ (Figure 5)

Poverty and Rent Affordability

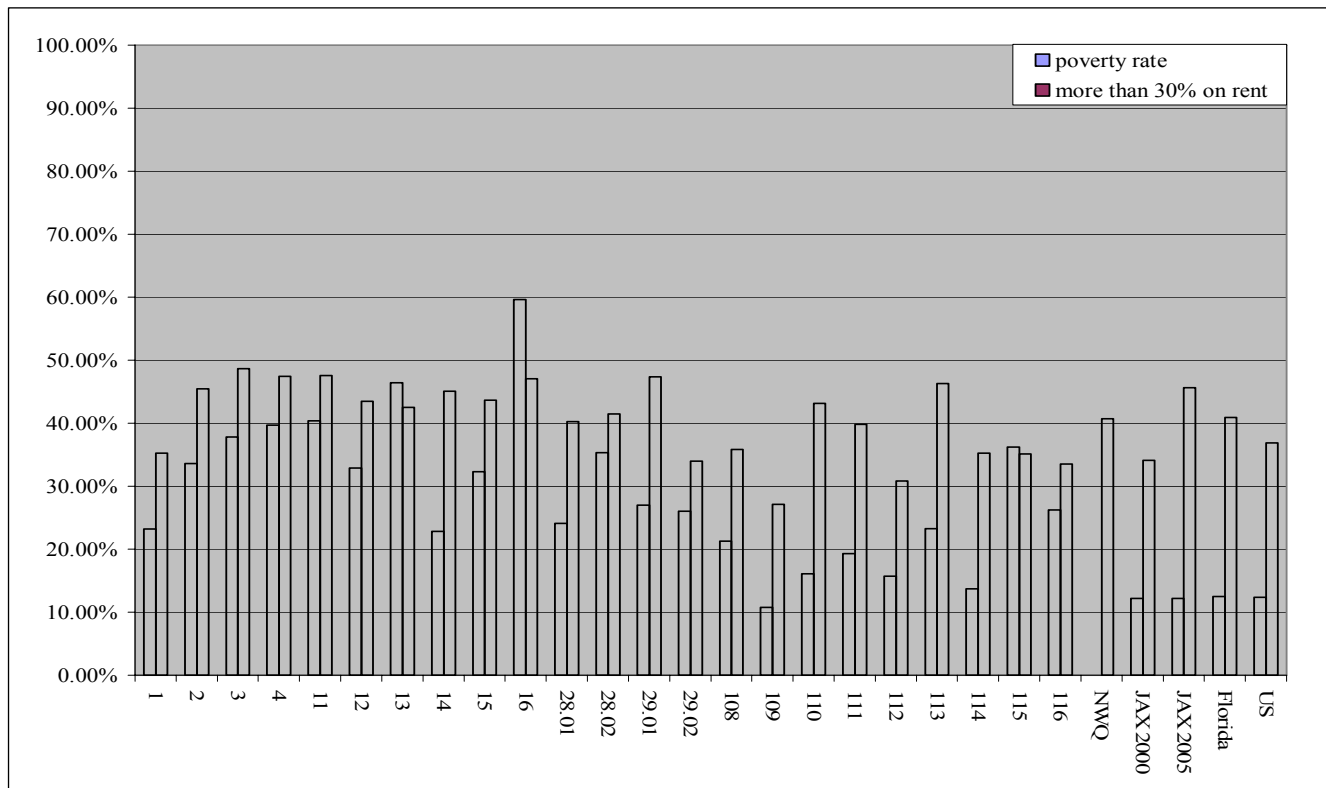


Figure 5: Source: US Census Bureau 2000

²⁴ US Census data, 2000

²⁵ US Census data, 2000

- High foreclosure rates in NWJ, which is continuing to increase in 2007. (Table 3)

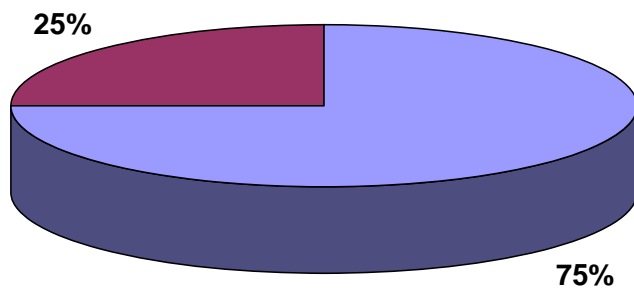
Foreclosure by zip code in the NW Area

<i>Zip code</i>	<i>Pre-foreclosure</i>	<i>Auction</i>	<i>Bank-owned</i>	<i>For Sale by Owner</i>	<i>Resale Homes</i>	<i>New Homes</i>	<i>TOTAL</i>
32209	498	335	816	4	65	68	1786
32208	470	320	795	2	55	68	1710
32206	441	321	703	4	66	0	1535

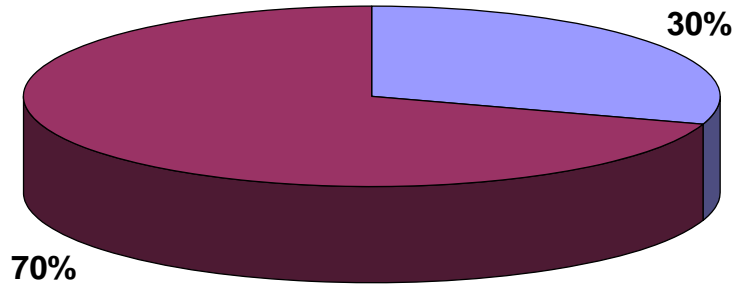
Table 3 - Source: www.realtytrac.com search by zip code on 6/12/07

