

2021 Prospectus

Forging Common Sense Solutions

Improving Interactions Between Police and Young People



Strategies for Youth
CONNECTING COPS & KIDS®

www.strategiesforyouth.org

Executive Summary

Strategies for Youth (SFY) was founded in 2010 to improve interactions between police and young people, with a focus on youth of color, and to reduce unnecessary arrests and use of force by police against young people. Approximately 40 percent of youth arrests are for minor or “contempt of cop” offenses with no underlying crimes. The reality of current police/youth relations stems from a combination of factors: inadequate and limited police training that emphasizes control, the adolescent impulse to resist authority and their vulnerability to legal misinformation, and a longstanding history of mutual distrust of one another’s motives, resulting in escalations of situations that pose little risk to public safety. These arrests are unnecessary, avoidable, expensive, and harmful to youth, their families, and their communities.

By focusing efforts on improving police/youth interactions at both the individual and systemic levels, we seek to build communities where *(1) police and youth treat each other with mutual respect and dignity; (2) arresting a young person is considered the least desirable intervention and an officer’s choice of last resort; and (3) at the end of the day, everyone goes home safely.*



Now 11 years old, SFY stands out because of its emphasis on pragmatic solutions grounded in evidence and research, its refusal to demonize any group, and its use of on-the-ground experience to advance policy and systemic change. As public attitudes about policing have shifted dramatically, SFY’s original analysis about the mismatch between training provided to police and the job they are actually expected to perform, and the need to educate young people about the legal risks of their actions, has proven remarkably prescient. SFY has become a nationally recognized voice of reason in the heated debate over police-youth relations and has won broad respect from police and youth advocates alike.

With communities across the country demanding meaningful police reform, it is time for widespread implementation of systemic changes to the way in which law enforcement officers are trained and supervised to interact with young people. Over the next three years, SFY seeks \$5.5 million (approximately \$1.85 million each year) to expand its three core tenets of Practice, Policy, and Partnerships across the country to transform the field of policing, while simultaneously ensuring the protection of our nation’s most vulnerable youths.

The Challenge

A cornerstone of healthy, thriving communities is inhabitants who feel safe in their homes and streets, and trust public safety officials to serve, respect and protect them. Unfortunately, in too many communities in the United States, public confidence in law enforcement has reached an all-time low – 48% in 2020 – and the gap between white and Black Americans’ confidence is the largest it has ever been – 56% to 19%, respectively. This stark reality is illustrated by a recent study that revealed nearly half of Black respondents preferred to be robbed or burglarized than have unprovoked contact with officers.

For many people of color, this distrust and fear of law enforcement officers starts early. One study found that, while white youths’ attitudes toward police hold relatively constant between age 7 and 14, Black youths’ perceptions begin to deteriorate after age 7, and Latino youths after age 9, and decline steadily each subsequent year. According to the authors, these attitudes “crystallize” during this period, and often endure well into adulthood.

In the past fifty years, as the social safety net has increasingly shrunk, police have been called upon to serve as first responders in a variety of non-criminal situations. However, their training has not caught up with the changing expectations of their job. Law enforcement is trained to use just two tools—force and/or arrest—even as they are asked to handle a myriad of incidents that require a wide repertoire of responses. It is as if they are navigating rocky, hilly terrain on an antiquated bicycle with only two gears, when a far more sophisticated model is available. This is particularly true when young people are involved in police interactions. Police often misinterpret teenage behaviors and thus escalate situations that require a nuanced, more conciliatory approach, specialized skills and knowledge, and a wide network of support services from which they can draw.

For their part, young people frequently enter into encounters with police woefully unprepared and dangerously misinformed about the potential consequences of their actions. With the developmental need to look good and save face in front of their peers, young people often adopt an outwardly cocky and dismissive attitude toward law enforcement officers, which can escalate otherwise minor incidents. In addition, youth who have suffered trauma may adopt a fight or flight response that police officers perceive to be willful disobedience and address through use of force or arrest.



