



**CITY OF GAINESVILLE**

**STRATEGIC PLAN**

**GUN VIOLENCE PREVENTION**

**ALLIANCE**

**December 2025**





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## I. EXECUTIVE SUMMARY

### **City of Gainesville & Alachua County Community Gun Violence Prevention Alliance Five-Year Strategic Plan (2026–2031)**

Gun violence affects families and neighborhoods. This Strategic Plan brings together the voices of residents, youth, educators, law enforcement, health professionals, faith leaders, and community organizations to build a unified, long-term approach to safety and well-being in Gainesville and Alachua County. Over five months, nearly 200 people participated in interviews, town halls, and leadership meetings. Their concerns, hopes, and lived experiences shaped every recommendation in this plan.

Across all conversations, one message was clear: **reducing gun violence requires more than reacting after harm occurs. This community must prevent violence by strengthening families, supporting youth, and coordinating across systems.** The Alliance embraces a public health approach, grounded in trauma-informed care, long-term community investment, and transparency.

This plan outlines ten major Strategic Objectives that focus on prevention, intervention, and healing. These include strengthening early support for children and families, expanding youth leadership and mentorship, creating coordinated systems of care in K–12 schools, improving data sharing across agencies, expanding reentry and workforce opportunities, investing in community-based organizations, and ensuring safe firearm practices across neighborhoods. Each objective includes clear performance indicators and recommended programs that can be scaled over time.

This strategy also identifies key drivers needed for success: strong cross-agency partnerships, clear roles and responsibilities, reliable data systems, consistent community engagement, stable funding, and ongoing learning. Together, these drivers make the plan more than a document, they make it a living blueprint for long-term change.

The community's shared vision for 2031 goes beyond fewer shootings. Residents want children who read well, families who feel supported, young men who have mentors and



opportunities, and neighborhoods that trust the systems meant to serve them. This plan lays out a path to get there.

The work ahead is not simple, but it is necessary. This Strategic Plan matters because it shifts our focus from reacting to tragedy to building the conditions that prevent violence in the first place. When implemented effectively, it can change the daily reality of families, reshape opportunities for youth, and strengthen trust between systems and the people they serve.

Every partner—city and county agencies, schools, health systems, nonprofits, businesses, faith leaders, residents, and youth—has a role to play. Real change will happen only if we move together, stay accountable, and keep listening to the community.

**Now is the time to act.**

The next step is not just to read this plan, but to join in its implementation, align your organization’s work with these goals, and stay engaged as we build a safer, stronger, and more connected Gainesville and Alachua County.



## II: INTRODUCTION OF CONSULTING FIRM

DPI LLC is a professional business consulting firm headquartered in Florida that specializes in high-impact leadership development, strategy creation, and implementation. While our physical office is based in Florida, we also offer virtual consulting services nationwide, allowing us to serve clients across the United States with the same level of excellence and dedication.

As a boutique consulting firm founded by Roslyn Rice and Renee Scott, we bring together a team of 5 skilled professionals, including our co-founders, 2 strategic consultants, and 1 research associate.

Our organization is built on the foundation of transformative leadership and strategic creation and implementation. As detailed on our website, [DPI2.com](https://dpi2.com), we have established ourselves as trusted leaders in helping organizations clarify their vision, develop actionable plans, and achieve measurable results. Our approach combines evidence-based methodologies with deep community engagement, ensuring that strategies are not only effective but also culturally responsive and sustainable.

With deep roots in Alachua County, our Co-founders have personal connections to the region, having spent time in Archer, Florida, attending the University of Florida, and maintaining farmland in the area. This personal investment in the community drives our commitment to addressing gun violence in the Gainesville area through collaborative efforts among City, County, residents and community partners. In addition, DPI LLC Co-founders were personally impacted by gun violence. In February 2024, their Godbrother committed suicide with a gun shot wound to the temple.



## III: SUMMARY OF ENGAGEMENT

### **DPI LLC Engagement Summary**

DPI LLC received notification of the award for the Strategic Planning contract on July 8th, 2025. Since August 2025, the team has partnered with the City of Gainesville and the Community Gun Violence Prevention Alliance to develop a comprehensive five-year strategic plan focused on sustainability, collaboration, and measurable outcomes in reducing gun violence.

Our engagement began with strategic alignment meetings with key city and alliance leaders, including our point of contact: Brandy Stone and Brittany Coleman. August 4th was the project launch to clarify project goals, deliverables, and stakeholder engagement strategies. From there, DPI LLC facilitated a series of structured stakeholder interviews, town hall meetings, and leadership consultations to ensure a community-driven and data-informed planning process.

Throughout this engagement, DPI has worked across sectors; including public safety, education, health care, faith based organizations, nonprofit, and businesses. This effort was to gather diverse perspectives on success measures, threats, and opportunities. Emphasis has been placed on trauma-informed approaches, institutionalizing prevention within city and county systems, and building trust through transparency and measurable progress.

Across the course of this engagement, DPI directly interacted with almost 200 participants, including elected officials, agency leaders, law enforcement, service providers, community advocates, and residents. This broad cross-section of voices has shaped the foundation for the Alliance's strategic priorities and measurable success indicators.



## Engagement Timeline

<u>Date</u>	<u>Engagement Activity</u>	<u>Description</u>
<b>August 4, 2025</b>	<b>Kickoff Meeting with Points of Contact</b>	DPI met with <b>Brandy Stone</b> and <b>Brittany Coleman</b> to define project scope, deliverables, and engagement timeline.
<b>August 2025</b>	<b>Strategic Framework Development</b>	DPI developed the initial strategic planning framework and stakeholder interview script.
<b>September 8-9, 2025</b>	<b>Stakeholder Interview Launch</b>	DPI conducted structured interviews with city and county commissioners, law enforcement, reentry organizations, and community partners to identify success measures and priorities.
<b>September 2025</b>	<b>Stakeholder Phone Calls</b>	DPI met with various community non profit leaders via phone calls
<b>September 30, 2025</b>	<b>Community Town Hall #1</b>	First large-scale community engagement session with <b>68 participants</b> representing government, nonprofits, and residents. Focused on defining success and shared community priorities. Hosted by Black on Black Crime Taskforce.



<b>October 4, 2025</b>	<b>Community Town Hall #2</b>	Second town hall with <b>17 participants</b> , emphasizing trauma-informed outreach, youth engagement, and prevention strategies. Facilitated by DPI.
<b>October 7, 2025</b>	<b>Community Town Hall #3</b>	Third town hall with <b>23 participants</b> , continuing discussion on sustainability, inclusion of underrepresented sectors, and data transparency.
<b>October 20, 2025</b>	<b>Community Town Hall #4</b>	Fourth town hall with <b>30</b> participants to discuss the impact of gun violence within the black community.
<b>October 9–18, 2025</b>	<b>Synthesis and Analysis Phase</b>	DPI synthesized stakeholder and town hall feedback into SWOT analysis, success measures, and draft plan framework for Alliance review.
<b>October 13-14, 2025</b>	<b>Stakeholder Meeting</b>	DPI attended the October Alliance meeting and met with Dept of Juvenile Justice and members of Alachua County Children’s Trust Leadership.
<b>November 11, 2025</b>	<b>Stakeholder Meeting</b>	DPI attended and presented at the November Alliance meeting. Updated Alliance members on the timeline and status of the strategic report.
<b>Ongoing (August–November 2025)</b>	<b>Strategic Plan Drafting and Feedback Integration</b>	DPI continues integrating community and leadership feedback into the final five-year strategic plan document.





From August through November 2025, DPI LLC led a highly collaborative engagement process rooted in research, facilitation, and strategic design. This process has amplified community voices, unified stakeholder priorities, and created a foundation for a sustainable, trauma-informed, and data-driven gun violence prevention strategy for the City of Gainesville and Alachua County.



## IV. SITUATIONAL ANALYSIS

### SWOT ANALYSIS

This SWOT analysis reflects what we learned from the Alliance’s earlier work, including the initial SWOT completed before the DPI LLC team became involved. We reviewed that information alongside insights gathered through community town halls and stakeholder interviews. What follows is DPI’s updated SWOT analysis based on the themes, concerns, and opportunities shared across those conversations.

#### **Category**

#### **Key Points**

#### **Strength**

- City and County alignment around gun violence as a public health issue
- Strong partnerships with GPD, GFR, and local agencies
- Established community trust through trauma-informed engagement (ie. Violence Interrupters and BOLD Program)
- Credibility with funders and public institutions

#### **Weakness**

- Limited representation from city’s largest public university, healthcare, county school board and business sectors
- Fragmented data and reporting systems
- Reliance on short-term funding cycles
- Resource communication gaps between community leaders and residents

#### **Opportunity**

- Embed prevention within city and county long term systems
- Strengthen cross-sector partnerships (education, healthcare, business) Expand youth and arts-based engagement
- Build transparent public data dashboards
- Diversify funding through public-private and philanthropic sources



- Gun violence metrics pertaining to youth violaters

### **Threat**

- Reduced and inconsistent funding
- Political and economic instability
- Leadership fatigue and potential burnout
- Public disengagement if progress is not visible
- Incomplete or inaccessible data for decision-making
- Change of leadership in an election year

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## **Strategic Position Overview: SWOT Findings**

### **Strengths**

The Alliance has successfully positioned gun violence prevention as a *public health priority*, creating a unified message that bridges city, county, and institutional leadership. Coordination between Gainesville Police Department (GPD), Gainesville Fire Rescue (GFR), and Alachua County departments has strengthened communication and data sharing related to public safety and crisis response.

The community's commitment to *trauma-informed care* continues to serve as a guiding principle, influencing the tone of outreach, training, and engagement. Strong grassroots participation and visible leadership from government and nonprofit sectors have built a foundation of trust and demonstrated that prevention is a shared responsibility. The Alliance's inclusive structure has also provided credibility when applying for grants and engaging with statewide partners.



## **Weaknesses**

Despite progress in coordination, significant representation gaps remain. Key community sectors including *business owners, healthcare institutions, the University of Florida, and the Alachua County School Board* are not yet fully integrated into the alliance's strategic activities. Their absence limits opportunities for holistic prevention strategies that address the social determinants of violence. Data systems remain fragmented across agencies, creating challenges for longitudinal tracking, evaluation, and public transparency.