- Exceptionally high number of subprime loans in the study area, especially compared to the rates for the city of Jacksonville. ²⁶ (Figure 6)

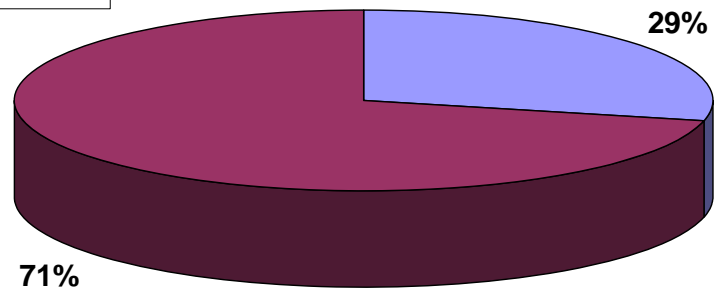
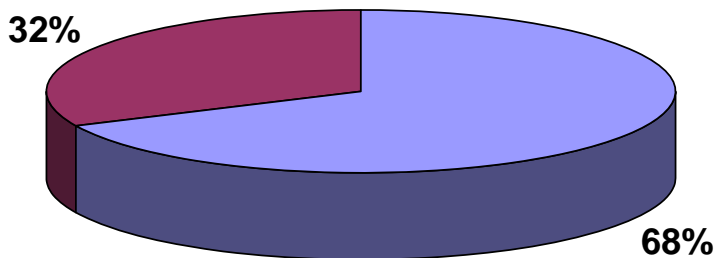
NEW HOME LOANS



City of Jacksonville



Northwest Jacksonville



REFINANCE LOANS

Figure 6 – Source: Home Mortgage Disclosure Act data

²⁶ Home Mortgage Disclosure Act Data, 2005

ASSET BUILDING TURNING POINTS



Immediate Turning Point Strategies

- Develop a collaboration with Housing Partnership network's CDFI Affordable Mortgages Inc. around increasing access and marketing of subsidized mortgage products in NWJ.

Intermediate Turning Point Strategies

- Partner with the City of Jacksonville to increase down payment assistance programs to local residents (Family Self-Sufficiency, Section 8 Housing Program, Soft-Second Loan Programs).
- Build upon existing partnerships between Earned Income Tax Credit (EITC) programs and homeownership Individual Development Accounts (IDA) to help focus on NWJ.
- Work with financial institutions to promote alternative loan products such as loan restructuring to help address growing foreclosure problems.
- Determine access and effectiveness of current asset protection programs and develop a strategy, including workshops and individual counseling, to address gaps in services; in particular, how to assist families on the brink of a homeownership crisis before the threat of foreclosure.
- Coordinate efforts around foreclosure prevention to create a coalition prepared to apply for the 2008 HUD SuperNOFA - Housing Counseling Grant.
- Identify and approach 10-20 businesses, located in or around NWJ, that are anticipating a growing demand for workers, to enlist their involvement in addressing affordable housing issues through employer-assisted housing benefits and partnering with new housing developments.
- Conduct a study on how Jacksonville can effectively model national best practices for other cities' Foreclosure Prevention Initiatives.
- Produce report and recommendations on approaches to using federal grants for energy-efficient affordable housing for reduction of utility payments; for example, installation of solar panels on subsidized housing (Information available: www.hud.gov/offices/pih/programs/ph/phecc/ and www.greencommunitiesonline.org).

Long-term Turning Point Strategies

- Promote state legislation to regulate sub-prime loans through laws such as North Carolina's Predatory Mortgage Lending Law and state level Community Reinvestment Acts that includes credit unions and mortgage companies.
- Promote local and/or state legislation to cap fees and interest rates associated with payday lenders and check cashers.



ASSET BUILDING BLOCK: EARNED INCOME TAX CREDIT

**Extensive community-wide efforts around
Earned Income Tax Credit (EITC) efforts provide
a strong network of free tax preparation, asset accumulation,
preservation and management services.**

- **Established organizational infrastructure provides an extensive network of free tax preparation sites**
- **Thoughtful community partnerships focused on maximizing EITC refunds for asset building**
- **Profile of Northwest area residents indicates a large percentage of the population meets EITC criteria**

COMMUNITY STRENGTHS

- Real Sense Campaign has had a tremendous role in increasing awareness of EITC among low-income working families through the provision of free tax preparation services and access to financial literacy education. In 2003, it was reported that \$485,000 in EITC dollars went to Jacksonville residents using five free tax sites; in 2007, through the Real Sense Campaign’s 43 free tax preparation locations more than \$3,213,000 was received.
- Jacksonville IDA partnership provides EITC recipients with an opportunity to dedicate all or part of their EITC refund towards savings through matched Individual Development Accounts.
- With a high concentration of low-wage workers in NWJ receiving EITC (Figure 7), the individual and community impact is significant. In 2004, over one-third of all taxpayers claimed EITC, with an average credit of \$2,051. This amount is often equal or larger than their monthly income. In addition, one-third of the EITC recipients also received the Child Tax Credit, increasing this group’s average refund to \$2,571.

