



# Safe & Sound

HILLSBOROUGH

January 15, 2015  
**Leadership Council**

## **AGENDA**

- I. Call Meeting to Order/Pledge of Allegiance
- II. Approve recap of December 11 meeting
- III. New Business:
  - a. UNITY Convening (Julie Holt/Holly East) (15 mins)
  - b. RFQ update (Brandon Wagner) (10 mins.)
  - c. Interlocal Agreement update (Orlando Perez) (10 mins.)
- IV. Old Business: (75 mins.)
  - a. Action Plans: Introduce Chairs/Vice Chair/Champion
  - b. Facilitation to Complete and Adopt Action Plans  
(Dr. Leslene Gordon)
- V. Questions and Comments ( 5 mins.)
- VI. Next Meeting: February 24, 2015, 1:00 PM, County Center
- VII. Adjourn

**Safe & Sound Hillsborough Collaborative**  
**Thursday, December 11, 2014**  
**County Center, 24th Floor Conference Room**

**Leadership Council Members Present**

Kevin Beckner, Chair, BOCC  
Chief Kenneth Albano, City of Temple Terrace  
Julianne Holt, Public Defender  
Michael Bridenback, Court Administrator  
Michael Sinacore, State Atty's Office  
Kelley Parris, Chair, Community-Based Orgs.  
Steve Hegarty, Chair, Communications Comm.  
Daniel Jurman, Chair, Public Safety/Judiciary  
Karen Buckenheimer, More Health  
Walter Niles, Chair, Health Committee  
Jerry Seeber, City of Temple Terrace  
Col. Donna Luszczynski, HCSO  
Chakita Hargrove, Chair, Faith Community Comm.

**Alternates Present**

Holly East, Commissioner's Aide  
Cindy Stuart, H/C School Board  
Marie Marino, Public Defender's Office  
Nichole Hanscom, Public Defender's Office  
Daragh Gibson, Florida Dept. of Health  
John Chaffin, HCSO

**Staff Present**

Lori Hudson, Communications Dept  
Orlando Perez, County Attorney's Office  
Lynne Tierney, Division of Children's Services

**Others Present**

Dr. Leslene Gordon, Florida Dept. of Health  
Jamie Robe, Planning Commission  
Robert Blount, Abe Brown Ministries  
Ruina He, USF Harrell Center  
Nnadozie Emechebe, USF Health, Harrell Center  
K. Angela Smith, Court Administration  
Corlene Lemeslen, More Health  
Glen Brown, Children's Board  
Tanya Williams, Children's Board

The meeting was called to order at 1:00 p.m. Commissioner Beckner led the group in the Pledge of Allegiance. Commissioner Beckner yielded the floor to Ms. Parris, who informed the group of some heartbreaking news. Ms. Rochelle Barbiero, a Senior Community Health Nurse at REACH UP, Inc., lost her 22-year old daughter, Olivia Miller, to murder last week, possibly motivated by a child custody dispute. The Collaborative took a moment of silence in remembrance of the victims.

Safe & Sound Hillsborough received copies of the minutes from the November 19, 2014 meeting via email to allow the opportunity for review prior to this meeting. Ms. Holt made a motion to approve the meeting minutes, seconded by Ms. Parris. The minutes were approved unanimously.

## NEW BUSINESS:

Commissioner Beckner directed the group to the first order of business, a follow up report from Ms. Parris on the progress of the Hiring Committee.

Ms. Parris recalled for the group their motion from the November meeting, to have the Hiring Committee engage and get information from a headhunter agency and work in concert with the County to develop an RFQ to look at an agency that is willing to act as fiscal agent and to place an individual inside their agency to serve as the Safe & Sound Hillsborough Violence Prevention Coordinator.

Ms. Parris informed the group that there is no headhunter agency that specializes in the recruitment of a particular position such as this, but the agency she spoke with does a lot of city, state and county government, and for them to undertake such a recruitment would cost approximately \$26,000.

