



# Safe & Sound

HILLSBOROUGH

May 14, 2015  
**Leadership Council**  
**AGENDA**

- I. Call Meeting to Order/Pledge of Allegiance
- II. Approve recap of April 14 meeting (5 mins)
- III. Technical Assistance Training:
  - Sustaining Prevention through Business Sector Partnerships (90 mins)  
(Prevention Institute/Annie Lyles)
- BREAK*** (10 mins)
- IV. New Business:
  - a. RFQ (Dan Jurman, RFQ Committee) (45 mins)
  - b. Housekeeping (10 mins)
- V. Old Business:
  - a. Update on Youth Outreach Survey (Cindy Stuart) (10 mins)
- VI. Questions and Comments ( 5 mins)
- VII. Next Meeting:

June 18, 2015  
1:00 PM  
County Center, 26<sup>th</sup> Floor

- VIII. Adjourn

**Safe & Sound Hillsborough Collaborative**  
**Tuesday, April 14, 2015**  
**County Center, 24th Floor Conference Room**

**Leadership Council Members Present**

Kevin Beckner, Chair, BOCC  
Michael Bridenback, Court Administrator  
Michael Sinacore, State Atty's Office  
Kelley Parris, Chair, Cultivating Community  
Walter Niles, Florida Dept. of Health  
Cindy Stuart, Hillsborough County School Board  
Steve Hegerty, Hillsborough County Public Schools  
Dan Jurman, Chair, RFQ Review Committee  
Jamie Robe, Chair, Data Committee  
Sunny Hall, Chair, Improving Neighborhoods  
Robert Blount, Chair, Family Health/Wellbeing  
Karen Buckenheimer, More Health, Inc.

**Staff Present**

Brandon Wagner, Intergovernmental Relations  
Orlando Perez, County Attorney's Office  
Lynne Tierney, Division of Children's Services

**Alternates Present**

Jerry Seeber, City of Temple Terrace  
Candace Perez, HCSO  
Marie Marino, Public Defender's Office  
Tonia Williams, The Children's Board  
Angela Smith, Court Administration  
Marc Hutek, Vice Chair, Maximizing Impact  
Holly East, Aide to Comm. Beckner

**Others Present**

Chloe Coney, Congresswoman Castor's Office  
Kelly Watts, MiW, LLC  
Ruina He, USF Harrell Center  
Glen Brown, The Children's Board  
Tanya Buffins, Radiant Hands  
Patricia Ervin, Delta Sigma Theta

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

Safe & Sound Hillsborough received copies of the minutes from the March 17, 2015 meeting via email to allow the opportunity for review prior to this meeting. Mr. Sinacore made a motion to approve the minutes, seconded by Mr. Bridenback. The minutes were approved unanimously.

**NEW BUSINESS:**

Mr. Jurman informed the group we have received one respondent to the RFQ. The Review Committee was advised that it cannot move forward with the review unless the full committee is present, and Mr. Jurman is coordinating a date that will work for all eight committee members.

Ms. East presented the Prevention Institute's Technical Assistance proposal to the group by providing consultation and technical support as we undergo a Collaboration Multiplier analysis focusing on engaging the business sector. Mr. Wagner agreed the expense would be an appropriate use of the designated technical assistance line item in the Safe & Sound Hillsborough budget.

Ms. East informed the group that the Collaboration Multiplier was a main focus of the Prevention Institute conference in Oakland in January of this year and defined it as a process that helps diverse disciplines understand each other's perspectives and contributions to the partnership. This results in more coherent

collective action and allows for a greater impact in the community. This is a method of selecting the appropriate partners and defining what they will get and what the Collaborative will get from the partnership. This training will be a great opportunity for the members to learn the Collaborative Multiplier method which can be utilized for the business focus group and the skill can be transferred for development of future committees. Ms. East informed the group that the effort will kick off with a 90-minute webinar facilitated by Ms. Annie Lyles of Prevention Institute. She will introduce the group to the Collaboration Multiplier and the possible role for the business sector, identify trends in the field, select categories for information gathering and begin compiling individual responses. After the initial training, Prevention Institute will work directly with the Business Outreach Committee, participating in regular 60-minute calls every two weeks to work on logistics and next steps as well as to provide guidance. The cost for these services will be \$9,550, which will include all preparation and consultation activities. The funds are available, and the budget line item for technical assistance for 2015 is \$20,000. Ms. East asked that the group reach consensus on the proposal today, form an *ad hoc* committee, vote on a Chair and Vice Chair, and make suggestions for invitees to the Prevention Institute webinar.

Commissioner Beckner asked if any members have questions, comments or suggestions. He added that one of the things we have discussed before was doing effective outreach to the business community and this facilitation and engagement will follow the Prevention Institute model that is already in place. Mr. Robe asked for clarification of the requested ad hoc committee vs. the Business Outreach Committee. Ms. East explained that the ad hoc committee is the Business Outreach Committee, which is convened only for the purpose of this project. Commissioner Beckner recalled for the group that the Business Outreach Committee members are Ms. Griffin, Chief Albano, Mr. Watts, Ms. Stuart, Ms. Marino, Mr. Robe, Ms. Hall and hopefully a representative of the Sheriff's Office. He agreed that today would be a good opportunity for the Leadership Council to vote for the Chair and Vice Chair to lead the committee.

Commissioner Beckner asked for thoughts about the proposal and for discussion on whom to invite to the Prevention Institute training. He recalled the March discussion regarding inviting the Chair of the Chamber of Commerce as we reach out to the business community. This event may also be a good opportunity to provide Mr. Christaldi with some background about what Safe & Sound Hillsborough is doing. Ms. East would like full participation in the training and emphasized the value of having all members of the Safe & Sound Hillsborough committees receive the training.

Mr. Perez asked who would enter into the contract, and asked for a copy of the Agreement. Ms. East indicated that, with Hillsborough County being the Council's fiscal agent, the contract would be with Hillsborough County and would agree to pay the funds out of the Safe & Sound Hillsborough budget. Mr. Wagner has agreed to get a contract to the Prevention Institute and to the BOCC for approval, if necessary. Mr. Perez will review the need to bring the contract before the Board of County Commissioners.

Mr. Bridenback offered that it has been his experience that Prevention Institute has proven itself to provide very high quality service and moved approval of the proposal to provide technical assistance, as presented. Mr. Seeber seconded the motion. The motion passed unanimously.

Mr. Niles asked for a review of the Business Outreach Committee membership and added that Mr. Blount would be a good fit for the committee, as he is currently engaged in reaching out to businesses to employ ex-offenders. Mr. Blount agreed to serve.

After some discussion, Ms. Griffin was formally nominated as Chair of the Business Outreach Committee, and Ms. Marino was nominated as Vice Chair. Mr. Jurman made the motion to approve the nominations, seconded by Mr. Niles. The motion carried.

The Chairman asked that Ms. Marino reach out to Mr. Christaldi and invite him to the Prevention Institute training on May 14<sup>th</sup>. Commissioner Beckner added that the hours for the May meeting have been extended to accommodate the webinar.

#### OLD BUSINESS:

Mr. Hutek introduced himself as the Vice Chair of the Maximizing Impact Committee and touched upon the results of the surveys that were distributed at the last meeting. The Maximizing Impact Committee is in the process of including additional agencies on their matrix, as well as breaking down the agencies into categories by type of service provided. The list is currently at 88 agencies.

The Committee would like to bring the list back to the next meeting for the Leadership Council's review. The Committee has also begun exploring the possibility of having the listed agencies be included on the Community Foundation's interactive mapping project. He invited the members to continue to send any additional agencies to himself or Ms. Combs for inclusion in the master list.

Ms. Marino added that the results of the survey designed by the Committee did not narrow down the scope of the project. To speed up the process of the committee's work, she asked the Leadership Council to be more specific in their direction or to perhaps let the committees know that they are cut loose and can make those decisions independently. She informed the group that the Maximizing Impact Committee is excited to have accomplished so much, comparing the master list to agencies listed in the 2-1-1 database and exploring ways to link to agencies via the Safe & Sound website. There is excitement, movement and discussion going on, and she would like to see the committee take off on some of those initiatives.

Mr. Jurman agreed and added that this emphasizes the need to get the Coordinator in place. Ms. East added that we may need to review and adjust some timelines in the action plans when that happens. She addressed the issue of more direction vs. more independence for the committees. Ms. Marino agreed this is a great opportunity for the Leadership Council to be more specific in guiding the committees and draw the focus down to the committee level.

Ms. Marino also suggested getting feedback from committee members, including why some agencies that might seem a good fit for the RFQ did not apply. Mr. Jurman added that some agencies had too much on their plate already and others may have been daunted by being held responsible for undertaking such an intimidating goal. It takes a certain amount of bravery to attach your name to the goal of taking on community violence. Commissioner Beckner added that it was a challenge to our group when we first began taking on this broad issue, defining violence and determining the best approach to reduce violence. He agreed it is a huge topic. Some agencies may be addressing violence in other ways but may not be able to do so comprehensively using a public health model.

