



Safe & Sound

HILLSBOROUGH

October 23, 2014
Leadership Council
AGENDA

- I. Call Meeting to Order/Pledge of Allegiance
- II. Approve recap of September 22 meeting
- III. Old Business:
 - a. Communications Proposal (handout) (2 mins.)
 - b. Committee Appointments (handout) (2 mins.)
 - c. GIS/Heat Maps Revisions: Jamie Robe (5 mins.)
 - d. Hiring Committee: Kelley Parris (5 mins.)
- IV. Housekeeping/Announcements:
 - a. UNITY/Prevention Institute Convention (Jan. 7-9) (2 mins.)
- V. Group Facilitation by Dr. Leslene Gordon (1:45 mins)
 - a. From Strategies to Action (PowerPoint)
 - b. ID Items for Action Planning
 - i. 1st 100 Days
 - ii. Prioritizing Strategies
 - iii. Create Action Plans
- VI. Questions and Comments
- VII. Next Meeting: November 19, 2014, 1:00 PM
- VIII. Adjourn

Meeting Minutes
Safe & Sound Hillsborough
Monday, September 22, 2014
County Center, 24th Floor Conference Room

Leadership Council Members Present

Kevin Beckner, Chair, BOCC
Chief Kenneth Albano, City of Temple Terrace
Bill McDaniel, City of Plant City
Michael Bridenback, Court Administrator
Col. Donna Luszcynski, HCSO
Michael Sinacore, State Attorney's Office
Kelley Parris, Chair, Community-Based Orgs.
Steve Hegarty, Chair, Communications Comm.
Walter Niles, Chair, Health Committee
Daniel Jurman, Chair, Public Safety / Judiciary
April Griffin, H/C School Board

Alternates Present

Holly East, Commissioner's Aide
Cindy Stuart, H/C School Board
Carla Vandeweerd, USF College of Public Health
Marie Marino, Public Defender's Office

Others Present

Chloe Coney, Congresswoman Castor's Office
Dr. Samuel Wright, Sr., Community at Large
Cathy James, Tampa-Hills. Homeless Initiative
Jamie Robe, Planning Commission
John Chaffin, HCSO
Daragh Gibson, Dept. of Public Health

Staff Present

Tom Fesler, Business & Support Services
Orlando Perez, County Attorney's Office
Brandon Wagner, Government Services
Lynne Tierney, Division of Children's Services

The meeting was called to order at 1:05 p.m. Commissioner Beckner led the Collaborative in the Pledge of Allegiance.

The Violence Prevention Collaborative (VPC) received copies of the minutes from the August 25, 2014 meeting via email to allow the opportunity for review prior to this meeting. Mr. Sinacore made a motion to approve the meeting minutes, seconded by Mr. Bridenback. The minutes were approved unanimously.

NEW BUSINESS:

Commissioner Beckner directed the group to the first item of New Business, reorganization of the leadership structure. He asked the members to consider if any of them anticipate stepping away from their positions in the near future, and what that would mean to the Leadership Council. He also addressed the structure of the group which began with an initial set up of leaders on a dual Leadership Council/Steering Committee consisting of Agency Heads and their designees as well as the Chairs of the committees. Commissioner Beckner suggested that moving forward the group be known as the Leadership Council. He asked for any questions or comments. Mr. Bridenback concurred with the streamlining.

The next issue is the election of Chairman and Vice Chairman. The main role of the Chairman is to facilitate the meetings of the Leadership Council, although those responsibilities may evolve once the Coordinator is in place. The role of the Vice Chair is the facilitating the committees and keeping the dialogue moving forward between the Leadership Council and the committees.

Commissioner Beckner opened the floor for nominations. Mr. Bridenback nominated Commissioner Beckner to serve another term as Chairman of the group.

