

# **FAMILY SERVICES DEPARTMENT COMMUNITY ACTION BOARD**

## **COMMUNITY ACTION DIVISION**

### **STRATEGIC PLAN**

**2015-2020**

*Revised 1.27.16*



**OUTCOME FOCUSED & RESULTS ORIENTED**

**ACCOUNTABILITY**

**Changing Lives and Improving Communities**

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## Executive Summary

The Orange County Community Action Division Agency-Wide Strategic Plan is our roadmap on the pathway to achieve organizational excellence. This Plan provides a blueprint that we believe would make and sustain Orange County as the best place to live, learn, work, play and to do business.

This Plan serves as a framework for agency-wide performance management and is systematically used throughout the agency as a guide to implementing and tracking goals and strategies, as well as the progress and overall success of all agency resources and services. Most importantly, this Plan provides a strategy for how programs and services are deployed to address the causes and conditions of poverty and assist individuals to achieve economic self-sufficiency.

This “living” Plan reflects the “voice” of the customer in the strategic planning process through the incorporation of customer satisfaction data and consumer input obtained as part of the community assessment. The strategic plan data and reporting is used by staff and board members to assess progress and success over time and to make course corrections if necessary. Ongoing Performance (Outcome) Monitoring keeps those who are responsible, and others who are interested, apprised of performance. The outcome monitoring process measures key measurable outcomes that help to change the lives of low-resourced people.



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Authorization

Orange County Community Action's Strategic Plan Approved: December 9, 2015;  
Revised - February 10, 2016

Signatures:

Board Chair: Commissioner Robert Olzsweski

Board Members:

See attached sign-in sheet  
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Sherry Paramore  
Community Action Division Manager

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Family Services Department Director  
Lonnie C. Bell, Jr

## Vision and Mission Statements

### **Vision Statement**

*“To develop self-sufficient individuals and families by providing accessible quality services in response to the challenges of a unified and diverse community through the collaboration of our partnerships.”*

### **Mission Statement**

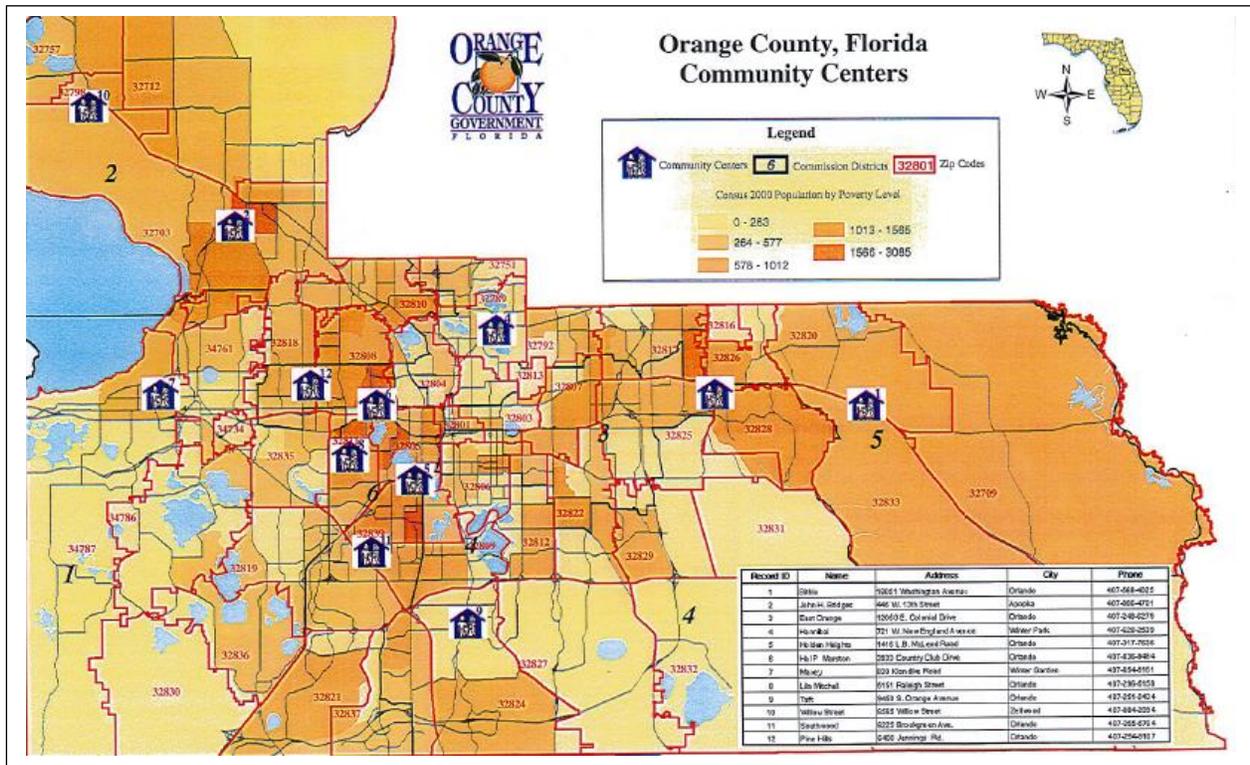
*“To enhance the quality of life by eliminating the causes and consequences of poverty by mobilizing and directing resources through collaboration of partnerships by providing accessible quality programs that assist, educate, and promote self-sufficiency.”*

## **Introduction**

The Orange County Community Action Strategic Management Plan is the process by which the agency identifies current and future community needs, and then defines and articulates its Vision, Mission, Values, Goals, Client Value Proposition, and Strategies to respond to those needs. This Plan aims to translate strategy into action and enables it to evolve and grow as community needs and other circumstances change by incorporating best practices.

## **Background and History**

The Orange County Community Action Division “The Division” became a public agency under the Orange County Board of County Commissioners in 1969 and became a division of Orange County in 2001. The Division provides a range of services designed to assist low income individuals and families to acquire skills and competencies necessary to obtain employment and to achieve economic self-sufficiency. The division’s mission is “To enhance the quality of life by eliminating the causes and consequences of poverty by mobilizing and directing resources through programs that assist, educate, and promote self-sufficiency.” Its vision is “To develop self-sufficient individuals and families by providing accessible quality services in response to the challenges of a unified and diverse community through the collaboration of our partnerships.” The division is funded by a Community Services Block Grant (CSBG), as well as funding from the Board of County Commissioners, which serves as its governing board. In addition, a tripartite board consisting of elected public officials, private sector representatives, and representation of the low income population serve as an advisory board providing oversight of the program. Orange County funds seven Community Action centers located strategically in low income neighborhoods, all of which are fully operated by the Division. These centers serve as a focal point in the community and house a number of different activities and services. Each center includes meeting rooms and a computer lab that are open to the public. Services are provided both by staff and partner agencies. These services differ from center to center, but include such programs as youth activities; senior activities such as exercise and sewing classes; health and community fairs, including back to school, job and college fairs; community gardens; senior meals; after school food for children; and onsite programs to address substance abuse, domestic violence, and other issues.



**Community Action Division  
Outreach Offices**

Community Center	Address
Bithlo	18501 E. Colonial Drive Orlando, FL 32826 407-568-4025
East Orange	12050 E. Colonial Drive Orlando, FL 32826 407-254-9610
Hal P. Marston	3933 W. D. Judge Drive, Suite B Orlando, FL 32808 407-836-8450
Holden Heights	1416 L. B. McLeod Road Orlando, FL 32805 407-317-7635
John Bridges	445 W. 13 <sup>th</sup> Street Apopka, FL 32703 407-254-9449
Maxey	830 Klondike Road Winter Garden, FL 34787 407-254-1970
Pine Hills	6408 Jennings Street Orlando, FL 32808 407-254-9100
Taft	9450 S. Orange Avenue Orlando, FL 32824 407-254-1950

Through CSBG funding, the Division operates a family self-sufficiency program consisting of case management, employment counseling, and provision of tuition and financial support to assist individuals attending vocational education.

Community Service Workers located in the Community Action Outreach Offices, which are geographically dispersed in low resourced neighborhoods throughout Orange County, provide case management services to income qualified individuals.

## Key Sector Engagement

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 achieve its performance indicators, which are linked to national goals. These goals are as follows:

- Goal 1 – Low-Income People Become More Self-Sufficient
- Goal 2 – The Conditions in Which Low-Income People Live are Improved.
- Goal 3 – Low-Income People Own a Stake in Their Community
- Goal 4 – Partnerships among Supporters and Providers of Service to Low-Income People are Achieved
- Goal 5 – Agencies Increase Their Capacity to Achieve Results
- Goal 6 – Low-Income People, Especially Vulnerable Populations, Achieve Their Potential by Strengthening Family and Other Supportive Systems

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.

Current Programs and Services: The Division operates three programs to assist individuals or head of households in Orange County to achieve self-sufficiency. The “Basic Skills to Self-Sufficiency, “BSSS” program provides short-term case management services. The “Family Self-Sufficiency” “FSSP” program provides long-term case management services. Program eligibility for BSSS AND FSSP is limited to low resource residents who are at 125% of the federal poverty level or below. The Division also hosts a low-income heating and energy assistance program “LIHEAP”, as well as a weatherization assistance program. Program eligibility for LIHEAP or weatherization is limited to low resource residents who are at 150% of the federal poverty level or below.

The weatherization program provides assistance to the impoverished community so that income eligible residents may decrease the cost on their energy bills. The mission of the program is to reduce the monthly energy burden on low-income households by improving the energy efficiency of the home. The total household income may not be more than 200 % of the federal poverty level. Preference is given to owner-occupied homes, the elderly (60 years-plus) or physically disabled residents, families with children under the ages of 12, and households with a

high energy burden (i.e., repeated high utility bills). Many are unable to afford health insurance 24.4%.

## Organizational Mandates

**Formal Mandates** are legal requirements defining the purpose, functions or operations of the organization. The major statutes etc. should be cited and described sufficiently enough to clarify the significance of the mandate. Minor or tangentially related statutes need not be cited. Clarification of formal and informal mandates will increase the likelihood that formal mandates will be met. Clarification of informal mandates will define the discretionary boundaries or procedures that have been established where flexibility is possible. The mandate section provides the foundation for a clear mission.

**Effective Control and Accountability:** Super Circular 2CFR Part 200 Implementing Financial Management Systems which provide “effective control over and accountability for all funds, property and other assets” (2 CFR Part 200)

**Performance Based Management System:** In 1998, the Community Services Block Grant Act was amended and Community Action was mandated to implement a comprehensive performance-based management system, across the entire community action network. “Results-Oriented Management and Accountability,” or ROMA, was identified as that system required performance reporting for the CSBG network began October 1, 2001. The following are the National Performance Indicators and the expected units to be achieved in Fiscal Year 2015/2016.

**National Performance Indicators:** Community Action agencies are required to utilize National Performance Indicators to evaluate attainment of National Goals across three key areas Family, Community, and Agency.

### NPI Goals and Outcomes

NPI Goal	Target
“Unemployed and Obtained Job”	75
“Obtained Skills and Competencies for Employment”	180
“Maintain Job 90 Days or More”	25
“Obtained Increase in Income or Benefits”	15
“Health Fairs”	200
“Obtain Health Care”	20
Obtain GED	10

**Household Income Limits:** Client households must meet 125% of the United States Department of Health and Human Services' low-income poverty guidelines and allowable and unallowable sources of income.

**Organizational Standards:** In January 2015, Office of Community Services "OCS" released IM 138, State Establishment of Organizational Standards for CSBG Eligible Entities under 678B of the CSBG Act, 42U.S.C. 9914 directing the establishment of organizational standards by Fiscal Year 2016.

**Informal Mandates** are written or unwritten policies and procedures which affect the functions and activities of an organization such as laws, rules or regulations, often unwritten "traditional" ways of doing things which enhance or restrict the organizations capability to achieve its primary mission and may be a significant feature of the organizational culture.

**Risk Assessment Process:** Information Memorandum 112 provides guidance on the risk management of funds issued on August 18<sup>th</sup> 2009, by the OCS, a program of the Administration of Children and Families of the U.S. Department of Health and Human Services to recipients and sub-recipients of federal funds for which OCS is responsible. Guidance is reinforced by OMB A-133.

**Six National Goals:** (*Representing three levels of results – Family, Community & Agency*)

- Goal #1: Low-income people become more self-sufficient. (Family)
- Goal #2: The conditions in which low-income people live are improved. (Community)
- Goal #3: Low-income people own a stake in their community. (Community)
- Goal #4: Partnerships among supporters and providers of services to low-income people are achieved. (Agency)
- Goal #5: Agencies increase their capacity to achieve results. (Agency)
- Goal #6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems. (Family)

## **Community Assessment of Poverty Needs and Conditions**

The Division utilizes multiple data sources for its comprehensive community assessment of poverty needs and conditions. The Community Needs Assessment 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 that 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 Community Action Board, also referred to herein as key informant surveys.

The Community Needs Assessment 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 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 Community Needs Assessment is included in the strategic planning process.

The Community Needs Assessment was based on an average of 10 indicators related to each community condition.

	Community Needs Assessment				
	Urgent/Crisis	Vulnerable/High Risk	Stable	Safe/Secure	Thriving/Giving Back
	1	2	3	4	5
Economic			X		
Housing	X				
Financial/Banking	X				
Jobs, Wages,	X				
Predators		X			
Education		X			
Public Sector				X	
Health	X				
Leadership			X		

## Community Demographic Profile

Highlights of demographic data reviewed for this needs assessment show that Orange County faces several unique challenges as evidenced by the following.

**Population Profile:** Orange County has a population of 1.3 million residents with an average household size consisting of 2.8 people. The overall population is 26.9% Hispanic and 73.1% non-Hispanic or Latino. Hispanics of Puerto Rican descent account for 13% of the overall population and comprise 48.4% of the Hispanic population, followed by Mexicans at 11.8% of the Hispanic population.

### Orange County Population Estimates

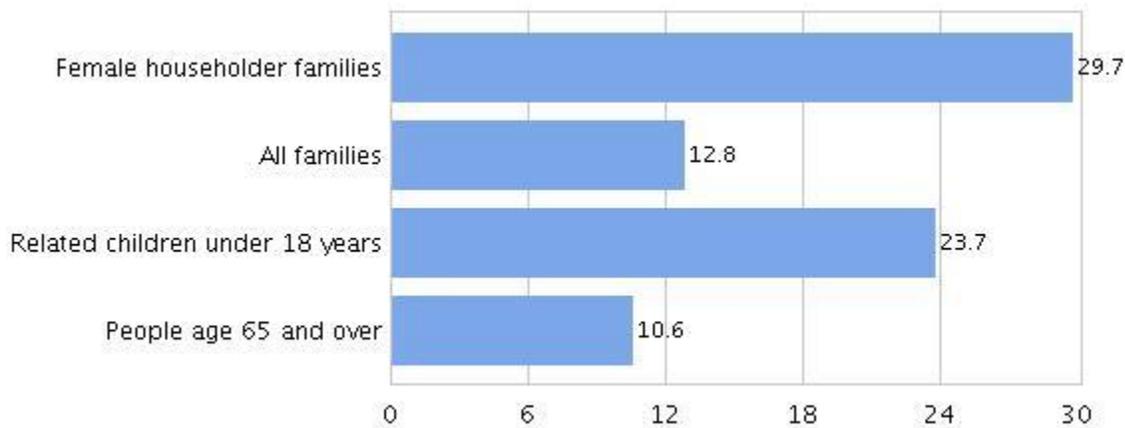
Geography	April 1, 2010		Population Estimate (as of July 1)				
	Census	Estimates Base	2010	2011	2012	2013	2014
Orange County, Florida	1,145,956	1,145,954	1,148,953	1,170,411	1,202,076	1,226,764	1,253,001

**Gender:** Eighty-four percent of single female households (no husband present), with five or more children under the age of 18, were living in poverty.

**Age:** Seventy-two thousand children under the age of 18, or 26%, are living in poverty.

**Race/Ethnicity:** African American (26%) and Hispanic (22.4%) residents fall at or below the poverty level, and account for 31.5% of the unemployed population.

### Poverty Rates in Orange County, Florida in 2009-2013

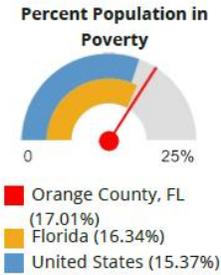


**Geographic Service Areas:** There are approximately 100 impoverished neighborhoods in the Orange County geographic area. The Polis Institute researchers identified 100 neighborhoods that were in distress based on a composite index that was created to assess stress levels. The index included variables of income, housing, crime, family structure, and educational variables. Homelessness was identified as another area of concern in Orange County due to homelessness increasing by 50% from 2008 to 2013. *Source: Orlando Sentinel Sunday, July 23, 2013.*

**Poverty Rate (ACS)**

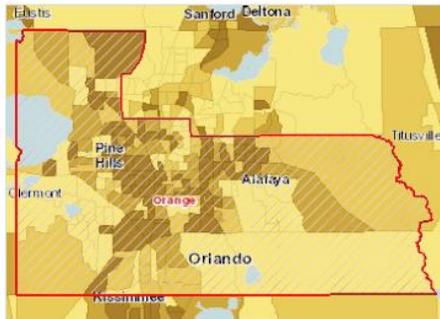
The following report section shows population estimates for all persons in poverty for report area. According to the American Community Survey 5 year estimates, an average of 17.01 percent of all persons lived in a state of poverty during the 2009 - 2013 period. The poverty rate for all persons living in the report area is greater than the national average of 15.37 percent.

Report Area	Total Population	Population in Poverty	Percent Population in Poverty
Orange County, FL	1,147,558	195,229	<b>17.01%</b>
Florida	18,681,564	3,052,807	16.34%
United States	303,692,064	46,663,432	15.37%



Note: This indicator is compared with the state average.

Data Source: US Census Bureau, [American Community Survey](#), 2009-13. Source geography: Tract



**Population Below the Poverty Level, Percent by Tract, ACS 2009-13**

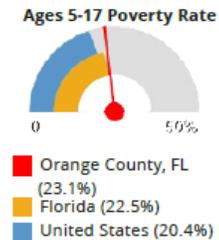


- **Poverty Prevalence:** The population living in poverty in Orange County is 195,229, or 17% of the total population.

**Child Poverty Rate (ACS) Ages 5-17**

Population and poverty estimates for children age 5-17 are shown for the report area. According to the American Community Survey 5 year data, an average of 23.1 percent of children lived in a state of poverty during the survey calendar year. The poverty rate for children living in the report area is greater than the national average of 20.4 percent.

Report Area	Ages 5-17 Total Population	Ages 5-17 In Poverty	Ages 5-17 Poverty Rate
Orange County, FL	195,657	45,229	<b>23.1</b>
Florida	2,882,493	647,999	22.5
United States	53,005,064	10,820,032	20.4



Note: This indicator is compared with the state average.

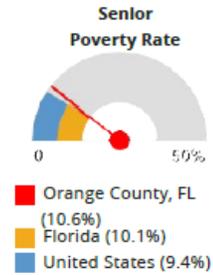
Data Source: US Census Bureau, [American Community Survey](#), 2009-13. Source geography: County

- In Orange County, 45,229 children between the ages of 5-17, or 23.1%, live in poverty, which is higher than the national poverty rate of 20.4%. For children between the ages of 0-4, the poverty rate is 26.1%, or 19,318 children, an increase of 8.8% between 2000 and 2013. For children between the ages 0-17, the poverty rate was 23.9%, or 64,547 children, an increase 9.4%.

**Seniors in Poverty**

Poverty rates for seniors (persons age 65 and over) are shown below. According to American Community Survey estimates, there were 12067 seniors, or 10.6 percent, living in poverty within the report area.

Report Area	Seniors Total	Seniors in Poverty	Senior Poverty Rate
Orange County, FL	114,152	12,067	<b>10.6</b>
Florida	3,335,007	338,300	10.1
United States	40,544,640	3,793,577	9.4



Note: This indicator is compared with the state average.