Additionally, fluctuating and reduced funding poses an operational constraint, leading to reliance on short-term programs rather than long-term infrastructure investments. The Alliance's communication strategy has yet to fully translate complex data and policy discussions into language that community members can consistently access and understand.

## **Opportunities**

There is growing momentum to integrate prevention into the city and county's long-term systems and practices. This will make the reduction of gun violence a standing priority across public health, education, law enforcement, and community development efforts. Expanded partnerships with healthcare providers, the University of Florida, and local businesses could unlock new resources and expertise for prevention, job development, and behavioral health support.

Strengthening data transparency through shared dashboards and performance indicators would enhance accountability and empower residents to see measurable progress. There is also a significant opportunity to elevate youth engagement through steering committees, mentorship programs, and creative platforms such as arts, media, and technology initiatives. This can shift cultural norms and sustain the message of nonviolence. Developing a long-term funding diversification strategy, including public-private partnerships and philanthropy, will be essential to sustaining this mission.



## Threats

The most pressing external threat remains the *reduction of dedicated funding*, which constrains the Alliance’s ability to scale and maintain continuity. Without sustainable investment, the community risks returning to fragmented, reactionary approaches.

Broader societal factors such as economic instability, social isolation, and national polarization around firearm policy also threaten progress. Inconsistent engagement across sectors may lead to burnout among current leaders and reduced community trust if progress is not visible. Additionally, limited access to real-time, reliable data can hinder timely intervention and policy decisions, especially in rapidly changing environments.

*\*\*The Alliance’s original SWOT analysis is located in Appendix C.*



## V: STRATEGIC FRAMEWORK

### **Mission Statement**

To unite public, private, and community partners in building a safe, thriving Gainesville and Alachua County through trauma-informed prevention, transparent data and sustained collaboration that reduces gun violence and promotes well-being for all residents.

### **Vision Statement**

A community where every resident (youth, family, and neighbor) can live free from the threat of gun violence, supported by a culture of trust, care, and shared accountability.

### **Core Values**

1. **Collaboration:** We believe progress happens when every voice (*public, private, and community*) is heard and valued.
2. **Transparency:** Data, decisions, and outcomes should be available and shared to build accountability and trust.
3. **Care:** Trauma-informed approaches guide how we serve, listen, and respond to our community.
4. **Sustainability:** Violence prevention must be woven into the long-term systems and culture of Gainesville and Alachua County.
5. **Accessibility:** Every initiative should prioritize those most impacted, ensuring that solutions are fair and just. We commit to addressing the root causes of violence with balanced, just, and community-informed solutions.
6. **Empowerment:** We create space for youth and residents to lead change, not just participate in it.



## VI. STRATEGIC EXPECTATIONS

From its inception, the Community Gun Violence Prevention Alliance (the Alliance) embraced a shared commitment to advancing a public health approach to gun violence prevention. Guided by this public health framework, the Alliance recognized that gun violence is not solely a criminal justice issue, it is a community health and opportunity issue. The committed stakeholders of the Alliance anchored to one simple truth: lasting safety cannot be imposed; it must be co-created. This belief was evident during the 2025 town hall series and stakeholder sessions, where residents, parents, educators, youth, and faith leaders described in clear terms what “success” means to them. Their aspirations extended beyond reducing shootings, they envision stronger families, connected communities, and opportunities for every child to thrive.

The Alliance has been committed to shifting the approach to gun violence in Alachua County and the City of Gainesville from reactive intervention to proactive, evidence-informed prevention. Thus, the communities’ voice aligned with what the initial stakeholders within the Alliance had been working towards achieving.

Gainesville and Alachua County have demonstrated measurable progress toward reducing gun violence through coordinated community-based efforts grounded in a public health approach.

Key milestones and impacts include:

- In 2022, Gainesville joined the One Nation One Project (ONOP), which is a national arts and wellbeing initiative that uses arts and culture to promote youth healing and gun violence prevention.
- In 2023, the City Commission declared gun violence a public health crisis, establishing the Gun Violence Task Force and convening the “Choose Peace” Summit (400+ participants) and launched the Gun Violence Unit (GPD) with cross-jurisdictional authority.



- In 2024, the IMPACT GNV was created, which is an initiative built on the DOJ’s “Ten Essential Actions for Violent Crime Reduction,” incorporating violence interrupters, mental health services, and youth engagement and there was significant measurable progress made, such as:
  - 33% reduction in homicides (Jan–Nov 2024 vs. 2023)
  - 50% decrease in persons injured by gunfire (Q3–Q4 2024)
  - 28% reduction in shots fired calls
  - Zero homicides since May 2024
- The County, City, and community-based organizations collectively received investments of over \$1.7 million in local, state, and federal resources (ARPA, CTAC, DOJ, ONOP).
- There were evident community mobilization efforts, including the ONOP Youth Steering Committee, arts organizations, and youth-serving groups which collectively created vibrant networks of youth voice and leadership.

However, despite success, several systemic gaps are limiting sustainability and coordination:

- Efforts across city departments, county agencies, and community partners remain siloed, revealing that coordination and governance need strengthening.
- K–12 schools and the University of Florida (UF) are under-engaged despite their potential as anchors for research, prevention, and youth development.
- Gun violence remains localized in a few high-risk zones, making place-based, tailored interventions critical.
- Local challenges persist around unsecured firearms, theft from vehicles, periodic increases in shootings during seasonal transitions, and limited gun shop participation in safety campaigns.
- Heavy reliance on short-term funding risks program discontinuity without institutionalization and diversified funding.

These challenges, however, also point to where the greatest opportunities for transformation exist. Qualitative and quantitative data collected through this planning process revealed clear strategic opportunities to take the existing work from strong pilot momentum to systemic transformation. Therefore, over the next five years, the Alliance



will build on recent progress by encouraging downward trends in violent crimes while addressing persistent gaps in coordination, youth engagement, and firearm safety.

The following strategic expectations provide the framework for all programs and initiatives, ensuring that efforts to reduce gun violence are intentional, coordinated, and evidence based:

- 1. Shared Accountability and Data Transparency**
- 2. Systemwide Integration and Institutional Commitment**
- 3. Early Prevention and Continuous Care for Youth and Families**
- 4. Community Leadership, Healing, and Economic Supports**
- 5. Sustainable Investments and Collaborative Capacity**

The strategic expectations clarify what success looks like and outline the Alliance's expectations for measurable progress, collaboration, and sustainable impact. They set the tone for transformation and provide the foundation for the ten Strategic Objectives that will follow in the next section.



## VII. HIGH LEVEL STRATEGIES (Strategic Objectives)

High-level strategies articulate the Alliance’s planned programs and initiatives, linking the strategic expectations to actionable steps. These strategies will serve as the Alliance’s Strategic Objectives which aligns with the public health framework for violence prevention and prioritize prevention, intervention, community empowerment, and ensures that all programs are evidence-informed, measurable, and scalable. The strategic objectives set clear benchmarks for impact and establish a framework to ensure accountability and sustainability. They provide a structured approach to prevent and respond to gun violence, ensuring that resources are efficiently allocated, programs are impactful, and long-term community safety is achieved.

The strategies are grouped around ten major focus areas, informed by what Alliance partners, municipality leaders, community youth and residents, and other key stakeholders have shared and best practice strategies for building sustainable infrastructure for gun violence reduction and long-term community safety.

Under each objective are key performance indicators, recommended initiatives, programs, or projects are described. They are intended to serve as options to guide future planning, resource allocation, and partnership development. The Alliance, along with its city, county, and community partners, will review, refine, and prioritize these initiatives based on local context, existing efforts, available resources, and capacity for implementation. Each initiative should be further developed through collaborative design sessions, feasibility analysis, and community feedback to ensure alignment with what is both ambitious and achievable within Gainesville and Alachua County’s evolving prevention ecosystem.

The following **Strategic Objectives**, Key Performance Indicators (KPIs) and potential initiatives/programs/projects establish clear priorities that translate vision into measurable goals for prevention, coordination, and community well-being:



## **Strategic Objective 1: Deepen and Sustain Gun Violence Reduction and Firearm-Related Injuries**

*Description:* Building on recent declines in violent crimes, the Alliance will strengthen community-based prevention through real-time data analysis, community partnerships, and non-police interventions strategies. The objective highlights predictive prevention, identifying risks before violence occurs and supports community trust through visible collaboration between law enforcement, health systems, schools, and trusted local messengers. The objective also focuses on reducing firearm access through theft prevention, expanding violence interruption programs, and ensuring swift post-incident healing responses that disrupt cycles of retaliation.

### *Key Performance Indicators (KPIs):*

- Achieve a 20% reduction in firearm-related homicides, assaults, and injuries in identified hotspot neighborhoods within five years.
- Reduce juvenile arrests and justice referrals by 15% in target areas through expanded youth engagement and early prevention programs.
- Decrease in stolen firearm reports from vehicles and homes by 25%

### *Potential Initiatives/Programs/Projects:*

1. Create a coordinated data and response system that connects law enforcement, schools, hospitals, and community-based partners to identify emerging risks and prevent gun-related incidents before they occur.
2. Expand and strengthen existing programs such as IMPACT GNV, to operationalize the community response component of the early warning system by uniting violence interrupters, trusted messengers, behavioral health professionals into a coordinated network that intervenes quickly after shootings or high-tension incidents.
3. Launch the Safe and Secure Firearm Storage Campaign to promote responsible firearm ownership and reduce gun thefts by increasing access to gun locks, community education, and awareness about the risks of unsecured weapons ("Lock it Up Alachua").



4. Implement a Safe Firearm Ownership Certification program that offers voluntary, no-cost training on safe handling, storage, and transfer practices. Residents who become certified can be incentivized with decals, digital badges, etc. and receive recognition as "Safe Storage Homes."



## **Strategic Objective 2: Institutionalize Gun Violence Prevention Across City and County Systems**

*Description:* Embed gun violence prevention into the policies, budgets, and daily operations of city, county, and partner institutions to ensure long-term sustainability beyond leadership or funding changes. This objective focuses on making prevention a built-in responsibility, the same way that public health or emergency management is embedded into policies. By aligning policies, governance, and resource allocation across sectors such as education, justice, housing, and healthcare, prevention will not be an initiative but an enduring part of how Gainesville and Alachua County operate.

