



# Safe & Sound

HILLSBOROUGH

June 18, 2015  
**Leadership Council**  
**AGENDA**

- I. Call Meeting to Order/Pledge of Allegiance
- II. Approve recap of May 14 meeting (5 mins)
- III. Old Business:
  - a. Business Outreach Committee (April Griffin) (10 mins)
  - b. Data/Information Sharing (Mike Bridenback) (20 mins)
  - c. Youth Outreach Survey (Dr. Coulter) (20 mins)
  - d. USF Evaluation Proposal (Dr. Coulter) (20 mins)
- IV. New Business:
  - a. CDC (60 mins)
    - i. Interlocal Agreement (Comm. Beckner/Brandon Wagner)
    - ii. Contract deliverables (Holly East)
    - iii. Transition Update (Freddy Barton)
  - b. Communications (Steve Hegarty) (10 mins)
  - 3:00 PM** c. Judge Ralph Stoddard re: Gun Violence (20 mins)
- V. Questions and Comments ( 5 mins)
- VI. Next Meetings:
  - August 25, 2015  
1:00 PM  
County Center, 24<sup>th</sup> Floor
  - September 22, 2015  
1:00 PM  
County Center, 26<sup>th</sup> Floor
- VII. Adjourn

**Safe & Sound Hillsborough Collaborative**  
**Thursday, May 14, 2015**  
**County Center, 26<sup>th</sup> Floor A & B**

**Leadership Council Members Present**

Kevin Beckner, Chair, BOCC  
Julianne Holt, Vice Chair, Public Defender  
Holly East, BOCC  
Cindy Stuart, Hillsborough County School Board  
April Griffin, Hillsborough County School Board  
Keith O'Connor, TPD

**Data Committee Members**

Jaime Robe, Chair, Planning Commission  
Candace Perez for John Chaffin, HCSO  
Mark Hudson, City of Plant City  
Glenn Brown, The Children's Board  
Ruina He, USF Harrell Center  
Julie McLeod, Hillsborough County Schools  
Debra Harris, Crisis Center of Tampa Bay  
Emily Plasencia, Hillsborough County Schools

**Maximizing Impact Committee Members**

Sarah Combs, Chair, UACDC  
Marc Hutek, Vice Chair, HCPS  
Daragh Gibson, Florida Dept. of Health  
Trish Waterman, Court Administration  
Dan Jurman, Community Foundation  
Marie Marino, Public Defender's Office

**Improving Neighborhoods Committee**

Sunny Hall, Chair, Crisis Center  
Djamilé Abdel-Jaleel, USF Harrell Center  
Elissa-Beth Gross, The Art of Prevention  
Angie Smith, Office of the Court Administrator  
Carla Lewis, City of Tampa  
Wanda Sloan, H/C Neighborhood Relations  
Jennifer Boyd, H/C Citizen & Communications

**Family Health & Wellbeing Committee Members**

Robert Blount, Chair, Abe Brown Ministries  
Maj. Curtis Flowers, HCSO  
Laura Ankenbruck for Joan Boles, BALS  
Patricia Ervin, Delta Sigma Theta  
Pedro Parra, TPL  
Kelly Watts, MiW, LLC

**Communications Committee Members**

Steve Hegarty, Chair, HCSD  
Lori Hudson, Hillsborough County  
Michael Dunn, City of Temple Terrace  
Mark Cox, State Attorney's Office  
J. D. Calloway, HCSO  
Allison Marron, Florida Dept. of Health

**Cultivating Community Committee Members**

Kelley Parris, Chair, The Children's Board  
Tanya Johnson for Carolyn Collins, NAACP  
Maxine Woodside, Bethesda Ministries  
Jamila Abdel Jewel for Chakita Hargrove  
Chris DePolis, HCSO Community Outreach  
Dr. Samuel L. Wright, Sr.  
Pat Cruse, NAACP

**Staff Present**

Brandon Wagner, Intergovernmental Relations  
Lynne Tierney, Division of Children's Services

**Others Present**

Terri Adams, HCSO  
Freddy Barton, CDC of Tampa  
Wendy Brill, Greater Tampa Chamber of Commerce  
Lafe Thomas, CDC of Tampa  
Luanne Stewart, H & K  
Jennifer Webb, USF Office Community Engagement  
Annie Lyles, Prevention Institute

The meeting was called to order at 1:12 p.m. Commissioner Beckner led the group in the Pledge of Allegiance.

Commissioner Beckner took a moment to express his thanks to all of the subcommittee members and guests for attending the workshop as Safe & Sound Hillsborough begins the process of fully engaging and bringing the plan forward into the community. He acknowledged the distinguished guests attending the workshop and asked that guests please stand and be recognized. Introductions were completed and Commissioner Beckner moved forward to the first item of business.

Safe & Sound Hillsborough received copies of the minutes from the April 14, 2015 meeting via email to allow the opportunity for review prior to this meeting. Ms. Holt made a motion to approve the minutes, seconded by Ms. Stuart. The minutes were approved unanimously.

#### PREVENTION INSTITUTE TRAINING:

Commissioner Beckner then moved forward to the first item of on the Agenda, the Prevention Institute workshop, *Sustaining Prevention through Business Sector Partnerships*. He introduced Ms. Annie Lyles, the Prevention Institute facilitator participating live through internet streaming.

Ms. Lyles was pleased to be working with Hillsborough County again and asked the group to brainstorm as she presents examples of similar partnership efforts being done around the country. Ms. Lyles encouraged the group to be creative, to consider the types of partnerships Safe & Sound would like to develop and how to pitch those partnerships effectively to the business community. Use the fact that the group is all together to put the collective thinking of the group into very concrete ideas becoming creative next steps. The ad hoc committee will take these creative ideas and refine and analyze them further.

Ms. Lyle's presentation covered a variety of programs focused on cradle to career pipelines which include citizens with a lack of education and/or opportunity at a community level. She asked the group to think of these partnerships as economic partnerships instead of business partnerships and demonstrate to businesses groups that we are not asking for something from them, but helping them develop economically wise ideas and strategies that will reduce violence. The economic sector may respond to the fact that violence is less attractive to investors, not appealing to customers or tourists, and that violence alters purchasing patterns and interferes with commerce. If there was a multi-sector effort to prevent violence, it would help business attract investment, create jobs, better serve individuals and their families and promote a skilled work force.

Ms. Lyles introduced the group to the Collaboration Multiplier analysis tool which can be used to identify sectors and consider their relationship to violence and to preventing violence. She asked the group to consider what results/outcomes can be achieved together, what partner strengths the Collaborative can utilize, and what strategies and activities two or more partners could work together on.

After the presentation, the Safe & Sound Hillsborough committees met for 10 minutes to brainstorm ideas and strategies for involving the business community in the violence prevention effort.

The Improving Neighborhoods Committee chairman Sunny Hall offered the first idea, engaging the youth in the community and helping them rehabilitate abandoned buildings using an established 501(c)3. There is already a community member planning to initiate such a program. Ms. Hall indicated the committee also discussed how the community has become disconnected. Bringing community members together is a key to taking the next step and it is imperative to find grass roots businesses and entrepreneurs willing to come to the table and become part of the solution.

The Data Committee vice chairman Jamie Robe offered the next idea, analyzing the return on investment (ROI) by comparing recidivism numbers. One possibility may be to incentivize the private sector by providing training and support. Also, perhaps a monetary reward based on the cost savings to government by not having to continue re-arresting the same individuals. Another idea is leveraging social impact bonds. Ms. Lyles added that that Los Angeles County is beginning a similar program, focused on parks and a health impact assessment. Amount of potential cost savings are based on a pilot program, spread out over time and LA County is considering funding it through a social impact investment which gets private investment for the savings. As long as the savings are recouped, the investors get paid. If it is not recouped the county isn't on the hook. This model is grounded in data but allows for innovation.

The Family Health and Wellbeing Committee chair Robert Blount added to the discussion by asking the Data Committee to quantify the data to be collected regarding number of individuals served, crime reduction and recidivism with an eye towards emphasizing the return on investment (ROI) to the business partners or employers who will be hiring the individuals we are hoping to serve. Mr. Blount emphasized recruiting business partners that will be in it for the long haul, perhaps tying tax incentives to their engagement for a particular period of time, which would allow the Data Committee the time to collect the needed data.

Mr. Blount added that he knows of some programs that offer internships for high school students and perhaps adding internship hours in addition to or in lieu of community service hours would achieve the important step of exposing at risk youth to jobs that will broaden their horizons and impact their future goals.

Mr. Blount also suggested that, as the Sheriff's Office and Tampa Police Department have civilian police academies, perhaps they could be rolled out into high schools. That will give young people a greater appreciation for law enforcement and change their perspective to better appreciate and respect authority figures.

Communications Committee chairman Steve Hegarty offered the next idea, to build upon some existing programs that are working well in the schools. The goal would be expanding partnerships with private industries in the schools to create additional programs. One example is the Maritime Academy being offered at Jefferson High School where youth learn some highly technical job skills that can lead to a good paying jobs at the Port of Tampa directly out of high school. Other examples are the International Law and Criminal Justice Academy, also at Jefferson High School. Another idea would be for a business to "adopt a school," which could lead to internships for students.

The Cultivating Community Committee alternate member Tanya Johnson suggested following the lead of the NAACP in working with employers to set aside a certain percentage of contracts for minority contractors and/or hold general contractors accountable to include a certain percentage of minority employees. The NAACP is in partnership with certain entities to commit to those goals. On a related note, it is important

continue to work to “Ban the Box” from private sector employment applications and perhaps the group could ask the Chamber of Commerce to assist in promoting the concept. Recognition and tax incentives may bolster this effort.

Dr. Wright agreed and added that we can change the community by changing the workforce development. The committee continues to look tax incentives and credits for businesses that hire some ex-offenders and promote the concept of “screen in, don’t screen out.” Small businesses may really need those tax credits and be willing to participate but may not understand the language or red tape. It may take our advocacy to educate and include those small businesses located in the communities where crime is high. One option may be to have the Chamber of Commerce provide that type of technical assistance.

Also, the group has discussed the need to tie in the education sector. There are articulation agreements with two year and four year certifications, but how can we translate those certifications into college credit? Engaging the community at large will require making those programs attractive to the at risk youth.