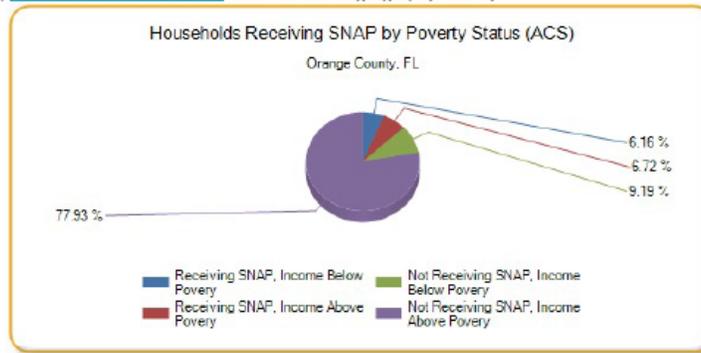
Data Source: US Census Bureau, [American Community Survey](#), 2009-13. Source geography: County

- **Poverty Level:** In Orange County, 12,067 seniors, or 10.6%, are living in poverty. Between 2000 and 2013 the child poverty rate across all age brackets have worsened. *Households Receiving SNAP by Poverty Status (ACS)*

The below table shows that 53576 households (or 12.89% percent) received SNAP payments during 2013. During this same period there were 38198 households with income levels below the poverty level that were not receiving SNAP payments. The national average is 7.7 percent.

Report Area	Households Receiving SNAP Total	Households Receiving SNAP Percent	Households Receiving SNAP Income Below Poverty	Households Receiving SNAP Income Above Poverty	Households Not Receiving SNAP Total	Households Not Receiving SNAP Percent	Households Not Receiving SNAP Income Below Poverty	Households Not Receiving SNAP Income Above Poverty
Orange County, FL	53,576	12.89%	25,632	27,944	362,214	87.11%	38,198	324,016
Florida	950,061	13.27%	457,041	493,020	6,208,919	86.73%	606,316	5,602,603
United States	14,339,330	12.4%	7,498,398	6,840,932	101,270,886	87.6%	8,917,586	92,353,292

Data Source: US Census Bureau, [American Community Survey](#), 2009-13. Source geography: County



- **Economic Insecurity:** Childcare costs are a family's greatest expense once a family includes 2 young children. Asset Limited, Income Constrained, Employed – individuals who live above the federal poverty level, and still cannot consistently afford the basics, such as, housing, food, health care, child care, and transportation.

## Current Unemployment

Labor force, employment, and unemployment data for each county in the report area is provided in the table below. Overall, the report area experienced an average 5.1% percent unemployment rate in July 2015.

Report Area	Labor Force	Number Employed	Number Unemployed	Unemployment Rate
Orange County, FL	687,264	652,523	34,741	5.1%
Florida	9,564,259	9,023,190	541,069	5.7%
United States	159,648,891	150,718,259	8,930,632	5.6%

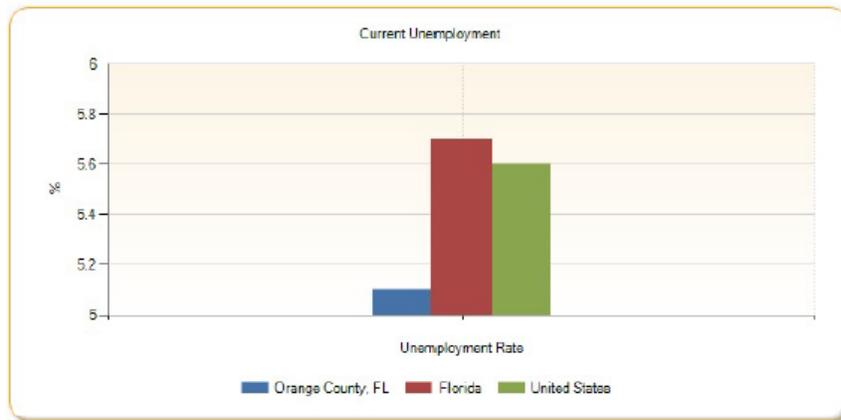
Note: This indicator is compared with the state average.

Data Source: US Department of Labor, [Bureau of Labor Statistics](#), 2015 - July. Source geography: County

Unemployment Rate



■ Orange County, FL (5.1%)  
■ Florida (5.7%)  
■ United States (5.6%)

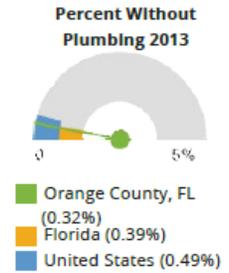


- Unemployment:** The unemployment rate for Orange County was at 5.1% as of July 2015, or 34,741 residents. Many single female family households with children are unable to meet basic needs, including adequate food and nutrition, because while many are employed, they do not earn wages sufficient to cover living expenses.

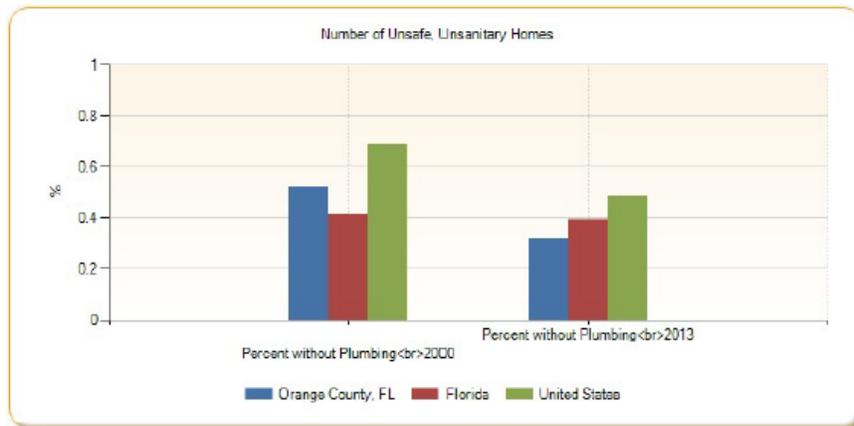
**Number of Unsafe, Unsanitary Homes**

The number and percentage of occupied housing units without plumbing are shown for the report area. U.S. Census data shows 1,896 housing units in the report area were without plumbing in 2000 and ACS five year estimates show 1,326 housing units in the report area were without plumbing in 2013.

Report Area	Occupied Housing Units 2000	Housing Units without Plumbing 2000	Percent without Plumbing 2000	Occupied Housing Units 2013	Housing Units without Plumbing 2013	Percent without Plumbing 2013
Orange County, FL	336,286	1,896	0.52%	415,790	1,326	<b>0.32%</b>
Florida	6,337,929	30,134	0.41%	7,158,980	27,800	0.39%
United States	106,741,426	736,626	0.69%	115,600,217	562,008	0.49%



Note: This indicator is compared with the state average.  
 Data Source: US Census Bureau, [American Community Survey](#). US Census Bureau, [Decennial Census](#), 2009-13. Source geography: County



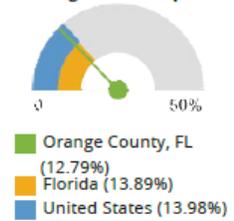
- Homelessness:** Given the high cost of rent, many live in unsanitary or unsafe conditions in impoverished neighborhoods where low cost housing is more likely available. The U.S. Department of Housing and Urban Development estimates that there are nearly 8,000 chronic (by definition, disabled) and episodic (by definition, in cycle) homeless people in Orange, Osceola, and Seminole Counties, with as many as one-third being children. So severe was the impact of the last economic downturn on jobs and housing that many families, previously deemed stable but “on the bubble,” lost their homes and suddenly found themselves living for extended periods in temporary shelters such as cheap motels. The sheer number of impacted children, forced the county school systems to re-route some of their buses to provide these children with transportation to school, as reported by CBS’s 60 Minutes in March 2011.

## Educational Attainment

Educational Attainment shows the distribution of educational attainment levels in the report area. Educational attainment is calculated for persons over 25, and is an average for the period from 2009 to 2013.

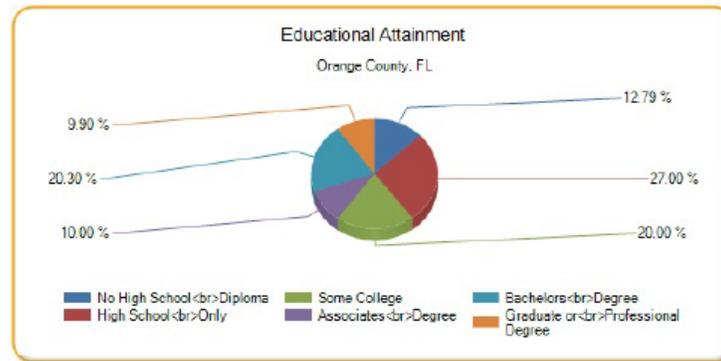
Report Area	Percent No High School Diploma	Percent High School Only	Percent Some College	Percent Associates Degree	Percent Bachelors Degree	Percent Graduate or Professional Degree
Orange County, FL	12.79	27	20	10	20.3	9.9
Florida	13.89	29.8	21	8.9	16.9	9.5
United States	13.98	28.1	21.3	7.8	18.1	10.8

Percent Population with No High School Diploma



Note: This indicator is compared with the state average.

Data Source: US Census Bureau, [American Community Survey](#), 2009-13. Source geography: County



- **Educational Attainment:** From 2009 to 2013, 12.9% of age 25 had less than a high school diploma and 27% of Orange County's population over 25 had a high school Diploma.

County	No high school diploma	High school diploma	Some college	Associate's degree	Bachelor's degree	Graduate degree
Orange	12.9%	27.0%	19.7%	10.0%	20.5%	9.9%

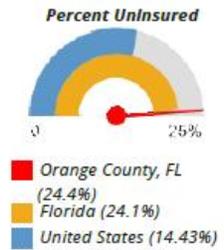
## 2013 Educational Attainment of Individuals 25 Years of Age or Older

Sources: U.S. Census and Environmental Systems Research Institute

**Uninsured Population**

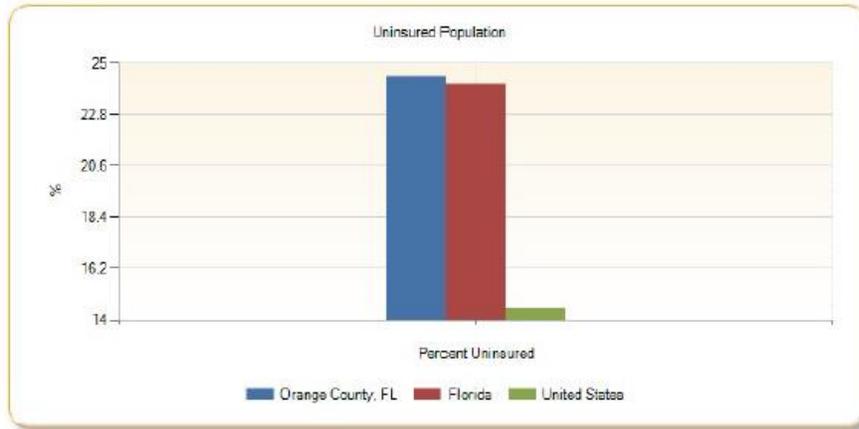
The uninsured population is calculated by estimating the number of persons eligible for insurance (generally those under 65) minus the estimated number of insured persons.

Report Area	Insurance Population (2013 Estimate)	Number Insured	Number Uninsured	Percent Uninsured
Orange County, FL	1,175,416	797,246	257,700	<b>24.4%</b>
Florida	19,091,156	11,721,519	3,724,873	24.1%
United States	311,536,591	219,286,188	44,960,048	14.43%



Note: This indicator is compared with the state average.

Data Source: US Census Bureau, [American Community Survey](#). US Census Bureau, [Small Area Health Insurance Estimates](#). 2009-13. Source geography: County



Uninsured Population: The uninsured population was 24.4% in Orange County Florida, surpassing the U.S. estimate of uninsured of 14.43%.

**Root Causes and Conditions of Poverty**

The root causes of poverty are varied, but consist of a combination of personal and systemic factors, including individual choices, behaviors and circumstances, community conditions, exploitation, as well as political and economic structures. Poverty may be defined as “the extent to which an individual, institution, or community does without resources.”<sup>1</sup> In Orange County, the living conditions of individuals with low resources puts them at risk biologically, psychologically, and socially. Resources include access to not only financial capital, but also social, health, and human capital. Community sustainability is achieved through individual, organizational, and community action, as well as policy changes.

Resource Levels				
Urgent/Crisis	Vulnerable/High Risk	Stable	Safe/Secure	Thriving/Giving Back
1	2	3	4	5

<sup>1</sup> Ruby Payne: A Framework for Understanding Poverty

## **Strategic Issues**

Strategic Issues were framed under the three focus areas of, Agency, Family, and Community.

### **Agency**

- Strategic Issue #1-How can the Division mobilize and coordinate program and resources with internal partners and external public and private service providers to help low-income families become more self-sufficient?
- Strategic Issue # 2 - How can the Division increase its capacity to achieve results?
- Strategic Issue # 3 -How can the Division improve its ability to report the effectiveness of its anti-poverty strategy so achievements results achieved can be widely publicized among low-income individuals and neighborhoods?
- Strategic Issue #4-How might the Division respond to the high demand by low-resource individuals and families residing in impoverished neighborhoods, who may benefit from self-sufficiency and support services, given limited resources?

### **Family**

- Strategic Issue # 4 - How can the Division increase the number of families achieving and sustain self-sufficiency through employment?
- Strategic Issue # 5 - How can the Division increase the number of families served given the changing demographics of Community Centers' existing Service Areas?

### **Community**

- Strategic Issue # 6- How can the Division increase low-income citizens' interest in and ownership of their communities?
- Strategic Issue # 7 - How can the Division empower low-income citizens to be more proactive in addressing concerns and issues affecting their communities?
- Strategic Issue # 8 - How can the Division enhance local policy makers' understanding of the effect of poverty on low-income citizens?
- Strategic Issue # 9 - How can the Division be more responsive to the needs of low-income communities before and after a natural disaster and /or major health problem?

## **Strategic Goals, Objectives, Strategies, Outcomes and Indicators**

The goals outlined below are consistent with the six national broad anti-poverty goals developed by the Community Services Network. These goals inform the goals of the strategic plan and addressed the three focus area objectives – Agency, Family, and Community. These Results Oriented Management and Accountability (ROMA) goals provide a framework for continuous growth and improvement for local community action agencies.

- Goal 1 – Low-Income People Become More Self-sufficient
- Goal 2 – The Conditions in Which Low-Income People Live are Improved.
- Goal 3 – Low-Income People Own a Stake in Their Community
- Goal 4 – Partnerships among Supporters and Providers of Service to Low-Income People are Achieved
- Goal 5 – Agencies Increase Their Capacity to Achieve Results
- Goal 6 – Low-Income People, Especially Vulnerable Populations, Achieve Their Potential by Strengthening Family and Other Supportive Systems

Reduction in Poverty, revitalization of low-income communities and empowerment of people with low incomes to become more self-sufficient is goals, objectives and strategies that focus on Family, Agency and Community. These goals as set out as part of ROMA and provide a framework for the National Performance Indicators.

## FAMILY

Brief narrative that explains how the strategic plan addresses the Family Goal: The strategic solution related to family is to foster self-sufficiency by empowering individuals and families to create their own sustainable solutions to building resources to achieve long term sustainable economic independence while owning a stake in their community.

### Strategic Issue # 1 - How can the Division increase the number of families able to achieve and sustain self-sufficiency through employment?

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

#### Objective 1.1: Employment

- Strategy 1.1.1: Provide of individual vocational training by paying for such individual's tuition, books, tools and supplies and professional certification fees and tests.
- Strategic 1.1.2 Develop partnerships with job placement and temporary employment agencies to maximize employment opportunities with employers paying higher wages for trained entry-level employees with the necessary skills.
- Strategy 1.1.3 Establish partnerships with employers who will hire successful program participants though outreach.
- Strategy 1.1.4: Provide case management coordination targeting employment skills and vocational education thought linkage with public/private partnerships. (Case Managers are to assure the Division's clients adhere to their FSSP comprehensive self-development program consisting of family counseling, career assessment, training in high demand occupations, employment skills training, and individualized job placement.)
- Strategy 1.1.5: Provide group customized vocational training and employment development and on-the-job training opportunities through funding to local

schools and employment development providers to assure CAD clients are enrolled in high demand occupations through coordination with public vocational training and educational agencies.

- Strategy 1.1.6: Provide support services to families, such as assisting in rental and mortgage payments, utilities, child care and transportation.
- Strategy 1.1.7: Coordinate with internal and external partners to identify available services and resources and establish reciprocal agreements to provide priority services to each other's clients and /or referrals.

**Outcome/Indicators:**

***NPI 1.1: Employment - The number and percentage of low income participants who get a job or become self-employed, as a result of the Division's assistance as measured by one or more of the following:***

- Unemployed and obtained a job
- Employed and maintained a job for at least 90 days.
- Employed and obtained an increase in employment income and/or benefits.

**Objective 1.2: Employment Supports**

- Strategy 1.2.1: Empower low-income families to increase their household income through jobs with higher wages and benefits and begin assets accumulation through saving available tax credits.
- Strategy 1.2.2: Increase service capacity by expanding services delivered to impoverished neighborhoods.
- Strategy 1.2.3: Increase the number of low-income families participating in the Division's Family Self-Sufficiency Program "FSSP" through enrollment in vocational training, post-secondary education, employability skills training, and/or placement in higher wage paying jobs with benefits.
- Strategy: 1.2.4: Assist FSSP clients in establishing banking relationships with local financial institutions in each service area

**Outcome/Indicators:**

***NPI 1.2: Employment Supports – The number of low-income participants for whom barriers to initial or continuous employment are reduced or eliminated through assistance from the Division as measured by one or more of the following: .***

- Obtained skills/competencies required for employment
- Completed ABE/GED and received certification or diploma
- Completed post-secondary education program and obtained certificate or diploma
- Enrolled children in before or after school programs
- Obtained care for child or other dependent

- Obtained access to reliable transportation and/or a driver's license
- Obtained health care services for themselves or family member and/or maintained safe and affordable housing
- Obtained food assistance

**Objective 1.3: Economic Asset Enhancement and Utilization**

- Strategy 1.3.1 Assist clients to begin assets accumulation through saving available tax credits, budgeting, and financial literacy development.
- Strategy 1.3.2: Empower low-income families to increase their household income through saving available tax credits.

***NPI 1.3: Economic Asset Enhancement and Utilization – The number and percentage of low-income households that achieve an increase in financial assets and/or financial skills as a result of the Division’s assistance and the aggregated amount of those assets and resources for all participants achieving the outcome as measured by one or more of the following:***

- Enhancement: Number enrolled in telephone lifeline and/or energy discounts with agency assistance.
- Utilization: Participants demonstrating ability to complete and maintain a budget for over 90 days

**AGENCY**

Brief narrative that explains how the strategic plan addresses the Agency Goal: The Community Action Division will work to maximize its service delivery to diverse populations by partnering with various sectors to leverage individual and community resources to help create the conditions that would sustain economic independence.

**Strategic Issue # 2 - How can the Division leverage internal and external resources to improve the health and safety of communities where low income people live?**

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

**Objective 2.1 Community Improvement and Revitalization**

- Strategy 2.1.1: Target low-income communities for neighborhood cleanups.
- 
- Strategy 2.1.2: Provide housing rehabilitation in selected communities.
- Strategy 2.1.3: Provide weatherization of eligible homes in low-income

communities.

