



**REGULAR MEETING OF FLORENCE CITY/COUNTY CONFERENCE COMMITTEE
WEDNESDAY, APRIL 22, 2026 - 9:00 AM
FLORENCE SOCCER COMPLEX PAVILION
1000 SOCCER WAY
FLORENCE, SOUTH CAROLINA**

I. CALL TO ORDER

II. INVOCATION

Pledge of Allegiance to the American Flag

III. APPROVAL OF MINUTES

November 25, 2025

IV. ITEMS FOR DISCUSSION

- a. City-County Memorial Stadium Commission
- b. City of Florence CPSTIII Projects
- c. Jeffries Creek
- d. General discussion regarding potential City/County Partnerships

V. ADJOURN



COMMITTEE OF THE FLORENCE COUNTY COUNCIL ON CITY-COUNTY CONFERENCE, TUESDAY, NOVEMBER 25, 2025, 9:00 A.M., AT 5094 COUNTY PARK ROAD, COWARD, SOUTH CAROLINA

COMMITTEE MEMBERS PRESENT:

C. William Schofield, Committee Co-Chair
Jerry Yarborough, Committee Member
Waymon Mumford, Committee Member
Mayor Lethonia Barnes, Committee Co-Chair
J. Lawrence Smith, Committee Member
Bryan Braddock, Committee Member (arrived 10:07 AM)
Scotty Davis, City Manager
Kevin Yokim, County Administrator
Hope M. Jones, Clerk to Council

OTHERS PRESENT:

Brad Beadles, Florence Regional Airport Director
Derdre Weaver, Currier- Editor for Post & Courier

The notice of the meeting and copies of the meeting Agenda were posted in the lobby of the County Complex and provided to the media and others requesting copies of meeting agendas in compliance with the Freedom of Information Act requirements for notice of meetings.

Committee Co-Chair Schofield called the meeting to order at 9:16 A.M. Councilman Mumford provided the invocation, and Councilman Yarborough led the Pledge of Allegiance.

APPROVAL OF MINUTES:

Co-Chair Schofield requested the Committee to approve the minutes of the August 20, 2025, meeting. Councilman Yarborough made the motion, and Mayor Barnes seconded the motion, which was approved unanimously.

DISCUSSION:

Lights4Paws:

Co-Chair Schofield reported that the event has transitioned to Lynches River. He noted that the original organizers were a family who have since relocated from Florence. Mr. Yokim stated that the Lights 4 Paws event will begin after Thanksgiving and will operate from 5:00 p.m. to 9:00 p.m. He also noted that December 6 is the date of the annual Winter Fest.



Interstate Monument Signs:

Co-Chair Schofield updated the Committee on interstate signage for I-95 and I-20. He stated that he was informed the City is considering similar signage and wanted to avoid any overlap. Mr. Yokim reported that the County is evaluating three potential locations: I-95 southbound after crossing Lynches River, approximately one mile on the right-hand side; I-95 northbound just before Buc-ee's; and I-20 westbound at the county line. The County hopes to receive approval from SCDOT. Co-Chairman Schofield added that he hopes these efforts will enhance Florence's curb appeal.

Interstate Lighting (327/95, 95/20,76/95 Intersections)

Co-Chair Schofield stated that he and Mr. Yokim spoke with Marlboro Pee Dee Electric and were able to secure additional lighting at the Highway 327/I-95 interchange. He expressed interest in beginning discussions with the City regarding lighting improvements at the I-95, I-20, and I-76/I-95 interchanges. Co-Chairman Schofield also noted that he spoke with William Fleming to request a design or proposal outlining the potential costs associated with these interchange improvements.

Co-Chair Schofield recalled that during his time on City Council, the City assumed responsibility for the lighting along I-95, with the County and City sharing the cost to convert the lights to LED. The City ultimately took over the interstate lighting. He stated that he would explore the possibility of working with Duke Energy to install new poles and lights and potentially split the costs with the City. He estimated the monthly fee to be approximately \$5 per light.

Mayor Barnes inquired about the number of lights required and the installation of poles, noting that no final decisions could be made until a study is completed. Co-Chair Schofield estimated the County's installation costs at approximately \$50,000; however, Mr. Yokim stated the fee may be waived, as he believes installation costs may be built into the monthly service fee. Mr. Yokim added that the County is also evaluating other interchanges along I-95 to determine where lighting improvements would make the most sense.

Mayor Barnes asked what the County was requesting from the City. Co-Chair Schofield responded that the County is seeking a partnership with the City to assist in lighting I-95, if feasible. He stated that the County, the City, and Duke Energy would need to meet to discuss and explore options to determine viability.

Co-Chair Schofield and Mayor Barnes agreed that the I-95 and I-20 corridors are staples of Florence. Mr. Yokim stated that a monument sign is planned at the county line and asked whether lighting should begin at that location and extend into the interchange. He also noted that Exit 164, where Highway 52 and Lucas Street intersect, is a major gateway into the City and suggested considering lighting improvements there as well.