Ms. Sloan added that youth attending Hillsborough Community College to get an AA degree or technical education could qualify for a program which partners with Coca Cola to employ them once they graduate with the certification or degree. HCC is offering the training for free and helping them get a job.

Ms. Lyles rejoined the discussion and observed these ideas will require infrastructure and public-private partnerships. Her efforts now will be working with the ad hoc committee to organize and refine the ideas and bringing them back to the Leadership Council for approval.

Ms. Lyles then moved to the next step, applying the Collaboration Multiplier analysis tool to help think through strategic concepts that lead to strategic partnerships. This tool will assist the group in considering which ideas to focus on first and carefully consider the nuances of each idea. It will be necessary to analyze similarities and differences to help us understand the business community’s perspective and determine the best way to pitch our ideas to them. We must foster shared vision and goals with business groups that are fundamentally different from us, with a different culture and value system. We must develop joint outcomes and strategies. To take these ideas to the next step will require in-depth information gathering and analysis with people that represent the business sector.

The information gathering step will need to include research of the organizations, their organizational goals and existing partnerships, data sources they are interested in, and what their desired outcomes may be. The matrix will include at the top the four or five business partners, or initiatives we want to see, or infrastructure that needs to be put in place. Listed below will be what kind of data might be needed or already available. Then we will list the mandates that already exist and how they relate to preventing violence. The next step is to fill in the associated grid.

The Prevention Institute recently worked with one community in Ohio to develop their mandate, which resonated with the business community: *A healthy community is one in which companies want to locate, businesses want to grow and expand and the best workforce will want to live.* That covers the four important outcomes of violence prevention: skilled workforce, attractive to investors, great place for employees and children, and violence isn’t impacting the bottom line.

The Collaboration Multiplier analysis tool will assist us in identifying the most significant things to companies and businesses and helps us do analysis to get to shared outcomes, partner strengths and joint strategies between Safe & Sound and the business community.

Ms. Lyles closed the workshop by asking each member to work on the identifying potential opportunities and immediate next steps for action by filling out the worksheet provided based on the discussion today. Each participant should provide up to six ideas (business partner, strategy, or initiative), what the expertise or resource might be, what the shared goal or outcome could be and one key strategy to accomplish the idea. She asked the participants to turn in their worksheets to Ms. Griffin or Ms. Marino, co-chairs of the ad hoc Business Engagement Committee. Commissioner Beckner thanked Ms. Lyles and asked the group to complete the worksheets and provide to Ms. Griffin or Ms. Marino prior to a ten minute break.

BREAK

#### NEW BUSINESS:

Commissioner Beckner reconvened the Leadership Council and called upon Mr. Jurman to update the Council on the first item of New Business, the RFQ to hire an organization to administer and manage the Safe & Sound Hillsborough contract.

Mr. Jurman informed the group that the RFQ Review Committee met on April 22, 2015, to review the proposal that was submitted by the Corporation to Develop Communities (CDC). As provided in the meeting handout, the committee discussed the strengths and weaknesses of the organization and invited the applicant team in for an interview. The applicant answered all of the questions the committee members had, and as a result, the RFQ Review Committee is prepared to present a motion today and has asked the applicant to come in and provide a presentation to the Leadership Council.

Mr. Freddie Barton, Director of Operations for the Corporation to Develop Communities introduced himself to the Council. The CDC was founded in 1992 by Ms. Chloe Coney, and its mission focused on alleviating poverty and crime in the east Tampa community. He passed around a one sheet summary of the organization to the members. The CDC actively engaged the community in their efforts to stabilize and revitalize the east Tampa area and sought out input from the residents. The residents asked for four basic things: affordable health care, affordable housing, workforce development and youth programs. Mr. Barton presented a PowerPoint presentation on the CDC and its origin and the creation of community resources to effect change, concentrating on real estate development, affordable housing, housing services, youth programming and workforce development.

Career services initially focused on soft skills and job placement, including resume writing, interview skills, how to communicate in the workplace. Staff surveyed clients about their biggest barriers to success and addressed the need for overcoming criminal histories as well as providing wrap around support services for their clients. Employers were invited to express their specific employee requirements, and those needs were incorporated into the CDC's vocational school, which has since graduated 200+ individuals.

Housing services for first time homebuyers include financial literacy and down payment assistance. Also, unemployed clients can receive foreclosure mitigation services, counseling and wrap around support services.

In 2014 the CDC provided nearly one million dollars in principle reduction services and assisted over 50 clients buy their first home.

The CDC's Real Estate Services has overseen the building of 42 new homes in the area, and all of them have been sold to those who wish to move back to the east Tampa community. The CDC is now branching out into commercial development with a retail plaza anchored by a grocery store as part of the Healthy Foods Initiative.

The CDC's youth program operates in east Tampa, an area where only 48% of youth graduate high school. To address this deficit they have developed youth leadership and training initiatives that have seen 95% of the participants continue on to college. The CDC is committed to changing the community by helping those who are most vulnerable.

Mr. Barton emphasized that the CDC has experience with collaboratives. Their Economic Prosperity Center is a bundled service delivery model which incorporates over 18 community service partners. It is an evidenced based model established on the Annie E. Casey Foundation Center for Work and Family model. The CDC is tracking the data to measure success and endeavors to bring in appropriate support to families, as opposed to a simple referral process.

The CDC is working with Neighborworks, and is lead agency for the Florida Neighborworks Collaborative, designed to leverage resources among agencies and create policy changes.

The CDC is experienced in getting residents engaged and building bridges across communities. The CDC is now holding their first Resident Leadership Training Institute, which is training representatives of 16 different neighborhood association members on how to hold meetings, how to engage new residents, how to have a warm and welcoming attitude towards those moving into the community so they will bring an infusion of new residents to the associations.

Ms. Smith asked Mr. Barton to describe for the Council his experience engaging community business partners. Mr. Barton responded that the CDC began engaging business partners through a technical assistance opportunity, providing micro loans and the CDC continues to foster those opportunities. Part of the strategy is to talk to these business owners about hiring individuals that are most vulnerable. The CDC was able to educate them about the work opportunity tax credits for hiring second chance individuals and about internship and employment opportunities for at risk youth. One component is the Employer Advisory Council where the employers come in and talk about issues such as best practices for screening and hiring applicants, current training trends and serves as an opportunity for employers give feedback.

Ms. Holt asked for Mr. Barton's thoughts on the recent surge of juvenile homicides. Mr. Barton responded the main key is resident engagement. We need to move the residents out of their homes and on to their porches to feel free to talk to one another and let us know what is going on. There is an intergenerational gap that needs to be addressed as well. Second, local law enforcement has got to change their image, remove the fear of law enforcement and change the residents current perspective. Ms. Holt asked if there was a fear of retaliation and repercussions. Mr. Barton agreed that there was and concluded that we have to create a safer environment for youth to come forward. It is a topic that begs additional research.

Ms. Holt assesses the current situation is an overwhelming number of youth with guns. Ms. Holt has seen a sharp uptick in juvenile crime and youth in possession of firearms this year. She agrees that gun buyback programs are helpful, but asked what the CDC is hearing and his thoughts on reducing the criminal activity over the summer. Mr. Barton emphasized the key is youth activities. If we cannot provide something for youth to do, they will find something, be it positive or negative. Mr. Barton and the CDC staff call Lake & 29<sup>th</sup> “ground zero.” On that corner, the CDC turned a former bar into a youth safe haven, and youth are drawn to the center, for safety and also for the experiences offered, be it creating their own CD, or producing their own art.

Ms. Lyles asked about the multi-sector collaboration and the CDC’s experiences working with other sectors and inquired what he is most proud of.

Mr. Barton stated the CDC is most proud of getting the private sector involved in youth and community development. Private sector companies are now investing and involved in designing training opportunities for young people that will fill their particular business needs.

Ms. Hall asked about how the CDC fits into the Strategic Plan and the five year model and interacting with the Leadership Council.

Mr. Barton responded that he is looking forward to the Leadership Council’s feedback and input in selecting the Safe & Sound Coordinator. The CDC has fiscal and administrative experience and will be able to reflect and understand the needs of Safe & Sound, not just the CDC. Experience will allow the CDC to look at the Safe & Sound efforts from a quality level, regarding what is and is not working. Regarding the Strategic Plan, the CDC looks at that as an investment into a long term strategy. We will look at leveraging other resources to help sustain and keep this effort going, as we will not end violence in three or five years. Looking out ten or twenty years from now we want to know that we have a safe county, not just a safe community area.

Ms. Parris commented that the effort will have backing of the whole community and county in the effort. Ms. Parris stated that even though The Children’s Board has moved the CDC out of their funding guideline, in the two years that she has been director of The Children’s Board she has called upon the CDC multiple times to be partners in projects, and every time she has called upon them they have been there. She expressed her thanks to Mr. Barton.

Ms. Marino asked Mr. Barton about the CDC’s experience dealing with substance abuse and mental health issues. Mr. Barton responded that the CDC has had a great deal of experience dealing with transitional population, including ex-offenders who are dealing with mental health issues. That is not the CDC’s strong suit, but the CDC has strong partners. The CDC is working with the Crisis Center to have resources available and working to advocate mental health assistance from qualified providers when needed. One barrier is to overcome the stigma associated with mental health issues. The staff strives to let folks know it is ok to seek help for these issues, and if you cannot find help, we will assist you or bring the resource to you. Often if these individuals have an opportunity to speak to someone, the floodgates open up and the therapeutic process can begin.

Ms. Holt asked if the CDC has a dedicated staff person or a partner to write grants and staff with other technical skills such as IT and data analysis. Mr. Barton concurred that they do. Mr. Barton confirmed the CDC



would like the Leadership Council's input and feedback on hiring the Safe & Sound Coordinator position, as the Council has been working towards filling this position for some time and has a clear picture of expectations of the person hired in that that position. Mr. Barton did not think the budget limitations would restrict the ability to hire a qualified candidate.

Mr. Robe spoke enthusiastically about the community and economic services and the successes of the CDC to date and spoke to the challenge of scaling up their efforts County wide. He asked about the timeframe of getting the Coordinator on board. Mr. Barton responded that he understands the need to move quickly. The CDC does not want to tax their existing resources and would like to move aggressively on hiring the right Coordinator with the required skill set.