### *Key Performance Indicators:*

- By Year 3, at least 75% of city and county departments (e.g., education, housing, health, justice) integrate gun violence prevention or trauma-informed practices into their strategic or operational plans and yearly budget allocation.
- 20% reduction of recidivism rates for youth and young adults within the targeted population.

### *Potential Initiatives/Programs/Projects:*

1. Develop a countywide Safe Systems Integration Framework that requires every department (housing, education, justice, health, youth services) to identify how its policies, programs, and budgets impact community safety and prevention.
2. Launch a Homicide Review Team (Similar to the [Milwaukee Homicide Review Commission](#), which is an evidence-based program that attempts to reduce homicides and nonfatal shootings through a multilevel, multidisciplinary, and multi-agency homicide review process.)



### **Strategic Objective 3: Establish a Coordinated System of Care for School-Aged Youth (K-12)**

*Description:* Create a connected network where every child across every zip code in Alachua County, from kindergarten through college/trade pathways, has seamless access to academic, emotional, and social support by uniting schools, community-based organizations, health providers, and families under one coordinated framework. Through joint accountability, transparent data-sharing, and wraparound family support, this coordinated system of care will transform isolated programs into an integrated prevention ecosystem that nurtures learning, belonging, and opportunity at every stage of a young person’s journey.

#### *Key Performance Indicators:*

- % of students enrolled in coordinated enrichment or support programs (K–12) within the System of Care.
- % of youth (grades 9–college/trade) engaged in workforce, mentorship, or leadership pathways through the Pathway Readiness backbone. Potential target: 25% of youth (grades 9–college/trade) will engage over three years.
- % of referrals resulting in successful service connection (within 30 days of identification or referral).
- Increased attendance and lower truancy rates of youth in target schools.

#### *Potential Initiatives/Programs/Projects:*

1. Obtain multi-year funding from the City of Gainesville, Alachua County, the Children’s Trust, and other philanthropic partners to create or support an agency that will serve as an entry point to services for families with children in grades K-8. The entry agency will connect schools, after-school programs, and community partners into one coordinated system of care. The agency will manage a shared referral and data system to track student progress, reduce duplications, and connect families to wraparound supports early.



2. Obtain multi-year funding from the City of Gainesville, Alachua County, the Children’s Trust, and other philanthropic partners to create or support an agency that will serve as an entry point to services for families with older youth (grades 9 through college/trade). This network of partners will align leadership development, workforce readiness, and career exploration programs with the intent of bridging schools, training centers, and employers. The entry agency will oversee joint data tracking, mentorship linkages, and resource sharing across districts and neighborhoods.



## **Strategic Objective 4: Advance Healing-Centered Systems and Communities**

*Description:* Alachua County will normalize restorative practices as a cornerstone of community safety by embedding trauma-informed and healing-centered practices across education, health, and justice, and community systems to ensure every response, from schools to first responders, prioritizes healing, accountability, and connection rather than punishment or exclusion. This will cultivate environments where harm is addressed through repair, individuals and families are supported through recovery, and communities move collectively toward resilience and trust.

### *Key Performance Indicators:*

- % of public agencies and community-based organizations with staff trained in trauma-informed and restorative practices (baseline to increase annually by 10%).
- % of residents referred to counseling, victim services, or family support within 30 days of an incident).
- Number of schools, community centers, and law enforcement units implementing trauma-informed protocols or restorative justice models.

### *Potential Initiatives/Programs/Projects:*

1. Partner with a university, college, or community-based agency to function as a centralized coordination and training hub that provides ongoing education and certification in trauma-informed care, restorative justice, and de-escalation practices. The hub will track participation across sectors (education, law enforcement, health, faith centers, community-based organizations) and ensure that trained professionals translate their learning into institutional policies and protocols.



2. Develop and implement community healing response teams to provide immediate, compassionate care in neighborhoods affected by violence. Teams, containing trusted messengers, behavioral health professionals, violent interrupters, and faith-based partners can conduct Community Care Callouts, restorative circles, and follow-up home visits, connecting families to grief counseling, case management, and resource navigation.
3. Partner with the School District to ensure all schools are trauma informed and utilize supportive school discipline practices to further reduce suspensions and expulsions.



## **Strategic Objective 5: Increase Youth Voice and Leadership**

*Description:* Youth and residents with lived experience are essential partners in designing, leading, and evaluating the County's gun violence prevention and community well-being efforts. This objective centers young people as architects of change by elevating their voices from consultation to co-creation. The Alliance will cultivate long-term community ownership and sustainable impact by positioning Youth as civic leaders, mentors, and advocates. Embedding youth leadership at every level will ensure that prevention strategies in Alachua County are responsive, fair, and grounded in the lived realities of the next generation.

### *Key Performance Indicators:*

- % of new prevention policies, programs, or funding allocations informed by youth input or co-design. Potential Target: At least 50% of new youth- or family-centered initiatives incorporate documented youth feedback or proposals.
- # of youth actively serving in formal leadership roles (e.g., Youth Steering Committee, Youth Civic Leadership Fellowship, or Youth Innovation Fund board). Potential Target: 50 youth leaders engaged annually across city and county initiatives.
- % increase in youth representation on decision-making bodies (e.g., advisory boards, Alliance committees, local policy workgroups). Potential Target: 20% annual growth until youth representation is embedded in all prevention structures.

### *Potential Initiatives/Programs/Projects:*

1. Create a Youth Civic Leadership Fellowship program for high school and college/trade youth, allowing them to participate in a structured, paid, year-long fellowship that includes mentorship, leadership coaching, and placements within city and county departments. Fellows will shadow decision-makers, co-design safety and prevention initiatives, and present recommendations directly to the



Alliance and elected bodies. Each cohort will represent the range of Gainesville’s neighborhoods and school feeder patterns.

2. Expand the work of the current youth steering committee to include managing a Youth Innovation Fund, empowering these youth to identify community needs, design initiatives, and manage small budgets. Youth will get to decide on and allocate mini-grants for youth-led projects in arts, sports, media, technology, and entrepreneurship.
3. Create a structured pathway to connect youth to local governance opportunities in city and county departments, nonprofit organizations, and civic advisory boards. Young people will serve on councils, boards, and advisory committees across the county, while maintaining a strong connection to the Youth Steering Committee for mentorship, reflection, and leadership development.



## **Strategic Objective 6: Expand Reentry Pathways and Access to Employment Opportunities**

*Description:* This objective ensures that all systems, including education, workforce, housing, and behavioral health, work together to remove barriers to reintegration and create a seamless network of support that prevents recidivism and promotes long-term success. By expanding reentry and workforce access, the Alliance will strengthen community safety not through punishment, but through purpose, demonstrating that sustainable violence prevention requires stable employment, education, and a shared belief that every individual returning from detention or impacted by the justice system deserves the opportunity to rebuild their lives with dignity, stability, and purpose.

### *Key Performance Indicators:*

- % of youth and adults exiting detention with a documented reentry plan connecting them to education, employment, and mental health services. Potential Target: 100% of individuals exiting county detention or diversion programs by Year 3.
- # of local employers actively hiring or hosting apprentices for returning youth and/or adults. Potential Target: 30 employees engaged by Year 2; 50 by Year 5.
- 25% reduction of recidivism rates for youth and young adults within the targeted population by Year 3.

### *Potential Initiatives/Programs/Projects:*

1. Strengthen existing reentry and prevention programs by aligning city, county, and community resources to provide every justice-impacted youth with a seamless, individualized pathway to stability and success which will include a comprehensive reentry plan, a trained mentor, and access to education, certification, or employment opportunities within 90 days of release.



2. Expand apprenticeship, internship, and employment opportunities for returning youth by supporting existing community organizations that already partner with local employers and by providing technical support, shared outreach materials, and recognition incentives for participating employers.
3. Partner with the School District on initiatives to increase attendance, reduce truancy, and increase graduation rates among young people at a high risk of violence.



## **Strategic Objective 7: Advance Economic and Geographic Equity in Resource Distribution**

*Description:* Building community safety requires addressing the conditions that shape health and opportunity, such as stable housing, quality education, access to food, reliable transportation, and meaningful employment. This objective focuses on addressing these social determinants of health by aligning local investments in workforce training, housing stability, childcare, and behavioral health, ensuring that resources are distributed in ways that reflect need and impact, prioritizing neighborhoods and families most affected by violence and historic disinvestment. Through intentional coordination, clear data, and community voice the Alliance will ensure that opportunity and support reach every corner of the county so that prevention and prosperity are not determined by zip code but shared as a collective standard of well-being.

### *Key Performance Indicators:*

- % of prevention funding and resources directed to high-need neighborhoods based on rates of violence, poverty, and disinvestment. Potential Target: At least 60% of all new prevention-related funding allocated to identified priority zones by Year 3.

### *Potential Initiatives/Programs/Projects:*

1. Develop a Resource Impact Tracker, a public-facing dashboard showing where prevention resources, grants, and services are distributed across neighborhoods. Data will be updated annually and disaggregated by neighborhood, demographic, and funding sources to assess alignment with community needs.



## **Strategic Objective 8: Strengthening Family Stability and Economic Mobility Supports**

*Description:* Strong families are the foundation of safe and thriving communities. This objective focuses on ensuring that parents and caregivers have access to the support and opportunities they need to create stable, nurturing environments for their children. The Alliance will work with city, county, and nonprofit partners to expand family-centered supports that strengthen economic mobility and well-being by helping families meet their basic needs, access mental health care, and pursue education and employment without barriers, which will dramatically reduce the conditions that lead to violence.

### *Key Performance Indicators:*

- % of families connected to essential services (childcare, housing, transportation, food security, healthcare) within 30 days of referral through Family Connect Centers or partner organizations. Potential Target: 80% referred to essential services
- % of families reporting improved access to core social determinants of health (stable housing, childcare, employment, food security, healthcare) after engagement with a Family Connect Center or Family Success Circle. Potential Target: 75% report improved access to at least two areas of stability.