City Councilman Smith asked whether the proposal would involve lighting approximately two miles. Mr. Yokim responded that while that could be the maximum distance, it would



likely be cost-prohibitive.

Mr. Yokim stated that the County will begin working on cost estimates for Exits 170 (I-95/327), 169 (TV Road), 164, 160, 157, and 153, and will seek estimates from Duke Energy and Marlboro Pee Dee Electric for exits within their respective service territories.

Mayor Barnes stated that she believes it is a good idea for the City to explore this opportunity.

Airport:

Mr. Yokim discussed how the County and City can partner with the airport. Brad Beadles, Director of the Florence Regional Airport, provided an update on several airport projects. He stated that now that the federal government has reopened, he will submit the funding application for the ATV terminal project. The project is estimated at approximately \$40 million. Mr. Beadle noted that TSA did not receive the necessary equipment this year, so it was incorporated into the terminal rehabilitation project in order for the State and federal government to fund a portion of the costs.

Mr. Beadles reported that the airport is constructing a new control tower, with construction scheduled to begin in May 2026 and expected to take two years to complete. The tower will be 119 feet tall. He also stated that the airport is partnering with Florence School District One (FS1) to provide students access to the air traffic control tower view.

Mr. Beadles explained that the Florence Regional Airport is classified as a non-government airport, which allows it to receive up to \$30 million in funding from the EFA. He stated that Senator Graham indicated Florence could extend the runway; however, Mr. Beadles noted that he has not yet received FAA approval. He added that there is a possibility the FAA may not approve the extension because the airport is already too far into the current project. To extend the runway to 10,000 feet, the airport would need to acquire land east of the facility. At present, the largest aircraft that can land at the airport is approximately a Boeing 747. He also noted that the City and County are missing out on fuel tax revenue because the runway is currently under 7,000 feet.

Mr. Beadles stated that beginning next year, flight departures will be adjusted, with a departure at 6:15 a.m., service reduced at 4:30 p.m., another departure at 5:30 p.m., and a return flight at 10:40 p.m. He noted that the airport is currently operating with two daily flights.

Co-Chair Schofield stated that, looking toward the future with potential changes in City and County Council membership, it is important to ensure these issues continue to be addressed and suggested possibly including airport-related projects in the next penny tax. City Councilman Smith asked whether the runway could be extended to 8,500 feet toward the west. Mr. Beadles responded that the maximum extension without impacting McCurdy Road would be 8,052 feet. He stated that the runway cannot be extended westward due to



surrounding residential areas. McCurdy Road would not be closed but would require a detour around the airport.

Mr. Beadles stated that he has spoken with Mayor Barnes and Mr. Yokim regarding rail access and estimated the rehabilitation cost to be under \$4 million. He explained that the rail line would cost approximately \$2 million, with an additional \$2 million for the overpass, totaling under \$5 million to provide direct rail access to the Charleston or Dillon inland ports and to allow for 100 to 300 acres of direct rail access at the airport.

Mr. Yokim stated that an SCDOT traffic study would be required for McCurdy Road, including input from Public Works, residents, bus routes, and emergency vehicles. He noted that the road could potentially be closed as a through street.

Underpass Cleaning Projects:

Co-Chair Schofield stated that there are two main underpasses within the City of Florence—Cheves Street and Highway 76. He suggested improving the appearance of the underpasses through pressure washing or the installation of murals. He estimated the cost at approximately \$150,000 and stated that he is willing to use his own funds, but asked whether the City would be interested in partnering to share the cost.

Mr. Scotty Davis, City Administrator, expressed support for the mural concept and stated that the City may be able to identify funds to assist with the project.

City Councilman Smith asked to move the Aspen Institute item before Memorial Stadium because he wants to address it in an executive session, and the request was approved.

Aspen Institute:

Mr. Scotty Davis, City Administrator, stated that crime can have a negative impact on economic development. He explained that the City has been in discussions with an organization called the Aspen Institute, which studies the root causes of crime by examining neighborhoods, available resources, and how communities address underlying issues. The process brings together multiple entities to collaboratively address these challenges. The cost of the study is \$35,000 and will provide analytical findings and models of successful approaches, such as diversion programs. The study is expected to take approximately one year. Mr. Davis noted that implementation costs could increase into the hundreds of thousands. (Handouts are attached.)

Mr. Davis stated that the City is moving forward with efforts to address crime and expressed hope that the initiative could be expanded countywide.

Mayor Barnes stated that City Council has been tasked with addressing the water system issues and reducing crime. She added that the Aspen Institute would help identify the core reasons for criminal activity by analyzing data and facilitating partnerships with various entities.



Mr. Davis requested that the County partner with the City on the Aspen Institute initiative so that the effort could be conducted on a countywide basis. He stated that the initial \$35,000 fee would cover both the City and the County. Mr. Davis also noted that he would arrange a virtual meeting with City and County representatives to gather additional details about the program.

