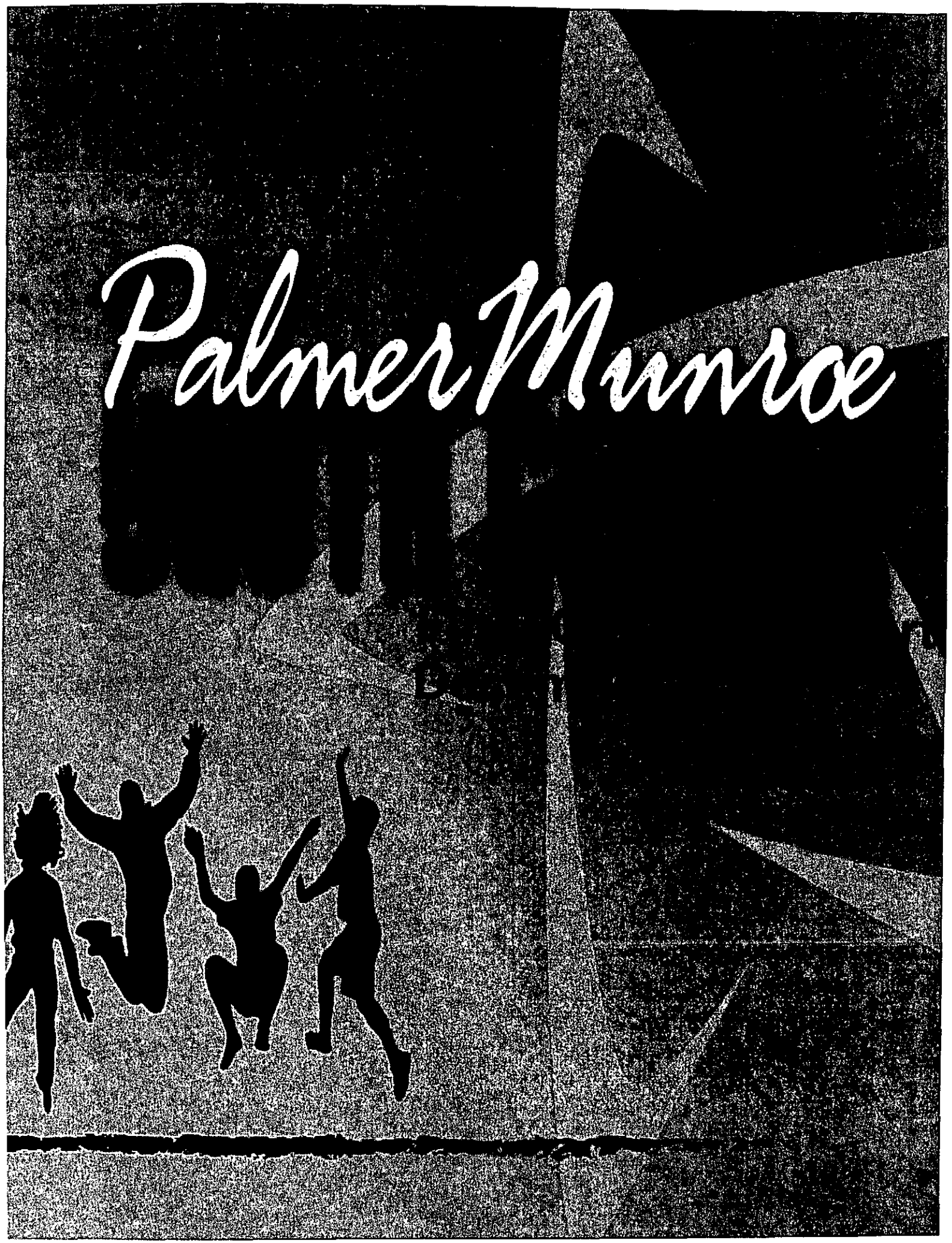
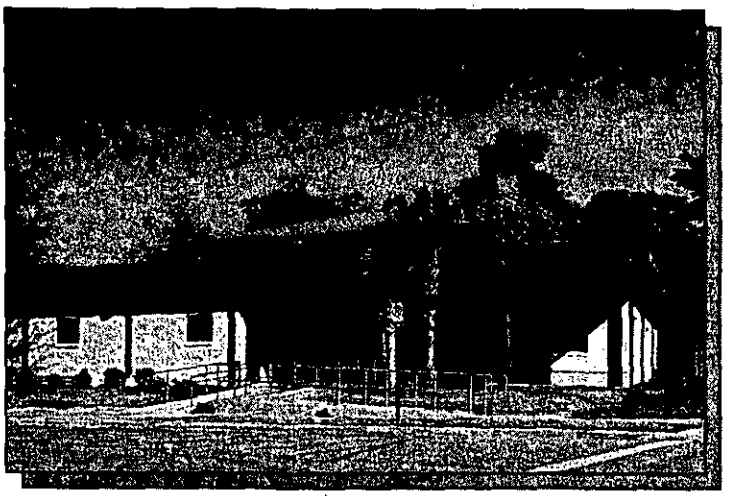

Palmer Munroe

Palmer Munroe Youth Center
Final Concept Report

December 9, 2009

INTRODUCTION



As the Youth Center Development Team, we are proud to submit to you this Final Concept Report that represents the culmination of over three months of collaborative efforts among representatives from the City of Tallahassee, Leon County, the Leon County School District, the Department of Juvenile Justice, the Public Defender's Office, the NAACP, and numerous community citizens. From the beginning, our assignment was to determine if the unfortunate closing of the Palmer Munroe Community Center due to budget limitations and changing neighborhood demographics could serve as an opportunity to create a community-wide supported and funded solution designed to help our teens become productive adults while increasing public safety and improving the quality of life for the entire community.

To that end, from September through December 2009, we analyzed key juvenile statistics to determine teen needs, we contacted comparable teen centers from around the country to discern best practices and we interacted with area youth to solicit their input regarding teen preferences. From our efforts, we crafted a vision of the solution:

A youth-involved/youth-driven decision-making model, offering cultural, vocational and artistic programs that allow Tallahassee and Leon County teens to be themselves in an accessible and safe environment where they can learn, socialize or just hang out. To be recognized as a multifaceted youth center known for its ability to address conflict among youth with a focus on the needs of all teens in the community.

Envisioning Palmer Munroe as the location from which that model could operate from and in, we developed a mission statement that would define the target audience of the initiative and outline the process by which the vision could be accomplished:

The mission of the Palmer Munroe Youth Center is to create a positive environment for Tallahassee and Leon County teens, ages 13-19 and to help alleviate conflict among youth throughout the community. This will be accomplished through a teen-driven process that focuses on attractive programming, adult mentoring, educational assistance, restorative justice collaboration, and the use of cutting edge techniques to engage teens in our community through skill based training, fun and safe entertainment outlets, and community service involvement.

We recognized that certain milestones needed to be reached in order for the Center to be successful in its delivery of services to the identified teen population. First and foremost, the Center would have a sustainable business plan, a dedicated, on-going funding source and a responsible management team that ensured its continued success. Secondly, the Center would have to have the continued support of the community through critical partnerships formed throughout this process that included the City of Tallahassee, Leon County, the Department of Juvenile Justice, Leon County Schools and the faith community at-large. Thirdly, the Center would have to be accessible to all teens, regardless of background or location in the community, and it would have to offer assistance to those youth, most-at-risk, in the juvenile justice system. And finally, the Center and its programs would have to have youth input and involvement at every step and at every level to ensure relevance of programs to their generation. This would include the creation of a County-wide Teen Council that would participate in the governance of the youth center itself.

We determined that the results of this vision could be measured by closely monitoring four key outcomes to determine if teen programs, projects and activities were in fact producing the expected results within the participating teen population. These outcomes included Academic Success, Enhanced Public Safety, An Active and Strong Youth-Focused Community and Productive Youth Adults. Further defined:

- *Academic success* would be measured by improved grades, increased enrollment, improved disciplinary trends, and increased graduation rates for those teens involved in the Center.
- *Enhanced public safety* would be measured by the amount of reduced incidents of repeat juvenile offenders, reduced neighborhood and community crime, an increase in the number of cases where restitution was successful, an improvement in the community's overall public safety perception and a reduction in those costs associated with juvenile incarceration.
- *An active and strong youth-focused community* would be measured by the number of community partnerships formed in support the Center and its activities, an increase in involvement of those parents with teens participating at the Center, an increase in youth community service opportunities and an increase in Youth Center funding in the form of donations and grants.
- And finally, *productive young adults* would be measured by an increase in teen employment, enhanced character development and an increase in enrollment in college, the military or the government for those youth that had participated in Center activities.

To achieve the vision, mission, success factors and outcomes described above, we focused our discussions on identifying teen programming, designing suitable staffing models, researching management approaches and creating a realistic operational budget. In October 2009, we issued a youth survey to local middle and high schools and on November 19, 2009, we hosted a community forum at the Palmer Munroe Community Center to gather citizen input, suggestions and ideas.

What emerged from these discussions and community interactions is our recommended approach to the implementation of the Youth Center concept as described below and contained in detail herein. Grounded in a collaborative partnership approach, our recommended Palmer Munroe Youth Center model consists of a unique restorative justice element that focuses on those teens involved in the juvenile justice system and a teen programming model that provides area teens with opportunities for mentorship, education, recreation, life skill development and healthy social interaction.

Using a projected expense budget of approximately $475,000 for three years, (See Section V) we recommend a blended approach to the operations of the Palmer Munroe Youth Center model that equally

places the burden of its success on the shoulders of the contributing partners. We recommend that the City of Tallahassee be responsible for the Youth Center model for the first year of its operation (see Section VI) and that a community-based organization (CBO) be selected through a rigid request for proposal (RFP) process to assume management of the facility and teen programming in subsequent years. We believe that this approach would allow for the CBO to competitively compete in the CHSP funding process while continuing receiving direct funding from the partners essential for building a solid operational foundation in its infancy. We envision that the Youth Center Development Team would transition into a Community Executive Committee tasked with the responsibility of providing policy oversight and programming direction to the entity responsible for facility operations. And, finally, we recommend that the Community Executive Committee work in partnership with the selected CBO to acquire the facility in subsequent years to create a separately standing, but government-supported, teen center model that is truly a community collaborative effort. We believe that the facility acquisition aspect of the model could be integrated into the RFP process up front and not be delayed until later years.

During Year 1, while under City management, we recommend a staff of 3 full-time and 11 part-time employees to oversee all operational and programming functions of the facility with subsequent staffing models determined by the CBO during Year 2 and beyond. Restorative Justice administrative functions would occur at the Center during the day (8am – 3pm) as well as life skills and other mentoring work included in direct case management services for teens in the juvenile justice system. In addition, said work would also take place in predetermined sites throughout the community in such facilities as churches, teen homes and schools to take the work to the youth. Restorative Justice activities would include crime prevention education assistance as well as interaction with neighborhoods affected by juvenile crime in a community approach that involves including the offending teen in making restitution to those directly impacted by their actions.

On-site teen activities would occur from 3 – 9pm during the weekdays, 3 - 11pm on Fridays and 12 pm – 11pm on Saturdays. We recommend a curriculum for teens in Section III that includes such ideas as after-school homework assistance, athletic tournaments, career development classes, art, music and entertainment workshops, teen dances and computer classes. Both staff and community youth-based agencies would provide this programming with expertise in teen specific services. As mentioned earlier, we recommend the development of an area Youth Council made up of representatives from each of the middle and high schools to ensure their participation in the decision-making processes of the Center. Teens would provide input into such decisions as teen activities programming and community service projects while also rendering opinions about other topics in the community affecting their lives. We recommend the allowance of other compatible uses of the facility while not in teen use, such as daycare activities or non-profit office space rental to offset operational expenses.

For each of the recommendations above regarding staffing, programming, management and budgeting, we have provided a more an in-depth analysis within the following pages of this Concept Report. We recognize that these ideas are in fact conceptual in nature and will require further development prior to approval and implementation to include the finalization of funding commitments and the development of an implementation schedule. We also understand the reality that this recommendation does not come without challenges as we have clearly identified the issues of transportation, site security and sibling care in detail in Section VII. We are actively working to develop ideas to overcome these challenges to include discussions with the School District, other non-profit agencies and law enforcement officials and plan to have solutions in place prior to any implementation of the recommended model.

In closing, we would like to thank the City Commission for entrusting us with the responsibility of working together to determine if a solution could be developed that would positively affect our community and our teens. We believe we have met that responsibility in short order with over 30 individuals and six major

agencies involved in this endeavor. More importantly, we are confident that the Youth Center Model as proposed will have significant impacts on our youth and our quality of life. Truly the most rewarding aspect of this entire effort has been the opportunity to work with our teens who were intimately involved in the development of this recommendation and who will be required to be involved in its implementation.

Respectfully Submitted,

Commissioner Andrew Gillum
City of Tallahassee

The Honorable Nancy Daniels
Public Defender's Office

Commissioner Bryan Desloge
Leon County

Superintendent Jackie Pons
Leon County School District

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Mrs. Vicki Cunniff
Department of Juvenile Justice

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I. BACKGROUND

In the development of this report, the Youth Center Development Team reviewed a number of historical and current information to better understand the community need, to identify the target audience of the initiative and to shape the recommended concept that finally emerged from group discussions. This section presents much of the background information considered that includes the history of the facility, teen statistics, neighborhood demographics, current recreational offerings and data from comparable youth centers from throughout the State of Florida and across the Country.

History of the Palmer Munroe Community Center

In 1964, the Westside Recreation Center, located at Jackson Bluff and Lipona Roads, was constructed adjacent to the Caroline Brevard Elementary School (known as SAIL today). The City Commission adopted and passed a resolution on January 14, 1964 to name the Westside Community Center in honor of Mr. Palmer "Doc" Munroe, who had served the City of Tallahassee for 34 years, starting out as a rodman and eventually rising to the position of Assistant City Manager under Arvah Hopkins. The Palmer Munroe Center was officially dedicated on February 2, 1964.

Forty-two years after its dedication, the Center underwent extensive renovations in 2006, to include new basketball courts, sidewalks and the installation of playground ADA accessible apparatus. A new comfort station and covered pavilion were constructed on site by Parks Division staff at a cost of $146,000 and the Center was completely renovated during 2007 at a cost of $1,058,116.89. Shortly thereafter, the Center was rededicated on April 21, 2007.

On September 23, 2009, the City of Tallahassee City Commission adopted the FY2010 City Budget that included approving the closing of the Palmer Munroe Community Center beginning on October 1st as a result of declining customer use and strains on municipal resources. The Commission subsequently authorized Commissioner Andrew Gillum to explore the possibility of using the site as a community-wide Teen Center at the same meeting.

