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City of Gainesville Policy Program Preliminary Research & Analysis

TOPIC: Youth Service Departments
PREPARED BY: Erika Clesi, Policy Research Fellow
DATE: March 16th, 2021
REQUESTED BY: Commissioner Harvey Ward

OBJECTIVE

The aim of this research is to explore the creation and structure of youth departments and their services to potentially establish a youth services department in the City of Gainesville.

EXECUTIVE SUMMARY

A youth services department has the potential to offer and manage opportunities for youth to develop their physical, social, emotional, and cognitive abilities. Moreover, a youth services department can help youth experience achievement, leadership, enjoyment, friendship, recognition, and potentially steer youth away from juvenile delinquency, which can have lasting impacts on one's life.

The City of Birmingham, the City of New Haven, the City of Tallahassee, the City of Chicago, New York City, and the U.S. Department of Labor offer insights into how a youth services department could be structured in the City of Gainesville. Additional insights were taken from previously existing youth services and programs offered in the City of Gainesville and Alachua County, which include the Gainesville Police Department's Reichert House and Brave Overt Leaders of Distinction (B.O.L.D.) programs, the City of Gainesville's Parks Recreation & Cultural Affairs Department's Youth Programs & Camps, and the Youth and Community Resource Unit within the Alachua County Sheriff's Office.

HISTORY/BACKGROUND INFORMATION

Gainesville and Alachua County

Existing youth service programs in the City of Gainesville include the Gainesville Police Department's Reichert House and Brave Overt Leaders of Distinction (B.O.L.D.) programs, and the Parks Recreation & Cultural Affairs Department's Youth Programs & Camps. Additionally, the Youth and Community Resource Unit within the Alachua County Sheriff's Office is examined in this report. These programs and departments give insight into the youth programming currently offered by the City of Gainesville and Alachua County, which could be included in the City of Gainesville's new department specifically focused on youth programming.

Reichert House

The Reichert House was founded in 1987 by the Gainesville Police Department, the Black on Black Crime Task Force, the Gainesville Housing Authority, and CDS Family & Behavioral Health Services, Inc. (formerly known as the Corner Drug Store).¹ The Reichert House is an after-school program designed for male youth who need assistance in making the transition from adolescence to adulthood.² Operated in a paramilitary fashion, the Reichert House has a middle school and separate high school component.² The Reichert House offers a combination of discipline, work, and social and recreational activities which foster a balanced environment for those enrolled.² On February 9, 2006, The Reichert House incorporated and submitted Articles of Incorporation as a non-profit organization with the Florida Secretary of State, Division of Corporations which became effective February 20, 2006.¹

Brave Overt Leaders of Distinction (B.O.L.D.)

The Brave Overt Leaders of Distinction (B.O.L.D.) program began in 2010 to aid young men between the ages of 16-24 who need professional guidance in addressing their life situations and circumstances.³ The B.O.L.D. program offers community resources and services for the intervention and/or prevention of criminal activity and/or incarceration.³ The B.O.L.D. program notes that many of its participants are unemployed, under-employed and/or under-educated. Many young men involved in the program have dropped out of school, been incarcerated or experienced homelessness. The B.O.L.D. program combines intensive services, including case management, with life skills and empowerment activities, to enrich the lives of these young men by addressing the development and growth of the whole person—physical, mental, spiritual and educational.³ There are a variety of community resource specialists and community developmental leaders who have invested their wealth of knowledge, skills, and financial sponsorship into the B.O.L.D. program to assist its youth.³ The B.O.L.D. program has had many of its youth return to school to obtain their high school

¹ https://www.wardscottfiles.com/images/Wards_Bulletin_Board_Docs/Reichert_House-Summary_Report_of_Issues_2010.pdf

² <https://fun4gatorkids.com/Education-Childcare/Before-After-School-Care/Reichert-House-Youth-Academy/View-details>

³ <http://www.gainesvillepd.org/About-GPD/Youth-and-Community-Services-Bureau/BOLD-Program#:~:text=or%20background%20infractions,-The%20B.O.L.D.,%2C%20mental%2C%20spiritual%20and%20educational>

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diplomas or graduate equivalency diplomas (GEDs), job training certificates/licenses, college degrees or certificates and/or gainful employment opportunities leading to careers after successful completion of the B.O.L.D. program.³ Additionally, B.O.L.D. members also participate in community service projects and neighborhood events, which afford them opportunities to enhance the world around them, gain employability skills and develop an awareness of and practice work ethics.³

Parks Recreation & Cultural Affairs Department (PRCA)