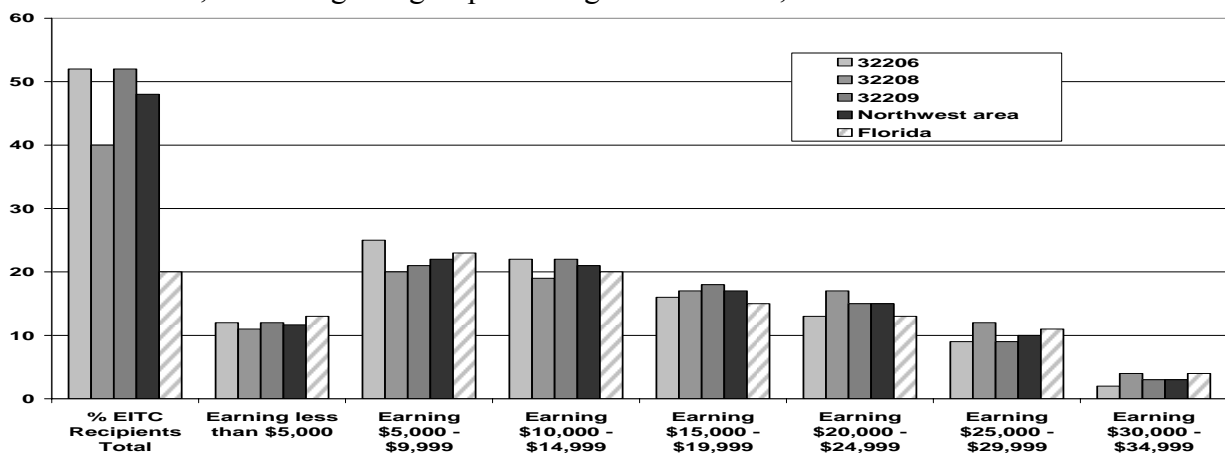


Figure 7 - Source: Authors calculations of Brookings Institution EITC Data

COMMUNITY GAPS

- Lack of most current data to demonstrate positive impact of Real Sense Campaign and other organizations focused on expanding the number of free tax preparation sites and its effects on increasing the percentage of residents claiming EITC and not paying tax preparation fees or receiving a Rapid Anticipation Loan (RAL).²⁷
- 67% of all taxpayers in NWJ received their EITC refund through a Refund Anticipation Loan in 2003, a figure much higher than for Jacksonville overall. Fees associated with this short-term loan product are often in excess of \$100.
- 78% of EITC recipients in NWJ use a paid tax preparer to claim their credit in 2003. As of 2007, 186 commercial tax preparation sites were located in NWJ compared to 21 free tax preparation sites. Map 6 demonstrates that during the 2007 tax season there were approximately *nine* fee for service tax preparers for every *one* free tax preparation site in NWJ. (Map 6)
- Insufficient data to demonstrate how households are using their EITC refund.
- Conservative estimates indicate that in 2004 approximately 8,118 EITC eligible families residing in NWJ may not have claimed the credit resulting in over 16.6 million EITC dollars left ‘on the table.’ (Table 4)
- In 2004, \$2 million was lost through the use of paid tax preparers and RALs by NWJ EITC recipients. (Table 4)

EITC Dollars Returned and Lost to Northwest Jacksonville, 2004

Area	Total EITC Returns	Total EITC amount returned to the community	IASP estimate of number of unclaimed EITC refunds*	Amount Unclaimed (\$) **	Amount lost by EITC filers using RALs and fee tax sites	Total EITC amount lost to community
32206	3,722	\$7,637,100	1528	\$3,134,453	\$451,395	\$3,585,848
32208	5,485	\$10,920,290	3268	\$6,506,880	\$617,525	\$7,124,405
32209	7,917	\$16,732,575	3325	\$7,027,069	\$947,085	\$7,974,154
NWQ	17,124	\$35,289,965	8,118	\$16,663,118	\$2,016,005	\$18,679,123

Table 4 – Source: Brookings Institute

*IASP estimate based on the average of Brookings Institute standard of a 10% increase in eligible receipts and total number of residents with qualifying income levels

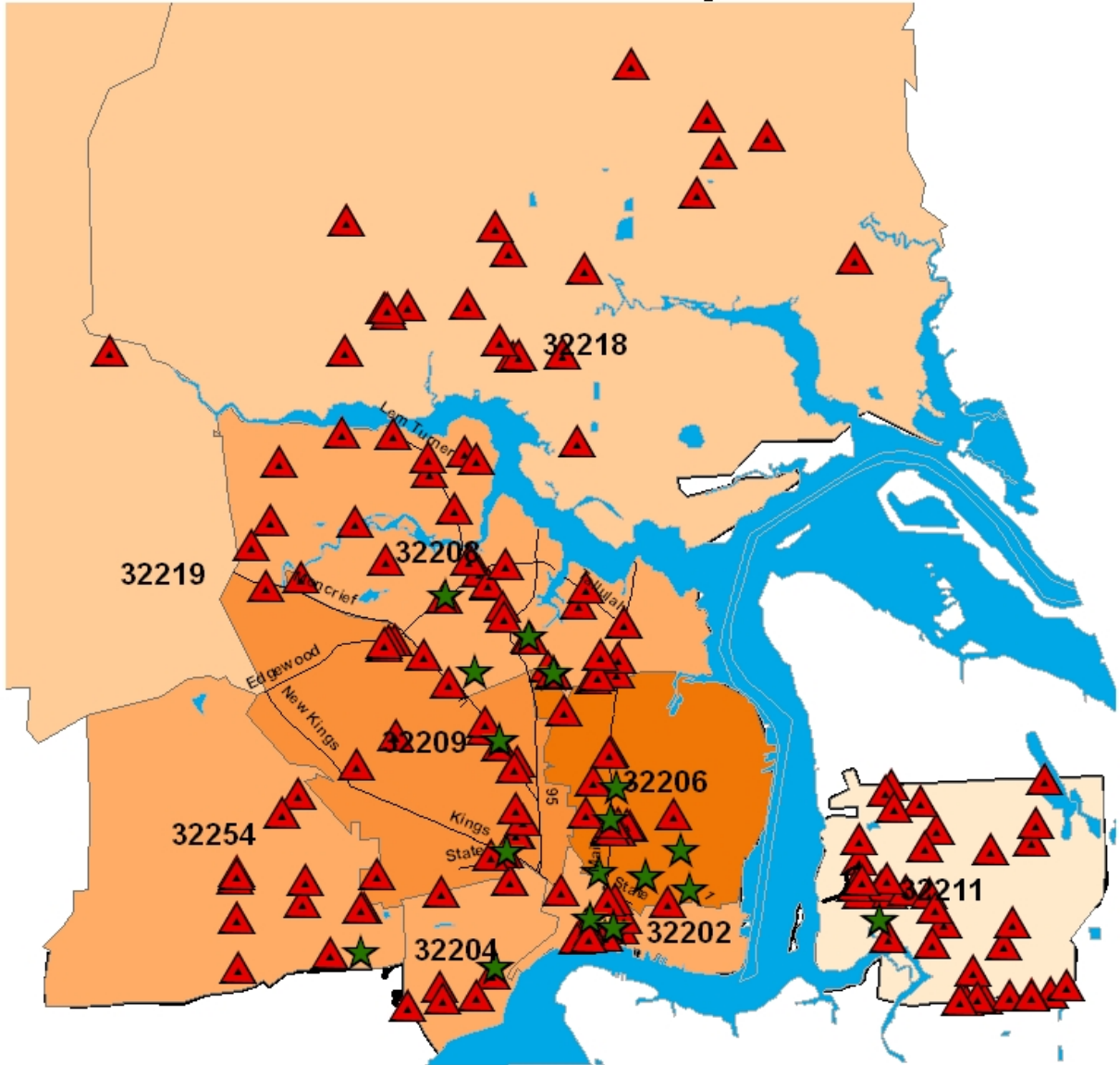
**Based on average EITC amount in respective zip code

