



BOARD OF COUNTY COMMISSIONERS

Communications/SCGTV Office

2725 Judge Fran Jamieson Way

Building C, Room 301

Viera, Florida 32940

Inter-Office Memo

TO: Frank B. Abbate, County Manager

FROM: Don Walker, Communications/SCGTV Director

SUBJ: Citizen Efficiency and Effectiveness Recommendation #2024013

DATE: 04/01/2024

CEER #2024013 was received by the County from Kristin Lortie.

Citizen Statement:

Unlike many other Florida counties, Brevard County does not currently have a strategic plan for the county. A simple google search of the words "strategic planning counties Florida" returns multiple search results for Florida counties including Seminole, Marion, Bay, Pasco, Okeechobee, Miami-Dade, Jackson, Leon, Citrus, Hillsborough, Orange, Palm Beach, Sumter, Flagler, Pinellas, Nassau, Charlotte and numerous other counties that are planning a cohesive strategy for their futures and have their documents easily available on the internet.

Given Brevard County's rapidly exploding county, it's time for us to have our own strategic plan to map our county's future.

The following was copied from Harvard Business School site <https://online.hbs.edu/blog/post/why-is-strategic-planning-important>

WHAT IS STRATEGIC PLANNING?

Strategic planning is the ongoing organizational process of using available knowledge to document a business's intended direction. This process is used to prioritize efforts, effectively allocate resources, align shareholders and employees on the organization's goals, and ensure those goals are backed by data and sound reasoning.

Citizen Recommendation:

Suggest that the county initiate a 5-year strategic planning effort that includes multiple components (Values, Vision, SWOT, Resiliency, Community Participation, etc). A 5-year plan would provide a more cohesive vision for Brevard residents, employees, businesses, and elected officials, and should be created in collaboration with citizen participation in the goal-setting for the county.

A 5-year strategic plan would be appealing to new businesses and residents, to know that Brevard County acknowledges itself as a growing county that wants to serve it's residents and stakeholders through its planning efforts.

Attached are samples of current strategic plans from Orange and Leon Counties. Many others are available via simple google search. It's time Brevard County had our own 5-year Strategic Planning that is easy to locate on our county website!

Staff Analysis:

The County's annual budget plan, including an annual Budget Message, as approved by the Board of County Commissioners, sets and continues initiatives that target both long-range and short-term strategic priorities, including public safety, infrastructure, employee compensation, recruitment, retention and environmental resilience. Brevard County departments have many long-range plans that include, but are not limited to, expansion and upgrades to utility services and infrastructure, roads and bridges paving, maintenance, replacement and reconstruction, Indian River Lagoon restoration, solid waste disposal, and emergency response services. Such long-range plans include but are not limited to:

- **Public Work's** cornerstone plan is a 5-year and beyond plan for road resurfacing, reconstruction and preservation across the county. Serving effectively as a report card, a Pavement Condition Assessment is routinely performed by an independent consultant. It helps guide the County on which roads need attention, and each year the list of actual streets that will be addressed in the following year are revisited by staff's visual inspection. As such, specific roads are adjusted accordingly based on need, potential conflicts, and available funding.
- Public Works also has a 5-year Bridge Plan. Bridges are inspected either by Florida Department of Transportation or by one of the County's consultants. Based on criticality and available funding, Public Works has focused its efforts into maintenance, rehabilitation, and replacements.
- Public Works also has over 80 active large-scale maintenance or capital improvement projects in either the planning/feasibility, design, or construction stage. Based on available funding, these projects are planned out over many years and are often impacted by permitting, citizen support, and Right of Way impacts.
- Each year during the budgeting process, the current year's efforts are reviewed and compared to projections and adjusted accordingly. Smaller maintenance projects, largely driven by citizen complaints, are tracked but are typically completed within 1-2 years. As projects are completed, it serves as the bench and a strategic plan/roadmap for future projects if newer projects aren't deemed more critical.
- **Solid Waste Management** currently has both short-term and long-term Capital Improvement Programs that set forth the projected needs of the Solid Waste Management system for the immediate future and subsequent 25-year planning period. Revenue and expenditures are mapped out over a 30-year period to ensure that adequate funding is available to facilitate the Department's mission of providing a dependable, cost-effective, and environmentally sound Solid Waste Management system. The plans include landfill expansions and closures, facility

maintenance, new facility construction, equipment replacement, and environmental compliance.

- **Brevard County Fire Rescue** has a long-term plan to invest in personnel, infrastructure, and capital to address the needs of Brevard County citizens and visitors. Long-range planning continues to be updated as time progresses to remain consistent with the needs of the County and its residents and visitors.
- **Natural Resources Management** has several long-range initiatives in the County's Comprehensive Plan. The state requires an Evaluation and Appraisal Report (EAR) of the Comprehensive Plan every seven years.
- The Save Our Indian River Lagoon Project Plan is a 10-year plan that is updated annually.
- The Capital Improvement Plan for NRM is a 5-year plan for capital projects.
- Beaches has a 50-year agreement with the U.S. Army Corps of Engineers.
- Boating and Waterways has a Comprehensive Maritime Management Master Plan and a Manatee Protection Plan.
- **Utility Services** has invested in many efforts since 2000 to establish a long-term implementation plan on current and future services. Utility Services developed a long-term plan to identify treatment plant and pipeline expansion needs that was based on a 2035 population projection analysis. Assessment of all County water and wastewater assets are near completion to program replacements as part of a long-term plan.
- The County's **Comprehensive Plan**, which the Board regularly reviews and modifies as needed, guides the County's long-range plan for community growth. The plan is available on the County website at this link: https://www.brevardfl.gov/docs/default-source/planning-development/comprehensive-plan/table-of-contents.pdf?sfvrsn=94099b77_1

Staff Recommended Action:

It is recommended that CEER #20024013 be rejected by the Board of County Commissioners, and the long-range planning as outlined above be continued. Brevard County has previously approved strategic plans similar to those recommended in this CEER with limited success. The long-range planning outlined herein has proved successful in moving our organization forward in a cohesive aligned manner consistent with Board direction.

Recommendation Details

Contact Information

Full Name:	Kristin Lortie	Email Address:	kristin.lortie@gmail.com
Mailing Address:	5524 Brilliance Circle Cocoa fl 32926	Alt Email Address:	
		Phone Number	720-935-8780

Group/Organization

Recommendation Information

Recommendation Title: Brevard County Needs a 5-year Strategic Plan like other Florida Counties

Areas Affected: County Planning

Department: COUNTY MANAGERS OFFICE

Unlike many other Florida counties, Brevard County does not currently have a strategic plan for the county. A simple google search of the words "strategic planning counties Florida" returns multiple search results for Florida counties including Seminole, Marion, Bay, Pasco, Okeechobee, Miami-Dade, Jackson, Leon, Citrus, Hillsborough, Orange, Palm Beach, Sumter, Flagler, Pinellas, Nassau, Charlotte and numerous other counties that are planning a cohesive strategy for their futures and have their documents easily available on the internet.

Problem Description:

Given Brevard County's rapidly exploding county, it's time for us to have our own strategic plan to map our county's future.

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Suggest that the county initiate a 5-year strategic planning effort that includes multiple components (Values, Vision, SWOT, Resiliency, Community Participation, etc). A 5-year plan would provide a more cohesive vision for Brevard residents, employees, businesses, and elected officials, and should be created in collaboration with citizen participation in the goal-setting for the county.

Recommendation Description

A 5-year strategic plan would be appealing to new businesses and residents, to know that Brevard County acknowledges itself as a growing county that wants to serve it's residents and stakeholders through its planning efforts.