Mr. Hegarty nominated Ms. Parrish for the position of Vice Chairman of the group. Ms. Parrish deferred as she will be supervising the management of the staff contracts, which could be seen as a conflict. Ms. East clarified that the Vice Chairman would serve an important role, checking in with the committees each month, being attentive to committee recommendations and notifying the Chairman of all committee developments. In the event the Council may wish to nominate one of the Committee Chairs for the role of Vice Chairman, Ms. East recalled for the group the list of Chairs, as follows:

Communications – Steve Hegarty
Community Based Organizations – Kelly Parrish
Data Collection – Bob Sheehan
Education – Dr. Martha Coulter and Karen Buckenheimer
Faith Community – Chakita Hargrove
Health Care – Walter Niles
Public Safety / Judiciary – Daniel Jurman

Commissioner Beckner clarified that the term of the Chairman and Vice Chairman would serve a one year term effective October 1st.

Ms. Marino of the Public Defender's office nominated Public Defender Julianne Holt. Commissioner Beckner called for a vote on the nominees. The Leadership Council voted unanimously to approve the candidates.

Commissioner Beckner then moved the discussion to the hiring of the staff positions and day-to-day supervision of the Coordinator. This individual would be housed at the Children's Board and the Commissioner asked Ms. Parrish for any input regarding this role. Ms. Parrish responded that the position would be filled by a contracted employee responsible for clearly defined deliverables, but someone may need to be designated to respond to his/her inquiries, possibly the Board Chairman or the Board attorney. Commissioner Beckner referred to the Children's Board as the model, in which the Coordinator makes the decisions and then the Children's Board implements the policy. Ms. Parrish added that since the Children's Board is managing the contract, the Coordinator may wish to contact her, as needed. Commissioner Beckner asked the group for any further thoughts or discussion. Chief Albano emphasized that, ideally, the person hired would not need day to day supervision. Ms. Parrish agreed. Mr. Bridenback asked who would be signing the contract. Mr. Wagner responded that the position would be filled by a contract employee with the County, but it is up to the Children's Board and the Leadership Council to set the criteria and performance standards and the contract positions would only be paid upon satisfaction that they had met the criteria. The County Attorney's office and Mr. Wagner will work together to set up the structure at the direction of the Council. Ms. Parrish emphasized the importance of the contract clearly reading that the position is as a contract employee to avoid any possible future issues. Mr. Perez concurred with Ms. Parrish's concern, not creating an employment

agreement, but creating a contract for services with an independent contractor. The structure would be the County contracting and providing the fiscal services and the Children's Board providing a location for the staff to be housed. It is important to be sensitive to the level of management or control, because whatever the contract is called, if in fact it is really an employment arrangement, there may be problems. Many factors define the arrangement as an employee relationship or as a contract relationship and the Collaborative must be mindful about what the contract states and what the practice is.

Mr. Niles asked if the Coordinator would be required to report to a desk every day. Commissioner Beckner believes that as a contract employee that is not something you can require. Mr. Perez agreed that is one of the factors that define an employee relationship vs. a contract relationship. The Collaborative's focus will be the end product, the deliverable result.

Ms. Griffin related a similar situation with a school board outreach contractor funded through a foundation and tasked with boosting enrollment in Florida KidCare. In that case, due to the confusion in employee relationship vs. contract relationship, there were issues causing unnecessary problems and bureaucracy. The requirement to report to a desk each day could be a hindrance.

Commissioner Beckner suggested using the Strategic Plan to define the contract deliverables. The Leadership Council will be setting the policy and prioritizing elements of the Strategic Plan. It is ultimately the contracted employee's responsibility to take that direction and execute the Strategic Plan, but it is important to provide this vision and guidance prior to bringing someone on board.

Mr. Niles expressed some concern that a person experienced with contracts might find it difficult to report to the group monthly without clear outcome measures. Ms. Griffin added that the School Board used outcome measures to evaluate their outreach manager to increase student enrollments in Florida KidCare, and significant growth and enrollment in the plan could be clearly demonstrated to the School Board members.

Ms. Parrish added that an experienced person with access to the plan should be able to clearly describe how they would reach the goals during the interview process. All academic and no operational content would become clear at that point. For that reason, part of the process is for the candidate to review and study the plan and submit operational proposals that would demonstrate their abilities. If the Collaborative lays out every objective for the candidate we may miss out on something innovative. Mr. Niles concurred.