“

This taught me the need to calm down, slow down, to be willing to try different approaches with teens.”

—POLICE OFFICER

17,000

YOUTH UNDER THE AGE OF 17 EXPERIENCED AN INJURY AS A RESULT OF POLICE INTERVENTION BETWEEN 2015 AND 2019.

23,000

CHILDREN UNDER 10 YEARS OLD WERE ARRESTED DURING THIS SAME TIME PERIOD.

Youth are not little adults. The mission of Strategies for Youth is to ensure that they are treated by law enforcement officers in a developmentally appropriate, trauma-informed, and racially equitable way that aligns with our knowledge about how the teen brain processes information and what young people need to develop into healthy, responsible adults.



Poorly trained police officers, intent upon obedience and control, and rebellious and traumatized teens, many of whom are already deeply distrustful of law enforcement, are on a collision course that can and does produce catastrophic and explosive results, including arrests, use of force, injuries, and even death. *According to the Centers for Disease Control and Prevention, 17,000 youth under the age of 17 experienced an injury as a result of police intervention between 2015 and 2019. FBI data indicates that 23,000 children under 10 years old were arrested during this same time period.* An arrest for a minor offense can derail a young person's future education and job prospects, induce trauma and distrust toward authority that continues well into adulthood, and increase the risk of future incarceration. *These encounters also undermine the legitimacy of law enforcement within the community, as well as result in long-term financial ramifications for individual youth, their families, and the public, perpetuating marginalization and ethnic and racial disparities.*

We must change this dynamic. The ripple effects are profound, extending into the emotional, physical, and economic health of large swaths of the population, and threatening the stability of entire communities. Most Americans support policing reforms and changes. Increased training, policies and stronger relationships with the community top the list of popular reforms.

“
They should give this out to all kids with every Xbox. We need to know this stuff.”

—YOUTH WHO PLAYED JJJ



How SFY Works

Strategies for Youth (SFY) utilizes a unique approach that engages three constituencies—police, youth, and youth-serving community-based organizations—as it works to reduce youth involvement in the justice system. SFY’s service model uses interrelated and mutually reinforcing strategies, which we refer to as the three Ps: **Practice, Policy, and Partnerships**.

PRACTICE

POLICY

PARTNERSHIPS

Training, Educating, and Providing Technical Assistance

Law Enforcement

- **Policing the Teen Brain (PTB)** is an SFY-developed, two-day training for law enforcement officers which provides interdisciplinary instruction on adolescent psychology, recognizing signs of trauma and mental illness in young people, and developmentally appropriate strategies for de-escalating encounters. *PTB is the first and only training certified by IADLEST (International Association of Directors of Law Enforcement Standards and Training)* that equips officers to adopt developmentally appropriate, trauma-informed, and racially equitable strategies for encounters with youth.
- **Technical Assistance:** SFY staff work closely with law enforcement agencies to create standards and policies, based on best practices for police/youth interactions.



Young People

- **Juvenile Justice Jeopardy (JJJ)** is an SFY-developed interactive, entertaining, and informative educational tool disguised in a game format for young people, aged 11 to 18, using computer software that mimics the popular TV game show, Jeopardy! JJJ teaches youth how to navigate interactions with authority figures, to use social-emotional skills to withstand provocations, and to understand the legal consequences of their conduct.
- **You(th) Matter! (YM)** is a group of young people who work with SFY staff to incorporate youth voices into policy and programmatic efforts. YM sponsors a “Youth Voices” contest each year where young people write poems, prose, and create art about their experiences with—and attitudes toward—police. YM also conducts surveys of young people about policing issues.





“

This training makes me realize that we are trained for combat and school shootings and then asked to be social workers.”