Ms. East asked about the RFQ process and the clarified the initial budget is a bare bones budget to get the program started. She asked if Mr. Barton has had an opportunity to review the Interlocal Agreement and review the commitment of the partners. All agencies have contributed professional grant writers and the administrative agency could hit the ground running with grant seeking. Mr. Barton responded that he has not seen the Interlocal and would love to review the document and partnerships and opportunities that are part of it. That being the case, he would like to put grant writers to work on Day 1.

Ms. Hall asked if the Leadership Council could get copies of the proposal response from the CDC. Commissioner Beckner asked the RFQ Review Committee to make that proposal available. Mr. Jurman clarified that the proposal is for being the fiscal agent of running the strategic plan we put forward. It is our strategy that will be implemented by this person/agency. To some extent the RFQ is about their capacity.

Commissioner Beckner asked if the CDC has expanded their work beyond east Tampa. Mr. Barton confirmed they have partnerships with other agencies so that they can expand their reach. They have satellite locations in Ruskin, South Shore and west Tampa and north Tampa. The Foreclosure and Housing Services program is statewide and Vocational Training covers Pinellas as well as Hillsborough.

Ms. Smith offered that the RFQ was cumbersome and a lot of what you see on the RFQ document may not accurately reflect the questions from the committee and responses from the agency during their interview.

Mr. Robe made a motion to move forward and accept the RFQ Review Committee recommendation to place the CDC of Tampa as the coordinating agency for the Safe & Sound Hillsborough. The motion was seconded by Mr. O'Connor.

Ms. Stuart thanked Mr. Jurman for inviting the applicant to come and meeting with RFQ Review Committee for the 2<sup>nd</sup> part of the review process and she noted the CDC representatives were very prepared to answer all of the questions.

Commissioner Beckner asked if there were any further questions or comments on the motion. There were none and the motion passed unanimously.

Commissioner Beckner recalled for the group that the summer schedule includes a Leadership Council meeting scheduled on June 18, and then there is no meeting in July. Due to the immediate need to have a discussion with the CDC get the Coordinator position filled as soon as possible, he suggested that Leadership

Council to keep the RFQ Review Committee together to begin working with the CDC on the Coordinator hire. The committee would need to provide history, strategy and challenges that we have faced trying to attract a coordinator and also get the CDC's feedback about how they might try to fill that position.

Ms. Stuart asked about changing the name of the committee. Ms. East clarified this committee was the Hiring Committee until the Council added Mr. Seeber and Ms. Hargrove and it became the RFQ Review Committee. She recommended disbanding the RFQ Committee and reform the committee utilizing the same people with an appropriate name.

Ms. Lyles added that the Prevention Institute is ready to assist and she will be available until she begins her maternity leave on June 15<sup>th</sup>, at which time Bonita will be available over the summer.

Mr. Jurman added that the original Hiring Committee had set certain criteria that would be helpful to the CDC candidate search. He also announced this would be his final meeting as a member of Safe & Sound Hillsborough, as he has accepted a position in Lancaster Pennsylvania. He will be running the largest community action program in the state of Pennsylvania and will be leaving on June 13<sup>th</sup>.

Commissioner Beckner offered congratulations.

Commissioner Beckner asked if any other members would like to be part of the reformed Hiring Committee. Ms. East offered that she would like to come back to the Committee and could provide a wealth of historical knowledge. Ms. Stuart recalled for the group the difficulties scheduling all seven of the committee members over the course of the RFQ review, and suggested sharing the meeting minutes with the CDC to provide additional insight.

Commissioner Beckner suggested the group get together, choose an appropriate name for the revised committee and meet with the CDC prior to the June meeting and give some initial feedback to the Council at that time. Perhaps in August there will be some type of resolution to the hiring.

Mr. Jurman added that a lot of the difficulty the original hiring committee had was not having an organization to work for with defined benefits. He expects the CDC will have a much easier time finding a qualified candidate.

Commissioner Becker had to leave the meeting and thanked the Leadership Council for their hard work.

Ms. Holt assumed the floor and moved to the final item of business, and update on the second Youth Outreach Survey from Ms. Stuart.

Ms. Stuart has approached the District and staff about doing the Youth Outreach Survey again in the fall and the response was a resounding yes. She spoke the department that conducted the survey and with Dr. Coulter at USF regarding getting a broader range of students, focusing on collecting zip code information and preparing an opt out release for parents.

The District is also planning additional surveys and will be sharing the data with Dr. Coulter.

Ms. Holt asked if there were any questions or comments.

Ms. East asked that the members check their schedules as she would like to extend the June 18<sup>th</sup> meeting by one hour due a heavy workload. She noted the June meeting will be Mr. Bridenback's last meeting and he will be updating the Council on the Data Sharing Plan.

Mr. Jurman suggested the Committee Chairs include the CDC in their email groups so that the CDC can attend those committee meetings. Ms. East asked the group to send them to her and she will coordinate the email groups.

Ms. Holt asked if there were any further questions or comments. There were none and the meeting was adjourned at 4:06 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, June 18<sup>th</sup>, 2015  
1:00 pm – 4:00 pm  
24<sup>th</sup> Floor Conference Room

# **Hillsborough County Youth Outreach Survey: Investigating the Risk and Protective Factors**

**May 2015**

**Prepared for:**  
Safe and Sound Hillsborough

**Prepared by:**  
Martha Coulter, DrPH  
Carla VandeWeerd, Ph.D.  
Nnadozie Emechebe  
Ruina He

**The Harrell Center for the Study of Family Violence  
University of South Florida  
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**The Harrell Center**

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## **Executive Summary**

### **Hillsborough County**

Hillsborough County is located midway along the west coast of Florida. It incorporates 3 larger cities: Tampa, Temple Terrace, and Plant City. This area is the fourth most populous county in the state. Its residents tend to be younger than the state average with close to a quarter being under eighteen years old. Additionally, gender is evenly distributed. Hillsborough County harbors considerable racial diversity; most of its residents identify as White, followed by Hispanic or Latino, African American, and Asian. The reported median household income is \$49,450 with a per capita income of \$26,947. Similar to neighboring counties, roughly 15% of the population lives below the poverty level and the unemployment rate is 6.7%.

### **Community Violence in Hillsborough County**

Despite successful efforts to decrease crimes in Hillsborough County, violence remains a problem. In this region, law enforcement is on the forefront of violence reduction. However, the issue is also a public health concern. According to a past study, children who witness violence tend to exhibit similar violent behaviors and have poorer school outcomes when compared to peers (Herrenkohl et. al, 2001). Violence also serves as an indicator of social disparity and remains a leading cause of injury, disability, and premature death for minorities those of lower socioeconomic status, and the younger generation. From a public health perspective, tackling this problem is best accomplished using an upstream approach; finding the cause and subsequently preventing the problem from occurring is much more efficient than reacting to negative events after they have occurred. However in a county as large and diverse as Hillsborough, these issues are highly complex. Concerted efforts among agencies beyond that of law enforcement are needed to take on this immense challenge.

### **Violence Prevention Collaborative and the Safe and Sound Initiative**

In an effort to devise a strategic plan that targeted the specific needs of the area, the Hillsborough County Board of County Commissioners launched the Violence Prevention Collaborative (VPC) along with the Mayors of Plant City, Tampa and Temple Terrace, the Hillsborough County Sheriff's Office, the School Board of Hillsborough County, the 13th Judicial Circuit Court Chief Judge, the State Attorney's Office, and the Public Defender's Office. A total of 77 committee members were appointed by the policy makers to serve on one or more specialized committees. After facilitated discussions, the collaborative prioritized the unique county privations. The Data Committee then collected 18 data points spanning across different socio-economic risk and protective factors including crime and school performance. With the help of the School Board of Hillsborough County, Court Administrator's Office, and the Public Defender's Office, data were collected using the Youth Outreach Survey and later analyzed by the University of South Florida (USF) College of Public Health. The Safe and Sound strategic plan was drafted in August of 2014. This report describes the Youth Outreach Survey, one component of the VPC data collection effort.

## **Youth Outreach Survey**

The purpose of this study is twofold:

1. To gauge youth perceptions on family and community relationships, mental health issues, alcohol and substance abuse, and neighborhood deterioration
2. To use these surveyed values and identify the risk and protective factors that predict and prevent violence.

The Youth Outreach Survey was assembled using key factors specific to Hillsborough County and adapted from 3 existing surveys. A total of 63 questions were included. Of these questions, 51 were pertinent to understanding the risk and protective factors for violence, 9 questions pertained to alcohol and drug use, and the remaining 3 questions concerned family relationships and connection.

A total of 1,987 surveys were returned. The participants came from an array of educational backgrounds including public high schools, adult education programs, Court Administrator education programs, and the Public Defender Detention programs. The raw data were then cleaned, de-identified, and entered into an SPSS database for analysis.

## **Data Analysis**

The data analysis was divided into 2 phases:

1. A preliminary descriptive analysis
2. An in-depth analysis involving two different statistical tests.

The first phase was comprised of simple tabulations of the responses. These calculations allowed investigators to organize and narrow the scope of the research. The second phase began with a simple logistic regression analysis, the purpose of which was to find associations between variables indicating perceptions of safety and neighborhood characteristics. Statistically significant (meaningful) differences among variables were isolated. For example, when asked if people in the neighborhood can be trusted, girls (n = 320; 34.1%) were more likely to agree in comparison to boys (n = 207; 31.1%). To identify the best set of factors that interplay in the perception of neighborhood safety, the isolated variables from the bivariate analysis were applied to a multivariate logistic regression analysis.

## **Results**

The Phase I preliminary analysis revealed several positive protective factors. A majority of children reported:

1. Having an adult that they can talk to, expects them to follow the rules, and expresses interest in their school work
2. Their local neighborhood as safe or somewhat safe
3. Feeling safe at school
4. Feeling safe at home



However, high numbers of children reported several risk factors:

1. Low social cohesion
2. Drug usage, drug sales, and alcohol drinking in the neighborhoods
3. High risk behaviors such as drinking alcohol, using marijuana, and taking prescribed drugs without a prescription
4. Safety concerns at home, school, or in the neighborhood
5. Strong gang presence in the neighborhood

The results from Phase II indicated that children who reported feeling unsafe were more likely to:

1. Reside in high risk neighborhoods
2. Skip school without permission
3. Skip school due to feeling unsafe
4. Report feeling uncomfortable walking alone during the day

Several protective factors emerged. Perception of safety was more positive when children:

1. Perceive a high level of community cohesiveness
2. Are in the presence of a responsible parent or other adult role model
3. Perceive a high level of communal care and neighborhood involvement
4. Reside in neighborhoods with fewer problems with drug sales, littering, and graffiti.
5. Commute in a car compared to walking or cycling

## **Conclusion**

The results from Phase I demonstrated the pervasive nature of negative stimulus among Hillsborough County youth. The number of students engaging in high risk behaviors such as alcohol and marijuana consumption was of concern. Furthermore, these children also perceived negative neighborhood characteristics as challenging. Specifically, a large number of children believed that drug usage, drug sales, outside drinking, and gang activities were a constant presence in their neighborhoods. A sizable amount of children also expressed safety concerns everywhere they go. Phase II analyzed more effectively the isolated variables that were most impactful on the children's perception of safety. Drug sales, untrustworthy neighbors, and the absence of reliable adults were crucial in a child's view on safety.