Ms. East added that some goals cannot be developed until we are further along in the process and asked if narrowing the applicant's vision to the first year would be beneficial. Mr. Jurman added that in the first year of development involves defining outputs rather than outcomes (i.e., how many contacts have been made, how many new organizations have been brought into the collaborative, how many grants have been written). It will be clear if staff is on the right track. There will be many opportunities to be found as the year unfolds and they make the right contacts and evolve. Then there should be hard and fast outcomes in Year Two.

Ms. Griffin agreed that was in line with the School Board contract outreach manager enrollments; while improved health could not be immediately measured, increased enrollments could be.

Ms. East added that she worked with other Prevention Institute program managers and, based on their experience, the initial bare bones budget doesn't not anticipate a grant coming through for eighteen months

because there is a great deal of infrastructure to be put in place first. Dr. Vandeweerd added that for many grants awarded, it takes about 18 months to get the funds. Currently, federal funding takes two rounds of evaluation prior to final award, which in itself takes 18 months. Realistically it is about 24 to 30 months before the dollars actually arrive.

Commissioner Beckner summarized the hiring discussion by proposing that the Coordinator position would report to the Chairman and the group will carefully define the contractor relationship with guidance from the County Attorney's office.

At this point the Chair addressed a plan to reinstitute the committees and add a Business Committee. Next month, members will receive a report of their appointees' attendance over the last year. The most active appointees are welcome to continue their contribution to the group, but the Chair asked for feedback on possible thresholds for participation, as some appointees have not attended at all. Ms. Parris reflected that keeping initial appointees for the first couple of years provides an important historical perspective. Ms. Griffin agreed, excepting appointees that have never participated. Ms. East has a list of persons who would like to be involved in the Collaborative and she will send their contact information to members for consideration. There were 77 initial appointees and 54 appointees who consistently attended the committee meetings. Ms. Parrish added that she would advise reviewing the list of those who wished to be involved, see what they bring to the table and determine how they could best be utilized at this point.

Commissioner Beckner suggested sending the members a list of their participants' attendance records, a list of people who would like to participate and leave it to the members' discretion to replace those appointees with low attendance. He encouraged members to reach out to their appointees and gauge their interest and let them know serving the upcoming year will not be as intensive as it was developing the Strategic Plan. Mr. Niles cautioned against a hard and fast percentage rule, as he had two ER doctors whose attendance was low due to their work schedules, but they gave valuable input into the process. Mr. Niles also proposed changing the name of his committee from Health Care to Public Health.

Mr. Jurman added as the staff positions are hired, the roles of the committees may need to shift more to connecting with and assisting the coordinator as a resource for implementation of collaborative interventions.

Ms. East directed the groups attention to a CDC recommendation that the Data Committee include members from violence prevention, youth development, criminal justice, GIS, epidemiology and other public health areas.

Ms. Griffin asked how the committees were directed to move in the same direction. Ms. East responded there was a Facilitator as well as work groups that made recommendations to the subgroups. If the Chairs agree to stay on, the committee meetings can be less formal and structured, unlike the daylong efforts that produced the Strategic Plan. Committees will still need to publicly notice their meetings to comply with Florida's Sunshine Law.

Ms. Griffin requested clear written direction outlining what each committee is charged with. Ms. Stuart added that the Coordinator should have flexibility in directing the committees. Ms. Griffin sees the role of the committees as a resource for the Coordinator and the Leadership Council as the entity which provides direction to the Coordinator. Chief Albano agreed, adding the majority of that will be covered in the contract.

The Collaborative will decide the top ten priorities for Year One, and in Year Two, revisit those established goals and objectives to revise priorities based on Year One accomplishments.

Mr. Jurman added the committees need clearly defined roles. Ms. Stuart added that this Council should not provide direction to the committees, but charge the Coordinator with communicating to the committees whatever may be required to meet the goals of the Strategic Plan. Ms. Parrish concurred, but cautioned keeping the contract relationship clear. Mr. Niles asked if the Coordinator would report to Commissioner Beckner. The Commissioner clarified that the Coordinator would report to the Leadership Council and the Council will provide reports to the BOCC.

Commissioner Beckner brought the group back to the reformation of the committees and encouraged members to contact their attendees and determine if they would like to continue to serve on their respective committees.

Mr. Niles took the opportunity to introduce a new staff member who will be attending the Council meetings, Daragh Gibson.

