

Safe & Sound Hillsborough Collaborative
Wednesday, November 19, 2014
County Center, 26th Floor Conference Room

Leadership Council Members Present

Kevin Beckner, Chair, BOCC
Chief Kenneth Albano, City of Temple Terrace
April Griffin, H/C School Board
Julianne Holt, Public Defender
Michael Bridenback, Court Administrator
Michael Sinacore, State Atty's Office
Dr. Carla Vandeweerd, USF College of Public Health
Kelley Parris, Chair, Community-Based Orgs.
Steve Hegarty, Chair, Communications Comm.
Daniel Jurman, Chair, Public Safety/Judiciary
Karen Buckenheimer, More Health

Others Present

Dr. Leslene Gordon, Florida Dept. of Health
Jamie Robe, Planning Commission
Kate Bauer-Jones, United Way Suncoast
Robert Blount, Abe Brown Ministries
Ruina He, USF Harrell Center
Dr. Todd Cross, Abe Brown Ministries
Angie Smith, Court Administration

Alternates Present

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

Staff Present

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

The meeting was called to order at 1:00 p.m. Commissioner Beckner led the group in the Pledge of Allegiance. Commissioner Beckner informed the group that Mr. Niles' mother, Ms. Dorothy Davis Niles, had passed away and provided date and location of funeral services. The group took a moment of silence to reflect. Ms. Griffin offered to coordinate a collection to send a remembrance on behalf of the Collaborative.

Commissioner Beckner then introduced his new aide, Jennifer Groff.

Ms. Holt made a motion to approve the meeting minutes, seconded by Ms. Stuart. The minutes were approved unanimously.

NEW BUSINESS:

Commissioner Beckner directed the group to the first order of business, a report from Ms. Parris on the hiring of the Safe & Sound Hillsborough Coordinator. Ms. Parris recalled for the group that during the initial

recruitment period only four applications were received. The posting for Safe & Sound Violence Prevention Coordinator was extended through October 24th and eight additional applications were received, with four of the candidates submitting full and complete packets. Of those four, three were deemed to be fully qualified and were scheduled for interviews on November 5th. Of the three candidates interviewed, each had qualities the committee was looking for in a Coordinator, but none of the candidates possessed all of the qualities of the ideal candidate. Those qualities are:

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

One lesson learned in the process is that the contract status of the position is not attractive to social service or community organizing job seekers. The Hiring Committee recommends that the application process be reopened and an RFQ for the project be released, which would allow leverage of the FTE's and resources. Ms. Parris contacted Bob Murray & Associates, the headhunting agency used in her hiring, and inquired if they knew of an agency that specializes in recruitment of these types of positions or if they would be interested in doing the recruiting and to estimate the associated costs.

Mr. Bridenback asked about the revised timeline. Ms. Parris would like the Leadership Council's approval to proceed with the RFQ and move forward with reopening the application process. Ms. Holt made a motion to approve the recommendations of the Hiring Committee, seconded by Mr. Bridenback. Commissioner Beckner asked if there were any questions or concerns. Ms. East asked if we should do the posting differently this time in order to attract more candidates. Ms. Parris felt the main factor for the low response is that contract positions do not provide the benefits and security that individuals of this caliber may be looking for. The last thing the committee wants is for a candidate to accept the position and change their mind once they have to deal with tax issues and other issues of a contracted position.

Mr. Sinacore expressed that finding the right person to fill the Coordinator position will be the most important decision of the Collaborative. He asked how this delay will affect the 100 Days Plan and the group's report to the Board of County Commissioners. Commissioner Beckner agreed that the delay in finding the right coordinator is a bump in the road but there is still work to be done to lay out the infrastructure for the program. We will report progress to date to the BOCC at the appropriate time. He thanked the Hiring Committee for their due diligence and their determination to find the best qualified person possible. Ms. Stuart expressed concern about overcoming the obstacle of the position being a contract position. The Chair responded that this is an area where it would benefit us to have feedback from a professional headhunter.

Ms. Parris added that if we get a good response to the RFQ with the right person already in place in a responding agency, the Coordinator could remain an employee of that agency. This would have to be an alignment of the right person with the right agency, but that could change the structure of this process.

Ms. East added that perhaps the title could be rephrased to sound more authoritative. Mr. Robe inquired what the Prevention Institute or other similar agencies are doing to fill their Coordinator positions. Ms. East responded that Prevention Institute will assist in advertising the position and added that at least one other

program they work with is having similar challenges filling the Coordinator position. Dr. Vandeweerd suggested perhaps Prevention Institute could provide some best practices of states or agencies that have been able to fill the coordinator position.