Today, the Palmer Munroe Community Center is an 11,300 square-foot facility with an outside playground area located on 3.96 acres. The building consists of 13 rooms which includes: a computer learning lab (7 computers); a kitchen; a gymnasium; a fitness room; a lobby area; restrooms; two office spaces and an arts and craft room. Outside, the playground area consists of a picnic shelter, a tot lot, basketball courts, a ball field and a public restroom facility. A diagram of the facility is provided in the appendices.

Overview of Youth Programming within the City of Tallahassee & Leon County.

Youth in Leon County and the City of Tallahassee have historically enjoyed access to a robust offering of recreational programming throughout the community. Although very few of the programs have been provided free-of-charge, both City and County programs offer reduced pricing to those individuals most in-need and each have policies that no child will be denied services due to a lack of financial resources.

The City operates and maintains close to 4,000 acres of parkland, ranging from neighborhood playgrounds to regional parks. The park system consists of active recreational complexes including 56 miles of trails, 2 dog parks, a skate park, 2 disc golf courses and a Miracle League Baseball field for those teens with disabilities. A number of passive parks offer teens with a place where they may simply enjoy

the quiet natural surroundings of the City. Facilities include 7 multi-purpose community centers, an arts and crafts center, a comprehensive gymnastics facility, 23 playgrounds, 86 athletic fields, and 55 tennis courts. The department also operates 7 municipal aquatic facilities and 2 golf courses that include the 18-hole Hilaman Park Golf Course and the 9-hole Jake Gaither Golf Course.

Program offerings in the City include: mentoring; homework and computer labs; arts and crafts classes; cooking and sewing classes; weight training and fitness classes; martial arts; an organized teen playground program; modeling and make up classes; movie time; life skills classes; teen council programs, and; specialty programs designed for disabled teens. Athletic programs for teens include tennis, flag and tackle football, volleyball, cheerleading, basketball, soccer, baseball, softball, track and swimming. Many special events are offered, ranging from the Winter Festival and Celebration of Lights to Celebrate America and Springtime Tallahassee.

The Leon County Division of Parks and Recreation maintains over 2,800 acres of community parks, boat landings, campgrounds and greenways. Community-based local recreation councils provide youth tackle football, cheerleading, soccer, baseball and softball at these facilities.

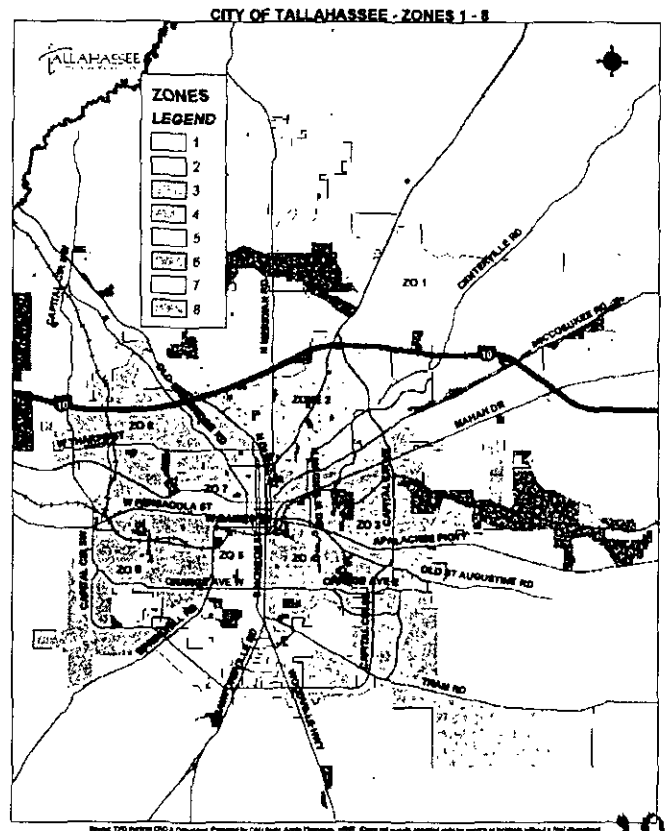
All told it is estimated that 20,000 youth pass through both the City of Tallahassee and Leon County youth programs. Of those, approximately 15% are provided reduced funding and grant opportunities. The bulk of these are in organized youth athletic programs offered by the City including baseball (3,114), soccer (1,373), flag football (1,358), softball (767) and tackle football (507). Teen participation at the City's six community recreation centers varies by center and by season, but at most ranges from about 10 per day at locations like the Sue Herndon McCollum Community Center (Lafayette Park) and the LeVerne Payne Community Center at 4th Avenue, to around 30 per day at the Lawrence-Gregory, Jake Gaither and Jack McLean Community Centers, up to 75 per day at the Walker-Ford Community Center.

Statistical Data of Teen Activity.

A key focus of this Teen Center concept was to determine the extent of teen–related issues that might demonstrate the need to provide a more-healthy environment for teens than what exists for them today throughout the community. Essential information analyzed included looking at the number of youth involved in the juvenile justice system and disciplinary issues in the schools.

In FY2007/2008, there were a total of 1,266 youth from Leon County referred to the Florida Department of Juvenile Justice between the ages of 15-17 years old. Greater than 60% of these teens were African American youth that for every day spent in incarceration, cost the local taxpayers $300 per day, per youth. Within the City of Tallahassee over the same period, TPD arrested 1,232 juveniles with 40% of the arrests occurring within the Southside of the community, specifically in the areas in the southeast and southwest neighborhoods.

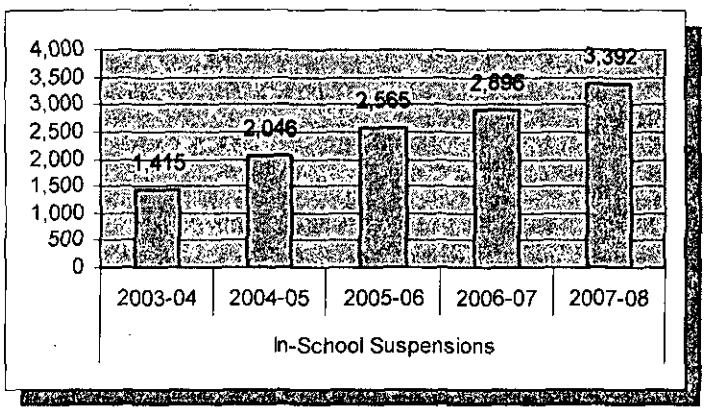
Figure 1.1 Juvenile Arrests

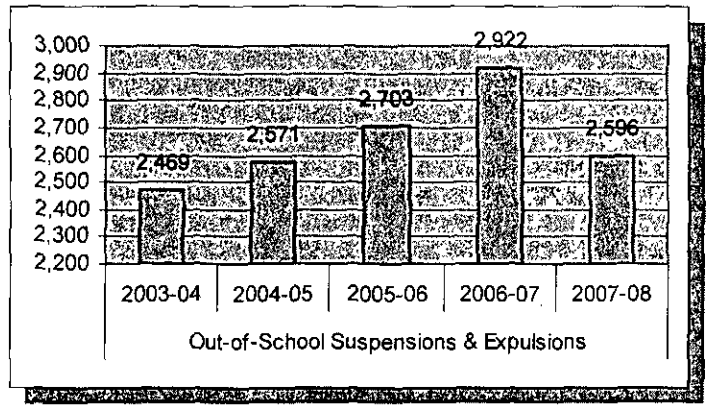


From looking at the number of Juvenile Arrests throughout the City over a five-year period, it can be seen *that arrest numbers have risen and fallen over the period with a 53% increase in arrests since 2006.* There were 1412 juvenile arrests in 2004, 1048 arrests in 2005, 805 arrests in 2006, 1133 arrests in 2007 and finally 1232 juvenile arrests in 2008. The area of the Southern community experiencing the most significant juvenile arrest activity was consistently Zone 8, encompassing greater than 20% of all arrests since 2006. Zone 4 was the 2nd highest in juvenile arrests with 236 juveniles arrested in this area in 2008. The offense most committed by area juveniles was predominantly theft followed by alcohol and drug offenses.

As it relates to behavioral problems in the Leon County School system, as seen in Figure 1.2, in-school suspensions (students serve their punishment *time at the school facility) increased 139% over a five-year* period. Out-of-school suspensions and expulsions increased only by 5% over the same period with a significant increase (18%) in 2006/2007. Suspension and expulsion incidents, involving individual children (not repeat offenders) increased by 54% since 2003. 8 middle schools and 6 high schools were part of the target population data analyzed.

Figure 1.2 Leon County Schools Student Discipline Actions



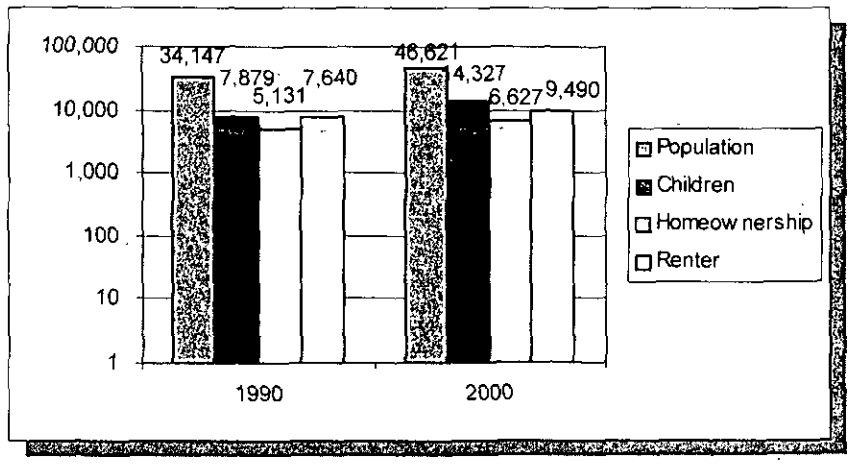


Neighborhood Demographics.

Another component of the analysis looked at the changing demographics of the neighborhoods of the City. The purpose of this analysis was to ascertain how *changing neighborhood characteristics might be* affecting community quality of life and consequently teen behavior.

Figure 1.3 Southside Neighborhood Demographics

Between 1990 to 2000, *census* data shows that there was an increase in the neighborhood populations in the Southern portion of the community. There was a 24% increase in units occupied by renters and a 29% increase in home ownership over the same period. Interestingly, the *number of children under the age* of 17 increased by 81%.



Comparable Youth Centers.

Critical to the Youth Center development effort was studying how other cities had created teen centers in their communities. The group looked at eight cities in Florida and two model centers across the country that included Denver, Colorado and Camillus, New York. Instead of stand-alone teen centers, cities like Orlando used institutions such as Boys and Girls Clubs or YMCA facilities to service the needs of the youth in their community. It should also be noted that programs like the Boys and Girls Club of the Big Bend charge a fee for service to the students they serve and usually attract younger students generally at the elementary school level. Of the eight cities studied in Florida that did possess a teen center, only three maintained stand-alone facilities, separate from their city community centers. These included the cities of Boca Raton, Delray Beach and Deerfield Beach. The cities of Denver and Camillus also had standalone facilities.

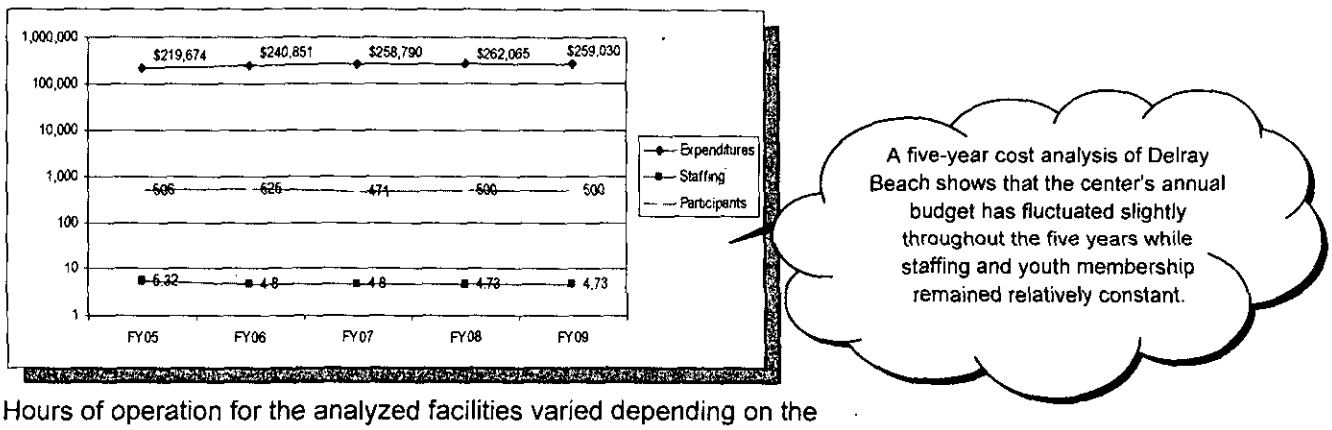
Figure 1.4 Comparable Youth Centers

City	City Population	Created	Days of Operation	Hours of Operation	Budget	# Staff	Funding	Programming & Activities	Age Focus	Youth Council
Boca Raton - Mainstream Teen Center	83,381	1993 (Rededicated)	Tuesday - Saturday	WD: 3:30 - 10pm WE: 1-10 pm	$106,100 - programming only	1 FT, 2 PT	General Fund	field trips, gaming systems, classes (archery, magic)	12-18 years of age	No
Delray Beach - 505 Teen Center	60,020	2002	Monday - Saturday	WD: 3-9pm WE: 12-9 pm	$271,000	2 FT, 3 PT	General Fund & Rotary	tutoring, martial arts, basketball, etc.	Grades 6-12	Yes
Deerfield Beach - Tower Club	64,583	1999	Monday - Sunday	WD: 2-9pm Fri: 2-10pm Sat:12-10pm Sun: 12-6pm	$55,000 - programming only	1 FT, 5 PT	General Fund	gaming systems, dances, movies, computers, etc.	12-18 years of age	Yes
Camillus, NY - Town Shop	23,152	1971	Monday - Thursday	4-10pm	$86,274	2 FTE	General Fund	gaming systems, classes, tutoring, field trips, community service	13-19 years of age	Yes
Denver, Colorado - The Spot	598,707	1988	Sunday - Thursday	5:30am - 10:30pm	$784,000 ($4,647,663)	11 FTE, 1 PTE	City/State/Donations	Resource Center, Medical Clinic, Poetry, Meals, Lodging, Movies, Hikes, Events, musics studio, dance, graffiti, GED, Computers	14-24 years of age	Yes

As seen from the matrix above, all compared youth centers, with the exception of the Denver facility, operate under the management of their respective cities using general fund revenues to fund both programming and facility expenditures. Denver operates under a non-profit model with revenues received from the City. From discussions with each, it was learned that the respective centers were initially funded through collaborative partnerships that included the City Government, non-profit organizations and private donors. 51% of the Denver facility is operated using government funds in a combination of local and state revenues and the Town Shop Youth Center in Camillus, New York is operated using funds from a partnership between the City, the Department of Aging and Youth, the Board of Cooperative Educational Services and the New York State ADA-PEP. Delray Beach receives some

funds from their local Rotary Club. Only the City of Delray Beach charges a membership fee to its teens for use of the center ($5 annual resident fee and $10 annual non-resident fee). All of the youth facilities are operated in renovated facilities with the City of Delray Beach co-using its facility with a non-profit organization that originally donated the building for teen use. Each of the facilities above operates under a limited "full-time" staffing model by relying upon part-time employees and volunteers to manage the programming and activities of the facilities.