## **Recommendations**

Based on results from the Outreach Survey, perceived safety is a mechanism of youths' protective and risk factors; students that reported a high presence of protective factors and low presence of risk factors, also reported higher levels of perceived safety. Therefore, reducing risk factors while expanding protective factors is a crucial step in achieving safer Hillsborough County neighborhoods.

Safe and Sound Initiative has made commendable efforts in keeping community stakeholders informed of the initiative's developments. These efforts should be continued, especially with

Hillsborough County youth and their parents; it is important to ensure that these key individuals feel involved in the process of neighborhood change. The results of this survey demonstrate a need for increased social cohesion in local communities. A substantial minority of children reported that neighbors do not come together to solve problems, get along well, or look out for the safety of neighborhood children. Policies and programs need to address this lack of community connectedness by engaging parents and neighbors and teaching them how to foster loving and trustful relationships amongst themselves and with children. Lastly, communities must remain committed to the upkeep of the neighborhoods; maintaining a drug and alcohol free environment and keeping the streets clean may be helpful in reducing community violence.

## **INTRODUCTION**

### **Population in Hillsborough County**

Hillsborough County is a 1,072 square mile inland water area located midway along the west coast of Florida. Roughly 16% of the area is municipalities. The county is comprised of 3 major cities including Tampa, Temple Terrace, and Plant City. The region is densely populated. Hillsborough has a population estimate of 1.2 million in 2013 and is the fourth most populous county in the state. The age distribution is slightly younger than the state average. Close to one quarter of the county residents are younger than 18. Similar to the rest of the state, gender is fairly evenly distributed; 51% are female and 49% are male. Hillsborough County harbors considerable racial or ethnic diversity. The majority of its residents self-identify as non-Hispanic White (53%), followed by Hispanic or Latino (26%), non-Hispanic Black or African American (17%), and Asian (2%). Of the total population, roughly a fourth of the county residents speak a language other than English at home. The median household income is reported to be \$49,450 and the per capita income is \$26,947. Like its neighboring counties, around 15% of the residents live below the poverty level and the unemployment rate sits at 6.7%. According to the U.S. Census, 86% of the county residents over the age of 25 have finished high school and 29% obtained a bachelor's degree or higher.

### **Violence in Hillsborough County**

The National Child Traumatic Stress Network (NCTSN, 2014) defines community violence as “predatory violence and violence that comes from personal conflicts between people who are not family members.” The NCTSN further states that community violence includes an array of brutal acts such as “shootings, rapes, stabbings, and beatings.” Recently, Hillsborough County has seen a decrease in crime. Over the course of three years (2011-2013), the rates for homicide, aggravated assault, and forcible sex offences were 5.6, 227.4, and 36.7 per 100,000 persons, respectively. All three of these indices for violence were lower than the state average. However, despite the progress, violence remains a problem. According to the Florida Department of Law Enforcement 2013 Crime Report, there were 23,176 cases of robbery, 57,964 cases of aggravated assault, and 9,863 reports of forcible sex offences.

In Hillsborough County, violence reduction has often been largely the responsibility of law enforcement. From the experiences of other communities, violence should also be treated as a public health problem. For children, there are many negative health outcomes associated with family and neighborhood violence such as poor academic performance, gang involvement, social withdrawal, delinquency, and emotional or mental health problems (Herrenkohl et al, 2001; NCTSN, 2014). From a public health perspective, reducing violence requires an upstream approach. In other words, prevention is more effective than reaction. By identifying and acting on the appropriate risk and protective factors, policy makers can more efficiently tackle the problem at its roots. A previous study identified the perceived availability of drugs, alcohol, and firearms, along with vandalism, graffiti, vacant buildings, gang related activities, high net migration rate, and low community attachment to be the most predictive risk factors (Office of Juvenile Justice and Delinquency Prevention, 2014). On the other hand, an understanding of protective or resilience factors is just as important. Having an attentive guardian and engaging in

positive peer relationships are shown to attenuate the negative effects of being in a risky environment (“Promoting Protective Factors for In-Risk Families and Youth: A Brief for Researchers”, 2014).

## **Violence Prevention Collaborative and the Safe and Sound Initiative**

Hillsborough County is a large region that enjoys a considerable amount of racial, gender, and socio-economic diversity. In an effort to formulate a strategic plan targeted specifically towards this unique area, the Hillsborough County Board of County Commissioners, Mayors of Plant City, Tampa and Temple Terrace, the Hillsborough County Sheriff’s Office, the School Board of Hillsborough County, the 13th Judicial Circuit Court Chief Judge, the State Attorney’s Office, and the Public Defender’s Office launched the Violence Prevention Collaborative (VPC) in a joint effort. These policy makers appointed a total of 77 committee members to serve on one or more specialized subcommittees. After multiple large and small facilitated group discussions as well as individual reflections, the VPC itemized the county priorities. Afterwards, the Data Committee collected 18 data points on different socio-economic risk and protective factors including crime and school performance. The result was the Youth Outreach Survey. With the help and participation of the School Board of Hillsborough County, Court Administrator’s Office, and the Public Defender’s Office, data were collected and later analyzed by the University of South Florida (USF) Harrell Center for the Study of Family Violence. In August of 2014, the Safe and Sound strategic plan was drafted. This report describes the Youth Outreach Survey, one component of the VPC data collection effort.

## **METHODS**

### **Youth Outreach Survey**

The Youth Outreach Survey was created using three existing surveys. There were a total of 63 questions. Of these questions, 51 of them were taken from the Harvard Youth Violence Prevention Center’s Boston Data project and pertained to understanding risk and protective factors. Another 9 questions focusing on alcohol and drug use were borrowed from the Center for Disease Control’s Youth Risk Behavior Survey. The remaining three questions touched on family relationships and emotional connections acquired from the California Healthy Kids Survey. All questions fell into one of nine domains: (1) data source, (2) demographics, (3) presence of parents, adults, or teachers, (4) sense of belonging and social cohesion, (5) neighbor involvement, (6) neighborhood problems, (7) perceived safety, (8) substance abuse, and (9) physical location.

### **Description of Sample**

The survey was distributed to youths in grades 9-12 or within the 14-19 age range. The participants included students and young adults from a sample of: the high schools in Hillsborough County Public Schools, the Hillsborough County Adult Education Programs, the Court Administrator Civil Citation/Diversion education programs, or through the Public Defender/Court Involved Detention Programs. A total of 3,500 surveys were administered and 1,987 were returned, yielding an overall response rate of 56.8%. The raw data were then cleaned, de-identified, and entered into an SPSS database for analysis.

The majority of the respondents were 16 to 17 years old (20.9% and 26.8% respectively); other participants were distributed evenly across the remaining age groups. Most of the participants were enrolled in the public school system (83.7%), followed by those in the GED (10.6%), public defender (4.6%), and civil citation (1.1%) programs. Due to the low number of participants in the latter two groups, statistical testing was conducted for a group comparison. When no significant differences were found, the public defender and civil citation programs were regrouped into one and will be referred to as court administrator programs in future discussions. The gender distribution was balanced, 58% were females and 42% were males. About 41% of children identified themselves as Hispanic or Latino (41%). Forty-Six percent of children who participated were White, 22.1% were African American, and 6.2% were Asian.

## **Data Analysis**

The data analysis was conducted in two phases. The first phase was a preliminary descriptive analysis that described the nature and viewpoints of youth surveyed. This provided the basis for the in-depth and comprehensive analysis that occurred in the second phase. The second phase furthered the analysis by conducting an assessment of the association between neighborhood characteristics and the perception of safety as reported on the Youth Outreach Survey. This analysis employed bivariate and multivariate techniques to identify potential targets for policy and intervention.

### *Bivariate Analysis*

Using the chi-square test of independence, the investigators determined statistically significant associations between neighborhood safety and other variables that could be correlated with safety. Then, with neighborhood safety as the outcome variable, a simple logistic regression analysis was used to quantify the strength of the statistically significant associations using odds ratios. The odds ratio (OR) is a statistical measurement of how likely an event will occur in one group when compared to a reference group. An OR value of 1 indicates no association between the two variables, while OR values greater or less than 1 demonstrates positive and negative associations respectively. Lastly, due to insufficient sample size within certain strata, some variables were reorganized and recoded into new variables.

### *Multivariate Logistic Regression Analysis*

All significantly associated variables from the bivariate analysis were used in this stage to create a final model. The purpose of multivariate logistic regression analysis was to generate the best set of factors that interplay in the perception of neighborhood safety. Using the stepwise logistic regression, the best set of variables that correlate with children feeling unsafe were identified (n=1,384). The data were further adjusted for gender, race, and recruitment source to eliminate any confounding factors.

## RESULTS

### Phase I

The analysis conducted in the first phase comprised of a descriptive analysis focusing on both perceived individual and neighborhood characteristics reported by the youth. The results are divided into six domains as follows.

#### *Presence of a Caring Adult*

The majority of youth in the Outreach Survey indicated a strong presence of an adult in their lives. Eighty-two percent of the youth indicated the presence of an adult who they could talk to, 85% mentioned having an adult who expects them to follow rules, and 95% reported having an adult in their life who is interested in their school work. However, only 52% of children reported having an adult they can look up to as a role model.