Executive Session:

Mayor Barnes made the motion for the Committee to go to an executive session to discuss a contractual matter, and seconded by City Councilman Smith, which was approved unanimously.

The Committee went into executive session at 10:21 AM.
The Committee reconvened at 10:36.

Co-Chairman Schofield stated that no action was taken in executive session.

There being no further business to come before the Committee, Mayor Barnes made a motion to adjourn. Councilman Yarborough seconded the motion, which was approved unanimously.

THE MEETING ADJOURNED AT 10:36 P.M.

Mayor Lethonia Barnes
City-County Conference Committee Co-Chair

Chairman C. William Schofield
City-County Conference Committee Co-Chair



The Aspen Institute’s Justice and Governance Partnership (JGP) addresses public safety at the neighborhood level using cross-sector data analysis in order to produce a Justice Audit and Justice Reinvestment plan. Today, most places lack governing partnerships that consolidate data across multiple sectors, gather community knowledge and priorities, and systematically coordinate policymaking. JGP focuses on building local capacity to collaborate, analyze data, and improve policies that will transform local justice systems, improve the lives of residents, reduce the footprint (and cost) of the justice system, and target reinvestment in neighborhoods with high violence, high rates of incarceration and overlapping challenges in health, housing, employment, education and more.

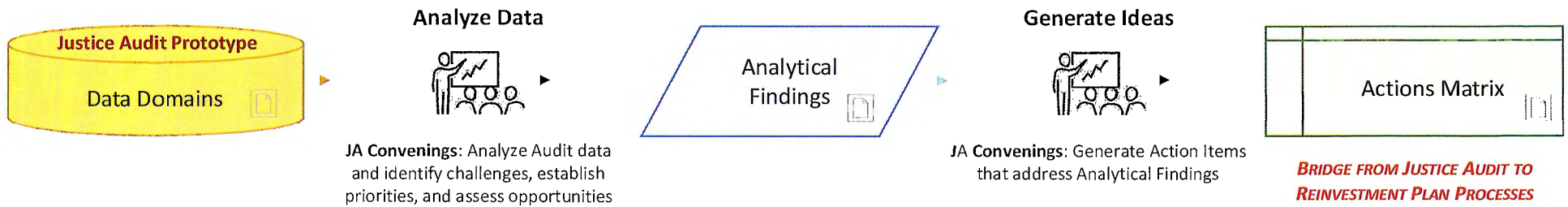
Costs associated with public safety challenges can be daunting. Therefore, along with the cross-sector data that will be collected, budget data is also collected. The budget data will help answer the following questions in the Justice Audit: how resources are currently being allocated; how resources might be better coordinated; where flexibility exists in reallocating resources; and where additional resources might be needed.

The goals and anticipated results/outcomes of the Justice Audit tool are:

- Measurable, targeted reductions in arrests, incarceration, emergency department admissions, and potentially other last resort approaches to health and safety in prioritized neighborhoods;
- A data-driven infrastructure that can continue to be used every year to coordinate policies and pool investments across multiple sectors and stakeholders; and,
- An unprecedented, sustained forum for government agencies (city and county), quasi-public institutions (including hospitals and schools), community-based organizations (including violence prevention, healthcare, stable housing, educational enhancement, and workforce development services), and advocates for vulnerable and marginalized residents (including crime victims) to regularly convene around cross sector planning and implementation of collective neighborhood improvement goals.


1 Justice Audit Process (convenings and outcomes)

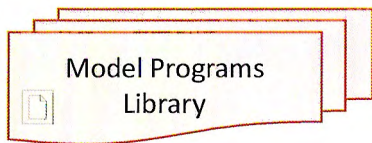
 = links to descriptive documents



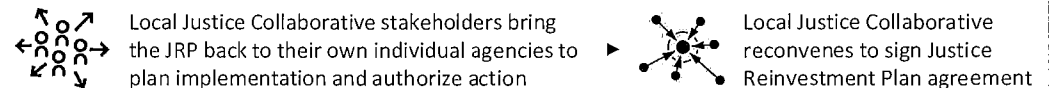
2 Justice Reinvestment Plan Process (convenings and outcomes)