The City of Gainesville has a Parks Recreation & Cultural Affairs Department (PRCA) dedicated to providing services to youth, such as camps, and team summer programs meant to enrich the lives of youth. The Parks Recreation & Cultural Affairs Department began in 1960 as the City of Gainesville's Recreation Department.⁴ The department grew to become the Parks and Recreation Department in the 1980's, and concurrently the City's Cultural Affairs Department emerged in the late 1970's and then later in the 1980's expanded to the Nature and Culture Operations Department.⁴ When school is in, PRCA offers a foundational after-school academy, an educational program for children who are in 1st-8th grade.⁵ The program utilizes curriculum assistance from the National Recreation and Park Association (NRPA) to increase nutrition awareness and physical fitness, and to replace sugary drinks with healthier choices.⁵ Participants are involved in various life-long recreational and educational activities, such as tutoring, tennis, arts/crafts, basketball, board games, bowling, volunteerism, citizenship and more.⁵ When school is out, PRCA offers all-day activities at the Albert "Ray" Massey Recreation Center and Eastside Community Center and seasonal camps during Winter Break and Spring Break.⁶ These all-day activities and seasonal camps give children in 1st-8th grades the opportunity to build lasting experiences by enhancing their physical, social and mental awareness by providing sustainable healthy lifestyle lessons and building positive character development through learning teamwork and creating art projects together.⁶ Additionally, PRCA offers a variety of camps and programs in the summer, like the Teen Life Summer Camp, Recreation Summer Camp, Summer Earth Academy Day Camp, Earth Academy Junior Naturalist Program, and 2021 Heatwave eSports Program.⁷⁻⁸

Youth and Community Resource Unit (YCRU)

The Alachua County Sheriff's Office has a youth and community resource unit (YCRU) which is dedicated to serving its youth on multiple levels through education, outreach, and innovative programs.⁹ The YCRU has a community policing approach which allows for greater non-confrontational contacts between deputies and citizens. The YCRU staffing includes a

⁴ <http://www.cityofgainesville.org/Portals/0/parks/docs/PRCAHistory.pdf>

⁵ <http://www.cityofgainesville.org/ParksRecreationCulturalAffairs/YouthProgramsCamps/WhenSchoolisIn.aspx>

⁶ <http://www.cityofgainesville.org/ParksRecreationCulturalAffairs/YouthProgramsCamps/WhenSchoolisOut.aspx>

⁷ <http://www.cityofgainesville.org/ParksRecreationCulturalAffairs/YouthProgramsCamps/Camps.aspx>

⁸ <http://www.cityofgainesville.org/ParksRecreationCulturalAffairs/YouthProgramsCamps/TeenSummerProgram.aspx>

⁹ <https://acso.us/youth-and-community-resource-unit/>

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sergeant who also serves as a Racial and Ethnic Disparity coordinator, youth intervention specialists, the Teen Court Program, and a civilian community liaison, all aimed at outreach and positive interaction with community youth.⁹ YCRU programs include Deputy/Youth Dialogue, Books and Burgers Literacy Initiative, Operation C.O.N.E., Doughnuts with a Deputy, and several other community-based events throughout the year.⁹ Overall, programs offered by the YCRU provide an opportunity for citizens of all ages to develop a personal relationship with law enforcement and take ownership in their community.⁹ Additionally, all Youth and Community Resource Unit programs are supported by community partnerships with local businesses and citizens.⁹

PRELIMINARY RESEARCH AND FINDINGS

Birmingham, Alabama

The City of Birmingham, Alabama Mayor's Office Division of Youth Services (DYS) currently serves youth in Birmingham's 99 neighborhoods, 23 communities, and 9 city council districts.¹⁰ Moreover, Birmingham DHS has 15 youth centers in Birmingham and works with young people aged 11-25. Birmingham's predominant age group is 13-19 years old.¹¹ Additionally, these youth centers are in areas of high deprivation, so that they can reach the most vulnerable.¹¹ To carry out initiatives like the Birmingham City Schools (BCS) Summer Fun and Learning Expo, the Kids and Jobs Program, and the Birmingham Promise Initiative, DHS partners with BCS, Birmingham Public Libraries (BPL), the City of Birmingham's Park & Recreation Board, WBRC FOX6, the City of Birmingham's Innovation & Economic Opportunity department, the United Way of Central Alabama, and Better Basics.¹² Funding for the DHS program is provided through an operating agreement via the Jefferson County Committee for Economic Opportunity (JCCEO). The JCCEO acts as a fiduciary agent to administer funding for operations, personnel and programming on behalf of the City of Birmingham. In 2019, the City of Birmingham spent \$1,153,869 on youth services and spent \$1,338,208 on youth services in 2020.¹³ The City of Birmingham has proposed that \$839,104 will be spent in 2021 with a reduction in partnership programming as a result of Covid-19 budget cuts.¹³ A chart of showing Birmingham's 2019, 2020, and 2021 appropriation categories for youth services is provided below.