*** Assumes RAL fees of \$100 and tax preparation fee of \$65

²⁷ Refund Anticipation Loans (RAL) are high interest, short-term cash advances against anticipated income tax refund. Rates often range from about 40% to over 700% APR.

MAP 6

Free versus Fee Tax Preparation Sites



LEGEND

% 2003 EITC returns completed by a Paid Tax Preparer

- 72%
- 73%
- 74% - 77%
- 78%
- 79% - 80%



Free Tax Preparation Sites



Fee Tax Preparation Services



ASSET BUILDING TURNING POINTS



Immediate Turning Point Strategies

- Organize a meeting with key stakeholders working in NWJ including the Real Sense Campaign, other organizations providing free tax preparation sites and financial literacy providers to develop a strategic plan around the following:
 - Increase number of eligible residents claiming EITC credit.
 - Expand number of free tax preparation sites and volunteers through partnerships with community resources (e.g. churches, neighborhood associations, colleges).
 - Increase amount staying in the community through reduction in use of RALs and fee tax preparation sites.
 - Reduce administrative costs and fees associated with RALs.
 - Strengthen bridge between EITC and financial literacy education and saving accounts (e.g. Individual Development Account, Florida Prepaid College Plan and Florida College Investment Plan).

Intermediate Turning Point Strategies

- Develop a marketing campaign including:
 - Targeting distribution of EITC outreach materials in locations where EITC eligible tax payers might receive additional services (e.g. day care centers that participate in federally funded child care food programs, Head Start sites, local elementary, middle and high schools, community health centers, public and subsidized rental housing locations, community centers, employment and temp agencies and barber shops and beauty salons).
 - Outreach to parents in late November and early December before children get out of school to curb the use of holiday and pay stub Rapid Anticipation Loans.
- Conduct a series of focus groups with EITC clients of the free tax preparation affiliates of the Real Sense Campaign to evaluate:
 - Types of broader asset building, protection and management services of interest to EITC tax payers.
 - Range of use of alternative financial service providers (check cashers, pay-day lenders, pawnshops, fee for service tax preparation centers, etc.).

Long-term Turning Point Strategies

- Advocate for Jacksonville to create a local EITC refund; 19 States and three local jurisdictions already offer programs to supplement the federal EITC by providing a check equal to a percentage of the federal EITC refund (e.g. San Francisco's EITC Coalition established the Working Families Credit which offered a 10% match to the federal credit in 2005)



ASSET BUILDING BLOCK: COMMUNITY RESOURCES

The Northwest Area has strong community resources and resilient residents, ready for concrete action steps.

- **Resilient, proud community committed to residing in and improving the Northwest area rather than relocating.**
- **Extensive network and infrastructure through the City of Jacksonville, non-profit community, faith-based institutions and neighborhood associations.**
- **New collaborative energy around implementation of programs and services in the Northwest area**

COMMUNITY STRENGTHS

- Two institutions of higher education, Edward Waters College (within area of focus) and FCCJ, North Campus (within buffer zones) are key community resources for educational opportunities, community partnerships and research resources. In addition, by forming a Community Development Corporation to administer a HUD grant, Edward Waters College has expanded its involvement in the immediate community through its redevelopment efforts.
- Higher number of African-Americans, compared to white respondents, who felt that they could influence local government decision makers.²⁸
- High percentage of older residents living in NWJ who are serving a key role in its rebirth through their historical knowledge of the area and as a very active presence within the neighborhood associations.²⁹ (Figure 8)