Mr. Sinacore was not surprised that the survey results were so broad, as the questions were very broad. He suggested asking respondents to prioritize specific efforts to narrow the focus. Mr. Jurman suggested determining the focus by researching existing data, possibly the heat maps, to focus on specific areas or age groups. Mr. Bridenback suggested giving the committees the leeway to review the data, come to consensus, narrow the focus and scope and bring back their recommendations to the Leadership Council. Ms. East reminded the group that historical practice has been for the committees to bring their recommendations to the Leadership Council, to accept, reject or modify as needed. Mr. Robe emphasized the importance of each committee determining how to measure the effectiveness of their Action Items. As data is collected and analyzed, it will illustrate what efforts are paying off, which will further direct the violence prevention focus. He asked that each committee be sure they have a member of the Data Committee on board to plan how the effectiveness of their actions will be measured.

Commissioner Beckner asked for the members thoughts on updating the initial data collected a year and a half ago through the Youth Survey.

Ms. East added that USF is developing its proposal for evaluation of our work and before the committees decide which data to track, we will need to make sure USF is at the table. USF is working closely with the Data Committee to make those determinations.

Ms. Parris added that she does believe there is a need to have the data updated. She shared with the group that the Children's Board has been aware of increasing anxiety in the community regarding child safety. The Children's Board may be tapping into some emergency funds to address recent events, and the Children's Board has been communicating with the faith based community to come up with some plans that could be shared and perhaps have agencies come together in a safety initiative.

Ms. Hall referenced the Strategic Plan as a document for long term planning, and noted that Ms. Parris is making the group aware of a more acute need an effort that would not surpass the Strategic Plan, but enhance it, through a more immediate response to a community need.

Mr. Niles asked about the USF evaluation being separate from the selection of an entity through the RFQ. Ms. East clarified that USF has been hired as a vendor to analyze and evaluate the work of Safe & Sound Hillsborough. Whoever takes over the RFQ is going to have to implement the Action Plans, which will be evaluated. Ms. Hall added that employing certified evaluators can be extremely effective providing objective evaluations and whoever responds to the RFQ will likely be accustomed to those types of evaluations. Having the evaluators assist in setting up the parameters to be measured will be very helpful as we will know what outcomes and outputs will be expected. Ms. East added that USF had explained to her that the first year evaluation will resemble more of a process evaluation and next year it will focus more on tracking changes and improvements seen as a result of the Action Plans.

Ms. Buckenheimer spoke to some of the barriers associated with the RFQ. She expressed concerns regarding the order of the process. There are still a lot of unknowns about the Coordinator position and how the funding will flow toward the agencies performing the work. She believes the evaluation component is very important and we must be able to prove our deliverables work, but the Coordinator may wish to have the independence and flexibility to make some of the decisions that will be needed to lead the effort.

Commissioner Beckner responded that it was the intent of the Council to have that person in place last fall to pull together all of the factions of violence prevention. However, when undertaking such an initiative, we can expect some roadblocks and we will get through them and hopefully lay the groundwork for the Coordinator and provide him or her with some good direction for the effort.

Ms. East stated she would like a motion to clarify the role of the committees. Mr. Sinacore agreed that Safe & Sound Hillsborough is not a top down process and the role of the Council should be for guidance and course correction, if needed.

Mr. Sinacore made a motion that we authorize the committees to make decisions on how to proceed and report back to the Leadership Council. The motion was seconded by Ms. Marino.

Mr. Bridenback discussed the importance of filling the gap and granting the committees the ability to take whatever action they deem necessary to accomplish their task(s). Right now it is an unknown when we are going to have the Coordinator position filled and we have narrowed the focus to some very specific initial tasks needed to start this process. Hopefully we will soon have the support of a professional who will help with whatever is on the table and then take it to the next level.

Commissioner Beckner restated the motion on the floor, to give authority to the committees to use their discretion to work the Action Plan(s) and report recommendations back to the Leadership Council. He asked for any further discussion on the motion. There was none, and the motion passed unanimously.

Commissioner Beckner moved to the next item of Old Business, the Interlocal Agreement. Mr. Perez was relieved to report that he has received authorization from all agencies and has submitted the Interlocal Agreement and the First 100 Days report for inclusion on the BOCC Consent Agenda for April 15, 2015.

Commissioner Beckner has received a suggestion to update progress of the Council to the BOCC every six months. Mr. Robe asked if we would also provide that report to the cities. Commissioner Beckner would like the meeting minutes distributed to all partner agencies as soon as they are approved and will coordinate that with staff. For the six month reports, Mr. Wagner suggested taking the recaps and summarizing them and providing it to Leadership Council members for approval. Eventually the Safe & Sound Coordinator will assume that duty, but this is currently his responsibility.

Commissioner Beckner then moved to the next item of business, housekeeping topics. Ms. East recalled for the group that when she polled the Council members for meeting dates the Tuesdays and Thursdays selected did not work for Dr. Coulter or Dr. Vandeweerd of USF College of Public Health. That is why they have been sending their graduate students instead of attending themselves. They have encountered more challenges than expected in compiling the Youth Outreach Survey due to the lack of zip code information, but have confirmed they will meet to discuss the results at the end of this month. USF was unable to begin the evaluation proposal until the Action Plans were finalized, and they just received them after last month's meeting. They are hoping to attend the Leadership Council meeting next month and provide an update of where they are in the process.

Commissioner Beckner then asked Ms. Stuart if she could provide an update to the Council on whether we could partner with the School District's *Project Prevent Grant* that focuses on 21 schools located in high

poverty areas and provides interventions designed to mitigate school violence. Ms. Stuart affirmed she would update the Council at the May meeting.

Ms. Stuart informed the group that she has notified the Acting Superintendent to expect the Improving Neighborhood Committee's survey to assess Trauma Informed Care (TIC) training in the community. She recalled for the group that the Improving Neighborhood Survey is going to the 21 identified schools to get input from those school psychologists and guidance counselors first.

Mr. Robe asked for members to be sure to collect geographical data when distributing surveys.

Ms. Stuart asked if the new Youth Surveys would duplicate the original surveys done a year and a half ago, which were administered in 10<sup>th</sup> grade history classes. Ms. East emphasized that USF is strongly recommending surveying the students in the 21 *Project Prevent Grant* schools for five years, starting this fall. It would be great measureable data and which would work for both organizations, but USF and SDHC can work together to develop a proposal that works for everyone.

Ms. Stuart mentioned the School District has two other surveys that will be coming out in late May, the TEL and the SKIP survey, which measure many things, but include the question of if students feel safe at school. Those surveys are broken down by school/geographic area. She offered to provide that data to Mr. Robe and the Data Committee.

The next item of housekeeping is a discussion about bringing on a communications / public relations partner. As we engage the business community, this may be a prime opportunity to invite some of the PR firms and capture their interest. Mr. Hegerty recalled for the group that members of the Communications Committee had reached out to about five or six agencies, and while there was some interest in the project, no one committed to becoming a partner. Commissioner Beckner asked if Mr. Hegerty would reach out to them again and invite them the May meeting attend Prevention Institute's presentation. Ms. East brought the discussion back to the Collaboration Multiplier and wondered if might be a better strategy to choose those qualified agencies or organizations through use of the matrix at the workshop. Mr. Hegerty explained that part of the challenge is explaining what we are looking for in a public relations partner and the other part of the challenge is asking for the work to be done *pro bono*. If we engage business partners, that may be a way to get someone to commit to the overall effort and open some doors.

Commissioner Beckner reviewed the May agenda, which includes the Prevention Institute webinar, and the review and discussion of the RFQ. He suggested extending the meeting hours in May and possibly June, and not having a meeting in July, when a good many of the members may be traveling or vacationing.

Ms. Smith asked, since we will be opening the door to potential business partners, if we would tailor the meeting to them and begin with the webinar so that they would not have to stay for the full three hour meeting.

Commissioner Beckner believes the first 90 minutes will be reserved for the webinar. He asked if any attending members see a conflict at this time. He asked the members to check their calendars and see if the 1:00 pm – 4:00 pm time frame would present an issue. Please let his office know if the extended meeting is a problem.

Ms. Parris asked that Mr. Brown and Mr. Robe present the heat map that she had them prepare earlier in the day. The map indicated the geographic location of 12 of the 18 deaths of Hillsborough County children killed in the first three months of 2015. The 12 children represented had some type of Department of Children and Families interaction. Ms. Parris was saddened to inform the group of this huge increase in child deaths and that she is meeting with faith based groups and working to place services where they may have the most impact.

Mr. Niles stated that this is a perfect picture of why our mission is so vital to our community. Would it help the community at large if we called them together for a training or conference to show them that we are interested in them? Mr. Jurman added that would be the work of the Coordinator. Ms. Hall believes additional information on these deaths is needed before approaching the community. Ms. Buffins asked for more details on the Community Organizer position and asked about searching for such a person in the community. Commissioner Beckner explained about the RFQ and hope that our candidate would be revealed at the next meeting.

Mr. Jurman asked that the members of the RFQ Committee meet with him after the meeting in order to schedule the meeting to review the RFQ.

Ms. Smith asked if Mr. Bridenback would be on the agenda to lead a discussion on the information exchange item. Commissioner Beckner confirmed he would be on the May agenda.

Commissioner Beckner emphasized that all Leadership Council members and Committee members should attend the Prevention Institute webinar. Ms. East confirmed she would send out an invitation to all to attend.

He thanked the group for their time. There were no further questions or comments and the meeting was adjourned at 2:30 p.m.