 Generate Model Programs Library from Matrix



3 Implementation (No Technical Assistance)



DATA DOMAINS

DATA CONTENT	DOMAIN	ANALYTICAL PURPOSE
Measures of neighborhood safety and the housing, health, education, youth wellbeing, economic security, and physical environments, which could affect those conditions.	1. Neighborhood Conditions of Safety and Justice (geospatial) Go to datasets details	Build consensus on how to measure and track neighborhood safety; and, identify which co-occurring conditions are most important in shaping safety and justice.
Neighborhood concentrations of crisis response operations related to public safety threats, housing instability, chronic and episodic ill health, disconnected youth, economic insecurity, and environmental dangers.	2. Crisis Response Operations (geospatial) Go to datasets details	Develop an index showing the pervasiveness and overlap of emergency response operations by neighborhood; and, identify the policy and resource partnerships most likely to reduce overdependence on crisis responses.
Volume, demographics and case characteristics of defendant populations at each key decision-making point along the criminal justice case processing spectrum from law enforcement contact through sentencing.	3. Criminal Justice Case Processing (schematic) Go to datasets details	Identify defendant subpopulations who could be better engaged outside the criminal justice system; and, the kinds of diversion, conditional release, and alternative sanction policies needed to do so.
Asset inventory of violence prevention, stable housing, healthcare, educational enrichment, youth-, workforce-, and neighborhood-development programs, their locations, service capacity, and human/financial resources.	4. Community-Serving Agencies and Organizations (geospatial) Go to datasets details	Identify gaps in health and human services and economic development across neighborhoods; and, establish investment priorities in strengthening cross-sector partnership networks and service corridors that can address those gaps.
Spending on key sectors and within agencies, major funding sources (public and private), and assessment of the restrictions and flexibility of their allocation.	5. Spending Allocation and Resource Flexibility (schematic)	Assess priorities reflected in current spending, including crisis response vs. prevention; organize budget and resource data to understand the full range of opportunities; and, develop consensus around allocation priorities and opportunities to pool resources and repurpose flexible funding sources.
Experiences, knowledge, and priorities of neighborhood residents and marginalized interest groups through Community-Based Action Research, neighborhood resident sentiment polling, and criminal justice practitioner surveys.	6. Stakeholders Perspectives (contextual and geospatial)	Ground truth and contextualize data, help set policy and reinvestment priorities, and inform implementation strategies.

ANALYTICAL FINDINGS

JUSTICE AUDIT ANALYSIS

Local Justice Collaborative stakeholder workgroups will engage in facilitated analytical reviews of Justice Audit data.¹ and decide which neighborhoods face the greatest challenges to public safety, what priorities are crucial to improving neighborhood safety, and which policies and resources are most readily available to address priority challenges.

IDENTIFY CHALLENGES

Which neighborhoods suffer the greatest threats to public safety as measured by:

1. Co-occurring **conditions** of unsafe environments
2. Acute **dependence** on multi-sector crisis management
4. **Dearth** of socio-economic opportunity networks
5. **Underinvestment** in conditions of safety
6. Residents' **experience** of fear and trauma

ESTABLISH PRIORITIES

What actions are most important to improving safety in priority neighborhoods through:

2. Reforming **crisis operations** incurring the most trauma, harm, and expense
3. Diverting **defendant subpopulations** from least necessary criminal justice involvement
4. Strengthening the weakest neighborhood development and **service corridors**
6. Supporting **civic infrastructure** for expressing community knowledge and priorities

ASSESS OPPORTUNITIES

Which policy, governance, and financial resources are most readily amenable to integrated application:

3. Diversion, conditional release, and alternative sanctioning **mechanisms**
4. Community-serving agency and neighborhood-embedded organizational **capacities**
5. Budgetary **allocations** most flexible for pooled social repurposing (resource exchange)
6. Resident and marginalized interest group **leadership** to steward implementation

¹ Numbers in lists refer to the numbered data domain sources.

ACTIONS MATRIX

POLICY AND REINVESTMENT ACTION ITEMS

Local Justice Collaborative stakeholder workgroups will generate dozens of discrete, possible actions regarding policies and resource allocations through facilitated discussions of Analytical Findings regarding identified challenges, established priorities, and asset inventories that were formulated during reviews of the Justice Audit.

Action Items will consist in a textual description of approximately 25 words or less.

DESCRIPTIVE 'TAGS'

Through further facilitated convenings, LJC stakeholder workgroups will 'tag' each action item according to a number of analytical categories which will be organized within an Action Matrix that will enable them to sort, group, and otherwise filter and assemble dozens of action items into coherent policy and reinvestment scenarios. These tags could include:

- **Priority:** for example, crisis response reform, defendant subpopulation diversion, neighborhood service corridor development, civic leadership representation, etc.
- **Type of Action:** for example, human resource investment, built environment investment, policy protocol refinement, criminal justice case process refinement, civic governance refinement, training program investment, etc.
- **Scope:** for example, intra-agency, cross-agency, intra-sectoral, cross-sectoral, etc.
- **Sector:** for example, criminal justice, healthcare, housing, workforce development, youth development, civic administration, multi-sector, etc.
- **Agency:** for example, law enforcement, court, custodial incarceration authority, community supervision authority, hospital, public housing, education, multi-organizational etc.
- **Cost:** for example, \$0, > \$0 - \$10K, > \$10K - \$100K, > \$100K - \$500K, > \$500K - \$1M, etc.
- **Resource Exchange Availability:** Flexible funding sources are potentially applicable / not available.
- **Neighborhood:** for example (as associated with census tracts), Roosevelt Park, Baxter, etc.

