



# 2015 Strategic Plan



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Front Cover Photos: (Top Left) Managing Partners, Nov. 20, 2014; (Top Right) Community Conversation with Law Enforcement, Jan. 29, 2014; (Bottom Left) Strategic Planning Session; (Bottom Right) Bay County Students at 30<sup>th</sup> Annual Preventing Crime in Black Community Conference

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## THE LEAD COALITION OF BAY COUNTY STRATEGIC PLAN

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City of Panama City	Mayor Greg Brudnicki City Manager Jeff Brown
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**THE LEAD COALITION OF BAY COUNTY  
STRATEGIC PLAN**

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**The LEAD Coalition of Bay County** is a diverse, public-private partnership among cross sector community organizations.

LEAD is an acronym for Leadership, Empowerment, and Authentic Development.

**Mission:** To facilitate collaborative work toward ending violence and creating a safer community in the City of Panama City and its surrounding areas through crime prevention, civic engagement, public health and education, safe and quality housing, community and economic development and public policy.

### **Guiding Principles**

- Freedom from fear is a basic human right.
- People of all races, classes, ages and sexual orientation and in all communities have the right to be free from violence in homes, schools, workplaces, and on the streets.
- Violence must be addressed holistically as a health, safety, social and economic problem. It costs our communities in lives lost, diminished potential, and millions of dollars.
- These problems are bigger than the individuals, agencies, organizations and businesses and cannot be resolved by individual efforts.
- Only through collaborative processes will this community generate complimentary actions that create sustainable social change and achieve the mission.

### **Goals and Objectives Summary**

Resource Coordination

Goal 1: Coordinate Resources for Families, Children & Young Adults

Neighborhood Revitalization

Goal 2: Revitalize Neighborhoods & Strengthen Communities

Improve Relationships

Goal 3: Improve and repair relationships between the community, law enforcement, and the judicial system

Crime Prevention

Goal 4: Reduce crime and improve community safety

Organizational Development

Goal 5: Develop the LEAD Coalition as a coalescing, collaborative agent

## Community Change Process



The LEAD Coalition of Bay County was organized following the murder of Tavish Greene, whose body was found in the trunk of a car on July 24, 2014.

Unfortunately, Greene’s murder was not the last one in 2014. Three more young men between the ages of 17- and 29-years-old would be killed before the year ended—a total of 10 homicides, nine of them under age 30—including two 17-year-olds.

The LEAD Coalition and CrimeStoppers successfully worked together last year to encourage residents in crime hot spot communities to phone or text in their tips. “If you see something, say something,” repeated the canvassers to residents. “You are not alone.”

On November 20 the LEAD Coalition of Bay County was formally organized with the signing of a Memorandum of Understanding among the Bay County Sheriff’s Department, Bay District Schools, City of Panama City, Panama City Police Department and Gulf Coast State College.

“The many tragedies, the many kids dying, young people dying, this is very unusual,” said Bay County Sheriff Frank McKeithen. This will require a long-term effort and something law enforcement can’t fix alone, he added.

## Data Analysis of the Problem

Bay County, Florida, is a small metropolitan area based on its 2013 population of 174,987 residents, but its violent crime rates are comparable to the state's largest metropolitan areas. In 2014, this situation was illuminated by an unprecedented spike in gun violence between May and July. Over a nine-week period, there were seven murders by gunshot. Six of those murdered were black males between the ages of 17 and 25 and occurred in the city of Panama City, FL, the county seat, which has a population of 36,877. There are two parts to the problem:

1. Violent crime in Bay County, Florida, places it on par with the state's largest metropolitan areas; and
2. The largest single group that is driving the violent crime rate up in Bay County is African-American males between the ages of 14 and 25 who use firearms.