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

The next scheduled meeting of the Safe & Sound Leadership Council will be:

Thursday, May 14, 2015  
1:00 pm – 4:00 pm  
26th Floor, Conference Rooms A & B

# Sustaining Prevention through Business Sector Partnerships



May 14, 2015

## Agenda

### Opportunities for Policy and Organizational Practice Change

- Innovations in Local Program, Policy and Practices with Business Partners
  - Handout: *Business Sector Checklist*
- Identifying Local Opportunities: Collaboration Multiplier
- Large Group Prioritization

### What's Good for *Safe & Sound* is Good for Business

- Triple Bottom Line: an Approach for Business Sector Engagement
  - Handout: *Triple Bottom Line*
- Identifying Potential Opportunities & Immediate Next Steps for Action

### Reflections, Next Steps and Meeting Evaluation

If you're interested in further background information feel free to review:

The Business Sector analysis (p. 158-167) in, *Multi-Sector Partnerships for Preventing Violence: Guide for Using Collaboration Multiplier to Improve Safety Outcomes for Young People, Communities and Cities*.

An approach for business engagement generally, *What's Good for Health is Good for Business*.

Both documents can be found at [www.preventioninstitute.org](http://www.preventioninstitute.org)

## Preventing Violence Business Sector Action Checklist

Violence affects everyone, either directly or indirectly. It not only affects the lives of victims and their family members, colleagues and employees, but violence also takes a toll on the business and economic climate. The business sector has a stake in the solution to violence and an important role to play in achieving peace.

The following checklist is based on the Spectrum of Prevention, a tool for developing comprehensive solutions to violence and other complex problems. The Spectrum promotes multifaceted action that results in systems and norms changes. This is what we need to significantly reduce violence in communities across the United States.

<b>Spectrum Level</b>	<b>Business Sector Activities to Advance Violence Prevention Efforts</b>
<b>1. Influencing Policy and Legislation</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Support policy by testifying to policymakers and advocating for prevention.</li> <li><input type="checkbox"/> Write op-ed pieces and letters to the editor in support of violence prevention.</li> <li><input type="checkbox"/> Support candidates who are committed to violence prevention.</li> <li><input type="checkbox"/> Meet with elected officials to let them know your violence concerns and commitment to violence prevention.</li> </ul>
<b>2. Changing Organizational Practices</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Adopt a neighborhood or school by providing volunteer hours, youth job training, in-kind donations, etc., to that neighborhood.</li> <li><input type="checkbox"/> Provide employees with opportunities to volunteer through dedicating a set number of paid hours for volunteer time or establishing a company-wide volunteer day.</li> <li><input type="checkbox"/> Sponsor and participate in community beautification efforts.</li> <li><input type="checkbox"/> Establish a grant-making program to fund violence prevention efforts in your community.</li> <li><input type="checkbox"/> Implement family-friendly practices, including providing employees with time off to attend events at their children's schools (e.g., first day of school, parent-teacher conferences).</li> <li><input type="checkbox"/> Encourage media outlets to establish advertising sales policies that support violence prevention goals.</li> <li><input type="checkbox"/> Donate money to support the development and implementation of local strategic plans to prevent violence.</li> <li><input type="checkbox"/> Establish clear safety and violence prevention policies.</li> </ul>
<b>3. Fostering Coalitions and Networks</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Form networks and coalitions with other businesses to promote violence prevention policies in the workplace and community.</li> <li><input type="checkbox"/> Encourage employees to serve on boards of community based organizations.</li> <li><input type="checkbox"/> Participate in coordinated efforts to prevent violence, e.g., serving on a local violence prevention leadership council.</li> </ul>
<b>4. Educating Providers</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Train employees how to apply their specific expertise or the expertise of the business to violence prevention (e.g., banks train young people to balance checking accounts, printers copy informational materials, phone companies provide support lines, bookstores establish literacy programs, radio DJs transmit messages and resources, etc.).</li> </ul>
<b>5. Promoting Community Education</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Sponsor a community violence prevention day by hosting speakers and community guests.</li> <li><input type="checkbox"/> Establish hate-free and violence-free zones in your workplace to build awareness about these issues and to set a tone for employees and customers that violence and hatred will not be tolerated.</li> <li><input type="checkbox"/> Hold community education campaigns when violence prevention legislation is introduced.</li> <li><input type="checkbox"/> Incorporate violence prevention messages into your advertising, information about your business, and into signs and posters at the workplace.</li> <li><input type="checkbox"/> Encourage your employees to speak out against violence and about violence prevention at community events.</li> </ul>
<b>6. Strengthening Individual Knowledge and Skills</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Provide mentoring and career opportunities to at-risk youth.</li> <li><input type="checkbox"/> Establish internship and apprentice programs for young people, and for adult and youth ex-felons.</li> <li><input type="checkbox"/> Adopt a school in the community to provide job training and internship programs to students.</li> <li><input type="checkbox"/> Provide anti-violence trainings (e.g., domestic violence, sexual assault, workplace violence) and diversity trainings to employees.</li> <li><input type="checkbox"/> Provide violence prevention resource referrals to employees.</li> <li><input type="checkbox"/> Post information about violence prevention around the workplace.</li> <li><input type="checkbox"/> Establish conflict resolution programs at your workplace or make appropriate referrals.</li> <li><input type="checkbox"/> Provide coverage that includes access to mental health and substance abuse services.</li> </ul>

# Triple Bottom Line: an Approach for Business Sector Engagement

May 14, 2015

## CONSIDERING THE TRIPLE BOTTOM LINE

### **PROFITS: Consider the products, services, and activities from which the business derives its profits.**

Determine if the major profits of a business are the direct or indirect result of products, services, or activities that are harmful to the health, equity, safety and wellbeing of the public. Analyzing the activities a business partner engages in to maintain profits and market share is also of great importance.

- From what products, services, and activities does the business derive its profits?
- Do the products, services, and activities of the business have a beneficial, harmful or neutral impact on community health, equity or safety?
- Does the business specifically target certain populations with their unhealthy products (e.g. children, low-income people, communities of color, the elderly, immigrants and/or LGBT communities)?

### **PEOPLE: Consider how and what the business does to invest in the health, safety and wellbeing of its own workforce and that of surrounding communities.**

Consider if and how a business contributes to building social capital through its internal and external practices by investing in the physical, mental, social and financial health of its workforce and the surrounding community.

- What are the business' labor practices, including: provision of living wages, health coverage, safe working conditions, non-discriminatory hiring practices, unions?
- How does the business engage in the active recruitment and engagement of different groups, including women, people of color, people with disabilities, and LGBT workers?
- How does the business emphasize prevention for its employees including workplace wellness policies and ergonomic working conditions?

### **PLANET: Consider the overall environmental impact of the business.**

Explore whether the business protects or depletes the natural environment and by extension, community health.

- What are the environmental impacts of the business from its facilities, energy use, supply chain, and manufacturing?
- What is the business doing to mitigate or repair any harm it may cause to the natural environment?
- Does the business follow the same environmental standards domestically and internationally?

### **REPUTATION: Consider the impact a partnership may have on your coalition's reputation and standing.**

Investigate the overall reputation that a particular business partner may hold within the broader community and consider the potential impact on your organization's reputation and credibility. Simply put, would the involvement of a particular business elevate your coalition's standing in the community or is there a conflict of interest between your coalition's mission and the activities and products of the business?

- Would a partnership with this business in any way compromise the credibility of your coalition and/or broader health and safety goals?
- Would a partnership advance the credibility of your community prevention efforts?

## **The Relationship between the Business Sector and Preventing Violence**

The business sector has a vested interest in preventing violence because violence can affect business, the ability to recruit qualified candidates, and employee productivity. Listed below are some specific reasons the business sector may benefit from being involved in a multi-sector approach to preventing community violence.

- Violence and fear of violence interferes with business and the ability to connect with clients and customers.
- Violence and fear of violence interferes with employee productivity, employee safety, and the ability to attract employees to specific job locations.
- Reducing violence is the single most effective way to stimulate economic development in affected communities.<sup>154,155</sup>
- Violence inhibits economic recovery and growth in cities around the country.<sup>156</sup>
- Preventing violence can increase business revenue. For example:
  - By preventing violence, businesses would have greater incentive to open in neighborhoods where there are lucrative markets or a robust, untapped customer base. Actual and perceived crime rates are one of several reasons supermarkets are less common in low-income communities.<sup>157</sup> Neighborhood crime and the perception of crime affected the decision by major supermarket chains to abandon many inner-city locations since the 1960s.<sup>158</sup>
  - The cost of doing business may be higher in neighborhoods with high crime and violence. Corporations believe that “shrink”—lost revenue due to employee theft, backdoor receiving errors, and customer shoplifting—will be greater in high-violence areas. They are also required to pay higher insurance rates and find it more difficult to secure bank loans when attempting to locate in neighborhoods with more crime. Preventing violence would be one way to help lower these costs.
- The kinds of efforts that can help reduce violence can also benefit the business sector. For example, keeping young people in school and on track to graduate reduces the number of missed work days for parents who must deal with their children’s behavioral problems at school, and increases the pool of qualified local employees down the road.



Eric Haynes, [cc Office of Governor Deval Patrick](#)

The Minority Business Development Agency's Business Center in Boston opened to assist businesses owned by people of color.



