
**Tallahassee-Leon County
Council on the Status of Men and Boys**

Draft Council Charter

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DRAFT

1. PREFACE

This document was produced by the Leon County Sheriff's Office to provide a conceptual overview of Sheriff McNeil's vision for the Council on the Status of Men and Boys. This draft document is intended to serve as a starting point to solicit additional thought, input and recommendations from stakeholders.

The Leon County Sheriff's Office made the following broad recommendations in the "Conclusion" section of the Anatomy of a Homicide Report, which was released in November of 2021:

- Fully define and understand the problem by improving data collection and analysis and conducting additional research.
- Develop a plan to address the problem by:
 - Identifying and engaging key stakeholders.
 - Designating a working group or committee to lead the effort.
 - Developing specific goals and strategies with timelines for their achievement.
 - Identifying costs to support the needs.
- Implement evidence-based strategies and closely monitor results.

The report further states that to be successful, these steps must be taken collaboratively, by the community at large, not solely by the Leon County Sheriff's Office.

Although the Leon County Sheriff's Office intends to remain fiercely engaged with this effort, it is not the intent nor desire of the Leon County Sheriff's Office to independently manage or administer the recommended Council on the Status of Men and Boys.

This draft charter is a living document and as additional stakeholders engage and contribute to this vision; the charter will be progressively elaborated. While it is understood the details will evolve, the Leon County Sheriff's Office strongly believes the following key elements must remain present:

- Additional stakeholders need to be consulted, engaged, and take mutual ownership in addressing the issues associated with violence. Inclusion of and engagement by community members, not just agencies and organizations, is critical.
- An individual or group must be designated to manage and provide leadership for this effort. Without this central point of coordination, efforts will remain fragmented. It would be beneficial to designate this individual or group as soon as possible so they can be part of laying the council foundation.
- The council must be a multi-disciplinary group focused on:
 - Unifying existing efforts and moving forward in a coordinated manner.
 - Identifying and engaging those most at risk.
 - Providing individualized and targeted services.
 - Prevention, intervention, and overall improvements in the areas with the greatest amount of violence.
 - Addressing the conditions and behaviors associated with the violence.
- Results must be continuously monitored, reported, and evaluated.
- Funding sources must be identified to support the efforts.

Whatever shape or form it takes, the council **must do more than conduct research and make policy recommendations**. This group must be committed to immediate action.

2. BACKGROUND

Based on an exploratory review of homicides that occurred in Leon County from 2015 to 2020, it was determined that both homicide victims and offenders were overwhelmingly young Black males. Eighty-six percent of victims and 81 percent of known offenders were male. The 15-24 age group was the highest for both victims and offenders, followed by 25-34. Seventy-five percent of victims and 81 percent of known offenders were Black. These findings were not unique when compared to other published data.¹

Unlike other leading causes of death, such as cancer or heart disease, gun violence disproportionately impacts children and young adults. Firearms were the leading cause of death in 2019 for American children and teens ages 1-19 and young adults ages 20-24. Firearms are the leading cause of death among Black men through age 39.² With homicide being a leading cause of death for individuals of a specific sex, age range, and race, this problem is more than an enforcement issue alone. This presents a community health crisis stemming from drivers such as: educational deficits, early exposure to the criminal justice system, lack of a stable family/home environment, mental and behavioral health, substance abuse, poverty, etc.

When treated as a public health problem, using a scientific epidemiological approach, homicides can be prevented. It will take an ALLin community working together with focus, fairness, and a balanced approach of prevention, intervention, enforcement, and ongoing assessment.

According to the Centers for Disease Control and Prevention, National Center for Injury Prevention and Control, Division of Violence Prevention, the public health approach is a four-step process that is rooted in the scientific method and draws on a multi-disciplinary science-base.

The first step is to define and monitor the problem by understanding the “who,” “what,” “when,” “where,” and “how” associated with it. The second step is to identify risk and protective factors by determining what factors protect people or put them at risk for experiencing or perpetrating violence. Third, strategies should be developed, implemented and tested using an evidence-based approach. Findings from research literature and available data should be used to develop prevention and intervention strategies. Once implemented these strategies should be evaluated to determine their effectiveness. The fourth and final step is to assure widespread adoption of the strategies. Strategies that are shown to be effective should be implemented more broadly and continually assessed.

Long-term sustainable strategies and investments are needed to address the underlying socio-economic issues linked to violence. Although it is tempting to set overarching goals such as reducing violent crime in general, goals should be targeted, achievable, and measurable. Focusing on smaller areas (specific people, specific places, and specific behaviors) is most effective. ***Actions that are most likely to make the greatest immediate impact on homicides and non-fatal shootings in Leon County must be taken now, while we work together as a community to address the larger systemic causes of crime and violence.***

3. MISSION

The lifecycle of a homicide spans a multitude of stakeholders. From the community members impacted by the violence, the schools, law enforcement agencies, the courts, the social services agencies, community organizations, the universities, etc. Multiple agencies, organizations, and individuals are currently working to enhance public safety, safeguard lives, and prevent violence in our community. ***We must now take the next step to further unify these efforts under a comprehensive and focused plan.*** The Council on the Status of Men and Boys (CSMB) is expected to provide a roadmap to reduce homicides and non-fatal shootings in Leon County by bringing all stakeholders and resources to the table to implement a unified operational strategy for prevention, intervention, and enforcement.