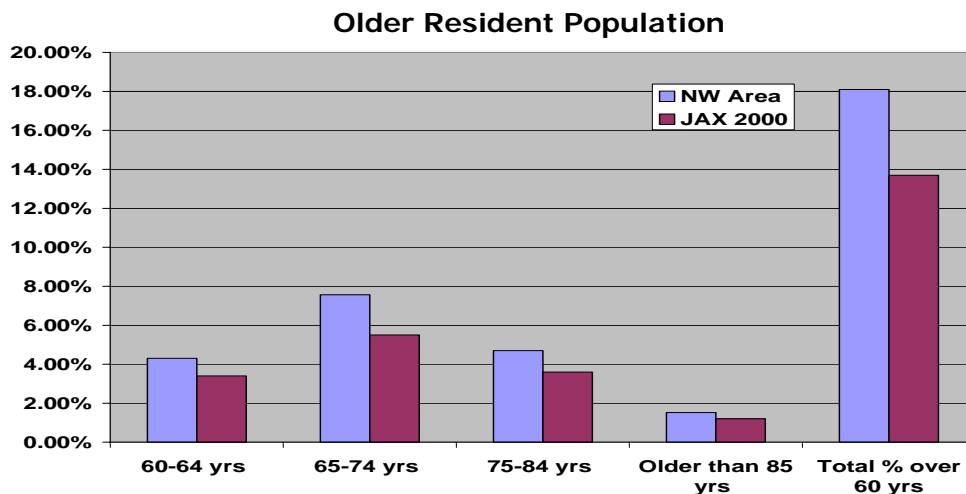


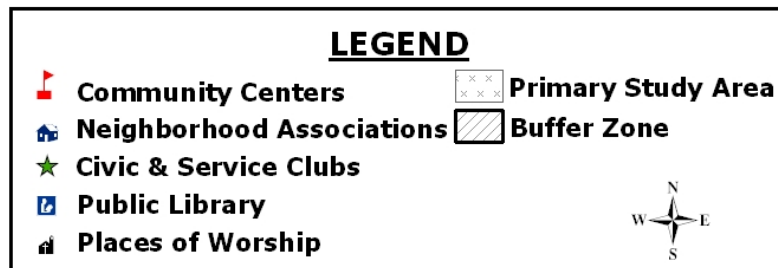
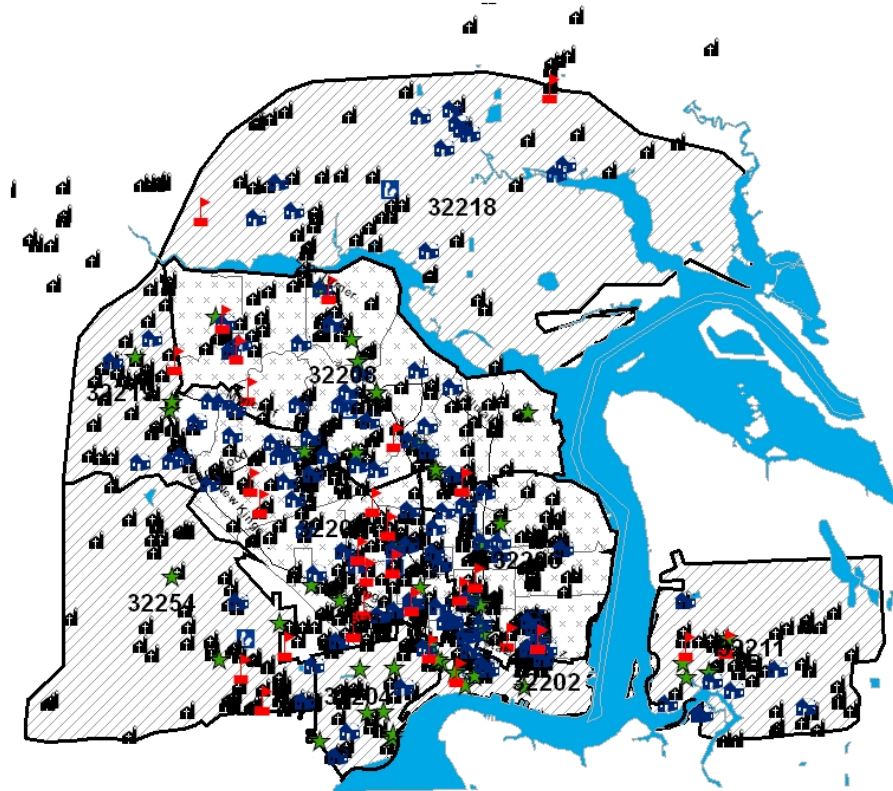
Figure 8 – Source: US Census Data, 2000

²⁸ JCCI Race Relations Progress Report, 2006

²⁹ Key Informant Interviews

- Significant number of potential collaborative partners through the City of Jacksonville, faith-based institutions, neighborhood associations, civic and service clubs, public libraries and community centers. (MAP 7)

MAP 7 Community Resources



COMMUNITY GAPS

- Reluctance of younger population to build community ownership through engagement in local activities and involvement with neighborhood associations.
- Few leadership capacity building programs, specifically targeting minority leaders and minority-led non-profit organizations.
- Need for a formal collaborative network for public sector minority leadership.
- Limited public/private partnerships focused on increasing financial resources for growing minority organizational capacity.

ASSET BUILDING TURNING POINTS



Immediate Turning Points Strategies

- Develop a strategic plan, in partnership with Blueprint for Prosperity and key stakeholders that includes achievable action steps for community residents to infuse NWJ with a new sense of energy. Suggestions include:
 - Review study area to identify additional geographic areas and populations not presently included within the reach of any neighborhood associations or community groups.
 - Assign a task force to provide ongoing review of potential funding opportunities, with a particular emphasis on federal funding for faith-based initiatives, especially ones for developing partnerships between faith-based and non-profit community for asset development programs.
 - Create a minority-owner small business association to increase their involvement as community resources.
 - Build upon strength of the older residents' engagement in community building by creating actions steps specifically for this population.
 - Develop youth-oriented action steps to engage younger residents, especially new homeowners, in community building.

