

Safe & Sound Hillsborough Collaborative
Thursday, May 14, 2015
County Center, 26th 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
Djamile 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 & 29th “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 she 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 2nd 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 15th, 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 13th.

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 18th 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 18th, 2015
1:00 pm – 4:00 pm
24th Floor Conference Room