



**FLORIDA DEPARTMENT *of*  
ECONOMIC OPPORTUNITY**

**Community Services Block Grant (CSBG)**

**Community Action Plan**

Submission Date:

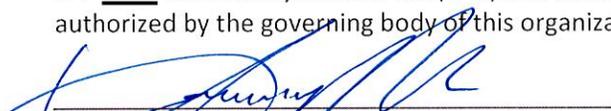
FFY:

**Agency Contact Person Regarding the Community Action Plan:**

Name:	Lavon B. Williams
Title:	Manager, Community Action Division
Phone:	407-836-5614
Email:	Lavon.williams@ocfl.net

**Certification of Community Action Plan and Assurances**

The undersigned hereby certify that this agency complies with the Assurances and Requirements of this FFY 2020 Community Action Plan (CAP) and the information in this CAP is correct and has been authorized by the governing body of this organization.

  
\_\_\_\_\_  
Board Chairperson (Signature)  
Councilman Tarus C. Mack  
Town of Eatonville

11-22-19  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Executive Director (signature)  
Lonnie C. Bell, Jr., Director  
Family Services Department

11/25/19  
\_\_\_\_\_  
Date

**Certification of ROMA Trainer or Implementer**

The undersigned hereby certifies that this organization’s Community Action plan and strategic plan document the continuous use of the full Results Oriented Management and Accountability (ROMA) cycle or comparable system (assessment, planning, implementation, achievement of results, and evaluation).

  
NCRT/NCRI

Date 11/22/19

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## Agency Information

<b>Agency Name:</b>	Orange County Community Action Division	
<b>Address:</b>	2100 E. Michigan Street	
	Orlando, FL 32806	
<b>Phone:</b>	407-836-9333	
<b>Website:</b>	<a href="http://www.ocfl.net">www.ocfl.net</a>	
<b>ED/CEO:</b>	Lonnice C. Bell, Jr., Department Director	
<b>Board Chair:</b>	Councilman Tarus C. Mack, Town of Eatonville	
<b>Type of Agency:</b>	<b>Local Government</b>	X
	<b>Farmworker</b>	
	<b>Nonprofit</b>	

## Geographic Service Area

The Orange County Community Action Division operates an anti-poverty program in accordance with the Community Services Block Grant Act through funds allocated by the Executive Director of the Florida Department of Economic Opportunity and the U.S. Department of Health and Human Services.

List all Counties Served through CSBG:

Orange County, Florida

Provide the location for all service centers, including the main office, below OR attach a listing of all service centers at **Attachment A**

## Geographic Service Area map

Attach a map of the Agency's service area at **Attachment B**

## Vision Statement

The Vision Statement describes a desired future based on your agency's values. The vision is broader than what any one agency can achieve; the agency collaborates with others in pursuit of the vision.

**Date approved by Tripartite Board (most recent):** 10/24/18

(For reference, refer to Organizational Standards Category 4: Organizational Leadership.)

Helping individuals and families achieve economic self-sufficiency by leveraging partnerships that produce a range of culturally-competent, accessible, high-quality services to meet the needs of a diverse community.

## Mission Statement

The Mission Statement describes the agency's reason for existence and may state its role in achieving its vision.

**Date last reviewed and approved by Tripartite Board (most recent):** 10/24/18

(For reference, refer to Organizational Standard 4.1.)

Enhancing quality of life, promoting self-sufficiency, and eliminating the causes and consequences of poverty by mobilizing and directing socioeconomic resources, collaboration and partnership, and by providing high-quality, easily accessible programs and services.

## Community Needs Assessment (CNA)

(For reference, refer to Organizational Standards 1.1, 1.2, 2.2, and Category 3: Community Assessment.)

**Date of the most recently completed CNA:** November 11, 2019

**Timeframe:** 2020-2023

(enter the timeframe the CNA covers)

**Date approved by Tripartite Board (most recent):** 11/13/19

(For reference, refer to Organizational Standard 3.5)

The narrative description provided for the needs assessment serves as the basis for the agency's goals, problem statements, and program delivery strategies of the CSBG/National Performance Indicators. The needs assessment should describe local poverty-related needs and prioritize eligible activities to be funded by CSBG.

Agency needs assessments shall identify the processes used to collect the most applicable information. In particular, describe how the agency ensures that the needs assessment reflects the current priorities of

the low-income population in the service area, beyond the legal requirement for a local public hearing of the community action plan.

Please note which combination of activities to perform needs assessments were used, including when and how these activities occurred in the spaces below. If the activity was not used, please type N/A or Not Used.

<b>Focus Groups</b>	N/A
<b>Asset Mapping</b>	Assets are mapped by several county divisions and community partners. These maps include information on food security, the location of health and social services, parks and recreation services, and community action centers. As such, throughout the course of this needs assessment process, new maps were not generated, but existing maps are taken into account when planning the provision of services.
<b>Surveys and Interviews</b>	Key Stakeholders interviews were conducted with the tri-partite board, a variety of community leaders, clergy, community partners and citizens. Interview questions were also distributed in electronic survey form to community partners, Division community center managers, and support staff who provide direct services at each of our community centers.
<b>Community Dialogue</b>	Citizens were invited to each Community Action Board (governing board) meeting to provide input regarding needs and service delivery.
<b>Public Records</b>	Extensive census data were utilized to analyze the condition of poverty in Orange County sub areas compared to the county as a whole and the state population. This information was also stratified by community center locations to better see where people living in poverty are concentrated.

## Define Your Community Needs Assessment (CNA) Process

1. Describe your agency’s approach or system for collecting, analyzing, and reporting customer satisfaction data to the governing board. (Organizational Standard 1.1)

The Community Action Division works with community partners that provide routine public, private, and community updates to our governing board at its monthly meetings. At each monthly meeting the governing board gives an opportunity for the general public to speak on issues of concern that relate the function of the board. In addition, the governing board has seats for Head Start, Disability Advisory Board, and Career Source Central Florida (WIOA).