¹⁰ <https://www.bhamyouthfirst.org/about/>

¹¹ <https://bit.ly/38s0bOG>

¹² <https://www.bhamcityschools.org/Page/38001>

¹³ <https://www.birminghamal.gov/wp-content/uploads/2020/08/2021.Proposed-Operating-Budget.pdf>

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Youth Programs

96401	Division of Youth Services (DYS)	\$679,820	\$680,000	\$680,000
96403	Police Athletic Team	0	30,000	0
96405	Summer Youth Jobs	210,000	210,000	0
96409	P.I.N.G Operating Expenses	4,945	0	0
96431	Red Mountain Theater	50,000	50,000	0
96510	McWANE Center	159,104	318,208	159,104
96703	Alabama Symphony	25,000	25,000	0
96727	Alabama Ballet	25,000	25,000	0
Total Youth Programs		\$1,153,869	\$1,338,208	\$839,104

Figure 1. City of Birmingham's Appropriation Categories for Youth Services.¹³

As of October 2020, DYS has 27 professionally qualified full-time youth workers and 11 FTE youth support workers.¹¹ An organizational staffing list of the DYS is provided below.

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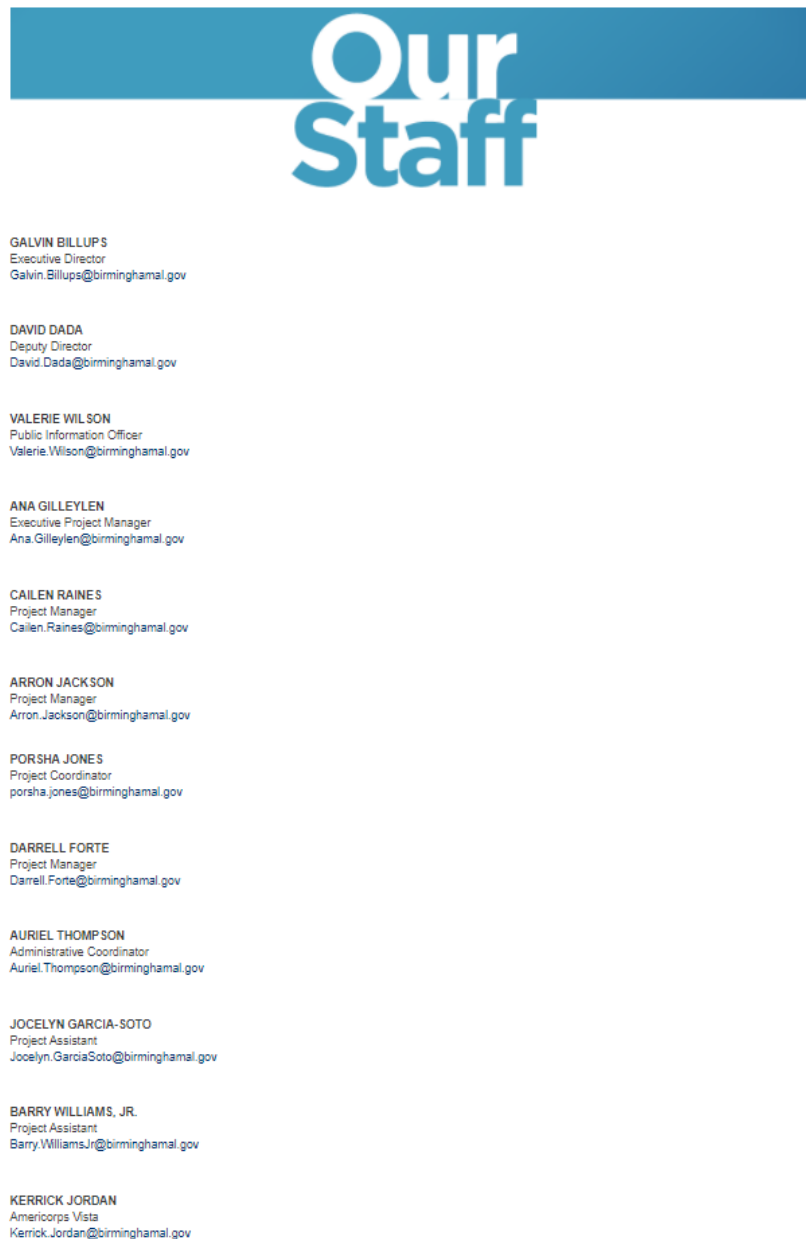


Figure 2. City of Birmingham's Mayor's Office Division of Youth Services Senior Management List.¹⁴