**Table 1. Percentage of a Caring Adult, Parent or Teacher by Gender**

	Total		Male		Female	
	N	%	N	%	N	%
Teacher or adult you can talk to						
Strongly Disagree	130	7.4	48	7.1	54	5.9
Disagree	175	9.9	67	9.9	88	9.6
Agree	791	44.7	281	41.3	446	48.8
Strongly Agree	672	38.0	284	41.8	326	35.7
Parent/ Adult who expects you to follow the rules						
Strongly Disagree	127	7.0	48	7.9	47	4.9
Disagree	148	8.1	67	7.7	78	8.1
Agree	554	30.4	281	33.4	286	29.7
Strongly Agree	994	54.5	284	50.9	551	57.3
Parent/Adult who is interested in your school work?						
Strongly Disagree	33	1.7	15	2.1	11	1.1
Disagree	57	3.0	19	2.6	32	3.2
Agree	462	24.3	174	24.3	243	24.0
Strongly Agree	1352	71.0	509	71.0	725	71.7
Parent/Adult who talks with you about your problems?						
Strongly Disagree	75	4.1	28	4.1	28	2.9
Disagree	161	8.7	57	8.3	85	8.7
Agree	596	32.3	246	35.7	306	31.2
Strongly Agree	1014	54.9	359	52.0	563	57.3
In my neighborhood there are adults that children can look up to						
Strongly Disagree	277	20.3	99	19.4	133	18.4
Disagree	378	27.7	148	29.0	198	27.3
Agree	470	34.4	173	33.9	265	36.6
Strongly Agree	242	17.7	90	17.6	128	17.7
In my neighborhood you can count on adults to watch that children/teens are safe and stay out of trouble						
Strongly Disagree	211	14.6	79	14.5	95	12.4
Disagree	258	17.9	93	17.0	145	19.0
Agree	589	40.8	229	41.9	318	41.6
Strongly Agree	387	26.8	145	26.6	207	27.1

**Table 1. Percentage of a Caring Adult, Parent or Teacher by Gender (continued)**

In my neighborhood parents know one another						
Strongly Disagree	266	14.4	86	14.3	108	13.0
Disagree	351	22.3	115	19.2	201	24.2
Agree	647	41.1	275	45.8	331	39.8
Strongly Agree	349	22.2	124	20.7	192	23.1
In my neighborhood parents know their children's friends						
Strongly Disagree	166	10.9	64	10.7	79	9.9
Disagree	355	23.3	152	25.5	173	21.6
Agree	659	43.2	258	43.2	357	44.6
Strongly Agree	346	22.7	123	20.6	192	24.0
In my neighborhood adults know who the local children are						
Strongly Disagree	145	9.8	59	10.2	66	8.5
Disagree	292	19.8	106	18.3	163	21.1
Agree	688	46.5	288	49.7	342	44.2
Strongly Agree	353	23.9	127	21.9	202	26.1

### *Neighborhood Social Cohesion*

A sizeable proportion of youth indicated a low-level of social cohesion in their neighborhoods. Forty-six percent reported that their neighbors cannot be counted upon to come together and solve problems affecting the community. About 32% of participants indicated that people in their neighborhoods are unwilling to help each other and 31% believe that people in their neighborhood do not get along well. Additionally, youth in the Outreach Survey indicated low levels of trust in their neighborhood. Twenty-five percent reported that neighbors cannot be trusted and 32% do not believe adults will watch over children to ensure their safety.

**Table 2. Percentage of a Neighborhood Connectedness by Gender**

	Total		Male		Female	
	N	%	N	%	N	%
People in neighborhood can be trusted						
Strongly Disagree	183	10.3	67	10.1	93	9.9
Disagree	256	14.4	99	14.9	136	14.5
Agree	593	33.4	207	31.1	320	34.1
Strongly Agree	745	41.9	292	43.9	390	41.5
People in your neighborhood are willing to help neighbors						
Strongly Disagree	238	12.7	95	16.3	102	13.0
Disagree	291	19.2	103	17.7	155	19.8
Agree	655	43.3	258	44.3	354	45.2
Strongly Agree	330	21.8	126	21.6	173	22.1
People in neighborhood know and like each other						
Strongly Disagree	148	9.6	62	10.6	61	7.5
Disagree	272	17.7	109	18.6	131	16.1
Agree	754	49.0	281	48.0	424	52.0
Strongly Agree	364	23.7	133	22.7	199	24.4
People in neighborhood get along with each other						
Strongly Disagree	142	9.6	59	10.5	52	6.7
Disagree	314	21.2	126	22.5	164	21.1
Agree	745	50.3	281	50.1	402	51.6
Strongly Agree	280	18.9	95	16.9	161	20.7

**Table 2. Percentage of a Neighborhood Connectedness by Gender (continued)**

People in neighborhood share the same beliefs about right and wrong						
Strongly Disagree	148	10.0	66	11.6	57	7.4
Disagree	240	16.2	87	15.3	121	15.7
Agree	794	53.5	313	54.9	426	55.3
Strongly Agree	302	20.4	104	18.2	167	21.7
People in neighborhood have opportunities to meet and work on solving community problems						
Strongly Disagree	216	17.1	80	16.6	105	16.0
Disagree	363	28.8	149	30.9	178	27.2
Agree	444	35.2	162	33.6	250	38.2
Strongly Agree	239	18.9	91	18.9	122	18.6
In your neighborhood how often do people do favors for each other?						
Never	206	10.7	81	11.0	101	10.0
Rarely	329	17.0	113	15.4	181	17.8
Sometimes	649	33.6	271	36.9	330	32.5
Often	319	16.5	115	15.6	179	17.6
Don't know	429	22.2	155	21.1	224	22.1
In your neighborhood how often do people have parties or get-togethers where neighbors are invited?						
Never	222	11.5	79	10.7	114	11.2
Rarely	428	22.1	161	21.7	224	22.0
Sometimes	578	29.9	215	29.0	323	31.7
Often	268	13.9	97	13.3	147	14.4
Don't know	437	22.6	189	25.5	212	20.8
In your neighborhood how often do people visit with each other in homes or on the street?						
Never	422	21.9	152	20.5	232	22.8
Rarely	426	22.1	161	21.8	226	22.2
Sometimes	483	25.0	200	27.0	251	24.7
Often	286	14.8	103	13.9	162	15.9
Don't know	313	16.2	124	16.8	147	14.4
In your neighborhood how often do people ask each other advice about personal things?						
Never	339	17.6	130	17.6	177	17.4
Rarely	411	21.3	152	20.6	229	22.5
Sometimes	486	25.2	183	24.8	263	25.8
Often	331	17.2	139	18.9	161	15.8
Don't know	359	18.6	133	18.0	189	18.5
In your neighborhood how often do people watch over each other's property?						
Never	443	23.0	174	23.6	225	22.1
Rarely	349	18.1	126	17.1	194	19.1
Sometimes	343	17.8	125	17.0	190	18.7
Often	239	12.4	87	11.8	131	12.9
Don't know	551	28.6	225	30.5	276	27.2

### *Involvement of Neighbors*

There was a low perception of reciprocity among neighbors reported by children in the Outreach Survey. Twenty-five percent of youth do not expect people in their neighborhood to do anything when a child shows disrespect to an adult. Thirty-four percent reported that it was unlikely that neighbors would do anything if adults witnessed a child spray-painting or skipping school and only 40% of youth surveyed indicated that people in their neighborhood would report abuse or neglect if they were aware it was occurring.



**Table 3. Percentage of neighbor involvement by Gender**

	Total		Male		Female	
	N	%	N	%	N	%
Neighbors would do something about children skipping school and hanging out on a street corner?						
Very Unlikely	357	18.7	143	19.6	172	17.0
Unlikely	298	15.6	121	16.6	154	15.2
Likely	433	22.7	150	20.6	251	24.8
Very Likely	370	19.4	138	18.9	204	20.2
Don't Know	450	23.6	177	24.3	230	22.7
Neighbors would do something about a child showing disrespect to an adult?						
Very Unlikely	45	3.1	67	22.7	237	23.3
Unlikely	432	22.4	179	24.3	222	21.8
Likely	398	20.7	165	22.4	206	20.2
Very Likely	225	11.7	81	11.0	118	11.6
Don't Know	427	22.2	145	19.7	235	23.1
Neighbors would do something about a child spray painting graffiti on a local building?						
Very Unlikely	282	14.6	101	13.7	154	15.1
Unlikely	337	17.5	130	17.6	177	17.3
Likely	509	26.4	207	28.0	264	25.9
Very Likely	403	20.9	156	21.1	215	21.1
Don't Know Agree	399	20.7	144	19.5	211	20.7
Neighbors would do something about a fight in your neighborhood?						
Very Unlikely	218	11.4	86	11.7	105	10.4
Unlikely	178	9.3	72	9.8	83	8.2
Likely	486	25.4	197	26.9	264	26.0
Very Likely	715	37.4	261	35.7	406	40.0
Don't Know	317	16.6	116	15.8	156	15.4
Neighbors know about neglect						
Very Unlikely	235	12.3	93	12.7	113	11.2
Unlikely	208	10.9	83	11.3	99	9.8
Likely	440	23.0	185	25.2	226	22.4
Very Likely	697	36.5	249	34.0	408	40.4
Don't Know	331	17.3	123	16.8	165	16.3
Neighbors report neglect						
Very Unlikely	274	14.2	103	14.0	145	14.3
Unlikely	364	19.0	142	19.2	198	19.5
Likely	452	23.6	175	23.7	247	24.4
Very Likely	331	17.3	122	16.5	181	17.9
Don't Know	497	25.9	196	26.6	242	23.9
Neighbors know about abuse						
Very Unlikely	185	9.6	66	8.9	87	8.6
Unlikely	263	13.7	109	14.7	134	13.2
Likely	497	25.9	193	26.1	276	27.1
Very Likely	526	27.4	192	26.0	298	29.3
Don't Know	450	23.4	179	24.2	222	21.8
Neighbors report abuse						
Very Unlikely	233	12.1	93	12.6	120	11.8
Unlikely	396	20.6	161	21.8	204	20.0
Likely	467	24.3	172	23.3	255	25.0
Very Likely	342	17.8	124	16.8	196	19.3
Don't Know	480	25.0	188	25.5	243	23.9

*Neighborhood Problems*

The conditions of the neighborhood was a cause for concern among youth surveyed. About 65% of youth mentioned drinking in public a problem in their neighborhood. Additionally, litter on the

street, people using and selling drugs, families having money troubles, the presence of graffiti, and the presence of group of people hanging around and causing trouble were reported as problems by about 30% of the surveyed youth. However, just over 20% of youth indicated problems of gunshots and shootings and vacant lots in their neighborhoods.