Ms. Buckenhiemer of More Health provided some background on her agency's development of a firearm safety program for elementary school aged children. Based upon her experience hiring staff to implement the program she suggested using a non-profit to work with the Coordinator. Ms. Parris agreed and anticipates that this is what the RFQ will produce. Commissioner Beckner added that it is very possible that if we get the right agency through the RFQ process, the Coordinator could be absorbed by the agency, and the agency could be contracted out to do the work. The agency would have oversight of the individual, but would have to be willing to work with this Council, which would still have authority over the Safe & Sound Violence Prevention Coordinator.

Ms. East asked about an anticipated timeline to develop the RFQ. Ms. Parris estimated that using basic existing templates for the RFQ would allow it to be developed fairly quickly. Commissioner Beckner inquired if they would be able to bring the RFQ back to the Leadership Council for approval by the December 11th meeting. Ms. Parris believed so, and asked if the RFQ would need to be reviewed by the County Attorney's Office.

Mr. Perez agreed to work with Ms. Parris and Mr. Wagner to coordinate development of the RFQ with the Children's Board and proceed with reviews through the County's Procurement Department. Mr. Perez felt the having the RFQ ready for the Council by December 11 would be possible.

Mr. Robe asked if private sector donation or additional funds would speed up the process. Commissioner Beckner recalled that the County has funded the contract position and that the Council's prior discussions involved getting the program up, staffed and running, and then potentially transfer to a non profit or other agency to take the program under their umbrella. Ms. Parris added that, once the program structure is solid there would be many benefits to the program by rolling it out to a 501(C)3, such as the leverage of existing administrative staff and an existing community base. That would also be the entity to receive any grant funding. It may also potentially reduce the personnel costs.

Ms. Stuart added that if that is the long range plan, it should be included in RFQ as well as be part of the headhunter conversation.

Dr. Vandeweerd thought that it may be a logical step to get the agency lined up before hiring the candidate.

Ms. Parris believes the RFQ will be in place before the process of advertising, reviewing, scheduling and interviewing for the Coordinator position would be complete. Commissioner Beckner sees it as a concurrent process with the Council retaining all authority to hire the applicant.

Mr. Jurman added that if the RFQ required an agency that served the community countywide, that would eliminate some of the smaller agencies that would not have the capacity to take on this program. He also advised the group to consider inviting the CEO of the selected agency to join the Leadership Council.

Commissioner Beckner clarified the motion as a dual process in which Ms. Parris will engage and get information from a headhunter agency and work in concert with the County to develop an RFQ to look at an agency that might be willing to place an individual inside their agency to serve as the Safe & Sound Violence Prevention Coordinator.

Commissioner Beckner called for a vote, and the motion carried unanimously.

The group moved to the next item of new business, a discussion of developing the means by which our work will be evaluated and the multivariate analysis of the Youth Outreach survey. Dr. Vandeweerd of USF's College of Public Health led the discussion about the program evaluation which will be based on the Safe & Sound goals. The evaluation framework will be concerned with things that makes kids feel safer. She recalled for the group that in the initial survey, kids strongly indicated that they feel safe in their school environments, but by contrast not safe in their community environments. This is an important focus, as studies have shown when kids feel safe and stable in their communities and in their homes they have much better outcomes across a whole host of domains.

Safe & Sound Hillsborough will need to be specific about its goals, both in the short term and in the long term, in order to be able to design an evaluation that accurately captures successes. She encouraged each group working on an action plan to be sure the action steps are simple, that they are things that can be easily measured, and that they are things that are likely to change in a positive direction for our timeframe. For example, arrest data may not change for three or four years after implementation. As Safe&Sound Hillsborough considers the changes it wants to make and the programs implemented, it must also consider what kind of change we are going to see as a result and how can we measure it. We must be able to demonstrate the successes we have had because our ability to get future grants is going to very much contingent upon those successes.

For example for the goal of *Identify the top 5 non-governmental employers and host focus groups to identify new and existing incentives for hiring by the end of the first quarter*, measurable items would be how many focus groups will be held, when will the focus group occur, etc. SMART principles (Specific, Measureable, Achievable, Relevant and Timed) for each goal will be vital in program evaluation.

In the first year USF and the Data Committee will be doing process evaluation which will include such things as the number of committees that have met, barriers encountered, successes achieved and we should be able to demonstrate all the things we have done so that we can build on those in years 2 through 5 as we implement programs.

A more comprehensive evaluation of the existing Youth Survey will be completed at the end of February, and Dr. Coulter suggested that it might be worthwhile to have some sort of youth event with media to talk about the results of the survey.