2. Describe how the agency analyzes information collected from low income individuals as part of the community needs assessment process (methodology). (Organizational Standard 1.2)

The Division utilized the technical assistance guide developed by the community action partnership in conducting its community needs assessment process. Several data sources were referenced to obtain comprehensive data. The comprehensive assessment of community needs and resources as well as agency data informs the strategic planning process and is also utilized

in the community action plan. It is also the first step in the Results Oriented Management and Accountability Cycle. To enable analysis of data from various sources, the following framework was utilized to integrate related data elements under domain categories along a benchmark continuum for the geographical area served at large, in addition to the distressed communities in which community action centers are located within Orange County.

The Comprehensive Needs Assessment (CNA) holds a specific purpose for community action. The assessment offers a focus on local conditions, analyzing the economic opportunities and barriers for all residents who are at risk of remaining or becoming economically insecure. It identifies existing and potential resources to expand opportunities. It prepares the community action agency's leadership to plan a multi-year strategy by identifying and prioritizing unmet community needs.

This process requires thinking about needs and resources in a more comprehensive framework. A complete analysis of the community-wide conditions of a whole "community" served is required. A comprehensive assessment requires analyzing and synthesizing many kinds of information with a multi-dimensional analysis. The assessment equips community action leaders to adopt a broad vision of the community's future and to plan the Division's role in bringing it about.

- a) Understand the scope of both emerging and ongoing needs of economically insecure residents in the community.
- b) Choose the role the organization will play in meeting some of those needs.
- c) Identify economic resources, social resources and partnership opportunities in the community that can help meet the needs.
- d) Identify significant public policy issues.
- e) Educate community residents and leaders about the identified needs and provide input on policies and strategies.
- f) Explain to the community the rationale behind decisions to prioritize needs and allocate resources.

The CNA covers fiscal years 2020-2023 for Community Action in Orange County Florida. This assessment consists of information from several sources. Demographics and information on key indicators in the community were obtained primarily from Community Commons, a reference resource from the national Community Action Partnership. The Distressed Communities Index produced by the Economic Innovation Group was also utilized, along with the U.S. Census Bureau's 2016 Community Survey 5-Year Estimate. The Distressed Communities Index provides data on economic indicators relating to poverty and community distress by zip code, while the Community Commons data covers the County as a whole. In addition, several sources of local information were used. Data from Heart of Florida United Way 211 was used to help determine local community needs and the community assessment data from the Division's strategic plan is incorporated.

Direct inquiry was incorporated in several ways. A survey was conducted through interviews with key respondents in the community including the following sectors: community-based organizations, faith-based organizations, private sector, public sector, and educational institutions. (See attached survey in the appendices). The department's Head Start Division also

completed an updated 2016 Community Assessment, which was referenced in completing this report.

3. For each key sector of the community listed below, summarize the information gathered from each sector and how it was used to assess needs and resources during the needs assessment process (or other planning process throughout the year). (Organizational Standard 2.2)

<b>Community-Based Organizations</b>	<p>Partners from 1) private, 2) non-profit, 3) faith based, 4) education and 5) community sectors provide an array of services to assist the Division in achieving its performance indicators, which are linked to national goals. The Division currently has over 100 partners who provide an array of services, some of which were outlined above. Some of these partners occupy space at the community centers and some provide services through periodic onsite visits. Working closely with community partners is a great way to leverage funding and bring services into the community that would otherwise not exist. Working with partners also increases the diversity of activities and services available and creates strong bonds and a sense of ownership within the local community. The Division utilized multiple data sources for its comprehensive community assessment of poverty needs and conditions. The CNA is integrated into this strategic plan as the basis for identifying critical issues or concerns for which long-term solutions are sought. This assessment takes into account the breadth and depth of community needs as well as the partners and resources available in the community to meet these needs. One data source utilized was the comprehensive community assessment conducted by the Head Start Division in 2015, which included a community asset mapping based on a windshield survey, as well as a parent survey. The parent survey is relevant because it reflects customer engagement and levels of satisfaction from residents who reside in impoverished neighborhoods. This input is invaluable as it reflects the sentiments of the division’s participants or potential participants who meet the eligibility criteria of 125% or less of the federal poverty level. In addition, the Division utilized feedback from community action staff, as well as the Board, also referred to herein as key informant surveys. The CNA data was also obtained from the Community Commons Forum, which enables local data to be integrated into customized reports, from public databases. Periodic assessment of needs and resources at</p>
<b>Faith-Based Organizations</b>	
<b>Private Sector</b>	
<b>Public Sector</b>	
<b>Educational Institutions</b>	
<b>Other</b>	

	the community level is the foundation of community action and a vital management and leadership tool that is used across the organizational network and the community to set the course for the utilization of both the CSBG and other agency resources. Customer satisfaction data and customer input, collected as part of the CNA is included in the strategic planning process.
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4. For each data point listed below, provide the information from the CNA that was collected as part of the process and a brief summary of how it was used. (Organizational Standard 3.2)

<b>Poverty and Gender</b>	Census and demographic data were collected for each county sub area served. Those data were then used to develop comparisons and placed against data collected from interviews to create a clearer picture of the needs of individuals and families in poverty in Orange County.
<b>Poverty and Age</b>	
<b>Poverty and Race/Ethnicity</b>	

5. Briefly summarize the type of both qualitative and quantitative data collected and analyzed as part of the needs assessment process. (Organizational Standard 3.3)

<b>Qualitative</b>	Key informant interviews
<b>Quantitative</b>	Surveys, census data, and indices

### Describe the findings and results of your Community Needs Assessment

Top Five Needs	Agency Priority (Yes/No)	Description of programs/services /activities	Coordination
1. Jobs with affordable wages and benefits	Yes	Links clients with job placement opportunities; vocational training	CareerSource CF Jobs Partnership Goodwill Vocational partners
2. Affordable housing	Yes	Provide rental assistance for clients participating in FSSP	Referrals are currently made to city housing authorities, 2-1-1, and crisis assistance
3. Access to health services, primarily mental health	No	The division is exploring the provision of mental health services in center	At present, we refer to 2-1-1- and other community partners
4. Transportation	Yes	Provide transportation assistance for clients participating in FSSP	Lynx (local public transportation services)
5. Employability skills training (soft-skills)	Yes	Provide direct employability training	Jobs Partnership Adult Literacy League

			5/3 <sup>rd</sup> Bank Edumatics Goodwill
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**Top Five needs:** List the top five needs from your most recent Needs Assessment

**Agency Priority:** Enter a Yes or No in the box, to indicate if the need will be addressed in the current year either directly or indirectly. If the need will not be met please provide explanation in narrative section.