KEYWORD SEARCH

In addition to filtering Action Items according to tags, stakeholders will be able to search Action Item text for keywords of interest.

MODEL PROGRAMS LIBRARY (Examples)

SECTION i: Types of Collaborative Health and Safety Partnerships

Collaborative partnerships between criminal justice agencies and public health entities address a range of issues, which reflect a growing recognition that many challenges faced by communities cannot be effectively addressed by one agency alone. Combining the expertise of both criminal justice and public health professionals can lead to more comprehensive and effective solutions. Here are some partnerships:

1. **Drug Treatment Courts:** Often involve collaboration between courts, probation services, treatment providers, and health departments to provide substance use treatment as an alternative to incarceration.
2. **Mental Health Diversion Programs:** Police departments and mental health professionals work together to divert individuals with mental illnesses away from the criminal justice system and into appropriate treatment programs.
3. **Re-entry Programs:** Departments of corrections, parole, and public health agencies collaborate to ensure that individuals being released from incarceration have access to necessary health and social services.
4. **Infectious Disease Testing and Treatment:** Jails and public health agencies may partner to provide testing for diseases like HIV, hepatitis, and TB, ensuring inmates receive appropriate care and reducing transmission risks upon release.
5. **Opioid Crisis Response:** Collaboration between law enforcement, public health agencies, and emergency medical services to address opioid overdoses, including the distribution and use of naloxone.
6. **Crisis Intervention Teams (CIT):** Partnerships between law enforcement and mental health professionals to respond to mental health crises with de-escalation techniques and appropriate referrals rather than arrest.
7. **Sexual Assault Nurse Examiner (SANE) Programs:** Collaboration between health providers and law enforcement to ensure victims of sexual assault receive comprehensive medical care and evidence collection.
8. **Trauma-informed Training:** Public health professionals training law enforcement and other criminal justice personnel about the impacts of trauma and how it might manifest in individuals they encounter.
9. **Domestic Violence Programs:** Collaborative efforts involving police, prosecutors, and public health to ensure victims receive medical attention, counseling, and safety planning.
10. **Pre-arrest Diversion Programs:** Before formal charges are filed, individuals may be referred to community-based health and social services as an alternative to entering the criminal justice system.

MODEL PROGRAMS LIBRARY (Examples)

11. **Homeless Outreach Teams:** Combining law enforcement with social workers or health care providers to address the needs of the homeless population, providing them with services instead of arresting them.
12. **Child Advocacy Centers:** Collaborative centers that often involve law enforcement, child protective services, medical professionals, and counselors to provide a coordinated response to child abuse cases.
13. **Substance Use Outreach:** Police officers collaborating with addiction specialists to connect individuals with substance use disorders to treatment programs without entering the criminal justice system.
14. **Juvenile Justice Health Programs:** Partnerships between juvenile justice systems and health agencies to address the unique health and behavioral health needs of incarcerated youth.
15. **Vaccination Programs in Correctional Facilities:** Public health departments providing vaccination clinics for inmates to address public health concerns like the flu, COVID-19, or hepatitis.
16. **Veteran Courts:** Tailored court programs that collaborate with VA health systems and other service providers to address the unique needs of veterans in the criminal justice system.
17. **Elder Abuse Forensic Centers:** A collaboration of legal, medical, and social service professionals to better understand, identify, and treat elder abuse.
18. **Community Policing & Public Health Initiatives:** Programs where police actively engage with community members and public health officials to address community-specific health challenges.
19. **Family Justice Centers:** One-stop locations that combine various services like law enforcement, medical professionals, and counselors to support victims of domestic violence or family-related crimes.
20. **Drug Disposal Initiatives:** Collaborations between police departments and public health agencies to provide safe disposal sites for unused medications, reducing the risk of misuse.
21. **Restorative Justice Programs:** These programs bring together victims, offenders, and community members to collaboratively address the harm caused by a crime. Public health professionals often participate to address trauma and mental health needs.
22. **Traffic Safety Initiatives:** Collaborative efforts between law enforcement and public health to reduce traffic-related injuries and deaths through education, enforcement, and policy initiatives.

MODEL PROGRAMS LIBRARY (Examples)

SECTION II: **Examples of Mental Health Diversion Partnerships** (from #2, section I, above)

Each state and even specific counties or cities within states may have their own mental health diversion programs. These are just a few examples, but many more exist, reflecting a broader push to address mental health more appropriately within the criminal justice context.