Commissioner Beckner moved to the next step necessary for the implementation; prioritize the Strategic Plan and the actions needed to accomplish the plan. He asked members for recommendations for an experienced facilitator to lead the Leadership Council in setting these priorities. Candidates with public health experience are preferred. Suggestions should be submitted to Ms. East as soon as possible. Ms. Parrish added a summary of the person's operational and strategic planning experience would be helpful.

The next item on the Agenda was an update from Mr. Hegarty, Chair of the Communications Committee. Mr. Hegarty appreciated the committee discussion and sees a challenge ahead to re-engage people. Leadership can assist with the effort by making it very clear that this effort is a priority. He does not anticipate that the workload will decrease for the Communications Committee in the upcoming months but added that it remains committed to supporting the Collaborative and the soon to be hired Coordinator. Mr. Hegarty recommended searching for media, public relations or advertising firms that would consider doing some *pro bono* communications work on behalf of the Collaborative. He has prepared a recommended scope of services which he will submit to Ms. East for distribution. Mr. Hegarty indicated that the firm would need to be able to perform strategic communication and be able to outline the vision and understand the objectives of the group. He asked the members to review the scope and to submit names of firms for consideration.

Next, on the Agenda was a GIS presentation by Jamie Robe of the Data Committee. Mr. Robe utilized the overlay maps contained in the strategic plan that depict six Hillsborough County risk factors by zip code area. These maps can be used to focus attention and resources on specific areas of the County in order to provide services where they are most needed and to target the areas of most concern. The maps indicated areas of high density for the following issues: violent crime, domestic violence, truancy for high school aged children, truancy for middle school age school children, child abuse and families in poverty. The group reviewed each map and Mr. Robe informed the group about the source of data for each category.

Mr. Robe also presented a population map and a summary of the data per zip code, ranking individual zip codes by the number of risk factors present. Mr. Bridenback asked if the Mr. Robe had considered preparing the crime maps on a per capita basis, as it was done on the Strategic Plan. Mr. Robe responded the

population density was people per square mile. Mr. Jurman noted that the families in poverty statistic could be skewed on Map 12 and Map 13 due to high number of rental units and number of single persons living in poverty in the area which may affect other data sets as well. Ms. East asked Mr. Jurman to make note of the possible disparity for future consideration, since this data was previously approved by the Leadership Council prior to including it in the strategic plan. Dr. Vandeweerd explained that there may be other methods to achieve ranking using an index score, but agreed that this is a good starting point for the effort.

Ms. Stuart asked Mr. Robe if he incorporated the responses of the Youth Outreach Survey in any way. Ms. East recollected that one of the weaknesses of the survey was that approximately 90% of the children did not fill out their zip code information.

Commissioner Beckner emphasized this is a starting point for the Collaborative and appreciated the usefulness of this tool to make data driven decisions to utilize available resources. The Commissioner thanked Mr. Robe for his contribution. He suggested that if the members use these maps to present the data in the community to be sure to stress that this is a starting point for identifying areas that experience more risk for violence.

The Chair recognized Ms. Coney. Ms. Coney was very impressed with the number of people coming together in this initiative and she urged the group to utilize the organizations that have been operating in these high risk zip codes for years. This will assist with gaining the trust of the community and the name recognition of the local organizations will be valuable in getting the community buy in. Secondly, she urged the person(s) writing the grants for the Collaborative to truly work in partnership with the other members. For example, last week she received a grant announcement about Bay Area Legal Services and The Spring receiving a domestic violence grant. These types of grants could be brought into the fold of this Collaborative because all of these initiatives are interconnected.

Chief Albano spoke at a community meeting in one of the high risk areas where the attendees were quite happy that their zip code had been identified as a high risk zip code and inquired about what the TTPD was going to do and how soon they were going to do it. He often finds the perception of the problems is greater than the data may indicate and he predicts we will run into a range of responses from the citizens in the designated areas.

Ms. East sees the maps as a tool to educate communities about the process of the collaborative, the identification of risk and resilience factors, and could open the dialogue within those communities about their perceptions to our findings.