**Description of programs/services/activities:** Briefly describe the program, service or activity that your entity will directly provide.

**Coordination:** If your agency will address the need through coordination, describe what organizations and/or coalitions you will work with to meet the need, including the roles of each party.

## Service Delivery System

Describe the overall Service Delivery System for services provided with CSBG funds and describe how the CAAs services enhance and/or differ from those offered by other providers, i.e. bundled services– please include specific examples.

1. Describe the agency’s service delivery system for services provided using CSBG funds. Please include when and how clients enter into your program.

The Community Action Division utilizes CSBG funds to support our Family Self Sufficiency Program (FSSP). This program is designed to help low income individuals improve their employability skills, obtain education and training and secure higher wage jobs. As clients are improving themselves we utilize CSBG funds to provide supportive services (childcare, transportation, rental assistance, utility assistance, etc.) Clients are able to access the program year round by meeting with a community service worker at our four main community centers or by making an appointment to see a community service worker at any of our centers.

2. Provide a copy of your agency’s most current CSBG Workplan at **Attachment C**.
3. How do your services/programs differ from those of other providers?

We provide comprehensive services to our low income citizens. By utilizing our direct services and those of our collaborative partners, low income citizens are able to make the transition from poverty to self-sufficiency.

4. List your agencies programs/services/activities funded by CSBG, including a brief description, why these were chosen, how they relate to the CNA, and indicate the specific type of costs that CSBG dollars will support (examples: staff salary, program support, case mgmt., T/TA, etc.).
  - a. Case Management – helps to target specific needs of families and individuals in poverty

- b. Tuition Assistance – helps increase employability and job skills
- c. Job Readiness Training – help to change the mindset of individuals regarding the workplace and work ethic
- d. Financial Literacy Training – helps to ensure long term sustainability of self-sufficiency
- e. Supportive Services – allows individuals to concentrate improving themselves and stabilizing the family during the vulnerable transition period

## **Strategic Plan (or Comparable Planning Document for Public CAAs)**

(For reference, refer to Organizational Standards 4.3 and Category 6.)

**Date approved by Tripartite Board (most recent):** 2-16-16

(For reference, refer to Organizational Standard 6.1.)

1. Describe your agency’s strategic planning process, including how the agency used ROMA in completing the plan. (Organizational Standard 4.3)

The Division utilized a ten-step strategic planning process referred to as the Strategy of Change Cycle. This process model of decision making involves the leadership team in the main activities of the process but leaves most of the content of individual strategies to others. The process is driven by a Strategic Planning Board Committee with input from the various community center advisory committees, interviews of key staff, and with outside partners and experts.

The ROMA goals provided a framework for continuous growth and improvement for our local community action agency. The CAD began with an assessment of the root causes and conditions of poverty in Orange County. The CAD developed a logic model to address the issues identified. The Community Action Division staff led the tripartite governing board in a series of discussions resulting in the identification of strategic issues, goals, objectives, strategies, outcomes and indicators. As the CAD has implemented the Strategic Plan, we have continued to monitor and evaluate our strategies and have made adjustments to respond to the needs of the community. For instance, addressing specific needs for workers in emerging and robust sectors.

2. Describe how the strategic plan addresses reduction of poverty, revitalization of low-income communities, and/or empowerment of people with low incomes to become more self-sufficient. (Organizational Standard 6.2)

Based on our demographic analysis and comparison, Orange County citizens that are most vulnerable to poverty are families with single female heads of households and children under the age of 18. The plan categorizes strategic issues into the focus areas of agency, family and community. It specifically identifies goals, objectives, strategies, outcomes and indicators to reduce poverty for our most vulnerable populations. The CAD uses our Family Self Sufficiency Program (FSSP) and other targeted programs to address low resourced individuals and families residing in Orange County needing assistance in achieving economic self-sufficiency.

3. Describe the family, agency and/or community goals contained in the strategic plan. (Organizational Standard 6.3)

Strategic Goal 1: Assist low income people to become self-sufficient (Family)

Strategic Goal 2: The conditions in which low-income people live are improved. (Community)

Strategic Goal 3: Low income people own a stake in their community (Community)

Strategic Goal 4: Partnerships among supporters and providers are achieved (Agency)

Strategic Goal 5: CAD increases its capacity to achieve results (Agency)

Strategic Goal 6: Low-income individual achieve their potential (Family)

4. Describe the customer satisfaction data and customer input contained in the strategic plan along with a brief explanation of how this data was used. (Organizational Standard 6.4)

Customer satisfaction data was collected via interviews, surveys and center data analysis. This information was utilized to identify the populations that are most vulnerable to poverty and their specific needs for services and assistance. The Division utilized this information to develop specific goals that would address these needs. The Division will measure demographics and measure effectiveness using a database, EasyTrak<sup>®</sup>

## **Linkages and Funding Coordination**

(For reference, refer to Organizational Standard 2.1.)

1. Describe the process utilized by your agency to link services and coordinate funding in your service area.
  - a. Indicate how staff was involved, i.e. attended community meetings, I&R, etc.
  - b. Describe how services are targeted to low income individuals and families.
  - c. Describe how linkages will be developed to fill identified gaps in services.

Community Center managers and project coordinators are responsible for reaching out into the community and finding partners to deliver services to our clients. In addition, the Division leverages CSBG funds by working with nonprofits to provide education, vocational training, transportation, and child care for individuals participating in our Family Self Sufficiency Program.

2. Explain if there is a formalized coalition of social service providers in your service area. If so list the coalitions by name, describe the mission of the coalition, who participates, and methods used by the coalition to coordinate services/funding.

There are several agencies, nonprofits and financial institutions that provide services that help families to achieve economic self-sufficiency. However, there is no formalized coalition in Orange County.

3. Provide information on any memorandums of understanding and/or service agreements your agency has with other entities regarding coordination of services/funding.

The Division has developed memorandum of understanding with Career Source Central Florida and with Adult Literacy League. We also seek out partners to provide services at our community centers and formalize our shared services through license agreements. The community center provides the space and the provider delivers the program.