Attached are samples of current strategic plans from Orange and Leon Counties. Many others are available via simple google search. It's time Brevard County had our own 5-year Strategic Planning that is easy to locate on our county website!

Attachments

No. Type Name

1		Leon County FY2022-2022 Strategic Plan.pdf
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No. Type Name

2  Orange County - Strategic Plan 2020-2025.pdf

Administrative Action

Evaluation

Recommendation Timeline

User	Status	Date	Remarks
CEER WebUser	Citizen Submitted	Dec 15, 2023	
Karen Conde	Department Assigned	Dec 20, 2023	SCGTV/COMMUNICATIONS OFFICE Assigned

Awaiting action from department director

2024013 - Links Contained Within Citizen CEER Submission

<https://online.hbs.edu/blog/post/why-is-strategic-planning-important>

LEON COUNTY FY2022-2026

STRATEGIC PLAN



UPDATED FEBRUARY 2023

LEON COUNTY BOARD OF COUNTY COMMISSIONERS



(From left) District 1 Commissioner Bill Proctor, District 5 Commissioner David T. O’Keefe, At-Large Commissioner Carolyn D. Cummings (Vice Chairman), At-Large Commissioner Nick Maddox (Chairman), District 4 Commissioner Brian Welch, District 3 Commissioner Rick Minor, and District 2 Commissioner Christian Caban.

VISION

A community that is safe, healthy and vibrant.

MISSION

To efficiently provide public services which serve and strengthen our community.

OUR VALUE PROPOSITION

WHAT YOU GET AS A TAXPAYER AND A STAKEHOLDER IN OUR COMMUNITY

Leon County Government leverages partnerships, embraces efficiency and innovation, and demands performance to the benefit of our taxpayers. We actively engage our citizens, not only as taxpayers, but as stakeholders and co-creators of our community – providing meaningful opportunities to capitalize on their talents in making important decisions and shaping our community for future generations.

MESSAGE FROM THE COUNTY ADMINISTRATOR



VINCENT S. LONG,
County Administrator

On behalf of the Board of County Commissioners and the dedicated men and women of Leon County Government, I'm proud to present the Fiscal Year (FY) 2022-2026 Leon County Strategic Plan. The County's current Strategic Plan builds upon the County's long-term term strategic framework that has produced results and ensured we remain agile and innovative in the face of unprecedented challenges.

Each year, we update our Strategic Plan as we continue to evolve, engage, and execute our strategy. And every fifth year, we reflect on the County's impact and progress over the past strategic plan while affirming and updating the County's vision, priorities, and initiatives that continue to guide our daily efforts. In addition, we set our sights on new or even more aspirational bold goals and five-year targets, which keep County employees striving to make Leon County a special place to live, work, and play.

Our culture of performance has made Leon County known nationwide, and here at home, as a county government of innovative problem solvers working on behalf of and alongside our citizens in addressing the needs of the community and shaping our future.

In the pages ahead, you will see how we at Leon County plan and measure our success in the priority areas of Economy, Environment, Quality of Life, and Governance. Our Strategic Plan guides our efforts at every level of the organization and provides a foundation for setting the standard in public service. The plan also features five-year targets that keep us focused on tangible results and our bold goals that ensure we stretch ourselves to expand possibilities and exceed expectations.

And we cannot do all this alone. In the years ahead, we will continue to engage citizens as co-creators of this special community we share.

LEON COUNTY CORE PRACTICES

- ▶ Delivering the “Wow” factor in Customer Service.
- ▶ Connecting with Citizens.
- ▶ Demonstrating Highest Standards of Public Service.
- ▶ Accepting Accountability.
- ▶ Exhibiting Respect.
- ▶ Employing Team Approach.
- ▶ Exercising Responsible Stewardship of the Community's Resources.
- ▶ Living our “People Focused, Performance Driven” Culture.



FY2022-2026 STRATEGIC PLAN

VISION

A community that is safe, healthy and vibrant.

MISSION

To efficiently provide public services which serve and strengthen our community.

CORE VALUES

Service, Integrity, Accountability, Respect, Collaboration, Stewardship, Transparency, Performance

STRATEGIC PRIORITIES

Economy

To be an effective leader and a reliable partner in our continuous efforts to make Leon County a place which attracts and retains talent, to grow and diversify our local economy, and to realize our full economic vitality. (EC)

Environment

To be a responsible steward of our precious natural resources in our continuous efforts to make Leon County a place which values our environment and natural beauty as a vital component of our community's health, economic strength and social offerings. (EN)

Quality of Life

To be a provider of essential services which promote the well-being of our citizens and the livability of our community in our continuous efforts to make Leon County a place where people are healthy, safe, and connected to their community. (Q)

Governance

To be a model for local governance with innovative, competent, and responsible public servants, committed to promoting integrity and diversity, creating meaningful opportunities for citizen engagement and co-creation, and ensuring fiscal stewardship. (G)

**STRATEGIC
INITIATIVES**

**BOLD GOALS
AND TARGETS**

Vision

A community that is safe, healthy and vibrant.

Leon County's vision statement is an aspirational description of what the organization would like to achieve and accomplish in the future. The vision statement also describes how Leon County, in an ideal state, should look in the future.

Mission

To efficiently provide public services which serve and strengthen our community.

Leon County's mission statement supports the vision and serves to communicate purpose and direction to employees, citizens, vendors and other stakeholders. The mission statement reflects the organization's vision, but is more concrete and action-oriented.

Core Values

Service, Integrity, Accountability, Respect, Collaboration, Stewardship, Transparency, Performance

Leon County's core values are the foundational, guiding principles on how the County team serves the public, exceeds expectations, and accomplishes big, game-changing projects and initiatives. These core values serve as the foundation for our core practices, which are the ways we live our values every day through public service.

Strategic Priorities

Leon County's Strategic Priorities are high-level categories of focus in the County's major areas of responsibilities: Economy, Environment, Quality of Life, and Governance. The priorities consider the County's future in each area and are critical to the success of the community. As part of the strategic plan, these priorities inform every decision and every initiative made by Leon County.

Strategic Initiatives

Leon County's strategic initiatives are program- or area-specific projects that align with the County's strategic priorities to serve and strengthen the community. In the FY2017-2021 Strategic Plan, the 75 strategic initiatives ensure that the optimized resources of the County are aligned to address the community's most pressing issues and to achieve the County's top priorities.

Bold Goals and Targets

Bold goals are truly stretch goals that will be big and difficult to achieve, but are worthy of Leon County's best efforts. Bold goals require the County to explore new partnerships, identify new opportunities, and inspire new ideas.

Leon County's five-year targets are aligned with each strategic priority and will communicate to the public and staff throughout the County the specific results the County expects to achieve through the collective execution of the strategic initiatives. Achieving these five-year targets will demonstrate results, accountability, and the strength of long-term planning.