The RFQ was developed by the Children's Board staff and included in the meeting packet. She asked the group to consider having some discussion on the budget portion of the document to better reflect in-kind contributions that have been pledged to the Safe & Sound Hillsborough Collaborative. She asked the group to consider the best way to present the budget and demonstrate leveraging those dollars, perhaps breaking out the in-kind contributions and listing the total amount of hard cash. Mr. Jurman advised if an existing non-profit decides to take on the effort, it may already have resources in-house. Because it may want to invest the dollars in a different way, he advocated allowing the agency the flexibility to make their own proposal with available budget dollars. For example, they may utilize an in-house grant writer, or in-house community outreach person. The bottom line would be the same.

Ms. East asked Mr. Perez about what effect that might have on the Interlocal Agreement. Mr. Perez stated that, in the Interlocal, it mentions that the agencies are giving authority to the County to enter into that type of arrangement. Also, this procurement would be a County procurement, so it is a good draft, but will need to be reviewed by the County Procurement Department for comment and approval. The idea was the County's wrap around boilerplate would be used so it is good to get Procurement involved in the document preparation. Ms. East confirmed that Mr. Fesler, Director of the County's Business and Support Services, was provided with a copy of the draft.

Ms. Parris expressed her concern that as the budget is currently laid out it may restrict an agency applying. Instead of a two FTE's (full time equivalent positions) they may wish to spread that dollar amount over several people if they have the in-house capability. How can that be shown in the budget?

Commissioner Beckner acknowledged that Ms. Parris is looking for flexibility over how the allocated funds for personnel might be utilized by agencies responding to the RFQ. Ms. Parris concurred. Mr. Perez clarified the BOCC would be approving the agreement, and approving the particular vendor selected, and at that point we would hold a contract that would specify the detail of the engagement. Generally, the county contracts with a company as an independent contractor, and does not dictate the number of employees required to fulfill the obligation. The County would identify the outcomes and deliverables and it is up to the applicant to determine the resources they need. Commissioner Beckner suggested we reflect the dollar amount of the resources available for allocation and they could respond in their proposal with the number of FTE's they believe will be required.

It may also be necessary to consider additional accounting of the many in-kind contributions. Ms. East asked if the budget should be brought back before the Leadership Council at the January meeting. Commissioner Beckner determined that would not be necessary for the purposes of the RFQ process. He suggested we separate out the cash contributions and the in-kind contributions and let the agencies utilize that information in their responses. Ms. Parris agreed that would give agencies the optimum ability to leverage the in-kind contributions.

Commissioner Beckner asked Ms. Parris about the time frame for the RFQ. Ms. Parris responded that the timeframe would be dependent upon County requirements. Mr. Perez added that there is no legal minimum or maximum time requirements for RFQ's to remain open. Ms. Parris would like the group to determine how many days the RFQ stays open and recommended not doing it for any less than 21 days. Mr. Jurman concurred that 21 days should be adequate. Mr. Jurman stated that if a nonprofit is not already doing this kind of work we don't want to give it six weeks to write a proposal because agencies that work in the field should be able to turn around a response fairly quickly. Mr. Robe asked if there were any geographic parameters. Mr. Niles asked what agencies in our community are doing this work. Mr. Perez responded that part of the role of the County Procurement Department is appropriately sourcing bid documents and it utilizes the DemandStar website, so that anyone registered for this type of service will receive notice once it is uploaded. It would be appropriate to notify particular agencies that might be interested in responding. Commissioner Becker suggested posting the RFQ to the Safe & Sound Hillsborough website as well.

Ms. East asked for additional clarification. She thought that we would put out the RFQ and post the recruitment for the Safe & Sound Coordinator position at the same time. Ms. Parris referenced the cost of the headhunter. Mr. Jurman added the price for that service was better than he expected. Ms. Parris recalled that the group agreed to run the two hiring processes on parallel tracks, but having an agency in place to lead the effort would provide more security and benefits and make the coordinator position more attractive to potential candidates.