Figure 1.5 City of Delray Beach Youth Center



Hours of operation for the analyzed facilities varied depending on the community's school hours and opinions regarding appropriate closing times. Of these facilities, only Deerfield Beach and Denver offer services on Sunday. Each of the Florida cities requires that teens must be enrolled in school and each encourages the completion of a membership application for emergency and liability purposes. Although there is a form to complete, most teens at the centers are "drop-in" participants that show up to participate in unorganized activities such as computer gaming, billiards and basketball. Because of the nature of the centers, though encouraged, membership requirements are generally not enforced. In addition, the Denver facility had a major focus on assisting homeless teens with many of the center's assets organized around supporting this special teen population.

Each of the facility managers stated that interest in activities varied though certain types of programming such as computer lab and teen dances had greater interest from their teens. Center directors emphasized that their primary mission was keeping the teens engaged and off of the street while providing services to enhance the lives of those same individuals.

II. THE VISION

Based on the "as-is" situation as described in the previous section, the Youth Center Development Team decided upon the following vision, mission and success factors for the Youth Center initiative.

Vision.

To be a youth-involved/youth-driven decision-making model, offering cultural, vocational and artistic programs that allow Tallahassee and Leon County teens to be themselves in an accessible and safe environment where they can learn, socialize or just hang out. To be recognized as a multifaceted youth center known for its ability to address conflict among youth with a focus on the needs of teens in the community. The results of this initiative are more engaged students, a safer City and a better quality of life for the entire community.

Mission.

The mission of the Palmer Munroe Youth Center is to create a positive environment for Tallahassee and Leon County youth, ages 13-19 and to help alleviate conflict among youth throughout the community. This will be accomplished through a teen-driven process that focuses on attractive programming, adult mentoring, educational assistance, restorative justice collaboration, and the use of cutting edge techniques to engage teens in our community through skill based training, fun and safe entertainment outlets, and community service involvement.

Success Factors. For this initiative to be successful, the Development team identified four elements that would be necessary for the Center to achieve the agreed-upon mission:

Financial Viability. The Center and its programs must have a sustainable business plan, a dedicated, on-going funding source and a responsible management team that ensures its continued success.

Community Collaboration. The Center must have the continued support of the community through critical partnerships formed throughout this process. Key partners include the City of Tallahassee, Leon County, the Department of Juvenile Justice, Leon County Schools and the faith community at-large.

Inclusiveness. The Center must be accessible to all teens, regardless of background or location in the community, and it must be able to offer assistance to those youth, most-at-risk, in the juvenile justice system.

Youth Involvement. The Center and its programs must have youth input and involvement at every step and at every level to ensure relevance of programs to their generation. A core focus of youth involvement is the creation of a County-wide Teen Council that would participate in the governance of the youth center.

The outcomes of this initiative and the measurements to ensure for those outcomes are outlined in Section VI of this document.

III. RESTORATIVE JUSTICE AND YOUTH PROGRAMMING MODEL

Based on the vision outlined in Section II, this section presents the key programming concepts of the proposed Tallahassee Youth Center that make it uniquely different than any of the teen or youth centers studied throughout the State. In this model, the Youth Center Development Team envisioned a Restorative Justice function that would operate from the Center during the day in concert with other activities that were designed to meet the needs of "the whole youth". Once teens were released from school, the Center would then subsequently transition into an environment characterized by a youth activities-based curriculum. A critical component of this model, as identified in other successful teen facilities, would be the involvement of the youth themselves.

RESTORATIVE JUSTICE.

The Restorative Justice model is designed to develop, coordinate and provide resources to assist citizens in developing the capacity to address the cause, occurrence and long-term consequences of neighborhood crime. Building on the concepts of Community Justice (CJ), neighborhood residents, in collaboration with countless entities that include other interested citizens, local government, schools, juvenile justice agencies, businesses, and faith-based entities collaboratively and collectively confront crime within respective neighborhoods. Critical to this approach is the creation of a citizen council made up of community residents to provide guidance and direction to the Restorative Justice Program.

Restorative Justice Approach.

Critical to the success of this approach is the creation and implementation of a plan that includes three components to address crime along each point of the crime continuum: Crime Prevention (causative factors); Restorative Justice Practices (crime occurrence); and Community Support Services (consequences of crime to victims, offenders and other community members harmed by crime). In said plan: *Causation* activities would focus on developing or building on existing preventive efforts within the local neighborhood to identify and address factors conducive to criminal and/or delinquent behaviors such as the Neighborhood Watch Program; *Occurrence* activities would focus on using restorative justice practices to address at-risk, delinquent and criminal behaviors that have occurred within neighborhoods, and finally; *Consequence-based* activities would focus on addressing the needs of victims, offenders and the community as a whole in the aftermath of a criminal or delinquent act. This would include coordinating and providing human services to those actually harmed in the respective neighborhoods.

Restorative Justice Operations.

In the proposed Restorative Justice model, the Palmer Munroe Youth Center will serve as the administrative and operational center for the aforementioned citizen-led collaborative effort. The proposed plan to address youthful offenses within the Tallahassee-Leon County area would be approved by the 2nd Judicial Circuit State Attorney with primary focus centered on misdemeanor and non- violent offenses.

An administrative staff will operate from the Palmer Munroe Youth Center to oversee centralized records maintenance activities, to direct fieldwork and to coordinate services among community partners. In the field and at the Center, a separate neighborhood coordination staff will perform work in a three-quadrant approach that includes dividing the community into distinct areas that mirror TPD's patrolling sectors of

Alpha, Bravo and Charlie. The neighborhood coordination staff will identify and coordinate applicable resources in these areas to achieve the goals of the Restorative Justice Model. Palmer Munroe, churches and other approved locations would serve as "neighborhood centers" in which neighborhood coordinators could meet and interact with youth and citizens involved in the Restorative Justice programs.

Lastly, as stated in the introduction, a council of community residents would be established consisting of representatives from the four distinct areas of Tallahassee/Leon County to help focus volunteers and provide policy direction for the initiative.

YOUTH PROGRAMMING.

In 2001, the Leon Youth Development Council's Advisory Committee developed the Teen Center Survey designed to assess whether or not youth felt there was a need for a teen center in Tallahassee and to ascertain exactly what they would like to see in terms of programming if in fact such a place was created. The survey was disseminated to Leon County middle and high school students and over 1900 youth participated in the process (See full report in appendices).

In the 2001 report, 64% of the participants stated that they wanted a place to receive help in school subjects, 58% wanted a place to meet students from other schools and 56% stated that they wanted to be part of a group activity. Interestingly, 31% of students wanted a teen center in the Southside of the community while 29% preferred the youth/teen center be located in the North part of the City. 40% of the students preferred the hours of operations of a center to be between 3:00pm to 6:00 pm during the weekdays.

As it is the desire of the Youth Center Development Team that a statistically reliable and comprehensive survey be issued and analyzed before finalizing programming for the proposed Youth Center, in October of 2009, a new survey was disseminated throughout the Leon County School District. The associated survey data is currently being collected and applicable teen preferences will be considered. See preliminary survey results in the appendices.

Proposed Programming.

Using the past survey results as a foundation, the Youth Center Development Team turned to the Teen Councils at each of the existing community centers to solicit their input into the creation of a programming model that could be used at the proposed Youth Center in concert with the Restorative Justice Program. From their input, a philosophy emerged regarding how the programming would be identified, developed and implemented:

> *The Palmer Munroe Youth Center programming philosophy is one that supports enabling teens to become culturally diverse, academically strengthened and socially engaged through organic structural programming with a transformative philosophy. Intellectual independence, community development, and social engagement are core principles within the philosophy of the Palmer Munroe Youth Center. Through structural programming centered on academic engagement but not limited to: performing arts, career development, and leisure/recreational activities, teens will be engaged in a positive and safe environment. Critical to this programming will be the creation of a youth council that guides programming to ensure relevance to teen activities.*

From this philosophy and from discussions with area youth, a proposed programming matrix emerged that has a 6-day operation with youth center activities occurring from 3:00pm to 9:00 pm on the weekdays and from 3:00 pm to 11:00 pm on Friday and 12:00 – 11:00 pm on Saturday.

Figure 3.1 Proposed Youth Programming Matrix

TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
8:00 AM - 3:00 PM	Administration of Restorative Justice Program; Administration of Teen Activities Program; SAIL Activities; Truancy Program; Drop Out Prevention; Anger Management / Conflict Resolution Classes					Center Hours 12:00 - 9:00 PM Special Events; Teen Summits; Field Trips; Community Service Projects; General Recreation	Closed
3:00 - 5:30 PM	Homework / Computer Lab, Athletic Class, Instructional Class	Homework / Computer Lab, Athletic Class, Instructional Class	Homework / Computer Lab, Athletic Class, Instructional Class	Homework / Computer Lab, Athletic Class, Instructional Class	Social Time, Computer Lab, Athletic Class, Instructional Class		Closed
5:30 - 9:00 PM	Computer Lab, Athletic Class, 2 Instructional Classes, Clubs	Computer Lab, Athletic Class, 2 Instructional Classes, Clubs	Computer Lab, Athletic Class, 2 Instructional Classes, Clubs	Computer Lab, Athletic Class, 2 Instructional Classes, Clubs	Computer Lab, Athletic Class, 2 Instructional Classes, Clubs		
9:00 - 11:00 PM	Closed	Closed	Closed	Closed	Late Night Movies, Teen Events (Dances/Concerts)	Midnight Movies	Closed

In the above matrix, athletic and instructional class time will rotate through a curriculum of events that include but are not limited to the following as identified by youth:

- Dance, Arts and Music (photography, jazz, hip hop, film, recording, radio)
- Athletics (Sportsmanship, Basketball and volleyball games)
- Job Shadowing
- Career building (resumes, interview, attire, etc., public speaking)
- Life skills (finances, credit, banking)
- Job skills (design, jewelry, cosmetology, modeling, "*green-focus*")
- College Preparation (GED classes, ACT, SAT, Essay Writing, Financial Aid/Scholarships, College application)
- Workshops (Anger Management, Conflict Resolution, Sex Education)
- Game room Activities (XBOX Tournaments)

Depending on the operational and management model outlined in Section VI, the above programming will be facilitated by volunteers, dedicated staff and a Youth Center Director that would oversee the implementation of youth activities and manage Center's operations similar to how existing community centers are currently operated throughout the City.

Partnership Programming. In addition to programming that could be provided by Youth Center staff, it is the vision of the Youth Center Development Team that multiple community partners would be utilized to provide no-cost or low cost programming. Example partners include but are not limited to:

- Police Activity League

- Visions of Manhood
- Salvation Army
- Big Brothers/Big Sisters
- Project Kick
- John Riley Center
- Miccosukee Youth ED
- Tallahassee Boy's Choir
- The Oasis Center for Women and Girls
- Girl and Boy Scouts
- Faith-Based Organizations
- TAC (TPD)

Palmer Munroe Youth Council.

Critical to the Palmer Munroe Youth Center, as indicated in the vision and the philosophy statement contained within this document, is the creation of a youth council. The purpose of the council is to allow youth to have input in and ownership of, youth-related issues both at the Center and throughout the community.

The Palmer Munroe Youth Council will be a teen decision-making body, drawn from area middle and high school students between the ages of 13-19 years of age. The Youth Council will operate to provide direction to the Youth Center staff on youth programming and activities and to lend general recommendations to the Youth Center staff on Center operations and management. The Youth will be at liberty to initiate their own agenda items based on matters that they believe are important to area teens. Make-up of the Youth Council, as a minimum, will consist of a representative from each of the following schools:

- Middle Schools: Cobb, Deerlake, Fairview, Ft. Braden, Griffin, Montford, Nims, Raa
- High Schools: Chiles, Godby, Leon, Lincoln, Rickards, SAIL

The Youth Center Director will be responsible for soliciting interest from each of the represented schools to identify students for the Youth Council. Interested students must reside in Leon County to be eligible for consideration and must be actively enrolled in school. Students will be required to submit a Youth Council interest form to the Center Director for consideration and upon submission, the Community Executive Committee (as outlined in Section VI) will then interview prospective students for placement on the Youth Council.