Intermediate Turning Point Strategies

- Create a task force on Minority Leadership Capacity Building to:
 - Develop a civic leadership program for public and private sector minority leaders.
 - Expand scope of public sector capacity building trainings within minority organizations and leadership.
- Partner with the Mayor's Office of Faith and Community-Based Partnerships to strengthen faith-based collaboration, both among the institutions themselves for resource-sharing and with public/private partnerships.
- Strategize methods for tapping schools and community centers as resources for asset building (i.e. advertising FLE programs, sites for FLE, job training sites, etc).
- Develop partnerships with nearby institutions of higher education to engage students with the War on Poverty Initiative and increase community involvement (i.e. internships at agencies, volunteering to do FLE/EITC).

Asset Building Block: National Model

The Partnership is an organization focused on developing professionals of color to increase representation in the private and public sector. They offer four levels of training programs for leaders of color: College to Career, Associates, Fellows and Senior Management.
(thepartnershipinc.org)

Long-term Turning Point Strategies

- Partner with City of Jacksonville Parks and Recreation for grassroots promotion of community center and city resources as locations for tax sites, asset building workshops and community building events.
- Develop civic leadership program for youth to build a new generation of leaders engaged in government.



ASSET BUILDING BLOCK: **FINANCIAL LITERACY EDUCATION & BANKING SERVICES**

Multiple stakeholders have demonstrated a commitment to improving access and availability of financial literacy education and asset building opportunities in order to address current barriers to wealth building.

- **Continued growth of financial literacy education programs**
- **Demonstrated willingness of mainstream financial institutions to engage in community dialogue about service needs**

COMMUNITY STRENGTHS

- Wealth of available community resources including churches, community centers, beauty/barber shops, employment agencies and schools for expansion of financial literacy programs.
- High homeownership rates in some census tracts, with several areas having rates over 60%, indicating a large target population ready for and needing ongoing financial literacy education.
- Sizable number of credit unions in NWJ to serve as a foundation for building financial literacy services.

COMMUNITY GAPS

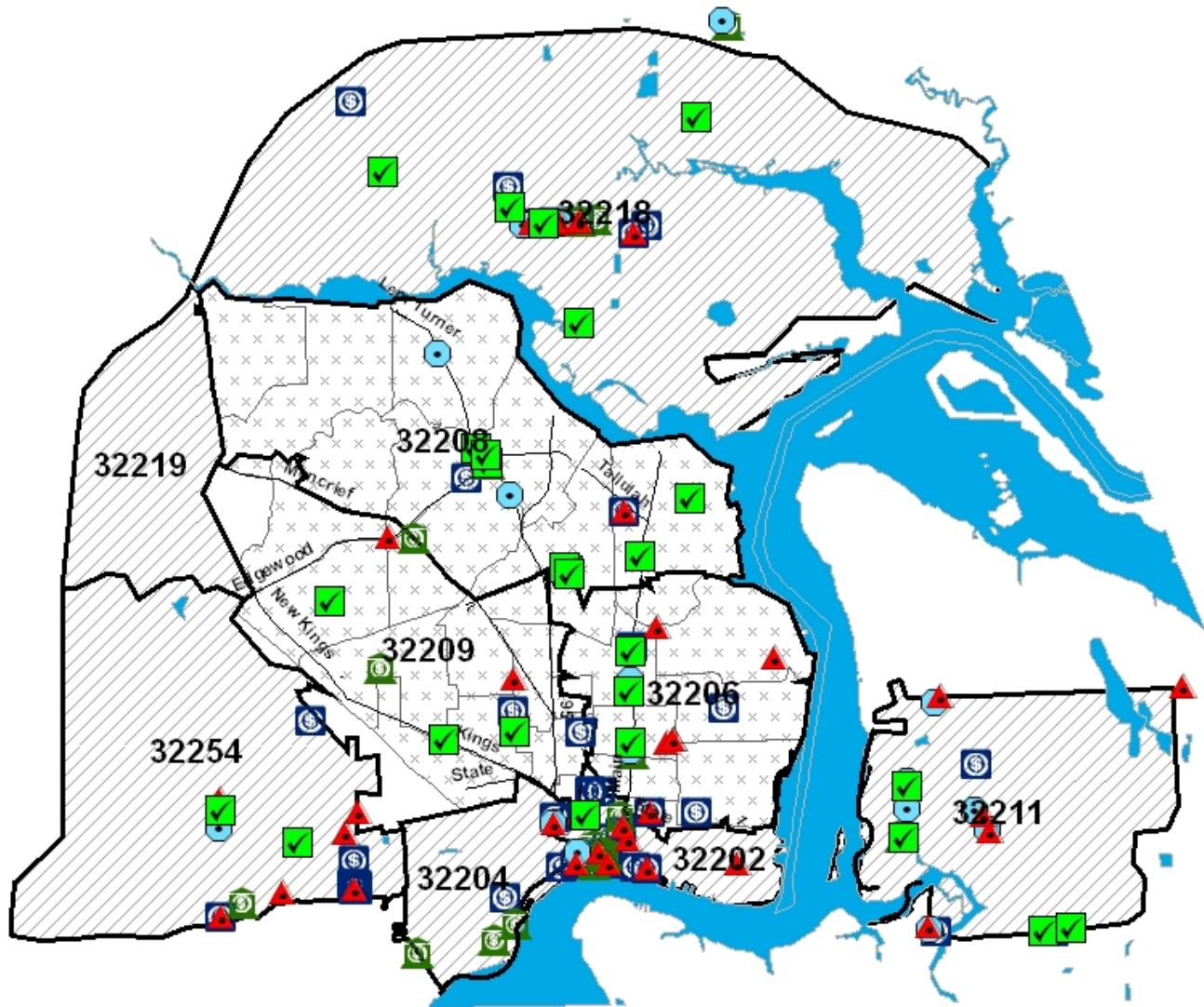
- Alternative financial service providers (check cashers, pawn shops and payday lenders) outnumber banks and credit unions in the entire study area; the ratio increases more dramatically when examining just NWJ (zip codes 32206, 32208, 32209). (MAP 8)
- High ratio of subprime to all loans for both new home and refinance mortgages in 2005 -- 70% for NWJ zip codes (See Figure 6, page 28) and low ratio of banks to mortgages companies. (MAP 9)
- Moderate number of financial literacy education class sites; few IDA programs, homeownership classes and small business development centers. (MAP 10)
- Low enrollment for financial literacy classes and IDA programs and insufficient knowledge regarding population's financial literacy needs.