Homicide (All Means) Age-Adjusted Death Rate, Single Year Rates				
Years	Bay		Florida	
	Count	Rate	Count	Rate
1994	10	7.3	1,297	9.5
1995	8	5.7	1,196	8.6
1996	8	4.6	1,176	8.2
1997	4	2.7	1,108	7.6
1998	8	5.5	1,058	7.1
1999	11	7.4	969	6.4
2000	6	4.2	956	6.2
2001	10	6.7	964	6.0
2002	8	5.1	1,004	6.3
2003	8	5.0	1,004	6.1
2004	10	6.5	1,030	6.1
2005	7	4.6	988	5.8
2006	6	3.9	1,211	6.9
2007	8	5.0	1,319	7.5
2008	13	8.1	1,301	7.4
2009	8	4.9	1,135	6.4
2010	15	8.9	1,096	6.3
2011	15	9.0	1,124	6.1
2012	12	7.2	1,195	6.6
2013	11	6.1	1,143	6.2

Chart

Homicide by Firearms Discharge Age-Adjusted Death Rate, Single Year Rates									
Years	Bay				Florida				
	White	Black & Other	White	Black & Other	White	Black & Other	White	Black & Other	
Count	Rate	Count	Rate	Count	Rate	Count	Rate	Count	Rate
1994	7	5.9	1	4.6	448	4.1	429	16.8	
1995	4	3.3	2	9.1	395	3.5	393	15.0	
1996	3	2.3	2	9.0	375	3.3	381	14.4	
1997	3	2.3	0	0.0	358	3.0	358	12.9	
1998	3	2.3	1	4.9	339	2.8	332	11.7	
1999	3	2.1	1	4.2	278	2.3	263	8.5	
2000	3	2.5	1	4.4	260	2.0	299	9.7	
2001	3	2.4	0	0.0	293	2.3	278	8.5	
2002	4	2.9	1	3.5	278	2.2	355	10.3	
2003	4	2.8	0	0.0	288	2.2	372	10.4	
2004	3	2.5	0	0.0	267	2.0	377	10.3	
2005	2	1.7	1	3.6	252	1.9	373	9.6	
2006	0	0.0	2	6.7	362	2.6	437	10.8	
2007	4	3.1	1	3.3	409	3.0	520	12.7	
2008	5	3.7	1	3.7	368	2.7	517	12.2	
2009	2	1.7	1	3.7	340	2.5	466	11.0	
2010	6	4.1	2	6.3	347	2.5	407	9.4	
2011	6	4.2	4	12.2	360	2.6	458	10.6	
2012	3	1.7	4	19.7	357	2.5	510	11.9	
2013	5	4.0	3	10.4	312	2.2	498	11.2	

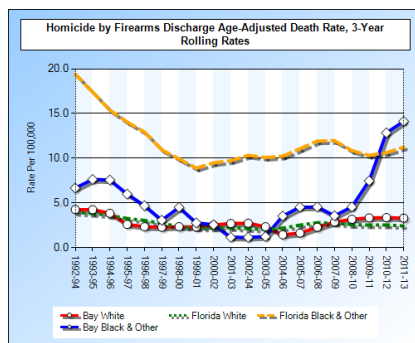
Chart

While the numbers are small, the **Age-Adjusted Homicide Single Year Rate** for Bay County has climbed since 2008 when it hit 8.1 and exceeded the state rate. In 2009, the rate dropped to 4.9 and was below the state rate.

From 2010 to 2012, the rate has exceeded the state rate. Thus, the 2009 drop in the rate was an anomaly as the steady increase continued in 2010. The Single-Year

Rate peaked at 9.0 in 2011, 3.3 percentage points ahead of the state.

The year 2006, however, recorded the first time that the **Homicides by Firearms Discharge Rate, Single Year Rates** of blacks exceeded that of whites in Bay County. In that year, 2 blacks died as a result of gun-related murder and no whites died from that cause. The rate for blacks is 6.7 for that year, compared to zero for whites. And that rate of 6.7 is 86% higher than Bay County's 2005 rate of 3.6 percent.