Dr. Vandeweerd asked the group to consider what existing available sources of data various Collaborative members' agencies are already accumulating. Dr. Vandeweerd introduced one of her two graduate assistants and informed the group she would be sending them to the agencies to evaluate and collect existing data.

Mr. Sinacore asked about using the Heat Maps as a data source. Dr. Vandeweerd was unclear about the sources of that data, and wondered if there were an existing list of data collection information and sources. Ms. East asked for clarification, as she thought the data we collected for the Strategic Plan was going to be the data used to measure progress, and that is why the Collaborative agreed to those 18 points and their sources. Those data points were determined by using information identified by the LA Scorecard to measure the safety of a community. Dr. Vandeweerd responded that if the Collaborative is content to use only those indicators, we could certainly do that, but there is no guarantee that we will see change in those particular indicators. Given the things being developed in the action plans, we could also be on the front end, creatively thinking about what else our agencies might be collecting that we could use to enhance the positive profile of the program.

Ms. East added that, while we have a very strong Data Committee, the CDC has recommendations for additional members that should be included, with areas of expertise that we were not previously aware of. That might help us as we broaden our knowledge base on the Data Committee. Dr. Vandeweerd added that it might help to organize committees around the four goals and then have a Data Committee member on each committee to keep the direction focused on measurable goals.

Ms. East directed the discussion to a recent development in possibly replicating the Youth Survey, and deferred to Mr. Hegarty. Mr. Hegarty informed the group that he had discussed with Ms. East the possibility of taking advantage of the recent prevention grant award in 21 high poverty schools and being able to drill down deeper in those schools based some of the findings of the original Youth Survey. Mr. Hegarty will be working to coordinate the right people to explore the possibility of replicating the survey or producing a similar survey in partnership with the school system grant. Details of such a survey would need to be worked out to replicate the survey in an equitable way.

Dr. Gordon added that we have to evaluate on two different levels. One is the broader long term outcomes, as laid out in the logic model. When the Action Plans are created, we will be looking at the outputs and products of the more measurable things that are part of the implementation. USF should be looking at the broader programmatic outcomes and looking at the long term results, which will require repeating the initial Youth Survey. The methodology can be worked out later.

Dr. Vandeweerd added that if our goal is for children to feel safer in the community, there is not a standard indicator to measure that. The best way to do that is to replicate the survey, including some younger children if there are going to be elementary school programs designed to target their feelings of health and well-being and feeling of safety. But she asked the group to be mindful of the fact that there are going to be areas outside of the 18 indicators that will experience value added, and it would be beneficial to capture those for very little dollars and resources expended.

Mr. Jurman added that even within those 18 indicators we can drill down. For example, the Sheriff is doing a great job in mapping out exactly where crimes are happening, so we could perform a community clean up on a specific block and then compare the previous year's crime data to the year following the intervention and drill down. It won't affected the larger crime statistics, but those results could identify a practice that needs to continue.

Ms. Griffin asked about the validity of measuring children's feelings as an outcome to measure the health and well-being of the community. Dr. Vandeweerd answered that it depends upon the extent children are aware that those things are happening and if those changes impact them directly. Measuring children's perceptions are actually quite valuable, as children's perceptions of a thing are as important and if not more important than the actuality of the thing itself. Social connection and perception of community directly correspond to a child's resilience.

Ms. Griffin acknowledged the need to better communicate that correlation.

Mr. Robe noted that as these programs are implemented it is possible that reporting of crimes may increase, leading to an increase in the statistic. As awareness increases, arrests may also increase. Ms. Parris added that we are hoping that the reporting goes up but the number of crimes go down. She agreed that numbers going up may be a positive step for the community.

Dr. Gordon added that the issues being brought up are challenging to measure, but they will not be the biggest challenges for the Collaborative. Those will be measuring such things as community connectedness and positive relationships and attachments in families. Someone will need to figure out how that will be done.

Dr. Vandeweerd responded that there are some great attachment instruments available now and some agencies in our community that work with high risk populations may be currently collecting that data. We may be able to utilize that data to see before and after information on those indicators. We need to be strategic and determine if there are people using these instruments and collecting this social connection data.

Ms. Smith asked if the group would consider making those tools available for use by other agencies. Dr. Vandeweerd responded that once we have the action plans from the group and review the larger objectives of the group, we could put together a "tool box" and if there are data collection instruments that other agencies are currently using those could be added to the "tool box" resource. We would encourage other agencies to use them as well, once the group has determined exactly the right things to measure.