Commissioner Beckner clarified that the process will be the Leadership Council approving the RFQ, the RFQ going through Hillsborough County Procurement Department for finalization and advertising. Only the final contract would require Board approval; the RFQ does not need to go through the BOCC. Mr. Perez concurred. He also asked the group to keep in mind the different roles that are in play. We will be hiring an individual who will serve as an independent contractor, and an agency in the role of fiscal agent who would carry out the oversight and execution of the contract.

Mr. Niles asked if the RFQ could be awarded to a legislative office. Commissioner Beckner clarified that any agency could respond. Mr. Jurman added that he could see a partnership responding to the RFQ, for example Law Enforcement and the Department of Health. Commissioner Beckner concurred, adding any entity is permitted to respond, for profit or not for profit.

Mr. Robe expressed some concern about being able to end the contract if the entity is not producing results. Commissioner Beckner asked how much control the Leadership Council would have over the individuals selected to perform the function of the Safe & Sound Hillsborough personnel. Mr. Niles stated it is generally accepted in the grants process that the agency would send the resume and information of the selected candidate to the grantor. Commissioner Beckner liked the idea and would like to include that discussion with the applying agencies.

Ms. Smith spoke to Mr. Robe's concern and emphasized that the entity would be bound to the contract and the defined performance measures as well as the defined consequences if the goals are not met. Ms. Parris concurred that would be included in the contract.

Mr. Jurman added that one of the risks of contracting with an agency is ensuring the Coordinator would be working full time on the Safe & Sound deliverables and not multiple other projects. Any nonprofit would have a board of directors that would have to approve the application for the RFQ. Commissioner Beckner asked if there were specifics or outcomes included in the RFQ. Ms. Williams directed the Commissioner to pages 7 and 8, Section 1.4.1, which defines the selected agencies scope of work.

Ms. East asked who would be responsible to separate the in-kind contributions from the budget. Mr. Perez is willing, but he asked the group to identify someone to work with him to further define the details of the RFQ, such as the timeline, specific identification of the tasks, etc. Ms. Parris restated that the timeline would need to be determined by the County.

Commissioner Beckner clarified the RFQ is for an agency acting as fiscal agent, and personnel issues would have to be worked out with that agency. Ms. Parrish stated that our expectation is for the Leadership Council to be very involved in that process.

Mr. Perez added that the RFQ must spell out all of the details expected from the fiscal agent and their employees, including detailed deliverables. Mr. Jurman added that in some respects it is what was asked of the individuals who applied for the Coordinator position: here are the deliverables, how would you go about achieving them?

Ms. Smith asked who would be tasked with vetting the agencies. Ms. Parris suggested a committee. Commissioner Beckner added that Page 20 of the RFQ is a Rating Sheet to assist in evaluating the agency submissions. Ms. Parris added that it is not unusual for the Children's Board, once they have scored grant applications, to bring individuals in for clarification and to find out in more detail how they would organize or execute the project.

Mr. Perez added that it is common for an oral presentations or a demonstrations of the product to occur once the field has been narrowed. He suggested an evaluation team be assembled to review the proposals, conduct the interviews and make their recommendation to the Leadership Council. The individuals who score the applications should be the same ones to conduct the interview process.

Ms. East suggested the Hiring Committee may be the best choice to score the RFQ's, since they have the expertise that will be needed. Mr. Jurman offered to stay on, as he is very experienced vetting agencies for grant dollars. Commissioner Beckner may also be able to draw upon County employees to assist.

Ms. East expressed concern that the holidays may impact the 21 day timeline, and stressed that a reasonable goal may be to have the RFQ on the street by the January 15<sup>th</sup> meeting.

Most grant proposals take a week or so for an agency to put together. Ms. Parris cautioned that we should not allow the process to go into spring, when most grants open up for grant writing.