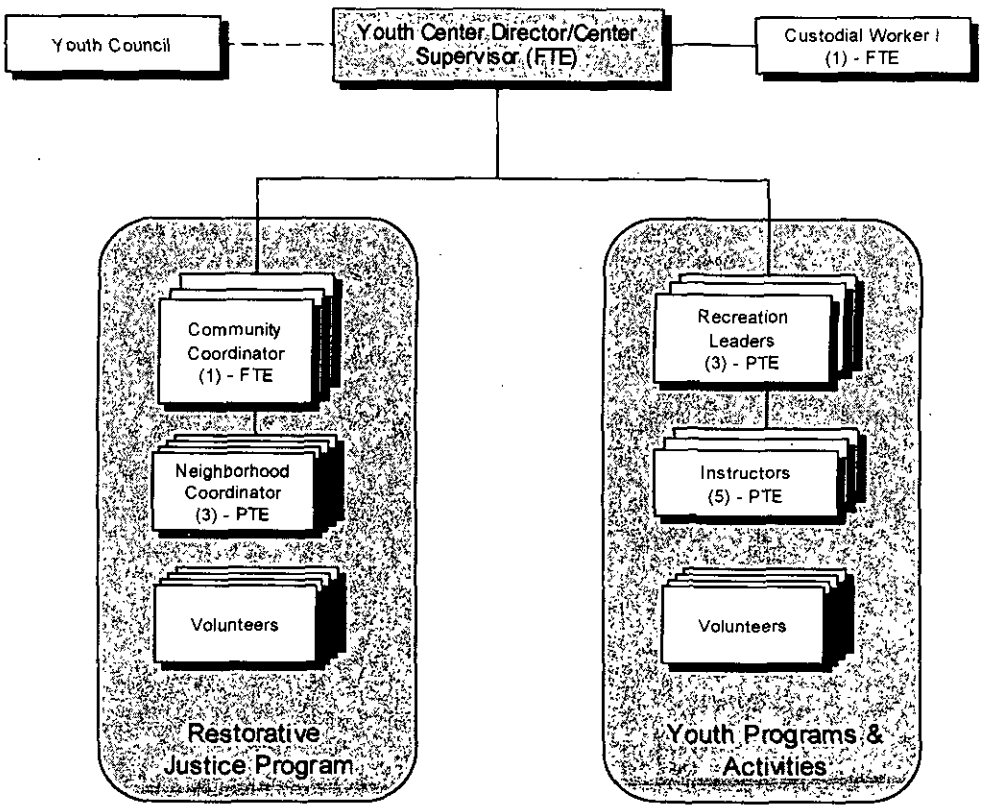
The Palmer Munroe Youth Council shall provide advice and recommendations to the Community Executive Committee. The below annotated list is not intended to be exhaustive in nature but to serve as a starting place from which the Youth Council can begin to focus their efforts:

- Youth Center Programming and Activities
- Restorative Justice Programs and Activities
- Issues directly related with community services that affect teens
- The acquisition, development, redevelopment and on-going operations of public facilities such as parks, community centers, school sites, pathways and greenways
- Recommendations and suggestions for projects that enhance the beautification and quality of life of Leon County residents
- Recommendation and suggestions for projects that promote Community art, history and culture
- Participation in community signature events and activities that promote Tallahassee and Leon County
- Programs and projects designed to collaboratively bring Tallahassee and Leon County's youth and seniors together
- Other projects and programs that help to carry out the purpose for which the Youth Council was established

IV. STAFFING

Based on the proposed Youth and Restorative Justice programming models as outlined in Section IV, the Youth Center Development Team created a realistic staffing framework that would facilitate the implementation of said programming and oversee management of the Center's operations. The staffing diagram as proposed in this section assumes that the programming, management and operation of the facility are completely handled within the context of a "Government-Run" option as outlined and explained in Section VI. While staffing for youth programs and activities was derived from City experience of operating like-kind programs in the City's current recreation program, the Restorative Justice positions were derived from conversations with individuals experienced in Restorative Justice initiatives such as Mr. Dale Landry.

Figure 4.1 Proposed Staffing Diagram



Roles and Responsibilities.

A short description of each of the above positions is as follows:

- Youth Center Director/Center Supervisor I. Responsible for day-to-day operations of the center including coordination of facility use, budget preparation and monitoring, and procurement of goods and services. Plans, directs and promotes programs and activities.

Interviews, hires, schedules, evaluates and supervises full-time and part-time staff and instructors. Evaluates, tracks and reports participation and other desired outcome indicators.

- Custodial Worker I. Responsible for cleaning and minor maintenance of center. Duties include sweeping, cleaning, mopping and waxing; scrubbing and polishing lavatory fixtures and mirrors; and replenishing lavatory supplies. Also responsible for setting up rooms for classes, meetings and special events.

- Recreation Leader. Supervises free play and leads games and activities. Maintains discipline, safety and health standards. Assists in planning and carrying out recreational activities and programs.

- Instructor. Provides instruction for sports and special interest classes.

- Community Coordinator. Serve as the key supervisors of the Juvenile Justice Program and *provide guidance and direction to neighborhood coordinators*, volunteers and youth.

- Neighborhood Coordinator. Responsible for working with community and youth in the Restorative Justice Program to include providing support to the neighborhood accountability boards and assisting with neighborhood service projects, activities and restitution efforts.

Volunteer Program.

A key component of the staffing model as proposed in this section is the reliance on volunteers to supplement the program both from a Restorative Justice and Youth Center programming perspective. Volunteer opportunities will include, but not be limited to the following:

- Youth Mentoring and Coaching
- Recreational Activities and Program Support (coaching, umpiring, judging, etc.)
- Job shadowing and Career Day assistance
- Like Skills Presentations and Workshop Teaching
- Fundraising
- Youth Council Guidance and Direction
- Neighborhood Coordination and Community Forum Assistance (Restorative Justice)

Note: At the time of writing this Youth Center concept, the Youth Center Development Team is exploring the feasibility of replacing administrative-type positions with volunteer positions from such grant sources as the Americorp Vista Volunteer Program. The program is competitive in nature.

V. BUDGET

With an understanding of the proposed programming, an outline of required staffing and a historical knowledge of typical center operational costs (as provided by City staff), the Youth Center Development Team constructed a tentative budget for Years 1-3 of the Youth Center's operations. The proposed budget assumes that several partner funding commitments will be realized to include monies from the City of Tallahassee, Leon County, the Department of Juvenile Justice and the Public Defender's Office. Assuming that there will be minimal startup costs because of the pre-existing center operations, Years Two through Three will require identical commitments from each of the funding sources to ensure for the continued success of the Center.

The Youth Center Development Team as seen in Figure 5.1 on the next page, based budget amounts on the following financial facts and assumptions:

- Position salaries and benefits for all employees would be frozen during the first three years of the Center's operations
- The Development Team used an inflationary rate of .015 to determine future year costs in goods and services that is consistent with the Consumer Priced Index
- The Youth Center would assume the burden of the reduced cost of bus passes to facilitate teen travel to the facility for only a limited number of at-need teens ($20/pass x 50 students x 12 months = $12,000)
- The Youth Center would employ either a police officer or SRO to facilitate security at the facility for a cost of $103,000
- Youth Center programming and facility-related expenses were based on historical experience of City of Tallahassee staff and the proposed programs as identified by the Youth Center Development Team
- No lease would be applied against the managing entity as Years 2-3 would most likely be under a purchase agreement by the CBO

Figure 5.1 Palmer Munroe Youth Center Proposed Budget, Years 1-3

PALMER MUNROE YOUTH CENTER			
EXPENSES			
SALARY & BENEFITS	**Year 1**	**Year 2**	**Year 3**
Executive Director	$61,776	$61,776	$61,776
Executive Director: Benefits	$25,303	$25,303	$25,303
Custodial Worker I: Salary (30 hrs/week)	$13,728	$13,728	$13,728
Custodial Worker I: Benefits	$13,278	$13,278	$13,278
Recreation Leaders (93 hrs/week)	$35,061	$35,061	$35,061
Instructors (25 hrs/week)	$20,904	$20,904	$20,904
Mandatory Medicare	$783	$783	$783
Community Coordinators (1 position @ 40 hr per wk)	$54,558	$54,558	$54,558
Community Coordinator: Benefits	$23,786	$23,786	$23,786
Neighborhood Coordinators (3 positions @ 20 hr per wk)	$61,684	$61,684	$61,684
Mandatory Medicare	$894	$894	$894
Subtotal:	**$311,755**	**$311,755**	**$311,755**
OPERATING EXPENSES			
Cleaning and Laundry	$1,641	$1,665	$1,690
Cintas - mats and mops			
Building Repairs	$1,000	$1,015	$1,030
HVAC, electrical, plumbing			
Equipment Repairs	$375	$381	$386
Lobby games and misc repairs			
Unclassified Contractual Services			
Sonitrol	$1,008	$1,023	$1,038
Cable television	$300	$305	$309
Phones (5)	$1,500	$1,523	$1,545
Pest control	$228	$231	$235
Fire extinguishers recharged	$130	$132	$134
Piano tuning	$100	$102	$103
DJ for dances	$1,600	$1,624	$1,648
Special events	$1,750	$1,776	$1,803
Police/Security	$103,000	$103,000	$103,000
Chem-Med-Lab	$200	$203	$206
First aid supplies			
Office Supplies	$2,500	$2,538	$2,576
Pens, pencils, paper, toner, etc			
Uniforms and Clothing			
Staff shirts - full and part time	$400	$406	$412
Safety shoes	$100	$102	$103
Unclassified Supplies			
Sports equipment	$300	$305	$309
Class supplies	$1,000	$1,015	$1,030
Gaming systems / games	$1,500	$1,523	$1,545
Bus Passes (50)	$12,000	$12,180	$12,363
Custodial supplies	$3,500	$3,553	$3,606
Misc supplies	$500	$508	$515
Equipment Rentals	$3,500	$3,553	$3,606
Travel and Training	$1,354	$1,374	$1,395
Professional development			
Memberships	$190	$193	$196
Professional association			
Rentals			
Dumpster	$257	$260	$264
Movies	$260	$264	$268
Utilities (actual FY09)			
Sewer	$1,494	$1,516	$1,539
Sanitation	$3,969	$4,029	$4,089
Stormwater	$1,973	$2,003	$2,033
Gas	$1,361	$1,381	$1,402
Water	$517	$525	$533
Electric	$11,095	$11,261	$11,430
Fire Services	$994	$1,009	$1,024
Subtotal:	**$161,595**	**$162,474**	**$163,366**
TOTAL YOUTH CENTER EXPENSES	**$473,350**	**$474,229**	**$475,121**

VI. MANAGEMENT AND OPERATIONS

The Youth Center Development Team discussed a number of management and operations models that would oversee the staffing and facility as outlined in Section IV and V of the report. Discussions by the Budget, Finance and Structure Sub-Committee focused on two lines of thought as it relates to "who" should oversee the proposed Center operations with the introduction of a third option that would be a "hybrid" of the latter two. The discussions focused on either having the City oversee the Youth Center management and operations or solicit the services of a third party expert to do the same. Regardless of the approach chosen, the team determined that a Community Executive Committee, made up of community partners, would provide guidance and oversight to the selected managing partner.

Government-Operated Option. In a government-operated alternative, the Center would operate under the management of the Parks, Recreation and Neighborhood Affairs Department.

- **Reporting Structure**. PRNA would receive program guidance from the Community Executive Committee and operational and management direction from the City Manager's Office. *In this model, all Center staff, per the staffing structure outlined in Section VI, to* include those individuals working in the Restorative Justice Program, would be hired and managed by PRNA as City employees. As such, they would receive the appropriate level of benefits dependent on their job classification.

- **Facility Management**. The City would work with the Community Executive Committee to determine other approved "day-uses" that would allow full-utilization of the Center facilities for those periods when teen activities were not being conducted. The objective of this effort would be to allow for the offset of expenses through potential leasing opportunities. The Center would not return to its original model of being a Community Center.

- **Finances**. Expenses incurred by the City for Center management and operations would be paid for using the financial model outlined in Section VII of the report.

3rd Party Vendor Option. In a 3rd Party Vendor alternative, the Community Executive Committee, via the City, would invite proposal submissions from interested and qualified entities to submit their approaches to manage and operate the Youth Center and its programs as envisioned in this document. Evaluation *criteria to be used in the selection of a qualified organization include but are not limited to: Certifications* for working with youth; Experience and capabilities of staff to manage programs and facilities of similar size; Experience in budgeting and fundraising; The proposed cost to facilitate program, and; the vendor's approach to managing this start-up from the ground floor through year five.

- **Reporting Structure**. In this alternative, upon selection, the 3rd Party Vendor would be solely responsible for all management and operations of the Center to include hiring and oversight of employees, including the Restorative Justice Program personnel. Employees would receive those benefits as offered by the 3rd Party vendor unless a different arrangement was desired by the Community Executive Committee partners and financial arrangements made accordingly. The Community Executive Committee would provide direction to the selected vendor on programming and the reporting structure parameters would be established through an agreed-upon contract mechanism. An on-going performance review element would be central to the established contractual relationship.

Currently, the closest model that the City has as it relates to a relationship similar to this is the Disk Village management of the Juvenile Detention Center.

- **Facility Management**. Similar to the Government-Operated alternative, the 3rd Party vendor would work with the Community Executive Committee to determine other approved "day-uses" that would allow full-utilization of the Center facilities for those periods when teen activities were not being conducted. Again, the objective of this effort would be to allow for the offset of expenses through potential leasing opportunities with the leasing proceeds being received by the 3rd Party manager and not the City. As stated previously, the Center would not return to its original model of being a Community Center.

- **Finances**. Expenses incurred by the 3rd Party for Center management and operations would be paid for using the revenues outlined in Section VII of the report. The expenses would be part of the overall approach of the 3rd Party vendor in its proposal submission and would be based on the agreed-upon price established through the contract.

Hybrid Option. In a Hybrid alternative, the City would function as the administrative oversight for the Teen Center facility, with a 3rd Party qualified vendor solely responsible for both youth and Restorative Justice programming. The 3rd Party would be selected in the same way as presented in the 3rd Party Option above.

- **Reporting Structure**. In this alternative, an employee, selected by the City, in collaboration with the Community Executive Team, would select an administrator to oversee the administrative functions of the Youth Center facility to include serving as the main point of contact for the selected 3rd Party vendor regarding contract items. As such, the administrator would be an employee of the City of Tallahassee, PRNA Division. As stated above, the 3rd Party Vendor would be responsible for the programming aspects of the Center and would only hire those individuals needed to implement its proposed plan for achieving the vision outlined in this document. The Community Executive Committee would provide direction to the selected vendor on programming and the reporting structure parameters would be established through an agreed-upon contract mechanism. An on-going performance review element would again be central to the established contractual relationship.

- **Facility Management**. In this alternative, the facility would be run and operated by the City via the Administrator and his/her staff. Allowable "day-uses" would be coordinated through the 3rd Party vendor who would work with the Community Executive Committee to allow full-utilization of the Center facilities for those periods when teen activities were not being conducted. Again, the objective of this effort would be to allow for the offset of expenses through potential leasing opportunities with the leasing proceeds being shared by the 3rd Party manager AND the City. As stated previously, the Center would not return to its original model of being a Community Center.

- **Finances**. Expenses incurred by the 3rd Party and the City for Center management and operations would be paid for using the revenues outlined in Section VII of the report. The expenses would be part of the overall approach of the 3rd Party vendor in its proposal submission and would be based on the agreed-upon price established through the contract. Those expenses incurred by the City would be paid for from the same account.

Community Executive Committee. Regardless of the option selected, the Community Executive Committee will serve as the policy and planning body for the Youth Center activities and Restorative

Justice programming elements of the initiative. The Committee shall consist of representatives appointed by the City of Tallahassee, Leon County, the Leon County School District, the Department of Juvenile Justice, NAACP, the Youth Council and various members of other selected youth-focused agencies from throughout the community. The roles and responsibilities of the Committee would include but are not limited to the following:

- To provide strategic direction to the selected operations and management partner regarding Center programming.
- To establish policies and procedures for the overall administration of the Youth Center activities
- To develop goals and objectives as necessary
- To identify key elements to success in accomplishing stated goals and objectives
- To establish funding priorities and identify resources
- To help mobilize the community for activities sponsored by the Center
- To assist in Center public relations through linkages with civic, business and other community representatives
- Provide an opportunity for community stakeholders to have quality input
- To provide feedback and a performance review of the Center programs to ensure effectiveness in meeting established goals and objectives
- To work closely with Center and community youth on programming and activity selection and implementation

It is envisioned that the Community Executive Committee would operate under a parliamentary set of procedures such as the Roberts Rules of Order and would select a Chair and Vice Chair to facilitate their meetings. All meetings would be open to the public.