The next steps would be to see the finalized Action Plans and send graduate students out to agencies to learn about the kinds of data tools that are currently being used. Ms. Griffin advised including a member of the Collaborative in those meetings. Ms. East advised meeting with the existing Data Committee to utilize the information they have already pulled together about existing data collections.

Mr. Jurman added that there will be many opportunities to find overlap areas in both data and effort. For example, the Children's Board convened a meeting about child removals with DCF looking at Heat Maps, the Community Foundation is Hillsborough College Access Network reviewing violent crime in neighborhoods. These are opportunities get different groups together and use data indicators and efforts at funding to work together. Dr. Gordon concurred. There is a great deal of information collected by agencies and utilizing the existing data will save the group money and time. She agreed that the data strategies will need to wait for the action plans to determine data needed. Dr. Vandeweerd would like to see examples of data from the various agencies.

Commissioner Beckner moved the discussion to the next item on the agenda, the 2015 meeting schedule. He asked for consensus on the need to continue to meet monthly. He proposed that the group continue to meet

monthly at least for the next six months. The Leadership Council concurred and Ms. East will poll the group to find suitable dates for the 2015 meetings.

OLD BUSINESS:

The next item of business is the review of the committee appointments. Members were to poll current appointees and gauge their interest in continuing to serve the collaborative. Ms. Stuart asked if their appointees would be serving on the same committees. Commissioner Beckner deferred to Dr. Vandeweerd to discuss the reformulation of the committee structures. Dr. Vandeweerd advised that at this point it may be helpful to restructure the committees with a focus on the 4 specific goals and the action plan groups that are in place. Ideally those groups will be organizing, facilitating and leading the execution of the action steps leading to their objectives. The reformulated committees should include a diverse group of people with varied skills and perspectives who will work together and devise strategies that will achieve the committee objectives. She also suggested having a Data Committee member on each of the other committees.

Dr. Gordon concurred and added the ideal situation would be to assess the appointees and endeavor to place the right experts in the appropriate Action Plan group. She was not sure if we have the resources to place a data committee member on each action plan group. Dr. Vandeweerd offered to use her graduate students. Alternately, Dr. Gordon suggested the committee work up the action plan and forward to Dr. Vandeweerd for review and guidance on necessary data indicators.

The group discussed possible make-up of the committees, and Dr. Gordon emphasized including a variety of members to bring various perspectives to achieving each goal. She suggested keeping the champion of each goal and adding members, as appropriate.

Commissioner Beckner recalled the numerous initial committees and determined that if we are restructuring committees around the action plans then the invitation that we send to the appointees should include a description of what each of those committees would entail. The Collaborative should also determine the appropriate number of persons to serve on the revised Action Plan Committees. Ms. East emphasized the need to keep the decision making with the Leadership Council while shifting the work to the committee level so that each group focuses on their one priority item of each goal. Mr. Sinacore added that the Leadership Council members role is to come up with ideas, not necessarily be the designated experts. Dr. Gordon agreed it is ideal to insert the subject matter experts. She emphasized the action planning should not be done at the Leadership Council meetings. The completed Action Plans should be submitted to the Council for discussion and approval. Dr. Gordon suggested some Leadership Council members may wish to remain involved on the Action Plan Committees, and added it would be wise to describe the work of the committees for the appointees' consideration.

Ms. East offered to schedule a meeting with the chairs of the subcommittees to meet or conference call and work out where individual appointees would be placed. Once assigned, she could contact the Leadership Council members and have them reach out to their appointees. Commissioner Beckner suggested that perhaps the Leadership Council members could have the discussion with their appointees with regard to their areas of expertise and passion and nominate their appointees. Commissioner Beckner also emphasized the distinct need to continue to have a Data Committee and a Communications Committee.

The group continued the discussion on reformulation of the committees and committee appointments for the four new committees, which are based on four previously selected goals. The group concurred that Ms. East would set up a conference call with all of the chairs and co-chairs of the committees at which time the chairs would make recommendations to place appointees on one of the four committees. Ms. East will send the recommendations to the Leadership Council members in order for them to contact the appointees. Ms. East suggested that the reformulated committees meet prior to the December Leadership Council meeting to complete the Action Plans.

Dr. Gordon asked that the committees be prepared to present the action plans at the December 11th meeting. She will be available in December to assist in the development of the Action Plans and offered to meet with the subcommittees the morning of December 11th, if needed.

Dr. Vandeweerd advised that the formulation of the action plans will be one of the most important functions of the group, setting the foundation for the execution of the program. She expressed concern about the tight timeline and that the process not be rushed. If completion of the action plans was deferred until January, it would allow a more robust job with the content experts.