► PRIORITY

To be an effective leader and a reliable partner in our continuous efforts to make Leon County a place which attracts and retains talent, to grow and diversify our local economy, and to realize our full economic vitality. (EC)



Do well-designed public infrastructure which supports business, attracts private investment, and has long term economic benefits. (EC1)



Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, job creation, workforce development, economic equity and mobility. (EC2)



Leverage university and community partnerships to increase entrepreneurial, technology transfer and commercialization opportunities. (EC3)



Grow our tourism economy, its diversity, competitiveness, and economic impact. (EC4)

BOLD GOAL

**Grow the
five-year
tourism
economy to
\$5 billion.** (BC1)

23%
\$1.15 billion





5-YEAR TARGETS

- ▶ Attract 100 State, Regional or National Championships Across All Sports
- ▶ Grow the Job Market by 10,000 New Jobs and Co-Create 500 Entrepreneur Ventures
- ▶ Connect 7,000 Students to Skilled Job Opportunities through Leon Works and Other Talent Development Initiatives
- ▶ Increase the Number of Certified MWSBEs by 30%

PROGRESS TO DATE

16%

(16 Championships)

208 new entrepreneurial ventures co-created

54%

(Connected 3,700 students)

18%

(Certified 35 new MWSBEs)



► PRIORITY

To be a responsible steward of our precious natural resources in our continuous efforts to make Leon County a place which values our environment and natural beauty as a vital component of our community's health, economic strength and social offerings. (EN)



Protect the quality and supply of our water. (EN1)



Conserve and protect environmentally sensitive lands and our natural ecosystems. (EN2)



Promote orderly growth and sustainable practices. (EN3)



Reduce our carbon footprint. (EN4)

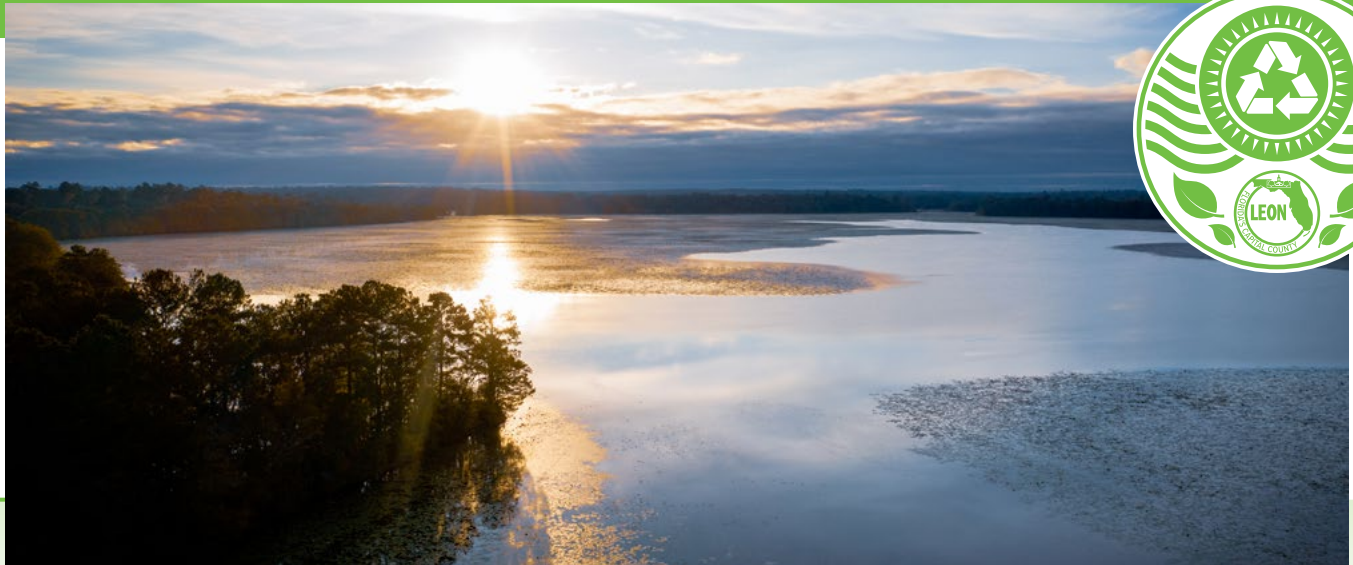
BOLD GOAL

**Upgrade or Eliminate
500 Septic Tanks in
the Primary Springs
Protection Zone** (BG2)

39%

195 septic upgrades and/or conversions completed or in progress to date





5-YEAR TARGETS

PROGRESS TO DATE

- ▶ Reduce Greenhouse Gas Emissions Stemming from County Operations by 25%
- ▶ Double Solar Power Generation at County Facilities
- ▶ Divert 3 Million Pounds of Household Hazardous Waste from Landfill
- ▶ Increase the Number of Fully Electric Vehicles in the County's Fleet by 500%

8%

(Reduced GHG emissions by 2%)

37%

(Increased generation by 50 kW)

27%

(Diverted 795,000 pounds of waste)

275%

(Anticipated increase through FY 2023)



► PRIORITY

To be a provider of essential services which promote the well-being of our citizens and the livability of our community in our continuous efforts to make Leon County a place where people are healthy, safe and connected to their community. (Q)



Maintain and enhance our parks and recreational offerings and green spaces. (Q1)



Provide relevant and essential offerings through our libraries and community centers which promote literacy, life-long learning, and social equity. (Q2)



Provide essential public safety infrastructure and services while supporting early intervention and prevention strategies. (Q3)



Support and promote access to basic healthcare, mental health, affordable housing, and homeless prevention services to our community members most in need. (Q4)



Promote livability, health and sense of community by supporting strong neighborhoods, enhancing mobility, encouraging human scale development, and creating public spaces for people of all ages. (Q5)



Assist local veterans and their dependents with securing entitled benefits and advocating their interests. (Q6)



Build, sustain and improve resilience to mitigate against, prepare for, respond to and recover from man-made and natural disasters. (Q7)

BOLD GOAL

**Support Community
Partners to Place
100 Residents
Experiencing Chronic
Homelessness
in Permanent
Supportive Housing**

(BG3)

23%

23 placements



5-YEAR TARGETS

- ▶ Secure More Than \$150 Million in Federal, State, and Local Benefits for Leon County Veterans and Their Families
- ▶ Support 900 Community Events, Sporting Competitions, Festivals, Performances and Cultural Programing That Will Attract Visitors and Residents
- ▶ Construct 90 Miles of Sidewalks, Greenways, Trails and Bike Lanes
- ▶ Host 100,000 Residents and Visitors through County-Supported Performances at the Amphitheater

PROGRESS TO DATE

17%

(Secured \$25 million)

15%

(Supported 135 community events)

10%

(Constructed nearly 10 miles)

25%

(Supported 11 performances)



► PRIORITY

To be a model for local governance with innovative, competent, and responsible public servants, committed to promoting integrity and diversity, creating meaningful opportunities for citizen engagement and co-creation, and ensuring fiscal stewardship. (G)



Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service. (G1)



Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value. (G2)



Inform and engage citizens through multiple outreach platforms to ensure consistent, high-value, transparent communication on our most important issues. (G3)



Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County's Core Practices. (G4)



Exercise responsible stewardship of County resources, sound financial management, and ensure that the provision of services and community enhancements are done in a fair and equitable manner. (G5)

BOLD GOAL

**Implement 600
Citizen Ideas,
Improvements,
Solutions and
Opportunities for
Co-Creation** (BG4)

23%

138 citizen ideas





5-YEAR TARGETS

PROGRESS TO DATE

- | | |
|--|--|
| ▶ Connect 50,000 Volunteers with Service Opportunities Communitywide | 15%
(Connected 7,400 volunteers) |
| ▶ Reach 100,000 More Citizens Across All County Platforms and Programming | 18%
(Reached 18,000 more citizens) |
| ▶ Offer 100% Online Permitting for Licensed Contractors, Engineers and Architects | 100%
(on track to complete this target by FY 2023) |
| ▶ Communicate More Than 1.5 Million Disaster Preparedness Messages to Create Resilient Households, Businesses and Nonprofits | 41%
(Communicated 613,000 messages) |