VII. OUTCOMES AND CHALLENGES

This section outlines the Youth Center Development Team's desired outcomes for the Youth Center initiative and provides for a series of measures that would be used to ensure that the Team's efforts are in fact producing the desired results. In addition, this section discusses those aspects of the Youth Center's operations that could prove to be challenges and/or obstacles to the achievement of the agreed-upon vision and the Team's recommended actions to overcome those challenges.

Outcomes.

- **Academic Success**
  - **Measures:** Improved Grades, Increased Enrollment, Improved Disciplinary Trends, and Increased Graduation Rates for Those Youth in the Program
- **Enhanced Public Safety**
  - **Measures:** Reduced Repeat Juvenile Offenders Incidents for those youth involved in the program, Reduced Neighborhood and Community Crime, Increase in Restitution Incidents with those involved in the program, Improved Perception of Public Safety throughout the Community, Reduced Post Juvenile Crime Costs
- **An Active and Strong Youth-Focused Community**
  - **Measures:** Robust Community Partnerships, Increased Parental Involvement for those youth involved in the program, Increased Parental Support Programs, Increased Youth Community Service Opportunities, Increased Youth Center Funding
- **Productive Young Adults**
  - **Measures:** Increased Youth/Young Adult Employment, Enhanced Character Development, Increased College Enrollment, Increased Military/Government Service Enlistment/Enrollment for those youth involved in the program

Specific outcome targets will be developed around each of the above measures. In addition, the Youth Center Development Team will create associated methods of data collection in the form of indicators for each outcome target. This information will then be placed in an executive dashboard that will be used by the Community Executive Committee to monitor program success.

Challenges.

The Youth Center Development Team identified three significant challenges to the successful operation and implementation of the envisioned Palmer Munroe Youth Center: Transportation; Security, and; Sibling Care. Each will be discussed in the following pages using an issue, discussion and recommendation format.

- **Transportation**. The Palmer Munroe Community Center is not centrally located and therefore presents a logistical issue for those students who would be commuting to the facility from various

schools from throughout the community. Transportation to and from the Palmer Munroe Community Center for students, workers and volunteers from throughout the community is a key element for the successful, productive use of the center. In addition, because the Palmer Munroe Community Center has limited parking at the site, the need to use public transit will be even more important to facility operations. Revamping the transit system's fare structure for this purpose would necessitate considerable analysis, time and require City Commission approval.

- Discussion. StarMetro successfully provides transit services on and off campus for FAMU, FSU and TCC. The City has negotiated reduced pricing with each of the institutions to encourage student ridership. The current cost (at full pricing) of a monthly pass is $ 38.00 with a first time processing fee of $3.00 for the first pass issued. It costs $38.00 to reload the pass in subsequent months as long as the original card is used. The Youth Center Development Team estimates that 250 passes would be needed to encourage teens to use the facility within the existing StarMetro transportation system. Safely transporting students in the most cost-effective manner is the main goal of the Youth Center Development Team.

- Recommendation. Using the above partnerships as a guide, from discussions with StarMetro, the Team recommends negotiating a contract with Leon County Schools for a discounted service benefiting students, Leon County Schools, Palmer Munroe Youth Center and other community centers. The Youth Center Team recommends using a pass program so that students would have access to the entire transit system for transport to the Palmer Munroe Youth Center from anywhere within the City. As StarMetro expands into Leon County, even more students could be easily transported to Palmer Munroe and other community centers. The Youth Center itself would purchase the passes up front for those students demonstrating the most need (up to 50 passes) to ensure access for those families with limited resources (included in proposed budget) and a possible agreement could be reached with LCSD wherein they participate to reduce the price of passes for other students. If the decision were made to move forward with a pass type program, the actual cost of the program would then be negotiated between the City Of Tallahassee and Leon County Schools. StarMetro indicates that this process could be accomplished in a relatively short period of time, and service could start immediately after City Commission approval. For the purposes of constructing a realistic budget, the Youth Center Development Team included the cost of purchasing 50 passes at full price at $24,000. Recent conversations with the Superintendent of Schools has generated a verbal agreement that the School system would be willing to transport students to identified bus stop locations that could facilitate easier transportation activities for moving students to Palmer Munroe.

- **Police and Security.** Stakeholders from throughout the community identified the need for some form of facility security at the youth center site. Currently, the Tallahassee Police Department does not provide dedicated public safety assets at any of the community centers due to limited staffing and financial resources.

  - Discussion. Historically, the City of Tallahassee has assigned police officers to those community centers that experienced significant youth use during operational hours. Over the past five years, this practice was eliminated due to budget constraints and the identification of other policing priorities within the community. On a case-by-case basis, TPD has provided officers to centers and/or recreational events if public safety issues were identified in advance. Options considered for security at the facility include hiring a

private firm, reassigning an existing TPD officer or Deputy SRO to the facility at no charge to the Center or contracting with the City and/or County to provide the Officer/Deputy at an agreed upon cost. The estimated cost of providing an officer to a facility such as the proposed Palmer Munroe Youth Center for the hours of operations identified would be $103,300 for 7 days/week and $73,800 for 5 days/week. This cost is included in the budget proposed in Section V of the document.

- Recommendation. The Youth Center Development Team recommends further discussions with the Sheriff's Department and TPD to determine if existing resources could be directed to the Center at no cost and *no negative* impact to the Community. If this is not possible given the limited resources of each agency, the Development Team recommends that a contract be pursued with either of the agencies to provide the needed resources.

- **Sibling Care.** In discussions with community youth interested in the Youth Center concept, the Development Team learned that many teens take care of their siblings after school due to no parent at home during the periods when school ends. Said teens stated that they would not use the Center if they could not bring their sibling to the facility.

  - Discussion. It is estimated that approximately 15 % of those youth that the Development Team envisions using the Center, take care of their siblings after school. In many instances, as seen at other Community Centers such as Walker Ford, these teens are watching over much younger children well into the late evening, sometimes 11:00 pm or later. Possible solutions to ensure teen participation include the creation of an on-site "day-care" service that would be free-of-charge to participating youth at the Center or a near-by drop-off facility that would meet the same need. The on-site day care alternative presents a challenge to the Center as the Team desires not to mix teens and non-teens at the location. Given the size of the facility, it would be extremely hard to separate the different age groups. Both of the aforementioned options would create additional costs for staff if services were not provided by a qualified third party free-of-charge to the Center such as the Heads Start program directly across from the facility.

  - Recommendation. A preferred recommendation is still being discussed and considered by the Youth Development Team.

VIII. RECOMMENDATION

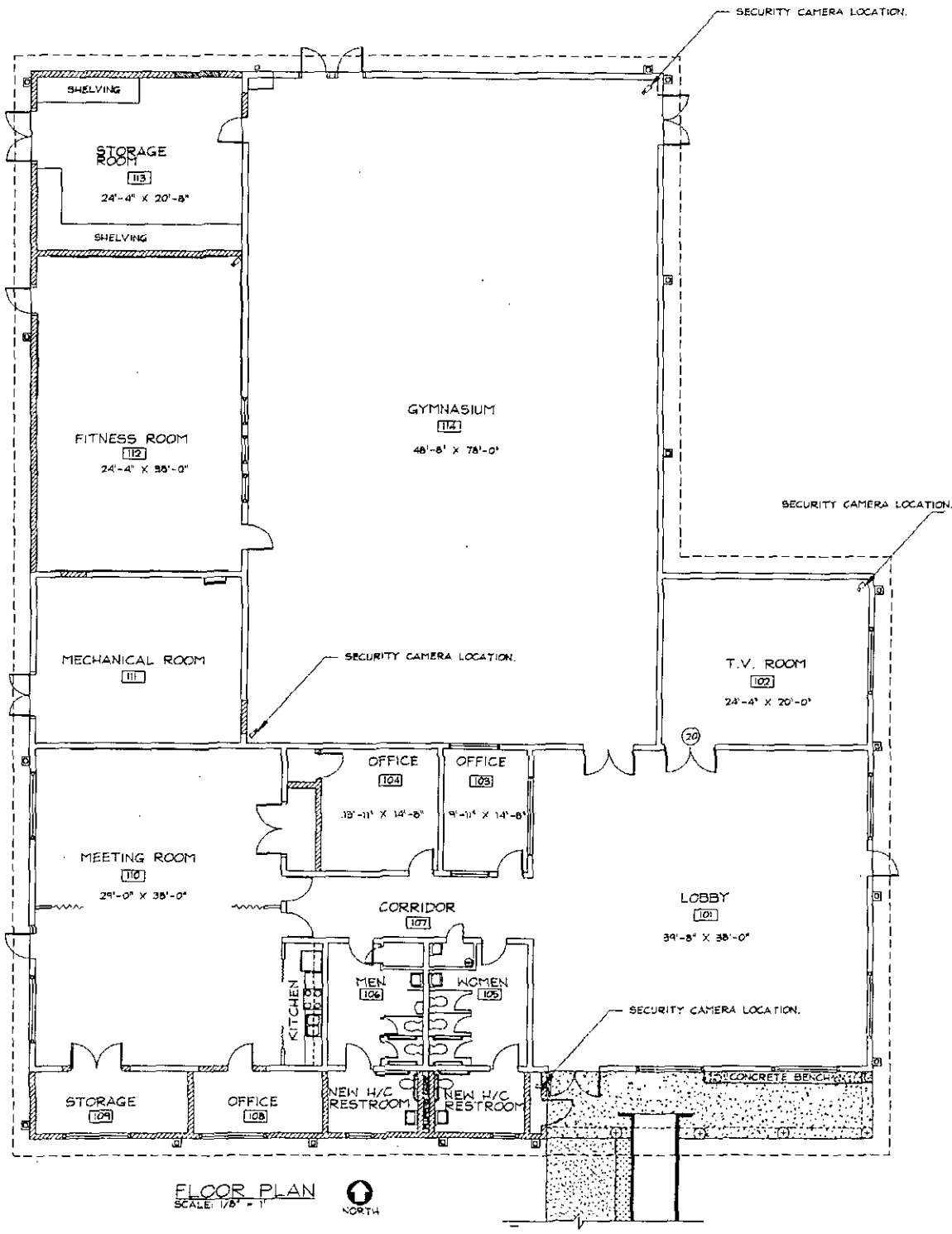
The recommendation of the Youth Center Development Team is to move forward with the implementation of a Youth Center that uses elements of the budget, staffing model and programming curriculum as outlined in this document. The organizational construct of the Youth Center, with a phased-approach for operations includes the following:

Figure 8.1 Palmer Munroe Youth Center Recommendation

Year	Management Structure	Staffing	Budget	Oversight	Comments
1	Government Operated Model (PRNA)	3 FTE 11 PTE (Positions as identified in Section IV)	**Expenses:** $475,000 – as outlined in Section V. **Potential Revenue:** City: $150,000 County: $150,000 DJJ: $150,000 Public Def: $30,000 Byrne Grant: $75,000	Palmer Munroe Youth Center Development Team transitions into the Community Executive Committee (CEC) Youth Council is created and provides input into programming and operations	The Community Executive Committee, in partnership with the City, develops and issues requests for proposals from select Community Based Organizations (CBO) to operate the facility, administer teen center programming and provide oversight to Restorative Justice Program activities. The CBO would be selected during Year 1 but not assume contractual obligations until Year 2.
2-3 (+)	3rd Party Vendor (Community Based Organization)	To be determined by CBO	**Expenses:** Budget dependent on CBO contract that is structured on available funding sources. **Potential Revenue:** Partner contributions, grants, donations – dollar amounts same as identified above. CBO would participate in CHSP process for funding	Community Executive Committee Youth Council	Year 1 employees to be absorbed by CBO City and CBO begin purchase agreement discussions regarding Palmer Munroe property. Said discussions could occur in Year 1 as part of RFP process.

IX. APPENDICES

Appendix A. Palmer Munroe Community Center Diagram

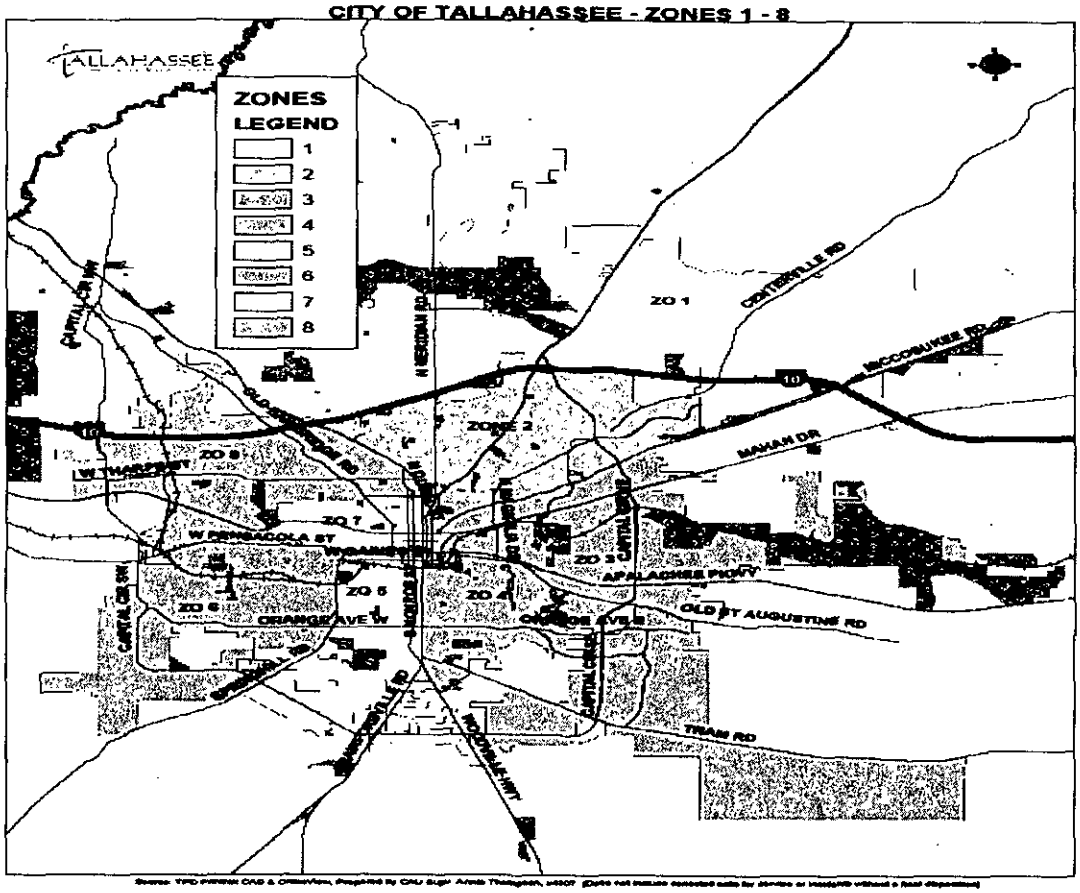


Appendix B. Youth Demographics and Statistics

Juvenile Arrests - All Offenses	2004	2005	2006	2007	2008
Assault Aggravated	30	17	22	21	28
Assault/Battery	148	87	56	73	99
Battery Sexual	34	11	7	10	5
Battery/Aggravated	34	35	39	39	53
Burglary Auto	10	15	25	62	53
Burglary Commercial	17	21	11	14	10
Burglary Residential	45	42	28	27	82
Criminal Mischief/Disorderly Conduct	103	90	80	144	131
Drug/Alcohol Offense	185	145	94	126	117
Escape	0	0	7	4	0
Grand Theft Auto	46	13	22	17	19
Homicide Att	0	4	1	17	1
Loitering/Prowling	18	0	8	18	11
Misc/Other	185	159	110	162	117
Resisting/Obstruction	90	65	51	75	69
Robbery	51	13	12	15	45
Theft	355	242	169	200	296
Trespass	52	68	52	67	55
Weapons Offense	9	21	11	42	41
TOTALS	**1412**	**1048**	**805**	**1133**	**1232**