The mission of the Tallahassee-Leon County Council on the Status of Men and Boys is to:

- Unify existing agencies, organizations, and individuals to coordinate resources, funding, and services under a multi-disciplinary plan for reducing homicides and non-fatal shootings in Leon County.
- Assess individual risk and implement prevention and intervention plans for the Leon County men and boys at the greatest risk for becoming a victim or perpetrator of violence. Plans will be both evidence-based and community informed.
- Establish specific goals and objectives to address the disparities and challenges men and boys experience in violence, criminal justice, education, employment, and health.
- Continuously evaluate the results of prevention and intervention efforts and conduct further research and analysis of the homicides and non-fatal shootings occurring in Leon County.

4. VISION

The Council on the Status of Men and Boys is committed to preserving life by preventing homicides and non-fatal shootings in Leon County. By providing support and services to the men and boys who are most at risk and addressing the underlying causes of violence, the council's efforts will improve the overall quality of life for the individuals and neighborhoods impacted by violent crime.

5. ASSUMPTIONS AND CONSTRAINTS

5.1. Assumptions

This section identifies the statements believed to be true and from which a conclusion was drawn to define this council charter. Any of these assumptions proving to be false could result in a risk.

- The Council on the Status of Men and Boys will use the findings in the Anatomy of a Homicide Report, prepared by the Leon County Sheriff's Office, as the initial focus for the council's actions. The council will expand on this research and adjust accordingly to new findings.
- Dedicated staffing will be needed to manage the activities of the Council on the Status of Men and Boys. Initial staffing recommendations include an Executive Director, a community-based navigator, a school-based

navigator, two case managers, and data analysis and administrative support.

- The CSMB Charter outlines the initial vision for the council's organization, membership, and initially expected outcomes. Once the Executive Director is in place, a three-month planning phase will commence to ensure all stakeholders are represented, and to establish specific goals, strategies, timelines. An operational strategy (action plan) will be developed and presented within three months of convening the council.
- The efforts of the CSMB will be prioritized to focus on:
 - Identifying and engaging the men and boys at the greatest risk and providing targeted services to them.
 - Addressing the risk factors and behaviors that are linked to violence.
 - Supporting the neighborhoods experiencing the greatest amount of violence.
- Coordinating and targeting the existing services available through both public and private entities will benefit the at-risk men and boys in Leon County.
- Establishing a methodology to identify and engage men and boys at the greatest risk and prioritizing those individuals to receive targeted services, will have a greater impact on reducing homicides and non-fatal shootings than providing services broadly to the community in general.
- Participating agencies and organizations are willing to use their existing resources to provide services to the at-risk individuals, while the council works to identify funding for additional services.
- The council members selected to participate have time to commit and are available to fully participate.
- The CSMB will establish a process for monitoring, reporting, and evaluating the results of their efforts.
- The Suppression-Prevention-Intervention-Referral-Intelligence Tool (SPIRIT) system will be used by the CSMB for case management, referrals, tracking, and reporting. The SPIRIT system is fully funded by the Leon County Sheriff's Office and providers and users can be onboarded and trained at no cost. Any providers/entities coordinating through the CSMB will be required to receive/accept referrals and document outcomes within this system for tracking and accountability.

5.2. Constraints

This section identifies any limitations that must be taken into consideration before initiation of the council. The establishment of this council may be restricted or limited by the following factors:

- Financial resources will need to be allocated annually to support the council. See the [Council Budget and Resources](#) section.
- The individuals selected to participate must be willing to acknowledge the data/evidence and have honest discussions that are politically sensitive. The group must ensure discussions about race, guns, police/community interactions, etc. remain focused and do not become politically motivated.

- Processes need to be in place to ensure the participants do not become consumed with politics or individual agendas. The focus must remain on preventing non-fatal shootings and homicides.
- Data needed to effectively analyze the lifecycle of a homicide case is maintained by multiple agencies in multiple systems.
- Information needed to assess risk factors for men and boys in Leon County must be obtained from multiple sources.

6. ORGANIZATION AND MEMBERSHIP

The council will be organized into five functional components:

1. Leadership Council/Funding Entities
2. Governing Body
3. Advisory Council
4. Operational Staff
5. Multiple Subcommittees

SUGGESTED GOVERNANCE AND OPERATIONAL STRUCTURE

Council on Status of Men and Boys



Governance

Small group focused on developing policy and providing direction to meet mission/purpose.

Comprised of 11-17 individuals:

- One Educator (non-elected)
- Two Executive Directors (current or prior) of Boys Mentoring/Serving Organizations
- Two Faith-Based Leaders
- Two Social Workers of Boys Mentoring/Serving Organizations
- Two Youth Leaders (at-risk or truant youth)
- Two Community Members with Lived Experience in the Criminal Justice System
- Up to Five Additional At-Large or Additional Members (TBD)



Operational

Staff dedicated to implementing strategies and objectives to meet the goals specific to mission/purpose.