OLD BUSINESS:

Commissioner Beckner moved to the next item on the Agenda, a report from the Hiring Committee. Ms. Parrish updated the group and provided additional copies of the job description and position announcement for the Violence Prevention Coordinator.

Commissioner Beckner asked Ms. Parrish if the candidates would submit a record of their grant writing success rate and expertise. Ms. Parrish directed the group to the bottom of the Position Announcement which requests a list of successful grant awards, including amount funding source and success rate. The general rule

of thumb for professional grant writers is that they should be bringing in 11x their salary. However, this position will be a well rounded person with a variety of qualifications, and while their grant writing success would not be the determining factor, it would certainly be a plus. Ms. Parrish thanked Tonia Williams for creating the timeline for the hiring process. Ms. East concurred her assistance has been valuable.

Ms. Griffin made a motion to receive and approve the position announcement and move forward with the hiring process. Ms. Stuart seconded the motion.

Ms. East asked how they were going to advertise the position. Mr. Wagner responded that the position would be listed on the Hillsborough County Civil Service website and asked that the Collaborative members advertise through their networks as well. Ms. Griffin suggested asking some entities such as The Tampa Tribune, Tampa Times, Kelly Services, etc. be approached about advertising the position *pro bono* in the interest of public health.

The Chairman called for a vote on the motion which was unanimously approved.

Next on the Agenda was an update from Mr. Bridenback on the Data Sharing project. Mr. Bridenback presented a PowerPoint presentation updating the group on the effort, aptly titled Bridging the Information Gap: Justice to Health. Mr. Bridenback presented the highlights of research on risk indicators common to those who commit violent acts. He emphasized the need to establish a system that will enable tracking and sharing these risk factors to provide the information that will facilitate agencies in assessing these factors. He emphasized the importance of being able to exchange information between systems of the professionals who are encountering these individuals in the course of their work. Mr. Bridenback outlined the benefits such integration would bring to the justice system and health care system. Mr. Bridenback suggested that one or more workgroups be established to address issues such as privacy, technology, budget and administrative issues. He also listed questions to be addressed as this project moves forward.

Mr. Bridenback asked for direction or authorization to move forward and continue the research, identify the work group members, and begin the process of validating the information gaps in existing systems as well as identify some potential revenue sources. Mr. Bridenback has identified grants for technical assistance and noted the Bureau of Justice Administration and the Department of Justice have identified these data linkages as a priority. Commissioner Beckner believes this is an important project to undertake, and asked that Mr. Bridenback continue the work and bring reports back to the Collaborative.

The next item on the Agenda is an update to the First 100 Days plan. Ms. East made a few changes to the initial plan, including a change to the logo, a check mark in Box 3: *Develop Hiring Committee to define staff positions, deliverable, salary ranges; hire lead*. Also, in Box 7, the USF College of Public Health is the entity designated to measure implementation of the plan and finally, in Box 8 the words *resolution* and *memorandum of understanding* have been removed and the agreement is defined as *Interlocal Agreement* only.

Commissioner Beckner asked if there were any other comments, questions or announcements.

Mr. Jurman announced that although the University Area Community Development Corporation's (UACDC) community garden location was once identified by the Sheriff's Office as a hot spot for crime, it has

experienced a major turnaround. The UACDC worked with USF and other sponsors to plant a community garden on September 4th of last year. Other efforts have included food distribution, additional garden beds, sponsored community clean ups and a mural painting. Mr. Jurman compared crime statistics over the last two years and reported that this area has experienced a 42% drop in crime. Commissioner Beckner asked what the total cost of the effort was. Mr. Jurman estimated about \$20,000 with in kind contributions from sponsors as well.

Mr. Wright noted that the Interlocal Agreement includes political entities and USF, but apparently excluded the University of Tampa and HCC. Ms. East responded that the Interlocal Agreement is specific to the budget and the Collaborative came to consensus to use an Interlocal Agreement to formalize the cash and in kind contributions to the Collaborative.

Ms. Stuart inquired about changing the name of the Collaborative from the Violence Prevention Collaborative to the Safe & Sound Hillsborough Collaborative in order to enhance a positive connotation to the group. Ms. Griffin added that such rebranding may assist in the efforts to introduce the program to the schools. Ms. Stuart made a motion for the name change, seconded by Mr. Jurman. The group unanimously agreed to the change.