## DID YOU KNOW?

### Resilience Factors

The following resilience factors reduce the likelihood that community violence will occur, can counteract the impact of risk factors, and are factors that the business sector touches on:

#### Society and Community Factors

- Employment and economic opportunities
- Community design that promotes safety (e.g., business improvement districts, storefront beautification and lighting)

#### Relationship and Individual Factors

- Skills in solving problems non-violently

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### Risk Factors

The following risk factors increase the likelihood that community violence will occur and are factors that the business sector touches on:

#### Society and Community Factors

- High alcohol outlet density
- Community deterioration
- Neighborhood poverty
- Diminished economic opportunities; high unemployment rates



## YOUR TURN

Why should the business sector support multi-sector efforts to prevent community violence?

- 1.
- 2.
- 3.



## YOUR TURN

If you work in the business sector, what would you consider to be the most important benefits of supporting a multi-sector effort to prevent community violence?

If you do not work in the business sector, what are three arguments you might use to engage this sector in a multi-sector, collaborative effort to prevent violence?

- 1.
- 2.
- 3.



## YOUR TURN

### Relationship to Violence and Preventing Violence

The following list includes some roles for various sectors to prevent violence. Roles that are most common for the business sector are checked below.

INSTRUCTIONS: Go through this list and check any other ways the business sector connects to this issue in your community, city or region.

- Primary functions include preventing violence before it occurs.
- Primary functions include dealing directly with violence and its aftermath.
- Functions include enhancing resilience factors or reducing risk factors associated with violence.
- Works with a population at risk for violence, but the main focus is something other than violence or preventing violence.
- Functions include reaching a lot of people with information.
- No obvious relationship to preventing violence.
- Functions relate to informing or setting local priorities.

### Contributions Matrix

The matrix captures various ways that sectors may contribute to efforts that prevent violence. Contributions that are most common for the business sector are circled below.

INSTRUCTIONS:

1. Read the category types and consider how the business sector contributes to this issue in your community, city or region.
2. Check the boxes that correspond with the business sector's current contributions.
3. Put a star in boxes where you'd like the business sector to contribute even more.

	Provides Direct Services (upfront and in the thick)	Provides Direct Services (aftermath)	Enabling
Core	<input type="checkbox"/> A _	<input type="checkbox"/> B _	<input checked="" type="checkbox"/> C _
Supplemental	<input checked="" type="checkbox"/> D _	<input type="checkbox"/> E _	<input checked="" type="checkbox"/> F _

**Provides Direct Services (upfront and in the thick):** Agencies and departments that provide direct services to neighborhoods, families and individuals at risk for violence or impacted by violence, before violence occurs.

**Provides Direct Services (aftermath):** Agencies and departments that provide direct services to neighborhoods, families and individuals, in the aftermath of violence.

**Enabling:** Agencies and departments whose functions and services can alter the conditions that make violence more or less likely, by controlling resources or the ability to hold others accountable.

**Core:** Agencies and departments whose mandate or functions are central to preventing violence.

**Supplemental:** Agencies and departments that could support efforts that prevent violence.



## READ MORE

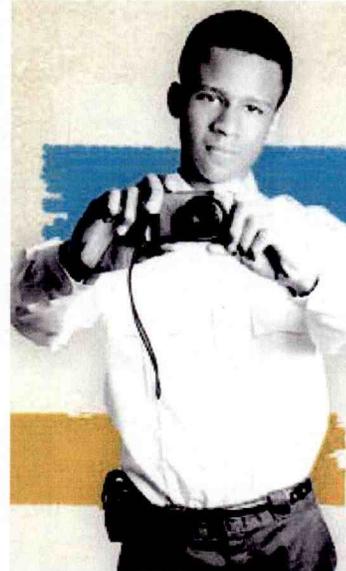
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The [Business Sector Action Checklist](#) suggests actions for the business sector that contribute to preventing violence. The actions are organized using the Spectrum of Prevention as a framework. See [www.preventioninstitute.org/publications](http://www.preventioninstitute.org/publications).



## LEARN FROM OTHERS

### Picturing Peace, Minneapolis



This utility box (left) is one of many decorated with photos taken by local youth, such as 16-year-old Jerrell (right). He says this image “shows that we all come together for something we believe in.”

A collaboration of the Downtown Improvement District and the Health Department’s Youth Violence Prevention program, the Picturing Peace project engaged teenagers in exploring the issue of violence using the PhotoVoice method. The photos that captured a view of the community from the perspective of young people, and the images of depicting peace were used to decorate 22 frequently tagged utility boxes and inspire other community members to help create a safe neighborhood. Picturing Peace is part of a larger effort to make downtown Minneapolis a safe and welcoming place to visit, live and work.

Learn more at the [Picturing Peace website](http://picturingpeacempls.com), [picturingpeacempls.com](http://picturingpeacempls.com), and share other examples with [unity@preventioninstitute.org](mailto:unity@preventioninstitute.org).



## TRY THIS

No one sector can prevent violence on its own, and almost every sector can contribute to safety. Here is a list of sample actions and strategies for the business sector to prevent violence:

- Establish programs that connect young people with jobs, apprenticeships, internships and other practice-learning opportunities, especially for youth who may be at risk for violence.
- Examine hiring policies and processes to ensure that qualified people returning to the community from prison are given due consideration. Work with the justice and economic sectors to identify appropriate candidates and provide job training.
- Sponsor and participate in neighborhood beautification efforts, including business improvement districts.
- Donate money to support development and implementation of local strategies to prevent violence, such as through the company's community benefit program. Establish a grant-making program to help fund efforts to prevent violence.
- Adopt a neighborhood or a local school. For example, make donations to support other meaningful activities for youth, provide student job opportunities, and link employees to place-based volunteer opportunities, including mentoring.
- Form networks and coalitions with other businesses to promote corporate policies that prevent violence in the workplace and the community. For example, provide health insurance coverage that includes access to mental health and substance abuse services, require conflict resolution training for all staff, and choose vendors that do not promote weapons or alcohol.
- Meet with elected officials to share how violence affects your employees, customers and ability to conduct business. Support policies that prevent violence, and write opinion pieces and letters to the editor on how neighborhood safety benefits the local economy.
- Establish clear policies that promote workplace safety and prevent violence.
- See Try This box on page 68 for actions that all sectors can take to prevent violence.



## YOUR TURN

It's your turn to identify actions the business sector could take to prevent community violence. Think about it in terms of: 1. Within current daily operations and service delivery, 2. Changing organizational practices, 3. Advocacy or as a spokesperson, and 4. In coordination with others. You can take ideas from the Try This box on page 165, or identify the strategies and actions you'd like businesses to take on to prevent violence in your city or community.

1. Within current daily operations and service delivery

2. Changing organizational practices

3. Advocacy or as a spokesperson

4. In coordination with others



## YOUR TURN

What actions do you recommend the business sector take to help prevent violence in your city or community?

1.

2.

3.

# WHAT'S GOOD FOR HEALTH IS GOOD FOR BUSINESS:



## Engaging the Business Community in Prevention Efforts

### AUTHORS:

Linda Shak, MSW

Leslie Mikkelsen, MPH, RD

Rachel Gratz- Lazarus, MPH

Nicole Schneider, MPH, MCP



## I. INTRODUCTION

Poor health is bad for business. The rising cost of health insurance and medical care for workers cuts into companies' ability to make a profit and stay competitive. Workplace productivity is reduced by lost workdays and decreased effectiveness among employees with chronic conditions such as heart disease, diabetes and some kinds of cancer.<sup>1,2</sup> The exploding cost of caring for retirees and poor and disabled people through the Medicare and Medicaid systems is increasing the tax burden for business and individuals alike. Yet chronic diseases are often preventable, and businesses can help by creating workplace and community environments that encourage healthy behaviors. Across the country, businesses are becoming increasingly aware that improving the health of their employees, their families and their communities at large is good for their bottom line. Healthy workers and healthy communities provide businesses with a competitive edge.<sup>3,4</sup>

At the same time, health departments and community-based organizations are working to improve the health of residents and reduce the burden of chronic disease by developing prevention initiatives that make health-promoting changes in the places where people live, learn, work, and play. Communities are taking action to support health through measures such as improving school meal quality, restricting smoking in multi-unit housing, and creating safe bike paths. These changes are essential in communities where residents are less likely to have access to health-promoting factors like grocery stores and safe parks, and more likely to be exposed to risk factors such as diesel truck pollution on heavily traveled streets and advertising for sweetened beverages – trends that are especially prevalent in communities of color and low-income communities.<sup>5-7</sup>

Businesses have a lot to contribute to prevention efforts. As employers, they have the authority to make changes to work environments that support the health of their employees. Retail establishments, food vendors and restaurants all help influence community norms and have the ability to provide healthier options for community members and customers. Businesses can help change the attitudes of workers and residents, as well as the practices of other business, including their competitors. “When businesses decide to make changes within their organizations, those changes have ripple effects that spread to other companies and institutions,” said Mary Balluff of the Douglas County Health Department. Lastly, business leaders often have access to political leaders and other decision-makers and can help build support for community-wide change.

This resource guide is designed to support community prevention leaders as they develop coalitions and engage local businesses in prevention efforts to improve employee and resident access to healthy food, physical activity, and tobacco-free environments. Many prevention efforts have successfully included businesses as coalition members, partners, or leaders in creating change. This resource guide highlights examples of fruitful public health-business partnerships, explores the basis for their success, and provides insights on how to replicate these successes elsewhere. Through a series of interviews with health and business leaders in Columbus, Indiana (Bartholomew County), Nashville, Tennessee (Davidson County), and Omaha, Nebraska (Douglas County), Prevention Institute has identified promising practices and lessons learned that have been effective at engaging businesses. We hope this will provide other prevention leaders with strategies that can help them engage business partners in their own communities in successful prevention efforts.