Asset Building Block: National Model








Bank on San Francisco, a joint effort from the city and Federal Reserve Bank of San Francisco, is a program to help everyone enter the financial mainstream and save for the future through removing barriers and creating innovative support systems.
(www.sfgov.org)

MAP 8

Financial Services

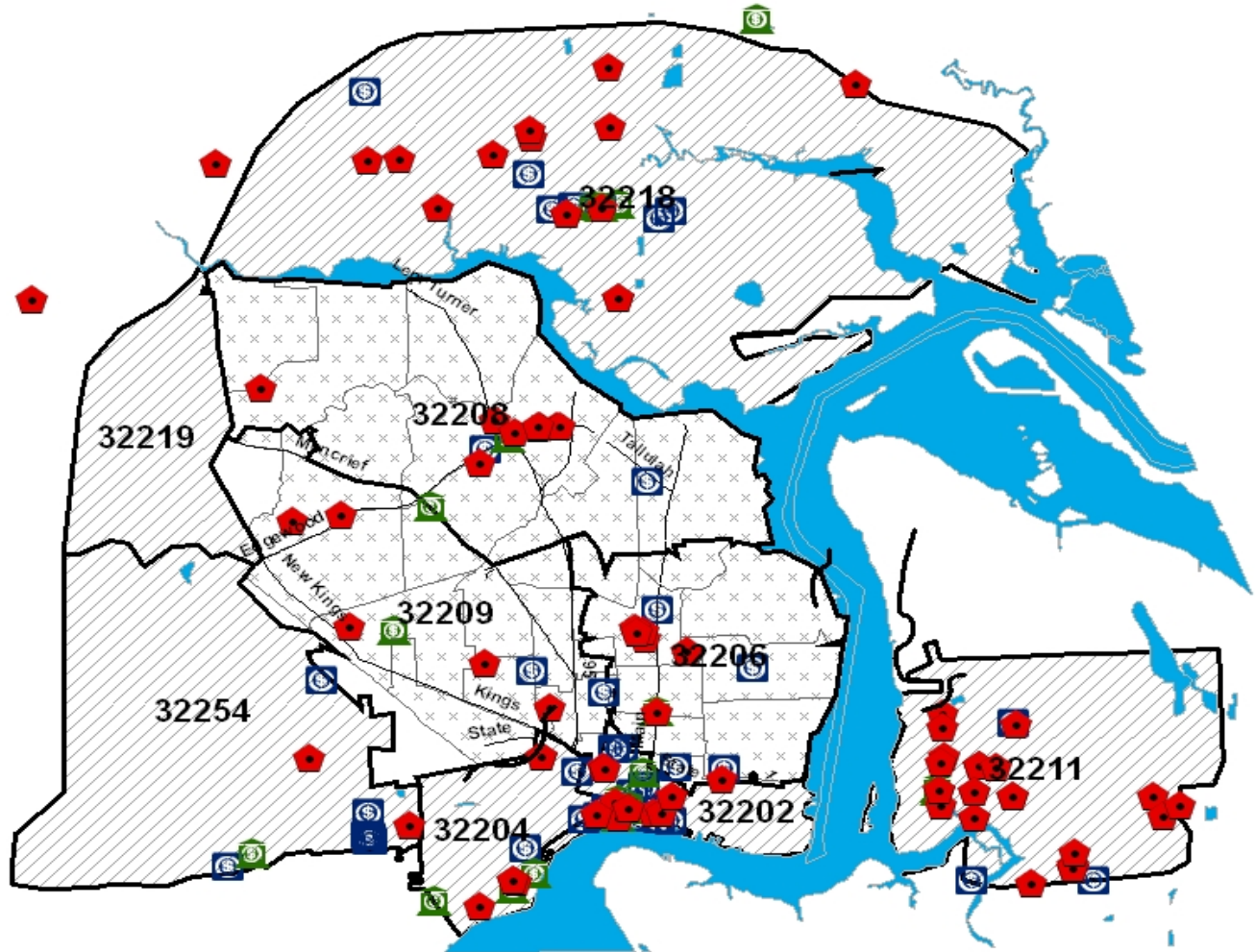


LEGEND

-  **Banks**
-  **Credit Unions**
-  **Check Cashers**
-  **Payday Lenders**
-  **Pawn Shops**
-  **Primary Study Area**
-  **Buffer Zone**