### *Potential Initiatives/Programs/Projects:*

1. Expand Family Connect Centers to serve as one-stop hubs in neighborhoods most affected by violence and economic hardship. with behavioral health counseling, job readiness training, financial coaching, benefits navigation, co-located childcare.
2. Establish Family Success Circles. Consisting of parents, mentors, and community leaders to address economic stress and emotional well-being at the household level via recurring workshops and discussions that blend financial literacy, parenting support, mental health and stress management, and career readiness.



## **Strategic Objective 9: Enhance Cross-Sector Collaboration and Data Transparency**

*Description:* This objective strengthens the way local systems, such as law enforcement, healthcare, education, housing, and community organizations, work together by creating a unified framework for data sharing, progress measurement, and collective learning. Embedding transparency and coordination into the daily work of every partner agency will help build trust across systems and with the community. Data will no longer live in silos, instead it will guide collective action, elevate accountability, and make visible progress toward a safer, more connected Alachua County.

### *Key Performance Indicators:*

- Establish and maintain a shared performance dashboard with quarterly data reporting from all participating entities (law enforcement, education, healthcare, and community partners), demonstrating collective progress toward violence prevention, youth engagement, and equitable access metrics. Potential Target: Dashboard launched by Year 2 with 100% of core partners submitting data quarterly.
- # of formal data-sharing agreements Memorandum of Understanding (MOUs) established between city, county, law enforcement, education, healthcare, and nonprofit partners. to support transparency and integrated decision-making. Potential Target: 10 executed MOUs, representing major sectors represented by Year 2
- # of collaborative data review sessions or “learning exchanges” held annually to interpret trends, share insights, guide policy adjustments, and inform decision-making or resource allocation. Potential Target: 4 per year (quarterly).

### *Potential Initiatives/Programs/Projects:*

1. Establish a public-facing Safety and Well-Being Dashboard that unites city, county, education, healthcare, and nonprofit partners under formal data-sharing agreements. This initiative will align indicators across systems and create a



secure infrastructure for quarterly reporting on progress across violence prevention, education, reentry, and neighborhood well-being.

2. Launch a Community Data Lab to translate raw data into actionable insights and public accountability. Through cross-sector “learning exchanges,” partners will review data together, interpret trends, and adjust strategies collectively.
3. Launch a comprehensive public awareness campaign for gun violence reduction, working with community youth to create communication tools that can be easily disseminated on mass and social media, transforming safety and well-being data into powerful narratives that inspire action, encourage responsible firearm storage, and promote shared responsibility for community safety.



## **Strategic Objective 10: Increase Community Capacity and Long-Term/Multi-Sector Investments**

*Description:* This objective focuses on strengthening grassroots organizations, resident-led projects, and multi-sector partnerships that are already trusted within communities most affected by gun violence by aligning public, private, and philanthropic investments. There will also be targeted investments made in community-based organizations working towards public awareness and cultural initiatives that elevate community identity, shift social norms around safety and responsibility, and promote narratives of healing and resilience. In addition to funding, this objective emphasizes shared infrastructure, including evaluation support, communications tools, and a technical assistance network that helps community organizations scale with quality and accountability. These efforts will help ensure that community-driven solutions remain central to violence prevention in Alachua County.

### *Key Performance Indicators:*

- Increased grassroots and resident-led organizations receiving funding or microgrants for prevention and healing initiatives. Potential Target: 25 organizations funded annually, with at least 50% based in neighborhoods most impacted by violence.
- Percentage increase in sustained (multi-year) funding for community-based prevention partners, with a dedicated percentage reserved for grassroots and resident-led organizations. Potential Target: 30% increase in organizations with multi-year funding commitments by Year 4.
- % of participating organizations reporting improved operational capacity (based on post-training assessments or Technical Assistance feedback). Potential Target: 80% of participants report improved ability to manage grants, measure outcomes, and scale impact.



*Potential Initiatives/Programs/Projects:*

1. Establish a blended public–private–philanthropic financing model that provides tiered support for grassroots and resident-led organizations leading prevention and healing work. This targeted funding will offer seed grants for emerging initiatives, capacity-building grants for growing organizations, and multi-year funding for proven programs.
2. The Alliance will partner with existing institutions and networks, such as local universities, nonprofit support centers, and technical assistance providers, to strengthen the capacity of organizations engaged in prevention and healing work and co-sponsor learning exchanges, workshops, and tailored training sessions centered on violence prevention, trauma-informed care, and community leadership.



## VIII. KEY DRIVERS OF SUCCESS

Drivers of success bridges strategy and execution. They are the core conditions and enabling processes that ensure the Alachua County and City of Gainesville Gun Violence Prevention Strategic Plan can be achieved. They move the strategy from planning to performance. The strategic plan is a set of promising ideas but to turn these ideas into lasting systems change, it is critical to have these drivers. These drivers represent the systems, partnerships, and feedback loops that will ensure each objective, initiative, and program delivers measurable impact, sustainability, and community ownership. By focusing on these drivers, the Alliance ensures that strategy becomes an ongoing practice of alignment, learning, and accountability, one that strengthens the entire ecosystem supporting safety, healing, and community resilience in Alachua County.

The following drivers outline how the Alliance will sustain learning-centered systems and collaborative action that transform short-term successes into long-term change.

### 1. Cross-System Alignment and Operational Integration

- Ensuring that strategy isn't just on paper, but embedded in everyday operations (budgeting, staffing, policies) across the city, county, education, justice, health, and community-based organizations.
- Clear assignments of responsibility, Memoranda of Understanding (MOUs), and shared infrastructure so initiatives flow smoothly across partners.

#### *Enabling Processes:*

- MOUs should define roles, responsibilities, and reporting expectations for participating agencies and partners.



- Each department (city, county, education, health, justice) integrates at least one prevention or healing-centered objective into its annual budget request and staffing plan. This institutionalizes funding and accountability within normal operations.
- City and county planning cycles include joint policy reviews to align ordinances, procedures, and operating plans with strategic objectives (e.g., trauma-informed practices, youth opportunity expansion, and reentry support).
- The Alliance’s staff becomes the cross-sector Strategy Implementation Office or designate a neutral “backbone” team responsible for scheduling, progress tracking, and interagency communication.
- Create an onboarding module and knowledge repository that orients new staff to the Alliance’s strategy, partnerships, and expectations to ensure institutional memory and sustained focus.

## 2. Data-Driven Learning & Adaptive Feedback Loops

- Strong measurement systems, dashboards, and learning exchanges help convert information into action and keep strategy alive.
- Critical to continuously monitor progress, reflect on what’s working or not, and adjust course accordingly.

### *Enabling Processes:*

- Operationalize the Regional Data Collaborative and Community Data Lab to integrate data from education, healthcare, law enforcement, and community programs.



- Create standardized performance dashboards that track outcomes quarterly and make them accessible to the public.
- Institutionalize “learning exchanges” that convene data analysts, program staff, and community members to review findings, identify trends, and co-design solutions.
- Develop a shared evaluation framework with measurable outcomes, aligned indicators, and consistent data definitions across sectors.

### 3. Sustainable, Multi-Sector Resourcing and Capacity Building

- Strategy lives or dies with funding and organizational capacity; this driver ensures that your prevention work has durable investment and strong community partners.
- It also means strengthening grassroots organizations with infrastructure and tools so they can lead effectively.

#### *Enabling Processes:*

- Establish a funding pool of multi-sector dollars for prevention, healing, and capacity building.
- Partner with existing nonprofit support organizations, universities, and foundations to co-host learning exchanges, workshops, and technical assistance sessions focused on violence prevention, evaluation, and leadership development.
- Maintain a shared resource library with templates, outcome measures, and storytelling tools to streamline reporting and strengthen communication.



- Provide microgrants and tiered funding to grassroots and resident-led organizations working directly in prevention, healing, and youth engagement.

#### 4. Community Engagement, Transparency, and Shared Ownership

- When residents, youth, and people with lived experience are engaged, and when the process is transparent, trust increases—and so does impact.
- Transparent reporting and public access to progress helps embed a culture of accountability and participation.

##### *Enabling Processes:*

- Institutionalize youth leadership structures such as the Youth Steering Committee and Youth Civic Leadership Fellowship to ensure continuous community voice in decision-making.
- Publish an annual State of Safety and Well-Being Report summarizing outcomes, lessons learned, and community feedback.
- Build flexibility into implementation plans, allowing initiatives to evolve based on data and resident input rather than rigid compliance metrics.

#### 5. Rhythmic Governance and Continuous Execution

- Strategy must become a rhythm, not a one-time event. Regular reviews, progress reporting, quarterly meetings, and stakeholder processes help convert strategy into sustained action.



- Ensures momentum is maintained, fatigue is managed, and the system is responsive over time.

*Enabling Processes:*

- The Alliance holds quarterly reviews to assess progress on objectives, KPIs, and initiatives. Each review includes data updates, community feedback, and next-quarter priorities. Summaries are shared publicly for transparency.
- Each year, stakeholders convene to review outcomes, update goals, celebrate progress, and adjust priorities. The summit doubles as a public accountability and vision-reset event.
- Use shared digital workspaces (e.g., dashboards, shared drives) to store all action plans, data, and decisions so that strategy remains institutionalized beyond leadership turnover.

The Alliance consisting of all current partners and future partners must be intentional about developing and maintaining these critical success factors. They are the foundational elements that make change possible and repeatable. They are what is needed to get to your destination, which is your strategic objectives.



## IX. IMPLEMENTATION AND NEXT STEPS

The development of this Strategic Plan marks a significant milestone in the Alliance’s commitment to addressing gun violence through prevention, partnership, and healing. However, creating the plan is not enough, the plan’s true power lies in its execution. Implementation of this plan takes it from intention to impact.

This concluding section is the framework for turning strategy into coordinated action, guided by data, community wisdom, and accountability. The Alliance and its partners will lead this next phase, determining which initiative to adopt, expand, or adapt based on their deep understanding of local needs and opportunities. Through prioritization, sequencing, and shared evaluation, partners will translate these strategies into measurable outcomes that improve safety, equity, and quality of life for every resident.