## Tripartite Board of Directors

(For reference, refer to Organizational Standards Category 5: Board Governance.)

1. What is the total number of Board members as stated by your Bylaws? 24
2. Vacancy Resolution Plan – Does your board currently have any vacancies?  Yes  No  
If yes, please complete the table below for each vacant seat.

Position	Date Vacancy Occurred	Estimated Date to be Filled	Reason for Vacancy	Steps taken to fill Vacancy
Community sector, at-large seat, representing districts 3, 4, 5	May 23, 2018	TBD, presently	Excessive absences	Publicizing vacancy to board and community centers within the districts
Community sector, District 4	December 13, 2018	TBD, presently	Term expiration	Publicizing vacancy to board and community centers within the districts
Community sector, District 1	March 8, 2019	TBD, presently	Term expiration	Publicizing vacancy to board and community centers within the districts

Add rows as needed

## Agency Bylaws

Date Approved by Tripartite Board (Most Recent): 11/13/19

(For reference, refer to Organizational Standards Category 5.)

Date Reviewed by an Attorney (Most Recent): N/A

(For reference, refer to Organizational Standard 5.3.)

Date Bylaws Last Distributed to Board Members (Most Recent): 11/13/19 as an entire board. Each new member participates in an orientation and receives the latest copies of the bylaws at that time. The Policy Advisory Committee also reviews one section of the bylaws monthly

(For reference, refer to Organizational Standard 5.4.)

### Agency-Wide (or Department-Wide) Organizational Chart

Does your agency have an agency-wide organizational chart?  Yes  No

If not, what document does your agency and board use to identify positions within your agency?  
(For reference, refer to Organizational Standard 7.3.)

### Agency-Wide (or Department-Wide) Budget

Does your agency have an agency-wide budget?  Yes  No

If not, what document does your agency and board use track annual funding?  
(For reference, refer to Organizational Standards 8.7 and 8.9.)

### Agency Succession Plan

Does your agency have an agency succession plan?  Yes  No

If not, what policies are in place in the event of an unplanned emergency absence by key staff members?

The specific succession plan for the Community Action Division is found in the overall Orange County Operations and Procedures Manual that provides guidance as to short-term and long-term absences of employees. The CAD is able to utilize "acting pay", reclassification of positions and termination/hire to quickly fill vacancies in the division.

Does the plan cover unplanned short-term absences?  Yes  No

Does the plan cover long-term (planned or not) absences?  Yes  No

Date Approved by Tripartite Board (Most Recent):  N/A

(For reference, refer to Organizational Standard 4.5.)

### Agency-Wide (or Department-Wide) Comprehensive Risk Assessment

Does your agency have a comprehensive risk assessment?  Yes  No

If not, what policies are in place to ensure the agency does not put itself at risk?

The Division complies with the Orange County Government risk assessment policies and procedures.

Date Reported to the Tripartite Board (Most Recent):  10/23/18

(For reference, refer to Organizational Standard 4.6.)

### Annual Analysis of the Agency's Outcomes

Does your agency provide an annual analysis or report to the governing board to include the following:

<b>Report Type</b>	<b>Yes</b>	<b>No</b>	<b>Date Provided to the Board (Most Recent)</b>
Update on the success of the specific strategies include in this Community Action Plan	X		11/13/19
Update on the progress of meeting the goals of the strategic plan	X		11/13/19
An analysis of the agency's outcomes and any operational or program adjustment and improvements identified	X		11/13/19

(For reference, refer to Organizational Standards 4.4, 6.5, 9.3)

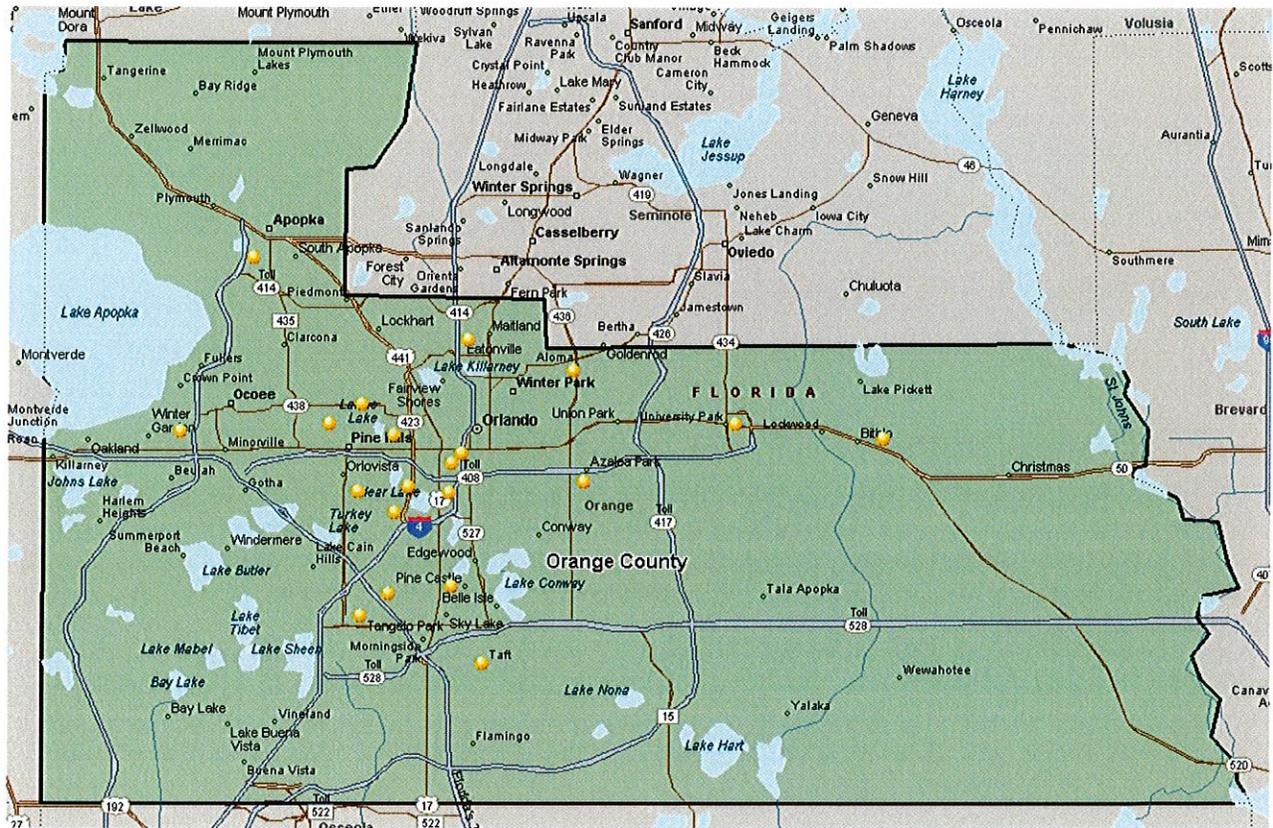
### **Federal Assurances and Certification**