Source: TPD SHOCAP Unit

CITY OF TALLAHASSEE - ZONES 1 - 8



Juvenile Arrests by Zone 2004-2008

Zone	2004 Arrests	2004 % of Arrest	2005 Arrest	2005 % of Arrests	2006 Arrests	2006 % of Arrests	2007 Arrests	2007 % of Arrests	2008 Arrests	2008 % of Arrests
1	51	3.60	28	2.67	25	3.11	37	3.20	61	4.90
2	140	9.90	132	12.60	65	8.07	93	8.20	118	9.60
3	260	18.40	159	15.17	132	16.40	175	15.40	173	14.10
4	166	11.80	178	16.98	127	15.78	123	10.80	236	19.20
5	252	17.80	110	10.50	74	9.19	160	14.10	99	8.00
6	161	11.40	152	14.50	81	10.06	110	9.70	137	11.10
7	176	12.50	127	12.12	124	15.40	184	16.20	152	12.30
8	206	14.60	162	15.46	177	21.99	251	22.10	256	20.80
	1,412	**100**	**1,048**	**100**	**805**	**100**	**1,133**	**100**	**1,232**	**100**

IN-SCHOOL, OUT-OF-SCHOOL SUSPENSIONS, AND EXPULSIONS (UNDUPLICATED) FROM 2005-06 TO 2007-08 (UNDUPLICATED)

	In-School Suspensions					Out-of-School Suspensions				
	2003-04	2004-05	2005-06	2006-07	2007-08	2003-04	2004-05	2005-06	2006-07	2007-08
Total	1,415	2,046	2,565	2,896	3,392	2,469	2,571	2,703	2,922	2,596

Source: Leon County School District

1990 Census Data - Southside Community

Census Tract	Population	Median Family Income	White	Black or African	American Indian; Eskimo; or Aleut	Asian or Pacific Islander	Other race	Hispanic Origin	Households	Households with own Children under 18	Married Couple Family Households with own Children under 18	Male Householder Family Households with own Children under 18
4	3,045	$24,917	6.9%	91.5%	1.1%	0.3%	0.3%	2.4%	543	120	54	10
10.01	2,460	$11,281	20.9%	77.7%	0.4%	0.9%	0.0%	1.6%	937	410	130	27
10.02	1,834	$31,875	27.3%	72.2%	0.5%	0.0%	0.0%	0.7%	584	283	205	15
11.01	2,479	$11,139	0.8%	98.5%	0.0%	0.0%	0.8%	2.1%	933	266	49	0
11.02	2,606	$31,078	6.1%	93.7%	0.2%	0.0%	0.0%	0.0%	849	325	181	10
12	1,070	$15,250	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	451	106	55	0
18	6,590	$26,745	54.5%	45.2%	0.2%	0.1%	0.0%	0.3%	2,535	1,005	724	19
19	7,486	$20,366	41.3%	49.9%	0.3%	7.9%	0.5%	3.4%	3,088	1,004	504	80
20.01	6,577	$21,366	79.1%	17.9%	0.0%	2.4%	0.6%	4.2%	2,843	194	81	0

Female Householder Family Households with own Children under 18	Children (Ages 0-17)	Percent of Population Age 0-17	Owner Occupied Housing Units	Percent of Occupied Housings Units Owner Occupied	Percent of Owner Occupied Housing Units, White	Percent of Owner Occupied Housing Units, Black	Percent of Owner Occupied Housing Units, American Indian; Eskimo; or Aleut	Percent of Owner Occupied Housing Units, Asian or Pacific Islander Persons	Percent of Owner Occupied Housing Units, Other Race	Renter Occupied Housing Units	Percent of Occupied Housings Units Renter Occupied	Percent of Renter Occupied Housing Units, White
56	243	8.0%	180	32.0%	33.3%	66.7%	0.0%	0.0%	0.0%	383	68.0%	18.0%
253	1,008	41.0%	242	25.4%	45.9%	52.1%	0.0%	2.1%	0.0%	712	74.6%	23.9%
63	593	32.3%	313	55.7%	54.3%	44.4%	1.3%	0.0%	0.0%	249	44.3%	18.1%
217	732	29.5%	317	35.0%	0.0%	100.0%	0.0%	0.0%	0.0%	588	65.0%	1.4%
134	771	29.6%	673	77.5%	8.0%	92.0%	0.0%	0.0%	0.0%	195	22.5%	7.2%
51	285	26.6%	183	37.7%	0.0%	100.0%	0.0%	0.0%	0.0%	303	62.3%	0.0%
262	1,947	29.5%	1,583	64.6%	57.7%	41.7%	0.0%	0.6%	0.0%	867	35.4%	68.4%
420	1,897	25.3%	1,081	34.4%	61.7%	36.4%	1.9%	0.0%	0.0%	2,060	65.6%	36.4%
113	403	6.1%	559	19.7%	82.6%	16.3%	0.0%	1.1%	0.0%	2,283	80.3%	76.3%

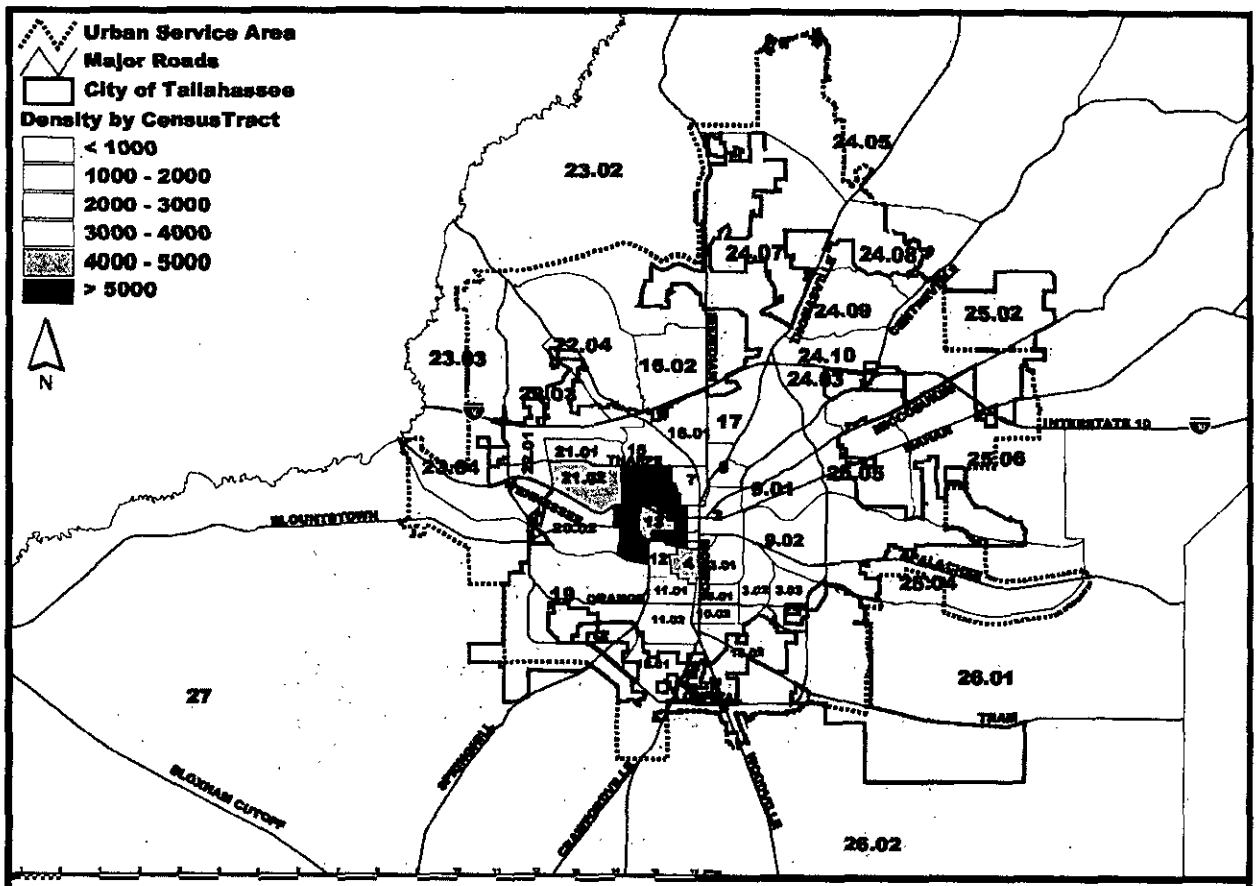
Percent of Renter Occupied Housing Units, Black	Percent of Renter Occupied Housing Units, American Indian; Eskimo; or Aleut	Percent of Renter Occupied Housing Units, Asian or Pacific Islander Persons	Percent of Renter Occupied Housing Units, Other Race
79.1%	2.9%	0.0%	0.0%
75.4%	0.0%	0.7%	0.0%
81.9%	0.0%	0.0%	0.0%
96.9%	0.0%	0.0%	1.7%
92.8%	0.0%	0.0%	0.0%
100.0%	0.0%	0.0%	0.0%
31.6%	0.0%	0.0%	0.0%
49.6%	0.0%	12.7%	1.4%
21.2%	0.0%	2.6%	0.0%

2000 Census Data - Southside Community

Census Tract	Population	Median Family Income	White	Black or African	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Other Race	Two or More Races	Hispanic Origin	Households	Households with own Children under 18	Married Couple Family Households with own Children under 18
4	3,020	$30,893	4.7%	92.8%	0.9%	0.5%	0.0%	0.8%	0.4%	1.7%	623	129	68
10.01	2,341	$15,000	15.2%	81.0%	0.0%	2.3%	0.0%	0.2%	1.3%	1.3%	665	381	71
10.02	1,735	$31,071	9.5%	90.0%	0.0%	0.0%	0.0%	0.0%	0.5%	1.2%	594	276	149
11.01	2,704	$16,535	2.9%	96.1%	0.0%	0.0%	0.0%	0.0%	1.0%	0.6%	706	215	51
11.02	2,070	$36,333	1.9%	97.8%	0.0%	0.0%	0.0%	0.0%	0.3%	0.3%	842	141	50
12	1,071	$23,958	1.6%	97.4%	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	449	113	19
18.01	3,710	$31,750	18.3%	76.6%	0.4%	2.6%	0.0%	1.7%	0.4%	1.3%	1,308	485	242
18.02	3,399	$27,581	44.6%	52.5%	0.3%	1.3%	0.0%	0.0%	1.4%	0.9%	1,419	537	178
19	7,070	$22,911	29.2%	62.1%	0.1%	5.9%	0.0%	0.6%	2.1%	5.5%	2,948	866	366
20.01	7,392	$22,377	67.5%	26.4%	0.0%	2.3%	0.0%	2.4%	1.5%	8.6%	3,609	151	59
18*	7,109	n/a	30.9%	65.1%	0.3%	2.0%	0.0%	0.9%	0.9%	1.2%	2,727	1,022	420

Male Householder Family Households with own Children under 18	Female Householder Family Households with own Children under 18	Children (Ages 0-17)	Percent of Population Age 0-17	Owner Occupied Housing Units	Percent of Occupied Housings Units Owner Occupied	Percent of Owner Occupied Housing Units, White	Percent of Owner Occupied Housing Units, Black or African American	Percent of Owner Occupied Housing Units, American Indian and Alaskan Native	Percent of Owner Occupied Housing Units, Asian	Percent of Owner Occupied Housing Units, Native Hawaiian and Other Pacific Islander	Percent of Owner Occupied Housing Units, Other Race or 2 or More Races	Renter Occupied Housing Units
0	61	384	12.7%	156	23.4%	19.2%	76.3%	0.0%	0.0%	0.0%	4.5%	511
0	310	1,366	58.4%	192	21.0%	36.5%	61.5%	0.0%	2.1%	0.0%	0.0%	721
23	104	918	52.9%	350	63.3%	19.1%	80.9%	0.0%	0.0%	0.0%	0.0%	203
23	141	805	29.8%	254	36.7%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	439
18	73	602	29.1%	619	77.9%	4.2%	95.8%	0.0%	0.0%	0.0%	0.0%	176
15	79	462	43.1%	177	36.2%	3.4%	96.6%	0.0%	0.0%	0.0%	0.0%	312
33	210	1,743	47.0%	945	73.3%	27.1%	69.4%	0.7%	1.8%	0.0%	1.0%	344
56	303	1,509	44.4%	755	52.4%	59.3%	38.4%	0.0%	2.3%	0.0%	0.0%	687
103	397	2,809	39.7%	1,072	36.6%	42.7%	57.3%	0.0%	0.0%	0.0%	0.0%	1,858
40	52	477	6.5%	407	11.3%	69.3%	27.3%	0.0%	0.0%	0.0%	3.4%	3,208
89	513	3,252	45.7%	1,700	62.2%	41.4%	55.6%	0.4%	2.0%	0.0%	0.5%	1,031