Implementation will require both structure and flexibility, where the Alliance is deliberate in its planning, doing, learning, and adjusting. By building cross-sector alignment, strengthening evaluation capacity, and embedding prevention into existing systems, the Alliance will ensure that this plan is not a one-time effort but a living, learning roadmap for sustainable community transformation.

It is recommended that the Alliance, together with its city, county, and community partners, will implement the following steps to bring this plan from strategy to sustained action:

### **1. Confirm and Prioritize Strategic Objectives**

The ten Strategic Objectives outlined in this plan provide a comprehensive roadmap for reducing gun violence and strengthening community well-being. However, it is essential that the Alliance and its partners collectively determine which objectives are most feasible to launch first based on available capacity, funding, and alignment with existing work.



- Convene a facilitated prioritization session to review all objectives and rank them by urgency, readiness, and potential community impact. A suggestion would be for the Alliance to hold a two-day Implementation Retreat to finalize initiative ownership, sequencing, and resource alignment.
- Identify “early wins” that demonstrate visible progress while setting the foundation for longer-term objectives.
- Sequence initiatives logically, recognizing interdependencies such as the need for data systems, backbone coordination, or funding before program expansion.

## **2. Refine and Adopt Initiatives**

The initiatives presented throughout this plan are recommendations, not prescriptions. They were informed by research, stakeholder input, and best practices, but the Alliance and its partners are the experts in their own communities.

- Partners may choose to adopt, adapt, expand, or replace the proposed initiatives based on local knowledge and ongoing work.
- New initiatives may also emerge as data and community feedback evolve.
- The final portfolio of initiatives should balance prevention, intervention, and sustainability efforts while aligning with the Alliance’s vision and available resources.

## **3. Develop a Shared Implementation Roadmap**

To move from planning to action, the Alliance should create a visual implementation roadmap that sequences objectives, initiatives, and milestones over a 3–5-year timeline.

- The roadmap should identify lead and supporting partners, estimated resource needs, and short- and long-term deliverables.
- Santa Fe College, the University of Florida, or another institutional partner can assist in designing interactive visuals and dashboards to communicate progress to the public and stakeholders.



- This roadmap will serve as a living document that is regularly reviewed and refined through quarterly progress updates.

This Strategic Plan reflects the voices, expertise, and lived experiences of hundreds of residents, youth, faith leaders, educators, law enforcement officers, service providers, and advocates who share a common vision: a safer, stronger, and more united Alachua County and City of Gainesville.

Through collaboration, transparency, and sustained investment, this plan can evolve into a permanent framework for prevention and resilience. A framework that outlasts leadership transitions, funding cycles, and crises.



## X. ACKNOWLEDGEMENTS

This strategic plan reflects the guidance, insights, and shared commitment of many voices across our community. We extend our deep appreciation to our direct contacts on this project, Brandy Stone with Gainesville Fire Rescue and Brittney Coleman with IMPACT GNV, whose consistent partnership, leadership, and coordination made this collaborative effort possible.

We also recognize the invaluable contributions of the entire Alliance. We are grateful for our law enforcement partners, county and city commissioners, residents, youth, business owners, educators, and faith-based leaders. Your lived experience, candor, and willingness to engage in honest dialogue shaped every part of this work. Each conversation, recommendation, and story shared strengthened the path forward and helped ensure this plan reflects the realities and aspirations of the people it is designed to serve.

To every community member, stakeholder, and partner who showed up whether in meetings, town halls, roundtables, or one-on-one discussions—thank you. Your participation demonstrates that meaningful progress is built when a community chooses to work together. This plan stands as a collective effort, and its success will continue to be driven by the dedication and collaboration of all who care about creating a safer, stronger Gainesville.



## XI. APPENDIX

- A. OTHER CITY/STATE DEMOGRAPHICS
- B. GUN VIOLENCE MILESTONE REPORT
- C. ALLIANCE SWOT ANALYSIS
- D. SUMMARY OF SUCCESS



## APPENDIX A. OTHER CITY/STATE DEMOGRAPHICS

DEMOGRAPHIC DATA (As of 2023-25)							Stolen Firearms
Schools	School Population	City, State	Population	Median Income	Median Age	Race Breakdown	
University of Texas	52,000+	Austin, TX	989,252	\$91,461	34.5	White 59.9%, Asian 8.6%, Black 7.5%, Other 15.5%	36,045 pistols recovered (2021, state level)
Vanderbilt University	13,000+	Nashville, TN	686,513	\$75,197	34.4	White 56.5%, Black 25.5%, Asian 3.5%, Other 14.5%	Gun-related crimes tracked, decreasing shootings (2024)
University of Kentucky	38,719	Lexington, KY	323,152	\$52,868	34.3	White 81.6%, Black 8.5%, Asian 4.7%, Other 5.2%	State level (2021)
Louisiana State University (LSU)	32,000+ (2021 est.)	Baton Rouge, LA	215,112	\$49,944	31.8	Black 51.0%, White 36.2%, Asian 3.6%, Other 9.2%	105 homicides 2022
Florida State University	44,308	Tallahassee, FL	205,709	\$55,931	28	White 54.7%, Hispanic 20.9%, Black 8.4%, Asian 3.8%, Other 12.3%	Some incidents reported; campus-specific data not available
Tallahassee State College	11,714	Tallahassee, FL	205,079	\$55,931	28	White 44.9%, Black 31%, Hispanic 16.6%, Asian 1.7%, Other 13.8%	Not specified for campus; city-level incidents reported
University of Tennessee	~30,000+	Knoxville, TN	202,639	\$50,994	33.3	White 72.2%, Black 15.7%, Asian 1.6%, Other 10.5%	Gunshot victims down 45% (2024)
<b>University of Florida</b>	<b>54,814</b>	<b>Gainesville, FL</b>	<b>148,190</b>	<b>\$45,611</b>	<b>26.5</b>	<b>White 59.2%, Black 21.6%, Asian 6.2%, Other 13%</b>	<b>11 stolen (2024)</b>
University of South Carolina	35,000+ (est.)	Columbia, SC	136,019	\$55,653	28.7	White 47.9%, Black 39.0%, Asian 2.6%, Other 10.5%	2,265 firearms recovered (2022)
University of Georgia	43,146 (2024 est.)	Athens, GA	129,550	\$51,655	29.2	White 57.6%, Black 26.2%, Asian 4.3%, Other 12%	449 firearms recovered (2021)
Texas A&M University	73,000+	College Station, TX	128,139	\$51,776	22.9	White 67.0%, Asian 9.6%, Black 8.8%, Other 14.6%	Shots fired: 9 (2023-2024)
University of Missouri	28,000+ (est.)	Columbia, MO	124,206	\$51,843	28.5	White 77.1%, Black 15.9%, Asian 2%, Other 5%	Limited data
University of Oklahoma	27,000+ (est.)	Norman, OK	123,812	\$48,132	27.3	White 76.6%, Black 10.5%, Asian 3.8%, Other 9%	Limited data
Florida Southern College (FSC)	3,305 students	202 Lakeland, FL	117,030	\$60,947	39.9	White 57%, Black or African American 17.7%	City-level firearm thefts reported; no campus-specific data
University of Alabama	42,360	Tuscaloosa, AL	116,085	\$48,536	28.2	White 49.6%, Black 42.8%, Asian 2.6%, Other 5%	Data not specified
University of Arkansas	33,610	Fayetteville, AR	106,278	\$59,074	28.7	White 75.6%, Black 5.2%, Asian 3.1%, Other 15%	State level: 2403 pistols stolen (2023)
Auburn University	34,195	Auburn, AL	76,945	\$43,735	23.7	White 73%, Black 21.1%, Asian 1.8%, Other 4.1%	No specific data
University of Mississippi (Ole Miss)	27,124	Oxford, MS	69,400	\$61,617	32.6	White 66.7%, Black 25.5%, Asian 1.9%, Other 6%	No specific city data
Mississippi State University	21,000+ (est.)	Starkville, MS	25,241	\$39,751	26.3	White 59.6%, Black 32.2%, Asian 3.7%, Other 4.5%	No specific city data
*Data pulled from multiple sources including							
<a href="https://www.census.gov">census.gov</a>							
<a href="https://www.cityrating.com">cityrating.com</a>							
<a href="https://www.worldpopulationreview.com">worldpopulationreview.com</a>							
<a href="https://www.city-data.com">city-data.com</a>							
<a href="https://www.censusreporter.org">censusreporter.org</a>							



## APPENDIX B. GUN VIOLENCE MILESTONE REPORT

### Gun Violence Prevention Milestone Report

**December 2021** – Following a significant increase in gun violence in the City of Gainesville, District 1 Gainesville City Commissioner Desmon Duncan-Walker hosts a virtual Town Hall to address the topic of gun violence. The more than 1,000 community members, stakeholders and partners in attendance speak about the trauma of gun violence, the need for safe places and opportunities for youth and families (especially those with criminal justice involvement), and partnering with community-based efforts and organizations.

**Spring 2022** – The Gainesville City Commission votes in favor of applying to participate in One Nation One Project (ONOP), a national art and wellbeing initiative. Partners include the University of Florida College of Arts, University of Florida Health Shands Arts in Medicine and the Alachua County School Board. The city's chosen focus is youth gun violence, following a noted uptick in incidents in the wake of the COVID-19 pandemic.

**Fall 2022** – The National League of Cities (NLC) Institute for Youth, Education, and Families (IYEF) competitively selects Gainesville along with eight other cities across the country as the inaugural cohort for the newly launched ONOP initiative. Gainesville begins work on the plans for the two year project.

**Winter 2022** – ONOP GNV is assigned to co-leads Cherie Kelley, Youth Services and Education Programs Manager for Parks, Recreation, and Cultural Affairs, and Brandy Stone, Community Health Director with Gainesville Fire Rescue.

**January 2023** – At the request of the Gainesville Police Department (GPD), the City Commission approves purchase of a new high-tech tool for solving gun crimes using funds from the American Rescue Plan Act (ARPA). The Brasstrax Acquisition Station is a \$144,853 search engine for identifying spent shell casings.

