

Hillsborough County Diversity Advisory Council



2014-2015 Strategic Plan

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**Hillsborough County's
Diversity Advisory Council's
Strategic Plan
(2014-2015)**

Executive Summary

Hillsborough County's Diversity Advisory Council (DAC) was formed as a result of the Board of County Commissioner's (BOCC) approval of Resolution R12-113. The DAC, appointed by the BOCC, is comprised of citizens who reflect the diversity and varying viewpoints of our County.

Mission

The purpose and mission of the DAC is to ensure that the diverse needs and ideas of Hillsborough County residents are identified and communicated to government, organizations and the community at large in a timely manner so that their interests can be addressed without increasing the size of County government.

DAC Members

African American – Tonni Bacoat-Jones and Daenon Gault-Vasconez
At-Large – Nestor Ortiz and Annie Thompson
Caribbean – Roxanne Bartley and Francis Joseph
Far East Asian – Robert Chen and Hung Mai
Gay, Lesbian, Bisexual and Transgender – Gary Howell and Frank Roder
Hispanic/Latino – David Chiriboga and Lorena Hardwick
Indian Asian – Satish Sharma
Middle Eastern – Gamal Gasser
Native American – Carlos Morgan
Northern and Southern Europe – Brad Avery and Terry Kemple
People with Disabilities – Becki Forsell and Marcia Minutello

Needs Analysis

This Strategic Plan was drafted with input from and awareness of the needs of Hillsborough County residents. As a newly formed council, it is critical to ensure that there is a solid infrastructure, including people, processes and systems, to support the team in consistently fulfilling its mission. This strategy reflects both infrastructural and operational considerations. Commissioning the DAC is a proactive approach to ensure citizens know that "this community cares."

To assess the current state and desired impact, the DAC utilized a methodology to clarify the strategy, capabilities and effectiveness of the plan. The DAC collectively identified strengths, challenges and opportunities in order to determine the current state prior to identifying priorities and needs.

Strengths

This dimension provides an inventory of what the DAC has available to respond to opportunities and to support the changes needed to leverage those opportunities. As a result, we gain both an inventory of strengths and services and a list of probable project partners. The table below reflects those individual and collective strengths.

STRENGTHS		
Educator and experience working with youth	News observer – can be a resource by pulling information from the news	Marketing background and product launches
Ahead of the curve with this type of advisory council	Many different organizations are represented within the council	Do not have to reinvent the wheel because of existing associations and relationships
BOCC understands the importance of having the council	Different insights, mutual respect and can inspire one another	Recent transplant to Tampa Bay with a different perspective from having lived in different parts of the country
Environmental racism background	Contacts can be leveraged to support the strategy	Open and honest communication
Rich group with different ideas and proposed solutions	Experience with diverse races, classes and ages	Experience working with youth
Diversity trainer and facilitator	Access to County resources to aid in executing the objectives	We have innovative strengths within this community that we can leverage
Can provide cultural awareness by coming together	Has delegates that can come from Taiwan and China which can lead to business interest	Served on Tampa Bay International Business Council – relationship can enhance culture and business
Recognized in October 2013 for work with Gay Coalition; activism	Connection with psychology training, practice and academia; access to needs	Nonprofit experience; large network; has spoken to and has relationships with most state representatives and County commissioners
Can understand political atmosphere, as council was created by the BOCC	Associate member of Family Care Council, Easter Seals and All Children's;	Worked with youth and adults from different socioeconomic statuses

STRENGTHS		
	disability work; three special needs children from diverse backgrounds	
Have street and jail insights/perspectives from working in different communities	Board diversity & composition	Different experiences to bring together to create unity
Diversity in affiliations and associations	Everyone has a willingness to put differences to work	Connections in different arenas within the county
Facilitates a lot of focus groups and does asset mapping for other organizations		

Challenges and Options

The *Challenges* dimension defines the need for change and identifies the internal risks. The end result is a list of seven (7) priority areas within which needed capabilities are identified for a roadmap for change. The *Options* dimension identifies potential solutions, approaches and resources to enable the DAC to overcome the challenges identified.

After reviewing and refining each challenge, the DAC prioritized the Strategic Implementation Areas. This prioritization will guide the DAC's short- and long-term activities. Implementation Areas 1, 2 and 3 will be the initial focus for the first 12 months, with areas 4, 5 and 6 receiving more direct planning, measurement and execution during the following 12-month period. Budget requests support reaching people where they are and assume leveraging all of the County's and private resources. Implementation area 7 is ongoing throughout the process. All progress, assigned resources, timelines and needs related to tactical execution will be captured within a master project management tool.