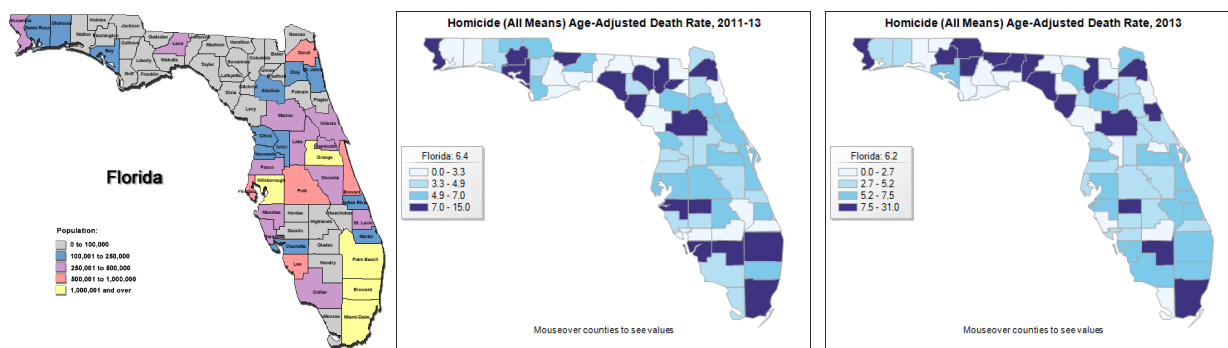


In the four following years, Homicide by Firearms Discharge Rate ranged between 3.3 and 3.7; however, 2009 is a significant year because the 3.7 rate for blacks is twice the 1.7 rate for whites in Bay County. Then in 2011, the Bay County Homicides by Firearms Discharge Rate of 12.2 by blacks nearly doubled from the year before (6.3 to 12.2), and it exceeded the 10.2 rate for blacks statewide. This chart on the left depicting the 3-year rolling rates show that Homicide by Firearms

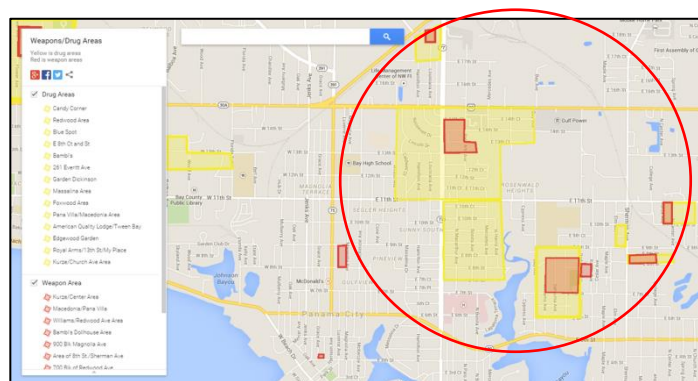


Discharge by Blacks & Others is the highest depicted and has been on a steady climb since 2007.

Below, the first map shows how Bay County's population ranks it among the least populated counties in the state. The second map shows that Bay County's Homicide Age-Adjusted Death Rate, shaded dark blue, is ranked with the largest counties, including Miami-Dade, Duval, Palm Beach, but none of the counties with which it is ranked in population. The single year dip in 2013 could be interpreted as an anomaly,

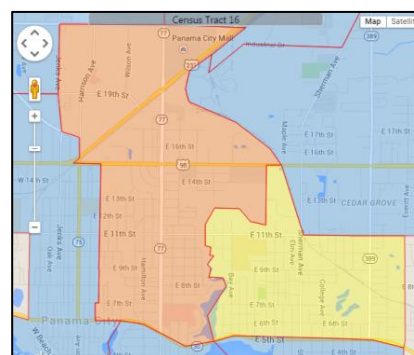


which turned out to be the case. There were 12 murders in Bay County in 2014. Seven of them occurred within the boundaries of two Census Tracts, 16 and 17 in the City of Panama City. The map in the middle shows that Bay County's homicide age-adjusted death rate over a three-year period is among the highest in the state.



The Panama City Police Department has identified the 12 hot spots for weapons and 14 for drugs within the city. Of the total, 67% (8/12) of the weapons and 71% (10/14) of the drug hot spots are in Census Tracts 16 and 17—neighborhoods more commonly known as Glenwood and Millville—where 70% (7/10) of the homicides occurred in 2014.

These two neighborhoods cover 3.48 miles and are home to 6,725 residents, which is 4% of the county and 18% of Panama City's population. The crime and demographics reports of these two neighborhoods mirror the statistics for homicides among young black males in larger metropolitan areas nationally, as well as throughout the state.