**February 2023** – The City Commission passes a motion to:

1. Declare gun violence a public health crisis and draft a resolution to that effect;
2. Authorize the Mayor to draft a letter to the Alachua County Commission asking them to also declare a gun violence crisis, draft a mirror resolution and partner



with the city in this effort;

3. Advance and lay a foundation for convening a Gun Violence Task Force;
4. As staff to bring back ways they can expand or tailor programs already in place to specifically address gun violence.

The city's Youth Steering Committee begins convening on a monthly basis, led by Parks, Recreation, and Cultural Affairs, to inform ONOP GNV and the city's efforts around gun violence.

**May-August 2023:** ONOP GNV moves forward, providing grants of \$5,000 to 20 local organizations and artists to facilitate projects that address youth gun violence. Funding comes from a donation to the ONOP national network. Data collection from youth participants focuses on safety, preferred activities and health resources in their communities.

**June 2023** – The City Commission requests a conversation with Alachua County to discuss partnership opportunities and the task force concept. There also is a request directing staff to bring back options for a format for a task force with minimal impact to workload.

**July 2023** – The City Commission passes a resolution declaring Gun Violence as a public health crisis and discusses three options for laying a foundation for convening a task force.

**August 6-7, 2023** – The City of Gainesville hosts the region's first gun violence prevention summit. Titled, "Choose Peace: Gun Violence Must Cease," the two-day event draws an estimated 400 participants. Sessions include policy analysis, violence prevention and group discussion. Mayor Pro-Tem Desmon Duncan-Walker anchors day one, featuring a youth town hall centering young voices. Mayor Harvey L. Ward Jr. anchors day two, featuring workshop activities for thought leaders and professionals in the field.

**August 2023** – The City and County Commissions move to direct city and county staff to partner with Santa Fe College on a community-based Gun Violence Task Force with recommendations brought to the boards by Nov. 1, 2023.

Gainesville Police Department establishes the Gun Violence Unit. Conceived as a temporary operation, the unit evolves into a permanent initiative comprised of one sergeant and four officers with the sole focus of reducing gun violence. The unit works



with partner agencies, including the Alachua County Sheriff's Office, to cross jurisdictional lines and share resources with positive results. To date, the unit has worked 11,800 hours at an estimated cost of \$560,000.00. Staff salaries and benefits for the remainder of Fiscal Year 2025 are anticipated in the range of \$357,464.00.

**September 2023** – ONOP GNV launches its Phase 2 call for projects, funding arts and wellbeing programs informed by the recent data collection with the goal of further addressing youth gun violence. This funding opportunity provides grants of up to \$45,000 per project, for a maximum of six projects through August 2024.

The City Commission addresses open container restrictions in a special meeting on Sept. 14, 2023 and other policy suggestions made by Commissioner Book are explored.

The City Commission passes the Fiscal Year 2024 budget with an allocation of \$150,000 for gun violence prevention programming and an allocation of \$250,000 to provide support for intervention and prevention programs for at-risk youth in the community.

**November 2023** – ONOP GNV project award recipients are announced. Aces in Motion, BLSSD Future, Community Impact Corporation, Dream on Purpose, Hippodrome Theatre and the Willie Mae Stokes Community Center receive grants.

**December 2023** – The search process begins for the city's first Gun Violence Intervention Program Manager, to be housed in the Community Health Division of Gainesville Fire Rescue.

**January 2024** – ONOP GNV Phase 2 begins, along with partner projects involving Alachua County Public Schools, UF Shands Arts in Medicine and UF College of the Arts. The city selects leaders from ONOP GNV to participate in the Bloomberg Harvard City Leadership Data Track program to enhance performance metrics and storytelling.

In a joint City and County Commission meeting, the City Commissioners move to:

1. Refer to staff the task of identifying the current steps and existing stakeholders at both the county and the city;
2. Refer to staff the task of identifying the activities that are occurring related to the local gun violence crisis and ask staff to return within 60-90 days with a report of activities that are occurring, including but not limited to each of the



January 2022 executive summary of “10 Essential Actions Cities Can Take to Reduce Violence Now” from the Department of Justice (DOJ);

3. Ask staff to return within 60-90 days with a report on the immediate, short-term and long-term recommendations that could serve as a draft plan for both commissions to begin to consider.

Gainesville Police Department, Gainesville Fire Rescue, Alachua County Crisis Center and Victims Services begin “Community Care Call Outs” to respond with trauma-informed resources to neighborhoods recently impacted by gun violence.

**February 2024** – Following mid-year decisions by the Gainesville Regional Utility (GRU) Authority Board to reduce General Fund revenues and the impact this has on previously budgeted gun violence prevention efforts, the City Commission votes to reallocate \$150,000 in ARPA funds from administrative services to provide gun violence prevention programming. The \$250,000 previously budgeted for intervention and prevention programs for at-risk youth in the community is not restored.

The City of Gainesville, Alachua County and Santa Fe College staff begin meeting to discuss a joint partnership to collaboratively identify and implement gun violence solutions, spurred from the August 2023 Gun Violence Summit. An MOU to formalize the partnership that will be known as the Community Gun Violence Prevention Alliance is initiated to outline expectations.

At a meeting of the joint City and County Commissions, city staff presents “Gun Violence Steps and Strategies” to recap progress to date. This includes a review of city initiatives impacting gun violence, involved stakeholders, and a summary detailing the city’s utilization of steps that follow the strategy of the “10 Essential Actions Cities Can Take to Reduce Violence Now.”

**March 2024** – Brittany Coleman begins as the City of Gainesville’s first Gun Violence Intervention Program Manager.

The City Commission approves the execution of the MOU to establish the Community Gun Violence Prevention Alliance.

**April 2024** – In her role as Gun Violence Intervention Program Manager, Brittany Coleman begins attending community events and engagements, drafting program plans and identifying potential grant funding opportunities to expand the initiative.



The Alachua County Board of County Commissioners moves to execute the Alliance MOU, as does the Santa Fe Board of Trustees.

ONOP GNV hosts the "Career Influencer Showcase x Arts and Culture."

**May 2024** – In providing a gun violence prevention update to the City Commission, staff announce the new citywide initiative known as IMPACT GNV. City Manager Cynthia W. Curry temporarily assigns the B.O.L.D Program to IMPACT GNV to support the efforts. The city begins the contracting process with the Willie Mae Stokes Community Center to partner on a violence interrupter program (\$45,000) through the Gun Violence Prevention Programming ARPA allocation.

The Alliance MOU is officially signed and executed by all parties.

On May 6, city staff attend a Joint County/Children's Trust of Alachua County (CTAC) Board meeting at which representatives from Cure Violence make a presentation. County Commissioner Anna Prizzia moves to direct staff to work with the CTAC and the City of Gainesville to determine potential budget needs for implementing the Cure Violence model in Alachua County.

County Commissioner Cornell, a member of the CTAC Board, directs CTAC staff to work with the City and County Manager to provide up to \$250,000 of one-time funding to enhance community based gun violence prevention efforts; this includes a request to return with recommendations within 30 to 60 days for immediate allocation. The motion carries 6-0.

City staff develop a grant proposal to submit to the DOJ's Community-Based Violence Initiative Grant Program, with letters of support from Alachua County Community Support Services, the Alachua County Sheriff's Office, the River Phoenix Center for Peace Building, the Public Defender's Office and Santa Fe College. An application also is submitted to the Office of Juvenile Justice and Delinquency Programs to address Arts Programs for Justice-Involved Youth. If awarded, both grants would provide community-based services and opportunities for justice-involved youth.

**June 2024** – The first meeting of the Alliance stakeholders is held. Discussion topics include an overview of the Alliance and its goals; an introduction to IMPACT GNV and current efforts, including grant submissions; and a SWOT analysis of local gun violence efforts.



The city held a Sunshine Meeting on June 20, 2024 between Mayor Harvey L. Ward and Commissioner Desmon Duncan-Walker to discuss gun violence prevention initiatives.

For Gun Violence Awareness Month, IMPACT GNV hosts an awareness and outreach campaign that highlights ONOP GNV productions including, “Lend Me Your Ears,” a series of youth monologues produced by the Hippodrome, We the People and Project YouthBuild. IMPACT GNV also collaborates with the Department of Parks, Recreation and Cultural Affairs to host a “Wear Orange” event at the MLK Center to coincide with Teen Midnight Basketball. IMPACT GNV additionally works with community partners to produce a Safe Choices booklet for youth. During the month of June, over 300 gun locks donated by the VA Medical Center are distributed at community events, churches and to community partners.

The City of Gainesville Youth Steering Committee has dinner with Mayor Harvey L. Ward to share about their work over the last year and a half and discuss their solutions to youth gun violence.

**July 2024** – ONOP GNV’s final event, the “Summer YOU!th Celebration” occurs on July 27, 2024 at the Cotton Club Museum and Cultural Center and Depot Park. The culminating celebration is produced by Marion Caffey, Gainesville native and longtime producer of Amateur Night at the Apollo. During this period, ONOP GNV completes the Bloomberg Harvard Data Track process.

The city’s Gun Violence Intervention Program Manager begins bi-weekly meetings with Alachua County Community Support Services staff to share updates and opportunities for collaboration on initiatives.

The City Commission receives a presentation on the IMPACT GNV structure; ongoing community engagement and outreach; and the full execution of the violence interruption agreement with the Willie Mae Stokes Community Center. The Willie Mae Stokes Community Center partners with NSpire FL for violence interruption services.

The second meeting of the Alliance stakeholders is held and includes: an in-depth look at the Alliance MOU; a review of the SWOT analysis conducted at the June meeting; a list of summer camps with slots for youth; an introduction to the City of Gainesville’s Youth Steering Committee; an introduction into Alachua County’s Small Grant Initiative; a report about Alachua County’s Gun Violence Prevention and Intervention Small Grant



program under development; and a brainstorm of CTAC proposal funding ideas.

**August 2024** – ONOP GNV Phase 2 and partner projects conclude and subsequent data analysis begins. The Youth Steering Committee appears before the City Commission to present their work on the causes and solutions to youth gun violence in Gainesville.

The Alliance core team begins meeting on a bi-weekly basis to discuss funding proposals and meeting agendas.