—SCHOOL RESOURCE OFFICER IN MACON, GA

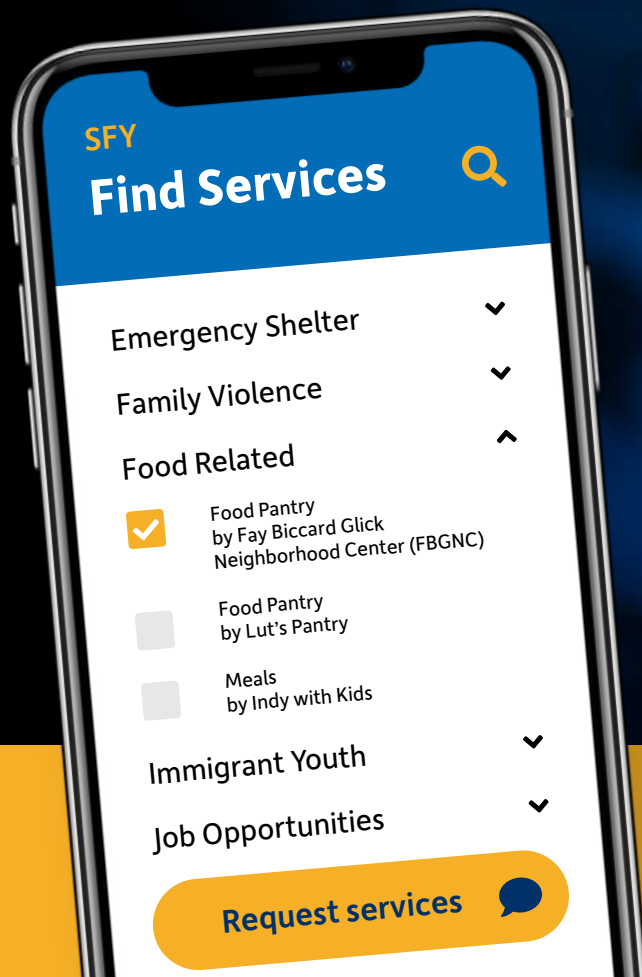
PRACTICE

POLICY

PARTNERSHIPS

Advocacy For Long-Term Structural Changes to Policing

- **Original Research and Policy Reports:** SFY writes and releases reports focused on structural and systemic issues involving youth and police. These incorporate recent research from criminal justice, law, and the fields of anthropology, sociology, and education. They are widely disseminated and aimed at helping youth advocates advance state-level and federal reforms to policing and juvenile justice systems.
- **Consultations and Guidance:** SFY staff regularly consult with state and federal youth advocates and policymakers to advance systemic changes to policing of youth in schools and on the streets, and to promote the adoption of policies and laws aimed at protecting vulnerable youth during police encounters. SFY also contributes expert testimony, creates model policies, and testifies at legislative hearings and other public events.
- **Media Outreach:** SFY staff regularly publish commentary in newspapers, magazines and other publications, Letters to the Editor, and social media posts regarding current events involving policing and young people. These aim to change the national conversation about policing and youth, and emphasize the need for standards, accountability, and training of law enforcement who regularly interact with young people.



Search by:

- Area of need
- Eligibility and hours of operation
- Next steps for accessing service
- GPS location & distance
- Directions (incl. public transport options)

Secure Text Messaging

Interested?

Call SFY at (617) 714-3789

PRACTICE

POLICY

PARTNERSHIPS

Support and Serve Young People and Police

- Law enforcement agencies rarely pursue partnerships with youth-serving, community-based organizations that could help them address distress and crises youth and families face and to whom they can refer young people as an alternative to court involvement. During the second day of PTB training, we introduce some of these organizations operating near or in police service areas, and provide opportunities for informal networking that will lead to the establishment of new partnerships.
- **The Youth Services App:** SFY is currently piloting and evaluating a youth service app for police officers to use when encountering young people (and their families) in need of services. This app will be available on officers' phones and give them up-to-date contact and location information for quick referrals.
- SFY regularly collaborates with other youth advocacy organizations to develop policies, reform strategies, write reports, testify before state legislatures, and make public presentations.