Executive Director

Focused on the day-to-day operations and management of staff. Works closely with the Governing Body, as well as Advisory Council to drive work of the CSMB. Liaison for program services both internally and externally. Manages implementation of violence interrupters, as well as coordinates with existing service providers to align given goals, mission and purpose of CSMB.

Case Managers

Coordinate and facilitate services through assessment, evaluation, planning, and implementation.

Community-Based Navigator

Liaison between CSMB and Human Service Organization, DJJ, DCF, College Outreach Programs (TRIO, CARE, Take Stock), and Big Bend Mental Health Coalition to ensure coordination and collaboration, while reducing duplication. Assessing assets and gaps in service delivery to inform CSMB direction.

School-Based Navigator

Liaison between CSMB and LCS Offices of Truancy, Title I, Charter Schools, Homeless and Disability Services to ensure coordination and collaboration, while reducing duplication. Assessing assets and gaps in service delivery to inform CSMB direction.



Advisory Council



Larger group of stakeholders, not directly involved in day-to-day, but support the work of the governing body to lend experience and expertise to meet mission/purpose through committee work.

Inclusive of Leadership from:

- | | |
|---|---|
| <ul style="list-style-type: none"> • LCSO • Leon County • City of Tallahassee/TEMPO • Leon County Schools Higher • Education Institutions • Children's Services Council | <ul style="list-style-type: none"> • TPD • Healthcare/Hospital System • Human Services (Mental Health, Legal Services, Family Services, Youth Development Programs, etc.) • Commission on Status of Women & Girls • Public Safety Coordinating Council |
|---|---|



6.1. Leadership Council

To develop a comprehensive plan for our community, strong and committed leadership is needed to set strategies, facilitate information sharing, and commit financial resources.

The Leadership Council is comprised of representatives from each of the funding entities and is responsible for the following:

1. Facilitating information sharing and unifying existing efforts to reduce homicides and non-fatal shootings in Leon County.
2. Contributing resources and directing funding to support the services provided to at-risk men and boys.
3. Selecting and providing direction and support to the Executive Director.

The Leadership Council is comprised of the following members or their designees:

1. Sheriff
2. Superintendent of Schools
3. City Manager
4. County Administrator

6.2. Governing Body

The Governing Body will focus on developing policy and providing direction to meet the councils mission and purpose. The Governing Body will be comprised of between 13-21 individuals to include the following:

1. One (1) educator (non-elected)
2. Two (2) current or former Executive Directors of boys mentoring/serving organizations
3. Two (2) faith-based leaders
4. Two (2) social workers of boys mentoring/serving organizations
5. Two (2) youth leaders (at-risk or truant youth ages 12-24)
6. Two (2) community members with lived experience with the criminal justice system
7. Up to five (5) additional at large members

6.3. Advisory Council

The Advisory Council will be comprised of stakeholders not directly involved with the day-to-day activities but will support the work of the Governing Body to lend experience and expertise to meet the mission and purpose through committee work. Subcommittees will be established for primary areas of need and will be responsible for:

1. Sharing cross-discipline information to serve the clients of the CSMB.
2. Recommending and implementing actionable solutions for the identified problems.
3. Coordinating the provision of the direct services by unifying and leveraging existing providers.

4. Identifying and addressing gaps in services.

The following subcommittees are recommended to start; however, subcommittees can be added or removed at the discretion of the Leadership Council or Executive Director.

6.3.1. Research and Planning Subcommittee

The Research and Planning Subcommittee will be responsible for the following:

1. **Data Collection:** To develop an effective plan, the CSMB must have access to accurate and comprehensive data. This includes:
 - a. Assessing the data currently available and the sources and systems currently capturing and maintaining the data.
 - b. Establishing the data elements pertinent for analysis and reporting.
 - c. Identifying gaps in the data that is needed for analysis and the data that is currently available.
 - d. Identifying any barriers in obtaining the data elements needed for analysis.
 - e. Determining how data will be accessed and analyzed from the various sources, schools, law enforcement, emergency departments, emergency medical services, medical examiner, the court system, detention systems, etc.
 - f. Identifying a solution for storing and maintaining the data needed to support the CSMB.
2. **Data Analysis:** Baseline data and analysis will be needed to inform planning. The following products will be needed:
 - a. A standard methodology for identifying Leon County men and boys most at risk for being victimized or perpetrating violence. The Research and Planning Subcommittee will coordinate input from all other subcommittees in the development of this recommendation. Once the methodology is approved, an analysis will be conducted to identify those men and boys.
 - b. An analysis to determine which neighborhoods/areas are experiencing the greatest amount of violence.
 - c. An analysis to determine which behaviors/conditions are most significantly linked to violence in Leon County.
3. **Evaluation:** Once the CSMB begins implementing solutions, results must be continuously monitored, evaluated, and reported. A process and cadence must be established.
4. **Financial Planning:** The strategies to reduce violence will require funding. To assist the Executive Director in identifying additional funding, the Research and Planning subcommittee will begin exploring potential sources of funding to include:
 - a. City and county budgets.
 - b. Grant opportunities.
 - c. American Rescue Plan funding.
 - d. Seeking financial support from businesses in the community.

e. Fundraising.