### **Objective 2.2: Community Quality of Life and Assets**

Outcomes/Indicators:

Increase in or preservation of neighborhood quality-of-life resources

### **Objective 2.3: Community Engagement**

- Strategy 2.2.2: Community members mobilize to participate in community revitalization and anti-poverty initiatives.

Outcomes/Indicators:

- A. Hours donated by low-income people
- B. Hours donated by non-low-income people

## **COMMUNITY**

Brief narrative that explains how the strategic plan addresses the Community Goal: The Community Action Division will implement innovative programs designed to foster participant ownership for developing resources both individually as well as in the community to establish and sustain economic independence.

### **Strategic Issue # 3 - How can the Division empower, encourage, and engage low income people to take interest in and own a stake in their community?**

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

### **Objective 3: Increase sense of ownership in community by providing services in low-income neighborhoods through community centers.**

- Strategy 3.1: Utilize community centers in targeted low-income neighborhoods to provide services throughout Orange County.
- Strategy 3.2: Make computer access available to citizens in each community center to assist in obtaining employment.
- Strategy 3.3: Provide an array of social services in each community center through community partnerships with local agencies.
- Strategy 3.4: Provide GED classes and ESOL (English for Speakers of other Languages) in specified community centers.

### **Objective 3.1: Empower low-income citizens to be more proactive in addressing concerns and issues affecting their communities**

Strategy 3.1.1: Community Enhancement through maximum feasible participation

**Objective 3.2: Increase participation and involvement of Centers' low-income citizens through the restructuring and redevelopment of all Community Centers' Advisory Committees.**

Strategy 3.2.1: Community Empowerment Through Maximum Feasible Participation

**Outcomes/Indicators:**

***NPI 3.1: The number of volunteer hours donated to the Division.***

***NPI 3.2: The number of low income people mobilized as a direct result of the Division's initiative to engage in activities that support and promote their own well-being and that of their community.***

**AGENCY**

Brief narrative that explains how the strategic plan addresses the Agency Goal: The Division will work to maximize its service delivery to diverse populations by partnering with various sectors to leverage individual and community resources to help create the conditions that would sustain economic independence.

**Strategic Issue #4 - How can the Division develop, expand and improve new and existing partnerships among supporters and providers?**

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

**Objective 4.1: Maintain and expand partnerships and services in low-income communities**

- Strategy 4.1.1: Develop and maintain community partnerships with agencies providing services to citizens in community centers.
- Strategy 4.2.2: Make available meeting and/or office space for specified agencies to provide services part-time and full-time to low income neighborhoods.
- Strategy 4.3.3 Develop internal partnerships with other county divisions and collaborate to provide innovative services to Orange County citizens.
- Strategy 4.4.4: Partner with the Homeless and Mental Health Division to provide services for homeless citizens at the drop-in center in east Orange County, which services would include employment preparation and support services to assist with obtaining and maintaining employment.

**Objective 4.2:** Improve the supportive assistance to low-income families through effective partnerships and/or collaborations with faith-based, non-profit, and other

entities providing employment support related assistance

- Strategy 4.2.1: Expand opportunities through Community-Wide Partnerships

Outcomes/Indicators

***NPI 4.1: The number of organizations, both public and private, that the Division actively works with to expand resources and opportunities in order to achieve family and community outcomes***

**Strategic Issue #5: How can the Division improve its ability to achieve results?**

Strategic Goal 5: Agencies increase their capacity to achieve results. (Agency)

**Objective 5.1:** Foster an organizational culture of excellence exemplified by professional development and career advancement that enhances the Division's ability to provide quality services.

- Strategy 5.1.1: Maintain specified hours of volunteer services.
- Strategy 5.1.2: Maintain specified number of volunteers.
- Strategy 5.1.3: Provide training for community action staff.
- Strategy 5.1.4: Provide training for Community Action Board members.
- Strategy 5.1.5 Leverage external resources to increase capacity to serve.
- Strategy 5.1.6: Agencies leverage external resources to increase agencies' capacity to serve.
- Strategy 5.1.7: Focus on results-oriented management and results-oriented accountability. (ROMA)
- Strategy 5.1.8: Conduct quarterly performance reviews for feedback on results for accountability.
- Strategy 5.1.9: Develop individual employee career development plans to upgrade staff skills utilizing Orange County's employee training and development program and tuition reimbursement.
- 5.1.10: Establish a credentialing program for case management staff.

Outcomes/Indicators

***NPI 5.1 The number of human capital resources available to the Division that increase agency capacity to achieve family and community outcomes***

## Strategic Issue #6: How can the Division help low income people achieve their potential?

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

- Strategy 6.1: Provide supportive services on-site in community centers to include food, information and referral, senior services, and services for young people in specific locations.
- Strategy 6.2: Provide Head Start on-site at community centers in low income neighborhoods.
- Strategy 6.3: Provide periodic group opportunities such as job fairs, college fairs, health fairs and back to school events in low-income neighborhoods through the community centers.

### Outcomes/Indicators

***NPI 6.1: The number vulnerable individuals receiving services from the Division who maintain an independent living situation as a result of those services***

## Innovative Logic Models and New Service Delivery Strategies

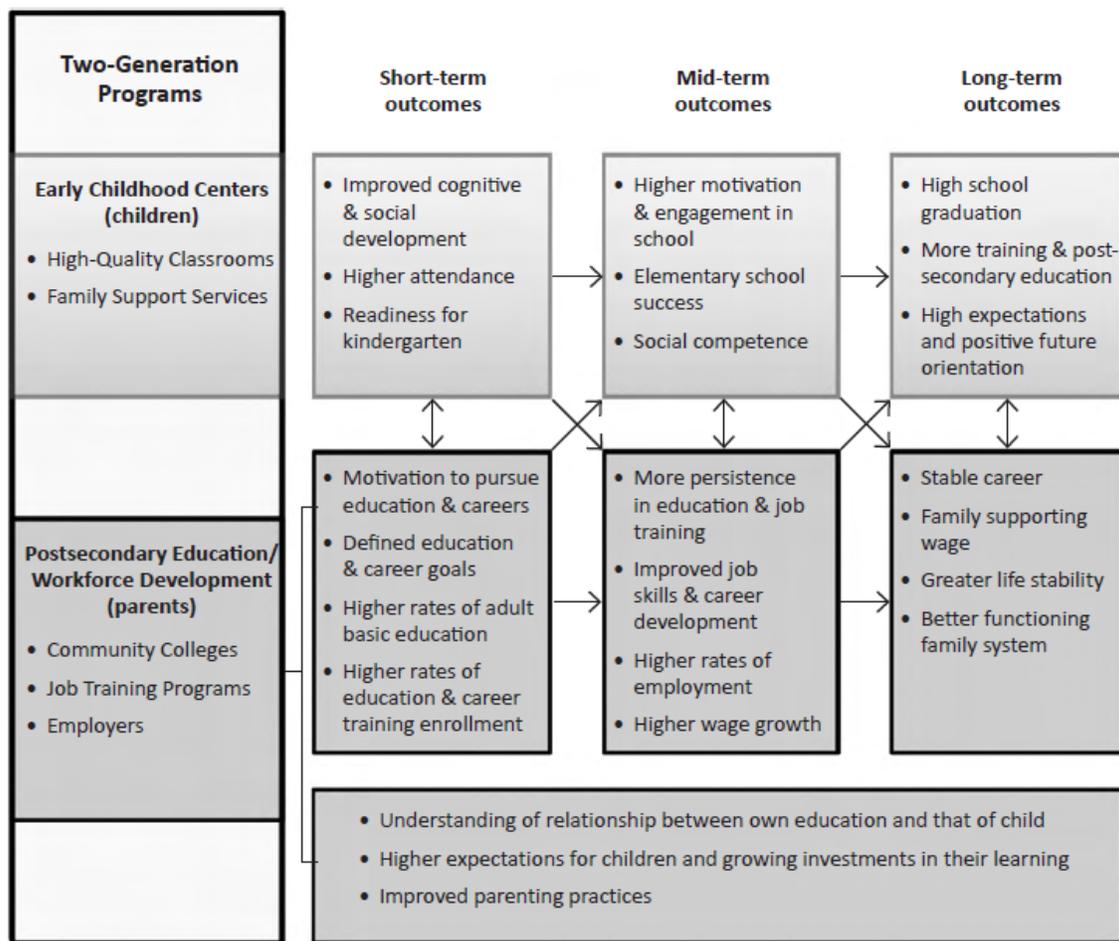
The logic model creates an explicit link between community needs, services, desired outcomes, and measurement of results. The logic model below links with the ROMA Cycle according to the following crosswalk:

Table 1: The Logic Model

Logic Model	Problem Statement	Service or Activity	Outcome	Outcome Indicator	Actual Results	Measurement Tool	Data Source	Frequency of Data Collection and Reporting
ROMA Cycle	Assessment	Planning			Implementation	Achievement of Results/Evaluation		

The logic model makes the connections between short-term, intermediate, and long-term outcomes to better evaluate progress and program successes, and locate gaps and weaknesses in program operations.

## Change Model for Two-Generations 2.0



### Description of Logic Model

As the needs of low-income families in our community continue to change and grow in complexity the Division must also be adaptive and ever evolving in response to the low-income families and communities we serve locally. After attending a 2015 Community Action Summit, Division leadership identified a service delivery model that was pioneered by the Aspen Institute appeared to have been successful in other communities across the United States with similar service populations as Orange County. The piloted “Two-Generation” approach provides opportunities for and meet the needs of children and their parents together in a model that crosses functional silos, and which provides a methodology that has clear evidence that it works. Two-generation approaches work with children and their parents simultaneously to harness the family’s full potential and put the entire family on a path to permanent economic security.

The key components of the model are early childhood education, adult education and advising, and wraparound services to support parents' ability to engage and succeed in services. Adult education services vary based on individual parents' needs and can include English for speakers of other languages (ESOL) courses, high school equivalency classes, and assistance with college enrollment through graduation, as well as workshops on parenting, family literacy, financial education, computer literacy, and more. Many ESOL and other courses, as well as workshops, are co-located with children's programming, and additional child care for younger siblings is provided while parents are in class.

Theory of Change: The theory of change model is the resource builder model which works across sectors to address the root causes of poverty, support individuals as they build resources, and achieve a sustainable community where everyone can live well. This community wide approach involves individuals, institutions, and community moving forward along a continuum of environments on a scale from extremely unstable to unstable to fairly stable environments – from surviving to thriving. The approach is to use psychosocial education to create a cognitive behavioral change with child and adult participants simultaneously across two generations in creating a bridge out of poverty so that low resourced individuals can develop the knowledge, skills and abilities to break the cycle of poverty by achieving sustainable economic self-sufficiency by learning how to build resources, financial, human, social and health capital or resources, to get ahead and stay ahead. The individual and communities readiness for change along the continuum is monitored through phases of pre-contemplation, contemplation, preparation, action and maintenance and relapse prevention.

Theory of Change			
Problem	Service/Activity	Outcome	Outcome Indicator
<i>Low Resourced Individuals and Families residing in Orange County needing assistance in achieving economic self-sufficiency.</i>	<p>A. <i>Get Ahead and Stay Ahead Program</i></p> <p>a) <i>Building Resources</i></p> <p>b) <i>Action Steps</i></p> <p>c) <i>Responsibility</i></p> <p>B. <i>Family Self-Sufficiency (FSSP) Basic Skills to Self-Sufficiency, (BSSS) Program.</i></p>	<p>A. <i>Resources – Financial, Emotional, Mental, Spiritual, Physical, Support Systems, Role Models, Rules of Staying Ahead.</i></p> <p>B. <i>Individuals &amp; Families achieve economic independence through self-sufficiency.(Family Self-Sufficiency and Revitalized Communities)</i></p>	<p><i>National Performance Indicators</i></p> <p><i>Social Capital</i></p> <p><i>Human Capital</i></p> <p><i>Fiscal Capital</i></p> <p><i>Health Capital</i></p> <p><i>Quality of Life Index – Individual &amp; Community</i></p>

## **Monitoring Progress**

*The mechanism to track progress is a monitoring and evaluation plan that is part of an overall strategic management system. A scorecard is utilized to identify critical success factors across critical domains – internal business process, financial, customer focus and innovation, learning and growth - a balanced scorecard of both qualitative and quantitative metrics. Outcome data from programs is incorporated into the regular review of strategic planning goals on a quarterly basis.*

*Outcome evaluation assesses the short and long-term results of a project and seeks to measure the changes brought about by the project. Outcome evaluation questions ask: What are the critical outcomes you are trying to achieve? What impact is the project having on its clients, its staff, its umbrella organization, and its community? What unexpected impact has the project had? Quality evaluations examine outcomes at multiple levels of the project. These evaluations focus not only on the ultimate outcomes expected, but also attempt to discover unanticipated or important interim outcomes.*

*Evaluation establishes effectiveness metrics to determine if the plan achieved its intended objectives a second component is a scheme to timetable to revisit the plan to make necessary adjustments as the plan is implemented and matures. The Division uses the ROMA goals to determine its overall effectiveness, inform annual and long-range planning, support agency advocacy, funding, and community partnership activities. The Division operates seven community centers which provide services to assist low income individuals and families with income under 125% of the Federal Poverty Level.*

### **Outcome Evaluation: Determining Project Outcomes**

#### ***Individual, Client-Focused Outcomes:***

Program evaluation includes the measurement of program performance - resource expenditures, program activities, and program outcomes and the testing of causal assumptions linking these three elements. Evaluative information is also useful in decisions related to continuing existing programs, developing and debating budget alternatives, implementing, operating and improving programs performance as well as managing, auditing, and reporting on the use of public funds to stakeholders.

#### **A. NATIONAL OUTCOMES – LONG TERM**

- *Low-income people become more self-sufficient.*
- *Communities are revitalized or thriving.*

#### **B. LOCAL OUTCOMES – INTERMEDIATE**

- *Orange County residents are healthy, safe and thriving*
- *Government is effective and efficient*

### **C. DIVISIONAL OUTCOMES – SHORT TERM**

- *Employment*
- *Housing*
- *Transportation*
- *Education*
- *Access to resources*

#### **Measurement Tool**

The Division will conduct internal quality fiscal and programmatic review to ensure conformance with contractual and other performance indicators. Standardized measurement tools will be utilized.

#### **Data Source**

Data for the fiscal and programmatic reviews will be obtained from the Advantage System as well as Easy Track. Review will be conducted on centers as well as service providers to ensure compliance with requirements.

#### **Frequency of Data Collection and Reporting**

Program Managers at all center location will be responsible for submitting programmatic data on a quarterly basis. In addition, individual performance management will be linked to the National Performance indicators.

#### **Demographics and Measuring Effectiveness of Types of Services Delivered**

Demographics will be determined via the Easy Trak ® database. Effectiveness of types of services can be measured through the Outcome Services Report in Easy Trak ®. The most common service modality is “bundled” services, e.g. case management combined with a bundled package of vocational services that consists of tuition for vocational training, books, uniforms, tools and bus passes for transportation. Other modalities include single service delivery such as tuition for an employment skills (soft skills) preparation program, or basic services such as GED preparation, ESOL classes, computer classes or financial literacy instruction. At times multiple services may be delivered, for example, computer classes followed by financial literacy. We have found that basic computer classes are effective in preparing students for vocational training since many students struggle with such training because much of the content and teaching methodologies rely on using computers. Even in today’s high tech environment many low income families lack access to computers in the home and individuals have not necessarily been prepared through school. Other single services such as financial literacy training or employment skills instruction strengthen clients’

fund of general knowledge and augment career or vocational training as to developing self-sufficiency.

### **Risk Assessment**

Internal auditing of program and fiscal services will ensure compliance with local and federal mandates and to determine if strategy implementation achieved the intended objectives and outcomes.

- Program Management Checklists
- Board and Board Committees Control Checklists
- Control Review Checklists

**SCORECARD Key: (a) # achieving outcome (b) # receiving service (c) timeframe**

Strategic Goals/Objectives		Measurements (NPI)	2016		
			(a)	(b)	(c)
Family (Goal 1 & 6)	<p>Goal #1: Low Income People Become More Self-Sufficient</p> <ul style="list-style-type: none"> <li>❖ Objective 1.1: Employment</li> <li>❖ Objective 1.2: Employment Supports</li> <li>❖ Objective 1.3: Economic Asset Enhancement &amp; Utilization</li> </ul>	<ul style="list-style-type: none"> <li>➤ 1.1 a) Unemployed and obtained a job.</li> <li>➤ 1.1 b) Employed and maintained a job for 90 days.</li> <li>➤ 1.2 a): Obtained skills/competencies required for employment</li> </ul>	75	75	2016
	<p>Goal #6: Low Income People, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.</p> <ul style="list-style-type: none"> <li>❖ Objective 6.1: CAB clients who maintain an independent living situation as a result of services received.</li> </ul>	<ul style="list-style-type: none"> <li>➤ 6.1: Maintain an independent living situation as a result of services received. (Senior Citizens)</li> <li>➤ 6.2 Emergency Assistance (Food)</li> <li>➤ 6.4 Child &amp; Family Development (Youth Emotional Development)</li> <li>➤ 6.5 Service Counts (Food Boxes)</li> </ul>	900	900	2016
Community (Goal 2 & 3)	<p>Goal #2: The conditions in which low-income people live are improved</p> <ul style="list-style-type: none"> <li>❖ Objective 2.1: Community Improvement &amp; Revitalization</li> <li>❖ Objective 2.2: Community Quality of Life &amp; Assets</li> <li>❖ Objective 2.3: Community Engagement</li> </ul>	<ul style="list-style-type: none"> <li>➤ 2.1: Affordable Health Care Services</li> <li>➤ 2.2: Quality of life resources preserved.</li> <li>➤ 2.3 a) Community mobilized to engage in anti-poverty initiatives</li> <li>➤ 2.3 b) Volunteer Hours donated by low income people.</li> <li>➤ 2.3 c) Volunteer Hours donated non-low income people.</li> </ul>	30	30	2016
	<p>Goal #3: Low-income people own a stake in their community.</p> <ul style="list-style-type: none"> <li>❖ Objective 3.1: Increase sense of ownership in community by providing services in low-income neighborhoods through community centers.</li> <li>❖ Objective 3.2: Empowered low-income citizens</li> <li>❖ Objective 3.3: Restructuring &amp; Redevelopment of CAB committees.</li> </ul>	<ul style="list-style-type: none"> <li>➤ 3.1: % increase in the # of volunteer hours donated</li> <li>➤ 3.2: # of low-resourced people mobilized to engage in activities that support and promote their own well-being and that of their community</li> </ul> <p>Governance:</p> <p>Non-Governance:</p>	120	120	2016
Agency (Goal 4 & 5)	<ul style="list-style-type: none"> <li>❖ Goal #4: Partnerships among supporters and providers of services to low-income people are achieved.</li> <li>❖ Objective 4.1: Maintain and expand partnerships and services.</li> <li>❖ Objective 4.2: Improve supportive services through partnerships and collaborations.</li> </ul>	<ul style="list-style-type: none"> <li>➤ 4.1: # of organizations, public and private, that CAD works with to expand resources and opportunities to achieve family and community outcomes.</li> </ul>	150	150	2016
	<ul style="list-style-type: none"> <li>❖ Goal #5: Agencies Increase their capacity to achieve results</li> <li>❖ Objective 5.1: Professional Development and Career Enhancement.</li> </ul>	<ul style="list-style-type: none"> <li>➤ 5.1: # of human capital resources available to CAD that increases capacity to achieve family and community outcomes (Training Hrs.)</li> </ul>	200	200	2016

# APPENDICES

## A. Strategic Planning Process

Strategic Planning establishes a broad framework which produces a set of decisions and actions that results in the formulation and implementation of plans designed to achieve the organizations objectives. These decisions and actions help shape and guide what an organization is, what it does, and why it does it. It asks and answers, where are we now? Where do we want to be and how can we get there?