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, October 23, 2014
24th Floor Conference Room
1:00 p.m.



Safe & Sound Strategic Planning

Dr. Leslene E. Gordon
Community Health Director
Florida Department of Health - Hillsborough
October 23, 2014

Working together to build strong families, vibrant communities and healthy neighborhoods.



First 100 Days



- Develop a communications plan for Youth Outreach Survey data and Strategic Plan;
- Develop a budget that provides sustainable funding; secure financial and in-kind commitments from Collaborative partners;
- Develop Hiring Committee to define staff positions, deliverables, salary ranges; hire lead;
- Identify community partners to take responsibility for aspects of the plan;
- Plan a community forum to solicit input from the community-at-large on the draft plan; finalize, print & distribute;
- Develop Business Committee;
- Develop a means for USF College of Public Health to evaluate data indicators and deliverables to measure progress; and
- Present Interlocal Agreement to Tampa, Temple Terrace and Plant City City Councils, Hillsborough County BOCC, School Board of Hillsborough County for approval.

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From Strategies to Action

Strategies give overall direction for an initiative.

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

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Why an Action Plan

To help you determine the specific actions/steps you will take to make your vision a reality

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

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Why an Action Plan

Tells us:

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

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Setting Measurable Objectives

Objectives outline the aims of an initiative--what success would look like .

Objectives are the specific measurable results of the initiative.

They offer specifics of *how much* of *what* will be accomplished by *when*.

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Objectives need to be S.M.A.R.T.

- **Specific** - They tell *how much* (e.g., 40%) of *what* is to be achieved (e.g., what behavior of whom or what outcome) *by when* (e.g., by 2010)?
- **Measurable** - Information concerning the objective can be collected, detected, or obtained, data is or will be available to inform us on the outcomes for the objective.
- **Achievable** - Not only are the objectives themselves possible, it is likely that we can do what is planned.
- **Relevant** - The objective fits in with the overall vision and mission.
- **Timed** - To stay on task there must be a project timeline, needs to be clear in the objective when things will be achieved.

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Examples

- By December 31, 2011, *(by when)* conduct 10 *(how much)* community outreach events for persons living in low-income neighborhoods *(what)*
- By June 30, 2012, *(by when)* increase by 10% *(how much)* the number of residents who report having blood pressure screening conducted annually *(what)*
- By January 2015, conduct 3 community forums in selected zip codes in Hillsborough County.

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Simplistic Action Plan Example

Bucket List Action Plan
 Goal: Experience the wonders of the U.S. National Parks
 Objective: By June 2015 visit the Yellow Stone National Park and one park every year after that.
 Strategy: Drive from Tampa to Wyoming

Action Steps <small>What will be done</small>	Responsible Team Members <small>Who will do it</small>	Resources Needed <small>Money/Time/People/Materials</small>	Potential Partners <small>Any others that need to be involved</small>	Outcomes <small>Product or result for this action</small>	Time Frame <small>By when?</small>
Find a Travel Agent	Dad	Vacation budget, travel agent/AAA	Mom and kids	Verbal agreement that they want take this trip	11/24/14
Get a map and plan route for drive	Dad and Mom	AAA membership, map	Arthur (work colleague who has taken this trip)	Map with route plotted	12/1/14
Determine lodging enroute and at the park	Dad	Credit card, travel agent	Uncle Victor and Aunt Grace (live in states along the way that we hope to be visiting)	Hotel Reservations & confirmed nights we will be with relatives.	12/15/14
Take trip and evaluate experience	All family members	Car, credit card, Dramamine	Neighbor Bob (he is keeping the family dog while they are away)	Trip to park completed and fun time reported by all	June 2015
Start planning for next national park to be visited	All family members	AAA Travel brochure	n/a	Reviewed and selected park for next year	July 2015

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Safe & Sound

Prioritizing Strategies

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

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Example of Action Plan

Action Plan
Date: October 23, 2014

Goal 1: Support the health and well-being of all families

Objective: By June 2015 offer coordinated mental health services in 3 Title I Schools in Hillsborough

Strategy: Mental Health Support

Champion:

Action Step <small>Plan to do</small>	Responsible Team <small>Who will do it</small>	Resources Needed <small>What do you need to do this</small>	Potential Partners <small>Who can help you do this</small>	Outcome <small>What do you expect to see as a result</small>	Time Frame <small>When will you do this</small>
Define the scope of coordinated mental health services. Identify selected schools.					