The Collaborative then discussed the level of detail to be included in the RFQ regarding the tasks and expectations that will be required of the selected agency. Ms. East posed the question that if we haven't yet set the deliverables for the individual hire, how will we know what those are and instruct the agency? Mr. Robe replied that the Strategic Plan lays out the general strategy and we are looking for an individual and/or agency that will follow that strategy. Specific tasks and objectives will be the way to accomplish it. Our focus is to set some type of measure or effectiveness goal. Mr. Jurman suggested an outreach goal and three to five key indicators. The RFQ could spell out a bold goal, i.e., the reduction of violent crime overall, with key indicators that we will work out together during the evaluation process.

Ms. Smith advised that the agency will not just need to hire a Coordinator, as identified on the task spreadsheet, but hire a Coordinator that meets minimum qualifications.

Mr. Seeber succinctly summed up the process, as follows: What we are doing today is approving an RFQ. County Procurement staff will put it in proper form, advertise on DemandStar and any other appropriate forum, and then the RFQ is on the street for 21 days. The proposals come back in for the review by the designated committee, which may interview the candidates checking references, etc. The committee will come back to the Leadership Council and make a recommendation for the group who is best positioned to serve as fiscal agent and employ staff. . Once approved, the County Attorney's office will draft a contract between the Board of County Commissioners and our selected fiscal agent which will include the laundry list of all the things we want them to do and how we are going to hold them accountable. This is where goals and very specific tasks come in, along with a timeline. Ultimately, Commissioner Beckner will present the final contract to the Board of County Commissioners and they will vote to approve the contract.

Commissioner Beckner asked Mr. Jurman if he were the agency applying for the RFQ, would the requirements be clear and would he understand what he is applying for based on this document. Mr. Jurman affirmed he would, but wouldn't be clear on the performance measures. However, those measures could be proposed by the applicant and worked out with the Leadership Council and/or its representatives together based upon the strategy of the applicant.

Mr. Robe added that there are lots of indicators contained in the plan, so the applicant may wish to focus on a few specific indicators. Mr. Niles suggested adding priorities to the RFQ. Commissioner Beckner asked if we should clarify that or is it a given. Mr. Jurman responded that he would ask the applicants to spell out three to five outcome indicators that they expect to accomplish in the first year. He would leave open the position details, as they may have in-house staff with expertise in particular areas. Mr. Seeber added that we should not put too much in the scope of work in the RFQ. Too much detail may have agencies parroting back our own expectations.

Mr. Robe added that meanwhile, the Collaborative will continue to work on the four established Action Plans with a focus on action steps that are simple, can be easily measured and are likely to change in a positive direction, as directed by Dr. Gordon. Ms. East added the reconfiguration of the committees based on those plans will also be occurring. Ms. Parris added that because our group is responsive to what is happening in Hillsborough County our priorities may change quickly based on violent events here at home.

Mr. Jurman added the same things that made this unattractive to an individual makes it more attractive to an agency. No one is funding prevention and the selected agency will have the funding, the support of the five committees, as well as being connected to Leadership Council, comprised of people who can make real decisions about helping as they identify things that work to reduce violence.

Ms. Williams suggested updating the RFQ to add the statement *"Describe how you would implement the enclosed Strategic Plan of Safe & Sound Hillsborough."* She will add it to the bullets on pages 7 and 8, on page 15, Section 2.25, as well as to the score sheet. Ms. Williams, Mr. Jurman and Ms. Parris concurred they would like to see some partnerships with various agencies coming together to apply for the RFQ.

Mr. Seeber moved that we approve the updated RFQ as noted. The motion was seconded by Ms. Holt. There were no further questions or comments on the RFQ and the motion was unanimously approved.

Ms. East spoke to the next item of new business, the 2015 Safe & Sound Hillsborough meeting schedule. She asked members to place the meetings on their calendars and to send an alternate if unable to attend.