New Haven, Connecticut

The City of New Haven, Youth Services Department (YSD), seeks to ensure that all New Haven youth are aware of and have access to positive opportunities to meet their basic needs to be safe, cared for, valued and independent, and to build skills and competencies that will allow them to thrive and contribute to society.¹⁵ Programs and initiatives that YSD offers include learning hubs, seasonal camps, sports & recreation, youth services bureau, youth connect, youth violence prevention

¹⁴ <https://www.bhamyouthfirst.org/about/meet-the-staff/>

¹⁵ <https://www.newhavenct.gov/youth/default.htm>

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initiative, and youth at work.¹⁵ Since 2012, the City of New Haven has received a continual grant from the State of Connecticut's Judicial Branch Support Services Division's Youth Violence Prevention Initiative.¹⁶ In 2018, YSD received \$802,216 in state grant money to fund their youth programs for the 2018 and 2019 fiscal year.¹⁶ An organizational staffing list of the YSD is provided below.

Youth and Recreation Department

165 Church St.
New Haven, CT
p: (203) 946 - 7582
f: (203) 946 - 5750

Name	Position/Title	Phone	Email
Gwendolyn Busch Williams	Director of Youth and Recreation	203-946-5988	gbusch@newhavenct.gov
William L. Dixon	Deputy Director	203-946-6071	wdixon@newhavenct.gov
Tomi Veale	Coordinator, Youth @ Work	203-946-8583	tveale@newhavenct.gov
Kathrine Jacobs	Chief Landscape Architect	203-946-8095	KJacobs@newhavenct.gov
Felicia Shashinka	Coordinator of Community Recreation	203-946-8088	fshashinka@newhavenct.gov
Martin Torresquintero	Coordinator of Outdoor Adventures	203-946-6768	Mtorresq@newhavenct.gov
Erika Blake	Business and Program Manager	203-946-5988	eblake@newhavenct.gov
Ronald Huggins	Youth Services Specialist	203-946-7665	rhuggins@newhavenct.gov
Dimitri Lemonas	Recreation Program Supervisor	203-946-8022	dlemonas@newhavenct.gov
Regina Wicks	Recreation Program Supervisor	203-946-8022	rwicks@newhavenct.gov
Wanda Thompson	Executive Administrative Assistant	203-946-7173	wthompson@newhavenct.gov
Lisa Staggers	Administrative Assistant	203-946-6149	yaw3@newhavenct.gov
Phyllis Miller	Registration Specialist	203-946-8027	pmiller@newhavenct.gov

Figure 3. City of New Haven's Youth Services Department Senior Management List.¹⁷

Tallahassee, Florida

Tallahassee Engaged in Meaningful Productivity for Opportunity (TEMPO) is a youth engagement program offered from the City of Tallahassee. TEMPO was modeled after Raise DC, which is a cross

¹⁶ <https://www.nhregister.com/news/article/New-Haven-youth-programs-receive-800-000-in-12519411.php>

¹⁷ https://www.newhavenct.gov/gov/depts/youth_services/contact_staff.htm

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sector partnership between District of Columbia government, non-profits and businesses that aim to provide every youth with opportunities to success from cradle to career.¹⁸ TEMPO provides a path for Disconnected Youth to essential services, like vocational education opportunities, short-term apprenticeships with local organizations, and workforce training through job placement.¹⁸ TEMPO has implemented a promise zone, which covers the most issue ridden areas of Tallahassee so that community based and culturally relevant programs can be implemented.¹⁸ A chart of TEMPO's promise zone is provided below.