## II. ENGAGING WITH BUSINESSES IN YOUR COMMUNITY

This guide outlines some of the steps involved in forging successful community prevention partnerships with businesses. It is important to note, however, that partnership development is often not linear. It frequently involves an iterative process that leads partners back and forth through various steps as they discover new ways to build and solidify their alliance. To begin, we explore some of the factors that may motivate businesses to engage and what they might hope to accomplish by partnering with community prevention efforts.

### Examine the business perspective, motivation and resources

It is important for community prevention leaders to understand the impact businesses hope for by engaging in community prevention efforts, the resources and commitment they can commit, and the benefits they hope to achieve.<sup>11</sup> While businesses typically partner in community prevention efforts to advance a business goal, the specific motivations of any individual business may stem from a range of needs and circumstances that may or may not impact their bottom line directly.<sup>12</sup>

### THE BUSINESS CASE FOR HEALTH

★ Employer health insurance claims for obesity and related chronic diseases are \$93 billion per year.<sup>8</sup>

★ In the U.S., full-time employees with chronic disease miss an estimated 450 million additional work days per year compared to healthy employees, contributing to a cost of \$153 billion in lost productivity every year.<sup>9</sup>

★ Productivity losses related to personal and family health problems cost U.S. employers \$1,685 per employee per year, or \$225.8 billion annually.<sup>10</sup>

Potential motivations for businesses to become involved in community prevention efforts include:

- Increasing employee productivity and morale<sup>12</sup>
- Improving employee recruitment and retention<sup>12</sup>
- Enhancing standing as a community leader
- Creating economic development opportunities
- Elevating visibility with the public and political leaders
- Enhancing community relationships<sup>12</sup>
- Improving a community's ability to attract new business and develop a strong workforce

Since these motivations can change over time, it is important to continuously reexamine them and to maintain a process of ongoing dialogue with business partners.

### Explore with businesses the ways they can get involved

There are many ways businesses can engage in prevention efforts. Start by having direct and honest conversations with potential business partners about the potential for mutual benefit. Be explicit about goals and expectations moving forward.<sup>12</sup>

A menu of clear, actionable options will allow businesses to choose avenues for engagement that fit their needs, mission, culture, internal ethics, and desired level of interaction with employees, customers, and the larger community. Options also give businesses the flexibility to determine the right level of involvement. Some businesses may want to limit their initial engagement to one particular project or to take part in a pilot program before deciding to deepen their level of involvement; others may be ready to invest larger amounts of time and money.

## A MENU OF OPTIONS

*Here are a few ways that businesses can support prevention efforts:*

### **Implement health programs and policies that improve the health of employees:**

Workplace health programs can have a significant impact on the health of employees, and can trigger profound changes in the culture and environment of businesses. Many adults spend a majority of their waking hours at work or traveling to and from work. Workplace health programs can benefit employees by making healthy changes to the workplace such as food procurement and healthy vending guidelines, lactation accommodation, tobacco-free policies, hosting mobile farmers' markets, creating incentives and building on-site infrastructure that supports workers to walk or bike to work, and providing opportunities for physical activity for workers.

It is important to ensure that worksite health initiatives benefit *all* employees, and not just white-collar workers. When structuring workplace health initiatives, it is critical that businesses understand that not all employees have same amount of disposable income or flexible work time. Successful prevention initiatives should be designed in a way that takes these differences amongst workers into account. Further, businesses should consider changes that make the workplace a healthier setting overall—healthy food in the cafeteria and at meetings, tobacco-free campus policies, and signage and other aesthetic changes to encourage stair use—that benefit all employees within an organization, not just a select few.

**BENEFITS TO BUSINESS:** Changes like the ones described above can help companies attract and retain qualified employees, reduce absenteeism and lower incidence of chronic disease and healthcare costs.

**COMMUNITY EXAMPLE:** The Metro Transit Council of Minneapolis worked with public health experts to promote a healthier workplace environment for employees, especially bus

operators who tend to work non-traditional hours, take breaks at irregular times, and have sedentary jobs. As a result, many bus operators purchased their meals and snacks at the bus garage vending machines. To promote the sale of healthier options, the transit provider lowered prices of healthy items by 31 percent, while keeping other prices constant, and increased the proportion of healthy foods and beverages so they made up half of the items sold at four of the garages. These changes increased the sales of healthy items by 10 to 42 percent across the four garages.<sup>13</sup>

### **Implement organizational practices that support the health of customers:**

Businesses may also consider adopting organizational practices that promote the health of their customers. These could include making establishments tobacco-free and friendly to breastfeeding mothers, creating healthy menu options at restaurants, healthy check-out aisles at grocery stores, and accessible bike parking. Additionally, establishments that sell foods such as restaurants, corner stores and grocery stores can encourage the consumption of healthier products through pricing and promotion strategies. These practice changes can be particularly effective in underserved areas, where low-income residents or people of color often have less access to healthy food and opportunities for physical activity. Working with businesses can also go hand-in-hand with economic development initiatives designed to improve the overall vitality of communities. One challenge is that businesses serving underserved communities may have a desire to make healthy changes but lack the capital and capacity to do so. For example, in order to begin offering produce for sale, a corner store owner will need skills in purchasing and handling produce as well as special storage equipment to display it. Public health agencies, local government entities or philanthropic institutions can provide financial resources, technical assistance and expertise to help these businesses make changes that will benefit the health of their customers, as well as help gather input from customers about health-promoting improvements they would like to see.

**BENEFITS TO BUSINESS:** Businesses that invest in these strategies enhance their visibility in the community, improve their reputations, and distinguish themselves from competitors.

**COMMUNITY EXAMPLE:** Nashville, Tennessee's Healthy Corner Store Initiative enabled five corner and convenience store owners to increase healthy food availability to 118,435 people in four neighborhoods that lack full-service grocery stores or reasonable transit access to nearby full-service markets. [26]. In partnership with the health department and the local community, participating



Nashville residents enjoy increased access to fruits and vegetables through the “So Fresh” campaign.

corner stores increased shelf and cooler space for healthy food including fresh produce, low-fat dairy and whole grain products. This initiative supports local residents to buy healthy food while also helping proprietors increase their sales of healthy products. While two of the stores closed during the implementation period for reasons unrelated to the initiative, the availability and variety of fruits and vegetables increased in the three remaining stores. On average, the three stores carried only three types of fruit and 10 kinds of vegetables prior to the initiative; afterwards, the now stores stock 15 varieties of fruit and 35 kinds of vegetables. The Healthy Corner Store Initiative also serves as a model for partnership between business owners and public health partners at a time when communities across the country are experimenting with different models to engage and sustain the involvement of local store owners. In Philadelphia, almost 500 corner stores participate in a similar initiative, while in Evansville, Illinois, a newly renovated corner store serves over 11,000 African-American residents with fresh healthy produce.<sup>14</sup>

**Participate in broader community health initiatives:** Businesses may positively impact the health of their community — including their employees and customers — on a wider scale by participating in communitywide wellness and prevention efforts, and donating available time and resources. This might include establishing tobacco-free environments, setting up bike and walking paths, increasing neighborhood walkability and open space, or working with schools to establish nutritional standards and joint-use agreements allowing community use of school playgrounds and other facilities.<sup>15</sup>

**BENEFITS TO BUSINESS:** These types of investments help improve communities, making them more vibrant and attractive to a broader pool of potential employees, businesses and tourists. In this model, community development leads to economic development by making an area more diverse and economically dynamic.

**COMMUNITY EXAMPLE:** Bird Rock, a community in San Diego, California, brought together community residents and local businesses to improve their business district. Organizers held a series of community meetings involving all stakeholders and examined the walking patterns and needs of residents. This process led to a decision to install new roundabouts and safety features, creating a more walkable community for residents and employees. According to the National Complete Streets Coalition, “a survey of tax receipts among 95 businesses along the corridor reflected a 20 percent boost in sales after these new features were implemented.”<sup>16</sup>

**Play a leadership role in community prevention groups or partnerships:** Businesses can take part in health and prevention partnerships that involve representatives from public health agencies and community organizations by contributing their expertise and leadership skills to help shape the vision, direction and priorities of the effort. Examples of coalitions include food policy councils, healthy business coalitions, and chronic disease-prevention collaboratives. By participating in this way, businesses can catalyze wider support for healthy

initiatives in the business community. The changes made by one business may create models that other businesses can follow. When considering which businesses to include in the decision-making body of a coalition, it is critical to select businesses with values that align with those of the coalition. Businesses that have a vested financial interest in products or services that are harmful to health may not be well suited for a direct leadership role or as a formal member of a coalition.

**BENEFITS TO BUSINESS:** By serving as a coalition member, businesses can demonstrate their leadership within the community, expand their connections, generate favorable publicity for their business and the coalition and improve their image and standing in the community.