STRATEGIC IMPLEMENTATION AREAS		
Strategic Implementation Area	General Description	Challenges/Options
1	Building awareness within the community about different groups; educating the community about history and challenges of each	<p><i>Challenges</i> - Building awareness within the community about different groups and educating all groups; learning more about the history and challenges different groups have.</p> <p><i>Options</i> - Create an educational forum, initiate town hall meeting(s) to gather information, conduct surveys and talk with community members; ask each DAC member to share brief list of issues; create a list of the different groups, including key contacts.</p>
2	Youth concerns/violence among youth	<p><i>Challenges</i> - Violence among teens and high school-aged children; proactive approach to engaging with the youth and providing a forum for their voices; educational and judicial concerns.</p> <p><i>Options</i> - Implement a survey process and proactively propose solutions; provide a forum to gather their feedback.</p>
3	Being informed of the many activities that members are engaged in across	<p><i>Challenges</i> - Being informed of the many activities that council members are engaged that could be leveraged to fulfill the DAC's mission</p>

STRATEGIC IMPLEMENTATION AREAS		
Strategic Implementation Area	General Description	Challenges/Options
	the DAC – leveraging DAC member engagement (Internal)	<i>Options</i> – have a member of this council report to other meetings and bring information back; become involved in other community meetings as part of this role; access county calendar and sign up for notifications based on your specific interests; option to share what they are attending on the regular agenda; add discussion on the agenda regarding other meeting feedback)
4	Making the community aware of the DAC and be available as a resource (External)	<i>Challenges</i> - Ensuring the community knows that the DAC is available as a resource <i>Options</i> - ask BOCC to engage the DAC regularly as part of their community outreach efforts; provide a forum for the public to engage and share concerns; schedule dates in advance and publish on the webpage; use county TV and social media to publish activities.
5	Keeping the DAC members engaged when the focus is not specific to their area	<i>Challenges</i> - Determining how to keep DAC members engaged when the work currently being given primary attention is not specific to their focus areas <i>Options</i> – review the mission quarterly to keep everyone on track; mission statement and vision on the bottom of the agenda; create a parking lot to reference unrelated items.
6	Communication – Connecting with hard-to-reach community members	<i>Challenges</i> - Ensuring we connect with communities that are difficult to access through traditional means; consider multiple languages within a community <i>Options</i> – partner with other organizations to provide assistance; provide a toll-free number
7	Finances to execute	DAC will identify needs; Staff and BOCC will manage

Strategic Implementation Area	Planning	Time Line	Effectiveness Measures	Resources Requested	ACTIONS TAKEN
<p>1. <i>Building awareness among different groups</i></p>	<p>Identify a group that needs exposure, determine other groups to whom they need to be exposed and serve as ambassadors to connect them, share resources, advise them and provide information.</p> <p>a. Look at the groups represented on DAC and prioritize 2-3 groups at a time</p> <p>b. "Building a bridge between the two islands"; introduce and connect them</p> <p>Execution - "walking them across the bridge"; as ambassadors, facilitate the connection</p>	<p>Identify groups (within next 2 months - August 2014)</p> <p>Planning (2-3 months - September 2014)</p> <p>Execution (6-9 months - December 2014 - March 2015) - includes event that will either be done independently or collaboratively between groups on small island and big island (e.g. Gasparilla 2015, Disabilities event in October 2014, independent multicultural event 2015)</p>	<p>Number of attendees at community event and groups represented</p> <p>a. Groups connected to larger groups (small island)</p> <p>b. Communities connected with (large island)</p> <p>c. Agencies reached out to</p>	<p>One to three days of research and collation time to gather information from the groups and determine their needs; includes County staff support</p> <p>Execution - DAC member event attendance to build relationships and gather information (e.g. dinners, banquets); organizations provide complimentary tickets</p> <p>a. Event execution - \$50,000</p> <ul style="list-style-type: none"> ▪ Options include a series of small events or piggyback events with other organizations ▪ Gasparilla could reach a wider community ▪ Independent event would utilize County staging, sound, equipment, county and park services ▪ Funding will be for: <ul style="list-style-type: none"> ○ entertainment/ ○ speakers ○ venues ○ security ○ materials ○ food/drink, and ○ miscellaneous administrative costs - all to be reviewed as an appropriate public expenditure 	