**Table 4. Percentage of Neighborhood Problems by Gender**

	<b>Total</b>		<b>Male</b>		<b>Female</b>	
	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>
How much of a problem is people drinking alcohol in public?						
Not a problem	367	23.7	144	24.4	188	22.5
Small Problem	464	30.0	181	30.7	250	29.9
Big problem	546	35.3	208	35.3	307	36.8
Don't Know	171	11.0	57	9.7	90	10.8
How much of a problem is people using or being addicted to drugs?						
Not a problem	1006	56.7	384	56.8	564	58.6
Small Problem	336	18.9	117	17.3	194	20.1
Big problem	224	12.6	98	14.5	98	10.2
Don't Know	209	11.8	77	11.4	107	11.1
How much of a problem is people selling drugs?						
Not a problem	821	47.4	302	46.0	470	49.8
Small Problem	324	18.7	129	19.7	170	18.0
Big problem	305	17.6	126	19.2	143	15.1
Don't Know	283	16.3	99	15.1	161	17.1
How much of a problem is families not having enough money for basic needs?						
Not a problem	872	49.4	321	47.3	496	52.0
Small Problem	294	16.7	116	17.1	159	16.7
Big problem	282	16.0	120	17.7	132	13.9
Don't Know	317	18.0	121	17.8	166	17.4
How much of a problem is groups of people hanging around causing trouble?						
Not a problem	839	48.4	334	50.7	457	48.6
Small Problem	314	18.1	99	15.0	192	20.4
Big problem	225	13.0	85	12.9	111	11.8
Don't Know	355	20.5	141	21.4	180	19.1
How much of a problem is litter, broken glass or trash on sidewalks?						
Not a problem	936	52.9	336	50.2	545	56.5
Small Problem	355	20.1	129	19.3	198	20.5
Big problem	256	14.5	111	16.6	116	12.0
Don't Know	223	12.6	93	13.9	106	11.0
How much of a problem is graffiti on buildings and walls?						
Not a problem	948	53.8	334	50.0	564	58.4
Small Problem	397	22.5	162	24.3	209	21.7
Big problem	253	13.3	98	14.7	107	11.1
Don't Know	183	10.4	74	11.1	85	8.8
How much of a problem is vacant lots or deserted houses or storefronts?						
Not a problem	1179	66.6	430	63.7	684	70.7
Small Problem	220	12.4	82	12.1	114	11.8
Big problem	138	7.8	63	9.3	61	6.3
Don't Know	233	13.2	100	14.8	109	11.3
How much of a problem is gunshots and shootings?						
Not a problem	1073	61.0	408	60.1	614	64.3
Small Problem	301	17.1	109	16.1	160	16.8
Big problem	167	9.5	64	9.4	82	8.6
Don't Know	219	12.4	98	14.4	99	10.4

## Neighborhood Safety

Although about 75% of surveyed youth reported feeling safe in the school building or at home, safety in the neighborhood was still a cause for concern. About 67% of participants reported that gangs operate in their neighborhood and 52% indicated that gang activities have gotten worse over the past year. Approximately 75% of youth reported that they missed school because they feared for their safety on their way to or from school. About 45% of youth surveyed were uncomfortable walking outside during the day and 63% believe they would go out more if their neighborhood was safer.

**Table 5. Percentage of Neighborhood Safety by Gender**

	Total		Male		Female	
	N	%	N	%	N	%
Do you feel safe at home?						
Never/Rarely	189	11.7	76	12.5	89	9.9
Sometimes	207	12.8	81	13.3	106	11.8
Mostly/Always	1222	75.5	452	74.2	707	78.4
Do you feel safe in your school building?						
Never/Rarely	178	9.7	72	10.0	88	8.8
Sometimes	294	16.0	96	13.4	179	17.9
Mostly/Always	1370	74.4	549	76.6	732	73.3
How many days did you not go to school because you felt you would be unsafe at/to/from school?						
0 days	457	24.8	176	24.2	246	24.8
1 day	512	27.7	186	25.6	289	29.1
2-3 days	869	47.1	362	49.9	455	45.9
4-5 days	3	0.2			1	0.1
6 or more days	5	0.3	2	0.3	1	0.1
How many days did you miss class/school without permission?						
0 days	1596	83.6	635	86.0	867	85.2
1-2 days	123	6.4	39	5.3	68	6.7
3-5 days	92	4.8	28	3.8	47	4.6
6-9 days	36	1.9	11	1.5	17	1.7
10 or more days	61	3.2	25	3.4	19	1.9
How safe do you consider your neighborhood?						
Somewhat Safe	1251	68.1	495	69.3	682	68.8
Very Safe	350	19.1	139	19.5	186	18.8
Not Safe	154	8.4	52	7.3	86	8.7
Don't Know/No Opinion	81	4.4	28	3.9	38	3.8
How comfortable do you feel walking alone in neighborhood during the day?						
Not comfortable	133	7.1	52	7.1	60	6.0
Somewhat comfortable	745	39.7	279	38.0	411	41.0
Very comfortable	879	46.9	357	48.6	474	47.3
Don't Know/No Opinion	118	6.3	46	6.3	58	5.8
How comfortable do you feel walking alone in neighborhood after dark?						
Not comfortable	201	10.7	53	7.3	124	12.3
Somewhat comfortable	537	28.6	181	24.8	323	31.9
Very comfortable	1062	56.6	473	64.8	531	52.5
Don't Know/No Opinion	75	4.0	23	3.2	33	3.3

**Table 5. Percentage of Neighborhood Safety by Gender (continued)**

If neighborhood was safer, would you go outside?						
No More	491	26.3	144	19.7	303	30.1
A Little More	635	34.0	248	33.9	355	35.3
A Lot More	538	28.8	272	37.2	228	22.7
Don't Know/No Opinion	206	11.0	67	9.2	120	11.9
In last five years, has personal safety?						
Gotten Worse	414	34.0	165	36.2	215	32.0
Stayed the Same	462	38.0	149	32.7	286	42.6
Gotten Better	340	28.0	142	31.1	170	25.3
How serious or dangerous do you think gang activities are in your neighborhood?						
Not Serious	493	29.2	181	27.3	274	29.9
Somewhat Serious	242	14.3	114	17.2	103	11.2
Very Serious	903	53.4	355	53.5	505	55.1
Don't Know/No Opinion	52	3.1	14	2.1	35	3.8
Compared to one year ago, are gangs						
Less of a Problem	180	9.8	70	9.7	84	8.4
About the Same	223	12.1	87	12.0	116	11.6
More of a Problem	955	51.9	396	54.8	517	51.8
Don't Know/No Opinion	481	26.2	169	23.4	281	28.2
In past 12 months, have you stopped doing usual activities because you felt so sad or hopeless almost every day for two weeks or more?						
No	501	27.5	224	31.0	248	25.2
Yes	225	12.4	80	11.1	121	12.3
Don't Know/No Opinion	1094	60.1	418	57.9	614	62.5

*High risk behavior*

Despite being under the legal age of drinking, an alarming 100% of those that responded, reported drinking alcohol at least once, while 53% indicated drinking alcohol for at least 40 days or more in their lifetime. Lifetime marijuana use among surveyed youths was high as well. One-hundred percent of youth that responded indicated using marijuana at least once, with 75% reporting to have used it for more than 40 days in their lifetime.

**Table 6. Percentage of High Risk behavior by Gender**

	Total		Male		Female	
	N	%	N	%	N	%
During life, days drank alcohol?						
1 or 2 days	264	14.2	73	10.0	173	17.1
3-9 days	444	23.9	187	25.5	234	23.1
10-19 days	129	6.9	41	5.6	72	7.1
20-39 days	26	1.4	9	1.2	13	1.3
40-99 days	684	36.8	290	39.6	363	35.8
100 or more days	312	16.8	133	18.1	158	15.6
During life, times used marijuana?						
1 or 2 days	218	14.2	76	12.7	132	15.4
3-9 days	130	8.4	47	7.9	71	8.3
10-19 days	31	2.0	7	1.2	24	2.8
20-39 days	13	0.8	4	0.7	7	0.8
40-99 days	925	60.1	372	62.2	515	60.1
100 or more days	222	14.4	92	15.4	108	12.6

**Table 6. Percentage of High Risk behavior by Gender (continued)**

Age at first drink of alcohol other than few sips?						
8 years old or younger	289	39.4	115	36.4	147	41.3
9 or 10 years old	189	25.8	81	25.6	87	24.4
11 or 12 years old	14	1.9	7	2.2	7	2.0
13 or 14 years old	22	3.0	7	2.2	11	3.1
15 or 16 years old	219	29.9	106	33.5	104	29.2
Age first tried marijuana?						
8 years old or younger	540	66.0	217	67.6	301	67.8
9 or 10 years old	121	14.8	43	13.4	68	15.3
11 or 12 years old	7	0.9	2	0.6	4	0.9
13 or 14 years old	8	1.0	2	0.6	2	0.5
15 or 16 years old	30	3.7	11	3.4	17	3.8
17 years old or more	112	13.7	46	14.3	52	11.7
During life, times taken prescription drug without prescription?						
1 or 2 times	1238	66.8	496	67.4	711	69.7
3 to 9 times	164	8.9	55	7.5	96	9.4
10 to 19 times	61	3.3	24	3.3	28	2.7
20 to 39 times	46	2.5	14	1.9	24	2.4
40 or more times	343	18.5	147	20.0	161	15.8

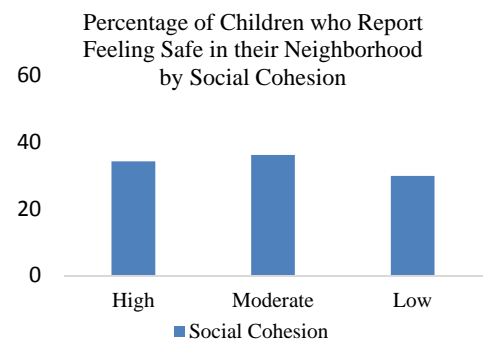
## Phase II

The multivariate analysis conducted in this phase focused on assessing the association of neighborhood characteristics and other correlates with perceptions of neighborhood safety. Results from the comprehensive analysis conducted, revealed variables that are associated with the perception of safety on an individual and neighborhood level.