Census Tracts 16 (orange) & 17 (yellow)



# Strategic Plan

## Resource Coordination

### Goal 1: Coordinate Resources for Families, Children & Young Adults

*Identify, appraise and coordinate programmatic and faith-based resources to support families, children and young adults to improve the mental and physical health, education and housing needs of targeted populations in high crime areas with emphasis on personal responsibility and accountability.*

Objectives
1. <i>Identify, appraise and coordinate existing programmatic and faith-based resources in the areas of mental and physical health, education and housing needs in high crime areas</i>
2. <i>Facilitate filling identified gaps in resources/services in the areas of mental and physical health, education and housing needs in high crime areas</i>
3. <i>Emphasize personal responsibility and accountability</i>

## Neighborhood Revitalization

### Goal 2: Revitalize Neighborhoods & Strengthen Communities

*Initiate, mobilize and propose a more systematic, comprehensive and inclusive approach by engaging all stakeholders to revitalize high crime neighborhoods through closing the achievement gaps in education and increasing economic opportunities in targeted neighborhoods.*

Objectives
1. <i>Target neighborhoods for revitalization</i>
2. <i>Engage all stakeholders to revitalize neighborhoods</i>
3. <i>Close the achievement gaps in education in targeted neighborhoods</i>
4. <i>Increase economic opportunities entrepreneurial and business development in targeted neighborhoods</i>
5. <i>Actively support efforts to increase of medium- and high-skilled jobs in or available to ALICE households (as defined by the United Way of Florida) in the targeted communities</i>

## Improve Relationships

### Goal 3: Improve and repair relationships between the community, law and justice systems

**Objectives—** *facilitate more positive interactions within the community, and among law enforcement, and the judicial system in targeted neighborhoods by building trust through developing relationships which break down obstacles and barriers of cooperation.*

Objectives
<i>1. Identify perceptions and realities that exist among all stakeholders (the community, law enforcement and the judicial system)</i>
<i>2. Facilitate more positive interactions between law enforcement, the judicial system and the community</i>
<i>3. Coordinate training activities across diverse community groups to break down identified barriers &amp; obstacles</i>
<i>4. Advocate for the review, development and adoption of systemic policies and practices</i>
<i>5. Facilitate conversations on race in the community</i>
<i>6. Facilitate community understanding of law enforcement in the community</i>

## Crime Prevention

### Goal 4: Reduce crime and improve community safety

*Investigate, select and employ initiatives and programs which will ensure that the community in general and youth specifically remain safe from violent crimes by creating empowering options for them to reject gangs, crime and gun violence.*

Objectives
<i>1. Investigate, select and employ initiatives and evidenced-based programs</i>
<i>2. Ensure that the community in general and youth specifically remain safe from violent crimes</i>
<i>3. Reduce youth homicide</i>
<i>4. Create empowering options for them to reject gangs, crime and gun violence.</i>
<i>5. Promote safety as a neighborhood value</i>
<i>6. Explore the formation of a countywide law enforcement task force to proactively address gangs, drugs and guns</i>

## Organizational Development

### **Goal 5: Develop LEAD Coalition as a coalescing, collaborative agent**

*Organize, measure and evaluate the coordination and effectiveness of initiatives, strategies, programs and practices by determining the structure, metrics, roles, responsibilities and services offered through this coalescing, collaborative approach to crime intervention and prevention with emphasis on sustainability.*

<b>Objectives</b>
<b>1. Determine governing body structure and draft bylaws</b>
<b>2. Organize, measure and evaluate the coordination and effectiveness of initiatives, strategies, programs and practices</b>
<b>a. Employ the Action Research Process in the development and implementation of initiatives, strategies, programs and practices</b>
<b>3. Determine the structure, metrics, roles, responsibilities and services of initiatives, strategies, programs and practices</b>
<b>4. Develop the organization as a coalescing, collaborative agent focused on crime intervention and prevention</b>
<b>5. Plan for long-term sustainability of projects that prove to be effective</b>