MAP 9

Mortgage Companies

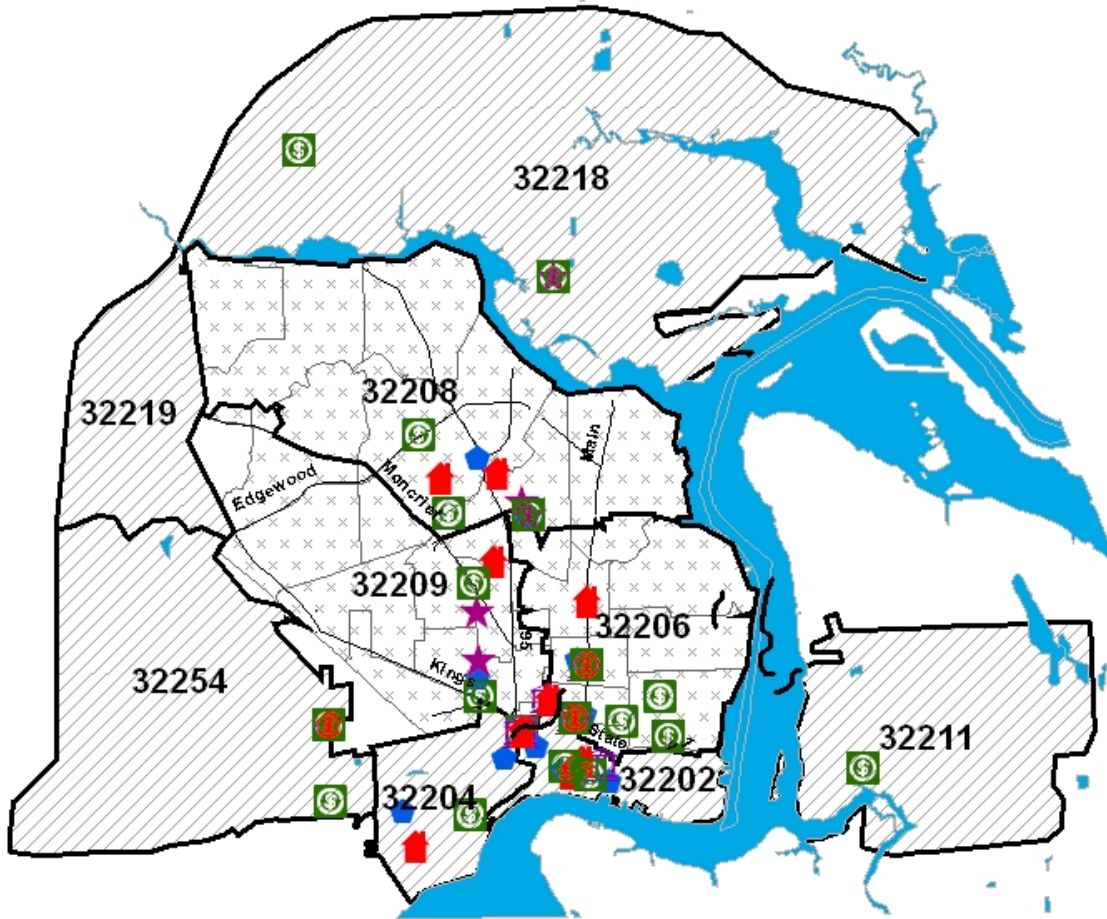


LEGEND

- Banks
 - Credit Unions
 - Mortgage Brokers and Lenders
 - Primary Study Area
 - Buffer Zone
- 

MAP 10

Financial Literacy Education Resources



LEGEND

Financial Literacy Programs	Primary Study Area
IDA Programs	Buffer Zone
Homeownership Classes or Loans	
Asset Protection Programs	
Small Business Development Programs	

ASSET BUILDING TURNING POINTS



Immediate Turning Point Strategies

- Expand marketing of financial literacy education by:
 - Recruiting business owners to promote existing opportunities for asset building (e.g. hanging flyers).
 - Advertising financial literacy opportunities through community resources and non-traditional locations (e.g. beauty shops, welfare offices, temp agencies).
 - Partnering with stakeholders and city officials to conduct a city-wide financial literacy education marketing campaign with high profile partners (e.g. partner with Jax Jaguars or other high profile sports teams; endorsement by well-known local celebrity; financial literacy film series; Family Asset Building [FAB] Day).
- Establish formal networks for faith-based institutions, Jacksonville Legal Aid and other financial literacy providers to connect and share resources; in particular, to identify new approaches to serving residents' financial literacy needs and barriers to participation.
- Design and run workshops to realtors and mortgage brokers to increase their education of needs and concerns of NWJ residents; build partnership with these stakeholders around how to work together to build their business while supporting local residents.

Intermediate Turning Point Strategies

- Expand existing model homeownership programs (The Housing Partnership, HabiJax, Metro North CDC and Northwest CDC) and build upon the high homeownership rates to increase asset building opportunities and IDA participation.
- Partner with Jacksonville's "Don't Borrow Trouble" Campaign to stop predatory lending practices in the NWJ.
- Foster partnerships with the faith-based community through local networks and the Mayor's Office of Faith and Community Based Partnerships to create new asset development programs and promote existing ones. As a convenient and trusted host, churches are effective sites for tax preparation and financial literacy education classes.
- Leverage existing employer-based financial literacy programs to increase funding and educate additional employers about its benefits to their company.
- Work with credit unions to expand financial services for the purposes of shifting residents from alternative financial services (check cashers, pay day lenders) to mainstream banking (e.g. offer low-rate check cashing as a entry point into a continuum of financial services, culminating with an individual fully comfortable and linked into mainstream banking).
- Build a faith-based collaborative to create a formal relationship between churches and financial institutions similar to the Collective Banking Group.
(www.collectivebankinggroup.com).

Long-term Turning Point Strategies

- Work with the financial services community to increase the number of bank branches within NWJ and to expand available services that still generate revenue but also offer reasonable banking for low-income residents.

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