Public Law 105-285, s. 676 (b) establishes federal assurances eligible entities are to comply with. DEO, in its state plan submission, provides a narrative describing how the eligible entities in Florida will comply with the assurances. By completing and submitting this Community Action Plan, your agency certifies that it will comply with all Federal Assurances, the annual DEO Federally Funded Subgrant Agreement, and any other laws, rules, and statutes in the performance of the activities funded through this grant.

**Attachment A**  
**Orange Community Action Division Community Centers**

<b>Community Center</b>	<b>Address</b>	<b>Phone #</b>
Administrative Office	2100 E. Michigan Street Orlando, Florida 32806-4914	407-836-9333
Bithlo Community Center	18501 Washington Avenue Orlando, Florida 32820-2556	407-254-1905
East Orange Community Center	12050 E. Colonial Drive Orlando, Florida 32826-4705	407-254-9610
Hal P. Marston Community Center	3933 W.D. Judge, Suite B Orlando, Florida 32808-7426	407-836-8484
Holden Heights Community Center	1201 20 <sup>th</sup> Street Orlando, Florida 32703-6903	407-836-6777
John Bridges Community Center	445 W. 13 <sup>th</sup> Street Apopka, Florida 32703-6903	407-254-9449
Maxey Community Center	830 Klondike Road Winter Garden, Florida 34787-3225	407-254-1970
Pine Hills Community Center	6408 Jennings Street Orlando, Florida 32818-5313	407-254-9100
Taft Community Center	9450 S. Orange Average Orlando, Florida 32824-8333	407-254-1950

**Attachment B**  
**Orange County Community Action Division Service Area**



**Attachment C**  
**Orange County Community Action Division CSBG Work Plan**

B4i	Number of Building Performance Institute (BPI) certified professionals	0
B4j	Number of Classroom Assessment Scoring System (CLASS) certified professionals	0
B4k	Number of Certified Housing Quality Standards (HQS) Inspectors	0
B4l	Number of American Institute of Certified Planners (AICP)	0
B4m	*Other (Please specify others below):	
	*	0
	*	0

B5 Number of organizations, both public and private, that the CSBG Eligible Entity actively works with to expand resources and opportunities in order to achieve family and community outcomes:		Unduplicated Number of Organizations
B5a	Non-Profit	0
B5b	Faith Based	0
B5c	Local Government	0
B5d	State Government	0
B5e	Federal Government	0
B5f	For-Profit Business or Corporation	0
B5g	Consortiums/Collaborations	0
B5h	School Districts	0
B5i	Institutions of Post-Secondary Education/Training	0
B5j	Financial/Banking Institutions	0
B5k	Health Service Organizations	0
B5l	Statewide Associations or Collaborations	0

### Module 2, Section C: Allocated Resources per CSBG Eligible Entity

C2	Amount of FY 2018 CSBG allocated to reporting entity	\$0.00
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C3	Federal Resources Allocated (Other than CSBG)	Non-CSBG Funds
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C3a	Weatherization (DOE) (include oil overcharge \$\$)	\$0.00
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C3b	Health and Human Services (HHS)	
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C3b 1	LIHEAP - Fuel Assistance (include oil overcharge \$\$)	\$0.00
C3b 2	LIHEAP - Weatherization (include oil overcharge \$\$)	\$0.00
C3b 3	Head Start	\$0.00
C3b 4	Early Head Start	\$0.00
C3b 5	Older Americans Act	\$0.00
C3b 6	Social Services Block Grant (SSBG)	\$0.00
C3b 7	Medicare/Medicaid	\$0.00
C3b 8	Assets for Independence (AFI)	\$0.00
C3b 9	Temporary Assistance for Needy Families (TANF)	\$0.00
C3b 10	Child Care Development Block Grant (CCDBG)	\$0.00
C3b 11	Community Economic Development (CED)	\$0.00
C3b 12	Other HHS Resources	
C3b 12.i	CFDA#	\$0.00
C3b 12.ii	CFDA#	\$0.00
C3b 12.iii	CFDA#	\$0.00
C3b 12.iv	CFDA#	\$0.00
C3b 13	Total Other HHS Resources	\$0.00

C3c	Department of Agriculture (USDA)	
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C3c 1	Special Supplemental Nutrition for Women, Infants, and Children (WIC)	\$0.00
C3c 2	All USDA Non-Food programs (e.g. rural development)	\$0.00
C3c 3	All other USDA Food programs	\$0.00

C3d	Department of Housing and Urban Development (HUD)	
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C3d 1	Community Development Block Grant (CDBG) - Federal, State, and Local	\$0.00
C3d 2	Section 8	\$0.00
C3d 3	Section 202	\$0.00
C3d 4	Home Tenant-Based Rental Assistance (HOME TBRA)	\$0.00
C3d 5	HOPE for Homeowners Program (H4H)	\$0.00

C6a	Funds from foundations, corporations, United Way, other nonprofits	\$0.00
C6b	Other donated funds	\$0.00
C6c	Value of other donated items, food, clothing, furniture, etc.	\$0.00
C6d	Value of in-kind services received from businesses	\$0.00
C6e	Payments by clients for services	\$0.00
C6f	Payments by private entities for goods or services for low income clients or communities	\$0.00
C6g	<b>Total: Private Sector Resources Allocated</b>	<b>\$0.00</b>
C6h	<i>If any of these resources were also reported under Item C.3n., C.4p. or C.5e. (Federal, State or Local Resources), please estimate the amount.</i>	\$0.00
C7	<b>Total Non-CSBG Resources Allocated: (Federal, State, Local &amp; Private)</b>	<b>\$0.00</b>
C8	<b>Total Resources in CSBG Eligible Entity (including CSBG)</b>	<b>\$0.00</b>

8	<b>Expected Duration</b>	Narrative (Provide the range in years, e.g. 1-3 years)
The LEADS program has just begun it's second year and will continue based on funding availability.		