### **Strategic Planning Process**

The Division utilizes a Ten-Step Strategic Planning Process referred to as the Strategy Change Cycle. This process model of decision making involves the leadership team in the main activities of the process but leaves much 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 with key staff, and focus groups with outside partners and experts. The occasions for dialogue and decision are as follows:

1. Initiate and agree on a strategic planning process.
2. Identify organizational mandates.
3. Clarify organizational mission and values.
4. Assess the external and internal environments to identify strengths, weaknesses opportunities, and threats.
5. Identify the strategic issues facing the organization.
6. Formulate strategies to manage the issues.
7. Review and adopt the strategies or strategic plan.
8. Establish an effective organizational vision.
9. Develop an effective implementation process.
10. Reassess the strategies and the strategic planning process.

The first phase of the strategic planning process involved both an internal assessment of the Partnership and an assessment of its environment. The following were the methods through which data was collected to determine organizational readiness and identify opportunities for change, development and deployment. The analysis of an organization's strengths, weaknesses, opportunities, and challenges (SWOC) provides an understanding of the organization as a whole in relation to its internal and external environments. It permits the analysis of the organization's present condition based on facts and figures, as well as subjective information obtained about the personnel, management practices, communications, conceptions and misconceptions about the organization. It focuses attention on the symptoms of major problems, or issues with which the organization must deal in order to function more efficiently and effectively.

## **Plans for Updating All Parts of the Strategic Plan**

This section details how and when the plan is to be revisited, re-reviewed, and revised.

The Division Strategic planning process is dynamic and iterative and uses a continuous decision making model, which by necessity would cause the plan to be updated on a quarterly basis as a living and breathing document. An annual update of the plan is coordinated in the first quarter of Orange County's Fiscal Year (October, November and December) prior to the budgeting process, which begins in the second quarter.

## **Plans for Updating the Board**

The Community Action Board is provided updates on the status of the implementation of the Strategic Plan on a quarterly basis so that any course corrections, if needed, can be made. The Division provides adequate time on the quarterly meeting agenda for board discussions of the update. Presentations are made to the board on progress toward meeting the goals of the strategic plan on a monthly basis. The updates will be made verbally and in writing and will include goals outlined in the strategic plan and progress made over the last month. The CSBG Act requires that Boards be involved with assessment, planning, implementation, and evaluation of programs.

## **Results-Oriented Management and Accountability (ROMA)**

The Orange County Community Action Program utilizes a comprehensive planning and outcome measurement process using the five stages of the ROMA cycle: Assessment, Planning, Implementation, Achievement of Results, and Evaluation. This process is based on a nine step system incorporating a balanced scorecard framework that combines strategic planning, change management, program and service prioritization, performance measurement, and target setting into a comprehensive strategy management system.

This process was designed to help community action agencies develop and manage strategic plans that address community needs and build internal capacity, while aligning with the ROMA goals and National Performance Indicators.

In 1993, Congress passed the Government Performance and Results Act (GPRA). GPRA applies to all organizations receiving federal dollars, with the purpose of improving Federal program effectiveness and public accountability by promoting a new focus on results, service quality and customer satisfaction. It was the beginning of a movement that continues today, in which agencies are being asked "What happened as a result of the use of the federal dollars?"

As a result of GPRA, the Office of Community Services formed the Monitoring and Assessment Task Force (MATF). In 1994, the MATF produced a National Strategic Plan endorsing a "results-oriented" approach for CAAs, including six national goals representing the outcomes they found being reported across all CAAs.

To accomplish these goals, local community action agencies have been encouraged to undertake a number of ROMA implementation actions that focus on results-oriented management and results-oriented accountability:

## **Result Oriented Management**

- Assess poverty needs and conditions within the community;
- Define a clear agency anti-poverty mission for community action and a strategy to address those needs, both immediate and longer term, in the context of existing resources and opportunities in the community;
- Identify specific improvements, or results, to be achieved among low-income people and the community; and
- Organize and implement programs, services, and activities, such as advocacy, within the agency and among “partnering” organizations, to achieve anticipated results.

## **Results-Oriented Accountability**

- Develop and implement strategies to measure and record improvements in the condition of low-income people and the communities in which they live that result from community action intervention;
- Use information about outcomes, or results, among agency tripartite boards and staff to determine the overall effectiveness, inform annual and long-range planning, support agency advocacy, funding, and community partnership activities.

## **B. Internal and External Analysis**

### **Profile of Community Action Agency**

**Purpose Statement:** The Division helps families to achieve economic independence through self-sufficiency. The program works to create pathways to self-sufficiency for low income families by employing long term strategies, including bundled integrated service delivery to address the interconnected causes and effects of poverty. The Division provides job training, social service programs, vocational training, and youth and senior programs. Several on-site partners assist with the Division’s holistic approach to self-sufficiency, through referrals on issues such as child care, housing and crisis assistance.

**Governance:** The Division’s Community Action Board is a 24-member tripartite board: 8 Public Sector representatives; 8 Private Sector representatives and 8 Low-Income Sector representatives. The Community Action Board meet monthly to discuss policy issues, set the direction and provide oversight for program operation of the Division. The Division’s Manager provides reports to the board and is tasked with carrying out the day-to-day operations of the organization with the assistance of 56 full-time equivalent employees, and volunteers at the Agency each year.

Since the Division is part of a larger social services department under the Board of County Commissioners it is able to leverage resources from other departmental programs, as well as other county resources. The program expects to serve over 1,500 individuals and 350 families

in the current contract year as is reflected in the FY 2016 CSBG Worksheet. Participants are seen in seven satellite locations in impoverished communities throughout Orange County.

For all programs an initial screening determines eligibility. For the FSSP, an initial psychosocial assessment is conducted utilizing an index score covering various social determinants of self-sufficiency dimensions. Dimensions include income, employment, education, housing, health, food & nutrition, childcare, transportation, family relations, and awareness of community resources.

The rating scale is as follows: in crisis (0-20), vulnerable (21-40), stable (41-60) or thriving (81-100). Based on the assessment and prioritization of the identified self-sufficiency barriers, a service plan is developed in collaboration with the participant. Goals and interventions are developed to mitigate each dimension for clients who are in crisis or who are vulnerable to assist the household to self-sufficiency.

### **SWOT Analysis**

A key component of any long-range planning effort is recognition of the organization's strengths and weaknesses and its opportunities and challenges. By taking time to conduct a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), an organization can better identify the key issues it faces and prepare its goals and work objectives to address those issues and accomplish its mission and vision. Strengths and weaknesses are factors internal to the organization while opportunities and threats are factors external to the organization. The PESTLE analysis on the other hand is more focused on external factors: political, economic, social, technological, legislative and environmental.

**SWOT Analysis Summary:** A SWOT analysis of internal and external stakeholders revealed several issues and challenges. The key findings of the SWOT analysis are summarized below:

A total of 14 internal and external stakeholders responded to the SWOT analysis questionnaire. The purpose of the analysis was to, in light of the mission, maximize strengths, minimize weaknesses, capitalize on opportunities, and mitigate or eliminate threats or challenges.

A general consensus across respondents revealed some common thematic elements including areas where the program could improve, area in which the program performed well, opportunities that could be capitalized on, and challenges that need to be mitigated.

Some recurring suggestions were to utilize best practices such as multi-generational models; bundling services to maximize the use of staff; and the fostering of "learning" communities to build and sustain self-sufficiency.

The other recurring theme was the use of public and private sector partnerships in leveraging community partners and resources to expand service delivery and maximize synergy. Emphasis was made on the use of community centers as a hub for neighborhood leadership and development as well as to be a one stop shop model similar to the model used in the

Neighborhood Center for Families. This is an asset based community development model. Leverage Community Partners to Expand Service Delivery

Another popular theme was the use of holistic models for developing capacity and self-sufficiency at the individual, family, neighborhood, and then at the community level along a service delivery continuum based on identified needs from prevention to intervention with homelessness mitigation as a focus for impoverished individuals or those who may be at risk. A suggestion was made to triage the participants based on acuity levels to ensure the scarce resources were being utilized by the most vulnerable citizens.

Opportunities for improvement focused on the creation of strategic alignment with internal and external partners with the mission. A suggestion was also made to improve communication and staffing at community centers to improve intake and quality of service delivery/reliability in addition improvement of client scheduling and availability utilizing capacity in the current database for which training was requested.

Another suggestion was to increase focus on the younger generation by having youth based intervention programming using holistic approaches, such as comprehensive life plan. Other suggestions was to seek alternate funding streams to augment service delivery as well as to provide staff training on customer services, job function, and project management to improve the development of the workforce. A suggestion was made to improve the level of customer feedback in order to monitor and evaluate the quality of services delivered.

Mitigate negative social media publicity by having a proactive campaign, such as improved web presence, newsletters, quarterly performance reporting, annual reports, and annual awards and appreciation events. A recommendation to improve the capacity of case management services to drive service delivery utilizing a comprehensive approach was also made.

### **Environmental Scan**

An environmental assessment was conducted to better understand the internal and external context within which we operate so that the Division may develop effective strategies to link the internal and external contexts so that public value is created.

### **Internal Analysis**

#### Tangible Assets

- Physical structure of community centers
- Bus routes in impoverished neighborhoods
- EZ track electronics and software
- Van
- Office Space

#### Intangible Assets

- Website
- Experienced staff

- Intellectual capital
- Support staff infrastructure (OMB, etc.)
- Political support

#### Organizational Capabilities

- Long term relationships with Providers
- Streamlined Contracting Process
- Supportive CAD Project Officer

The internal analysis focused on the Division's strength and weaknesses, sometimes aggregated as bundles of resources – tangible, intangible and organizational capabilities.

### **INTERNAL ANALYSIS**

#### **Internal Strengths**

##### **What does the Division do especially well?**

- Try to help those families who are in desperate need.
- Provide financial educational opportunities for sufficiency and eliminate barriers.
- Adhering to the contractual guidelines in all aspects of the grant.
- Helping community get benefits and career training.
- Strengthen the community.
- Equips its employees, clients and partners with valuable information in regards to the program and other available opportunities.
- Serve a large quantity of clients.
- Provide high quality comprehensive services that meet the needs of the community.
- Outreach to Orange County citizens in need of assistance.
- Provide self-help services to the community.
- Reaches out to disadvantaged individuals and communities to provide more resources to help them escape poverty and achieve self-sufficiency.

##### **What processes are especially effective?**

- Income guidelines.
- Tuition assistance.
- The prescreening process works really well. Over 90% of the applicants are approved for assistance due to this process.
- Helping people obtain benefits.
- Job training
- Client intake process.
- Case management for LIHEAP and FSSP
- Disseminating center's programs, services, etc. through effective marketing strategies.

- Ability to utilize staff at seven community centers located in low income areas of county
- Family Self-Sufficiency Program

### **What valuable assets and resources does the Agency have?**

- Jobs Partnership, Educational, health information, food pantry information.
- Education resources to change status of life.
- Being a part of County government, being subsidized with General Revenue Funds and having the ability to work with Department programs.
- Longevity in the communities.
- The staff that helps orchestrate the resources properly.
- Partner and vendor relationships
- Funds for services, community centers and staff.
- Highly skilled and trained staff and management.
- Funding from Orange County and CSBG, up to date software/hardware, trained staff
- Low Income Home Energy Assistance Program
- Strategically located community centers and personnel, direct access to the economically disadvantaged, funds for tuition and support services.

### **What do stakeholders and partners identify as the Agency's strengths?**

- Education and facility usage.
- The Agency's ability to manage the budget by ensuring that funds last throughout the program's fiscal year.
- Access to clients.
- The building of families and communities.
- The overall FSSP program, dedicated/concerned caseworkers.
- Serving the community
- Strong organizational leaders and staff.
- Ability to use Community Centers to conduct outreach.
- Partnerships with the community.
- Community centers, Family Self-Sufficiency Program.

### **Internal Weaknesses**

#### **What could the Agency do better?**

- Recruitment
- Holistic structure leveraging all resources to change families
- The way in which the appointments are being scheduled.
- Help break poverty cycle.
- Follow up with clients of the program.
- Offer more training programs, host more community events.
- Better market our services (FSSP), reach a more diverse demographic.
- Providing more casuals to cover special events and weekly rentals.
- Staff training, better coordination with staff in field.

- Promote the services the Division has to offer.
- Coordinate services with internal partners such as Head Start and make better use of Community centers as places of learning and hubs of activities that strengthen neighborhoods.

**What have stakeholders and partners complained about, or criticized the Agency for?**

- The way information is given.
- Not helping enough.
- Not being able provide appointments to majority of the clients who try to get an appointment.
- Treating symptoms and not root causes.
- Not having funds available.
- LIHEAP appointments.
- Not an ample amount of youth services at centers.
- Lack of Resources.
- Misunderstanding the mission, some partners are critical of a lack of support services not tied to family self- sufficiency program. In other words they are looking for general social services and funding for emergencies, which the agency does not provide. Lack of professionalism. Lack of access of groups to use of community centers.

**Where is the Division vulnerable?**

- 
- Program resources (dollars and staff).
- Not being able to meet the needs of the community due to limited resources.
- Funding
- Staff and their favoritism.
- Too many needs and not enough funding, especially LIHEAP and Weatherization
- Grant funding requirements not being met.
- Lack of available staff for coverage to the community centers.
- Funding is highly dependent on CSBG grant. Poverty is not really a popular issue for government.

**What processes or other aspects of the Division pose risks?**

- .
- Lack of structured model as guidance to work toward.
- The process for emergency/walk-in appointments.
- Doing same thing over and over and expecting different results.
- Selection process of clients.
- None

**What is the Division lacking that interferes with achieving its purpose?**

- Who they can help.
- Program Model to serve the family and technology to monitor the process.

- The lack of resources and adequate staffing.
- Truly getting out to members of community rather than waiting for them to come to us.
- I think it's turning in the right direction.
- More funding, more staff for coverage and partnerships.
- We can always use ample personnel.
- Website
- Broader funding base, lack of personnel in some areas.

## **EXTERNAL ANALYSIS**

### **External Opportunities**

#### **What are the emerging trends on which the Division can capitalize?**

- 
- Multi- generational models; bundling services; learning communities.
- The capability to accept online applications.
- Local and national trends on treating homelessness.
- Partnering with other agencies or partnering with companies to hire our clients.
- Creative and innovative youth programs.
- Community partnerships, faith-based programs, private and public sectors, and educational Institutions.
- New ideas on addressing self-sufficiency.

#### **What opportunities does the Division know about that have not been addressed?**

- 
- Bundling services.
- Working with other Family Services programs to help administer the program.
- Chronic and generational poverty.
- Job opportunities for clients, secure non- profit status to secure private funds for support.
- 
- Conditions of poverty - low education attainment.
- Community as valuable assets. Involvement of community centers with local neighborhoods

#### **What new methods and technologies may become useful for the Division's operations in the next few years?**

- Don't know.
- Service client based software system that communicates agency to agency.
- Having the capability to utilize electronic files.
- Total mind body soul complete 360 focus on environmental factors.
- WiFi, tablets/iPads.
- Mobile intake, improved software
- We need to become more technological savvy.

- Documentation of data results.
- Continuing to make computers available to low income neighborhoods.

### **External Threats**

#### **What external roadblocks interfere with the Division's success?**

- 
- Limited financial resources; extreme poverty; homelessness
- Contractual guidelines from the State in regards to operational funds.
- other nonprofits and organization duplication of work and resources
- funding limitations, policies such as hiring convicting felons
- Don't Know~!!!!
- Input/Involvement
- Lack of popularity of issue of poverty. Status as a governmental entity rather than a private one limits flexibility.

#### **What emerging trends or risks could impact the Division?**

- None
- Poverty crisis
- The ability to portray the Division in a negative way via social media.
- Same nonprofit groups doing a better job of addressing the needs of the community.
- Increase in poverty
- Don't Know!!!!
- Community Engagement/Partnerships
- Increasing growth of income disparity in society, continuing trend of privatizing services that government provides.

### **TRENDS**

*A trend is a broad historical evolution of events, behavior, perceptions, and values affecting society. It is a series of social, technological, economic or political happenings that can be estimated and/or measured over time, usually through hindsight or retrospect and cognitively associated to form meaning.*

- *Aging society with increase dependency due to high cost of health care.*
- *Increase levels of poverty and ability of individual and families to meet basic needs.*
- *Focus on national safety*
- *Demographic Shifts in population served.*
- *Affordable Care Act*
- *Medical home models and integrated service delivery platforms*
- *Technological advances become ubiquitous.*
- *Increasing completion for scarce funding*

## EVENTS

A strategic event is a **highly possible**, future, single occurrence or incidence in time, a break in a pattern or an especially **significant** happening impacting or potentially impacting the organization.

- Another recession
- Election year
- Hurricane impact

Drivers Having Possible Impact on the Division	Implications/Effects of Driving Forces on the “Poor”
Economic Factors	<ul style="list-style-type: none"> <li>• Increase demand for services due to recession.</li> <li>• Increase in hard to reach subpopulations due to economic hardship – Homeless etc.</li> <li>• Overall decrease in funding by other social service programs.</li> <li>• Increase in gas prices putting burden on poor, providers and target population.</li> <li>• Cost of living increasing the poverty level of society.</li> <li>• High Unemployment.</li> <li>• Reduce funding from the State impacting local programs.</li> <li>• More people are unemployed, and therefore uninsured or underinsured — meaning more patients seeking assistance.</li> </ul>
Social Factors	<ul style="list-style-type: none"> <li>• Aging populations – increase services and decreased mobility of elderly.</li> <li>• Increasing diversity and ethnicity of service population and need for cultural sensitivity</li> <li>• Increased amounts of Hispanics and Haitians requiring staff fluent in these languages.</li> <li>• Overall increase in populations moving into and out of the Central Florida Area.</li> <li>• Retirement of older and more experienced workers.</li> <li>• Increase in substance abuse dependence.</li> <li>• Increase in single parent households.</li> <li>• Increase homeless population.</li> <li>• Stigma attached to Poverty.</li> <li>• Increase in Elderly Population living in poverty.</li> </ul>
Political Factors	<ul style="list-style-type: none"> <li>• New Orange County Administration with focus on Customer Service.</li> <li>• Conservative Movement (Fiscal)</li> <li>• Federal Funding cutbacks due to budgetary shortfalls</li> <li>• Health Care Reform in 2013</li> <li>• Election year in 2016</li> <li>• Immigration Reform</li> <li>• Reauthorization of RW – September 2013.</li> <li>• Orange County Elections in 2016</li> </ul>
Technological Factors	<ul style="list-style-type: none"> <li>• Increase use of computers to access services by citizens.</li> <li>• Increase use of cell phones to communicate</li> <li>• Telecommuting to reduce gas expenses on employees.</li> </ul>

	<ul style="list-style-type: none"> <li>• Use of cellular technology is ubiquitous.</li> <li>• Limited technological experience of population.</li> <li>• Literacy of target population.</li> <li>• Electronic Data Management</li> </ul>
Environment	<ul style="list-style-type: none"> <li>• Hurricane Threats (COOP Plan as part of contract)</li> <li>• Geographically Dispersed locations</li> <li>• Bioterrorism</li> <li>• Keeping it “Green” (Reduction in Energy Consumption)</li> <li>• Extreme Weather Conditions in Florida.</li> </ul>

Drivers Having Possible Impact on the Division	Implications/Effects of Driving Forces on the “Poor”
Composition of Clients – Customer Profiles	<ul style="list-style-type: none"> <li>• Increase in Single Female Lead Households in Poverty.</li> <li>• Increase in Child Poverty Rates.</li> <li>• Increase in Elderly Poverty Rates.</li> </ul>
Geographic	<ul style="list-style-type: none"> <li>• Over 100 distressed neighborhoods in Orange County.</li> </ul>
Demographic	<ul style="list-style-type: none"> <li>• Significant increase in Hispanic Consumers with immigration from Puerto Rico.</li> </ul>
Psychographic	
Nature of Labor Market on HR	<ul style="list-style-type: none"> <li>• Need for Qualified Staff</li> <li>• Compensation for Qualified staff</li> <li>• Reduction in workforce and resources to utilized to get job done.</li> </ul>

Internal

**STRENGTHS** (Likes)

- Leadership/guidance ensures there is a strong competent workforce and various programs implemented with community needs at the forefront. Engaging communication and visibility amongst the community along with collaborating with service providers.
- Training opportunities and continuing educational services. Working closely with Universities (i.e. UCR), DPH increases knowledge, education and research to better serve the community.
- Effective evaluation and performance.
- Childcare for CA by HS.