STRATEGIC INITIATIVES – ECONOMY



- » (EC1) Continue to implement catalytic public infrastructure projects through Blueprint and the County's five-year CIP that provide connectivity and leverage public and private investments. (2022-1)
- » (EC2) Implement the Economic Development Strategic Plan as adopted and revised by the Intergovernmental Agency. (2022-2)
- » (EC2) Implement the recommendations from the joint County/City disparity study to be completed in FY 2022. (2022-3)
- » (EC3) Continue to support the Magnetic Technologies Task Force in growing the cluster of research and businesses in the magnetic technologies industry. (2022-4)
- » (EC4) Implement the Division of Tourism's Strategic Plan. (2022-5)
- » (EC4) Continue to build upon the reputation of Apalachee Regional Park as a destination venue for cross country athletes by securing state, regional and national competitions. (2022-6)
- » (EC4) To further promote Leon County as a biking community, pursue the State's "Trail Town" designation and continue to coordinate with the City, Blueprint, State, and U.S. Forest Service to leverage capital improvements in pursuit of the International Mountain Biking Association (IMBA) designation. (2022-7)
- » (EC1) Maximize the leveraging of the \$1.0 trillion federal infrastructure bill to fund County projects. (2022-8)
- » (EC2, EC3) Collaborate with regional workforce and talent partners to connect companies and education institutions with training programs to inform, support, and recruit entry-level technology talent. (2022-9)
- » (EC1, EC4) Support the completion of the Fairgrounds Master Plan by Blueprint and, upon completion, effectuate the next steps for the redevelopment of the North Florida Fairgrounds. (2022-10)
- » (EC4) To celebrate Leon County/Tallahassee bicentennial in 2024, the County will implement the Leon County Bicentennial organizational management plan and facilitate the Bicentennial Steering Committee to lead the community planning efforts with government agencies, businesses, organizations, and citizens. (2023-1)
- » (EC1, EC4) Open and activate the newly renovated Amtrak facility as the visitor center and destination hub for Leon County. (2023-2)
- » (EC2) Partner with the City of Tallahassee, Capital City Chamber of Commerce, and local stakeholders to spur economic growth and financial security in the neighborhoods that have historically experienced poverty and racial inequity through initiatives including Bank On Tallahassee. (2023-3)
- » (EC1) Engage local, regional, state, and federal partners to encourage the restoration of passenger rail service along the Gulf Coast by leveraging federal dollars under the Infrastructure Investment and Jobs Act. (2023-4)
- » (EC1) Through the Blueprint Intergovernmental Agency, evaluate opportunities to advance the construction of the Tharpe Street project. (2023-5)
- » (EC2, EC3) Collaborate with regional partners in the building and technical trades to increase entry-level apprenticeship opportunities. Target specifically training on-the-job upon hiring positions. (2023-6)
- » (EC2) Continue efforts to promote opportunities for youth training and development with the County. (2023-7)

STRATEGIC INITIATIVES – ENVIRONMENT



- » (EN1) Continue to work with the state to seek matching grants to convert septic to sewer systems and support septic system upgrades. (2022-11, rev. 2023)
- » (EN2) Evaluate requiring advanced wastewater treatment (AWT) for new construction. (2022-12)
- » (EN3) Complete a comprehensive review and revision to the Land Use Element of the Comprehensive Plan. (2022-13)
- » (EN3) Complete an evaluation of transportation fee alternatives to replace the existing concurrency management system of mobility fees. (2022-14)
- » (EN4) Enact the County's Integrated Sustainability Action Plan to further reduce the County Government's carbon footprint. (2022-15)
- » (EN1) Ensure County's water quality and stormwater regulations, programs and projects are evaluated and implemented holistically to advance the County's adopted strategic priority: to protect the quality and supply of our water. (2022-16)
- » (EN1) Initiate Basin Management Plan updates for the unincorporated area once the state adopts new stormwater standards. (2022-17)
- » (EN3) Partner with the Apalachee Regional Planning Council (ARPC) to address long term regional resiliency through a Florida Department of Environmental Protection (FDEP) grant. (2022-18)
- » (EN2) Evaluate enhancing existing roadside litter debris removal through the creation of a County staffed program and further engage neighborhoods, businesses and civic organizations in expanding the County's adopt-a-road program. (2022-19)
- » (EN1) Implement the comprehensive Action Plan for Lake Munson to support the long-term water quality of the lake and surrounding water bodies (2023-8)

STRATEGIC INITIATIVES – QUALITY OF LIFE



- » (Q1) Implement the Tallahassee-Leon County Greenways Master Plan. (2022-20)
- » (Q2) Implement the Leon County Essential Libraries Initiative. (2022-21)
- » (Q3) Continue to evaluate emergency medical response strategies to improve medical outcomes and survival rates. (2022-22)
- » (Q3) Identify and evaluate pretrial alternatives to incarceration for low level and non-violent offenders and support reentry through regional partnerships and state and national efforts. (2022-23)
- » (Q4) Continue County support of primary healthcare through participation in Carenet in order to increase access to affordable healthcare for those in need. (2022-24)
- » (Q4) In coordination with the Leon County Health Department, work to identify an operator for a local Syringe Exchange Program. (2022-25)
- » (Q5) Continue to work with the Florida Department of Transportation for safety improvements on State and County roadways to include accessibility enhancements, street lighting installations, sidewalk additions, safety audits, and intersection improvements. (2022-26)
- » (Q7) Continue coordination of local COVID-19 response and recovery including leveraging State and federal funds to support individual and business assistance as well as vaccination and testing efforts. (2022-27)
- » (Q3) Support the Sheriff in the implementation of the Council on Men and Boys to address the issues brought forth in the Sheriff's Anatomy of a Homicide Project report. (2022-28)
- » (Q3, Q4) Partner with the Children's Services Council of Leon County on opportunities to collaborate and coordinate on the funding, program delivery, program evaluation, and outcome measures for children and family services. (2022-29)
- » (Q5) Implement the recommendations of the Citizen's North Monroe Street Task Force to reduce crime and improve conditions along the North Monroe Corridor. (2022-30)
- » (Q4) Coordinate with America's Second Harvest of the Big Bend and the City of Tallahassee to conduct community meetings in the neighborhood block groups with greatest food insecurity to identify and address their specific barriers to food security. (2022-31)
- » (Q3) Partner with the Leon County Sheriff's Office in raising community awareness on issues such as child abuse and prevention programs, human trafficking, sexual abuse and exploitation and domestic violence. (2022-32)
- » (Q2, Q5) Work with the City of Tallahassee on the development and implementation of the Neighborhood First Program to engage residents and develop plans to address poverty and inequity in targeted neighborhoods including 32304. (2022-33)
- » (Q3) Support law enforcement and community partners' programs and initiatives to address the causes and impacts of drug related crimes in our community. (2022-34)
- » (Q4) Continue to explore policies such as inclusionary housing and mixed housing developments to increase the



stock of affordable housing throughout Leon County. (2023-9)

- » (Q5) Building on the Citizens North Monroe Task Force Final Report, host an intensive, multi-day design charrette to work with the community to identify and evaluate a variety of land use/planning strategies and other proposals for the continued improvement of the North Monroe Corridor area. (2023-10)
- » (Q4) Work with the City of Tallahassee, Big Bend Continuum of Care, Kearney Center, and other local stakeholders to enhance engagement and awareness of resources available for individuals and families experiencing homelessness in order to support safe, stable, and inclusive neighborhoods. (2023-11)
- » (Q4) Evaluate the reimbursement structure of the Leon County Health Care Program to better reflect the cost for diagnostic and ancillary costs such as laboratory and X-ray services and ensure continued access to affordable health care for low-income individuals and families. (2023-12)
- » (Q4) Enhance the partnership with Capital Area Healthy Start Coalition, Inc. to implement its Service Delivery Plan to improve women and children's health and health care access in Leon County. (2023-13)
- » (Q5) Develop an interactive community web-based tool that documents planned improvements, tracks investments, and identifies enhancement strategies for the North Monroe Corridor area. (2023-14)
- » (Q4) Partner with the Children's Services Council to address Black maternal and children's health through the



coordination of data sharing, collaboration with partners on available community resources, and opportunities to maximize investment in outreach and awareness to improve health outcomes. (2023-15)