9	<b>Partnership Type</b>	Independent CAA Initiative, CAA is the core organizer of multi-partner Initiative, or CAA is one of multiple active investors and partners
CAA is the core organizer of multi-partner Initiative		

10	<b>Partners</b>	Narrative (Provide a narrative on the key 1-3 partners)
CareerSource Central Florida (CSCF) is our key partner in this initiative. CSCF is the workforce development board for Lake, Orange, Osceola, Seminole, and Sumter Counties, and specializes in connecting employers to job seekers in the area, providing worker resources and training, and preparing Central Floridians for careers which meet the needs of local business.		

11	<b>Strategy(ies)</b>	Select from the Community Level Strategies listed in Section C below
STR 1b: job creation/ employment generation		

12	<b>Progress on Outcomes/Indicators</b>	No Outcomes to Report, Interim Outcomes, Final Outcomes
Final Outcomes		

13	<b>Impact of Outcomes</b>	Narrative (Provide additional information on the scope of the impact of these outcomes. e.g. If an initiative created a health clinic, please describe how many individuals and families are expected to be impacted.)
Thirty-six students completed internships in the summer of 2018. One student was offered employment with her internship employer, and an additional 14 went to college in the fall.		

14	<b>Outcomes/Indicators to Report</b>	Record the data for the CNPIs listed above in #6, in Section B below
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15	<b>Final Status</b>	Initiative Active, Initiative Ended Early, Initiative Ended as Planned, Completed Still Delivering Value
Initiative Active		

CNPI 2z2		0
CNPI 2z3		0

CNPI 2 Rates of Change for Education and Cognitive Development Indicators		Target (%)
CNPI 2g	Percent increase of <b>children</b> in the identified community who are <b>kindergarten ready</b> .	0.00%
CNPI 2h	Percent increase of <b>children</b> in the identified community at (or above) the <b>basic reading level</b> .	0.00%
CNPI 2i	Percent increase of <b>children</b> in the identified community at (or above) the <b>basic math level</b> .	0.00%
CNPI 2j	Percent increase in high school (or high school equivalency) <b>graduation rate</b> in the identified community.	0.00%
CNPI 2k	Percent increase of the rate of <b>youth</b> in the identified community who <b>attend post-secondary education</b> .	0.00%
CNPI 2l	Percent increase of the rate of <b>youth</b> in the identified community who <b>graduate from post-secondary education</b> .	0.00%
CNPI 2m	Percent increase of <b>adults</b> in the identified community who <b>attend post-secondary education</b> .	0.00%
CNPI 2n	Percent increase of <b>adults</b> in the identified community who <b>graduate from post-secondary education</b> .	0.00%
CNPI 2o	Percent increase in the <b>adult literacy rate</b> in the identified community.	0.00%

CNPI 2z Other Rates of Change for Education and Cognitive Development Indicators - Please specify below.		Target (%)
CNPI 2z4		0.00%
CNPI 2z5		0.00%
CNPI 2z6		0.00%

General Comments:

----- Infrastructure and Asset Building Indicators -----

CNPI 3 Counts of Change for Infrastructure and Asset Building Indicators		Target (#)
CNPI 3a Number of <b>new</b> accessible assets/resources <b>created</b> in the identified community:		
CNPI 3a1	Commercial	0
CNPI 3a2	Financial	0
CNPI 3a3	Technological/ Communications (e.g. broadband)	0
CNPI 3a4	Transportation	0
CNPI 3a5	Recreational (e.g. parks, gardens, libraries)	0
CNPI 3a6	Other Public Assets/Physical Improvements	0
CNPI 3b Number of <b>existing</b> assets/resources <b>made accessible</b> to the identified community:		
CNPI 3b1	Commercial	0
CNPI 3b2	Financial	0
CNPI 3b3	Technological/ Communications (e.g. broadband)	0
CNPI 3b4	Transportation	0
CNPI 3b5	Recreational (e.g. parks, gardens, libraries)	0
CNPI 3b6	Other Public Assets/Physical Improvements	0

CNPI 3z Other Counts of Change for Infrastructure and Asset Building Indicators - Please specify below.		Target (#)
CNPI 3z1		0
CNPI 3z2		0
CNPI 3z3		0

CNPI 3 Rates of Change for Infrastructure and Asset Building Indicators		Target (%)
CNPI 3c	Percent decrease of <b>abandoned or neglected buildings</b> in the identified community.	0.00%
CNPI 3d	Percent decrease in <b>emergency response time</b> measured in minutes in the identified community. (EMT, Police, Fire, etc.).	0.00%
CNPI 3e	Percent decrease of <b>predatory lenders and/or lending practices</b> in the identified community.	0.00%
CNPI 3f	Percent decrease of <b>environmental threats</b> to households (toxic soil, radon, lead, air quality, quality of drinking water, etc.) in the identified community.	0.00%
CNPI 3g	Percent increase of <b>transportation services</b> in the identified community.	0.00%

CNPI 3z Other Rates of Change for Infrastructure and Asset Building Indicators - Please specify below.		Target (%)

CNPI 5 Rates of Change for Physical Health, Wellbeing, and Development Indicators		Target (%)
CNPI 5f	Percent decrease in <u>infant mortality rate</u> in the identified community.	0.00%
CNPI 5g	Percent decrease in <u>childhood obesity rate</u> in the identified community.	0.00%
CNPI 5h	Percent decrease in <u>adult obesity rate</u> in the identified community.	0.00%
CNPI 5i	Percent increase in <u>child immunization rate</u> in the identified community.	0.00%
CNPI 5j	Percent decrease in <u>uninsured families</u> in the identified community.	0.00%