### *Neighborhood Level Variables*

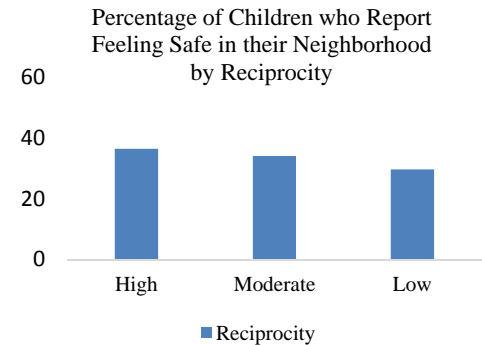
#### Social Cohesion and Presence of a Caring Adult

An index variable for social cohesion was created for youth in the outreach survey. The social cohesion summary variable included original variables such as trustworthy neighbors, adult willing to talk about problems, parents knowing each other, parents knowing the children in the neighborhood among others. Youth on the Outreach Survey were further divided into three groups based on their mean social cohesion score: Low, Moderate and High. Children classified as having a high social cohesion were about three times more likely to feel safe compared to children with lower social cohesion. This strong association persisted after adjusting for demographic variables such as age, sex, and type of school program (OR=3.30, CI=1.63, 6.69). Compared to children with low social cohesion, children who reported a moderate level of social cohesion in their neighborhood were 1.7 times more likely to feel safe. This remained statistically significant after adjusting for demographic variables (OR=1.67, CI=1.03, 2.78).



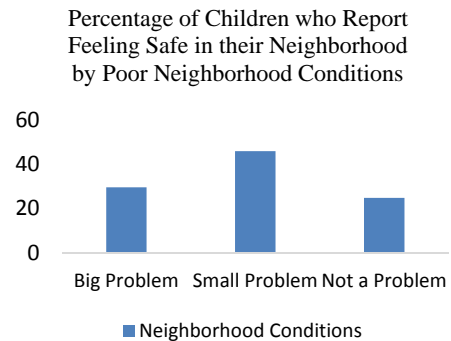
### Neighbor Involvement

This category included questions that measure the involvement and togetherness of neighbors in the neighborhood. For example neighbors who will be willing to do something about children skipping school and stopping fights, neighbors inviting other neighbors to parties or visiting each other, neighbors reporting neglect or abuse among others. An index variable that summarizes the responses on these questions was created to indicate the degree of neighbor's involvement for each participant. Children who reported high neighborhood involvement were about two times more likely to feel safe in the neighborhood compared to children who had low neighbor involvement, though this association was approaching significance after adjusting for demographic variables (OR = 1.81, CI=0.98, 3.33).



### Neighborhood Conditions

The neighborhood conditions category considers areas with problems of people drinking in public, using drugs, selling drugs, not having enough money for basic needs, etc. An index variable that describes the general condition of the neighborhood for each participant was created. Youth that indicated very little to none of these poor neighborhood conditions were approximately three times more likely to feel safe compared to children who reported worrying about such conditions in their neighborhood (OR=2.67, CI= 1.47, 4.86). Children who were classified as having few problems in their neighborhood were two times more likely to feel safe compared to those who had a lot of problems in their neighborhoods (OR= 2.38, CI=1.49, 3.8).



### *Individual Level Variables*

### Transportation

The mode of transportation that youth utilize to get to and from school and to move about the neighborhood was associated with safety. After controlling for demographic variables, children whose primary mode of transportation is walking were 3 times less likely to feel safe compared to children who commute to school by car (OR=0.28, CI=0.12, 0.61). The likelihood of feeling safe for children who commute by bus was also less compared to those who use cars (OR=0.49, CI=0.27, 0.9).

### Alcohol and Marijuana use

Residing in unsafe neighborhoods could foster high risk behaviors such as underage drinking, smoking marijuana and using prescription drugs without having a prescription. However, in the bivariate analysis for alcohol and marijuana use, the expectation was the reverse. That is, children involved in high risk behaviors reported feeling safe compared to children who do not engage in

such behavior (OR=1.23 CI= 0.79, 1.94). Although this association was not statistically significant, it is still an unexpected finding. While beyond the scope of this analysis, it is possible that children who engage in high-risk behaviors may have a higher threshold for perceiving an environment or action as unsafe, and as such, this domain might represent a target for successful intervention/prevention.

Lifetime Usage of Prescription drugs

Children who frequently use prescription drugs without a prescription were less likely to feel safe in their neighborhoods compared to children who do not engage in such behaviors (OR=0.415 CI=0.29, 0.58). However, this association was not statistically significant after adjusting for demographic variables in the multivariable analysis.

Effect of movement in the neighborhood

Parents who perceive their neighborhoods as safe are more likely to encourage their children to engage in physical activities. Additionally, the Youth Outreach Survey, children who feel comfortable walking during the day and skip school less frequently are about two times more likely to report their neighborhood as safe (OR=1.64, CI=1.02, 2.65). This illustrates that a safe neighborhood has a positive impact on the lives of the residents.

**Table 7. Risk and Protective Factors Associated with the Perception of Neighborhood Safety by School Children in Hillsborough County, 2014**

	<b>Crude OR (95% CI)</b>	<b>Adjusted OR (95% CI)<sup>1</sup></b>
Social cohesion and Presence of an Adult?		
Low	1.0	1.0
Moderate	2.39 (1.63, 3.51)	1.7 (1.03, 2.78)
High	4.34 (2.7, 6.98)	3.3 (1.63, 6.69)
Involvement of Neighbors?		
Low	1.0	1.0
Moderate	1.87 (1.27, 2.76)	1.56 (0.94, 2.57)
High	3.07 (1.98, 4.77)	1.81 (0.98, 3.33)
Presence of Neighborhood Problems?		
Big Problem	1.0	1.0
Small Problem	2.69 (1.83, 3.96)	2.38 (1.49, 3.8)
Not a Problem	2.73 (1.69, 4.4)	2.67 (1.47, 4.86)
Mode of Transportation to School and around the Neighborhood?		
Car	1.0	1.0
Bus	0.38 (0.23, 0.61)	0.49 (0.27, 0.89)
Bicycle	0.33 (0.09, 1.18)	0.91 (0.10, 8.12)
Walking	0.22 (0.12, 0.43)	0.28 (0.12, 0.61)
Personal Safety?		
Big Problem	1.0	1.0
Small Problem	0.86 (0.59, 1.25)	1.64 (1.02, 2.65)
Not a Problem	1.64 (1.0, 2.68)	1.16 (0.61, 2.18)
Alcohol and Marijuana Usage		
Low	1.0	NS
Moderate	2.43 (1.63, 3.63)	
High	1.23 (0.79, 1.9)	
Prescription Drug Use		
Low	1.0	NS
High	0.42 (0.29, 0.58)	

<sup>1</sup> Adjusted for Gender, Race, and Recruitment Source. NS: Not Significant

## **Identifying Protective Factors**

Protective factors are conditions, attributes or coping skills that assist in attenuating the possibility of negative outcomes. More importantly, when present, they enhance positive perceptions and outcomes of youth exposed to or at risk. To test this, we examined the effect of high social cohesion and community involvement among children who resided in neighborhoods with numerous risk factors.

Among children who reported having bad neighborhood conditions, children with a strong social cohesion in their neighborhood were almost 8 times more likely to feel safe when compared to children with low level of social cohesion in their neighborhood (OR= 8.08 CI=2.74, 28.85). Furthermore, comparisons of reciprocity by neighbors were made among children who reported having bad neighborhood conditions. Children who reported having high levels of neighbor involvement in their community were six times more likely to feel safe compared to children who reported having low levels of neighbor involvement in their community (OR= 6.47 CI=2.59, 16.20).

The effect of social cohesion was also observed in children who reported having bad neighborhood conditions and frequently used prescription medications illegally. Compared to children who had low social cohesion scores, children with high social scores were 19 times more likely to feel safe in the neighborhood (OR=18.88, CI=2.45, 145.54). This trend was also observed with children with moderate social cohesion scores compared to those with low social cohesion scores (OR=4.85, 1.57, 14.98). High community involvement also has a protective effect on children who indulge in high risk behavior and are exposed to risk factors in the neighborhood. Compared to children who have low scores on caring neighbors, children with high scores of the presence of caring neighbors were 4 times more likely to feel safe in the neighborhood (OR= 4.52, CI=1.29, 15.34).

This illustrates that high social cohesion (social connectedness) and community involvement (reciprocity) increase the perception of a safe neighborhood among children who reported coming from neighborhoods with numerous risk factors. Thus identifying/confirming these constructs as protective factors.

## **LIMITATIONS**

The instrument used in this study is a hybrid/integration of several past surveys. Without formal evaluations, the strength of the data collected using the Youth Outreach Survey is unclear. Although this survey attempted to represent students across various education sites, considerable disparities still exist. The majority of the participants are enrolled in the public school system, while those in the GED, public defender, and civil citation programs accounted for a small minority altogether. Among the high school respondents, the survey was administered only to students enrolled in sociology or psychology electives and may not represent the perspectives of those outside of these curriculum if significant social disparity exists between the two groups. Therefore, it is not possible to generalize the findings of this study to all children in the same age group. Furthermore, due to the self-reporting nature of surveys, the information gathered is highly dependent on and limited by the students' ability to recall past events. This may attribute to low question response rates. For example, only a fraction of the students (N = 887; 44%) were willing or able to provide their zip codes. Personal questions are subjected to social desirability bias. In other words, respondents will oftentimes over-report "good" or desirable behaviors and under-



report “bad” or undesirable behaviors. Furthermore, it is important to remember that the survey only accounts for the students’ perceptions, which can be influenced by a number of factors.

Lastly, there was a considerable amount of missing values, particularly in zip code (55.4%), gang presence (81.8%), age at first drink (63.15%), and age first tried marijuana (58.8%). There were also discrepancies in the response rates for gang presence and the seriousness of gang activities in the neighborhood. Less than 20% of the children answered the former question while over 80% responded to the latter. In this study, the seriousness of gangs was a good indicator for gang presence; therefore, gang presence was described based on the children’s reporting of seriousness of gangs.

## RECOMMENDATIONS

Based on results from the Outreach Survey, perceived safety is a mechanism of youths’ protective and risk factors; students that reported a high presence of protective factors and low presence of risk factors, also reported higher levels of perceived safety. Therefore, reducing risk factors while expanding protective factors is a crucial step in achieving safer Hillsborough County neighborhoods. However, because protective factors moderate the effect of risk factors, interventions should focus on enhancing these protective factors.