5. **Service Provider Capacity Assessment:** To recommend services and interventions, the CSMB must fully understand the services available in Leon County and the provider's capacity for providing those services.
 - a. Conduct an inventory/assessment of available services to fully understand what providers/organizations are currently offering services to the community and how they can assist and contribute to this effort.
 - b. Identify any gaps in the resources offered and the capacity to provide them.

The Research and Planning Subcommittee may be staffed by members representing Florida State University, Florida Agricultural and Mechanical University, Leon County Schools, City/County planners, interns, Law Enforcement intelligence analysts, etc.

6.3.2. Community Outreach Subcommittee

Community outreach is needed to educate citizens about the ongoing efforts and to solicit input to ensure the strategies the CSMB is recommending are community informed. The subcommittee will explore improving or enhancing current services, methodologies, and interventions that are measurable by inputs and outcomes to include the following:

1. Conducting a series of community meetings/listening sessions. The areas with the greatest amount of violence are of the highest priority, however; educating and engaging individuals residing in the areas which are not as significantly impacted is also important. While not as directly impacted, their understanding and support are needed to fuel a community response.
2. Determining how to sustain community engagement through both the planning and implementation of the CSMB goals and strategies.

The Community Outreach Subcommittee will include representation of community members from all areas of the community, at-risk youth from the 32304 zip code and other areas of the community with high rates of violent crime, and individuals with lived experience with the criminal justice system. The subcommittee may also include membership from community-based organizations, neighborhood associations, faith-based organizations, Community and Media Relations staff from local governments, etc.

6.3.3. Education Subcommittee

The Education Subcommittee will be responsible for identifying at-risk students and opportunities for interventions within the school system. The subcommittee will explore improving or enhancing current services, methodologies, and interventions that are measurable by inputs and outcomes to include the following:

1. Alternatives for students who are suspended and expelled.
2. Support for truancy and dropout prevention.
3. Additional youth leadership opportunities.

4. Life skills training.
5. Additional sports/arts activities.
6. Educational opportunities for incarcerated individuals.

Additionally, the Education Subcommittee will:

1. Identify factors that enhance and impede the educational outcomes of black boys and men between the ages of 15-24, including risk factors and behaviors that are linked to violence.
2. Advance the knowledge, implementation, and dissemination of policies and strategies designed to improve their educational outcomes.
3. Identify structures and enabling supports required for implementation and dissemination of prevention (i.e., intervention) strategies in schools and neighborhoods of highest need.

The Education Subcommittee will include membership from Leon County Schools, Florida State University, Florida Agricultural and Mechanical University, Tallahassee Community College and Lively Technical. The subcommittee may also include membership from educators or other community-based organizations that provide educational services or support, organizations providing mentoring or tutoring, community members with experience in overcoming barriers to education, etc.

6.3.4. Mental and Behavioral Health Subcommittee

The Mental and Behavioral Health Subcommittee will examine the cognitive, emotional, and behavioral factors that at risk men and boys are struggling with and identify appropriate and accessible services for these men and boys. The subcommittee will explore improving or enhancing current services, methodologies, and interventions that are measurable by inputs and outcomes to include the following:

1. Cognitive-behavioral therapy.
2. Counseling to support previous trauma.
3. Explore effects of toxic stress – stress management.
4. Hospital-based trauma intervention programs.
5. Culturally appropriate mental health services.
6. Identify and address barriers presented by traditional clinical models and explore community-based models.

The Mental and Behavioral Health Subcommittee may be staffed by members representing Apalachee Center for Human Services, local hospitals, organizations or agencies that provide mental health, counseling, or therapy services, private providers, organizations that provide mentorship or life coaching, etc.

6.3.5. Family Support Subcommittee

Men and boys are components of a family unit and with the high number of youth involved in violent crime, it is important to treat them not only as an individual, but to improve their environment by supporting not only them, but their family unit.

Men and boys who are part of a single-parent family, single parents raising children, and siblings of men and boys who are victims or perpetrators of violence all have unique support needs.

The Family Support Subcommittee will assess the family environment of the at-risk men and boys and explore treatment and support options. This subcommittee will develop an inventory of resources that can support families and single parents struggling with homelessness/housing, food insecurity, unemployment, substance abuse, previous trauma, domestic violence, educational deficits, and life skills training.

The Family Support Committee will include membership from Refuge House, the Oasis Center for Girls and Children's Services Council. The subcommittee may also include members from organizations that provide domestic violence prevention and intervention, community-based organizations who provide services and support for healthy families, parent-child relationships, and sibling relationships, organizations that support family reunification for incarcerated individuals with families, faith-based organizations, family therapy services, etc.

6.3.6. Investigations and Enforcement Subcommittee

The Investigations and Enforcement Subcommittee will work to improve interagency communication and information sharing related to investigation and enforcement. The subcommittee will be responsible for coordinating joint homicide and shooting reviews to identify shootings that have a likelihood of retaliation and implementing community based violence intervention services. Additionally, this subcommittee will aim to improve community trust in law enforcement.

1. Investigations Review:

- a. Review existing processes for investigating homicides and attempted homicides and determine how to improve communication and collaboration between agencies and throughout the lifecycle of a homicide case.
- b. Assess training and resource needs.
- c. Examine clearance rates.

2. Enforcement Strategy Review: Begin an assessment of evidence-based enforcement strategies to determine which may be applied in Leon County.