CNPI 5 Rates of Change for Behavioral and Mental health, Emotional Wellbeing, and Development Indicators		Target (%)
CNPI 5k	Percent decrease in the <u>teen pregnancy rate</u> in the identified community.	0.00%
CNPI 5l	Percent decrease in <u>unplanned pregnancies</u> in the identified community.	0.00%
CNPI 5m	Percent decrease in <u>substance abuse rate</u> in the identified community.(e.g. cigarettes, prescription drugs, narcotic	0.00%
CNPI 5n	Percent decrease in <u>domestic violence rate</u> in the identified community.	0.00%
CNPI 5o	Percent decrease in the <u>child abuse rate</u> in the identified community.	0.00%
CNPI 5p	Percent decrease in the <u>child neglect rate</u> in the identified community.	0.00%
CNPI 5q	Percent decrease in the <u>elder abuse rate</u> in the identified community.	0.00%
CNPI 5r	Percent decrease in the <u>elder neglect rate</u> in the identified community.	0.00%

CNPI 5 Rates of Change for Public Safety Indicators		Target (%)
CNPI 5s	Percent decrease in <u>recidivism rate</u> in the identified community.	0.00%
CNPI 5t	Percent decrease in <u>non-violent crime rate</u> in the identified community.	0.00%
CNPI 5u	Percent decrease in <u>violent crime rate</u> in the identified community.	0.00%
CNPI 5v	Percent decrease in <u>teens involved with the juvenile court system</u> in the identified community.	0.00%

CNPI 5z Other Rates of Change for Health and Social/Behavioral Indicators		Target (%)
CNPI 5z4		0.00%
CNPI 5z5		0.00%
CNPI 5z6		0.00%

General Comments:

**----- Civic Engagement and Community Involvement Indicators -----**

CNPI 6 G2 Rates of Change for Civic Engagement and Community Involvement Indicators		Target (%)
CNPI 6 G2a	Percent increase of <u>donated time</u> to support the CSBG Eligible Entity's delivery of services and/or implementation of strategies to address conditions of poverty in the identified community.	0.00%
CNPI 6 G2b	Percent increase of <u>donated resources</u> to support the CSBG Eligible Entity's delivery of services and/or implementation of strategies to address conditions of poverty in the identified community.	0.00%
CNPI 6 G2c	Percent increase of <u>people participating</u> in public hearings, policy forums, community planning, or other advisory boards related to the CSBG Eligible Entity's delivery of service and/or implementation of strategies to address conditions of poverty in the identified community.	0.00%

CNPI 6 G2z Other Rates of Change for Civic Engagement and Community Involvement Indicators - Please specify below.		Target (%)
CNPI 6 G2z 1		0.00%
CNPI 6 G2z 2		0.00%
CNPI 6 G2z 3		0.00%

General Comments:

Goal 3: People with low-incomes are engaged and active in building opportunities in communities.

**----- Civic Engagement and Community Involvement Indicators -----**

CNPI 6 G3 Rates of Change for Civic Engagement and Community Involvement Indicators		Target (%)

STR 3p	Asset Limit Barriers for Benefits Policy Changes
STR 3q	Infrastructure and Asset Building Policy Changes
STR 3r	Infrastructure and Asset Building Legislative Changes
STR 3s	Other Infrastructure and Asset Building Strategy: (please specify)

Housing Strategies (STR 4)	
STR 4a	End Chronic Homelessness Campaign
STR 4b	New Affordable Single Unit Housing Creation
STR 4c	New Affordable Multi- Unit Housing Creation (Single Resident Occupancy (SRO), temporary housing, transitional housing)
STR 4d	Tenants' Rights Campaign
STR 4e	New Shelters Creation (including day shelters and domestic violence shelters)
STR 4f	Housing or Land Trust Creation
STR 4g	Building Codes Campaign
STR 4h	Housing Policy Changes
STR 4i	Housing Legislative Changes
STR 4j	Other Housing Strategy: (please specify)

Health and Social/Behavioral Development Strategies (STR 5)	
STR 5a	Health Specific Campaign
STR 5b	Farmers Market or Community Garden Development
STR 5c	Grocery Store Development
STR 5d	Gun Safety/Control Campaign
STR 5e	Healthy Food Campaign
STR 5f	Nutrition Education Collaborative
STR 5g	Food Bank Development
STR 5h	Domestic Violence Court Development
STR 5i	Drug Court Development
STR 5j	Alternative Energy Source Development
STR 5k	Develop or Maintain a Health Clinic
STR 5l	Health and Social/Behavioral Development Policy Changes
STR 5m	Health and Social/Behavioral Development Legislative Changes
STR 5n	Other Health and Social/Behavioral Development Strategy: (please specify)

Civic Engagement and Community Involvement Strategies - Goal 2 (STR 6 G2)	
STR 6 G2a	Development of Health and Social Service Provider Partnerships
STR 6 G2b	Recruiting and Coordinating Community Volunteers
STR 6 G2c	Poverty Simulations
STR 6 G2d	Attract Capital Investments
STR 6 G2e	Build/Support Increased Equity
STR 6 G2f	Equity Awareness Campaign
STR 6 G2g	Coordinated Community-wide Needs Assessment
STR 6 G2h	Civic Engagement and Community Involvement in Advocacy Efforts
STR 6 G2i	Civic Engagement Policy Changes
STR 6 G2j	Civic Engagement Legislative Changes
STR 6 G2k	Other Civic Engagement and Community Involvement Strategy: (please specify)

Civic Engagement and Community Involvement Strategies - Goal 3 (STR 6 G3)	
STR 6 G3a	Empowerment of Individuals/Families with Low-Incomes
STR 6 G3b	Campaign to Ensure Individuals with Low-Incomes are Represented on Local Governing Bodies
STR 6 G3c	Social Capital Building Campaign for Individuals/Families with Low-Incomes
STR 6 G3d	Campaign for Volunteer Placement and Coordination
STR 6 G3e	Civic Engagement Policy Changes
STR 6 G3f	Civic Engagement Legislative Changes
STR 6 G3g	Other Civic Engagement and Community Involvement Strategy: (please specify)

Community Support Strategies (STR 7)	
STR 7a	Off-Hours (Non-Traditional Hours) Child Care Development
STR 7b	Transportation System Development
STR 7c	Transportation Services Coordination and Support

**2019 CSBG BUDGET FORMS  
CSBG WORKPLAN**

Subrecipient: Orange County, Florida

Agreement #: 17SB-0D-12-00-01-119

Reporting Period: April 1, 2019 - March 31, 2020

**Module 4, Section A: Individual and Family National Performance Indicators (FNPIs)**

Goal 1: Individuals and Families with low incomes are stable and achieve economic security.