**WEAKNESSES** (Dislikes)

- Community not understanding the public health system and feeling as though there is an inability to “tell the story.”
- Lack of awareness and resources.
- Services seem to be lacking in the outlying rural areas due to the complexity and decrease in physician population.
- The perception (within the community) is qualified employees are not being retained along with recent graduates not being hired within SBC.
- Healthy communities needing evaluation.
- Lack of quality evaluation.
- No consistency of reporting
- No ongoing measurement of productivity on SBU's
- Insufficient low cost housing.
- Insufficient resources to meet demand.

**OPPORTUNITIES** (operate more efficiently)

- Opportunities to share information/data along with networking and marketing.
- Incentives for employee retention.
- Training/educating the population.
- Ongoing collaboration with universities and hospitals.
- Increasing opportunities for evidence-based programs.
- Use of technology and building of an infrastructure for preventive care.
- Development of a performance evaluation tool and connecting measures to policies and budget.
- Incorporating best practices learned from Affordable Care Act (ACA) and Health Information Exchange (HIE) implementation may provide additional opportunities to bring awareness to the community.
- Improving Economy
- Opportunity to foster private/public partnerships to leverage resources.
- Utilization of existing community based centers in a "Community Home" model for wrap around service provision.

**CHALLENGES** (problems in the next few years)

- Funding and the allocation of funds being based on state guidelines and not county needs.
- Cost increases play an integral role in reduction of funding, not being able to achieve tangible goals.
- Need for immediate results, not allowing for a realistic view of the achievable goals in relation to how outcomes are measured.
- Lack of public interest or the flood of media, causing the true messaging to get lost in the process.
- Gap/disconnect of services provided and community needs.
- Need for a revision in the framework.
- Retention of qualified mobile health care workforce.
- Exclusion of evaluation at the project planning level.
- High uninsured population at 22%.
- Shortage of skilled professionals.
- Large number of low income single parent families.
- Expensive child-care.
- Low income residents lack health insurance.
- Large homeless population of families with children.
- Over 218,000 residents of Orange County Living in Poverty.

## C. Stakeholder Analysis

### **STAKEHOLDER ANALYSIS**

*Knowledge of the stakeholders and clientele groups is vital to analyzing the organization and must be considered in the development and meaning of a mission statement, the trends and events affecting it and the organizational strengths, weaknesses, opportunities and challenges. Clients and stakeholders influence the organizations critical issues, the goals and objectives resolving the issues and moving the organization forward and the range of strategy options available. This group should be reflected in the measures that recognize progress and articulated in the vision of the organizations future. Stakeholders are individuals or groups who are impacted by the way the organization operates or fulfills its responsibilities. Stakeholders and clientele groups influence the organizations critical issues, the goals and objectives resolving these issues and moving the organization forwards and the range of strategy options available.*

#### **Internal Stakeholders**

- County Mayor's Office
- Family Services Department Office
- County Commissioners
- Community Action Planning Council
- Community Action Division
- Key staff

#### **External Stakeholders**

- The citizens of Orange County
- Consumers of the Division's Services
- Family and Friends of consumers
- Federal, State and other local contract funders
- Community service providers
- Other Division organizations locally and nationally
- Other Non-Division service providers not part of provider network.
- Housing Authority
- Coalition for the Homeless
- Key Points of Entry – Federally Qualified Health Centers.
- External Partners

## Stakeholder Map



**Community Engagement** is obtained through the Community Center Advisory Committees that enables feedback and collaboration from the various sectors – education, private, non-profit, community as well as the faith-based community.

Stakeholder	<i>What the Stakeholder wants and needs from the Agency</i>	<i>Stakeholder perception of Agency Performance</i>	<i>What the Agency Wants and Needs from the Stakeholder</i>	<i>Plan for Involvement</i>
Low Income Individuals & Families	Opportunity to contribute to the full extent of his or her capabilities and to participate in the workings of our society	Difficulty getting service due to limited resources.	To be fully engaged and responsible in obtaining self-sufficiency.	Membership on Community Action Board.
Partners	Logistical Support to provide services	Increase focus on accountability to demonstrate that partner's activities are relevant to achieving national goals.	For services to be relevant in supporting self-sufficiency and national goals.	Periodic Community Partnership meetings and feedback surveys.
Funders & Sponsors (Community Action Board)	Organizational Capacity, Capability and Competence to fulfill the mission.	Perception may be that agency is performing to standard.	Realistic assessment of severity of issue of poverty and the means and methods to resolve.	Quarterly Performance Reports using dashboards and scorecards to engage dialogue.
Educational Institutions	Clear direction and expectation of deliverables	Onerous contracting processes.	Quality Service at a reasonable cost with accountability measures as part of contract.	Periodic Service provider review.
Local Businesses	Supply of candidates for employment opportunities.	Requires reliability and quality of candidates.	Job opportunities.	
Policymakers - BCC	Efficient and effective government	Ambiguity of focus of efforts as to whether self-sufficiency is being achieved.	Support for initiatives and funding.	Senior staffing.
Community	Evidence that programs are working.	Questionable effectiveness and viability.	Support as partners	Engagement with outreach and media.
Employees and Volunteers	Strong leadership and caring and supportive work environment	There is room for improvement	Dedication and productivity related to achieving the mission.	Staffing

## D. External Assessments and Data Sources Used

External Assessments included the 2015 Head Start Community Assessment, Community Commons Database and SWOC Data from Key Informants.

### Organizational Strengths - Internal Analysis

What does the Agency do especially well?	What processes are especially effective?	What valuable assets and resources does the Agency have?	What do stakeholders and partners identify as the Agency's strengths?
<p>Education Support of the county People &amp; Money Jobs Partnership, Educational, health information, food pantries information... Education resources to change status of life Being a part of County government, being subsidized with General Revenue Funds and having the ability to work with Department programs. Longevity in the communities The staff that helps orchestrate the resources properly Partner and vendor relationships funds for services, community centers and staff Highly skilled and trained staff and management. funding from Orange County and CSBG, up to date software/hardware, trained staff Low Income Home Energy Assistance Program Strategically located community centers and personnel, direct access to the economically disadvantaged, funds for tuition and support services.</p>	<p>Assessment process that includes continuous monitoring and evaluation Can't tell Income guidelines Tuition assistance The prescreening process works really well. Over 90% of the applicants are approved for assistance due to this process. Helping people get benefits Job training Client intake process case management for LIHEAP and FSSP Disseminating center's programs, services , etc. through effective marketing strategies ability to utilize staff at seven community centers located in low income areas of county Family Self-Sufficiency Program Family Self-Sufficiency program</p>	<p>Open-Ended Response Education support of the county People &amp; Money Jobs Partnership, Educational, health information, food pantries information... Education resources to change status of life Being a part of County government, being subsidized with General Revenue Funds and having the ability to work with Department programs. Longevity in the communities The staff that helps orchestrate the resources properly Partner and vendor relationships funds for services, community centers and staff Highly skilled and trained staff and management. funding from Orange County and CSBG, up to date software/hardware, trained staff Low Income Home Energy Assistance Program Strategically located community centers and personnel, direct access to the economically disadvantaged, funds for tuition and support services.</p>	<p>elimination of the underlying causes for the at-risk citizenry I can't honestly tell but Ms. Paramore seems to be a plus I'm not sure Education and facility usage The Agency's ability to manage the budget by ensuring that funds last throughout the program's fiscal year. Access to clients The building of families and communities The overall FSSP program, dedicated/concerned caseworkers serving the community Strong organizational leaders and staff. Ability to use Community Centers to conduct outreach Partnerships with the community Community centers, family self-sufficiency program</p>

**Organizational Weaknesses – Internal Analysis**

What have stakeholders and partners complained about, or criticized the Agency for?	Where is the Agency vulnerable?	What processes or other aspects of the Agency pose risks?	What is the Agency lacking that interferes with achieving its purpose?
<p>Just reporting data, not The way information is given. Not helping enough Not being able provide appointments to majority of the clients who tries to get an appointment. Treating symptoms and not root causes Not having funds available LIHEAP appointments, Not an ample amount of youth services at centers. Lack of Resources Misunderstanding the mission, some partners are critical of a lack of support services not tied to family self-sufficiency program. In other words they are looking for general social services and funding for emergencies, which the agency does not provide. Lack of professionalism. Lack of access of groups to use of community centers.</p>	<p>Program resources (dollars and staff) Not being able to meet the needs of the community due to limited resources. funding Staff and their favoritism Too many needs and not enough funding, especially LIHEAP and Weatherization grant funding requirements not being met Lack of available staff for coverage to the community centers Funding is highly dependent on CSBG grant. Poverty is not really a popular issue for government.</p>	<p>Doing things the way they have always been done None that I could think of at the moment. Lack of structured model as guidance to work toward The process for emergency/walk-in appointment. Doing same thing over and over and expecting different results Selection process of clients</p>	<p>Caught up in old ways Who they can help Program Model to serve the family and technology to monitor the process The lack of resources and adequate staffing. Truly getting out to members of the community rather than waiting for them to come to us. I think it's turning in the right direction More funding, more staff for coverage and partnerships We can always use ample personnel. Website Broader funding base, lack of personnel in some areas</p>

**Organizational Opportunities – External Analysis**

What opportunities does the Agency know about that have not been addressed?	What new methods and technologies may become useful for the Agency's operations in the next few years?
<p>Bundling services Working with other Family Services programs to help administer the program. Chronic and generational I poverty Unknown job opportunities for clients, secure nonprofit status to secure private funds for support Conditions of poverty - low education attainment Community as valuable assets. Involvement of community centers with local neighborhoods</p>	<p>Service client based software system that communicate agency to agency Having the capability to utilize electronic files. Total mind body soul complete 360 focus on environmental factors Social media WiFi, tablets/iPads, mobile intake, improved software We need to become more technological savvy. Documentation of data results Continuing to make computers available to low income neighborhoods</p>

## Organizational Challenges – External Analysis

What external roadblocks interfere with the Agency's success?

Federal Government, old thinking  
 Limited financial resources; extreme poverty; homelessness  
 Contractual guidelines from the State in regards to operational funds.  
 other nonprofits and organization duplication of work and resources  
 Funding limitations, policies such as hiring convicting felons  
 Input/Involvement  
 Lack of popularity of issue of poverty.  
 Status as a governmental entity rather than a private one limits flexibility.

What emerging trends or risks could impact the Agency?

Bad Economy, rapid growth in Homeless and Working poor  
 Poverty crisis  
 The ability to portray the Agency in a negative way via Social media.  
 Same nonprofit groups doing a better job of addressing needs of the community  
 Unknown  
 Increase in poverty  
 Community Engagement/Partnerships  
 Increasing growth of income disparity in society, continuing trend of privatizing services that government provides.

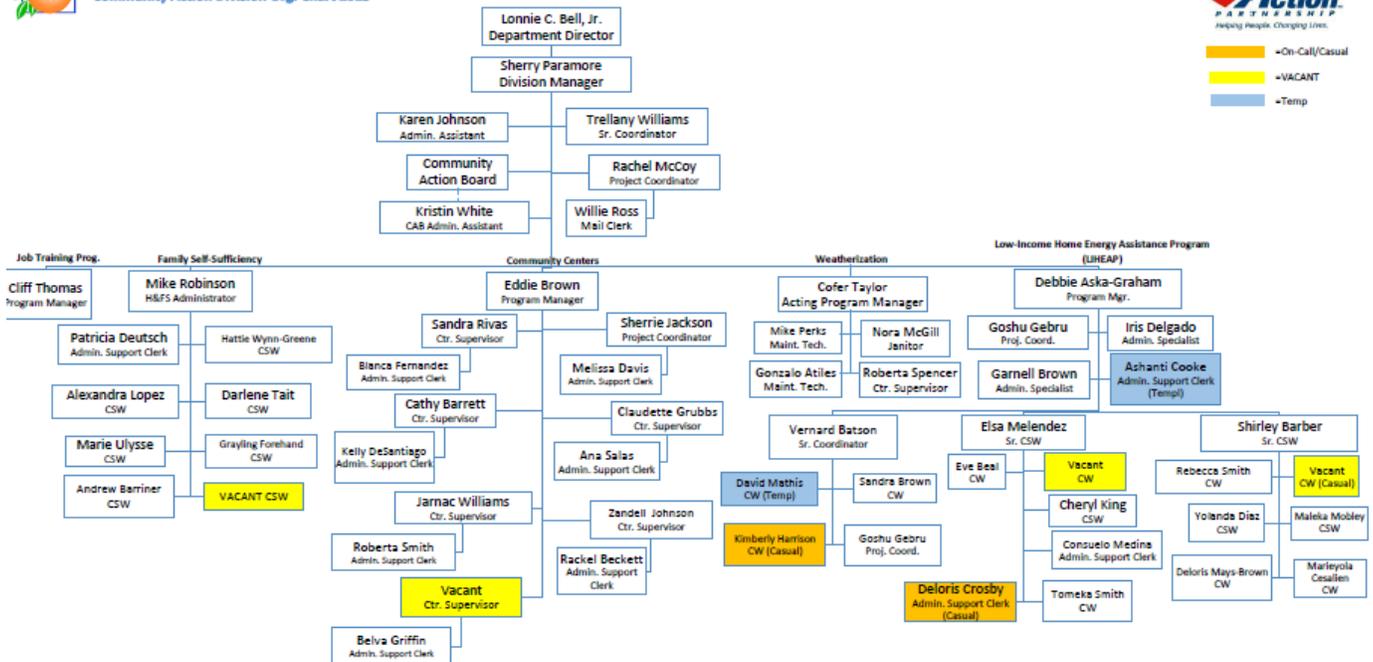
## E. Organizational Structure



Orange County Family Services Department  
 Community Action Division Org. Chart 2015



=On-Call/Casual  
 =VACANT  
 =Temp



## F. Board Member List and Profiles

### CSBG BOARD ROSTER FORMAT

AGENCY NAME: Orange County Community Action Board Date of Last Revision 11/13/15

<b>Sector: Public</b>						
Name	Entity Represented	Mailing Address and E-mail Address	Telephone Number(s) Office/Fax/Cell	Date when originally seated on Board	Date when seated for current term	Expiration date of current term
<b>Commissioner Victoria P. Siplin Rep.</b>	<i>Orange County Government</i>	201 S. Rosalind Ave., 5 <sup>th</sup> Floor Orlando, FL 32801-3527 <a href="mailto:Victoria.Siplin@ocfl.net">Victoria.Siplin@ocfl.net</a> <a href="mailto:District6@ocfl.net">District6@ocfl.net</a>	(W) 407.836.5860	03/11/15	01/6/15	12/31/18
Rose-Nancy Joseph, Alt.		201 S. Rosalind Ave., 5 <sup>th</sup> Floor Orlando, FL 32801-3527 <a href="mailto:RoseNancy.Joseph@ocfl.net">RoseNancy.Joseph@ocfl.net</a>	(W) 407.836-5860	03/12/15	04/08/15	12/31/18
<b>Commissioner Pete Clarke, Rep.</b>	<i>Orange County Government</i>	201 S. Rosalind Ave., 5 <sup>th</sup> Floor Orlando, FL 32801-3527 <a href="mailto:Pete.Clarke@ocfl.net">Pete.Clarke@ocfl.net</a>	(W) 407.836.5309	02/11/14	01/01/15	12/31/15
Mercedes Fonseca, Alt.		201 S. Rosalind Ave., 5 <sup>th</sup> Floor Orlando, FL 32801-3527 <a href="mailto:Mercedes.Fonseca@ocfl.net">Mercedes.Fonseca@ocfl.net</a>	(W) 407.836.5309	03/12/14	01/01/15	12/31/15
<b>Commissioner Bryan Nelson Rep.</b>	<i>Orange County Government</i>	201 S. Rosalind Ave., 5 <sup>th</sup> Floor Orlando, FL 32801-3527 <a href="mailto:Bryan.Nelson@ocfl.net">Bryan.Nelson@ocfl.net</a>	(W) 407.836.5850	03/11/15	01/06/15	12/31/15
<b>Emelien Kelly, Alt.</b>		201 S. Rosalind Ave., 5 <sup>th</sup> Floor Orlando, FL 32801-3527 <a href="mailto:Emelien.Kelly@ocfl.net">Emelien.Kelly@ocfl.net</a>	(W) 407.836.5850	03/11/15	03/11/15	12/31/15
<b>Orange County School Board Member Kathleen "Kat" Gordon, Rep.</b>	<i>Orange County Public Schools</i>	Orange County School Board 445 West Amelia Street Orlando, FL 32801-1129 <a href="mailto:gordonk@ocps.net">gordonk@ocps.net</a>	(W) 407.716.6861 or 407.317.3236- <i>Deborah McGill</i> (F) 407.317.3242	6/27/07	01/01/15	12/31/15
<b>Hudie Stone, Alt.</b>		533 Peterson Place Orlando, FL 32805-1209 <a href="mailto:hwstone5@gmail.com">hwstone5@gmail.com</a>	(H) 407.423.4661 (F) 407.422.3970	04/25/07	03/5/07	12/31/15
<b>Commissioner Robert M. Olszewski, Rep.</b>	<i>City of Winter Garden</i>	1130 <u>Copenhagen</u> Way Winter Garden, FL 34787 <a href="mailto:TheBobbyO@yahoo.com">TheBobbyO@yahoo.com</a> <a href="mailto:bolszewski@cwagd.com">bolszewski@cwagd.com</a>	(H) 321.217.8687 (W) 407.656.4111	06/13/12	01/01/15	12/31/15
Harold L. <u>Bouler</u> , Alt.		363 Regal Downs Circle, Winter Garden, FL 34787 <a href="mailto:h.bouler68@gmail.com">h.bouler68@gmail.com</a>	(H) 407.427.6442	03/11/15	03/11/15	12/31/15
<b>Commissioner Thomas McMacken, Rep.</b>	<i>City of Winter Park</i>	150 Orange Avenue N., Suite 200, Orlando, FL 32801 <a href="mailto:mcmackenwp@gmail.com">mcmackenwp@gmail.com</a> <a href="mailto:tom.mcmacken@aeocom.com">tom.mcmacken@aeocom.com</a>	(W) 407.843.6552 (H) 407-341-5287	04/13/11	01/01/15	12/31/15
Alternate (Open)						
<b>State Representative Rene Plasencia, Rep.</b>	<i>Florida House of Representative, District 49</i>	Work Address: 7217 E. Colonial Drive, Orlando, FL 32807 Home Address: 1310 Chickasaw Trail N., Orlando, FL 32825 <a href="mailto:Coachp73@gmail.com">Coachp73@gmail.com</a>	(W) 407.207.7283	03/11/15	03/11/15	12/31/18
Steven W. Thompson, Jr. - Alt.		Work Address: 7217 E. Colonial Drive, Orlando 32807 Home Address: 1011 Hancock Lone Palm, Orlando, FL 32828 <a href="mailto:Steven.thompson@myfloridaho.usgouv">Steven.thompson@myfloridaho.usgouv</a>	(H) 813.481.8637 (W) 407.207.7283	06/10/15	06/10/15	12/31/18
<b>Councilman James "Jim" O'Brien, Rep.</b>	<i>Town of Windermere</i>	315 Butler Street Windermere, FL 34786 <a href="mailto:jobrien@town.windermere.fl.us">jobrien@town.windermere.fl.us</a>	(H) 407.217.2214	04/24/12	01/01/15	12/31/15
Molly Rose - Alt.		928 Main Street Windermere, FL 34786-8727 <a href="mailto:mrose@town.windermere.fl.us">mrose@town.windermere.fl.us</a>	(W) 407.876.6101	03/13/13	03/13/13	12/31/17