- d. Examine strategies to reduce illegal gun carrying, how to limit access to illegal guns, and how to increase intelligence gathering about illegal guns.
- e. Assess the feasibility of incorporating street outreach and violence interrupters.
- f. Begin looking at the areas with high concentrations of homicides and violence. Make note of environmental factors in those areas that may need to be addressed.
- g. Work to improve the relationships between law enforcement and the community.

The Investigations and Enforcement Subcommittee will include membership from the Leon County Sheriff's Office and Tallahassee Police Department. Homicide and violent crime investigators, intelligence and analysis staff, and uniform patrol members should be included. The subcommittee may also include members from organizations that provide violence interruption or street outreach services,

community members to provide consult on improving community trust in law enforcement, etc.

6.3.7. Workforce Development and Employment Subcommittee

The Workforce Development and Employment Subcommittee will connect at-risk men and boys with job training and placement. Partnerships will be established with businesses that are willing to employ youth and formerly incarcerated individuals. The subcommittee will consider:

1. Leveraging employer partnerships and enhance employer engagement.
2. Provision of work readiness training, industry recognized credentials, workplace simulations, orientation to work experience, transportation plans, and contingency plans.
3. Summer work experiences.
4. Career exploration seminars and workshops.
5. Preparing individuals who have multiple barriers to entering the workforce.
6. Programs to create opportunities for men and boys to work in their own neighborhoods.
7. Supporting a social entrepreneurial network and promoting micro-business start up to assist men and boys in achieving personal and economic independence.

The Workforce Development and Employment Subcommittee may be staffed with members from the local Chambers of Commerce, Tallahassee Community College Workforce Innovation, Lively Technical, Career Source, ALLin Business Partners, local businesses or organizations willing to hire justice involved or high-risk youth, etc.

6.4. Operational Staff

6.4.1. Executive Director

An Executive Director will be selected by a process administered by the Leadership Council. The Executive Director shall be an at-will position and shall report directly to the Leadership Council. The Executive Director will be responsible for:

1. Overseeing the administration and day-to-day operations of the CSMB.
2. Identifying and engaging stakeholders. See the [Resources and Partners](#) section for an initial list to consider.
3. Working closely with the Governing Body and Advisory Council to drive the work of the CSMB.
4. Serving as a liaison for program services both internally and externally.
5. Managing implementation of violence interrupters.
6. Coordinating with existing service providers to align goals, mission, and purpose of the CSMB.
7. Establishing areas of focus and making initial assignments to council staff.
8. Establishing an intake and referral process.

9. Establishing measures of success to be approved by the Advisory Council.
10. Establishing and managing a budget.
11. Identifying and secure additional funding.
12. Monitoring, evaluating, and reporting council activities and results.

6.4.2. Case Managers (2)

The Council on the Status of Men and Boys will be identifying at-risk individuals and coordinating individualized services. Two case managers will be needed to coordinate and facilitate services through assessment, evaluation, planning, and implementation. See the [Case Management Response Matrix](#) sample. Each individual that is serviced by the council will be assigned to one of the case managers to assist them in navigating services. The case managers will report to the Executive Director.

6.4.3. Navigators

Community-Based and School-Based Navigators will serve as a liaison between the CSMB and other organizations and providers. Navigators will ensure coordination and collaboration, while reducing duplication. Navigators will be responsible for assessing assets and gaps in service delivery to inform CSMB direction. Community-Based Navigators will have the added duty of coordinating violence interruption.

6.4.4. Data Analyst / Administrative Support

Data analysis support will be needed for monitoring and evaluation and administrative support will be needed for meeting facilitation and record keeping/reporting. The Executive Director will seek this support through university interns or part-time staffing.

7. PROCEDURES

7.1. Risk Factors

Although additional research is needed to validate and confirm, the Anatomy of a Homicide Report findings indicate the following circumstances as risk factors for being a victim or perpetrator of a homicide. Individuals with one or more of the risk factors can be referred to the Council on the Status of Men and Boys.

1. Expulsion, or on track for expulsion.
2. School suspension (serious offenses - TBD)
3. Currently or previously attended an alternative school.
4. Males between the age of 12-24.
5. Resides in or frequents areas where homicide and violence are most prevalent.
6. Previous encounters with criminal justice system. The following factors would be weighted higher
 - a. First arrest at 18 years of age or younger.
 - b. First crime committed at 12 years old or younger.
 - c. Previous firearms related charges.
7. Being unemployed and/or not enrolled in school.
8. Having divorced or separated parents.

9. Having a family member with a criminal record
10. Unfavorable views of law enforcement and criminal justice system

7.2. Intake and Referral Process

A formal intake and referral process is needed to outline how men and boys will be referred to the council. It is assumed that men and boys will be identified both by incoming referral and by recommendation of the council based on the identification of individuals with the known risk factors. The Executive Director will develop this process in coordination with the case managers and Executive Steering Committee.

7.3. Assessment Process and Case Management Matrix

Case managers will conduct an assessment of the men and boys who are referred to the council to determine the appropriate course of action. A standard case management matrix is needed to guide case managers in assessing the priority and risk level.