**COMMUNITY EXAMPLE:** Columbus, Indiana, home to 44,000 residents and two Fortune 500 companies, has a long history of bringing together stakeholders to solve complex issues. The Columbus Area Regional Hospital's Reach Healthy Communities initiative (Reach) and the Chamber of Commerce built on this history by developing a partnership that addressed community health concerns related to chronic disease. "Stakeholder involvement is in the DNA of the community, so it was easy to plug right in (to existing prevention efforts)," says Jack Hess, president of the Chamber of Commerce in Bartholomew County. [22] Together, Reach

and the Chamber recognized that most Chamber members were small businesses with fewer than 10 employees and weren't providing their employees with workplace wellness programs, healthy meals or exercise facilities comparable to those offered by larger businesses. Reach and the Chamber brought small businesses to the table and raised framed the issue as a fun and engaging challenge to small businesses. To provide incentives for participation, Reach and the Chamber launched the Kenko (meaning "health" in Japanese) Challenge, a 12-



In Bartholomew County, Indiana, bike with the CEO events encourage workplaces to support physical activity and team spirit.

week team-based contest aimed at starting wellness programs that would create healthy changes in the workplace. Now an annual event, the Kenko Challenge uses friendly competition to encourage businesses to institute changes that increase personal health awareness, improve nutrition, increase physical activity, and create a healthy work environment.

### III. DETERMINING WHO TO ENGAGE WITHIN THE BUSINESS COMMUNITY

Community prevention leaders can collaborate with a wide range of business operations including small locally owned businesses, non-profit employers, and larger Fortune 500 firms (see text box on page 6). Leaders can also engage with businesses indirectly through local business groups or associations, such as the Chamber of Commerce<sup>11</sup>, and other business-oriented, ethnic organizations that reflect community diversity, such as the Hispanic Chamber of Commerce, Black Chamber of Commerce, or Korean

Grocers Association. Decisions about which organizations to engage and how best to engage them may be influenced by the "size, structure and function"<sup>3</sup> of the business, all of which impact the ways that business may contribute to the coalition partnership, and what that business gains from its involvement.<sup>3,17</sup> Additionally, community prevention leaders should consider which types of businesses have an influential role in their community and are trusted among community residents. Partnerships with small, locally-owned businesses may center on local or regional community health initiatives, while larger

## BUSINESSES AND EMPLOYERS TO CONSIDER INVOLVING IN COMMUNITY PREVENTION INITIATIVES:

- Chambers of commerce
- Grocery stores or corner stores
- Restaurants
- Health insurance companies
- Retail stores
- Banks
- Bicycle and other sports stores
- Hotels
- School systems and universities
- Hospitals and healthcare providers
- Local and state government
- Convention centers

business partners may leverage their resources and relationships to support broader regional or statewide health changes.<sup>11</sup>

Before reaching out to potential business partners, organizations engaged in community prevention efforts should clarify their own internal priorities, assets and unmet needs to determine how the participation of a business might best assist community prevention efforts and which business partners would be most helpful.<sup>11</sup> It is also important to reflect on the values of the organization or coalition and those of the potential business partners, to be certain they are broadly aligned. One way to frame thinking in this area is to assess a business according to the Triple Bottom Line of profits, treatment of people, and impact on the planet. An additional, fourth element should be included as well: the potential impact of a particular partnership on the overall reputation of the community prevention effort.

The concept of a Triple Bottom Line approach expands the traditional bottom line of **profits** and losses by adding two additional “P’s,” **People**, or the business’ social responsibility, and **Planet**, or environmental responsibility (See chart on page 7).

Community prevention leaders can begin to answer these questions by talking with their network of colleagues or friends who may be familiar with the potential business partner, reading its website, or scanning newspaper archives for mentions of the business. Based on this initial research, prevention leaders may decide to meet with potential business partners to learn more about their values and to determine whether a partnership is likely to be mutually beneficial.

## IV. BUILDING RELATIONSHIPS AND RECRUITING BUSINESSES

Effective health-business partnerships are built on strong, trusting and mutually beneficial relationships.<sup>12,18</sup> After assessing internal needs and identifying potential business partners, community prevention leaders can begin reaching out to businesses by leveraging existing relationships, identifying motivated leaders in the business community, and initiating partnerships early to increase business investment in health initiatives.

### Consider a Broad Range of Stakeholders

Inviting a broad range of business partners to the table can significantly strengthen the foundation of community prevention efforts, as long as the coalition members agree broadly about values and strategies. In Douglas County, Nebraska, the board of directors of *Live Well Omaha* includes leaders from several non-health businesses including Valmont Industries, (a company that develops infrastructure products) the Chamber of Commerce, Union Pacific Railroad and an accounting firm.

### Leverage existing relationships

Existing partners can examine their networks to identify potential business partners. In some communities, collaborative efforts between public health and business are built on a history of local public-private partnerships. In Bartholomew County, Indiana, and Omaha, Nebraska, community prevention leaders found it was easy to engage businesses in their efforts because there was a long history of public-private collaboration in economic and community development.

## CONSIDERING THE TRIPLE BOTTOM LINE

### **PROFITS: Consider the products, services, and activities from which the business derives its profits.**

Determine if the major profits of a business are the *direct or indirect* result of products, services, or activities that are harmful to the health, equity, safety and wellbeing of the public. Analyzing the *activities* a business partner engages in to maintain profits and market share is also of great importance.

- From what products, services, and activities does the business derive its profits?
- Do the products, services, and activities of the business have a beneficial, harmful or neutral impact on community health, equity or safety?
- Does the business specifically target certain populations with their unhealthy products (e.g. children, low-income people, communities of color, the elderly, immigrants and/or LGBT communities)?

### **PEOPLE: Consider how and what the business does to invest in the health, safety and wellbeing of its own workforce and that of surrounding communities.**

Consider if and how a business contributes to building social capital through its internal and external practices by investing in the physical, mental, social and financial health of its workforce and the surrounding community.

- What are the business' labor practices, including: provision of living wages, health coverage, safe working conditions, non-discriminatory hiring practices, unions?
- How does the business engage in the active recruitment and engagement of different groups, including women, people of color, people with disabilities, and LGBT workers?
- How does the business emphasize prevention for its employees including workplace wellness policies and ergonomic working conditions?

### **PLANET: Consider the overall environmental impact of the business.**

Explore whether the business protects or depletes the natural environment and by extension, community health.

- What are the environmental impacts of the business from its facilities, energy use, supply chain, and manufacturing?
- What is the business doing to mitigate or repair any harm it may cause to the natural environment?
- Does the business follow the same environmental standards domestically and internationally?

### **REPUTATION: Consider the impact a partnership may have on your coalition's reputation and standing.**

Investigate the overall reputation that a particular business partner may hold within the broader community and consider the potential impact on your organization's reputation and credibility. Simply put, would the involvement of a particular business elevate your coalition's standing in the community or is there a conflict of interest between your coalition's mission and the activities and products of the business?

- Would a partnership with this business in any way compromise the credibility of your coalition and/or broader health and safety goals?
- Would a partnership advance the credibility of your community prevention efforts?

Framework adapted from: Prevention Institute's Working Document *Think it Through: Considerations for navigating partnership and funding offers from for-profit businesses*

### **Identify appropriate contacts within each business**

Begin by identifying the most appropriate contact person within a business.<sup>11</sup> The local Chamber of Commerce may be able to help you identify the best contacts at a particular business, and may also help promote your effort to build an alliance. Start by reaching out to a company's wellness director, head of the human resources department, or public relations representative. For larger chains, inquiries are typically initiated at the corporate headquarters, while smaller, locally-owned businesses usually have more flexibility. Working with small businesses may require community prevention leaders to connect directly with business owners. Having a mutual contact make introductions to business leaders is often the most effective way to initiate business partnerships. It is important to be tenacious and patient in approaching potential business partners, as many businesses need to juggle complex priorities and are accountable to the needs of multiple stakeholders. Business owners and executives may also be concerned about their reputation or unfamiliar with the business value of prevention.<sup>11,12,18</sup> It may take time to build trust and for business to integrate new prevention strategies into existing business priorities.

### **Initiate business partnerships early in the formation of prevention efforts to increase investment**

Early involvement allows business partners to participate in the learning process, to help develop the goals and vision of a coalition or initiative, and to invest in appropriate and realistic prevention solutions. Too often, community health initiatives do not involve businesses at all or only invite participation after an effort has been launched and businesses may be reluctant to participate if they have not been a part of shaping the initiative from the early stages. Engaging businesses during the initial assessment of community health problems may also encourage them to apply their understanding of prevention to a local scenario and contribute their creative expertise in generating solutions.

## **V. MAKING THE CASE TO BUSINESSES**

There is a powerful case to be made about the important role businesses can play in improving community health *and* their own reputation, standing and bottom line by partnering in prevention efforts. When businesses actively participate in prevention efforts, important benefits can flow to the community and to businesses, their customers and employees. Making the most effective case to businesses requires carefully crafting your messages, finding the right messenger, and considering the timing and context of messages.

### **Framing the Business Case**

Some business will immediately understand the benefits of participating in prevention efforts or instituting workplace health initiatives; others will need more persuasion in the form of well-crafted, convincing messages that appeal to the interests of the business.

Since business leaders may have limited time, energy and resources to dedicate to new projects, it is imperative that prevention leaders make a strong case for how involvement will benefit the business or employer. Businesses tend to be more responsive when they can identify tangible benefits such as productivity gains, decreased health care costs, increased product consumption, new opportunities for economic development, and improved public perception. On the next page, we provide talking points that community prevention leaders can use as they make the case to business partners. In addition to the suggested talking points, specific local data can help make the case to business. A business partner may be interested to learn about national statistics, but the message will have even greater relevance if community prevention leaders can demonstrate directly how the issue is impacting the local community, business, employees and industry.