**Sector: Private**

Name	Entity Represented	Mailing Address and E-mail Address	Telephone Number(s) Office/Fax/Cell	Date when originally seated on Board	Date when seated for current term	Expiration date of current term
Vivian Tindal, Rep.	Minority Organizations Orange County Branch NAACP	5120 Shale Ridge Trail Orlando, FL 32818 <a href="mailto:viviantindal@yahoo.com">viviantindal@yahoo.com</a>	(H) 407.880.7067 (W) 407.291.1995 (CP) 407.701.2472	09/26/07	10/12/11	10/11/15
Maxcine Paine-Crawford, Alt.		9861 Nokay Drive Orlando, FL 32836 <a href="mailto:maxcinepc@sprint.blackberry.com">maxcinepc@sprint.blackberry.com</a> <a href="mailto:support@staff-rite.com">support@staff-rite.com</a>	(H) 321.689.4500 (W) 407.856.6322	02/09/11	10/12/11	10/11/15
Bishop Allen T.D. Wiggins, Sr., Rep.	Religious Organization African American Council of Christian Clergy	3032 Monte Carlo Trail, Orlando, FL 32805 <a href="http://bishop@thehopechurch.org">bishop@thehopechurch.org</a>	(W) 407.291.4673	03/11/15	03/11/15	03/11/19
Pastor Derrick McRae, Alt.		2381 Laurel Blossom Circle Ocoee, FL 34761-5203 <a href="mailto:pastor@eccorlando.com">pastor@eccorlando.com</a>	(W) 407.291.4673	03/11/15	03/11/15	03/11/19
Kran Riley, Rep.	Private Social Service and Charitable Agencies Wayne M. Densch Charities, Inc.	P.O. Box 536845 Orlando, FL 32853-6845 <a href="mailto:unriley@aol.com">unriley@aol.com</a>	(W) 407.523.1372 (F) 407.523.1373 (CP) 407.466.9625	09/23/98	02/12/14	02/11/18
Alternate (Open)						
Keith A. Brault, Rep.	Labor Organization	2411 Settlers Trail Orlando, FL 32837-6971 <a href="mailto:keithbrault1@aol.com">keithbrault1@aol.com</a>	(H) 407.420.7803 (W) 407.841.4472	06/09/10	03/11/15	3/10/19
Alternate (Open)						
Atty. Mikel Bradley, Rep.	Private Community-Based and Professional Organization Community Legal Services of Mid Florida	122 E. Colonial Drive, Suite 200 Orlando, FL 32801-1219 <a href="mailto:MikelB@clsmf.org">MikelB@clsmf.org</a>	(W) 407.841.7777 (F) 407. 246.1661	03/11/15	03/11/15	03/11/19
Rosemary Ramirez, Alt.		122 E. Colonial Drive, Suite 200 Orlando, FL 32801-1219 <a href="mailto:RosemaryR@clsmf.org">RosemaryR@clsmf.org</a>	(W) 407.841.7777 (F) 407.246.1661	09/09/15	09/09/15	03/11/19
Dexter J. Nelson, Jr., Rep.	Head Start Policy Council	1913 Cricket Drive, Orlando, FL 32808 <a href="mailto:DexterJNelsonpc@gmail.com">DexterJNelsonpc@gmail.com</a>	(H) 407.758.1609	03/11/15	03/11/15	03/11/19
Jeneka Lloyd Alt.		4686 Barley Street Orlando, FL 32811-3816 <a href="mailto:Jeneka_lloyd33@yahoo.com">Jeneka_lloyd33@yahoo.com</a>	(H) 407.485.4793 (W) 407.270.6119	06/10/15	06/10/15	03/11/19
Paul Robert (Bobby) Lance, Rep.	Major Employers All American Restaurants, Inc.	3401 Trentwood Blvd. Belle Isle, FL 32812-4850 <a href="mailto:bcplance@bellsouth.net">bcplance@bellsouth.net</a>	(W) 407.448.6555	07/17/09	02/12/14	02/11/18
Atty. Alissa Lugo, Alt.		217 W. Orlando Street Orlando, FL 32804 <a href="mailto:alugo@bakerlaw.com">alugo@bakerlaw.com</a>	(W) 407.649.4015 (C) 352.284.5946	03/09/11	02/12/14	02/11/18
Thomas Alston, Rep.	Major Employers Community Builders Group	<u>Work Address:</u> 1950 Lee Road, Suite 208 Winter Park, Florida 32789-1859 <u>Mailing Address:</u> PO Box 991 Winter Park, Florida 32790-0991 <a href="mailto:tnalston@cbgfl.com">tnalston@cbgfl.com</a>	(C) 407.629.1202 (W) 407.670-8345	03/24/94	02/12/14	02/11/18
Christopher Hassall, Alt.		<u>Work Address:</u> 1950 Lee Road, Suite 208 Winter Park, Florida 32789-1859 <u>Mailing Address:</u> 7063 Phillips Cove Ct. Orlando, Florida 32819-5195 <a href="mailto:chrishassall@cbgfl.com">chrishassall@cbgfl.com</a> or <a href="mailto:hassall2001@hotmail.com">hassall2001@hotmail.com</a>	321.946.1247 or 407.363.7828	07/17/09	02/12/14	02/11/18

**Sector: Low Income**

Name	Neighborhood Represented	Mailing Address and E-mail Address	Telephone Number(s) Office/Fax/Cell	Date when originally seated on Board	Date when seated for current term	Expiration date of current term
Karl McKenzie, Rep.	Orange County Commission District 1	711 Climbing Oaks Court Winter Garden, FL 34787-2016 <a href="mailto:signerup@gmail.com">signerup@gmail.com</a>	(H) 407.383.1387	02/12/14	02/12/14	02/11/18
Beverly Jefferson, Alt.		1790 Christopher Street Winter Garden, FL 34787 <a href="mailto:Beajefferson@aol.com">Beajefferson@aol.com</a>	(H) 407.758.8449	11/11/15	11/11/15	11/11/19
Pastor Hezekiah Bradford, Jr., Rep.	Orange County Commission District 2	573 Smokemont Court Apopka, FL 32712 <a href="mailto:pastorhezekiahbradford@yahoo.com">pastorhezekiahbradford@yahoo.com</a>	(H) 407.973.6807 (W) 352.735.9199	03/11/15	03/11/15	03/11/19
Glazella Murray, Alt.		1689 S. Central Avenue Apopka, FL 32703	(H) 321.460.8205	03/11/15	03/11/15	03/11/19
Obed Otero, Rep.	Orange County Commission District 3	Catholic Charities of Central FL 1819 North Semoran Blvd. Orlando, FL 32807-3546 <a href="mailto:obed.otero@cflcc.org">obed.otero@cflcc.org</a>	(H) 407. 273.4997 (W) 407.658.1818	06/11/08	02/12/14	02/11/18
Alternative (Open)						
Maribel Cordero	Orange County Commission District 4	440 Dean Creek Lane Orlando, FL 32825 <a href="mailto:Maribelcordero@gmail.com">Maribelcordero@gmail.com</a>	(H) 407.334.3337	10/14/15	10/14/15	10/14/19
Alternative (Open)						
Sabrina Persaud, Rep.	Orange County Commission District 5	4214 Mendenwood Lane Orlando, FL 32826-4234 <a href="mailto:Sabrina@nadinprinting.com">Sabrina@nadinprinting.com</a>	(H) 407.252.1164	03/11/15	03/11/15	03/15/19
Alternative (Open)						
Doris Graham, Rep.	Orange County Commission District 6	2175 San Jose Boulevard Orlando, FL 32808-5021 <a href="mailto:dgraham49@bellsouth.net">dgraham49@bellsouth.net</a>	(H) 407.293.2126	03/11/15	03/11/15	03/15/19
Shannon Currie, Alt.		6003 Silver Star Road Orlando, FL 32808 <a href="mailto:shannon.currie@live.com">shannon.currie@live.com</a>	(H) 407.929.0297 (W) 321.397.3000 x3097	05/13/15	05/13/15	03/15/19
Pastor Scott Billus, Rep.	Orange County Commission At-Large Districts 1, 2 and 6	<b>Work Address:</b> 1460 Daniels Road, Winter Garden, FL 34787-4376 <b>Home Address:</b> 11 Speer Ave., Oakland, Florida 34760-8966 <a href="mailto:pastorsscott@nextcommunitychurch.com">pastorsscott@nextcommunitychurch.com</a>	(H) 407.654.5999 (W) 407.905.9500	05/13/15	05/13/15	05/11/19
Cindy Underwood, Alt.		<b>Work Address:</b> 1460 Daniels Road, Winter Garden, FL 34787-4376 <b>Home Address:</b> P.O. Box 783654, Winter Garden, FL 34778-3654 <a href="mailto:cindy@matthewshopeministries.org">cindy@matthewshopeministries.org</a> or <a href="mailto:cunderwood321@yahoo.com">cunderwood321@yahoo.com</a>	(H) 407.416.0939	05/13/15	05/13/15	05/11/19
Sharlene Dewitz, Rep.	Orange County Commission At-Large Districts 3, 4 and 5	325 Fieldstream Blvd. Orlando, FL 32825 <a href="mailto:Sharlene@just1book.org">Sharlene@just1book.org</a> <a href="http://Sharlene@just1book.net">Sharlene@just1book.net</a>	(C) 407.489.1708	09/11/13	09/11/13	09/10/17
Alternate (Open)						

**CURRENT OFFICERS**

Name	Position	Date Elected
Commissioner Robert Olszewski	Chairman	0/14/15
Kran Riley	Vice Chairman	01/14/15
Robert "Bobby" Lance	Secretary	01/14/15
Commissioner Pete Clarke	Treasurer	01/14/15

## G. Operational Plan

The formal structure and process for implementing the strategic plan is the operational action plan. The operational plan provided the blueprint for the attainment of the Six National Community Action Goals representing three levels of results – Family, Community & Agency using the Result-Oriented Management & Accountability (ROMA) cycle. The plan articulates the strategic direction, develops implementation strategies and is periodically updated as a “living, breathing” plan with measurable outcomes utilizing National Performance Indicators (NPIs) to reflect results achieved in each national goal

A broad timeline has been established for the achievement of all goals on an annual, incremental basis, through implementation of the Division's Community Action Plan, as incorporated in a Work Plan that will be developed for each year of the Strategic Plan's three-year timeline. The goals and outcomes encompassed in the Division's Work Plan are subsequently incorporated in Center Activity Plans developed for each Community Center's Service Area. Consequently, the Goals and Strategies established in the Strategic Plan provide a framework for the multitude of activities, programs and services provided on a daily basis in partnership with a variety of community-based, faith-based, governmental and private sector partners to the community.

**A. Mission Statement:** *To enhance the quality of life by eliminating the causes and consequences of poverty by mobilizing and directing resources through programs that assist, educate, and promote self-sufficiency.*

**B. Vision Statement:** *To develop self-sufficient individuals and families by providing accessible quality services in response to the challenges of a unified and diverse community through the collaboration of our partnerships.*

**C. Team Purpose:** *We exist to empower economically disadvantaged individuals and families to meet their basic needs while providing opportunities to become self-sufficient.*

**D. Core Values:** We value and respect:

- **Honest** and **professional** communication
- **Compassion** and **empathy** for others
- **Reliability** and **accountability** in our actions

**E. Team Strategy:** We will differentiate ourselves by leveraging our resources through strategic partnerships and offering excellent customer service.

**F. Thematic Goals:** To improve in the delivery of our customer service and develop comprehensive Standard Operating Procedures.

**G. Defining Objectives:**

- Trainings
- Provide honest feedback on customer service delivery
- Conduct a SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis
- Establish and evaluate operating procedures

### **Strategic Themes/Results**

- *Operational Excellence – formal integrated systems enable the agency to achieve efficiency, effectiveness, and exceed customer expectations.*
- *Strategic Partnering- Partners in the community are actively engaged with us in delivering services through win-win relationships.*
- *High Impact Services- Programs/Services reduce poverty by moving clients from dependency to self-sufficiency.*
- *Capacity Building – we respond to the emerging needs of our community with diverse resources, a highly skilled workforce and technology.(Pathways to Excellence)*

### **Core Values**

- *Engaged Leadership*
- *Interactive Communications*

### **Drivers**

- *Improved Stakeholder and Mission Related Results.*
- *Improvement in Financial Stewardship*
- *Improved Internal Processes*
- *Improvement in Internal Organizational Capacity*

### **Client Value Proposition**

The client value proposition is what the agency must deliver to develop, retain and deepen its relationship with client and other stakeholders.

Attributes of Services: The Division provides vocational education to prepare eligible participants to gain employment.

Image and Relationship Factors: The intangible thing that attracts stakeholders to the agency and contributes to satisfaction of needs is the knowledgeable and caring staff.

For Whom: Low income residents

Assumptions: Client centered, community based and data/needs driven.

Process: Service delivery

Outcomes: Economic self-sufficiency

## Family Goal 1: Low-Income People Become More Self-Sufficient

### ➤ National Performance Indicator 1.1 – Employment

NPI 1.1: The number and percentage of low-income participants who get a job or become self-employed, as a result of Community Action assistance.

NPI	OUTCOME	Units Expected	
		To Be	Achieved
1.1	Employment - The number and percentage of low-income participants in Community Action employment initiatives who get a job or become self-employed, as measured by one or more of the following:	# of Participants	
A.	Unemployed and obtained a job	75	
B.	Employed and maintained a job for at least 90 days.	25	
C.	Employed and obtained an increase in employment income and/or benefits	15	
D.	Achieved "living wage" employment and / or benefits	0	

### ➤ National Performance Indicator 1.2 – Employment Supports

NPI 1.2: The number of low-income participants for whom barriers to initial or continuous employment are reduced or eliminated through assistance from Community Action.

NPI	OUTCOME	Units Expected	
		To Be	Achieved
1.2	Employment Supports - The number of low-income participants for whom barriers to initial or continuous employment are reduced or eliminated through assistance from Community Action as measured by one or more of the following:	# of Participants	
A.	Obtained skills/competencies required for employment	185	
B.	Completed ABE/GED and received certification or diploma	10	
C.	Completed post-secondary education program and obtained certificate or diploma	5	
D.	Enrolled children in before or after school programs	5	
E.	Obtained care for child or other dependent	10	
F.	Obtain access to reliable transportation and/or driver's license	30	
G.	Obtained health care services for themselves or family member	30	
H.	Obtained and/or maintained safe and affordable housing	25	
I.	Obtained food assistance	30	

### ➤ National Performance Indicator 1.3 – Economic Asset Enhancement and Utilization

NPI 1.3: The number and percentage of low-income households that achieve an increase in financial assets and/or financial skills as a result of Community Action assistance, and the aggregated amount of those assets and resources for all participants achieving the outcome.

NPI	OUTCOME	Units Expected	
		To Be	Achieved
1.3	Economic Asset Enhancement and Utilization - The number and percentage of low-income households that achieve an increase in financial assets and/or financial skills as a result of Community Action assistance and the aggregated amount of those assets and resources for all participants achieving the outcome, as measured by one or more of the following:	Participants    Dollars	
<b>Enhancement</b>			
C.	Number enrolled in telephone lifeline and/or energy discounts with agency assistance.	46	16,560
<b>Utilization</b>			
D.	Participants demonstrating ability to complete and maintain a budget for over 90 days	30	

## Community Goal 2: The Conditions in Which Low-Income People Live are improved

➤ **National Performance Indicator 2.1 – Community Improvement and Revitalization**

NPI 2.1: Increase in, or safeguarding of, threatened opportunities and community resources or services for low-income people in the community as a result of Community Action projects/initiatives or advocacy with other public and private agencies.

NPI	OUTCOME	Units Expected To Be Achieved	
		# of Projects	# of Oppor
2.1	Community Improvement and Revitalization -Increase in, or safeguarding of, threatened opportunities and community resources or services for low-income people in the community as a result of Community Action projects/initiatives or advocacy with other public and private agencies as measured by one or more of the following:		
	D. Safe, affordable housing units in the community preserved or improved through Community Action or advocacy	1	30
	E. Accessible, safe and affordable health care services/facilities for low-income people created or saved.	5	1,000
	F. Accessible, safe & affordable child care/child development placement opportunities created or saved.	0	0
	G. Accessible before/after school program placement opportunities for low-income families created or saved.	3	300
	I. Accessible new/preserved/increased educational and training placement opportunities for low-income people	1	300

➤ **National Performance Indicator 2.2 – Community Quality of Life and Assets**

NPI 2.2: The quality of life and assets in low-income neighborhoods are improved by a Community Action initiative or advocacy.

NPI	OUTCOME	Units Expected To Be Achieved	
		# of Initiatives	# of Assets
2.2	Community Quality of Life and Assets - The quality of life and assets in low-income neighborhoods are improved by Community Action initiative or advocacy as measured by one or more of the following:		
	E. Increase in or preservation of neighborhood quality-of-life resources	5	250

➤ **National Performance Indicator 2.3 – Community Engagement**

NPI 2.3: The number of community members working with Community Action to improve conditions in the community.

NPI	OUTCOME	Units Expected To Be Achieved	
		# of Participants	
2.3	Community Engagement - The number of community members working with Community Action to improve conditions in the community		
	A. Community members mobilized to participate in community revitalization and anti-poverty initiatives	500	
Hours donated by <b>low-income</b> people		# of Hours	
B. 1.	a) Serve on the CAA Board of Directors	66	
	b) Serve on Head Start Policy Councils	24	
	g) Participate in advocacy to meet agency and community goals	30	
	<b>Total volunteer hours from low income people</b>	<b>120</b>	
Hours donated by <b>non low-income</b> people		# of Hours	
B. 2.	a) General Public	4,200	
	b) CAA non-low-income board members	180	
	<b>Total volunteer hours from non low-income people</b>	<b>4,380</b>	
Total number of volunteer hours donated to the agency		<b>4,500</b>	

### Community Goal 3: Low-Income People Own a Stake in Their Community

➤ **National Performance Indicator 3.1 – Community Enhancement through Maximum Feasible Participation**

NPI 3.1: The number of volunteer hours donated to Community Action.

NPI	OUTCOME	Units Expected To Be Achieved	
		Number of Organizations	Number of Partnerships
3.1	Community Enhancement through Maximum Feasible Participation -The number of volunteer hours donated to Community Action	# of Hours	
Total number of volunteer hours donated by <u>low-income individuals (only)</u> to Community Action		120	

➤ **National Performance Indicator 3.2 – Community Empowerment through Maximum Feasible Participation**

NPI 3.2: The number of low-income people mobilized as a direct result of Community Action initiative to engage in activities that support and promote their own well-being and that of their community.

NPI	OUTCOME	Units Expected To Be Achieved	
		Number of Organizations	Number of Partnerships
3.2	Community Empowerment Through Maximum Feasible Participation - The number low-income people mobilized as a direct result of Community Action initiative to engage in activities that support and promote their own well-being and that of their community, as measured by one or more of the following:	Number of Low income People	
A.	Low-income people in formal, decision-making, community organizations, government, boards or councils	1,000	
D.	Low-income people in non-governance community activities/groups created/supported by Community Action	2,000	

### Agency Goal 4: Partnerships among Supporters and Providers of Service to Low-Income People are achieved.

➤ **National Performance Indicator 4.1 – Expanding Opportunities through Community-Wide Partnerships**

NPI 4.1: The number of organizations, both public and private, that Community Action actively works with to expand resources and opportunities in order to achieve family and community outcomes.