A very general example has been included in [Section 10](#). This matrix was based on the case management matrix used by the FSU Outreach Response Team.

7.4. Meetings

Leadership Council – As Needed
Governing Body – Quarterly
Advisory Council – Monthly
Subcommittees – Varies – more frequently than monthly

7.5. Monitoring, Evaluating and Reporting

7.5.1. Evaluation Plan

Given the multi-agency approach and targeted community-based nature of these various programs, prior studies have consistently found impediments to program implementation. For interventions to be effective, the prior research documents the need for effective targeting, coordination, program monitoring, and assessment before, during, and after implementation.

Florida State University's College of Criminology and Criminal Justice, through an established memorandum of understanding with the Leon County Sheriff's Office, will serve as the evaluator of the multiagency programs and initiatives that are administered through the Council on the Status of Men and Boys. The process evaluation will consider various targeted program inputs, implementation, results, and outcomes. The effectiveness of the multi-agency initiatives in reducing violent crime and homicides in Leon County will be described and explained through this process evaluation.

7.5.2. Measures of Success

The Executive Director will be responsible for establishing measures of success during the three-month planning phase. The proposed measures will be approved by the Leadership Council.

The implementation of the CSMB is expected to have significant impacts. Recommended bold goals are as follows:

- Reduce the number of homicides by 50% over the next four years.
- Reduce the number of expulsions from school by 50% over the next four years.
- Reduce the number of youths assigned to alternative schools by 50% over the next four years.
- Increase the number of males in our community receiving direct services by 50% over the next four years.
- Decrease overall crime rate by 20% over the next four years.

7.5.3. Reporting

During the three-month planning phase, reporting will be completed as follows.

1. Subcommittees report bi-weekly to the Advisory Council.
2. Executive Director reports monthly to the Leadership Council.
3. Executive Director reports to City/County Commissions after the three-month planning period.

Beyond the three-month planning period, subcommittees will submit quarterly reports and the Executive Steering Committee will produce an annual report.

7.5.4. Sunshine Law and Public Records

<<Placeholder – needs to be considered and addressed.>>

8. INITIAL DELIVERABLES

Initial deliverables are captured below. Deliverables will be refined during the council formation and planning phase.

#	Deliverable	Assigned To	Estimated Timeline
1	Select CSMB Executive Director	Leadership Council	ASAP
2	Appoint members to the Governing Body	Who?	ASAP
3	Finalize Charter and develop CSMB policy (By-Laws)	Governing Body Chair	
2	Assemble the Advisory Council and hold the kickoff meeting.	CSMB Executive Director	4 weeks from the start date of the Executive Director
3	Assemble subcommittees and establish initial goals.	Executive Director and Advisory Committee	4-6 Weeks
4	Provide a schedule for the 3-month planning phase.	Subcommittee Chairs	6 weeks (concurrent with #3)

#	Deliverable	Assigned To	Estimated Timeline
5	Provide Bi-Weekly Status Updates to the Executive Steering Committee	Subcommittee Chairs	Bi-Weekly
6	Develop CSMB Operational Strategy <ul style="list-style-type: none"> Executive Steering Committee will meet monthly during this time. Monthly Reports will be provided to the Leadership Council during this time. 	Executive Director	3 Months

9. COUNCIL BUDGET AND RESOURCES

9.1. Estimated Council Budget

The council will need to be supported through reoccurring funding allocations. It is proposed that the initial startup funding allocation will be as outlined in the below chart. Additional funding will be sought from other sources such as colleges and universities, state agencies, grants (federal and state), and private funding sources. The Executive Director will be responsible for the creation of the council budget.

Entity	Proposed Contribution
Leon County Sheriff's Office - Law Enforcement Trust Fund	\$70,000
Leon County Board of County Commissioners	\$70,000
City of Tallahassee Commission	\$140,000
Leon County School Board	\$70,000
Proposed Initial Startup Cost:	\$350,000

9.2. Calculating the cost of a homicide

The Anatomy of a Homicide Project Team reviewed three (3) methodologies for calculating the cost of a homicide.

- 1. Murder by numbers: Monetary costs imposed by a sample of homicide offenders.**³ This study is the most recent and most often cited study on homicide cost. The authors calculated the figure based on victim costs, criminal justice system costs, lost productivity estimates for both the victim and the criminal, and estimates on the public's resulting willingness to pay to prevent future violence.

This study calculates the cost of a murder at \$5,163,556 comprised by victim costs at \$4,712,769 per offense, \$307,355 for justice costs, and \$143,432 for offender productivity. Willingness to pay is estimated at an additional \$12M.

- 2. The cost of crime to society: New crime-specific estimates for policy and program evaluation.**⁴ According to this study, murder generates the greatest loss to society with an estimated \$1,285,146 in tangible costs comprised by crime victim costs at \$737,517, criminal

justice system costs at \$392,352, and crime career costs at \$148,555. The study estimates an additional \$8,442,000 per murder in intangible costs (pain and suffering).

3. **The Cost Per Shooting**⁵ published by the National Institute for Criminal Justice Reform to estimate the cost of a homicide in Orlando, FL. This publication outlines City, County, and State costs estimated per homicide and per shooting. Cost estimates include crime scene, hospital, criminal justice, incarceration, victim support, and lost revenue. The cost per homicide shooting (per one suspect) is \$838,000.