***\*Chronic diseases related to unhealthy food options, tobacco products and lack of physical activity are one of the biggest drains on our nation's economy. Businesses often pay the price for poor health:***

- In the U.S., full-time employees with chronic disease miss an estimated 450 million additional work days per year compared to healthy employees, contributing to a cost of \$153 billion in lost productivity every year.<sup>9</sup>
- Sick days and lost productivity cost US businesses \$344 billion every year, and these costs are continuing to rise.<sup>2</sup>
- Small businesses are projected to lose \$52.1 billion in profits, \$834 million in wages, and 178,000 jobs over the next ten years due to health care costs.<sup>19</sup>

***\* Prevention saves money and lives:***

- Every dollar invested in building healthy communities reduces the burden and demand on our health care system, and ensures that more people will be healthier and productive for longer periods of their lives.
- Seven of ten deaths among Americans each year are caused by chronic diseases such as heart disease, cancer, stroke and diabetes—diseases that could be prevented.<sup>20</sup> These same chronic diseases account for more than 75 percent of our nation's health care spending.<sup>20</sup>
- Community prevention dollars are working right now to alleviate some of these soaring costs—and are improving health at the same time. A five percent reduction—just in diabetes and high blood pressure rates—would save our country as much as \$24.7 billion a year.<sup>21</sup>

***\* The same community changes that benefit our health also benefit our businesses and the local economy:***

- Bike paths, pedestrian walkways and smart public transit make it easier and faster for people to frequent local businesses, and can help attract new customers. Businesses in the Bird Rock neighborhood of San Diego, California, partnered with community

“The two biggest costs grabbers for any business today are both health related—and that's health insurance increases, but also the loss in productivity based on the treatment of health-related disease, such as employee absenteeism. The bottom line is this: a healthy community is one in which companies want to locate, businesses want to grow and expand, and the best workforce in the world wants to live.”

JACK HESS  
COLUMBUS AREA CHAMBER OF COMMERCE  
PRESIDENT COLUMBUS, INDIANA

residents to improve their business district. New roundabouts and safety features made the community more walkable for residents and increased local business revenue by 20 percent.<sup>16</sup>

- Healthier corner store initiatives provide direct resources to local business owners to assist with equipment upgrades and publicity for their stores and products, helping to attract new customers.
- Farm-to-school programs ensure that our kids are eating local foods, from local farmers, prepared right where we live. Instead of shipping food in from out-of-state or out of the country, our local farmers and the local economy benefit.

***\* Worksite health initiatives reduce treatment costs and improve health:***

- Medical costs fall by about \$3.27 for every dollar spent on worksite wellness initiatives; absenteeism costs fall by approximately \$2.73 for every dollar spent.<sup>4</sup>
- A University of Michigan study demonstrated that workplace wellness programs have long-term health and cost-saving benefits, saving one company \$4.8 million in employee health



Employees at UNO Environmental Services in Omaha, Nebraska take a walking break during the work day.

and lost work time costs over nine years.<sup>22</sup> Many companies (such as Caterpillar, 3M, Dell, and Home Depot) have instituted multifaceted programs to improve the health of their employees and have shown savings — both in terms of health care costs and worker productivity.

It may also be helpful to emphasize additional community or business priorities and values that may not be directly related to health. Jack Hess, president of the Chamber of Commerce in Bartholomew County, Indiana, called the business community to action by emphasizing the importance of local efforts. “While the structure of healthcare may be determined at the federal level, the spirit of healthcare is determined at the local level,” he said. “It’s up to us to figure it out, to get the spirit right.” Lead agencies will need to determine individually which messages will be most effective in reaching potential business partners.

### **Find the Right Messenger**

Be strategic in identifying from among your allies the people who can most effectively reach out to a particular business, or to the business community at large. In some cases, businesses may be more receptive to message and messengers from outside the health sector. Business leaders are often very effective at recruiting participation from others in the business community, while elected officials can lend credibility to prevention work and pave the way for more effective partnerships. In Nashville, for instance, the Healthy Nashville

Leadership Council used the mayor as the primary spokesperson for its community health efforts. In Omaha, the executive director of the Chamber of Commerce has been the “master of ceremonies” for each celebration of the local Live Well Omaha initiative and has been an effective voice for linking health efforts to the economic development of the community.

### **Consider the timing and political context of messages**

The political, economic, and social climate may bolster or detract from a particular community prevention effort’s messaging campaign, making businesses more or less receptive to participating. Successful community prevention efforts consider this context, and are able to strategically position their health initiatives in response to social events or legislation. Some use these events to emphasize the time-sensitive nature of participation in community prevention initiatives, conveying to businesses that *now* is the best time to support needed health changes. In Nashville, for example, the NashVitality initiative’s “Breastfeeding Welcomed Here” campaign was coupled with a change in state legislation in 2011 that strengthened the State’s law regarding breastfeeding in public. This shift in the political climate increased the receptivity of local businesses and institutions to participate in the campaign.

## **VI. GETTING DOWN TO BUSINESS: WORKING IN PARTNERSHIP WITH BUSINESS STAKEHOLDERS**

Business leaders and those working to advance community prevention often share many goals, such as a thriving economy, or a vibrant community character. Finding common approaches to advance community prevention and business objectives simultaneously requires honest and open conversation from the start. It is important for partners to be transparent about their intentions, and to anticipate and manage differing perspectives. While business, health and public health sectors often bring unique assets to these partnerships, they may also have differing understandings of how prevention work should be approached and varying definitions of success. It is

critical to understand the interests, commitment, and perspectives of each party in the coalition, and to set realistic expectations for participation. To be effective, partners must begin by articulating a shared mission and common goals.<sup>10,12</sup>

### **Define roles and expectations for all partners**

Successful partnerships or coalitions require explicit conversations and agreements about what the partnership will look like and the roles and expectations of each partner.<sup>11,12</sup> When beginning a new partnership, it is critical to clearly frame the project, ensure that the needs of all partners are met, and outline the commitments of each partner (financially and otherwise) in order to increase the likelihood of success. This stage is particularly important since businesses and public health professionals may be working on different timelines. Businesses tend to measure results in quarterly reports, while the long-term goals of community prevention efforts can take years to accomplish. To clarify roles and expectations, community prevention and business leaders may want to formalize their partnership through a memorandum of understanding.

### **Examining differences and understanding shared values**

While collaboration can be fruitful, they also pose challenges. Businesses and health organizations may differ in their goals, language, culture, values and decision-making processes.<sup>11,12</sup> Some potential differences include:

- Businesses typically aim to further a bottom line while community prevention efforts work to advance an established mission.<sup>11</sup>
- Businesses typically value “efficiency and streamlined processes” while community prevention coalition values often lean toward collective decision-making and consensus processes.<sup>11,12</sup>
- Business leaders may have reservations about a coalition’s capacity to meet established deliverables and may perceive coalition partnership as a business risk. Lead agencies in community prevention efforts

may be concerned about the motivations of businesses, and may see business involvement as a largely symbolic gesture to earn positive public attention.<sup>12</sup>

- Businesses, city agencies and community groups may have very different organizational cultures and values. To community prevention leaders, business language may sound direct and abrupt.<sup>11</sup> Community prevention lead agencies may carry anti-business sentiments which will need to be recognized, and will need to learn the language of business.<sup>12</sup> Additionally, the same word or acronym may have completely different meanings for business and health stakeholders. For instance, a business stakeholder may use the term “CDC” to refer to community development corporations while health stakeholders tend to think of CDC as the Centers for Disease Control and Prevention, a national government public health agency. Given the range of potential differences, it is important for community prevention leaders and business partners to understand their differences, and identify their shared values. In many cases, this mutual understanding of priorities can become a partnership’s greatest asset. Additionally, communication is critical for a strong partnership; it is important to be explicit with language and avoid jargon.

### **Use Public Recognition to Encourage Businesses to Participate**

For businesses, public recognition can be a significant incentive to take part in community prevention efforts. In Omaha, for example, the *Live Well Omaha* coalition placed an ad in the local newspaper recognizing the 400 business partners that made changes in the workplace to promote employee wellness. The advertisement attracted 30 additional businesses to contact *Live Well Omaha* to find out how they could get involved. Other forms of recognition include positive health-report cards, business awards, being honored at a public event, or promotional decals to display. Branding campaigns that use high-visibility print ads, billboards, websites or television spots can also encourage businesses to participate. In Nashville,



In Omaha, stakeholders across sectors gather for the Partners for a Healthy City Rally to celebrate their shared commitment to implement at least one organizational change to support physical activity or improved access to healthier food and beverage choices.

the Mayor’s “NashVitality,” branding campaign catalyzed citywide participation in prevention efforts to expand opportunities for physical activity and nutrition. As a result, local corners stores are highly active in Healthy Corner Store initiatives, proudly displaying their hard-earned NashVitality logo in store windows, while increasing access to nutritious food in low-income neighborhoods throughout the city.

### **Encourage businesses to engage employees, patrons and community members in shaping successful health initiatives**

Business leaders can partner with employees to create culturally relevant and engaging workplace wellness programs and policies. Retail establishments and other businesses that serve the community can communicate with local residents to learn about their priorities for products and services. For example, a business in an urban industrial setting might engage local residents in public art activities, tree-planting or improved street-lighting projects in order to revitalize economic activity, enhance safety, and promote walkability. Corner stores in low-income neighborhoods might increase healthy food access by working with residents to identify affordable, nutritious and culturally-appropriate produce they could sell. Community prevention leaders can help businesses set health initiatives up for success by continually posing the question: “What would residents like to see?”