Mr. Robe recommended that the committee members come together and have Dr. Gordon present each goal and objective. This would energize the committee members and provide the framework to proceed with the action plans.

Dr. Gordon emphasized that the action plans are the Leadership Council's plans. It will be the guide which will provide the initial outcomes so it is crucial to carefully consider what we put in the action plan and what we chose to measure. She prefers that the committee members have an opportunity to meet in small groups and sit around the table and think it through. That could possibly happen in advance of the December 11th meeting and then a representative, the champion or the chair, could present the plan to the Leadership Council. She suggested that the objectives in the action plans become part of the deliverables for either the Safe & Sound Coordinator or the agency selected as a result of the RFQ.

Commissioner Beckner recapped that we will select the individuals, preassign them to a particular committee and have them meet preferably before the December 11th Leadership Council meeting. On December 11th a representative will present the action plan to the Leadership Council, with Dr. Gordon's expertise available to help the Council finesse and finalize the plans. Mr. Bridenback asked that the group be flexible with the December 11th deadline and agreed that the action plans are the crucial first step of the second phase and are too important to be rushed. Mr. Jurman recommended that, although we can preassign appointees to committees initially, we allow them to shift to another group, if that is where they are most passionate.

Dr. Gordon asked the group to not feel badly if finalizing the action plans should get pushed out run to January or even February. It often takes organizations a great deal of time to finalize action plans and she encouraged the members to be patient and thorough during the process.

Commissioner Beckner then moved to the next item on the agenda, the Communications Plan. Mr. Hegarty informed the group that he has distributed the Safe & Sound plan to engage a communications partner to a few firms and companies in the area and it has been met with curiosity. He recommended that the Communication Committee sit down with the firms to engage in more in depth discussions and see if someone

is willing to commit to partnering. Commissioner Beckner asked the members to continue to send the proposal Mr. Hegarty provided to potential prospects and refer any interested firms to Mr. Hegarty.

Commissioner Beckner then moved to the next item on the agenda, the Speaker's Bureau. He distributed a sign-up sheet for members who would be available for opportunities to speak to the public about Safe & Sound. He has developed a PowerPoint presentation for such events and will be pleased to have members join the Speaker's Bureau.

ANNOUNCEMENTS:

Commissioner Beckner informed the group that there is a UNITY/PI Convention that will be held January 7-9. UNITY is bringing together representatives from over 21 groups around the country who are implementing violence prevention programs in their communities to share experiences and discuss best practices. UNITY is picking up the cost of transportation, food and lodging. This important conference will be attended by our Vice Chair, Ms. Holt and Ms. East. They will present their findings at the February meeting.

The Chairman deferred to Ms. Stuart to present the final item on the agenda. Ms. Stuart notified the group of three recent Hillsborough County School District grant awards as part of President Obama's *Now Is the Time* initiative to improve school climate and safety. The first award is for *Project Aware*, a two year grant in the amount of \$100,000. This grant includes all middle schools and is funded to provide youth mental health first aid training to all leadership teams and all secondary schools, including community members. This will saturate the community with well trained personnel capable of identifying early warning signs and able to signal the system to proactively assist troubled students and assist with the tracking of student referrals to mental health or related services.

The second is called the *School Climate Transformation Grant*. It is a 5-year grant in the amount of \$3.75 million dollars over the five year period and targets five schools per year designed to create a District standard for implementation of the multi-tiered system of support for behavior, improve data collection relative to student behavior and interventions, and improve overall school climate.

The third, which Mr. Hegarty spoke of at the last meeting, is a grant award from *Project Prevent* in the amount of \$3.75 million dollars. This 5-year federal grant comes through the Department of Education and will focus on 21 schools located in high poverty areas and provide interventions design to mitigate school violence, improve alignment of the delivery of mental health services and is designed to assist in breaking the cycle of continued violence in specific areas.

Ms. Parris asked about HIPAA Compliance with regards to tracking mental health populations. Ms. Stuart will find out and let Ms. Parris know. Ms. Stuart will provide this grant information to Ms. East to distribute to the members.

Commissioner Beckner thanked Ms. Stuart for her good news and asked if the members had any other issues, comments or concerns. Ms. East asked for some clarification on reformulating the Data Committee. Mr. Robe listed the members of the Data Committee and added additional members to comply with CDC recommendations.

There were no further questions or comments and the Chairman thanked attendees for their continued commitment and wished the group a Happy Thanksgiving.

The meeting was adjourned at 3:01 p.m.

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

The next scheduled meeting of the Violence Prevention Collaborative will be:

Thursday, December 11, 2014
24th Floor Conference Room
1:00 p.m.