Percent of Occupied Housings Units Renter Occupied	Percent of Renter Occupied Housing Units, White	Percent of Renter Occupied Housing Units, Black or African American	Percent of Renter Occupied Housing Units, American Indian and Alaskan Native	Percent of Renter Occupied Housing Units, Asian	Percent of Renter Occupied Housing Units, Native Hawaiian and Other Pacific Islander	Percent of Renter Occupied Housing Units, Other Race or 2 or More Races
76.6%	15.1%	83.6%	0.0%	0.0%	0.0%	1.4%
79.0%	17.5%	76.8%	0.0%	3.1%	0.0%	2.6%
36.7%	8.9%	88.2%	0.0%	0.0%	0.0%	3.0%
63.3%	6.2%	91.1%	0.0%	0.0%	0.0%	2.7%
22.1%	0.0%	95.5%	0.0%	0.0%	0.0%	4.5%
63.8%	2.2%	95.8%	0.0%	0.0%	0.0%	1.9%
26.7%	24.7%	73.0%	0.0%	2.3%	0.0%	0.0%
47.6%	43.1%	54.1%	0.0%	1.5%	0.0%	1.3%
63.4%	30.2%	54.5%	0.4%	10.6%	0.0%	4.3%
88.7%	69.2%	26.5%	0.0%	2.5%	0.0%	1.7%
37.8%	37.0%	60.4%	0.0%	1.7%	0.0%	0.9%



Population Density by Census Tract

Tallahassee-Leon County Planning Department - Research & Graphics Division - 13 March 2008 - JFK

Appendix C. Comparable Youth Centers

Municipality	City Population	Since	Stand Alone	Hours of Operation	Budget	# Staff	Funding	Membership card/contract?	types of programming	ages	teen council
Boca Raton	83,381	1993	yes	3:30-10pm Tues-F, Sat 1-10pm	FY10 - 106,100 (programming)	2 PT, 1 FT (also does summer camp)	grant started it, general fund	no fee, membership packet filled out	field trips, gaming systems, classes (archery, magic)	12-18 years old	used to.. No interest ..Budget cut
Delray Beach	60,020	2002	yes	M-F 3-9pm; Sat 12-9pm	FY10 - 271,000 (all)	2 FT, 3 PT (skate park as well)	general fund, rotary account	yes $5/year resident, $10/year non-res - Rec Trac	tutoring, martial arts, basketball, etc.	11-18 years old	yes, Youth Council
Pembroke Pines	137,427		no	4-9pm M-F; 10a-6p Sat		2PT, 1FT		membership form, school idea	dances, babysitter training, gamng systems, pool tables		no
Deerfield Beach	64,583	1999	yes	M-Th 2-9pm, F - 2-10, S-12-10pm, Sun 12-6pm	FY10 - 55,000 (programming, supplies, etc)	1 FT, 5 PT	general fund	offer membership, not enforced, drop in	gaming systems, dances, movies, computers, etc.	12-18 years old	yes
Lauderdale Lakes	31,705		no	M, W, Th 5:30-8pm				must be in school to participate	leadership, cultural, computers		no
Naples	20,976										
Orlando	185,951		no	After School	many sites, many different	PT ratio of 1:20 kids, plus 1 FT	general fund, sponsorships	no, just registration daily	sports, computer, tutoring, varies		yes
Seminole	10,890		no	M-Th 4:30-8:30pm	no specific line item	1PT	teen board or council approval, donations, gen fund	drop in.. Membership to entire center	gaming systems, basketball, no classes (not enough staff)		yes - teen board
Camillus, NY - Town Shop	23,152	1971	yes	M-Th 4-10pm	$86,274	2 FTE	General Fund	drop in..	gaming systems, classes, tutoring, field trips, community service	13-19	Yes
Denver, Colorado - The Spot	598,707	1988	Sunday - Thursday	5:30am - 10:30pm	$784,000 ($4,647,663)	11 FTE, 1 PTE	City/State/Donations	drop in	Resource Center, Medical Clinic, Poetry, Meals, Lodging, Movies, Hikes, Events, musics studio, dance, graffiti, GED, Computers	14-24	Yes

Appendix D. Youth Survey (2001 & 2009)

I. HISTORY

Tallahassee and Leon County are renowned for excellence in parks and recreation services for our citizens, but for many years there has been a gap in providing a facility targeted specifically to the teen population. Published articles and newspaper columns going back to the 1960's discuss the need for a teen center in a city and county of our size, but financial barriers and competing priorities have stymied the idea.

For the last twenty years the Tallahassee community has been studying and monitoring juvenile crime and issues related to youths' success. Countless forums have been convened to discuss youth in the Tallahassee area. In the early 1990's, the City of Tallahassee created a Youth and Crime Prevention Committee led by Commissioner Meisburg that produced a comprehensive report. In 1993, the 21st Century Council's Juvenile Crime Study Committee found that Leon County needed to "get serious about prevention and early intervention." Since that time several City, County, and local providers have designed services for youth, but no organization has created a facility specifically targeted to teens.

The Florida Legislature formed the Leon County Juvenile Justice Council in 1993. The Council's initial purpose was to serve as a vehicle for communicating community needs and concerns to the Department of Juvenile Justice. Even in its beginning stages, the Council recognized the need for additional youth services and advocated for preventative measures as they related to youth. In 2000 the Juvenile Justice Council wrote and implemented the Leon County Comprehensive Strategic Plan that research the continuum of services for youth in Leon County. Among the findings, the Strategic Plan highlighted the fact that there was a gap in services provided to adolescents in Leon County.

In 2000 the Juvenile Justice Council unanimously decided to change its name to the Leon Youth Development Council and focus its energy on creating positive alternatives for youth. With this in mind, the Council elected to concentrate its efforts on two youth related projects. The first was to create a resource directory for parents so that parents and caregivers could easily identify services for children and adolescents. In 2002, the Parents Resource Directory was designed and distributed to families, schools, and service providers through a partnership with the Big Bend Regional Prevention Center.

The Council's second goal was to create a Teen Center in Tallahassee. To demonstrate their level of commitment the Council dedicated the remaining of its operating budget, approximately $40,000, to the Teen Center Initiative. The Council began its Teen Center Initiative by hosting monthly meetings involving community members interested in youth issues. Representatives from local law enforcement, youth service providers, Leon County School Board, City Parks and Recreation, Leon County Library, and interested citizens attended the meetings designed to stimulate interest in the Teen Center Initiative and identify potential partners. Adults involved in the early conversations agreed that there was a need for teens to "have their own place." There was also a consensus that

youth needed to be involved in the process of identifying whether or not Tallahassee needed a Teen Center. Leon County put the development of a youth center on its list of top ten priorities in 2003.

II. THE TEENS RESPOND

LYDC Teen Center Survey

In 2001 the Leon Youth Development Council's Youth Advisory Committee developed a Teen Center Survey designed to assess whether or not youth felt there was a need for a teen center in Tallahassee. The Surveys were disseminated to students enrolled in Leon County Middle and High Schools, SAIL High School, PACE Center for Girls, and Second Chance through a partnership with Leon County Schools and other academic providers.

Surveys were collected from 1,927 students representing all schools except Chiles High School. Survey respondents ranged in age from eleven to nineteen. With regard to gender, 46% of the respondents were male and 53% female. With regard to race, 49% of the respondents classified themselves as White (non-Hispanic); 40% Black/African American; 3% Hispanic, and 6% Other. Students were asked to select activities they would be willing to participate in if offered at the Teen Center. The top three responses are listed.

- 64% of the students want a place to receive help in school subjects.
- 58% of the students want a place to meet students from other schools.
- 58% of the students are willing to be part of workshops to improve test-taking skills.
- 56% of the students want to be part of group activities.

When asked where they would like the teen center to be located,

- 29% of students want the teen center on the North side of town.
- 31% of students want the teen center on the Southside of town.
- 20% of students want the teen center on the Westside of town.
- 19% of students want the teen center on the Eastside of town.

When asked what times they would like to come to the teen center?

- 40% of the students would like to come on weekday afternoons from 3:00 p.m. to 6:00 p.m.
- 32% of the students surveyed would like to come on weekday evenings from 6:00 p.m. to 8:00 p.m.

- 20% of the students surveyed would like to come on Saturday mornings from 10:00 a.m. to 1:00 p.m.

LeRoy Collins Leon County Public Library Surveys Teens

As a committed partner in the Teen Center Initiative, the LeRoy Collins Leon County Library surveyed teens to assess whether teens felt Tallahassee needed a teen center. The Library had previously operated a small teen center inside of the library in response to the growing number of adolescents that came to the library after school to "hang out." A steady increase in the number of teens that attended everyday, coupled with the limited amount of staff, caused the Library staff to close the teen center. Seventy youth participated in the survey in November 2001. The top three responses are listed below. A full report of the Library's Survey is attached.

When asked "what kind of things do you do after school?"

- 38 students surveyed go to the library
- 34 students surveyed go home
- 22 students surveyed visit the mall

When asked "what would you like to do after school?"

- 26 students surveyed would like to play games/sports
- 18 students surveyed would like to go to a teen center
- 16 students surveyed would like to volunteer
- 16 students surveyed would like to work

When asked "does Tallahassee need a teen center?"

- 65 students surveyed responded yes
- 5 students surveyed responded no

When asked what kinds of activities should be offered at a teen Center

- 47 students surveyed would like homework help

- 43 students surveyed would like games
- 37 students surveyed would like computer/internet training

FSU Teen Talk Show

In October 2001, five local high school students were invited to participate on Florida State University's Teen Talk Show with host, Dr. Liz Holifield, to discuss the Teen Center Initiative. Then Tallahassee Police Department Chief Walt McNeil also participated in the talk show. Students agreed that there is a need in Tallahassee for a teen center. They expressed a need for the teen center to be centrally located (in the middle of town) so that transportation would not be an issue for students who do not have transportation. The students stated that teens need a place to call their own, a genuine teen center where other age groups are not allowed. Students were interested in separating the younger (12-15) and older (16-18) teens.

The teens expressed interest in having a place to host teen summits, similar to the teen show hosted on Black Entertainment Television (BET) where teens discuss issues confronting their age group. The youth felt that the teen center should be a place where youth can "hang out", but also participate in scheduled activities. Suggested activities were piano lessons, chorus, games, recreational activities, and aerobics. They offered that the teen center should offer free classes on a sliding fee scale. Students felt strongly that adults and law enforcement needed to be present, but added that teens should be involved in planning activities.

LYDC TOWN HALL MEETING

The Leon Youth Development Council hosted a Town Hall meeting in August 2003 to continue the conversation on the Teen Center Initiative. A panel of youth and service providers discussed the need for a Teen Center in Tallahassee. Several community leaders and interested citizens attended the Town Hall meeting to voice their support for the Initiative. Youth in the audience gave valuable information on how the Teen Center should be designed.

I. RESEARCH OF TEEN CENTER MODELS

Council members have volunteered their time over the years to make contact with teen centers across the United States to identify methods of service delivery, fundraising strategies, and soliciting community buy-in. In 2003 Council staff attended a workshop hosted by "the Spot," a model teen center in Denver, Colorado. The Spot's founder and director facilitated the workshop titled, "Creating your own Adolescent focused Youth Center." The Spot targeted high risk and homeless youth, but the Director talked in detail about how adults interested in helping youth could build community, business, and local government support around teen center initiative.

II. WHO HAS BEEN INVOLVED?

Council members representing City, County, and local organizations have pledged their support for the Teen Center Initiative. Several local businesses have supported the Initiative, by providing in-kind donations for the August 2003 Town Hall meeting. In 2003 the Leon County Board of County Commissioners authorized staff to consider a $50,000 line item in the 2004-2005 budget for the Teen Center. The City of Tallahassee committed to assist with grant opportunities and there have been ongoing conversations with City Administrators regarding funding.

In 2003 the Tallahassee Equality Action Ministry (T.E.A.M), a group of eighteen local churches, committed their support to the Teen Center Initiative. TEAM Representatives met with representatives from the City of Tallahassee and Leon County to encourage funding for the Teen Center Initiative.

III. THE NEXT STEP

The Council's next step in the Teen Center Initiative was to identify a building. Several buildings in the Tallahassee area were surveyed, but no site was finalized. Identifying a location for the teen center has been an ongoing process.

Throughout the last 8 years, the Youth Development Council has met on a regular basis with city and county officials to push the teen center initiative forward. Letters of support have been obtained from the Sheriff, Police Chief, Mayor, and Chair of the County Commission. All of these efforts have revealed a consistently high level of interest and support for the project.

When the Palmer-Munroe Center was renovated in _____, the Council again met with City officials to propose its conversion to a Teen Center. The closing of the Belleview School in the area and the opening of SAIL next to Palmer Munroe seemed to be developments that supported refocusing the Center away from the younger child population toward the middle school and high school teen population.

TEEN CENTER SURVEY RESULTS

The following data are the current results from 1460 Teen Center surveys collected as of December 7, 2009.

This data was collected from the following areas such as:

Nims Middle School	Leon High School	Visions Of Manhood Program
Fairview Middle School	Rickards High School	YES Project
Walker/Ford Teen Council	Godby High School	Women On the Rise
Deerlake Middle School	Other City Community Centers	

PHYSICAL BREAKDOWN

Surveys respondents ranged in ages of 13 – 19 years of age.

Gender: 68% Female 32% Male

Race / Ethnicity: Black / African American: 59%

White: 33%

Hispanic: 4%

Other: 3%

QUESTIONS

Students were asked what their hobbies and special interests were:

- 82% of students surveyed enjoy sports as a hobby
- 79% of students surveyed enjoy reading as a hobby
- 76% of students surveyed enjoy music as a hobby
- 78% of students surveyed enjoy dance as a hobby
- 71% of students surveyed enjoy eating as a hobby
- 69% of students surveyed enjoy cheerleading as a hobby
- 58% of students surveyed enjoy eating as a hobby

- 58% of students surveyed enjoy exercise as a hobby
- other hobbies mention was volunteering & writing poems

Students were asked what would keep them from participating in events or programs that they are interested in:

- 77 % of students surveyed said a lack of time is a problem
- 71% of students surveyed said a transportation is a problem
- 69% of students surveyed said a money is a problem

Students were asked if they had a job:

- 89% said no they did not have a job

Students were asked if they wanted a place to receive help in school subjects:

- 84% said yes they would want a place to receive help in school subjects

Students were asked what type of workshops they would like to see planned:

- 83% of students said scholarship workshops
- 80% of students said job interview workshops
- 76% of students said communication workshops
- 67% of students said money management workshops

Students were asked what activities are most important to them:

- 87% of students said a job is most important to them
- 80% of students said mentors are most important to them
- 76% of students said an out of town trip is most important to them
- 72% of students said music is most important to them music
- 69% of students said dances are most important to them dances

*There are other activities but they did not make the 50 percentile or higher.