1. **Crisis Intervention Team (CIT) Programs:** Originated in Memphis, Tennessee, CIT programs train police officers to handle incidents involving mental illness and addiction. Officers are taught to recognize mental health crises and connect individuals to mental health services instead of arresting them.
2. **Los Angeles County's Mental Health Court:** Established in 2000, it's a specialized court designed to handle cases of defendants with mental health disorders, ensuring they receive the care they need.
3. **San Antonio's Restoration Center:** In Bexar County, Texas, this center provides comprehensive services for those with mental health disorders, including detox, outpatient treatment, and a 48-hour inpatient psychiatric unit. It operates as a diversion point for law enforcement, saving the county millions that would otherwise be spent on incarceration.
4. **Miami-Dade's Criminal Mental Health Project (CMHP):** CMHP offers both Jail Diversion Programs and Post-Booking Diversion Programs for individuals with serious mental illnesses or co-occurring mental health and substance use disorders.
5. **Oregon's Psychiatric Security Review Board (PSRB):** This program manages individuals who've been found "guilty except for insanity" in Oregon. The PSRB works to ensure these individuals receive proper psychiatric care rather than incarceration.
6. **Maryland's Mental Health Court:** Operating in Baltimore, this court collaborates with various agencies to provide services like housing, substance use treatment, and mental health care to divert individuals from incarceration.
7. **Connecticut's Jail Diversion Program:** This program identifies defendants with mental health issues and helps them get community-based treatment.
8. **New York's Nathaniel Project:** Based in New York City, this program serves repeat offenders with serious mental illnesses, connecting them with intensive case management and community-based services.
9. **Wisconsin's Mendota Juvenile Treatment Center:** This facility serves juvenile offenders with psychiatric disorders, focusing on intensive treatment in a secure setting.
10. **Stepping Up Initiative:** While not a singular program, the Stepping Up Initiative is a national effort to reduce the number of individuals with mental illnesses in jails. Numerous counties across the U.S. have made commitments to identify individuals in need of treatment, improve their conditions, and strengthen links to community-based care.

POLICY & REINVESTMENT SCENARIOS

POLICY AND REINVESTMENT SCENARIOS

Using the Action Matrix and drawing from the Model Programs Library (MPL), facilitated convenings of the Local Justice Collaborative stakeholder workgroups will assemble filtered and grouped combinations of action items into cohesive policy and reinvestment scenarios.

SCENARIO FRAMEWORKS

The work of consolidating numerous actions into cohesive combinations (i.e., scenarios) will be facilitated by exploring various frameworks for filtering and grouping actions. For example:

- **Scenarios by Priority:** Stakeholders could organize their thinking around priorities by grouping action items according to each of the priority areas identified and tagged in the Actions Matrix, such as crisis response reforms, defendant subpopulation diversion, neighborhood service corridor development, etc. Then, they could further filter by neighborhood, then by sector, action type, cost, and so on, until they arrive at a cohesive set of action items that strategically focus in on specific priority scenarios. Or, for example:
- **Scenarios by Neighborhood:** Stakeholders could organize their thinking around neighborhoods by grouping action items according to each of the neighborhoods identified and tagged in the Actions Matrix, such as Roosevelt Park, Baxter, etc. Then, they could further filter by priority area, then by sector, action type, cost, and so on, until they arrive at a cohesive set of action items that strategically focus in on specific neighborhood scenarios. Or,
- **Scenarios by Action Type:** Stakeholders could organize their thinking around policies and investments by grouping action items according to each of the action types identified and tagged in the Actions Matrix, such as human resource investments, policy protocol refinement, training program investment, criminal justice case processing refinement, etc. Then, they could further filter by neighborhood, then by priority, then by sector, cost, etc., until they arrive at a cohesive set of action items that focus in on specific policy and investment scenarios.
- **Scenarios by Resource Availability/Flexibility:** Stakeholders could organize their thinking around policies and investments by grouping action items that can be funded through the most available and flexible resources as tagged in the Actions Matrix, such as flexible use funds being potentially available to support the action, or not available. Then they could filter further by neighborhood, priority area, agency, and so on until they arrive at a cohesive set of action items that strategically focus in on specific resource reallocation scenarios.

The Actions Matrix enables for myriad **additional scenario-building combinations**, which can also be informed by review of relevant model programs as will be made available in the MPL. Stakeholders then review scenarios and estimate the intended impact according to Analytical Findings.

SCENARIO OUTCOMES

*Once assembled, selected policy and reinvestment scenarios will be used in forthcoming facilitated convenings of Local Justice Collaborative stakeholder workgroups to **assess** the feasibility of scenarios, **develop** implementation strategies, and **tally** up the resources needed to establish and maintain the resulting sector and organizational partnerships needed to finalize a Justice Reinvestment Plan.*