- » (Q1) Design and construct the new Northeast Park. (2023-16)
- » (Q4, Q5) Work with the City of Tallahassee, Big Bend Continuum of Care, and street outreach teams to develop corridor plans for North Monroe, Downtown, and Pensacola Street for outreach to unsheltered homeless individuals and to engage residents and businesses to address community aesthetics and neighborhood safety along the corridors. (2023-17)
- » (Q4) Continue to leverage County funding in partnership with local stakeholders to secure state and federal funding to build affordable rental housing for very low- and low-income families. (2023-18)
- » (Q4) Leverage federal funding and relationships with local service providers to increase the number of temporary/transitional housing beds available to those experiencing homelessness. (2023-19)
- » (Q4) Continue to identify opportunities to increase the number of mental health beds in the community by working with mental health treatment providers and academic institutions in the community. (2023-20)
- » (Q4) Work with the City of Tallahassee, FSU Askew School, and human service agencies to utilize and refine the Community Human Services Partnership (CHSP) Outcome Measures to ensure that the CHSP continues to address the highest human service needs in the community. (2023-21)

STRATEGIC INITIATIVES – GOVERNANCE



- » (G1) Alongside The Village Square, the Knight Creative Communities Institute (KCCI), and other community partners, continue to engage citizens of diverse backgrounds with innovative programs like Created Equal, the Citizen Engagement Series, Build Your Bucket, and so much more. (2022-35)
- » (G2) Continue to set the benchmark for local governments everywhere by earning national, state and local awards for County programs, hosting Florida Association of Counties events like Innovation Day, and sharing best practices with peers, all while remaining committed to learning and improving as an organization. (2022-36)
- » (G3) Launch the internationally recognized Zencity communications platform to address social media misinformation, proactively address citizen concerns, and increase transparency and accountability. (2022-37)
- » (G4) Continue to invest in the professional development of County staff including participation in Certified Public Manager training and enhancements to the County's Management Training. (2022-38)
- » (G5) Continue to pursue cost savings through the County's Innovator & Inspirator (I²) Program. (2022-39)
- » (G3) Further enhance the use of social media neighborhood apps to notify citizens of development projects occurring in their neighborhoods. (2022-40)
- » (G5) Continue to support updates to the Comprehensive Plan that encourage annexation of southside properties within the Urban Services Area. (2022-41)
- » (G5) Pursue Federal funding to provide broadband to underserved rural communities. (2022-42)
- » (G5) Pursue working with Leon County Schools to acquire the Ft. Braden Community Center. (2022-43)
- » (G5) Engage an industry expert to identify jail population management strategies to proactively mitigate the need for additional infrastructure at the Leon County Detention Center and evaluate long term space needs of the facility. (2023-22)
- » (G3) Develop a touch-screen kiosk at the County Courthouse showcasing "200 Years of Representation and Progress" highlighting current and past County officials, significant County achievements/projects by decade, and a historical overview of Leon County. (2023-23)
- » (G4) Support the Sheriff in implementing a step pay plan for sworn officers to achieve and maintain recruitment and retention efforts. (2023-24)

BOLD GOALS & TARGETS

PRIORITY AREAS	BOLD GOAL	PROGRESS TO DATE	5-YEAR TARGETS	% ATTAINED
ECONOMY	Grow the Five-Year Tourism Economy to \$5 Billion	23% (\$1.15 billion)	» Attract 100 State, Regional or National Championships Across All Sports	16% (16 Championships)
			» Grow the Job Market by 10,000 New Jobs and Co-Create 500 Entrepreneur Ventures	208 new entrepreneurial ventures co-created
			» Connect 7,000 Students to Skilled Job Opportunities through Leon Works and Other Talent Development Initiatives	54% (Connected 3,700 students)
			» Increase the Number of Certified MWSBEs by 30%	18% (Certified 35 new MWSBEs)
ENVIRONMENT	Upgrade or Eliminate 500 Septic Tanks in the Primary Springs Protection Zone	39% 195 septic upgrades and/or conversions completed or in progress to date	» Reduce Greenhouse Gas Emissions Stemming from County Operations by 25%	8% (Reduced GHG emissions by 2%)
			» Double Solar Power Generation at County Facilities	37% (Increased generation by 50 kW)
			» Divert 3 Million Pounds of Household Hazardous Waste from Landfill	27% (Diverted 795,000 pounds of waste)
			» Increase the Number of Fully Electric Vehicles in the County's Fleet by 500%	275% (Anticipated increase through FY 2023)
QUALITY OF LIFE	Support Community Partners to Place 100 Residents Experiencing Chronic Homelessness in Permanent Supportive Housing	23% (23 placements)	» Secure More Than \$150 Million in Federal, State and Local Benefits for Leon County Veterans and Their Families	17% (Secured \$25 million)
			» Support 900 Community Events, Sporting Competitions, Festivals, Performances and Cultural Programing That Will Attract Visitors and Residents	15% (Supported 135 community events)
			» Construct 90 Miles of Sidewalks, Greenways, Trails and Bike Lanes	10% (Constructed nearly 10 miles)
			» Host 100,000 Residents and Visitors through County-Supported Performances at the Amphitheater	25% (Supported 11 performances)
GOVERNANCE	Implement 600 Citizen Ideas, Improvements, Solutions and Opportunities for Co-Creation	23% (138 Citizen Ideas)	» Connect 50,000 Volunteers with Service Opportunities Communitywide	15% (Connected 7,400 volunteers)
			» Reach 100,000 More Citizens Across All County Platforms and Programming	18% (Reached 18,000 more citizens)
			» Offer 100% Online Permitting for Licensed Contractors, Engineers and Architects	100% (on track to complete this target by FY 2023)
			» Communicate More Than 1.5 Million Disaster Preparedness Messages to Create Resilient Households, Businesses and Nonprofits	41% (Communicated 613,000 messages)



Leon County needs your help
in shaping our future together.

To volunteer at the County or in a local nonprofit, call (850) 606-1970 or visit
VolunteerLEON.org

To serve on a Citizen Committee, call (850) 606-5300 or visit
LeonCountyFL.gov/Committees

To provide feedback or make a service request, call (850) 606-5300 or visit
LeonCountyFL.gov/CitizensConnect





2020 - 2025

Strategic Plan

Orange County Community and Family Services Department
Community Action Division



Helping People. Changing Lives.



Authorization

CSBG Eligible Entity: Orange County Community Action

Executive Director: Lonnie C. Bell, Jr.

Title: Department Director

Primary Agency Contact Information:

Contact Name: Lavon B. Williams

Title: Manager

Phone: 407-836-6514

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Title: Administrator

Phone: 407-836-9342

Email: Trellany.White@ocfl.net

Orange County Community Action's Strategic Plan has been approved by the Community Action Board, the governing body of this organization.

Approval Date: 11/11/2020

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I. Executive Summary

Community Action Agencies (CAA) are required to complete a community needs assessment to gather information for a community action plan as a condition to receipt of Community Services Block Grant (CSBG) funding.



In this 2020-2025 Strategic Plan (hereafter referred to as The Plan), Orange County Community Action Agency (OCCAA) outlines critical community characteristics and needs based on a Community Needs Assessment which guides the development and innovation of the agency's anti-poverty programming over the next three to five years. The overall purpose of this strategic plan is to identify resources which will improve the quality of lives for the citizens in Orange County served by the Community Action Agency. The goals, objectives and strategies presented in the plan focus on improving the agency's overall effectiveness and efficiency toward serving Orange County and its low-income individuals and families.