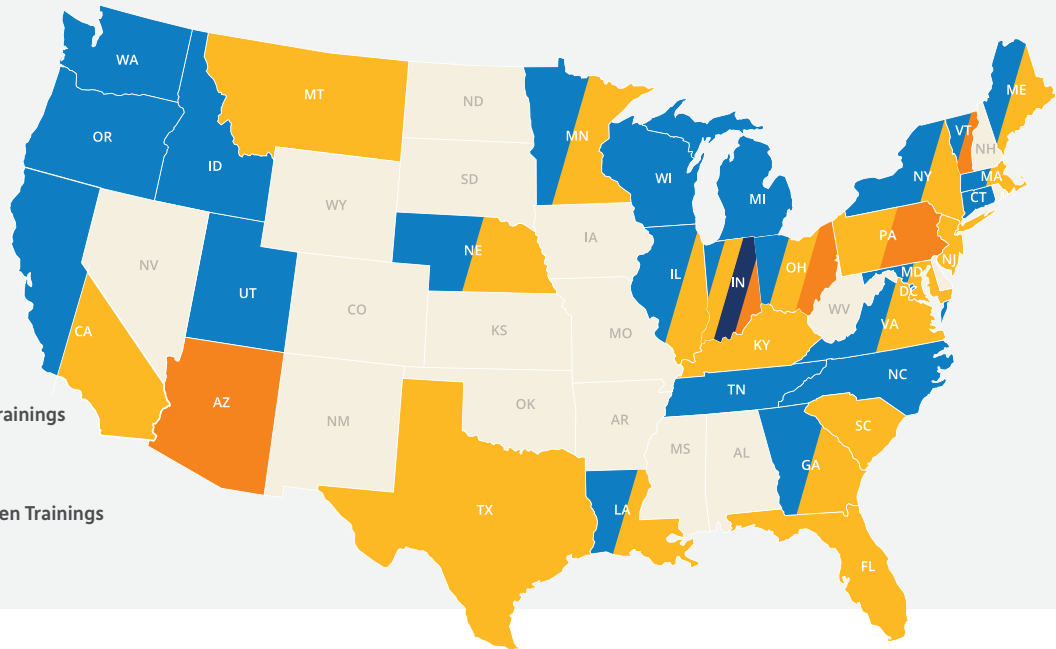
Impact

Strategies for Youth’s impact over the past decade can be measured by:

1 Greater Reach: Expanding and Customizing Our Programs for Jurisdictions Across the U.S.

SFY started out with a contract of \$22,000 to train the Massachusetts Bay Transportation Authority (MBTA) police. It has since grown into a national organization working in rural, urban and suburban districts in 22 red and blue states.

-  Policing the Teen Brain Trainings
-  Juvenile Justice Jeopardy
-  In the Presence of Children Trainings
-  Parenting the Teen Brain



2 Reducing Youth Arrests


SFY chooses jurisdictions for its interventions based on the following criteria:

- High rates of arrest for low level offenses that could be categorized as “contempt of cop” charges, such as fleeing, obstruction of justice, resisting arrest, assault and battery on a police officer
- High racial disparities in arrested juvenile population
- Frequent uses of force and weaponry by officers on youth


In areas where SFY has provided police training, the number of arrests of young people, particularly for minor offenses, is often significantly reduced. For example, over a ten-year period following SFY training, misdemeanor arrests of young people declined by 59 percent in Charlottesville, VA, and by 50 percent in Everett, MA. After training School Resource Officers, there was a 32 percent reduction in school-based arrests in Charlotte-Mecklenburg, NC, an 84 percent decrease in school-based arrests in Spokane, WA, and a 57 percent decrease in Omaha, NE.

The greatest reductions can often be seen when both JJJ and PTB are introduced in a community at the same time. For example, when Indiana brought both JJJ and PTB to the same communities, they recorded a 40 percent reduction in youth resisting arrest, disorderly conduct, and simple battery charges and a 44 percent reduction in admissions to secure detention.