Hyperlocal Datasets

Conditions of Safety and Justice

Data Domain CONDITIONS OF SAFETY AND JUSTICE
<p><i>Content</i> : Reflects key measures of neighborhood safety and related ecosystemic factors in housing, health, education, youth wellbeing, economic security, and physical environment which could affect those conditions.</p> <p><i>Analytical Function</i> : To develop a consensus agreement on how to measure neighborhood safety; and, which co-occurring ecosystemic factors are most important in addressing conditions of safety and justice.</p> <p>Data aggregated to neighborhood census tract</p>
Safety Conditions Datasets
Crimes
Shootings
Victimization
911 Calls
Non-Emergency Police Calls
Housing Conditions Datasets
Home Ownership Rentals
Mortgage Rental Costs
Household Sizes
Housing Density
Vacant Housing
% Income Spent on Housing
Geographic Mobility
New Home Construction
Age of Housing (units constructed before 1980)
Evictions
Mortgage Foreclosures
Health Conditions Datasets
Suicides
Overdoses
Malnutrition
Food Deserts
Preventative Health
Unhealthy Behaviors
Chronic Physical Health Illness
Addiction and Behavioral Health Illness
Health Insurance
Educational Conditions Datasets
Truancy
Educational Engagement
Reading Proficiency
Math Proficiency
Pre-School Enrollment
High School Diploma / GED (educational attainment)
Post Secondary Education

Data Domain CONDITIONS OF SAFETY AND JUSTICE
<p><i>Content</i> : Reflects key measures of neighborhood safety and related ecosystemic factors in housing, health, education, youth wellbeing, economic security, and physical environment which most affect those conditions.</p> <p><i>Analytical Function</i> : to develop a consensus agreement on how to measure neighborhood safety and which ecosystemic conditions are the most important factors influencing conditions of safety and justice.</p> <p>Data aggregated to neighborhood census tract</p>
Youth Wellbeing Conditions Datasets
Disconnected Youth
Economic Wellbeing Conditions Datasets
Median Household Income/per capita
Poverty
Unemployment--look for other sources
Savings Accounts
Pay Day Loan Establishments
Asset Limited, Income Constrained, Employed
Investment Conditions Datasets
Business Retention (# businesses over time)
Small Businesses (as proportion of all businesses)
Small Business Loans
Home Mortgage Loans
Neighborhood Development Grants
Physical Environment Conditions Datasets
Land Use
Parks and Green Spaces (including tree coverage)
Walkability
Voter Participation
Vacant Lots
Alcohol Outlets
GRFD Infrastructure Risk Assessments
Brownfields
Superfund sites
Toxic Release Inventory Facilities
311 Calls
Visual Nuisance Properties (if not in 311)
Regulatory Violations Complaints (public health nuisances-if not in 311)
Abandoned Structures (USPS non delivery)
Tax Delinquent Properties
Transportation and Mobility Conditions Datasets
Commute Modes (public transit use, biking, walking)
Transit Accessibility (use volume transit proximity)
Percent of Income Spent on Transportation
Vehicle Ownership
Pedestrian Connectivity (intersections, sidewalks)
Traffic Accidents
Travel Time to Work
Residential Proximity to Traffic
School Proximity to Traffic
Motor Vehicle Collisions
Bicycle and Pedestrian Injuries by Motor Vehicles

Hyperlocal Datasets

Crisis Management Operations

Data Domain CRISIS MANAGEMENT OPERATIONS
<p><i>Content</i>: Reflects differential levels of crisis or urgent response operations and services related to public safety threats, housing instability, chronic and episodic ill health, disconnected youth, economic insecurity, and environmental dangers.</p> <p><i>Analytical Function</i>: To assess the pervasiveness and overlapp of safety-net and emergency services, and identify the kinds of opportunity networks needed to reduce over dependence on these crisis management operations.</p> <p>Index scores for each category contribute to an overall score for each <i>neighborhood census tract</i></p>
Punitive Justice Index Datasets
Prison Admissions
Jail Admissions
Custodial Arrests
Probation Supervision
Person Stops
Traffic Stops
Emergency Housing Index Datasets
Evictions
Chronically Unhoused Shelter Placements
Youth Shelter Placements
Domestic Violence Shelter Placements
Family Shelter Placements
Individual Shelter Placements
Emergency Healthcare Index Datasets
Physical Health/Illness ER Admissions
Substance Abuse ER Admissions
Behavioral Health ER Admissions
Violence Related Injury Rates

Data Domain CRISIS MANAGEMENT OPERATIONS
<p><i>Content</i>: Reflects differential levels of crisis or urgent response operations and services related to public safety threats, housing instability, chronic and episodic ill health, disconnected youth, economic insecurity, and environmental dangers.</p> <p><i>Analytical Function</i>: to assess the pervasiveness and overlapp of safety-net and emergency services, and identify the kinds of opportunity networks needed to reduce over dependence on these crisis management operations.</p> <p>Index scores for each category contribute to an overall score for each <i>neighborhood census tract</i></p>
Disciplinary Schooling Index Datasets
School Arrests
Expulsions
Suspensions
Truancy Petitions
Income Dependency Payments Datasets
Cash Assistance
Food Assistance
Emergency Rental Relief
Emergency Utility Relief
Acute Family Intervention Datasets
Foster Care
Child Protective Services
Family Preservation and Prevention Services