The OCCAA strategic planning process included; community needs assessment review, committee/management team meetings; board member/client surveys, and staff input. In addition, community stakeholders were engaged for their perspective on the agency's strategic approach, implementation, and community impact results in light of its stated mission. The process was intentional about gathering information from a variety of sources to help provide insight into outlining Orange County Community Action's future direction.

From this input emerged a strategy to move Orange County Community Action Agency toward having a greater family and community impact and the ability to sustain high performance in an ever-changing economic and social climate.

Lavon B. Williams, Esq., AICP
Manager, Orange County Community Action Division

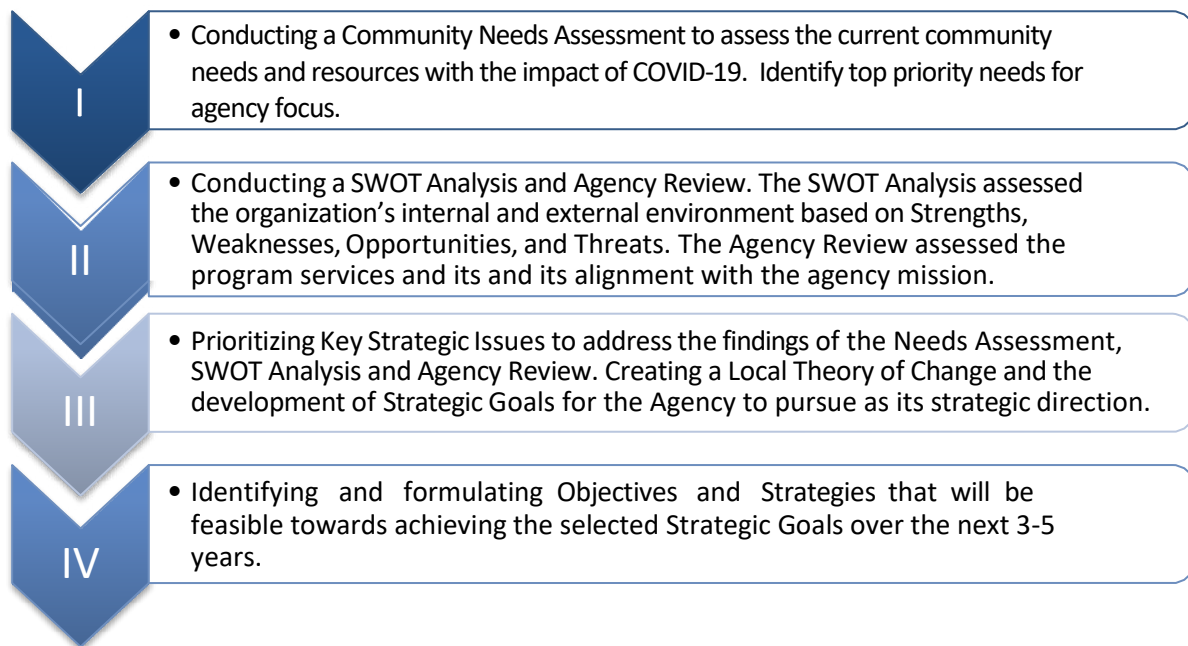
II. Strategic Planning Process

The essential tasks of coordination, facilitation, research, analysis and developing the Plan were completed amongst the staff with active participation of the board members. The Strategic Plan's needs assessment analysis provided qualitative and quantitative data. Survey responses received from the survey tools were analyzed and several other reports and documents were utilized.

The primary instruments included:

- 2020-2023 Community Needs Assessment
- 2020-2022 CARES Act Funding Needs Assessment Plan
- SWOT Analysis Survey
- Agency Review Survey
- Local Theory of Change Brainstorm Exercise
- Board Assessment

The process in the development of the Plan for implementation included four phases:



Phase I initiated the assessment phase by identifying our service area and poverty population; assessing customer and community needs, and analyzing both quantitative and qualitative data to determine priority needs that should drive the agency work.

Phase II continued the assessment phase by identifying the agency's internal strengths and weaknesses and external opportunities and threats, while the Board reviewed the Mission and explored a Local Theory of Change exercise for an in-depth agency review. The management staff conducted discussions of the SWOT Analysis responses to brainstorm on strategic issues and actions for the agency. Board members, agency staff and stakeholders were surveyed during this phase.

Phase III involved identifying critical issues facing the agency after review of the findings from the Needs Assessment Report, SWOT Analysis, Agency Review and Local Theory of Change Brainstorm Exercise. Representation from the Community Action Board, staff and stakeholders framed strategic issues to address what potentially may affect the Agency’s community impact in effective delivery of its programs and services.

Phase IV involved the Management Team drafting the Strategies and Objectives based on all feedback as the final component of the Strategic Plan and presented the recommendations to the Board for approval to complete the planning process.

III. Organizational Mandates and Accountability

This Strategic Plan recognizes and utilizes the elements from Results Oriented Management and Accountability (ROMA) to preserve the anti-poverty focus of Community Action Agencies. Strategic Planning is the second phase of ROMA and each phase of the ROMA cycle will be explored at various times during its lifecycle.

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 identified as “Results-Oriented Management and Accountability,” or ROMA.

Organizational Standards:

The Department of Health and Human Services Administration for Children and Families Office of Community Services released Information Memorandum (IM) 138 which established Organizational Standards for CSBG eligible entities. Under Section 678B of the CSBG Act, State Lead Agencies are to establish “performance goals, administrative standards, financial management requirements and other requirements” that ensure an appropriate level of accountability and quality among the State’s eligible entities.

The Continuous Cycle



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.

IV. Assessment Summary

A. Community Profile

Orange County has a population of 1.38 million people with a median age 35.3 and a median household income of \$58,588. Between 2018 and 2020 the population grew from 1,321,194 to 1,380,645, a 4.3% increase.

Total Population

Report Area	Total Population	Total Land Area	Population Density per sq. mile	Total Households in Poverty
Orange County	1,380,645	902	1,268	458,613
Florida	21,299,325	53,638	350	7,621,760
United States	327,167,343	3,532,068	87	119,730,128

Orange County consists of 49.08% male and 50.92% female. Non-Hispanic Whites make up 40.82% of the population; Hispanic or Latino make up 30.91%; African American's make up 19.91% and mixed races make up 8.36%. Orange County is slightly more racially and ethnically diverse than the State of Florida and the United States.

Population Demographics

Population by Age Groups)	Total	Percent %
Age 0 to 17	297,074	22.49 %
Age 18 to 64	873,856	66.14 %
Age 65 and Up	150,264	11.37 %
Population by Gender	Total	Percent %
Male	648,446	49.08 %
Female	672,748	50.92 %
Population by Race/Ethnicity	Total	Percent %
Non-Hispanic White	539,349	40.82 %
Black or African American	262,987	19.91 %
Asian	66,884	5.06 %
Native American / Alaska Native	1,471	0.11 %
Native Hawaiian / Pacific Islander	696	0.05 %
Some Other Race	10,823	0.82 %
Multiple Race	30,660	2.32%
Hispanic or Latino	408,324	30.91 %

Data Source: Community Action Partnership Report; US Census Bureau, [American Community Survey](#). 2014-18.

Poverty

The vulnerable population footprint reflects there are a total of 484,192 people 37.6% of the total population are below 200% of the FPL and 11.51% or 101,305 individuals have not attained a high school diploma. Of the households in poverty, female headed households represent 50.3% of all households in poverty, compared to 39.1% and 10.7% of households headed by males and married couples, respectively.