For children who are at risk or in risk for factors discussed throughout this evaluation, the presence of protective elements increases the likelihood of positive outcomes (Administration on Children Youth and Families, 2015). These protective factors exist throughout an individual’s social ecology. Potential points of intervention occur at the community level, family and relationship level, and individual level. According to the Children’s Bureau and OJJDP, the following are protective factors that can be utilized for program development:

Domain	Protective Factors	Indicators
<b>Community</b>	Positive School Environment	Supportive teachers and staff, specialized school-based programming geared toward improving outcomes for affected populations and promoting youth involvement in extra-curricular activities.
	Positive Community Environment	Neighborhood quality, neighborhood safety, social cohesion and a strong social network
	Economic Opportunities	Employment and financial support for higher education
<b>Relationship Level</b>	Parenting Competencies	Positive parent-child interactions
	The presence of a caring Adult	Positive relations with adults outside the family and availability of an adult role model in a child’s life
	Positive peer group activities	Having friends who participate in pro-social activities
<b>Individual Level</b>	Social Competencies	Problem solving skills, self-efficacy and self-control
	Commitment to community and school	Religious involvement, planning to go to college and good relational skills

Existing programs have implemented initiatives targeting these protective factors with the objective of reducing violence by and against youth. One such example is the “Big Brothers Big Sisters” program. The “Big Brothers Big Sisters” program is a nationwide mentoring program that matches a caring adult volunteer with a disadvantaged or at risk child within the ages of 10-14. The program has demonstrated success in decreasing the likelihood of children engaging in delinquent behaviors such as using alcohol and illegal drugs, skipping school and hitting someone when compared to children not participating in the program. (www.bbs.org, 2015). There are many similar examples. One further example is the Yakima Gang Prevention/Intervention Coalition which was created with the mandate of reducing gang activities and violence in Yakima, Washington. The Initiative developed recreational, instructional programs on anger management and conflict resolution which were coordinated by youth and adult volunteers. The city saw a major reduction in youth violence in three years.

However, it is important to note that no single program can target all these protective mechanisms. Strategic planning, discussion, and input from many community resources will be needed in creating intervention programs. While approaches targeting protective factors in each domain are critical, initiative members will need to examine the targeted factors in terms of feasibility and potential impact based on their knowledge of this community.

Regarding potential interventions that align with the results of the Youth Outreach Survey, there are several recommendations that are noteworthy. Safe and Sound Initiative has made commendable efforts in keeping community stakeholders informed of the initiative’s developments. These efforts should be continued, especially with Hillsborough County youth and their parents; it is important to ensure that these key individuals feel involved in the process of neighborhood change. The results of this survey demonstrate a need for increased social cohesion in local communities. A substantial minority of children reported that neighbors do not come together to solve problems, get along well, or look out for the safety of neighborhood children. Policies and programs need to address this lack of community connectedness by engaging parents and neighbors and teaching them how to foster loving and trustful relationships amongst themselves and with children. Lastly, communities must remain committed to the upkeep of the neighborhoods; maintaining a drug and alcohol free environment and keeping the streets clean may be helpful in reducing community violence.

Despite some limitations, the results of this study provide valuable insight into the perceived safety climate of students in Hillsborough County, Florida. The task of increasing community safety in the county will require an interdisciplinary approach, a position that the VPC has already acknowledged as vital for community change. Moving forward in the Safe and Sound Initiative, community members must remain cognizant of the identified risk and resilience factors. Additionally, these constructs should be considered in any future policy or intervention designs.

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## **SAFE & SOUND HILLSBOROUGH PRELIMINARY EVALUATION PROPOSAL**

### **Title of Project**

*Safe & Sound Hillsborough: Year-One Evaluation*

A preliminary evaluation plan which describes the assessment process designed to evaluate the progress of *Safe & Sound Hillsborough* will be submitted to the initiative for review and approval. The evaluation plan includes evaluation questions, process and outcome indicators and sample instruments that can be used by the initiative to collect data. Additionally, logic models were developed in accordance with each committee's action plans to guide program implementation and evaluation efforts.

### **Client**

*The Safe and Sound Hillsborough Initiative*

### **Evaluator**

The Harrell Center for the Study of Family Violence, College of Public Health, University of South Florida.

The College of Public Health proposes to the Leadership Council of the *Safe & Sound Hillsborough* initiative to evaluate the efforts of the initiative. Evaluation procedures will remain contingent on *Safe & Sound Hillsborough* providing the necessary data to The Harrell Center for the Study of Family Violence.

### **Scope of Work**

#### **Purpose**

The purpose of this evaluation is to evaluate the first year progress of *Safe & Sound Hillsborough* and inform decisions that will assist in strengthening the initiative's efforts in the upcoming years of the program.

The evaluation will include pooling and analyzing data on process and outcome measures provided by the initiative and shared with The Harrell Center.

#### **What will be evaluated?**

The *Safe & Sound Hillsborough* Leadership Council created four committees structured around the four goals of the initiative. Therefore, the evaluation process will involve evaluating the activities and expected impact outcomes as stated in the action plans for each committee.

#### **Activities and Roles**

The data collection will be the responsibility of *Safe & Sound*. The Harrell Center will be responsible for pooling and analyzing data that is provided by the *Safe & Sound* committees.

#### **Reports and Deliverables**

The Harrell Center, in the capacity as the program evaluator, plans to provide the following:

##### *Deliverable 1: An Interim Report*

An interim report will be drafted after the first six months from approved start date. This report will include analysis of completed data sources.

### *Deliverable 2: A Final Report*

A final report will be drafted after twelve months from the approved start date and include all analysis of all completed data sources.

**Table 1: Estimated Timeline for Deliverables**

<b>Deliverable</b>	<b>Date</b>
An Interim Report	January 1, 2016 <sup>1</sup>
A Final Report	July 1, 2016 <sup>2</sup>

<sup>1</sup> Calculated as six months from the tentative start date of July 1, 2015.

<sup>2</sup> Calculated as twelve months from the tentative start date of July 1, 2015.

### **Evaluation Management**

**Table 3: Overall Timeline and Responsibilities for Client and Evaluator**

<b>Activity</b>	<b>Responsibility</b>	<b>Timeline</b>
Data Collection	Safe & Sound Initiative	As Safe & Sound committees implement action steps
Submission of Collected Data for Interim Report	Safe & Sound Initiative	November 1, 2015*
Submission of Collected Data for Final Report	Safe & Sound Initiative	May 1, 2016*
Data Analysis	The Harrell Center	As data is delivered by Safe & Sound
Submission of Interim Report	The Harrell Center	January 1, 2016*
Submission of Final Report	The Harrell Center	July 1, 2016*

\*tentative dates subject to *Safe & Sound Hillsborough* approval

### **Contact Information**

All correspondence with the evaluator on this evaluation should be directed to Dr. Martha Coulter at [mcoulter@health.usf.edu](mailto:mcoulter@health.usf.edu). All correspondence with the client should be directed to Holly East, the Senior Legislative Aide to Commissioner Kevin Beckner at [EastH@hillsboroughcounty.org](mailto:EastH@hillsboroughcounty.org)

**S&S Hillsborough Contract Deliverables 2015-2016**

<b>Deliverable</b>	<b>Frequency</b>	<b>-or</b>	<b>Date</b>
Participate in the recruitment, and selection of qualified staff who are responsible for running the day to day activities of the Collaborative; provide office support at the designated/assigned facility; and produce outcome deliverables;			
Post Coordinator Position Announcement			
Hire Coordinator			
Develop job descriptions for outreach manager(s)			
Post Outreach Manager position announcement			
Develop job description for administrative assistant			
Post Administrative Assistant position announcement			
Hire Outreach Manager			
Hire Administrative Assistant			

**Note:**

From Hiring Committee Minutes:

- Experience in development of prevention programs for juveniles and adults
- Community organizing and engagement
- Marketing and programming
- Knowledge of mental health, public health and criminal justice system
- Evaluation and grant development

See attached position description, announcement from hiring committee

See SOW in RFQ developed by Hiring Committee:

- Coordinator candidate brought to LC for approval before hire
- Coordinator must meet minimum qualifications (add job posting)

Put Website out to bid			
Hire contractor			
Website up and running			
Conduct Community Forum to solicit input from community on draft strategic plan			
Finalize, print & distribute			
Implement USF Evaluation Plan for 2 <sup>nd</sup> year outcomes			
Work with USF College of Public Health to evaluate 1 <sup>st</sup> year of S&S			

**S&S Hillsborough Contract Deliverables 2015-2016**

<b>Deliverable</b>	<b>Frequency</b>	<b>-or</b>	<b>Date</b>
Assist and support implementation of strategic plan activities to obtain goals and objectives, per direction provided by leadership of Safe and Sound Hillsborough			
Meet with committees/chairs, update year #1 timelines			
Implement plans			
• Action Plan #1: Cultivating Community			
• Action Plan #2: Family Health & Wellbeing			
• Action Plan #3: Improving Neighborhoods			
• Action Plan #4: Maximizing Impact			
Deliver year 2 goals with timelines to Leadership Council by _____			
• Data/Information Sharing Plan			
Plan Annual Violence Prevention Conference			
Develop conference committee			
Develop proposal/set date			
Issue CFP (Call for Papers)			
Choose Keynote Speaker			
Invite participants (use Maximizing Impact Map of Programs/Services for base invitation list)			
General/Ongoing:			
Attend monthly S&S meetings			
Provide written monthly narrative report to Leadership Council and County with proof of payroll, and report directly, in-person, to Leadership Council			
Communicate frequently with Chairs/Committees			
Serve as Chair of Grant Writing Committee			
Fiscal:			
Provide bi weekly payroll and employee benefits administration including wages, vacation, sick, holidays, worker's compensation, state and federal taxes, fees			
Per BOCC, cap administrative fees of county funds at 20%			
Implement budget and fiscal accounting of revenues and expenditures on a monthly and year to date basis of the Collaborative to insure integrity and accountability of fiscal resources to all funding sources			
Set up accounts payable and receivable to pay Collaborative expenditures			
Insure funds are audited annually by a qualified firm or individual			
Serve as fiscal agent for any grants or additional funding received by the project			