3 Systemic Reform Through Legislation and Other Jurisdictional Policy



CLEVELAND DIVISION OF POLICE
GENERAL POLICE ORDER



EFFECTIVE DATE: FEBRUARY 2, 2021	CHAPTER: 5 - Field Investigations	PAGE: 1 of 9	NUMBER: 5.12.01
TITLE: INTERACTIONS WITH YOUTH			
CHIEF: <i>Colvin D. Williams, Chief</i>			

PURPOSE: To provide officers with guidance and procedures for interactions with youth that are age-appropriate, promote compliance with the law, and build positive relationships. These procedures are intended to equip officers to respond to youth in a manner that promotes positive interaction and enhances the officers, youth, and public's safety while still holding youth accountable.

POLICY: *It is the policy of the Division of Police* to ensure that youth shall be afforded their constitutional and statutory rights when being questioned, searched, detained, or arrested. Youth shall be informed of their rights in an age-appropriate manner and treated with courtesy, professionalism, dignity, respect, and equality.

DEFINITIONS

Age-appropriate - a term used to reflect a general understanding of the social, emotional, physical, neurological, behavioral, and moral aspects of development in an individual under 18 years of age.

Bias-Free Policing - policing that is accomplished without the selective enforcement or non-enforcement of the law, including selecting or rejecting particular policing tactics or strategies, based on the youth's membership in a demographic category. Bias-free policing is free of discriminatory effect as well as discriminatory intent.

Child Response Team (CRT) - Mobile Crisis team, available 24 hours a day/7 days a week to work with children, adolescents, and their families who are experiencing an emotional or behavioral health crisis. CRT provides services in homes, schools, emergency room and other community settings by licensed clinicians. (216) 623-6888.

Cuyahoga County Division of Children and Family Service (CCDCFS) - agency responsible for the care and protection of children suspected of being abused or neglected or in need of services for their safety, protection, or well-being.

Juvenile Detention Center (JDC) - the center which provides temporary care of individuals under the Court's jurisdiction for whom secure custody is necessary, based on a Court-determined public safety risk assessment. The JDC is located within the Cuyahoga Juvenile Justice Center.

Rehabilitation - the process of building skills through treatment and training, based upon an individualized assessment of a youth's needs.

Responsible adult - in the absence of a youth's parent or legal guardian, the individual who is responsible for the physical custody of the youth or an adult friend or family member of the youth's parents, foster parents or legal guardian who agrees and reasonably demonstrates the ability to provide supervision for the youth until a parent, legal guardian, or next of kin can assume that responsibility.

In some jurisdictions, such as Indiana, Maine, Cleveland, Ohio, and Washington, DC, SFY has been asked to provide its trainings in statewide and departmental police academies. In Massachusetts, the Police Officer Standards and Training (POST) Commission adopted SFY's language regarding the need for developmentally appropriate, trauma-informed, racially equitable practices for interacting with youth. In Massachusetts and Indiana, SFY's language has been adopted in legislation requiring training for School Resource Officers.

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Notes: **Child** - when a youth is held in a locked room, out of view, or in self-designated cells or used for the specific purpose of securely detaining persons who are in law enforcement custody.

Not in verbal contact - any physical, clear, visual, or verbal contact that is not brief or inadvertent.

Verbal Abuse - any verbal abuse that is directed at the reasonable parent of the child's parent, guardian, partner, or caregiver, by means of being harassed or verbally threatened. Any child who is a victim of abuse from a child and who previously has not been subjected to such child for being a victim of abuse. Any child who behaves in a manner as to appear or endanger the child's own health or safety or the health or safety of others, any child who violates a law, other than division 47 of section 2907.01, division 47 of section 2918.07 of the Revised Code that is applicable only to a child (ORC 2918.02).

Youth/ Juvenile - an individual under the age of 18.