Students were asked what hours the youth / teen center should be open

<u>*Monday – Thursday</u>

- 6.5% of students said 3pm – 8pm
- 29 % of students said 3pm – 9pm

- 63% of students said 3pm – 10pm
- 2.5% of students said Other 24 hour; open at 2

***Friday & Saturday**

- 30% of students said 3pm – 10pm
- 41% of students said 3pm – 11pm
- 26% of students said 3pm – 12 midnight
- 3% of students said Other 24 hour; open at 2

* These times exclude special events such as dances, late night movies, late night basketball, etc.

E. **Open House Comments**

Palmer Munroe Youth Center Community Forum

Thursday, November 19, 2009

Andrew Gillum, City Commissioner; Nancy Daniels, Public Defender; Dale Landry, President of Tallahassee NAACP; and Joe Thomas, President of the Leon County Youth Development Council and Supervisor of the Walker Ford Community Center offered comments regarding the history of the concept, action to date of the current initiative, restorative justice component, and programming ideas. Commissioner Gillum used a PowerPoint presentation to highlight key points related to the vision and mission statements as well as the proposed programming schedule.

- Cassandra Jenkins, Tallahassee Police Athletic League (PAL) Board of Directors also Tallahassee Friends of Our Parks Foundation – stated that PAL's focus is on filling playgrounds not prisons and getting law enforcement involved in children's lives in a positive way. PAL is a non-profit juvenile crime prevention and mentoring program and foresees doing some of the administration of PAL activities (e.g., double dutch clubs, summer basketball league, and girls' softball program) at the Center. Emphasized that there are several other parks and recreation facilities available to work with younger children.

- Kianta Key, FAMU graduate – include programs on financial literacy and STD/HIV Aides prevention education

- Susanne Printy, TEAM representative – excited about the restorative justice element in programming; opening the Center is consistent with their focus for the upcoming year of youth in education; congratulations on the initiative.

- Katrina Washington – include a mentoring program that is gender based, offers self-enrichment, career and leadership development and communication skills.
  Response – Some gender-based programming is proposed. DJJ is promoting that heavily this year.

- Cierra Miller, Teen Council Member – asked how would the kids get to the Center.
  Response – there is a StarMetro bus stop located outside the facility. StarMetro is in the process of reviewing/revising their routing system and will plan for sufficient routing from schools to the Center. The City and the school board will explore a partnership similar to what is offered to university students in that students can ride the bus at no cost. This is a longer-term option. The County is already dealing with the challenge of having 21st Century money but do not have adequate buses to accommodate the scheduling requirements of the 21st Century program. Meanwhile, the projected budget for the PMYC has factored in the purchase of 250 passes that will be available to teens to become usual and regular clients and of this facility. The long term goal will be to broker a partnership with the School Board to meet their need to get students into the school system earlier and out later and their inability to provide activity buses that they once were able to fund.

- Arbutas Williamson, financial advisor with Dell and Reed – concerned with limiting the age group to 13-19. Feels that elementary school kids are getting into serious trouble and also need to be included in the programming. If you can't incorporate them, have teens go to elementary schools to mentor kids.

Response – Young people are being challenged earlier. We recognize that problem for younger age kids and try to address it through the normal on going programming at the other neighborhood community centers. We have vacillated on this are trying to address the unique challenges that are facing our teens in particular. It's very difficult to get teens into the space with younger kids. They often push back with that environment and prefer their own space. In some of the current recreational community centers, special rooms are set-up for the older kids as "teen rooms" to encourage them to come to the center. At the proposed PMYC, we anticipate the challenge of older kids needing to take care of younger siblings and can't come without younger siblings in tow. We are thinking through programming that addresses that but don't want to mission creep from the emphasis on teens from 13-19. WE recognize that PMYC will not be the "end all be all" answer to meet the needs of all of those constituencies.

- Rob Butler, grew up at Palmer Munroe – incorporate a faith/Bible study throughout the week or at least once a week Teens are missing out on learning about faith.
  Response – As a teen driven facility, if the teens decide to include a religious/inspiration/life changing fundamentals, they are not precluded from doing that. They can craft and deliver that message as they desire. However, if government were to administer the facility consideration and respect must be given for all religious entities and presented within certain parameters. We have invited and are still working to get the faith-based community involved with this initiative.

- Captain Pamela Moretz, the Salvation Army, a Christian organization –offered their services to this initiative. They have been in the neighborhood for 24 years and want to help reach the entire family and the teens before they get into the legal system. They seek to meet human needs without discrimination. Also suggested outreaching to FAMU, FSU and TCC students who need to perform community service and have them teach kids to play a musical instrument. Additionally, have seniors teaching seniors computer classes.
  Response – The Senior Center facilitates programs for seniors teaching seniors. The Rotary Club has offered to teach kids how to rebuild computers. They've collected surplus computers and with simple changes can be a functioning system. We look forward to this being a part of the programming.

- Caleda Butler, concerned parent has three children age's 11, 4 and 2 – feels that many of the targeted groups are on drugs, smoking and health issues. She suggests include programming about how to take better care of yourself and how to eat right.
  Response – we are looking at including nutrition and health components in the programming. There will be sports activity at PMYC also. There's a great basketball gym and areas to play. We are also looking at a pool table, ping-pong, and video games.

- Terrence Scott, teacher at Innovation School of Excellence – feels the model of programming presented is great, yet, he is concerned that what's taught at the Center will not be reiterated at home. What can be done to tutor/improve the parents and help them be better? Suggested having some similar programs for the parents (e.g. GED, tutoring).
  Response – daytime program will include a parental piece. It's also built into the restorative justice component.

- Melvin Cozart, Vice President of the Southern Christian Leadership Conference – include a program to show children situations of how other children have gotten into trouble. Educate them about drugs and guns.

- Linda Provitt, Bridge Project – what incentives or plans will be available for the unreachables? Suggested to set a special time during the daytime to get tutoring, counseling, and mentoring. Also, include a special room for the younger kids.
  Response – we want to have a friendly space for any kid who isn't in school or in an occupation as well as the one who is in a gang or wants to be in a gang. We don't want the Center to be a place where parents don't want their kids to attend. We want to address it but in a way that doesn't alienate other kids and their parents about sending them here. Survey results reflect a desire for some type of police security here. We contemplate attracting some of these type youth during the daytime hours because of their involvement in the juvenile justice system. We anticipate getting referrals from the juvenile justice system. We are seeking partnership with the state attorney's office to be a part of this project. We will try to find the right balance. A Denver teen center called "The Spot" which has been a national model has recently had to shut down for a while to reorganize because the gang influence became to dominate there and the facility lost its purpose.

- Chanel Reddick, employee at City of Tallahassee Parks & Recreation, former member and volunteer of Walker Ford Teen Council – emphasized that "teens" doesn't automatically mean "delinquent" and that younger kids will be addressed at other community centers. Officers will be on sight to talk with youth, not to scare them.

- Brenda Hawkins, President of Silver Ridge Estates Neighborhood Association – asked if this would be a year round program.
  Response – yes. Calendar year to calendar year is the goal. It will operate on a fiscal year of October through September.

- Bessie Evans, President of Elberta Empire Neighborhood Association – asked how will helping youth get employment be addressed? Will the business community help sponsor jobs?
  Response – County Commissioner Bryan Desloge is charged with working with the Tallahassee Chamber to help get the business community involved. The young people are future employees – not just 10 years from now but almost immediately. The City of Tallahassee piloted a jobs program this summer for some youth who were "in the system" as well as some who were flirting on the edges of it. Because of downsizing of the employee base (eliminating almost 300 employees over the past three years), the City took some of the talent of our young people and put them into an apprenticeship program where they worked with City streets and maintenance and rebuilt sidewalks throughout the community. We'd like to see more programs like that incubated to work with private businesses to capitalize on the talent that they have. One of the ideas for PMYC programming is to have a small business incubator program that would hire young people to run the concessions station located in the rear of the PMYC. This would be designed to teach the young people business acumen, what it means to run your own business.

- Natosha Pearson, juvenile justice research institution located at FAMU – they are available to help with program operation. Suggested that less emphasis be devoted to computer lab type programs because this generation has ready access, activity and a consciousness of Internet technology (MySpace, Facebook, etc.) already.

- Kelly Otte, The Oasis Center for Women and Girls – offered several program ideas that she is willing to bring to the programming format.
  - Curriculum for girls – health, body image, friendships, relationships
  - Curriculum for mothers and daughters – relationship building, how to talk to each other
  - How to parent teens

  Also, mentioned recruiting SAIL high school students as resources to use their talents in arts and

music. Stressed the need to breakdown barriers of culture, racism, classes, oppression, and social construct among the youth.

- Erwin Jackson, CEO Jackson Properties – teach basic financial management (i.e., how to write a check, credit cards, interest rates, advertising fees, psychology of marketing)

- Ben Hokkanen, Conn Architects, resident in the area – asked how will you reach the kids and their parents that need to come?
  Response – We have a great cadre of young people who are reaching out to each other who will help make this real. When the complete product is ready to sell we believe the young people will take ownership of the space and the word will spread. The survey results reflect that the youth are ready to take ownership. Although there is a built-in clientele through the daytime restorative justice component, we are being strategic and thoughtful in identifying and targeting youth participants.

- Norma Bridges, voter in the area – asked how would voting be affected?
  Response – it will remain a voting precinct. Most voting sites are multipurpose. The voting process could lend itself to a citizenship program for youth learning and involvement.

- Larry Hendrickson – stated the PMYC is a great idea; he sees the needs and understands the frustrations as for as dealing with teenagers. However, he is not pleased about the process.
  - Concerned about the costs – would like to see some cuts in areas like Gaines Street
  - How much will be saved since this facility was closed to help cut costs
  - Not sure he likes segregation of ages 13-19 and a separate location for them
  - Some of the focus areas presented also needs to be focused on at other community centers.

  Response - It's a question of priorities and what we think is a priority to put resources at this facility. One of the reasons is that we think our young people are important and deserve an investment. When things are priority you find the resources to make it work. The reality is we spend more money to put young people through the criminal justice system than we do educating them. When the society's priorities are that mixed up it's understandable that some will get upset about where we decide to spend the money.
  This proposal offers two different elements from the former operation of the facility:

  a. Over $300K was spent last year operating this facility. The City will be asked to put half that amount back into it, which will be around $150,000. It is projected that the County and the State will offer a similar amount. Grants will also be solicited from community and national foundations to help supplement some of the innovative work that will be taking place at PMYC.

  b. Previously, the City took full responsibility for the operation of the community center without any partnership from any other entity – private, county, state or otherwise. Under this proposal, we plan to pull from various sources to make it work.

  In keeping the doors open and making sure this is sustainable, we're going to have some work to do. If this is a priority for you, you will demand your elected officials to support it as a priority. If it's not, then it will go by the wayside in a couple of years. Our goal is to make the work here so transformational for young people who participate that it will be unthinkable to not see work like this continue.

F. **Youth Center Development Team & Subcommittees**

Palmer Munroe Youth Center Development Team

COMMITTEES

Staffing / Structure and Budget / Finance

Andrew Gillum – Leader	Vicki Cunniff	Ron Garrison	Samuel Streit
Dominick Ard'is	J. R. Davis	Dale Landry	Jay Townsend
Rosezetta Bobo	Bryan Desloge	Donna Peacock	Angie Whitaker

Community Involvement

Bryan Desloge – Leader	Art Jusko	Samuel Streit
Dominick Ard'is	Aeshah McQueen	Brenda Tanner
Aurora Hansen	Rhonda Scott	

Programming

Nancy Daniels – Leader	Kelly Otte
Vicki Cunniff	Joe Thomas

Youth

Joe Thomas – Leader	Cassandra Jenkins	Jermaine Simmons
Dominick Ard'is	Connie Jenkins-Pye	Walker Ford Teen Council Members
Dicye Byrd	Israel Price	

GENERAL MEETING ATTENDEES/CONTRIBUTORS

Dominick Ard'is, Intern, City of Tallahassee, City Commission Office
Shannon Baker, Executive Director for AMI/Kids, Associated Marine Institute of Tallahassee
Rosetta Bobo, State of Florida Department of Juvenile Justice
Lawrence Bryant, Tallahassee Equality Action Ministry
Dicye Byrd, Juvenile Probation Officer Supervisor, State of Florida Department of Juvenile Justice
Brittany Collins, Youth Participant, Innovation School of Excellence
Dee Crumpler, Leon County School Board Member, Director, Parks & Recreation & Neighborhood Affairs
Vicki Cunniff, Chief Probation Officer for Circuit 2, State of Florida Department of Juvenile Justice
Nancy Daniels, Public Defender, and Treasurer for Leon County Youth Development Council
J. R. Davis, Consultant, formerly with the Boys and Girls Club of the Big Bend and manager of California Teen Center

Bryan Desloge, Leon County Commissioner Chairman
Fronia Dupree, Community Resident
Ashley Edwards, Assistant Director, PRNA
Andy Hindman, Director of Faith and Community Based Partnerships
Ron Garrison, Director, StarMetro, City of Tallahassee
Andrew D. Gillum, City of Tallahassee Mayor Pro Tem, City Commissioner
Johnazia Gray, Youth Participant, Innovation School of Excellence
Aurora Hansen, Center Supervisor, Palmer Munroe Community Center
Erwin Jackson, Jackson Properties
Connie E. Jenkins-Pye, Tallahassee Police Department SHOCAP Program
Greg Johnson, Assistant Secretary for Prevention and Victim Services, DJJ
Dennis Jones, City of Tallahassee, Chief of Police
Art Jusko, Owner, Fun Station
Dale Landry, President, Tallahassee Branch of the NAACP
Kelly A. Layman, Chief of Staff, Florida Department of Juvenile Justice
Altha Manning, Interested Constituent
Aeshah McQueen, City of Tallahassee, Walker Ford Community Center
Chris Petley, Communications Manager for Leon County Schools
Isreal Price, Executive Director, Capital City Youth Arts Program
Randy Pridgeon, Director of Secondary Schools for Leon County Schools
Debbie Pullen, Director of Oven Park, Parks & Recreation Neighborhood Affairs
Rhonda Scott, Sergeant with City of Tallahassee Police Department
Charles Smith, Club Director, Boys and Girls Club at the Bethel Life Center
Cheryl Stewart, Major with City of Tallahassee Police Department
Nicole Stookey, Community Relations Manager, Department of Children and Families
Samuel "Buddy" Striet, President, Boys and Girls Club of the Big Bend
Brenda Tanner, Aide to County Commissioner Bryan Desloge
Joe Thomas, Chair of Leon County Youth Development Council, and Director, Walker Ford Center
Jay Townsend, Assistant City Manager, Safety and Neighborhood Services
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Alan Williams, Representative, House of Representative, District 8
John Wilson, DISC Village
Anne Munroe Vinson, Palmer Munroe's daughter