#### OLD BUSINESS:

Commissioner Beckner asked Mr. Perez to update the group on the Interlocal Agreement. Mr. Perez informed the group the draft went out some weeks ago and the changes that have requested so far have been very minimal. He is waiting for comments from four agencies before finalizing those changes and sending the revised Interlocal to all agencies for signature.

The next item of Old Business was an update on the Committees, Action Plans and Facilitation. Ms. East was pleased to inform the group that she held a conference call the previous day with committee chairs and the chairs will be making recommendations to the Leadership Council for new appointments and reconfiguration of the committees. She will be sending out the recommendations to the Council as soon as possible. The revised committees are temporarily designated as:

- Family Health and Well Being
- Cultivating Community
- Improving Neighborhoods
- Maximizing Impact

Ms. East will send the projected committee lists to the Council as soon as possible. At that time she would like to Leadership Council members to prepare a letter that would formalize the appointments.

The Action Plans are the catalyst for the reorganization of the committees and Ms. East is hopeful that the Chairs of the new committees will present the five Action Plans to the Leadership Council at the January 15th meeting. Dr. Gordon has graciously agreed to come back to January's meeting to help complete the process.

Mr. Hegarty addressed the next item on the Agenda, an update of the Communications Partnering effort. Mr. Hegarty reported that the Communication Plan, which endeavors to connect the group with a communications partner, is drawing some curiosity but no marketing or communication firm has shown intent

to join with the Collaborative. Mr. Hegarty reiterated his request to have the Leadership Council reach out to their contacts in search of a communications partner and respond to him with any prospects.

Commissioner Beckner asked the group if there were further questions or comments.

Mr. Jurman asked the Council to firm up selection of members of the RFQ Review & Interview Committee. Members were determined to be Mr. Jurman, Ms. Parris, Ms. Stuart, Mr. Seeber, Ms. Smith and Ms. Hargrove. Ms. East and Ms. Williams will serve the group in an ad hoc capacity.

There were no further questions or comments and the Chairman thanked attendees for their continued commitment and an amazing year and wished the each member and their families a blessed holiday.

The meeting was adjourned at 2:16 p.m.

*There is no financial impact to Hillsborough County BOCC as a result of this meeting.*

The next scheduled meeting of the Safe & Sound Leadership Council will be:

Thursday, January 15, 2015  
26<sup>th</sup> Floor Conference Room B  
1:00 p.m.

**Leadership Council**

Commissioner Kevin Beckner, Chair  
 Hon. Julianne Holt, Vice Chair  
 Bill McDaniel, Plant City  
 Deputy Chief Brian Dugan, Tampa  
 Gerry Seeber, Temple Terrace  
 Col. Donna Luszczynski, HCSO  
 Hon. April Griffin, SBHC  
 Chief State Attorney Mike Sinacore  
 Mike Bridenback, AOC  
 Robert Blount, Faith-Based Comm.  
 Chakita Hargroves, Faith-Based Comm.  
 Dr. Martha Coulter, USF  
 Karen Buckenheimer, Education  
 Dan Jurman, Public Safety  
 Walter Niles, Public Health  
 Kelley Parris, Community-Based Orgs  
 Jamie Robe, Data  
 Steve Hegarty, Communications  
 +  
*Grant Writing Chair*  
*Family Health Chair*  
*Cultivating Community Chair*  
*Improving Neighborhoods Chair*  
*Maximizing Impact Chair*

**Hiring (ad hoc)**

Kelley Parris  
 Dan Jurman  
 Walter Niles  
 Cindy Stuart  
 Holly East

**RFQ Review**

*(ad hoc)*  
 Kelley Parris  
 Angie Smith  
 Jerry Seeber  
 Cindy Stuart  
 Dan Jurman  
 Chakita Hargrove  
 Tonia Williams  
 Holly East

**Committee**

Family Health &  
Wellbeing

**Committee**

Cultivating  
Community

**Committee**

Improving  
Neighborhoods

**Committee**

Maximizing  
Impact

**Committee**

GRANT WRITING

**Committee**

DATA

**Committee**

COMMUNICATIONS



# Action Planning Guidance

Hillsborough County Violence Prevention Collaborative  
Safe & Sound Hillsborough

Dr. Gordon  
Florida Department of Health - Hillsborough  
December 23, 2014

Working together to build strong families, safe schools  
and healthy neighborhoods.