PROCEDURES:

- I. General Guidelines
 - A. Officers are encouraged to engage in positive interactions with youth while conducting non-enforcement activities.
 - B. When interacting with youth, officers shall:
 1. Treat all youth with courtesy, professionalism, dignity, respect and equality.
 2. Conduct law enforcement activities without discrimination based on a youth's demographic category per General Police Order 1.07.00 Bias-Free Policing. Examples of such interactions include, but are not limited to:
 - a. Approaching youth in a calm and respectful manner
 - b. Explaining the purpose of interaction in an age-appropriate manner
 - c. Not coming at or using derogatory language to refer to youth
 - d. Not making fun of or engaging in demeaning or harassment tactics
 3. Prior to conducting the following factors, if known, including but not limited to the:
 - a. Nature of the complaint or contact
 - b. Youth's age, intelligence, mental capacity, disability status, and physical condition
 - c. Youth's ethnic (e.g., emotional stability, under the influence of alcohol or drugs)

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- D. Youth prior contact history with officers.
- E. Youth's likelihood to comply with parental control.
- F. Cooperation and attitude of all involved parties and the likelihood of the officers being reported.
- G. The likelihood that the youth can be successfully reintegrated.

II. Investigative Steps

- A. In addition to the provisions set in GPO 2.02.02 Investigative Steps, officers shall be aware of the potential behavioral response youth may exhibit, including:
 1. Flouting
 2. Verbal challenges
 3. Freezing or unexpected non-responses
 4. Overtight disregard for police direction
 5. Perception of discrimination
- B. Unintended responses should never provide the basis for probable cause.

III. Interviews and Interrogations

- A. Administering Juvenile Miranda Warning and Waiver
 1. Officers shall administer Miranda warnings in an age-appropriate manner per directive contained in GPO 2.02.03 Miranda Warning and Waiver
 2. Officers shall consider the maturity of the circumstances when determining whether a juvenile has knowingly and voluntarily waived Miranda per the directive contained in GPO 2.02.02
- B. When interviewing juveniles, officers shall:
 1. Take special care to conduct the interview in a manner so as to ensure voluntary, non-coercive, and non-threatening results
 - a. If questioning more than an hour, provide a break.
 - b. Keep the total interviewing time of a juvenile to a minimum.

4 Measurable Change in Attitudes, Beliefs, Goals and Actions

SFY collects and analyzes pre- and post-training surveys for all participants of PTB and JJJ. Our goal is to document the impact of the training, as well as to make the case that training and policies together effectuate significant, lasting change in police/youth interactions. Two examples of large-sample evaluations indicate SFY's impacts. In Ohio, Case Western Reserve University found that SFY's training of Cleveland Division of Police officers led to statistically significant improvement in how over 900 officers rated their training skills for: 1) interacting with youth with trauma; 2) preventing youth self-regulate; and 3) recognizing and working with youth with trauma. In 2019, SFY surveyed youth across Indiana after playing Juvenile

Justice Jeopardy: 73 percent reported that their attitudes toward the police had changed as a result of the game; and 71 percent reported that they felt all youth should play JJJ, and that they would tell their friends about the importance of being polite when interacting with the police.

73% REPORTED THAT THEIR ATTITUDES TOWARD THE POLICE HAD CHANGED AS A RESULT OF THE GAME.

71% REPORTED THAT THEY FELT ALL YOUTH SHOULD PLAY JJJ.

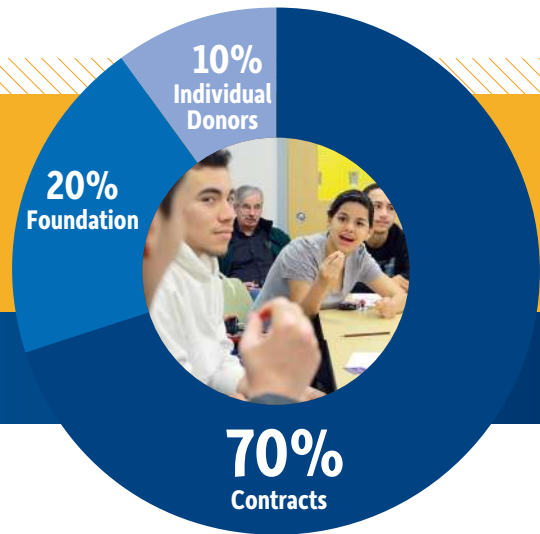
A Vision For The Future and Investment Opportunities

Strategies for Youth envisions communities where police and young people treat each other with respect and dignity; where a well-trained, but limited, police force works in concert with other community groups to strengthen the network of supports and protections available for vulnerable youth, and where arrest of a young person is considered the least desirable outcome of any encounter, undertaken only when public safety demands it.