NPI	OUTCOME	Units Expected To Be Achieved	
		Number of Organizations	Number of Partnerships
4.1	Expanding Opportunities Through Community-Wide Partnerships - The number of organizations, both public and private, that Community Action actively works with as a result of CSBG ARRA, to expand resources and opportunities in order to achieve family and community outcomes.	Number of Organizations	Number of Partnerships
A.	Non-Profit	102	102
B.	Faith Based	10	10
C.	Local Government	16	16
D.	State Government Entity	2	2
F.	For-Profit Business or Corporation	3	3
H.	Housing Consortiums/Collaboration	6	6
I.	School Districts	1	1
J.	Institutions of post secondary education/training	1	1
K.	Financial/Banking Institutions	3	3
L.	Health Service Institutions	2	2
M.	State-wide associations or collaborations	4	4
	Others: Please identify:		
	1) 0		
	2) 0		
N.	Total unduplicated number of organizations CAA works with to promotes family and community outcomes	150	150

## Agency Goal 5: Agencies Increase Their Capacity to Achieve Results

### ➤ **National Performance Indicator 5.1 – Agency Development**

NPI 5.1: The number of human capital resources available to Community Action that increase agency capacity to achieve family and community outcomes.

NPI	OUTCOME	Units Expected	
		To Be	Achieved
5.1	Agencies Leverage External Resources to Increase Their Capacity to Serve	Planned	
<b>Table 1   Broadening the Resource Base</b>			
<b>A. Community Services Block Grant (CSBG)</b>		805,022	
<b>B. Federal Government Resources – Other than CSBG</b>			
a) Weatherization Assistance program funded by DOE through DEO		637,223	
b) LIHEAP - Fuel Assistance (HHS)		3,054,773	
c) LIHEAP - Weatherization (HHS)		62,500	
<b>TOTAL: NON-CSBG FEDERAL RESOURCES</b>		<b>3,754,496</b>	
<b>C. State Resources (Non-federal, state-appropriated funds)</b>			
<b>D. Local Government Resources</b>			
a) Amount of unrestricted funds appropriated by local government		2,544,956	
<b>TOTAL: LOCAL GOVERNMENT RESOURCES</b>		<b>2,544,956</b>	
<b>E. Private Sector Resources</b>			
a) Funds from Foundations, Corporations, United Way, other non-profits		0	
1) 0		25,000	
<b>TOTAL: PRIVATE SECTOR RESOURCES</b>		<b>25,000</b>	
<b>TOTAL NON-CSBG RESOURCES (Federal+State+Local Government+Private Sector)</b>		<b>6,324,452</b>	
<b>TOTAL CSBG Funds</b>		<b>805,022</b>	
<b>TOTAL AGENCY BUDGET</b>		<b>7,129,474</b>	
<b>Table 2   Agency Increase Staff Capacity to Achieve Results Through Training</b>			
		<b>Staff</b>	<b>Hrs</b>
A.	Staff who work with customers in self-sufficiency program receive training specific to case management	10	160
H.	Other training received by staff or management.	10	40
<b>Total Staff and Management Training (Totals for A through H above.)</b>		<b>20</b>	<b>200</b>
J.	Board members receive training related to their roles and responsibilities.	16	80
K.	Board members receive ROMA training from a <i>certified</i> ROMA trainer.	0	0
L.	Other training received by CAA Board members.	0	0
<b>Total Board Member Training (Total of J through L.)</b>		<b>16</b>	<b>80</b>

## Family Goal 6: Low-Income People, Especially Vulnerable Populations, Achieve Their Potential by Strengthening Family and Other Supportive Systems

### ➤ **National Performance Indicator 6.1 – Independent Living**

NPI 6.1: The number vulnerable individuals receiving services from Community Action who maintain an independent living situation as a result of those services.

NPI	OUTCOME	Units Expected	
		To Be	Achieved
6.1	Independent Living -The number of vulnerable individuals receiving services from Community Action who maintain an independent living situation as a result of those services:	# of Individuals Assisted	
A.	Senior Citizens (55 years old or older)	900	
B.	4. Age Unknown	250	
<b>NOTE: Seniors are also included within the "55 and Over" category</b>			

### ➤ **National Performance Indicator 6.2 – Emergency Assistance**

NPI 6.2: The number of low-income individuals served by Community Action who sought emergency assistance and the number of those individuals for whom assistance was provided.

NPI	OUTCOME	Units Expected To Be Achieved
		Achieved
6.2	Emergency Assistance - The number of low-income individuals served by Community Action, who sought emergency assistance and the number of those individuals for whom assistance was provided, including such services as:	# of Individuals Achieving Outcome
A.	Emergency Food	550
B.	Emergency Fuel or Utility payments (including LIHEAP or other public or private funding source)	7,000
C.	Emergency Rent or Mortgage Assistance	50
I.	Emergency Transportation	50
K.	Emergency Clothing	20

➤ **National Performance Indicator 6.3 – Child and Family Development**

NPI 6.3: The number and percentage of all infants, children, youth, parents, and other adults participating in developmental or enrichment programs who achieve program goals.

NPI	OUTCOME	Units Expected To Be Achieved
		Achieved
6.3	Child and Family Development - The number and percentage of all infants, children, youth, parents, and other adults participating in developmental or enrichment programs who achieve program goals, as measured by one or more of the following:	# of Individuals Achieving Outcome
<b>Infant and Child</b>		
<b>Youth</b>		
F.	Youth improve social/emotional development	500
I.	Youth increase academic, athletic or social skills by participating in before or after school programs	150

➤ **National Performance Indicator 6.4 – Family Supports (Seniors, Disabled, and Caregivers)**

NPI 6.4: Low-income people who are unable to work, especially seniors, adults with disabilities, and caregivers, for whom barriers to family stability are reduced or eliminated.

NPI	OUTCOME	# of Individuals Enrolled
6.4	Family Supports - Low-income people who are unable to work, especially seniors, adults with disabilities, and caregivers, for whom barriers to family stability are reduced or eliminated as measured by one or more of the following:	
A.	Enrolled children in before or after school programs	0
B.	Obtained care for child or other dependent	0
C.	Obtained access to reliable transportation and/or driver's license	0
D.	Obtained health care services for themselves or a family member	0
E.	Obtained safe and affordable housing	0
F.	Obtained food assistance	0
G.	Obtained non-emergency LIHEAP energy assistance	0
H.	Obtained non-emergency WX energy assistance	0
I.	Obtained other non-emergency energy assistance (State/local/private energy program. Do NOT include LIHEAP or WX.	0

➤ **National Performance Indicator 6.5 – Service Counts**

NPI 6.5: The number of services provided to low-income individuals and/or families.

NPI	OUTCOME	Units Expected To Be Achieved
		Achieved
6.5	Service Counts - The number of services provided to low-income individuals and/or families as measured by one or more of the following	# of Services
A.	Food Boxes	600
C.	Units of Clothing	20
D.	Rides Provided	80

Goals	Strategies	Indicators	Responsible	Timeline
Strategic Goal 1			Division Manager	FY 2016
Objective 1.1	1.1.1	1.1		
	1.1.2			
	1.1.3			
	1.1.4			
	1.1.5			
	1.1.6			
Objective 1.2	1.2.1	1.2		
	1.2.2			
	1.2.3			
	1.2.4			
Objective 1.3	1.3.1	1.3		
	1.3.2			
Strategic Goal 2		2.1		
Objective 2.1	2.1.1			
	2.1.2			
	2.1.3			
Strategic Goal 3		3.1	Division Manager	FY 2016
Objective 3.1	3.1.1			
	3.1.2			
	3.1.3			
	3.1.4			
Objective 3.2	3.2.1			
Strategic Goal 4		4.1	Division Manager	FY 2016
Objective 4.1	4.1.1			
	4.1.2			
	4.1.3			
	4.1.4			
Objective 4.2	4.2.1			
Strategic Goal 5		5.1	Division Manager	FY 2016
	5.1.1			
	5.1.2			
	5.1.3			
	5.1.4			
	5.1.5			
	5.1.6			

	5.1.8			
	5.1.9			
	5.1.0			
Strategic Goal 6		6.1	Division Manager	FY 2016
	6.1			
	6.2			
	6.3			

## H. Human Resource Management

The Division complies with the Orange County Administrative Regulations, Policies and Procedures, as outlined in its manual. All Division staff are required to document that they have received and read a copy of the personnel policies and procedures. If changes are made the staff will be notified by the Department Manager and a copy of the updated County/Department or Divisional procedure will be provided. Job descriptions are made available for all positions and are posted on the intranet. In order to foster strategic alignment, all goals and objectives will be cascaded throughout the operation from the Division to the operations centers to the individuals in the Community Action workforce.



### LEARNING GROWTH & INNOVATION/WORKFORCE DEVELOPMENT

#### Goal: Create and Maintain a High Performance Workplace

Objective #1: To be responsive to the well-being and satisfaction of employees.

Indicator #1: Community Action Employees are satisfied as reflected on the employee satisfaction surveys.

Objective #2: To engage in continuing Professional Development, such as (employee education, training & development).

Indicator #2: The Community Action Program achieves training plan targets for key staff.

Objective #3: To maintain a positive climate to foster two-way communication.

Indicator #3: Community Action employees report satisfaction with communication on quarterly satisfaction survey.

Indicator #4: To ensure that all Community Action staff obtain required training.

## I. Financial Plan

The Division is supported by the Family Services Department Budgeting Division. The Division is subject to the Orange County Governments accountability process for financial oversight. The program is funded through three funding streams – the county general funds, CSBG Funds (\$899,355), as well as the Department of Economic Opportunity Funds awarded through the Department of Health and Human Services (\$3, 207,673.92). Funding for the Weatherization Program is also funded by the Department of Economic Opportunity.

### Risk Mitigation

Goal: Efficient Operations Resource Management and Financial Accountability

Objective #1: To contain costs

Indicator #1: Community Action program expenditures are in compliance with budget allocations as approved by the Board of County Commissioners and the Community Action Board.

Objective #2: To maximize the utilization of fiscal resources

Indicator#2: Overall cost of service per participant is contained.

Objective #3: To ensure the accuracy of received bills and invoices.

Indicator #3: Bills submitted for processing to fiscal will be accurate.

Objective #3: To safeguard inventory

Indicator #3: Community Action inventory is accounted for.

Finance KPIs	
Number of Grant Compliance Violations	Exposing the number of grant compliance violations allows for tracking compliance improvement over time.
Total Number of Audit Findings	This measure evaluates the findings in the financial auditing process in a municipality.

## J. Communication Plan

*Successful implementation of the strategic plan depends on effective communication. Internally, the strategic plan is communicated at all organizational levels. Managers and staff need to have a clear understanding of the plan and their roles in it. A plan has little value if it is not widely understood and accepted. It must form the basis for daily action throughout the organization. To communicate the plan the following steps will be taken:*

- The plan will be discussed at staff meetings.

- Copies of the full plan will be distributed to program managers.
- A condensed brochure version of the plan will be prepared to share with all employees.
- The mission statement will be displayed in a prominent location in the building.
- Progress on the plan's goals and objectives will be recognized at staff meetings, in newsletters, and at other organizational events.

Various marketing approaches have been used to communicate information about the plan to those outside the agency to help build awareness of and support for the plan. Eye-catching visual presentations are especially effective. The following ideas will be considered for implantation by the Community Relations Unit for marketing purposes.

- Put the mission statement on letterhead and business cards.
- Include articles about the plan in agency newsletters.
- Explain the plan at community public meetings.
- Prepare a condensed version of the plan in an attractive brochure and distribute it to interested persons and organizations.
- Reference the plan in speeches to the Legislature, private sector and community groups.

The strategic plan will be communicated to other individuals and organizations that have an interest in, or an effect on, the agency's programs (e.g., local governments, interest groups, and the public).

## **Acknowledgements**

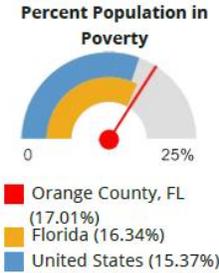
Completion of the *Orange County Community Action 2015-2020 Strategic Plan* would not have been possible without the input of key stakeholders, including participants, partners, the Community Action Board and dedicated staff. We are very grateful for all contributions to the plan and for ongoing stakeholder support. A big thank you goes to individuals, foundations, local government, companies, consultants, and, other organizations that have supported Community Action over the years. Your support continuously inspires us.

# DATA SOURCES

Poverty Rate (ACS)

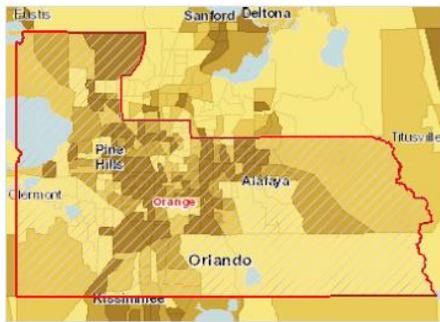
The following report section shows population estimates for all persons in poverty for report area. According to the American Community Survey 5 year estimates, an average of 17.01 percent of all persons lived in a state of poverty during the 2009 - 2013 period. The poverty rate for all persons living in the report area is greater than the national average of 15.37 percent.

Report Area	Total Population	Population in Poverty	Percent Population in Poverty
Orange County, FL	1,147,558	195,229	<b>17.01%</b>
Florida	18,681,564	3,052,807	16.34%
United States	303,692,064	46,663,432	15.37%



Note: This indicator is compared with the state average.

Data Source: US Census Bureau, [American Community Survey](#). 2009-13. Source geography: Tract



**Population Below the Poverty Level, Percent by Tract, ACS 2009-13**

- Over 20.0%
- 15.1 - 20.0%
- 10.1 - 15.0%
- Under 10.1%
- No Data or Data Suppressed
- Report Area

Families in Poverty by Family Type

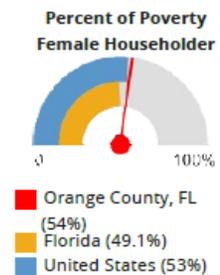
The number of families in poverty by type are shown in the report area. The U.S. Census Bureau estimates that there were 34137 families living in poverty within the report area.

Report Area	Total Families	Families in Poverty Total	Families in Poverty Married Couples	Families in Poverty Male Householder	Families in Poverty Female Householder
Orange County, FL	267,140	34,137	11,817	3,879	18,441

Family Poverty Rate by Family Type

The percentage of households in poverty by household type are shown for the report area. It is estimated that 12.8% of all households were living in poverty within the report area, compared to the national average of 11.3. Of the households in poverty, female headed households represented 54% of all households in poverty, compared to 34.6% and 11.4% of households headed by males and married couples, respectively.

Report Area	Poverty Rate All Types	Percent of Poverty Married Couples	Percent of Poverty Male Householder	Percent of Poverty Female Householder
Orange County, FL	12.8%	34.6%	11.4%	<b>54%</b>
Florida	11.9%	39.8%	11.1%	49.1%
United States	11.3%	36.3%	10.7%	53%



Note: This indicator is compared with the state average.

Data Source: US Census Bureau, [American Community Survey](#). 2009-13. Source geography: County

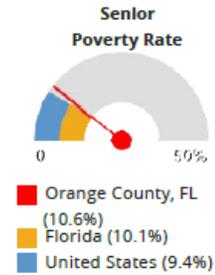
### Seniors in Poverty

Poverty rates for seniors (persons age 65 and over) are shown below. According to American Community Survey estimates, there were 12067 seniors, or 10.6 percent, living in poverty within the report area.

Report Area	Seniors Total	Seniors in Poverty	Senior Poverty Rate
Orange County, FL	114,152	12,067	<b>10.6</b>
Florida	3,335,007	338,300	10.1
United States	40,544,640	3,793,577	9.4

Note: This indicator is compared with the state average.

Data Source: US Census Bureau, [American Community Survey](#). 2009-13. Source geography: County



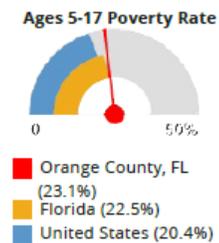
### Child Poverty Rate (ACS) Ages 5-17

Population and poverty estimates for children age 5-17 are shown for the report area. According to the American Community Survey 5 year data, an average of 23.1 percent of children lived in a state of poverty during the survey calendar year. The poverty rate for children living in the report area is greater than the national average of 20.4 percent.

Report Area	Ages 5-17 Total Population	Ages 5-17 In Poverty	Ages 5-17 Poverty Rate
Orange County, FL	195,657	45,229	<b>23.1</b>
Florida	2,882,493	647,999	22.5
United States	53,005,064	10,820,032	20.4

Note: This indicator is compared with the state average.

Data Source: US Census Bureau, [American Community Survey](#). 2009-13. Source geography: County



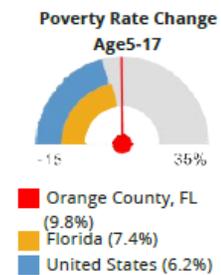
### Poverty Rate Change (Age 5-17)

The poverty rate change for all children in the report area from 2000 to 2013 is shown below. According to the U.S. Census, the poverty rate for the area increased by 9.8%, compared to a national increase of 6.2 percent.

Report Area	Poverty Age 5-17 2000	Poverty Rate Age 5-17 2000	Poverty Age 5-17 2013	Poverty Rate Age 5-17 2013	Difference in Rate Age 5-17 2000 - 2013
Orange County, FL	25,044	15.2%	49,895	25%	<b>9.8%</b>
Florida	854,974	16.1%	1,356,044	23.5%	7.4%
United States	7,536,575	14.6%	10,958,232	20.8%	6.2%

Note: This indicator is compared with the state average.

Data Source: US Census Bureau, [Small Area Income & Poverty Estimates](#). 2013. Source geography: County



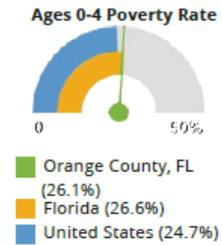
### Child Poverty Rate (ACS) Ages 0-4

Population and poverty estimates for children age 0-4 are shown for the report area. According to the American Community Survey 5 year data, an average of 26.1 percent of children lived in a state of poverty during the survey calendar year. The poverty rate for children living in the report area is greater than the national average of 24.7 percent.

Report Area	Ages 0-4 Total Population	Ages 0-4 In Poverty	Ages 0-4 Poverty Rate
Orange County, FL	74,047	19,318	<b>26.1</b>
Florida	1,060,747	282,407	26.6
United States	19,743,544	4,881,767	24.7

Note: This indicator is compared with the state average.

Data Source: US Census Bureau, [American Community Survey](#). 2009-13. Source geography: County



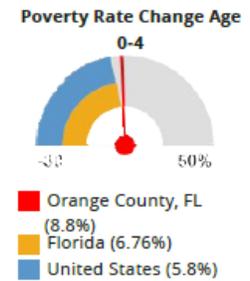
### Poverty Rate Change (Age 0-4)

The poverty rate change for all children in the report area from 2000 to 2013 is shown below. According to the U.S. Census, the poverty rate for the area increased by 8.8%, compared to a national increase of 5.6 percent.

Report Area	Poverty Age 0-4 2000	Poverty Rate Age 0-4 2000	Poverty Age 0-4 2013	Poverty Rate Age 0-4 2013	Difference in Rate Age 0-4 2000 - 2013
Orange County, FL	14,307	19.8%	21,913	28.6%	<b>8.8%</b>
Florida	472,736	21.61%	608,496	28.37%	6.76%
United States	4,050,541	20.1%	16,086,963	25.9%	5.8%

Note: This indicator is compared with the state average.