Poverty Demographics

Below 200% of Poverty Level			Educational Attainment		
	Total	Percent %		Total	Percent %
Total Population in Poverty	484,192	37.6 %	Population With No High School Diploma	101,305	11.51%
Total Children in Poverty 0-17	140,260	47.9 %			

B. Community Needs Assessment of Poverty Needs and Conditions

Community Assessment Response

Priority Needs Based on Community Needs Survey Responses - The survey responses align with the statistical data in supporting the priority of need for employment in Orange County. Due to the high unemployment rate, loss of jobs and wages, families are struggling to meet their basic needs. The low-income community and those households living in poverty are experiencing the hardest impact. Those daily challenges to sustain their household supports the need to also prioritize Housing and Utilities as an identified need among families. The coronavirus pandemic raises health concerns all across the country. Health and Safety is a community priority need to slow down the spread of the virus.

Considering the overwhelming number of job losses in Orange County (200,000 plus jobs) and the 208,224 re-employment/unemployment claims filed, there is an emergent need to get individuals employed and/or re-employed in an industry that can withstand COVID-19. The need will require retraining in target high demand industries along with job placement.

Top Community Needs Identified:

- Employment - affordable wages in COVID-19 sustainable industries
- Housing – ability to meet basic housing needs
- Job Training/Retraining – high demand industry certifications
- Health Services – access to health services due to pandemic
- Food Insecurities – ability to meet basic household needs

Review of complete Community Action Needs Assessment – See Appendices

C. Agency Review - Vision and Mission Statement

The Board adopted its revised vision statement and mission statement in October 2018 that guides the agency's work. During the strategic planning process, an Agency Review was conducted to re-examine the mission and vision to assess the alignment and performance of agency programs and services. This process helped the agency determine that its overall anti-poverty approach is on track and the program and services align with the current mission.

Why Do We Exist?

“We exist to empower economically disadvantaged individuals and families to meet their basic needs while providing opportunities to become self-sufficient.”

VISION

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

MISSION

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

D. Organizational and Environmental Scan

The strategic planning process includes a key component which is designed to give recognition to the organization's strengths and weaknesses and its opportunities and threats. The **SWOT Analysis** (*Strengths, Weaknesses, Opportunities, and Threats*) assessed the environment of the organization for its health, vitality and sustainability. The data was synthesized into key themes needing to be addressed in the development of the goals and objectives. The key themes included; Community Awareness about Community Action services, Service Delivery, Building Organizational Capacity, Leveraging Partnerships and Funding Capability.

SWOT Analysis Summary

Strengths	Weaknesses
Strong program and Community Action Network	Maintaining service center facilities
Ability to meet Performance Management Mandates	Balance staff and community need
Sufficiency impact on low-income families/community	Consistent messaging across all staff levels
Provides services that support low and very low income families	Maintaining staff morale
Community Centers - one stop service centers for families across the county	Reflecting community diversity among staff
Senior resources and assistance	Technology lag
Youth programs	Making citizens aware of programs and services
Tripartite Community Action Board	Collecting customer service satisfaction survey responses
Quality Community Partnerships	Tripartite Board maximum feasible participation
	Partnership reporting
Opportunities	Threats
Staff Development Training	Policy changes at all levels of government
Build Staff Culture and Morale	Entrenched organizational behaviors
Additional centers/budget increases	Aging facilities & technology
Incorporate "Whole Family Approach" in Service Delivery	Congressional funding for services is not guaranteed
Increase services under Senior Climate Efficiency Program (SCEP) for seniors	Increased demand for services with limited funding
Improve community outreach & awareness	Maintain public health while delivering individuals services
Explore program innovation & technology enhancements	Policy changes at all levels of government
Strengthen Collaboration w/ Family Services Partners	Entrenched organizational behaviors
Leverage funding & services with Career Source	Aging facilities & technology
Increase intentional partnerships specific to plan	Duplication of services
Increased Funding Opportunities	

V. Strategic Issues & Priorities

The community assessment findings, agency review, and organizational and environmental scans through stakeholder surveys were analyzed to determine the Strategic Issues the agency is facing. The agency-wide SWOT Analysis revealed key strengths and the external environmental changes impacting the agency's ability to sustain high performance and measurable community impact. As a result, the **Strategic Priorities** that the agency will address over the next five years are outlined below:

Top 5 Strategic Priorities
1. Program Initiatives to meet Basic Needs and Promote Self-Sufficiency
2. Community Awareness and Engagement
3. Partnerships and Collaborations to Leverage Resources
4. Funding Opportunities
5. Organizational Capacity to Achieve Results

*"There is no power for change greater than
A community discovering what it cares about."*

– Margaret J. Wheatley

VI. Strategic Goals, Objectives, Strategies and Indicators

The Strategic Goals outlined in the Plan are consistent with the Community Services Block Grant (CSBG) Act and the six national ROMA goals and align with the ROMA Next Generation (ROMA NG) three broad anti-poverty goals developed by the Community Action Network.

The ROMA goals provide a framework for continuous growth and improvement for community action agencies across the nation, touching on all levels of need: **Family, Agency and Community.**

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

The ROMA Next Generation goals is a system for continuous quality improvement to enable the network to measure, analyze and communicate the three National Community Action Goals:

Community Action Goals		
Goal 1: Individuals and families with low incomes are stable and achieve economic security.	Goal 2: Communities where people with low incomes live are healthy and offer economic opportunity.	Goal 3: People with low incomes are engaged and active in building opportunities in communities.

Three **Strategic Goals** were developed to strategically move the agency towards achieving its vision and mission. Provided below are the three Strategic Goals with Objectives and Strategies that align with the Strategic Priorities and the related ROMA Goal(s):

2020-2025 STRATEGIC GOALS

GOAL 1: Position agency as a high performing agency lifting people from poverty and empowering self-sufficiency through targeted program initiatives.

GOAL 2: Strengthen Community Awareness and Engagement.

GOAL 3: Enhance Organizational Capacity to Achieve Results.

STRATEGIC GOAL 1:

Position agency as a high performing agency lifting people from poverty and empowering self-sufficiency through targeted program initiatives.

STRATEGIC PRIORITY #1

Implement Program Initiatives to Meet Basic Needs and Promote Self-Sufficiency

NATIONAL GOAL (ROMA NEXT GENERATION)

GOAL 1: Individuals and families with low incomes are stable and achieve economic security.

ROMA GOAL 1,6

Objectives	Strategies
<p>1. Provide holistic and intentional services to low-income families that provide stability and promote self-sufficiency based on a “Whole Family Approach.”</p> <p><i>A whole family approach to human services is one that focuses on the needs of parents and other adult family members and the needs of children together, and considers the challenges and resources of family members outside of the assistance unit, all out of recognition that children do better when their parents are healthy and stable, and that parents do better when their children are healthy and stable.</i></p>	<ul style="list-style-type: none">• Strategically align service delivery to Whole Family best practices to maximize agency effectiveness in serving low-income families.• Provide opportunities to obtain earned income or increase employment income through job training programs.• Provide opportunities to expand educational aptitude and cognitive development.• Provide services to vulnerable households that reduce barriers to stability and meet basic needs.• Document bundled services

Indicators:

Employment

- Obtain employment to gain skills or income.
- Obtain employment up to a living wage.
- Obtain and maintain employment for at least 90 days.
- Increase income and/or benefits.

Education and Cognitive Development

- Improve positive approaches towards learning.
- Demonstrate improved basic education.
- Obtain high school diploma and/or GED.
- Obtain recognized credential, certificate or degree relating to educational/vocational skills.

Income and Asset Building

- Increase ability to meet basic needs.
- Improve financial well-being.

Housing

- Avoid evictions for households.
- Improve energy efficiency and/or energy burden reduction in homes.