Currently, SFY derives its income from a combination of “fee for services,” primarily for police trainings, from law enforcement and community agencies, and from private philanthropy. Over the next three years, SFY seeks \$5.5 million (approximately \$1,8 million each year) from individual and institutional donors to develop and expand its three core strategies and to positively harness the tremendous demand for differentiated training and supervision for police officers.

STRATEGY ONE PRACTICE

\$1.8 MILLION TOTAL



Many of the jurisdictions that most frequently request Strategies for Youth services struggle from poverty and diminished municipal police and social service resources, and thus are least likely to be able to afford this vital training without subsidies. In addition, SFY carefully customizes each training and Juvenile Justice Jeopardy game to make sure it addresses specific issues within a community, which adds to the cost of developing and offering these programs. SFY plans to expand both its developmentally appropriate, trauma-informed, and racially equitable curriculum for police officers and its educational programming about the legal consequences of their behaviors for young people.

Law Enforcement

- SFY is seeking investment to expand its training into the curriculum of police academies and into police continuing education programs in **10 new jurisdictions across 3 new states.**

Young People

- SFY is seeking investment to continuously create new versions of Juvenile Justice Jeopardy in response to changing laws and policies regarding the legal risk of teenagers. And SFY is seeking investment to increase the number of young people across the country who play one or more versions of Juvenile Justice Jeopardy by expanding into **15 new jurisdictions across 5 new states.**

Strategies for Youth receives or has received support from national and local foundations across the country. Some of our institutional supporters include:

- Annie E. Casey Foundation
- The California Endowment
- Eastern Bank Charitable Foundation
- George Gund Foundation
- Roy A. Hunt Foundation
- Hyams Foundation
- Island Foundation
- Motorola Foundation
- Howland Gardner Shaw Foundation
- Sherwood Foundation
- The Sills Family Foundation
- The Skillman Foundation
- Stifler Family Foundation
- The Upswing Foundation
- The Zellerbach Family Foundation
- The VMware Foundation



STRATEGY TWO POLICY

\$1.8 MILLION TOTAL

Strategies for Youth is viewed nationwide as the expert in policies, best practices, and standards related to developmentally appropriate, trauma-informed, and racially equitable policing of youth. SFY is also known as a thought leader on issues related to policing and youth.

“

This training is exactly what our officers need to serve the whole child.”

—CHIEF RUSSELL BENTLEY, BIBB COUNTY SCHOOL DISTRICT CAMPUS POLICE DEPARTMENT

Database

- SFY is seeking investment to build a robust and easily searchable online database of state and national policies on a host of issues related to policing and youth, which can serve as the go-to resource for reporters, police departments, city governments, youth advocates, parents, school boards, and anyone else focused on this important issue. State and regional coalitions, in particular, will be able to quickly identify model policies developed in other parts of the country for replication and refinement in their jurisdictions.

**STRATEGY THREE
PARTNERSHIPS**

\$400,000



Strategies for Youth advocates for a fundamental shift in the practice and overall approach by law enforcement when interacting with young adults, toward an emphasis on care and support over punishment. We encourage partnerships between community-based youth serving organizations and law enforcement that can serve as alternatives to court referrals.

“

Only in my dreams would I have thought that I would ever see this kind of dialogue with our police...learning about the teen brain and how to be sensitive to it. Amazing!”