### **Encourage business creativity in generating innovative solutions to promote health**

Many businesses are proud to be innovators and value ingenuity. Community prevention efforts can help to encourage and foster these values in businesses that want to “do good” and give back, either within their own workplace or within the broader community. In Omaha, businesses played a huge role in transforming the riverfront to become “the front door of Omaha.” In the 1990s, when city leaders were trying to enhance the city’s image, businesses contributed financially and provided the political will to make change happen. “We realized if we were going to make a change that impacted the health of the community, we needed business at the table,” said Mary Balluff of the Douglas County Health Department.

### **Address cultural differences, tensions and distrust**

Business and public health partners can minimize and resolve conflict that may arise in the partnering process by maintaining and prioritizing open, honest and respectful dialogue. Ongoing direct communication and transparency among partners can enhance trust and support strong working relationships. The lead agency of any community prevention initiative should be sure to follow through on all correspondence and tasks to help secure trust and demonstrate credibility and reliability.<sup>18</sup>

### **Provide technical assistance and support to businesses as they make health a priority**

Businesses may require assistance in getting started with prevention work, and public health professionals can provide technical support to businesses as they develop new practices and policies. In Nashville, for instance, the health department supported businesses engaged in the Healthy Corner Store Initiative by educating store owners about local health disparities and increasing awareness about the connection between business practices and food access. They also worked with store owners to identify which products could be considered “healthy,” and increased the availability of those products to local consumers.

## **VII. SUSTAINING BUSINESS INVOLVEMENT**

Regardless of a partnership's length, effective cross-sector collaboration requires consistent effort to sustain the involvement of all partners over time. The following steps may help the partnership endure.

### **Share successes and ensure they're made visible**

Early success suggests forward movement and can inspire deepened and ongoing business involvement. They should be highlighted through a range of media outlets and communitywide events, and may even encourage new business partners, as well as other sectors, to participate.

### **Establish a range of short and long-term goals**

Health statistics do not change overnight, though businesses may want to see significant changes within short timelines in order to justify their investment and maximize their return.<sup>12</sup> To increase success in meeting the goals of all coalition partners, define short-term and intermediate outcomes, in addition to more long-term projects. Absenteeism reductions, morale improvements, productivity gains, and culture changes at the worksite can all be seen in relatively short order as a result of workplace health programs. These outcomes can help sustain investment until longer-term healthcare cost changes can be measured.

### **Help businesses succeed at prevention**

Community prevention leaders can develop a toolkit of health resources to support businesses in implementing their own healthy community initiatives, as well as provide training and technical support to build the capacity of business partners to advance prevention efforts in the future.

### **Encourage business partners to institutionalize their changes**

Success breeds success—and makes people want to sustain it. When community prevention efforts bear fruit and businesses see their employees become healthier, it may encourage them to make permanent changes or to take health initiatives used in one workplace and bring it to others. Community prevention leaders can support businesses in this process by helping to design initiatives that can be sustained over time, as well as providing technical assistance, mentoring, or resource development.<sup>13</sup> Institutionalizing business involvement was at the forefront for Bartholomew County's Reach initiative. "As we were looking at sustainability, we had had great involvement and response from businesses, yet no one 'owned' the work in a way that it could continue to support business," said Beth Morris of Columbus Regional Hospital in Columbus, Indiana. Eventually, the local Chamber of Commerce agreed to provide continued leadership on a workplace-wellness business initiative and to continue to engage businesses in worksite wellness activities.

## **VIII. CONCLUSION**

The business community can play an important role as a partner in health initiatives aimed at changing community environments by reducing exposure to tobacco smoke, promoting physical activity, and increasing the availability of healthy foods and beverages. Community prevention initiatives have already demonstrated that health and business partners can work hand-in-hand to promote healthy communities, advancing both public health and business objectives at the same time. Now is the time for prevention leaders to intensify this effort and deepen their partnerships with business. The reward will be a more vibrant economy, a thriving workforce and a truly healthy nation.

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MARY BALLUFF  
Douglas County Health Department  
Omaha, Nebraska

JACK HESS  
President, Columbus Area Chamber of Commerce in Columbus  
Bartholomew County, Indiana

ELIZABETH MORRIS  
Columbus Regional Hospital in Columbus  
Bartholomew County, Indiana

TRACY BUCK  
Metro Public Health Department  
Nashville, Tennessee

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**PREVENTION INSTITUTE** is a non-profit, national center dedicated to improving community health and wellbeing by building momentum for effective primary prevention. Primary prevention means taking action to build resilience and to prevent problems before they occur. The Institute's work is characterized by a strong commitment to community participation and promotion of equitable health outcomes among all social and economic groups. Since its founding in 1997, the organization has focused on injury and violence prevention, traffic safety, health disparities, nutrition and physical activity, and youth development. This and other Prevention Institute documents are available at no cost on our website.

## RESOURCES

[CDC's Workplace Health Promotion website](#) provides information, tools, resources, and guidance to practitioners interested in establishing or enhancing workplace health and safety programs.

[Partners for a Healthy Community](#) is a website developed by Live Well Omaha and provides a range of resources developed for businesses to use as they make changes to the workplace setting.

[Developing Effective Coalitions: The Eight-Step Guide](#) takes advocates and practitioners through the process of building, nurturing, sustaining and evaluating coalitions.

[Collaboration Multiplier](#) responds to the unique needs of multi-disciplinary collaborations; this tool provides organizations from diverse disciplines with a framework for understanding each other's perspectives and delineating strengths and gaps in their partnership.

[The Tension of Turf: Making it Work for the Coalition](#) moves beyond the coalition start-up process to provide techniques for dealing with a phenomenon commonly witnessed within coalitions: turf struggle-- and provides a set of recommendations for limiting the negative aspects of turf.

[Community Health Partnerships: Tools and Information for Development and Support](#) provides guidelines and lessons learned for public health professionals and businesses interested in working in partnership. Developed by the National Business Coalition on Health and the Community Coalitions Health Institute.

[Healthy Corner Stores Network](#) supports efforts to increase the availability and sales of healthy, affordable foods through small-scale stores in underserved communities.

[www.Jointuse.org](#) provides resources for those working to create safe places for community residents to play and be physically active. By working together and forging joint solutions, physical activity, parks and recreation, transportation, business, and education advocates can transform neighborhoods and improve physical activity environments for children and adults.

[CDC's Community Transformation Grants](#) supports state and local government agencies, tribes and territories, nonprofit organizations, and communities across the country. Awardees are engaging partners from multiple sectors, such as education, transportation, and business, as well as faith-based organizations to improve the health of their communities' approximately 120 million residents.

[CDC's Division of Community Health](#) is one of nine divisions within the National Center for Chronic Disease Prevention and Health Promotion (NCCDPHP). DCH is committed to strengthening community-level health efforts throughout the nation and helping communities prevent disease and promote healthy living. The Division's efforts place special emphasis on reaching people who experience the greatest burden of death, disability, and suffering from chronic diseases and other chronic conditions.

[CDC's National Healthy Worksite Program](#) is designed to assist employers in implementing science and practice-based prevention and wellness strategies that will lead to specific, measureable health outcomes to reduce chronic disease rates.

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## Safe & Sound RFQ Subcommittee Meeting Minutes Summary

April 22, 2015

Dan Jurman – Chairperson

Members Present – Kelly Parris, Angela Smith, Jerry Seeber, Cindy Stewart, Walter Niles

Also Present – Christopher Kersey, Brandon Wagner

Note – Chakita Hargrave had to drop from the committee due to a health concern

Meeting was called to order at 4:02pm

Chris Kersey, the Purchasing Department's advisor to the committee confirmed that this is a public meeting that was properly noticed.

Minutes from the last meeting – NA

The committee discussed the strengths and weaknesses of the RFQ response as submitted. The biggest weaknesses discussed were the tight timeframe and the applicant's geographic focus in East Tampa. Among strengths listed were a history of community organizing, community trust factor, diversity, infrastructure and grants management experience. It was also noted that the Executive Director has a Master's Degree in Public Health.

The applicant team was invited in for Q&A.

- Applicant expressed a desire to include the committee in the search for a Safe & Sound Coordinator.
- Applicant discussed their quality assurance process.
- Applicant discussed holistic strategies and focusing on the causes of violence, not just moving the violence from one neighborhood to another.
- Applicants discussed the need to meet residents where they are. They build trust by being "real" with people.
- Applicant discussed existing collaborations in the community, including their involvement in projects throughout Hillsborough County.
- Applicant discussed their strategy for leveraging Safe & Sound's initial funding to secure grant funding and private sector funding.
- Applicant expressed a genuine passion for preventing violence within the community, as well as their deep personal roots in the community.

The applicant team was excused so the committee could deliberate.

Chris Kersey revealed the applicant's bid for administrative costs to manage the Safe & Sound contract. The committee agreed the proposed costs were well within acceptable industry standards.

A motion was made by Jerry Seeber, seconded by Walter Niles, to recommend the Safe & Sound Hillsborough Leadership Council award the Safe & Sound contract to the CDC of Tampa. The motion was unanimously approved.

The meeting was adjourned at 5:30pm.