# Reminders from the October Meeting

- We must move from strategies to action.
  - Strategies give overall direction for an initiative.

A strategy is a way of describing *how* you are going to get things done.

It is less specific



# Reminders from the October Meeting

An Action Plan is needed to help you determine the specific actions/steps you will take to make your vision a reality.

## Used :

- For clarity: a blueprint for running your initiative
- To sort thorough complexities
- To be sure you don't overlook any of the details
- To understand what is and isn't possible for your council to do
- For efficiency: to save time, energy, and resources
- For accountability: To increase the chances that people will do what needs to be done



# Why an Action Plan

*Tells us:*

- *What* action
- *Who* will carry it out
- *When* it will take place, and for how long
- *What resources* (i.e., money, staff) are needed to carry out the change



# Setting Measurable Objectives

S.M.A.R.T. objectives were set for each of the goals and selected strategies.

The objectives described the specific measurable results or aims of the initiative --what success would look like(*how much of what will be accomplished by when*).

The leadership agreed that all the strategies could not be addressed at once, they were prioritized and one was selected for each action plan, except for goal 2.



# Prioritizing Strategies

GOALS	Strategies Selected
<b>1 Support the health and well-being of all families</b>	
<ul style="list-style-type: none"> <li>Mental health support</li> </ul>	
<ul style="list-style-type: none"> <li>Substance abuse prevention</li> </ul>	
<ul style="list-style-type: none"> <li>Economic development and job opportunities</li> </ul>	
<ul style="list-style-type: none"> <li>Successful re-entry</li> </ul>	X
<ul style="list-style-type: none"> <li>Family support services</li> </ul>	
<b>2 Cultivate a strong, connected community</b>	
<ul style="list-style-type: none"> <li>Quality education and school climate</li> </ul>	X
<ul style="list-style-type: none"> <li>Social connections in neighborhoods</li> </ul>	X
<b>3 Improve conditions in neighborhoods most impacted by violence</b>	
<ul style="list-style-type: none"> <li>Trauma-informed systems</li> </ul>	X
<ul style="list-style-type: none"> <li>Neighborhood environment</li> </ul>	
<b>4 Coordinate efforts to maximize our impact</b>	
<ul style="list-style-type: none"> <li>Coordinate Multi-Sector Initiative</li> </ul>	X

Working together to build strong families, safe schools and healthy neighborhoods.



# Action Plan Template

**Goal:**

**Objective:**

**Strategy:**

**Champion:**

<b>Action Steps</b> <i>What will be done</i>	<b>Responsible Team Members</b> <i>Who will do it</i>	<b>Resources Needed</b> <i>Money/time/people/materials</i>	<b>Potential Partners</b> <i>Any others that need to be involved</i>	<b>Outcome</b> <i>Product or result for this action</i>	<b>Time Frame</b> <i>when?</i>

Working together to build strong families, safe schools  
and healthy neighborhoods.



Refer to the Action Plan initiated in October for the goal specific objective and strategy you will be working with.



# Working on your Action Plan

- In completing your Action Plans for the selected strategies, the recommendation is that you first complete column one, 'Action Steps' and insert the logical steps that are needed to achieve the objective. Then think about and add who needs to be responsible for each step or who needs to work on this action, what resources are needed, the other partners needed, outcome or results and the time frame. The time frame can be a start date, an end date or project period. If you are uncertain, you can indicate- to be determined (TBD). We will possibly have suggestions for the areas of uncertainty when we get back together to discuss each Action Plan.