Using the methodology in the Murder by Numbers study (excluding the willingness to pay estimate) and the Cost of Crime to Society study (tangible costs only) cost estimates for the Leon County homicides within the Anatomy of a Homicide sample would be as follows:

Year	Number of Homicides	Annual Estimate Based on "Murder by Numbers" \$5,163,556/murder	Annual Estimate Based on "The Cost of Crime to Society" \$1,285,146/murder
2015	14	\$72,289,784	\$17,992,044
2016	12	\$61,962,672	\$15,421,752
2017	17	\$87,780,452	\$21,847,482
2018	16	\$82,616,896	\$20,562,336
2019	20	\$103,271,120	\$25,702,920
2020	24	\$123,925,344	\$30,843,504
Totals	103	\$531,846,268	\$132,370,038

The National Institute for Criminal Justice Reform model for Orlando is for homicide by shooting only. Using this model for the 78 homicides from 2015-2020, where the weapon was a firearm, the total cost would be estimated at \$65,364,000.

These cost estimates should be considered in comparison to the costs for recommended prevention and intervention strategies. Under all three (3) models, the cost savings of preventing just one (1) single homicide could range from \$838,000 to \$5,163,556 million.

9.3. **Estimated Council Resource Needs**

Financial resources will need to be allocated annually. These financial resources will include but are not limited to funding to support the following.

1. Full-time Executive Director.
2. 2 Full-time case managers.
3. Part-time data analysis and administrative support.
4. Infrastructure to support a database and data analysis tools.
5. Software licensing for data analysis tools, teleconferencing.
6. Printing budget for community outreach materials, CSMB reports, etc.

7. Existing County/City facilities will be used for meetings and no additional costs are anticipated for this resource.

Estimated personnel expenses (including benefits) are listed below.

Personnel Resource	Estimated Expense (includes benefits)
Executive Director	\$100,000
Case Managers (2)	\$75,000 each (\$150,000)
Part-time Staff	\$50,000

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10. CASE MANAGEMENT RESPONSE MATRIX SAMPLE

Priority Level	Case Management Response	CSMB Engagement
<p>Priority 1 (Extreme Risk) Intervention Plan The person/situation appears to pose a clear and immediate threat of serious violence toward self or others and requires containment. Case manager should immediately notify law enforcement to pursue containment options, and/or take actions to protect identified target(s). Once such emergency actions have been taken, case manager shall then develop & implement an intervention and management plan.</p>	<p>Notify Law Enforcement to pursue containment options and/or take actions to protect identified target(s).</p> <p>Develop and implement an intervention and management plan.</p>	<p>Case Manager, Subcommittees, Service Providers, Law Enforcement.</p>
<p>Priority 2 (High Risk) Management Plan The person/situation appears to pose a threat of self-harm or physical violence, usually to an identifiable target, but currently lack the immediacy and/or a specific plan – or a specific plan of violence does exist but currently lacks a specific target. This requires the case manager to develop and implement a management plan.</p>	<p>Notify Law Enforcement (if needed) to pursue containment options and/or take actions to protect identified target(s).</p> <p>Develop and implement a management plan.</p> <p>Enrollment in formal prevention or intervention programming.</p>	<p>Case Manager, Subcommittees, Service Providers, Law Enforcement.</p>
<p>Priority 3 (Moderate Risk) Service Provider Programming The person/situation does not appear to pose a threat of self-harm at this time but does exhibit behaviors/circumstances that are likely to be disruptive to the community. This case warrants some intervention, referral, and monitoring to minimize risk for significant disruption to the community or escalation in threat. Case Manager should develop a referral and/or active monitoring plan.</p>	<p>Referral and Active Monitoring Plan, enrollment in prevention and or intervention programming.</p>	<p>Case Manager, Subcommittees, Service Providers</p>
<p>Priority 4 (Low Risk) Subcommittee Review The person/situation does not appear to pose a threat of self-harm at this time, nor is there evidence of significant disruption to the community. This case may warrant some intervention, referral and monitoring to minimize risk for escalation in threat. The case manager should develop a monitoring/support plan in conjunction with the subcommittees.</p>	<p>Monitoring and Support Plan, twice-weekly check-ins. Case review by subcommittees.</p>	<p>Case Manager, Subcommittees</p>
<p>Priority 5 (Monitoring) Case Manager The individual does not appear to pose a threat of self-harm at this time, nor is there evidence of significant disruption to the community. The case manager creates a monitoring plan and determines if any resource referrals are needed. Follow-up is conducted weekly for a minimum of one month. A secondary referral automatically escalates the situation to a Priority 4.</p>	<p>Monitoring Plan, weekly check-ins.</p>	<p>Case Manager</p>

11. RESOURCES AND PARTNERS

The Executive Director will be responsible for ensuring stakeholders are acknowledged and engaged. Stakeholders will engage through the subcommittees. While not all-inclusive, the list below includes several resources and partners to consider.