----- Employment Indicators -----

FNPI 1	Employment	Target (#)
FNPI 1a	The number of unemployed <b>youth</b> who obtained employment to gain skills or income.	40
FNPI 1b	The number of unemployed <b>adults</b> who obtained employment ( <u>up to a living wage</u> ).	100
FNPI 1c	The number of unemployed <b>adults</b> who obtained and maintained employment for at least 90 days ( <u>up to a living wage</u> ).	40
FNPI 1d	The number of unemployed <b>adults</b> who obtained and maintained employment for at least 180 days ( <u>up to a living wage</u> ).	0
FNPI 1e	The number of unemployed <b>adults</b> who obtained employment ( <u>with a living wage or higher</u> ).	0
FNPI 1f	The number of unemployed <b>adults</b> who obtained and maintained employment for at least 90 days ( <u>with a living wage or higher</u> ).	0
FNPI 1g	The number of unemployed <b>adults</b> who obtained and maintained employment for at least 180 days ( <u>with a living wage or higher</u> ).	0

FNPI 1	Employment	Target (#)
FNPI 1h	The number of employed participants in a career-advancement related program who <u>entered or transitioned</u> into a position that provided increased income and/or benefits.	35
FNPI 1h 1	Of the above, the number of employed participants who increased income from employment through <u>wage or salary amount increase</u> .	35
FNPI 1h 2	Of the above, the number of employed participants who increased income from employment through <u>hours worked increase</u> .	0
FNPI 1h 3	Of the above, the number of employed participants who <u>increased benefits</u> related to employment.	0

FNPI 1z	Other Employment Outcome Indicator	Target (#)
FNPI 1z 1	The number of individuals or households	0

General Comments:

----- Education and Cognitive Development Indicators -----

FNPI 2	Education and Cognitive Development	Target (#)
FNPI 2a	The number of <b>children</b> (0 to 5) who demonstrated improved emergent literacy skills.	0
FNPI 2b	The number of <b>children</b> (0 to 5) who demonstrated skills for school readiness.	0
FNPI 2c	The number of <b>children</b> and <b>youth</b> who demonstrated improved positive approaches toward learning, including improved attention skills. (auto total).	0
FNPI 2c 1	Early Childhood Education (ages 0-5)	0
FNPI 2c 2	1st grade-8th grade	0
FNPI 2c 3	9th grade-12th grade	0
FNPI 2d	The number of <b>children</b> and <b>youth</b> who are achieving at basic grade level (academic, social, and other school success skills). (auto total)	0
FNPI 2d 1	Early Childhood Education (ages 0-5)	0
FNPI 2d 2	1st grade-8th grade	0
FNPI 2d 3	9th grade-12th grade	0

FNPI 4e	The number of household members who <u>avoided eviction</u> .	15
FNPI 4f	The number of household members who <u>avoided foreclosure</u> .	0
FNPI 4g	The number of household members who <u>experienced improved health and safety</u> due to improvements within their home (e.g. reduction or elimination of lead, radon, carbon dioxide and/or fire hazards or electrical issues, etc).	30
FNPI 4h	The number of household members with <u>improved energy efficiency and/or energy burden reduction</u> in their homes.	30

FNPI 4z	<b>Other Housing Outcome Indicator</b>	<b>Target (#)</b>
FNPI 4z 1	The number of individuals or households received emergency fuel or utility payments (including LIHEAP or other)	10,000

General Comments:

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----- Health and Social/Behavioral Development Indicators -----

FNPI 5	<b>Health and Social/Behavioral Development</b>	<b>Target (#)</b>
FNPI 5a	The number of individuals who demonstrated <u>increased nutrition skills</u> (e.g. cooking, shopping, and growing food).	0
FNPI 5b	The number of individuals who demonstrated <u>improved physical health</u> and well-being.	2,000
FNPI 5c	The number of individuals who demonstrated <u>improved mental and behavioral health and well-being</u> .	100
FNPI 5d	The number of individuals who <u>improved skills</u> related to the adult role of parents/ caregivers.	0
FNPI 5e	The number of parents/caregivers who <u>demonstrated increased sensitivity and responsiveness</u> in their interactions with their children.	0
FNPI 5f	The number of <u>seniors (65+)</u> who maintained an independent living situation.	2,500
FNPI 5g	The number of <u>individuals with disabilities</u> who maintained an independent living situation.	4,000
FNPI 5h	The number of <u>individuals with chronic illness</u> who maintained an independent living situation.	0
FNPI 5i	The number of individuals with <u>no recidivating event</u> for six months.	0
FNPI 5i 1	Youth (ages 14-17)	0
FNPI 5i 2	Adults (ages 18+)	0

FNPI 5z	<b>Other Health and Social/Behavioral Development Outcome Indicator</b>	<b>Target (#)</b>
FNPI 5z 1	The number of individuals or households	0

General Comments:

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----- Civic Engagement and Community Involvement Indicators -----

FNPI 6	<b>Civic Engagement and Community Involvement Indicators</b>	<b>Target (#)</b>
FNPI 6a	The number of Community Action program participants who increased skills, knowledge, and abilities to enable them to work with Community Action to improve conditions in the community.	290
FNPI 6a 1	Of the above, the number of Community Action program participants who <u>improved their leadership skills</u> .	290
FNPI 6a 2	Of the above, the number of Community Action program participants who <u>improved their social networks</u> .	290
FNPI 6a 3	Of the above, the number of Community Action program participants who gained other skills, knowledge and abilities to <u>enhance their ability to engage</u> .	290

FNPI 6z	<b>Other Civic Engagement and Community Involvement Outcome Indicator</b>	<b>Target (#)</b>
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