Hyperlocal Datasets

Criminal Justice System Case Processing

Data Domain CRIMINAL JUSTICE SYSTEM CASE PROCESSING
<p><i>Content</i> : Reflects the volume, characteristics, and outcomes for people at each key decision-making point along the criminal justice case processing spectrum from law enforcement contact to incarceration and reentry</p> <p><i>Analytical Function</i> : To identify defendant subpopulations who could be more productively engaged outside the criminal justice system and who are amenable to diversion and alternative sanctioning options.</p> <p>Data depicted as <i>schematic chart</i></p>
Law Enforcement Datasets
Law Enforcement Contacts
Police Investigations
Prosecution Datasets
Warrant Reviews
Legal Services Datasets
Open Cases
New Cases
Cases Carried Forward
District Court (Misdemeanor) Datasets
Open Cases
New Warrants and Citations
Arraignments
Pre-Trial Conferences
Settlement Conferences
Trials
Sentences
Cases Carried Forward
Probable Cause Conferences
Preliminary Exams
Bond Orders
Bench Warrants

Data Domain CRIMINAL JUSTICE SYSTEM CASE PROCESSING
<p><i>Content</i> : Reflects the volume, characteristics, and outcomes for people at each key decision-making point along the criminal justice case processing spectrum from law enforcement contact to incarceration and reentry</p> <p><i>Analytical Function</i> : to identify defendant subpopulations who could be more productively engaged outside the criminal justice system and who are amenable to diversion and alternative sanctioning options.</p> <p>Data depicted as <i>schematic chart</i></p>
Circuit Court (Felony) Datasets
Open Cases
Newly Bound Over Cases
Settlement Conference
Trials
Sentences
Bench Warrants
Cases Carried Forward
County Jail Facility Datasets
Admissions
Releases
Average Daily Population
State Prison Datasets
Admissions
Releases
Average Daily Population
Probation Datasets
Intakes
Exits
Standing Caseloads

Hyperlocal Datasets

Community-Serving Agencies and Organizations

Data Domain COMMUNITY-SERVING AGENCIES AND ORG'S
<p><i>Content</i> : Reflects an inventory of violence prevention, stable housing, healthcare, educational enrichment, youth development, workforce development, and neighborhood development services and programs, their locations, and capacities.</p> <p><i>Analytical Function</i> : to provide strategic views of community-serving assets and resources which can be coordinated in various combinations to build and strengthen cross-sector opportunity networks and service corridors.</p> <p>Data depicted as street address points with accompanying service and capacity data</p>
Violence Prevention and Harm Reduction Datasets
Crime Prevention Programs
Victim Services
Reentry Services
Legal Services
Violence Prevention & Mitigation Programs
Trauma Triage Services
Housing Services Datasets
Public Housing Services
Supportive Housing Services
Transitional Housing Services
Healthcare Services Datasets
Health Clinics
Behavioral Health Treatment Services
Pharmacies
Health and Nutritional Education Programs
Groceries and Fresh Food Outlets
Schools and Education Services Datasets
Preschool Programs
K-12 Public Schools
K-12 Charter Schools
K-12 Religious Schools
Tutoring and Enrichment Services
Higher-Ed Institutions (2 and 4 yr)

Data Domain COMMUNITY-SERVING AGENCIES AND ORG'S
<p><i>Content</i> : Reflects an inventory of violence prevention, stable housing, healthcare, educational enrichment, youth development, workforce development, and neighborhood development services and programs, their locations, and capacities.</p> <p><i>Analytical Function</i> : to provide strategic views of community-serving assets and resources which can be coordinated in various combinations to build and strengthen cross-sector opportunity networks and service corridors.</p> <p>Data depicted as street address points with accompanying service and capacity data</p>
Family and Youth Development Program Datasets
Childcare Services
After-School/Out-of-School Time Programs
Public Library Programs
Literacy and ESL Services
Parks and Recreation Programs
Employment and Training Program Datasets
Workforce Development Programs
Vocational Training Schools
Employment Placement Services
School to Work Transition Programs
Financial Services Datasets
Chamber of Commerce Services
Commercial Banking Services
Community Development Financing Institution Services
Physical Infrastructure and Environment Datasets
Fire and Building Infrastructure Risk Prevention Programs
Toxic Abatement Services
Roadway and Public Space Improvement Services
Green Space Development Programs
Neighborhood Improvement Programs

Hyperlocal Datasets
Stakeholder Perspectives and Ecosystem Resources

Data Domain NEIGHBORHOOD RESIDENT & PRACTITIONER PERSPECTIVES
These datasets will be developed through: <ol style="list-style-type: none">1. Neighborhood resident sentiment survey2. Community-Based Action Research3. Practitioner Surveys

Data Domain COSTS, BUDGETS, AND FINANCIAL SOURCES
These datasets will developed through: <ol style="list-style-type: none">1. Cost estimates of crisis response operations2. Budgetary funding sources of sector operations3. Budgetary flexibility ratings of institutional operating budgets