Data Source: US Census Bureau, [Small Area Income & Poverty Estimates](#). 2013. Source geography: County



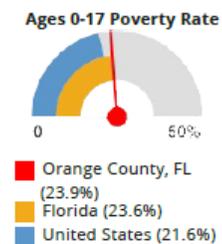
### Child Poverty Rate (ACS) Ages 0-17

Population and poverty estimates for children age 0-17 are shown for the report area. According to the American Community Survey 5 year data, an average of 23.9 percent of children lived in a state of poverty during the survey calendar year. The poverty rate for children living in the report area is greater than the national average of 21.6 percent.

Report Area	Ages 0-17 Total Population	Ages 0-17 In Poverty	Ages 0-17 Poverty Rate
Orange County, FL	269,704	64,547	<b>23.9</b>
Florida	3,943,240	930,406	23.6
United States	72,748,616	15,701,799	21.6

Note: This indicator is compared with the state average.

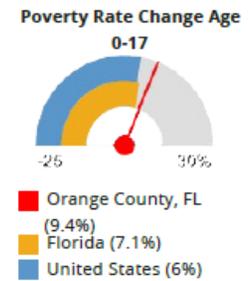
Data Source: US Census Bureau, [American Community Survey](#). 2009-13. Source geography: County



**Poverty Rate Change (Age 0-17)**

The poverty rate change for all children in the report area from 2000 to 2013 is shown below. According to the U.S. Census, the poverty rate for the area increased by 9.4%, compared to a national increase of 6 percent.

Report Area	Poverty Age 0-17 2000	Poverty Rate Age 0-17 2000	Poverty Age 0-17 2013	Poverty Rate Age 0-17 2013	Difference in Rate Age 0-17 2000 - 2013
Orange County, FL	39,351	16.6%	71,808	26%	9.4%
Florida	1,327,710	17.7%	1,964,540	24.8%	7.1%
United States	23,173,638	16.2%	32,172,182	22.2%	6%



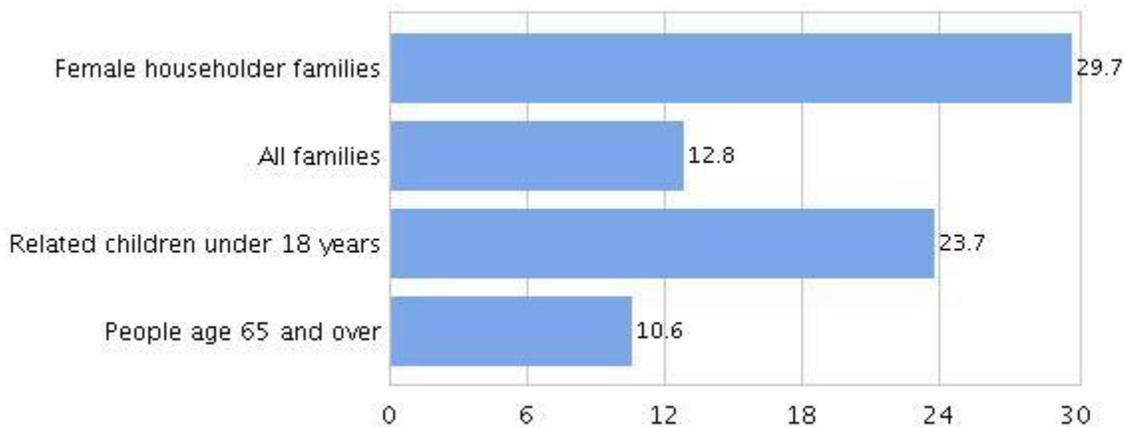
Note: This indicator is compared with the state average.  
 Data Source: US Census Bureau, [Small Area Income & Poverty Estimates](#), 2013. Source geography: County

**Gender:** Eighty four percent of single female households (no husband present), with five or more children under the age of 18 were living in poverty.

**Age:** There were 26% or 72,000 children under the age of 18 living in poverty.

**Race/Ethnicity:** African American (26%) and Hispanic residents (22.4%) fall at or below the poverty level as well as 31.5% of the unemployed population.

**Poverty Rates in Orange County, Florida in 2009-2013**



**Geographic Service Areas:** There are approximately 100 impoverished neighborhoods in the Orange County geographic area.

**Employment:**

## Current Unemployment

Labor force, employment, and unemployment data for each county in the report area is provided in the table below. Overall, the report area experienced an average 5.1% percent unemployment rate in July 2015.

Report Area	Labor Force	Number Employed	Number Unemployed	Unemployment Rate
Orange County, FL	687,264	652,523	34,741	5.1%
Florida	9,564,259	9,023,190	541,069	5.7%
United States	159,648,891	150,718,259	8,930,632	5.6%

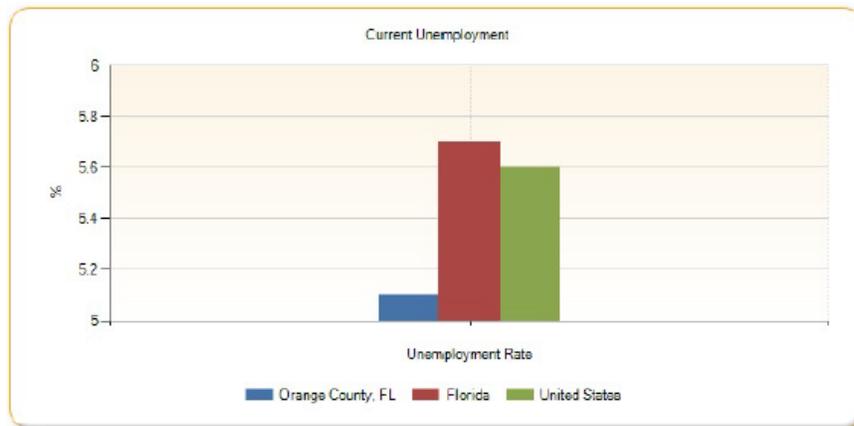
Note: This indicator is compared with the state average.

Data Source: US Department of Labor, [Bureau of Labor Statistics](#). 2015 - July. Source geography: County

Unemployment Rate



■ Orange County, FL (5.1%)  
■ Florida (5.7%)  
■ United States (5.6%)



## Thirteen Month Unemployment Rates

Unemployment change within the report area from July 2014 to July 2015 is shown in the chart below. According to the U.S. Department of Labor, unemployment for this thirteen month period fell from 6.3 percent to 5.1 percent.

Report Area	July 2014	August 2014	Sept. 2014	Oct. 2014	Nov. 2014	Dec. 2014	Jan. 2015	Feb. 2015	Mar. 2015	April 2015	May 2015	June 2015	July 2015
Orange County, FL	6.3	6.2	5.7	5.4	5.4	5	5.5	5.2	5	4.8	5.1	5	5.1
Florida	6.7	6.7	6.2	5.8	5.7	5.4	5.8	5.6	5.5	5.3	5.6	5.6	5.7
United States	6.6	6.3	5.8	5.6	5.6	5.4	6.1	5.9	5.6	5.1	5.4	5.5	5.6

Data Source: US Department of Labor, [Bureau of Labor Statistics](#). 2015 - July. Source geography: County



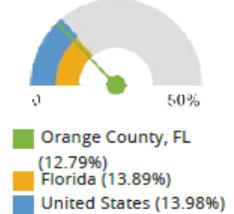
**Education:** 12.4 % (18,062) of residents between the ages of 18 and 24 have less than a High School Diploma. Of the population 25 years and over 4.9% (37,044) have less than a 9<sup>th</sup> grade education and 7.9% (59,724) have less than a HS Diploma.

Educational Attainment

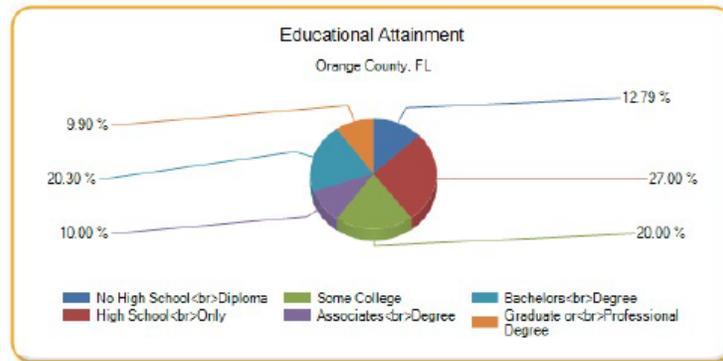
Educational Attainment shows the distribution of educational attainment levels in the report area. Educational attainment is calculated for persons over 25, and is an average for the period from 2009 to 2013.

Report Area	Percent No High School Diploma	Percent High School Only	Percent Some College	Percent Associates Degree	Percent Bachelors Degree	Percent Graduate or Professional Degree
Orange County, FL	12.79	27	20	10	20.3	9.9
Florida	13.89	29.8	21	8.9	16.9	9.5
United States	13.98	28.1	21.3	7.8	18.1	10.8

Percent Population with No High School Diploma



Note: This indicator is compared with the state average.  
 Data Source: US Census Bureau, [American Community Survey](#), 2009-13. Source geography: County

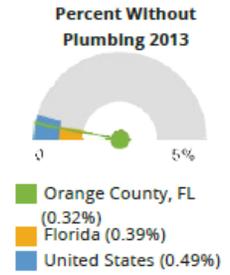


**Housing:** In Orange County, more than one in three households are renters (42%). Of the total number of renters 61.1% are cost burdened and spend 30 percent or more of household income on housing.

### Number of Unsafe, Unsanitary Homes

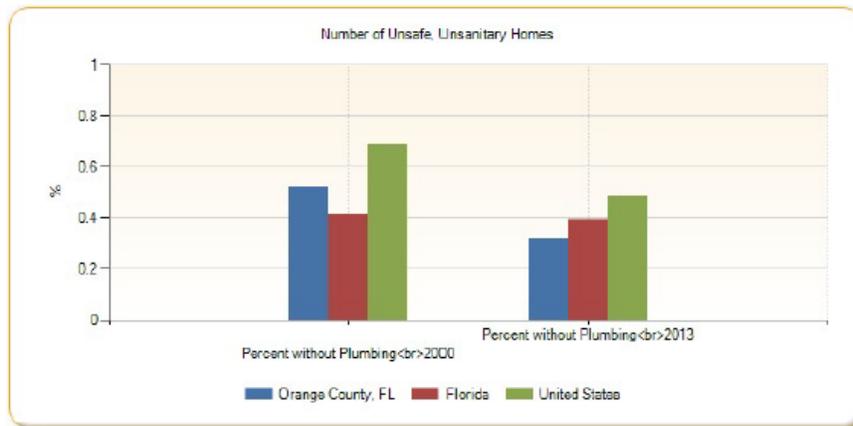
The number and percentage of occupied housing units without plumbing are shown for the report area. U.S. Census data shows 1,896 housing units in the report area were without plumbing in 2000 and ACS five year estimates show 1,326 housing units in the report area were without plumbing in 2013.

Report Area	Occupied Housing Units 2000	Housing Units without Plumbing 2000	Percent without Plumbing 2000	Occupied Housing Units 2013	Housing Units without Plumbing 2013	Percent without Plumbing 2013
Orange County, FL	336,286	1,896	0.52%	415,790	1,326	<b>0.32%</b>
Florida	6,337,929	30,134	0.41%	7,158,980	27,800	0.39%
United States	106,741,426	736,626	0.69%	115,600,217	562,008	0.49%



Note: This indicator is compared with the state average.

Data Source: US Census Bureau, [American Community Survey](#). US Census Bureau, [Decennial Census](#), 2009-13. Source geography: County



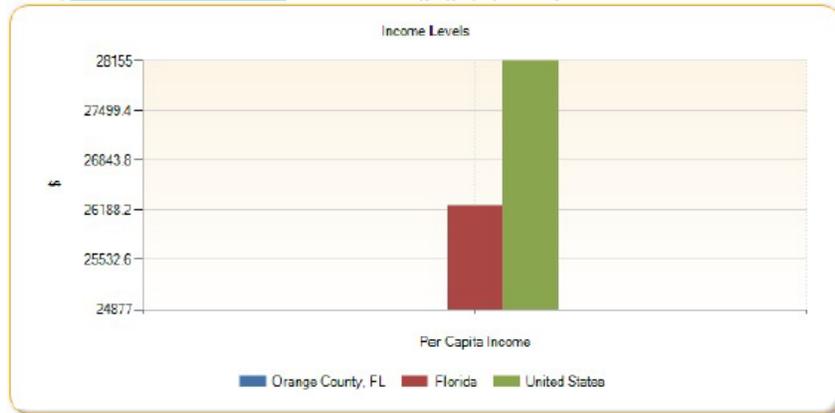
## Income/ Earnings:

### Income Levels

Two common measures of income are Median Household Income and Per Capita Income, based on U.S. Census Bureau estimates. Both measures are shown for the report area below. The average Per Capita income for the report area is \$24877, compared to a national average of \$28,155.

Report Area	Median Household Income	Per Capita Income
Orange County, FL	\$47,581	\$24,877
Florida	\$46,956	\$26,236
United States	\$53,046	\$28,155

Data Source: US Census Bureau, [American Community Survey](#), 2009-13. Source geography: County



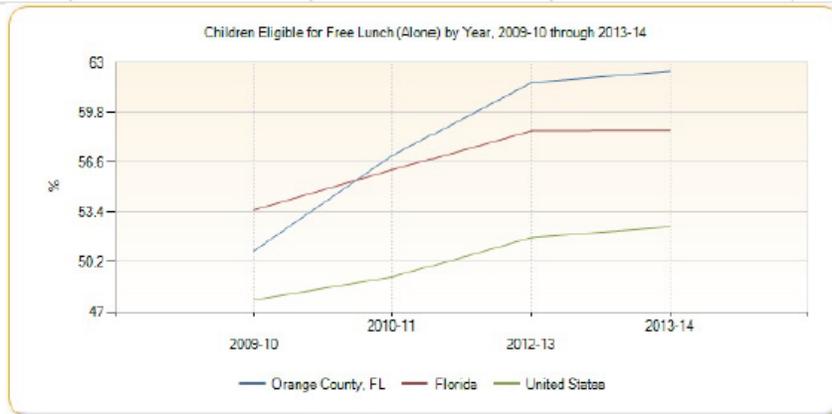
## Nutrition:

### Children Eligible for Free Lunch (Alone) by Year, 2009-10 through 2013-14

The table below shows local, state, and National trends in student free and reduced lunch eligibility.

Note: Data for the 2011-12 school year are omitted due to lack of data for some states.

Report Area	2009-10	2010-11	2012-13	2013-14
Orange County, FL	50.91%	57.04%	61.73%	62.44%
Florida	53.54%	56.12%	58.62%	58.65%
United States	47.76%	49.24%	51.77%	52.45%

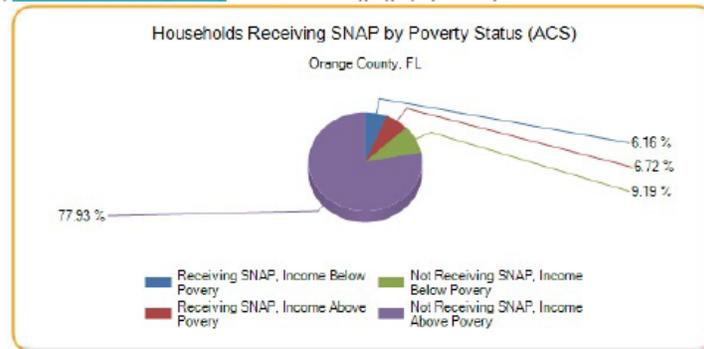


### Households Receiving SNAP by Poverty Status (ACS)

The below table shows that 53576 households (or 12.89% percent) received SNAP payments during 2013. During this same period there were 38198 households with income levels below the poverty level that were not receiving SNAP payments. The national average is 7.7 percent.

Report Area	Households Receiving SNAP Total	Households Receiving SNAP Percent	Households Receiving SNAP Income Below Poverty	Households Receiving SNAP Income Above Poverty	Households Not Receiving SNAP Total	Households Not Receiving SNAP Percent	Households Not Receiving SNAP Income Below Poverty	Households Not Receiving SNAP Income Above Poverty
Orange County, FL	53,576	12.89%	25,632	27,944	362,214	87.11%	38,198	324,016
Florida	950,061	13.27%	457,041	493,020	6,208,919	86.73%	606,316	5,602,603
United States	14,339,330	12.4%	7,498,398	6,840,932	101,270,886	87.6%	8,917,586	92,353,292

Data Source: US Census Bureau, [American Community Survey](#), 2009-13. Source geography: County



## Health Care:

### Federally Qualified Health Centers

Federally Qualified Health Centers in this selected area.

County	Provider Number	FQHC Name	Address	City	Phone
Orange County	PN: 101861	APOPKA FAMILY HEALTH CENTER	225 E SEVENTH STREET	APOPKA	(407) 886-6201
Orange County	PN: 101862	WINTER GARDEN FAMILY HEALTH CENTER	1210 E PLANT ST	WINTER GARDEN	(407) 877-4340
Orange County	PN: 101863	WINTER GARDEN CHILDREN'S CENTER	205 DILLARD ST	WINTER GARDEN	(407) 656-0609
Orange County	PN: 101930	PINE HILLS FAMILY HEALTH CENTER	3933 COUNTRY CLUB DRIVE SUITE A	ORLANDO	(407) 836-8400
Orange County	PN: 101933	EATONVILLE FAMILY HEALTH CENTER	434 WEST KENNEDY BOULEVARD SUITE D	ORLANDO	(407) 645-3989
Orange County	PN: 101155	ORANGE BLOSSOM FAMILY HEALTH CENTER	150 W MICHIGAN STREET	ORLANDO	(402) 203-6856
Orange County	PN: 101057	CENTRAL FLORIDA FAMILY HEALTH CENTER, INC	5730 LAKE UNDERHILL ROAD	ORLANDO	(407) 956-4320
Orange County	PN: 101058	CENTRAL FLORIDA FAMILY CENTER, INC	11881-A E COLONIAL DRIVE	ALAFAYA	(407) 367-0064
Orange County	PN: 101069	CENTRAL FLORIDA FAMILY HEALTH CENTER, INC	6101 LAKE ELLENOR DRIVE	ORLANDO	(407) 956-4660
Orange County	PN: 101115	CENTRL FLORIDA FAMILY HEALTH CENTER, INC	2000 N FORSYTH ROAD	ORLANDO	(407) 322-8645
Orange County	PN: 101963	ORANGE BLOSSOM FAMILY HEALTH CENTER	232 N ORANGE BLOSSOM TRAIL	ORLANDO	(407) 428-5751
Orange County	PN: 101989	CENTRAL FLORIDA FAMILY HEALTH CENTER	5449 SOUTH SEMORAN BOULEVARD	ORLANDO	(407) 207-7756

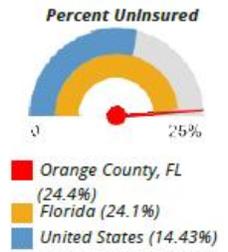
Data Source: US Department of Health & Human Services, Center for Medicare & Medicaid Services, [Provider of Services File](#). June 2014. Source geography: County

## Health Insurance:

**Uninsured Population**

The uninsured population is calculated by estimating the number of persons eligible for insurance (generally those under 65) minus the estimated number of insured persons.

Report Area	Insurance Population (2013 Estimate)	Number Insured	Number Uninsured	Percent Uninsured
Orange County, FL	1,175,416	797,246	257,700	<b>24.4%</b>
Florida	19,091,156	11,721,519	3,724,873	24.1%
United States	311,536,591	219,286,188	44,960,048	14.43%



Note: This indicator is compared with the state average.

Data Source: US Census Bureau, [American Community Survey](#). US Census Bureau, [Small Area Health Insurance Estimates](#). 2009-13. Source geography: County