The third meeting of the Alliance stakeholders is held and includes: a discussion of stakeholder funding priorities; an update confirming the CTAC board approved the \$250,000 rollover to FY25; and updates from IMPACT GNV as well as the county's small grant program. There is a recap of the ONOP GNV final event and discussion of the Youth Steering Committee's presentation. Alliance efforts include reviewing website proposals and looking into strategic planning consultants.

Santa Fe College Police Department and Santa Fe College host a Youth Violence Prevention and School Readiness seminar focused on Department of Juvenile Justice youth on probation. This included 16 organizational partners - many of which are participants in the Alliance - such as the City of Gainesville, School Board of Alachua County, Meridian Healthcare, the Children's Trust of Alachua County and the River Phoenix Center for Peacebuilding. At this event, 27 youth on probation spent an intensive day receiving services, hearing about consequences and being provided school readiness materials.

**September 2024** – The fourth meeting of the Alliance stakeholders is held and includes: data updates from the Alachua County Sheriff's Office and the Gainesville Police Department; an update on the Alliance's strategic planning proposals with a presentation from the city's Office of Equity and Inclusion on the results-based accountability process; a review of the CTAC draft funding proposal (including violence interruption, strategic planning, grant program and technology carts); and the collection of feedback from stakeholders on the CTAC draft funding proposal.

As a result of the August 2024 presentation to the City Commission, City Manager Cynthia W. Curry recommends ARPA funding be allocated to support the Youth Steering Committee's recommendations. Commissioners approve this recommendation.



On September 23, 2024, city staff led the presentation of the \$500,000 gun violence prevention proposal to the CTAC Board of Directors. Alliance partners from Alachua County and Santa Fe are present to answer questions. Two of the proposed funding items are not approved, and the board requests the Alliance return to a future meeting with a proposal reprogramming those unapproved dollars to other initiatives.

**October 2024** – At the start of the new fiscal year, the B.O.L.D. Program is permanently assigned to Gainesville Fire Rescue. Positions are updated to more accurately reflect the program’s work under IMPACT GNV. Recruitment begins for the B.O.L.D. part-time staff specialist and for a full time entry-level intervention specialist. B.O.L.D. is providing targeted services to community members most at risk of gun violence and providing access to educational and job readiness opportunities. B.O.L.D. also is working with the A. Quinn Jones Center to provide services to selected youth and assist them in finding job opportunities, completing court-ordered sanctions and providing mentorship.

On October 1, 2024, city staff are made aware via the DOJ grant website that Cure Violence Global (CVG) was awarded the Community-Based Violence Initiative Grant. County staff were notified as partners of the Alliance and led city staff to the DOJ website, which indicated the grant was awarded for CVG to work specifically with Gainesville, FL and Charlottesville, VA. County staff indicate they were unaware of why the award was specifically for Gainesville, FL.

The fifth meeting of the Alliance stakeholders is held and includes: a presentation on the solutions for youth gun violence by the City of Gainesville’s Youth Steering Committee; a strategic plan proposal update; and an update on the CTAC funding proposal with a feedback opportunity for the reprogramming of remaining funds.

**November 2024** – On November 4, 2024, city staff lead an update to the CTAC Board of Directors on the \$500,000 funding proposal. The final allocation is approved. Staff from Santa Fe and Alachua County are present as Alliance partners.



<b>Item</b>	<b>Cost</b>	<b>Number</b>	<b>Total</b>
Grant-Funded Projects	Up to \$33,000 each	TBD	\$222,850
Grant Manager	\$45,350	N/A	\$45,350
Strategic Planning Consultant	\$30,000	N/A	\$30,000
Violence Interrupter Program and Training	\$150,000	N/A	\$150,000
Additional Facilitator for the City of Gainesville’s Youth Steering Committee	\$4,750	N/A	\$4,750
<u>Santa Fe Administrative Assistant</u>	<u>\$21,500</u>	<u>N/A</u>	<u>\$21,500</u>
Technology Hub Carts	\$7,200	7	\$50,400
Youth Steering Committees in Two Additional Alachua County Municipalities	\$21,000	2	\$42,000
<b>Total</b>			\$500,000

The sixth meeting of the Alliance stakeholders is held and includes: a presentation from NSpire FL on their violence interruption work in partnership with the Willie Mae Stokes Center. NSpire FL, directed by Caleb Young, has provided hundreds of hours of community outreach, engagement and violence interruption in communities with high rates of gun violence. To accommodate increased efforts, NSpire has grown to a team of five trusted messengers and has partnered with Girls Can Do It Too and the Gainesville Housing Authority to provide mentorship and leadership skills to youth in Forest Pines.

Additionally, the Alliance announces that remaining CTAC funding has been approved. Updates from IMPACT GNV and the county’s gun violence grant program



are given.

**December 2024** – On December 3, 2024, IMPACT GNV was notified its application to the DOJ Community-Based Violence Initiative Grant program was not accepted. One of the considerations noted was “geographic diversity.”

Alliance members meet with Cure Violence Global staff on December 6, 2024 to discuss a presentation that CVG will make at the upcoming Alliance stakeholders meeting. City staff are informed that CVG will give an overview of their model. Staff recommend to CVG that some context as to why they are presenting should also be provided, noting that CVG is not yet authorized to discuss the grant award in detail.

The City of Gainesville’s Youth Steering Committee meets Shaquille O’Neal at A Very GNV Holiday Parade Dignitary Brunch.

On December 11, 2024, CVG attends the Alliance meeting and presents an in-depth overview of their application to the DOJ Community-Based Violence Initiative Grant as well as the role their national partners will play in providing support, technical assistance and consulting throughout the grant period.

The City of Gainesville has worked collaboratively with partners from multiple sectors to address the complex issue of gun violence, especially over the last three years. There has also been a significant financial investment in the work, with over \$323,000 of ARPA dollars allocated to gun violence programming; the hiring of a full-time position; increased support for GPD’s suppression efforts including over \$621,000 in ARPA funding for Violence Intervention; and over \$648,000 dedicated to One Nation One Project GNV, among others. The efforts involve multiple city departments and span prevention, intervention and suppression initiatives with the goal of improving quality of life for Gainesville residents. The combination of these efforts and outside partnerships have resulted in a significant decline in gun violence numbers.

As of November 30, 2024, Gainesville Police Department reports the following related to gun violence:



<b>GPD Gun-Related Statistics*</b>				
Crime	Jan. 1 – March 31	April 1 – June 30	July 1 – Sept. 30	Oct. 1 – Nov. 30
Stolen Firearms	21	32	25	20
Firearms Seized or Recovered	64	72	68	43
Number of Shots Fired	45	35	25	14
Persons Shot or Injured by Gunfire	13	15	8	2
Homicide Victims	5	2	0	0

Looking closely at GPD data, since May 2024, the city has had zero homicides. From January 1 – November 30, 2024, GPD has reported a total of eight homicides (seven are gun-related). This is a 33% reduction from the identical 2023 timeframe, in which 12 homicides occurred (source: NIBRS). As compared to the three previous months, the city has seen a 50% reduction in the numbers of individuals shot or injured by gunfire and a 28% reduction in the numbers of shots fired calls (source: Gun Related Statistics – RMS).

Additionally, since the BrassTRAX system went online in December 2023, approximately 301 shell casings related to around 210 different cases have been entered, including some for local, state and federal partners in the area. These casings were mostly from cases being handled by the Gainesville Police Department, but also included cases from the Alachua County Sheriff’s Office, the University of Florida Police Department



and the Federal Bureau of Investigation. The results have provided a number of presumptive correlations including one recently tying a seized weapon in Gainesville to casings collected at a homicide scene in Orange County, FL in 2023. In addition, a correlation earlier this year was instrumental in tying a subject firing a weapon during a “shoot out” in an apartment complex to an earlier armed robbery in which the victim was shot. The ability to enter shell casings into the National Integrated Ballistic Information Network in a fraction of the time it takes the Florida Department of Law Enforcement to do so is a great benefit to the agency. The cost of the Brasstrax machine is \$144,853.00 with an ongoing yearly maintenance of \$17,196.60.

As reducing gun related violence GPD’s first public safety priority, the Police Chief allocates approximately 80% of his overall focus to that end, or approximately \$160,000 of his annual salary.



## **APPENDIX C. ALLIANCE SWOT ANALYSIS**

Stakeholder meeting 1  
June 5, 2024

### Introduction

The City of Gainesville, Alachua County, and Santa Fe College formed the Community Gun Violence Prevention Alliance (“the alliance”) in May 2024. The City of Gainesville and Alachua County declared gun violence a public health crisis. This informs a data and research-driven approach to develop effective policies and strategies to prevent injury, disease, and death, and promote health and well-being. The alliance will cooperate and strengthen efforts to address gun violence, improve outcomes for survivors and those at risk, and spearhead a collaborative group of community stakeholders. This meeting is the first of the stakeholder meetings convened by the alliance. The goal is to have monthly meetings to ensure that the initiatives’ momentum is maintained.

### Background

Nearly 40 stakeholders (in person and online) attended the alliance's first stakeholders meeting on June 5, 2024, at Santa Fe College’s Blount Hall.

### Meeting agenda:

1. Alliance overview
2. Ground rules for discussing gun violence
3. Ongoing activities
4. SWOT analysis
5. Priorities and goals

The meeting started with an introduction of the attendees to the alliance and its goals, followed by a discussion on ground rules for discussing gun violence, and information about gun violence in Gainesville. In 2023, the Gainesville Police Department (GPD) reported that there were 147 reports of shots fired, 60 people were shot or injured by gunfire, and there were 14 homicide incidents with 16 victims, 13 of which were killed. The City and County Commissions declared gun violence a public health crisis.



Summary of ongoing efforts:

1. Impact GNV
2. Engaging stakeholders for the gun violence prevention month of June 2024
3. Host Crisis Intervention and De-escalation training for community members and organizations in partnership with the Alachua County Crisis Center
4. Community Care Callouts
5. One Nation One Project GNV
6. Explore grant funding opportunities in collaboration with GPD and other partners

The next page shows the initial SWOT analysis from the Alliance.