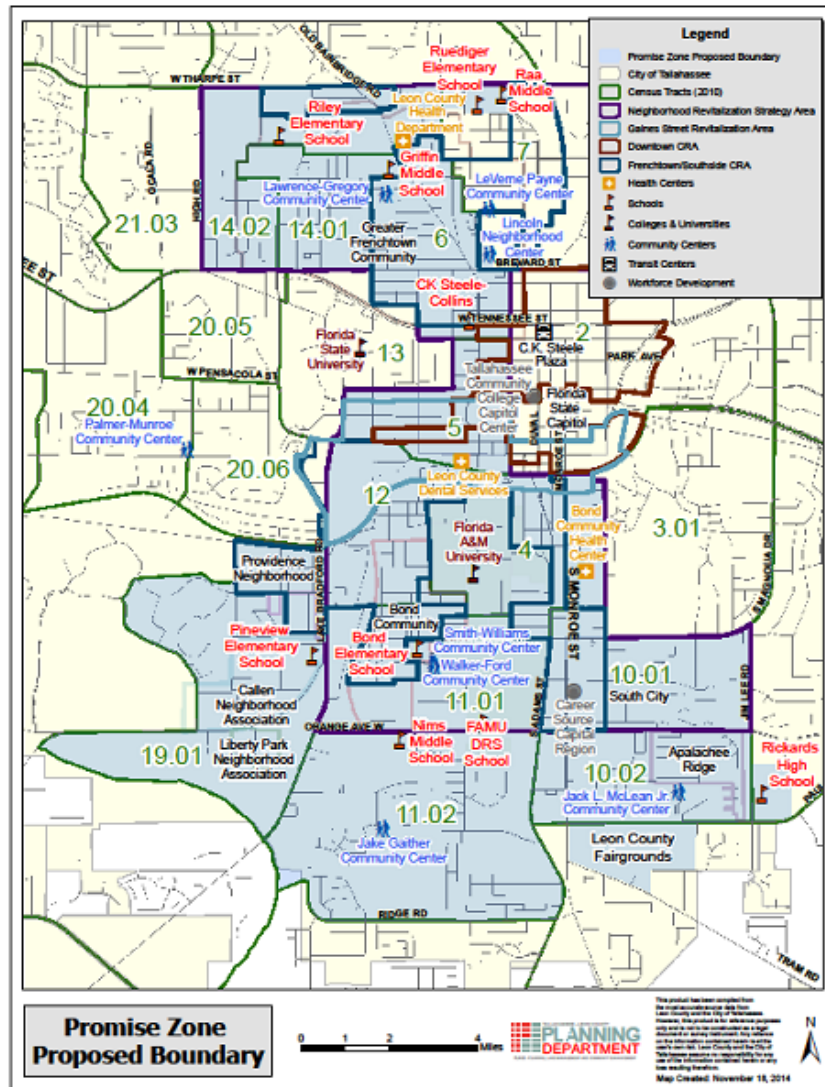


Figure 4. TEMPO's Promise Zone.¹⁸

Tallahassee's Fiscal Year 2020 Budget Report shows that \$4,264,290 was allocated to Community Housing & Human Services from Tallahassee's General Fund.¹⁹ TEMPO is directed by Dr. Kimball Thomas, with Ariel McPherson listed as TEMPO's youth services coordinator, and Anthony James

¹⁸ <https://www.talgov.com/neighborhoodservices/tempo-tallahassee.aspx>

¹⁹ <https://talgov.com/transparency/budget-fy20.aspx>

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and Tia Washington listed as TEMPO case managers.²⁰ Research is still being conducted on the exact cost of TEMPO.