1. Community Members and Organizations

- Citizens in impacted zip codes and/or neighborhoods
- Neighborhood Association groups
- Neighborhood Crime Watch groups

2. Government Agencies

- Leon County Government
- City of Tallahassee
- Leon County Sheriff's Office (LCSO)
- Tallahassee Police Department (TPD)
- Leon County Schools (LCS)
- Florida Department of Health in Leon County
- Leon County Office of Intervention and Detention Alternatives
- Leon County Department of Health (FDOH-Leon)
- Department of Juvenile Justice (DJJ)
- Florida Department of Corrections (FDC)
- Department of Children and Families (DCF)
- State Attorney's Office (SAO)
- Public Defender's Officer
- Medical Examiner
- Florida Attorney General's Office
- State Prosecutor
- US Attorney Northern District

3. Post-Secondary Education

- Florida State University (FSU)
- Florida Agricultural and Mechanical University (FAMU)
- Tallahassee Community College (TCC)
- Lively Technical

4. Business Partners or Providers

- Chambers of Commerce
- Apalachee Center for Human Services
- Tallahassee Memorial Hospital (TMH)
- Capital Regional Medical Center (CRMC)

5. Other Organizations, Councils, Partnerships or Providers

- DISC Village
- Big Bend Community Care
- Community Human Service Partnership (CHSP)
- Children's Services Council (CSC)

- United Partners for Human Services (UPHS)
- Tallahassee Urban League
- L.I.F.E Group – Village of Care
- Florida Sheriffs Association
- Tallahassee Engaged in Meaningful Productivity for Opportunity (TEMPO)
- Early Learning Coalition of the Big Bend
- Capital Area Healthy Start Coalition
- National Association for the Advancement of Colored People (NAACP), Tallahassee Branch.
- 100 Black Men of Tallahassee
- Boys & Girls Clubs of the Big Bend
- Big Bend Cares
- South City Foundation
- Domestic Violence Coordinating Council
- Capital City Youth Services
- Oasis Center for Women and Girls
- Moms Demand Action, Tallahassee Branch
- Pace Center for Girls
- Capital Area Justice Ministry
- Big Bend AFTER Reentry Coalition
- Kids Incorporated of the Big Bend
- Brehon Family Services
- Kingsman
- Distinguished Young Gentlemen
- Omega Lamplighters
- Children's Home Society
- Lees Place
- AMIKids

6. Current SPIRIT Service Providers/Partners:

The Suppression Prevention Intervention Referral Intelligence Tool (SPIRIT) used by the Leon County Sheriff's Office. SPIRIT is a cloud-based service designed to identify and match clients to appropriate evidenced-based interventions based on their personal individually tailored needs. Age, gender, interests, issues (risk factors), location, language, transportation, payment type and others are all taken into the algorithm for determining the best match for the client based on the approved providers. The system is capable of sending referrals to the identified providers and tracks the acceptance and fulfillment of the referrals.

- DISC Village
- Big Bend Community Based Care
- Apalachee Center for Human Services
- The Living Harvest
- Living Stones international
- Career Source Capital Region
- TRIO Educational Opportunity Center at FAMU
- The Kearney Center
- Joseph House

- Divine Revelations Ministries
- City Walk Urban Mission
- Noah's Ark Housing
- Oxford House
- New Hope Intervention
- Adult and Community Education (ACE)
- Tallahassee Community College
- Capital Area Community Action Agency
- American Addiction Centers
- Good Samaritan Network
- Good News Outreach
- Emergency Care Help Organization
- Boys Town of North Florida
- Big Bend Area Health Education Center
- REfire Culinary
- Behavior, Inc.
- Humble House Ministries
- Teen Challenge/Tallahassee Men's Center
- Erica Miller Counseling Group, LLC.
- Capital City Counseling Services
- Bright Future Behavioral Health, Inc.
- Northwest Florida Health Network
- Reentry Solutions Network, Inc.
- Legal Services of North Florida
- Carter's Corner Community Services
- The RISE Center
- Pride Life
- College of Medicine Center for Transitional Behavior Science
- Survive and Thrive Advocacy Center
- Sowing Seeds Sewing Comfort Ministry
- Big Bend 2-1-1
- Greater Tallahassee Chamber of Commerce

12. END NOTES

¹ Leon County Sheriff's Office Anatomy of a Homicide Report: <https://www.leoncountysos.com/allin-leon/anatomy-of-a-homicide>

² The Educational Fund to Stop Gun Violence. A Public Health Crisis Decades in the Making, A Review of 2019 CDC Gun Mortality Data. Retrieved from <https://efsqv.org/wp-content/uploads/2019CDCdata.pdf>.

³ DeLisi, M., Kosloski, A., Sween, M., Hachmeister, E., Moore, M., & Drury, A. (2010). Murder by numbers: Monetary costs imposed by a sample of homicide offenders. *The Journal of Forensic Psychiatry & Psychology*, 21(4), 501-513.

⁴ McCollister, K. E., French, M. T., & Fang, H. (2010). The cost of crime to society: New crime-specific estimates for policy and program evaluation. *Drug and alcohol dependence*, 108(1-2), 98-109.

⁵ The National Institute for Criminal Justice Reform. The Cost Per Shooting – The true governmental cost of gun-violence to the City, County and State (n.d.) August 24, 2021: <https://nicjr.org/wp-content/themes/nicjr-child/assets/Orlando.pdf>.

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