Strategic Implementation Area	Planning	Time Line	Effectiveness Measures	Resources Requested	ACTIONS TAKEN
2. Youth Concerns	<p>Serve as ambassadors by attending Hillsborough County anti-bullying advisory council – task force (2 committee members); find out more about Department of Juvenile Justice and school Board activities</p> <p>Partner with the Police Athletic League to learn more about their engagement with the youth</p> <p>Identify potential activities to connect youth and advise groups and communities of those activities (e.g. dragon boat races)</p> <p>Be prepared for the negative connotation sometimes associated with diversity; explore infusing “inclusion” and other language into the conversations</p> <p>Find out if there is a parent support group for homeless youth (look at the root causes)</p> <p>“This <u>community</u> cares” – use this as a tagline in communications</p> <p>Determine if there is already budgeted funding for the anti-bullying committee</p>	<p>July 2014 – reporting findings on anti-bullying advisory council</p> <p>August 2014 – information gathering from DJJ and school Board</p>	<p>Determining how the community feels via surveying and information gathering; survey scoring, number of responses received</p> <p>Learning more about the tools that are being used by the task force</p>	<p>Create train-the-trainer workshops to help staff become more proficient and better prepared in addressing anti-bullying concerns (potential partnership) - \$5,000</p>	<p>Gathered information on Students Against Violence Everywhere (SAVE) program in middle schools (student initiated and driven, faculty sponsored; Nine out of 44 schools have the program; will partner with the task force and anti-bullying committee to determine how to best support them</p> <ol style="list-style-type: none"> a. Working with SAVE leader to survey the nine schools to find what is working and why b. Include school advisory councils and PTAs, review disciplinary data/referrals to see if there is any impact c. Considering helping students create more professional posters to support program marketing and attract sponsorships d. Will attend next anti-bullying committee meeting on July 24, 2014.

Strategic Implementation Area	Planning	Time Line	Effectiveness Measures	Resources Requested	ACTIONS TAKEN
<p>3. Leveraging DAC Member Engagement</p>	<p>Review the online information within the county for existing resources</p> <p>Collect the personal organizational contacts in this group</p> <p>Identify local and regional resources that might pertain to diversity</p> <p>Contact key people associated with those county programs and get recaps of activities to determine meetings to attend</p> <p>Meet with selected stakeholders (e.g. committee chairs) and serve as ambassadors and advisors where needed</p> <p>Utilize a public access channel to share information and resources</p> <p>Create DAC brochure (printed - limited physical quantities)</p> <p>Create electronic resource library (online)</p> <p>Diversity fair - sponsors provide resources; USF stadium, All People's Life Center; will collaborate as part of the whole council to host the diversity fair (see Implementation Area #1)</p> <p>DAC members will serve as ambassadors at other</p>	<p>September 2014 – launch online resource</p> <p>December 2014 – DAC brochure</p>	<p>Create an online link that shares resource information (e.g. link to directory offices for top 10 areas)</p> <p>Track hits to see how many people are visiting website</p>	<p>Staff support to identify and access resources (1-3 days); interview others in the County offices regarding existing resources; data collection and meetings</p> <p>Develop brochure for the website (fits within county's existing budget and resources)</p> <p>Print limited number of brochures - \$500</p>	

Strategic Implementation Area	Planning	Time Line	Effectiveness Measures	Resources Requested	ACTIONS TAKEN
	<p>organizations' events</p> <p>Provide a platform for the groups identified in Implementation Area #1 to showcase (online)</p> <p>Identify organizations and resources within and outside of the county</p>				

FINANCIAL NEEDS SUMMARY

In addition to human and other physical resources needed to execute the strategic plan, the DAC is requesting financial resources associated with the Strategic Implementation Areas. This section recaptures the financial resource needs identified in the strategic plan.

Requested Financial Resources	
<p>Diversity Fair/Community Event</p> <p>One to three days of research and collation time to gather information from the groups and determine their needs; includes County staff support</p> <p>Execution – DAC member event attendance to build relationships and gather information (e.g. dinners, banquets); organizations provide complimentary tickets</p> <p>Event execution:</p> <ul style="list-style-type: none"> ▪ Options include a series of small events or piggyback events with other organizations ▪ Gasparilla could reach a wider community ▪ Independent event would utilize County staging, sound, equipment, county and park services ▪ Funding will be for: <ul style="list-style-type: none"> ○ entertainment/ ○ speakers ○ venues ○ security ○ materials ○ food/drink, and ○ miscellaneous administrative costs – all to be reviewed as an appropriate public expenditure 	\$50,000
<p>Train-the-trainer workshops (anti-bullying)</p> <p>Create train-the-trainer workshops to help staff become more proficient and better prepared in addressing anti-bullying concerns (potential partnership)</p>	\$ 5,000
<p>DAC brochures</p> <p>Staff support to identify and access resources (1-3 days); interview others in the County offices regarding existing resources; data collection and meetings</p> <p>Develop brochure for the website (fits within county's existing budget and resources)</p>	\$ 500
<p>Miscellaneous Expenses</p> <p>Funding for materials such as name badges, printing, and other operational and/or unanticipated expenses.</p>	\$ 2,000
Total	\$57,500