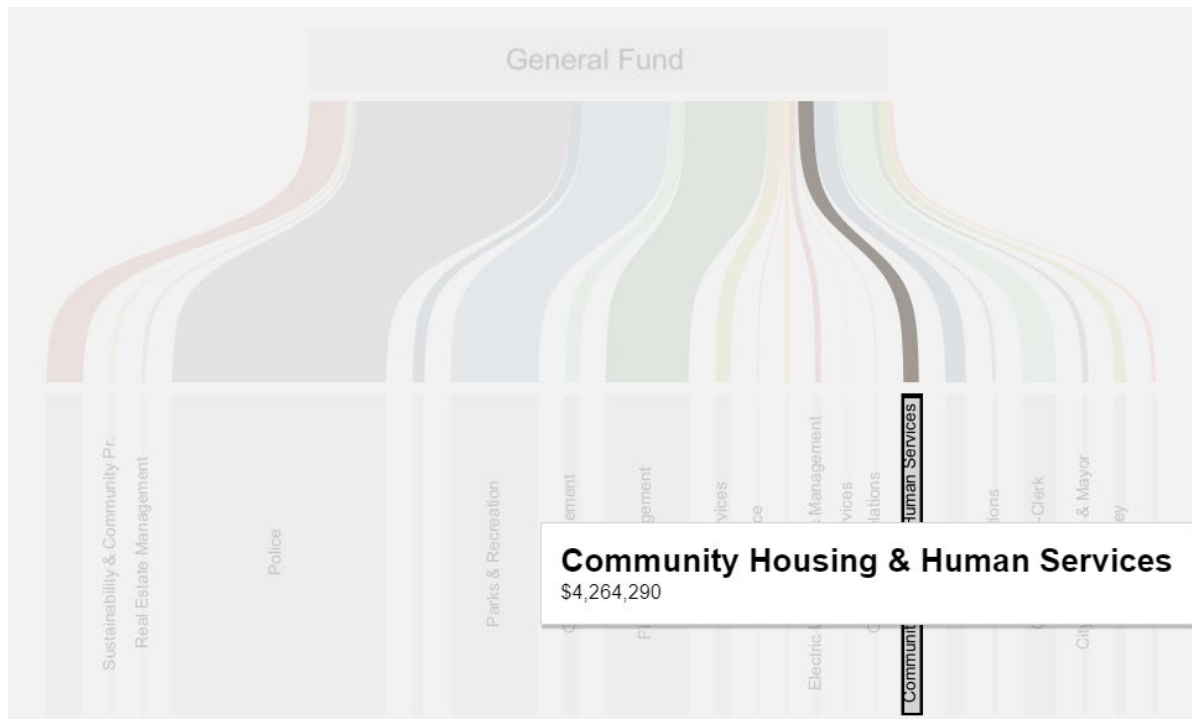


Figure 5. Community Housing & Human Services Funding in the Fiscal Year 2020 Budget Report.¹⁹

Chicago, Illinois

The City of Chicago has a youth services division offered through its Department of Family and Support Services (DFSS) which serves youth aged 6-24 through the Chicago Youth Service Corps Portfolio, Enrichment Activities Portfolio, One Summer Chicago Portfolio, and Prevention and Intervention Portfolio.²¹ Altogether, the DFSS invested \$53.7 million in its youth services division in 2019.²² \$19,164,176 went toward the enrichment activities portfolio, \$18,163,403 went toward the employment portfolio, and \$16,439,725 went to the prevention and intervention portfolio.²² Excluding the One Summer Chicago portfolio, DFSS served 53,927 youth.²² An organizational staffing list and chart of the DFSS is provided below.

²⁰ <https://www.talgov.com/neighborhoodservices/tempo.aspx>

²¹ <https://www.chicago.gov/city/en/depts/fss/provdrs/youth.html>

²² https://www.chicago.gov/content/dam/city/depts/fss/supp_info/YouthServices/2019YouthDivisionProgramPortfolioStrategies042919.pdf

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Figure 6. City of Chicago’s Department of Family and Support Services Senior Management List.²²

Chicago Youth Service Corps (CYSC)

The Chicago Youth Service Corps (CYSC) was established in Summer 2020 to specifically focused on providing youth the opportunity to build relationships, leadership and life-skills through activities that will make a positive impact in their communities.²³ CYSC is a citywide, cross-departmental partnership led by the Chicago Department of Family and Support Services (DFSS) with representatives from the Chicago Housing Authority, Chicago Park District, Chicago Public Library, Cook County Forest Preserves, Chicago Public Schools, After

²³ <https://www.chicago.gov/city/en/depts/fss/provdrs/youth/svcs/CYSC.html>

School Matters, City Colleges of Chicago and the Mayor’s Office for People with Disabilities.²³
As of today, CYSC has 1,809 youth members.²³

Enrichment Activities

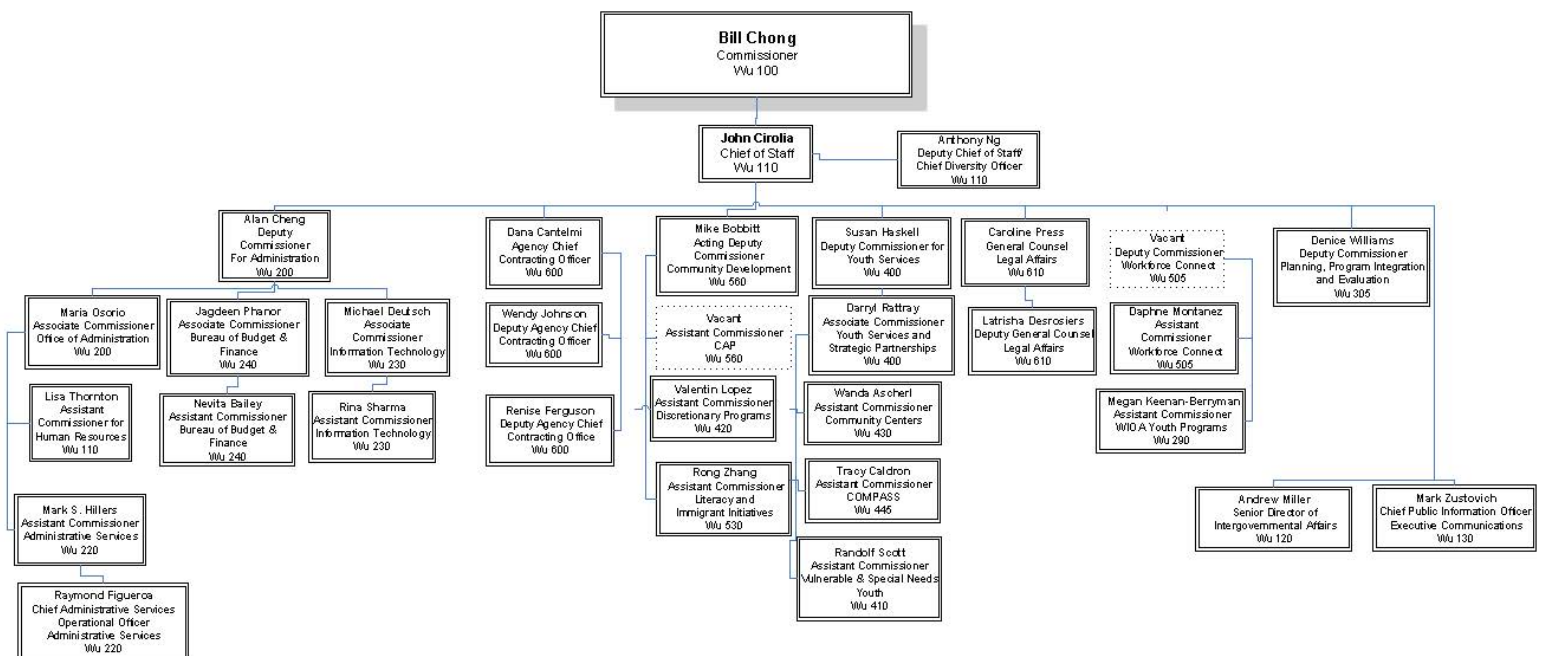
DFSS provides structured, safe, and enriching activities for young people outside of the classroom, in afterschool settings between the closing bell and while parents are working.²⁴ DFSS provides afterschool programming to Chicago Housing Authority (CHA) youth ages 6-18.²⁴ These programs are facilitated by currently funded Out-of-School-Time (OST) programs that have the capacity to extend their hours of service for CHA youth.²⁴ Programming occurs year-round within 6 miles of CHA public housing sites that are located near existing bus routes.²⁴ DFSS currently serves approximately 400 youth and funds fourteen delegate agencies in each one of the following program models: Peace & Non-Violence, Arts & Culture, and Environmental Responsibility & Stewardship.²⁴