NEXT STEPS ?



Goal: Support the Health and Well-Being of all Families

Strategies

- Mental health support
- Substance abuse prevention
- Economic development and job opportunities
- Successful re-entry
- Family support services

Recommendations Community

- Develop school-based family support systems including coordinated cross-sector diagnostic systems and practices for identifying and supporting families and youth at risk. Include home visitation, integrated, comprehensive case management, mental health and substance abuse services, and bilingual services.
- Reentry: Create more viable connections between communities and inside detention facilities, provide incentives for hiring ex-felons, and support transition from detention to the community through mental health services, substance abuse treatment, job training and employment services, and supports for family members.
- Offer coordinated mental health services in schools.
- Foster parent-school relationships: Enhance adult involvement and presence on school campuses, through opportunities for parental/caregiver participation in school day activities.
- Increase Economic Stability: Advocate for policies that ensure community members can earn a living wage and access to local employment. Tie job training and placement programs for community residents to neighborhood beautification and maintenance, infrastructure and commerce development, and female economic empowerment.
- Engage Businesses: Support business development districts and other community-level efforts that increase economic growth and sustainability. Highlight fiscal benefits of improving community appearance and social cohesion to recruit local businesses.

Family

- Family support: Provide case management, family support and coordinated service provisions to support families in highly-impacted neighborhoods. Expand support services for new parents and families, so parenting classes and home visitation programs become community-wide affairs, emphasizing community connections and support.
- Parenting skills: Integrate parenting skills and child development classes into pre- and post-natal healthcare and other settings for parents. Offer universal classes to parents and other caregivers on developmental milestones and culturally appropriate, effective parenting practices to support a nurturing, safe, structured environment for children and youth, including the ability to recognize risk factors and to know what to do and where to get help.

Individual

- Peer support for parents: Establish drop-in Parent Centers where parents who may be isolated during the day can connect with other parents and community services through service projects, literacy or other adult education classes and support groups.



Goal: Cultivate a Connected Community

Strategies

- Quality education and school climate
- Social connections in neighborhoods

Recommendations

“Having regular community activities that are positive in nature and not organized around a traumatic event is critical to building community. There has to be consistency so the ways in which people experience the community starts to shift on a daily basis and is sustained for a prolonged period of time.”

- Howard Pinderhughes
UC San Francisco

“It is exciting to see a plan to improve and restore neighborhoods where the need is greatest in order to prevent violence.”

- Trish Waterman,
Administrative Office of the Courts
Children’s Justice Center

Access to Public Spaces: Ensure community members have access to safe, clean and inviting public spaces in order to foster resident interaction, relationship building and trust. In addition to outdoor parks and town squares, increase access to cultural spaces including libraries and museums. Elements of safe spaces include: well maintained, proper lighting, adequate sidewalks, a sense of openness and an absence of trash and debris.

Honor Culture: Celebrate community culture and engage community members in cross-cultural celebrations and exchanges.

Restorative Justice: Implement restorative justice programs with community organizations and the justice system.

Out-of-School Time (OST): Utilize OST activities to provide opportunities for youth to build relationships with positive peer groups. OST opportunities offer youth meaningful ways to influence the world around them, nurture their interests and talents, practice and enhance their skills and competencies, and increase their connectedness to community.

Peer Support: Foster community connectedness by sponsoring social activities in areas with the highest concentration of caseloads and community violence. Activities would foster trust, build skills, and bring residents together.

Nurture Parent-School Relationships: Enhance adult involvement and presence on school campuses, by expanding opportunities to participate in school-day activities. Utilize schools and other local institutions as hubs to foster connection among residents.

Intergenerational Connections: Intergenerational connections foster community connectedness and support healthy youth development. Build up the places and spaces where intergenerational connections exist to make these types of relationships common.

