

**Safe & Sound Hillsborough Collaborative**  
**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 Luszczynski, 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. Parris for the position of Vice Chairman of the group. Ms. Parris 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 Parris  
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 1<sup>st</sup>.

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. Parris for any input regarding this role. Ms. Parris 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. Parris 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. Parris 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. Parris 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. Parris'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. Parris 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. Parris 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. Parris 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. Parris 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 age children, truancy for middle school age 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. Parris updated the group and provided additional copies of the job description and position announcement for the Violence Prevention Coordinator.

Commissioner Beckner asked Ms. Parris if the candidates would submit a record of their grant writing success rate and expertise. Ms. Parris 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. Parris 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 4<sup>th</sup> 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  
24<sup>th</sup> Floor Conference Room  
1:00 p.m.