²⁴ <https://www.chicago.gov/city/en/depts/fss/provdrs/youth/svcs/enrichment-activities.html>

New York City, New York

New York City (NYC) offers youth services through its Department of Youth and Community Development (DYCD), which include after school programs, job and internship opportunities, cornerstone programs, and beacon programs.²⁵ An organizational staffing chart of the DYCD is provided below.

Department of Youth and Community Development Senior Management



February 2021

Figure 7. New York City's Department of Youth and Community Development Senior Management Chart.²⁶

After School Programs

After school programs offer a mix of academic support, sports, arts, and recreational activities which are championed through the Comprehensive After School System (COMPASS) of NYC. COMPASS comprises more than 900 after school programs serving young people enrolled in grades K-12.²⁷ COMPASS NYC began as Out-of-School Time (OST) in 2005

²⁵ <https://www1.nyc.gov/site/dycd/index.page>

²⁶ https://www1.nyc.gov/assets/dycd/downloads/pdf/Org_Chart_2-21.pdf

²⁷ <https://www1.nyc.gov/site/dycd/services/after-school/comprehensive-after-school-system-of-new-york-city-compass.page>

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with an initial investment of \$46 million.²⁷ Today, the COMPASS NYC system is projected to serve 97,000 youth with a budget of \$247.3 million.²⁷

Job and Internship Opportunities

Job and internship opportunities offered from DYCD are aimed at assisting youth between the ages of 14 and 24 in gaining work experience and furthering their education.²⁸ These opportunities include The Summer Youth Employment Program, NYC Ladders for Leaders, Train & Earn Program, Learn & Earn Program, Advance & Earn Program, and the Work, Learn & Grow Employment Program.

A description of each program is provided in a chart below.

Program	Description
The Summer Youth Employment Program	Provides NYC youth between the ages of 14 and 24 with paid summer employment for up to six weeks.
NYC Ladders for Leaders	An innovative program that offers high school and college students the opportunity to participate in summer internships with some of the most dynamic corporations and businesses in New York City.
Train & Earn Program	A year-long program for low-income youth between the ages of 16 and 24 who are not working and not in school. Train & Earn provides extensive job training and employment services to help participants find a permanent job.
Learn & Earn Program	A year-round program for high school juniors and seniors at risk of dropping out. The program provides participants with occupational skills training, employment services, and educational opportunities.
Advance & Earn Program	A new training and employment program for youth between the ages of 16-24. Advance & Earn will help further your career through comprehensive High School Equivalency (HSE) test preparation, employer-recognized trainings, credentials and certifications, and paid internships.
Work, Learn & Grow Employment Program	A twenty-five week, school-year employment program open to 2020 SYEP Summer Bridge Program participants who are currently in school and between the ages of 16 and 19. Participants receive focused work readiness training and work up to 10 hours a week.