Celebrate role models: Highlight the contributions of existing community role models and natural mentors to emphasize understanding in the community about the importance of adult relationships to youth and provide model relationships.



Goal: Improve Conditions in Neighborhoods Most Impacted by Violence

Strategies

- Neighborhood environment
- Trauma-informed systems

Recommendations

“None of us can tackle these massive issues alone. If we can create critical mass by all moving in the same direction together, then we can make real progress with individuals, institutions, communities and our policies.”

- Dan Jurman
University Area Community
Development Corporation, Inc.

Access to Public Spaces: Ensure community members have access to safe, clean, and inviting public spaces in order to foster resident interaction, relationship building, and trust. In addition to outdoor parks and town squares, increase access to cultural spaces including libraries and museums. Elements of safe spaces include: well maintained, proper lighting, adequate sidewalks, a sense of openness and an absence of trash and debris.

Physical Appearance: Improve the physical appearance of neighborhoods by fostering arts programs and community gardens, improving park and neighborhood maintenance, and removing graffiti and blight.

Decreased Alcohol Availability: Decrease the density of alcohol outlets and related advertising in neighborhoods afflicted with high crime and violence.

Day of Service: Host community-wide volunteer days throughout the year to encourage community members to work together, support each other, harness community assets, and enhance their neighborhood.

Trauma-Informed Services: Provide trauma-informed services to both parents and children who may have been exposed to violence. For parents, such services should be provided to support their capacity to provide their children with emotional security and support their healthy development. Ensure that all sectors understand the impact of trauma at the individual, family and community level, and help them to integrate this understanding into their own policies and practices.

Trauma-Informed Approach: In addition to providing trauma-informed services to individuals, adopt a trauma-informed approach to community meetings and projects. Support communities so they heal from violence and can take collective action to prevent future violence. Healing circles can bring people together and provide a way to start mending rifts in community connections.



Goal: Coordinate Efforts to Maximize our Impact

Strategies

- Coordinated approach

Recommendations

“Meeting with different sectors in the same room for the planning process showed me how much we rely on the knowledge of others and how important it is to work together rather than trying to prevent violence alone.”

- Chakita Hargrove, Faith-based Community Subcommittee Chair

“When community partners and other stakeholders sit at the same table from inception to execution, it’s a great opportunity for input, partnerships, and collaboration toward a common goal.”

*- Captain Scott Wellinger
Hillsborough County Sheriff’s Office
Homeland Security Division*

Violence Prevention Coordinator: Design and implement policy that establishes a violence prevention coordinator position. This role can carry out major responsibilities associated with successful implementation of prevention efforts, such as promoting accountability, acting as a neutral organizer and working with all relevant stakeholders at all levels.

Coordinate Multi-Sector Initiatives: The public sector can more effectively coordinate departments and jurisdictions to maximize efficiency, leverage limited resources, and model collaboration. This includes coordination with complimentary initiatives such as the County’s recent Mental Health initiative.

Ensure initiative impacts all residents: Consider establishing geographic or demographic specific areas of focus to ensure those most impacted benefit from the work. Using the data collected (maps, indicators and surveys), assess the relevance of focuses on specific populations or zip codes for prioritized services.

Increase Capacity: Offer continued opportunities for VPC members and partners to better understand efforts at the community and societal level, new research and trends in preventing violence. Invest more strategically to increase capacity to achieve violence prevention.

Develop Shared Outcomes to Measure Accountability. Agree on short and longer-term outcomes that provide evidence that a prevention program is making a difference and develop a method to track, assess, align and leverage resources. Not only do these measures ensure that public funds are being used efficiently, they also provide a framework for evaluating the effectiveness of violence prevention programs and services, and enhance opportunities to attract funding from outside sources.

Coordinate Data Systems: Establish data systems that enable effective tracking and sharing of risk and resilience factors, indicators and milestones associated with preventing violence to inform policy and enable sound decision-making across departments and agencies.

Early Intervention: Create processes for systems to take action at the very first signs of risk for involvement in violence. Such action can include intervening with youth who have issues with truancy, meeting curfew and low-level offenses, addressing and directing services toward youth who have been victims or who are at risk of becoming victims of street or community violence, and targeting outreach and community-based programming to disconnected youth.