—POLICE OFFICER ABOUT PTB

Youth Services App

- SFY is seeking investment to enhance and expand the use of its Youth Services App, so more officers will have immediate contact information regarding nearby social services available to youth whom they encounter. Our goal is for police to refer these young people to these services as alternatives to arrest and court referrals. The enhanced app will be installed on phones of law enforcement officers and provide up-to-date information about partner organizations (services, hours, contact information, etc.), categorized by proximity to the current location of the youth or their home, and related public transit information. The app will also enable officers to text the information to the youth, while maintaining officer name and number anonymity

Conclusion

Comprehensive police reform has become a national priority. However, the critical issues specific to police/youth interactions must not be left out of reform initiatives. No one wants to see a child harmed, but reactionary outrage over use of force against a child is not a solution. The conversation needs to evolve to address the identified forces at play that lead to such unpopular outcomes.

A robust and growing research base confirms the long-term and powerful impact of both negative and positive police interactions on youth. These experiences have impacts that last well into adulthood and, ultimately, shape our criminal justice system's reality.



More than a decade after its founding, Strategies for Youth has emerged as a voice of reason and as a trusted resource for both police departments and youth advocates. We are forging common sense solutions that are based on solid evidence, reducing unnecessary arrests, and increasing police legitimacy within communities.

SFY's work is informed by our on-the-ground experience interacting directly with young people, with police officers, with youth advocates, with policy experts, and with policy makers. Going forward, Strategies for Youth will extend our reach

and transform the way in which law enforcement officers are recruited, trained, and held accountable by codifying the use of developmentally appropriate, trauma-informed, and racially equitable policing practices across the country.

Financial Projections

Currently, SFY's income stream comes from five sources: (1) state Juvenile Justice advisory groups which distribute federal funds as directed by the Juvenile Justice Delinquency Prevention Act; (2) state agencies seeking to reduce arrest rates or Disproportionate Minority Contact (DMC); (3) local law enforcement agency contracts for Policing the Teen Brain; (4) foundations and (5) individuals.

An investment of \$5.5 million (approximately \$1.85 million annually for three years) will enable Strategies for Youth to increase both trainings for law enforcement and educational programming for youth simultaneously, while also building our policy and thought leadership capacity. Implementing this approach is essential for SFY to quickly leverage the current momentum toward meaningful reform in policing of youth in America.

STRATEGIES FOR YOUTH THREE-YEAR ANNUAL BUDGET

	YEAR ONE	YEAR TWO	YEAR THREE
GENERAL OPERATIONS			
Executive Director	150,000	156,000	162,240
Development Director	100,000	104,000	108,160
Office Manager	80,000	83,200	86,528
Administrative Support	60,000	62,400	64,896
Fringe Benefits	78,000	81,120	84,365
Total General Operations	468,000	486,720	506,189
STRATEGY ONE: PRACTICE			
Training Director	125,000	130,000	135,200
Training Manager	80,000	83,200	86,528
Staff Attorney—Sr.	125,000	130,000	135,200
Fringe Benefits: 20%	66,000	68,640	71,386
Travel	20,000	20,000	20,000
Training & Evaluation Consultants	70,000	70,000	70,000
Materials and Copying	5,000	5,000	5,000
Technology/Website	50,000	50,000	50,000
Office Space/Rentals	25,000	25,000	25,000
Youth Matters Coordinator	40,000	41,600	43,264
Total Strategy One	606,000	623,440	641,578
STRATEGY TWO: POLICIES			
Policy Director	100,000	104,000	108,160
Staff Attorney—Jr.	80,000	83,200	86,528
Research/Social Media Associate	70,000	72,800	75,712
Fringe Benefits: 20%	237,400	244,176	251,223
Travel	20,000	20,000	20,000
Communications/Media Consulting	50,000	50,000	50,000
Materials and copying	10,000	10,000	10,000
Telephone/Miscellaneous	25,000	25,000	25,000
Total Strategy Two	592,400	609,176	626,623
STRATEGY THREE: PARTNERSHIPS			
Travel	30,000	30,000	30,000
Materials and Copying	5,000	5,000	5,000
Youth Services App Pilot	100,000	100,000	100,000
Total Strategy Three	135,000	135,000	135,000
Total SFY Annual Budget	1,801,400	1,854,336	1,909,389