<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>● Resource heavy – a lot of organizations and community groups are working on this.</li> <li>● There is funding and will to support smaller and short-term efforts. ● Increase in collaborations among groups.</li> <li>● Diversity among groups working to address gun violence, especially in the black community and neighborhoods where gun violence is high.</li> <li>● Advocacy and passion.</li> <li>● The willingness to listen and the system-wide convening. ● Awareness of the breadth of the problem.</li> <li>● We have the Department of Family, Youth, and Community Sciences which could support research and systems thinking. ● Engaged front-line workers with youth.</li> <li>● Moms Demand Action has links with the community. ● Youth Engagement.</li> <li>● Participation of well-connected people.</li> <li>● Impact GNV partner BOLD.</li> <li>● Community-based organizations and non-profit organizations provide services</li> <li>● The array of health and social services.</li> </ul>	<ul style="list-style-type: none"> <li>● Overlap and duplication of effort.</li> <li>● No coordination among gun violence prevention programs from the city, GPD, and the county, siloed data.</li> <li>● Lack of youth involvement and leadership of most impacted youth. ● How to impact parents as well as kids?</li> <li>● Youth are often disconnected from the church.</li> <li>● Need for intentional partnerships with those on the front lines. ● No follow-up from GVP programs in communities where gun violence is high.</li> <li>● Missing a research framework for how youth thrive.</li> <li>● Follow-up from GVP programs is poor.</li> <li>● Inadequate accessible and affordable mental health services. ● The lack of system-wide data especially related to youth.</li> <li>● An understanding of the mental health stressors, and a second tier of support around suicide, depression, increased trauma, and isolation.</li> <li>● Communities’ lack of trust in law enforcement agencies. ● Lack of funding for larger scale and/or long-term programs. ● Education.</li> <li>● Economic challenges.</li> <li>● Access to public transportation in rural areas.</li> <li>● Family structure/challenges, lack of family involvement, the cycle of violence.</li> <li>● Demand on the stakeholders at the table.</li> <li>● Drug activity.</li> <li>● Lack of post-incarceration support.</li> </ul>



Opportunities	Threats
<ul style="list-style-type: none"> <li>● Youths speak loudly about the impacts on their life.</li> <li>● Coordinate GVP programs so overlap is minimized. Collaboration and data/info/resource sharing through the alliance.</li> <li>● More research on child and youth developmental stages, engagement issues, and trauma. A culturally responsive model for youth with collaborations.</li> <li>● Cultural arts through parks and rec programs.</li> <li>● Merge groups doing similar things.</li> <li>● Faith leadership.</li> <li>● A marketing campaign for access to gun locks.</li> <li>● Participatory research from youth-on-youth engagement and opportunities for leadership and learning.</li> <li>● Interviews with survivors.</li> <li>● A strong integrated system for youth.</li> <li>● Working with gun shops to provide gun safety info.</li> <li>● Rich mutual aid organizations that already serve communities. ● Kids should hear from other kids and athletes.</li> <li>● Funding is available for GVP programs.</li> <li>● Youth Peer-to-Peer communication.</li> <li>● Training for community-based organizations (CBOS). ● Amplification and empowerment of CBOS.</li> <li>● Public Health &amp; Safety Education</li> <li>● Positive family support.</li> <li>● Collective healing in communities.</li> <li>● Funding for small-scale and short-term projects is available. ● Social media/pop culture.</li> <li>● Passion.</li> <li>● Empathy from all residents, even if gun violence is limited in their neighborhood.</li> </ul>	<ul style="list-style-type: none"> <li>● Poverty and desperation from people who are struggling.</li> <li>● Lack of continuous funding, funding of larger scale projects, defunding of programs.</li> <li>● Easily accessible unsecured guns.</li> <li>● People are determined to commit violent crimes.</li> <li>● Summer months.</li> <li>● Economic disparity.</li> <li>● Thefts of guns left in vehicles.</li> <li>● Lack of education.</li> <li>● Push back to a public health approach.</li> <li>● Lack of connection with parents.</li> <li>● Law enforcement dehumanization.</li> <li>● State/Federal Legislation</li> <li>● Failure to offer “third spaces” to communities.</li> <li>● Lack of efforts in the most impacted communities.</li> <li>● Transportation limitations and rural clusters of disconnect.</li> <li>● Neighborhood environment.</li> <li>● Lack of stipends, labor, and responsibility for young people.</li> <li>● Youth peer pressure and gang activities.</li> <li>● Less impacted neighborhoods don’t consider this their problem.</li> <li>● Lack of listening to communities threatened by gun violence.</li> <li>● Substance abuse.</li> <li>● Lack of cohesive, umbrella plan.</li> <li>● Ongoing issue – always upon us, issue fatigue.</li> <li>● Under-resourced neighborhoods, lack of opportunities, equity gaps.</li> <li>● Misinformation and mistrust.</li> </ul>



- Funding and budget cuts to youth, summer, and arts programs.
- State laws/policies preempt local oversight.
- Lack of Mentors.
- Silos.

### Priorities

The stakeholders identified the following priorities and goals:

#### Short-term

1. Involve youth, including in these meetings. Identify and invite!
2. Involve communities and community partners.
3. Invite people with lived experiences and youth to the next alliance meeting.
4. Prepare a resource/asset map of folks operating in these spaces (summer programs).
5. What is IMPACT GNV doing, how can stakeholders help, support, and engage? A call to action.

#### Medium-term

1. Coordinate all programs to maximize support and reduce redundancy.
2. Listen to communities affected the most by gun violence.
3. Engaging law enforcement in new and innovative ways.
4. Economic development – youth jobs.

### Discussion

The SWOT analysis and list of priorities revealed the following recurrent themes: 1. The availability of funding is perceived as a strength, a weakness, an opportunity, and a threat. This implies that funding opportunities may not be adequately advertised, or that additional grant-writing training might be useful. 2. The lack of collaboration and sharing of data and resources is a weakness and a threat, but they may also be turned into a strength and an opportunity. 3. The engagement of local communities, particularly youth, people with lived experiences, and faith leaders is imperative. The alliance was formed specifically to address some of the weaknesses and threats identified in the SWOT analysis, and it should be able to address several of the weaknesses in the short term.



## **Appendix D. Summary of Success**

### **SUMMARY OF COMMUNITY SUCCESS MEASURES (2026-2031)**

#### **The following questions were asked at each meeting:**

- Looking ahead to 2031, what does success look like for you outside of reduced gun violence?
- Is there one thing you believe the alliance must focus on to make the biggest impact?

#### **1. Start Early with Our Kids**

##### **Summary:**

We can't wait until kids get in trouble to step in. Success means starting early—especially in elementary school—with reading support, mentorship, and after-school programs. The goal is to help children feel confident, stay in school, and avoid the streets.

##### **How we'll know it's working:**

- More kids reading on grade level by third grade
- More youth in after-school, sports, or arts programs
- Fewer kids being sent to the juvenile system

#### **2. Help Young Men Build Strong Futures**

##### **Summary:**

Many young men in our community need guidance, structure, and a place to belong. Success means giving them access to mentors, life skills, and programs that build confidence and help them make good decisions.



How we'll know it's working:

- Consistent mentoring programs for boys ages 12–25
- Growth in youth leadership and employment programs
- Fewer gun-related arrests among young men

### **3. Improve Reading and Learning**

Summary:

Reading and literacy came up again and again as key to reducing violence. When children can't read, they struggle in school, can't get jobs later, and feel frustrated. Success means improving literacy rates and making tutoring and learning support available in schools, churches, and neighborhoods.

How we'll know it's working:

- Higher reading scores in our schools
- More tutoring and literacy resources in neighborhoods
- Churches and community centers hosting reading programs

### **4. Strengthen Families and Support Parents**

Summary:

Gun violence doesn't happen in isolation. Families need help too. Success means connecting parents to jobs, mental health care, food, and transportation—so they can better support their kids.

How we'll know it's working:

- More families connected to community services
- Parenting and family workshops offered regularly
- Better communication between schools and families

### **5. Teach How to Handle Anger and Solve Problems**

Summary:

Many young people haven't learned how to handle anger or disagreements in healthy ways. Success means teaching emotional intelligence, conflict resolution, and



restorative practices at home, in schools, and in the community.  
How we'll know it's working:

- Fewer school fights and suspensions
- More teachers and youth workers trained in conflict resolution
- Programs that help youth talk through issues instead of fighting

## **6. Build Trust and Share Progress Openly**

Summary:

People want to know what's working. Success means tracking results—like crime trends, reading scores, and youth participation—and sharing updates with the community on a regular basis.

How we'll know it's working:

- Quarterly reports that show real data and progress
- Public dashboards and newsletters from the Alliance
- Regular community meetings to share updates and feedback

## **7. Support Youth Coming Home from Detention**

Summary:

When young people finish time in detention, they need help finding their way back—through jobs, training, and mentoring. Success means every youth returning home has a plan and people to help them succeed.

How we'll know it's working:

- Reentry plans created for all youth leaving detention
- Job placements or school enrollment within 3 months of release
- Mentors assigned to help youth transition successfully

## **8. Keep the Work Going**

Summary:

The community was clear—this can't be a short-term project. Success means building a system that lasts, with ongoing funding and shared leadership from the city, county,



nonprofits, and the community.

How we'll know it's working:

- Continued funding from multiple sources
- Long-term staffing and coordination for the Alliance
- Active participation from schools, law enforcement, businesses, and faith leaders

## **9. Invest in Community-Based Solutions**

Summary:

Groups like the Violence Interrupters, B.O.L.D., and Gladiator Outreach are trusted voices in the community. Success means giving them the support, training, technology and funding they need to keep doing this work—especially when it comes to boots-on-the-ground intervention and social media monitoring.

How we'll know it's working:

- Stable funding for community violence prevention programs
- Increased use of outreach and digital monitoring to prevent threats
- Stronger partnerships between community programs and city agencies

## **10. Make Resources Easy to Find**

Summary:

Many people said they don't know what resources are available. Success means creating one place—like a website or hotline—where anyone can find programs, events, and help in real time.

How we'll know it's working:

- Launch of a community resource hub (website or app)
- Increased awareness and use of available services
- Positive community feedback on access to information

*\*Based on the stakeholder and community townhalls, this is a synopsis of the success measure.*