²⁸ <https://www1.nyc.gov/site/dycd/services/jobs-internships.page>

Cornerstone Programs

Cornerstone Programs offered from the DYCD provide engaging, high-quality, year-round programs for adults and young people.²⁹ Programs are located at 94 New York City Housing Authority (NYCHA) Community Centers throughout the five boroughs.²⁹

Beacon Programs

Beacon programs are school-based community centers serving children aged six and older, and adults.³⁰ There are currently 91 Beacons located throughout the five boroughs of New York City operating in the afternoons and evenings, on weekends, and during school holidays and vacation periods, including the summer.³⁰

U.S. Department of Labor

The U.S. Department of Labor has a youth services division responsible for coordinating all youth-related workforce programs including the Workforce Innovation and Opportunity Act (WIOA) Youth Formula, YouthBuild, and Reentry Employment Opportunities.³¹ These programs serve young adults aged 16-24 that face a variety of barriers to employment and provide leadership to the workforce system and grantees, policy direction and guidance, support for program administration, and technical assistance.³¹

Workforce Innovation and Opportunity Act (WIOA) Youth Formula

Funds for youth services are allocated to states and local areas based on a formula.³² The WIOA Youth Program focuses primarily on out-of-school youth, requiring local areas to expend a minimum of 75% of WIOA youth funds on them.³² The program includes 14 program elements that are required to be made available to youth participants.³² WIOA prioritizes work experience through a 20% minimum expenditure rate for the work experience program element.³² Local programs provide youth services in partnership with American Job Centers and under the direction of local Workforce Development Boards.³²

YouthBuild

YouthBuild is a community-based pre-apprenticeship program that provides job training and educational opportunities for at-risk youth ages 16-24 who have previously dropped out of high school.³³ YouthBuild received approximately \$89 million in annual funding in 2018.³⁴ There are about 210 active DOL YouthBuild programs currently in more than 40 states serving over 6,000 youth nationally per year.³⁴ Grant awards span for 40 months.³⁴ Youth learn vocational skills in construction, as well as in other in-demand industries that include health care, information technology, and hospitality.³³ Additionally, youth provide community service through the required construction or rehabilitation of affordable housing for low-income or homeless families in their own neighborhoods.³³ Youth split their time between

²⁹ <https://www1.nyc.gov/site/dycd/services/after-school/cornerstone.page>

³⁰ <https://www1.nyc.gov/site/dycd/services/after-school/beacon.page>

³¹ <https://www.dol.gov/agencies/eta/youth/about>

³² <https://www.dol.gov/agencies/eta/youth/wioa-formula>

³³ <https://www.dol.gov/agencies/eta/youth/youthbuild>

³⁴ https://www.dol.gov/sites/dolgov/files/ETA/youth/pdfs/YB_One_Pager_02082019.pdf

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the vocational training work site and the classroom, where they earn their high school diploma or equivalency degree, learn to be community leaders, and prepare for postsecondary training opportunities, including college, apprenticeships, and employment.³³

Overall, a typical youth services department staffing core structure consists of the following:

Role	Description
Director	Oversees the department's operations
Deputy Director	Serves as assistant to the director
Youth Services Coordinator	Coordinates the services (education, apprenticeship, employment opportunities) offered from the department
Case Manager	Assists youth involved in the department
Administrator	Oversees the department's administration
Administrative Assistant	Assists with administrative duties of the department

PRELIMINARY COST/BENEFIT ANALYSIS

Risk

- Moving existing youth programs out of their current departments into one centralized Youth Services Department (YSD) may require additional funding and/or reallocation of resources.
- May require office space, staffing reassignment, and/or new FTEs as well as PT staff.
- Structural composition may increase or decrease the City's exposure and liability

Benefits

- Through a centralized Youth Services Department (YSD) the City of Gainesville:
 - May allow the City to develop a more robust youth programming effort
 - May allow for the addition of new programming
 - May increase participation in City youth programs
 - May allow for better continuity between programs
 - May allow for a more equitable alignment of resources for programming
 - May allow for the addition of new programming that seeks to serve youth who are not currently enrolled in or associated with a law enforcement youth programming and intervention effort (i.e. Birmingham and Tallahassee model)
 - May allow for additional staff to cultivate programs and community partnerships

PRELIMINARY AND ILLUSTRATIVE LIST OF POTENTIAL STAKEHOLDERS

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- Our Neighbors (i.e. families and their children)
- The City of Gainesville
- Local Non-profits
- Local Businesses
- Santa Fe College
- University of Florida
- Gainesville Police Department

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