Health and Social Development

- Maintain independent living.

Outcomes Across Multiple Domains

- Achieve one or more outcomes in various domains.

STRATEGIC GOAL 2:**Strengthen Community Awareness and Engagement****STRATEGIC PRIORITY #2****Community Awareness and Engagement*****NATIONAL GOAL (ROMA NEXT GENERATION)******GOAL 3: People with low incomes are engaged and active in building opportunities in community.*****ROMA GOALS 5, 6**

Objectives	Strategies
1. Build, communicate, and promote an agency Brand that is vibrant and inspires hope.	<ul style="list-style-type: none">• Explore the possibility of leveraging resources for marketing strategist.• Design a social media and internet media strategy that will target individuals.• Create a PSA video to showcase programs and services.• Design and develop marketing tools and collateral (brochures, posters) for distribution/media kits.• Implement communications plan.
2. Raise and improve community awareness of community needs and agency services that promote community involvement.	<ul style="list-style-type: none">• Increase visibility/marketing of agency to a broader population and outreach events.• Communicate externally through marketing outreach campaigns with "Impact Stories" and Annual Report to illustrate services and results.• Continue presence in low-income communities through direct services in service centers throughout the County.• Provide opportunities for families to voice their needs to advise agency planning, increase involvement and knowledge to improve their community.
Indicators: <ul style="list-style-type: none">• Communicate activities and results to the community.• Board member hours in capacity building activities.• Volunteer hours donated to the agency.• Participants increased skills and knowledge to work with agency to improve conditions in the community.	

STRATEGIC GOAL 3:**Expand Organizational Capacity to Achieve Results****STRATEGIC PRIORITY #3,4,5****Partnerships and Collaborations to Leverage Resources****Funding Opportunities****Organizational Capacity*****NATIONAL GOAL (ROMA NEXT GENERATION)******GOAL 2: Communities where people with low incomes live are healthy and offer economic opportunity.*****ROMA GOALS 2,3,4,5,6**

Objectives	Strategies
1. Build and leverage a network of targeted partners that align with the mission to address the needs of low-income families and promote self-sufficiency.	<ul style="list-style-type: none">• Assess current programming to determine new or expanded program opportunities or partnerships with a “Whole Family” focus.• Leverage funding resources with Career Source Workforce Development to increase employment opportunities.• Address unmet or underserved needs in the community through committed resources and strategic partnerships (<i>e.g. housing, employment, finance, food, transportation, health, education, and childcare</i>).• Strengthen existing partnerships to maximize the continuum of services and illustrate impact on families.
2. Secure additional revenue from non-government funding sources to expand service delivery opportunities to support families.	<ul style="list-style-type: none">• Apply for and secure non-government grants and create a funding mix that increases revenue to meet unmet needs by agency.• Solicit support for resources from businesses, municipalities, government agencies, organizations and individuals to achieve CAA mission.

<p>3. Develop organizational culture and build agency capacity with a central focus on achieving results for families.</p>	<ul style="list-style-type: none"> • Retain, attract, and develop a highly involved Board. • Build in regular/on-going Board training opportunities on board governance, strategic leadership, and ROMA during board meetings. • Develop interactive staff development training guide and activities. • Develop an internal communication plan that promotes organizational culture and engages all staff levels in daily operations of serving families and achieving results. • Explore technology tools to help better track all agency activities.
<p>Indicators:</p> <ul style="list-style-type: none"> • Expand resources and opportunities in order to achieve family outcomes. • Local and private-sector resources allocated. • Hours of Agency Capacity (Board and Staff) • Provide board training on duties and responsibilities. • Conduct staff development/training on an ongoing basis. 	

***Our goals can only be reached
through the vehicle of a plan.
There is no other route to success.***

-Pablo Picasso

VII. Strategic Plan Implementation

The Strategic Plan will be a roadmap for the agency's operations to deliver high quality services and advocate for families in vulnerable populations. Agency staff and partner stakeholders will be responsible for implementing the activities of the plan. The implementation stage lasts throughout the cycle of the Strategic Plan. Upon Board approval of the Plan, an implementation plan will be created to focus on three main deliverables: action plans, a monitoring plan and a reporting plan.

The CAA's annual Board Training will be the designated time to reflect and assess the agency's Strategic Plan and core strategies. At this time, The Board and staff will meet and discuss if any external and/or internal contributing factors have contributed to the need for a shift or change in priorities, long-term goal(s), objective(s) and/or core strategies. The annual Board Training will also serve as the time to discuss the operational action plan items and provide the Board with progress status updates with particular attention to outcome and output measures. During the strategic cycle, the agency will promote board strategic leadership during monthly meetings while evaluating monthly progress of agency programs.

The Strategic Plan is a working document intended to reflect current needs and conditions of the Agency and community. Revisions to the plan will be made as needed to reflect environmental changes and incorporated directly into the Plan. The Agency will evaluate, update and record progress made toward implementation of the Plan for relevancy as follows:

Quarterly: Agency Outcome Report –*Management Team/Staff*

Bi-annually: Operational Action Plan Reviews & Progress Reports – *Board and Management Staff*

Annually: Strategic Plan Evaluation - *Board and Management Staff*

Year 1: October 1, 2020 – September 30, 2021

Quarter 2 – April – Bi-Annual Plan Review

Quarter 4 – October - Annual Plan Evaluation

Year 2: October 1, 2021 – September 30, 2022

Quarter 2 – April – Bi-Annual Plan Review

Quarter 4 – October - Annual Plan Review

Year 3: October 1, 2022 – September 30, 2023

Quarter 2 – April – Bi-Annual Plan Review

Quarter 4 – October - Annual Plan Evaluation

Year 4: October 1, 2023 – September 30, 2024

Evaluation & Needs Assessment

Strategic Planning Process Kick-off

VIII. Acknowledgements

Completion of the Orange County Community Action *2020-2025 Strategic Plan* would not have been possible without the input of our board members, key stakeholders, participants/clients, partners, and dedicated staff. Staff members were integrally involved in the plan development and participating in strategic planning sessions that developed the plan's objectives and strategies.

Community Action Board Members

The Orange County Community Action Board, which includes one-third representation from the low-income community, one-third representation from the private sector, and one-third representation from the public sector.

Low-Income

Hezekiah Bradford
(Monique Morris)
Abigail Crocket
(Julie Yetter)
Sabrina Persaud
(N/A)
Evangeline Richardson
(N/A)
Barbara Hoosier
(N/A)

Private Sector

Vivian Tindal
(N/A)
Debi Meli
(N/A)
Clifford Marvin
(Karl Allen)
Jerika Mobley
Maritza Vasquez
(Leah Ackerman)
Dexter Nelson
Yessenia Baron
(N/A)
Sylvester Robinson
(N/A)

Public Sector

Commissioner Victoria P. Siplin
(Rose-Nancy Joseph)
Commissioner Mayra Uribe
(Cortez Whatley)
Commissioner Maribel Gomez Cordero
(Mariely Velez)
School Board Member Melissa Byrd
Councilman Elias Chotas
(Mayor John Dowless)
Commissioner Susanne Nielsen
State Representative Bruce Antone
(Hudie Stone)
Councilman Tarus C. Mack
(Diali Coll-Marcado)

* Membership Unit: Member (Alternate)

The Promise of Community Action

Community Action changes people's lives, embodies the spirit of hope, improves communities and makes America a better place to live. We care about the entire county and we are dedicated to helping people help themselves and each other.

IX. APPENDICES

Community Action Organizational Structure

Logic Model

2020-2023 Community Needs Assessment

2020-2022 Cares Needs Assessment

Community Needs Customer Responses

SWOT Analysis Survey Responses

Agency Review Survey Responses