

**Helping People. Changing Lives.**

**COMMUNITY ACTION PARTNERSHIP OF ORANGE COUNTY**

# **STRATEGIC PLAN**

**2017-2022**

*Adopted by the CAPOC Board of Directors on December 14, 2016*



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# About Us

## Our Mission Statement

The mission of Community Action Partnership of Orange County is to enhance the quality of life in Orange County by eliminating and preventing the causes and effects of poverty by mobilizing and directing resources to programs that assist, educate, and promote self-sufficiency.

## Our Promise

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 community, and we are dedicated to helping people help themselves and each other.

## Our Vision

Community Action Partnership of Orange County envisions local communities where all citizens are able to meet their needs and have an equal chance in life to achieve economic self-sufficiency and self-determination for themselves and their families. As a result of increased self-sufficiency, the community and its citizens will reap the benefits of a more productive, responsible, and economically viable society.\*

*\*Note that this vision statement was developed for the purpose of the Strategic Plan and will be separately considered for formal approval by the CAPOC Board of Directors in 2017.*



# Message from Our Executive Director

In 2016, Community Action Partnership of Orange County (CAPOC) celebrated fifty-one years of working to improve communities by bringing hope and services to at-risk residents. CAPOC has been instrumental in introducing Orange County to food and nutritional assistance programs, community centers, youth and adult employment programs, senior and disabled transportation, community and active transportation improvements, daycare programs, emergency housing, health education services, utility, weatherization, and green energy assistance. We are also very proud of the work we have been doing in community health and our ability to acquire and distribute fresh produce to those in need.

As we look to the future, and especially the next five years, there will be opportunities to expand existing programs, some even beyond the borders of Orange County, which can benefit from strategically seeking government grant opportunities. Governmental funding provides stability to CAPOC, but a robust fund development program will also be critical in continuing existing programs and providing much needed funds for new and improved facilities. Our current lease on the Monarch facility runs to January 2021, and the site does not fully accommodate agency needs. During the next several years, CAPOC will be analyzing how to finance our future space needs and different delivery models for service, which could include satellite facilities.

The majority of CAPOC programs are currently emergency services or short term support in order to stabilize and move clients from poverty to self-sufficiency. Strategic priorities include creating programs that provide education and job development opportunities, as well as making sure that our clients have a comprehensive awareness of all our available programs in order to decrease the likelihood of facing a crisis situation (housing, food, and utility). With CAPOC staff working very closely with our Board of Directors, two major themes stood out for improvement: (1) increasing the use of technology, and (2) moving towards establishing a coordinated care model.

Over the next five years, there will be opportunities to increase organizational and Board capacity by investing in staff, technology, training, and Board development. This five year Strategic Plan for 2017 - 2022 reflects the efforts of Board and staff members working together to formulate strategic priority objectives for organizational implementation.

Sincerely,



Clarence "Buddy" Ray

Executive Director

Community Action Partnership of Orange County



# Introduction

Every other year, Community Action Partnership of Orange County has prepared a Community Action Plan (available on our website) that reflects our strategic priorities for a three-year period. With major decisions awaiting the agency over the next five years with regard to facilities and programs, CAPOC has undertaken a strategic planning process that can provide guidance for the 2017 – 2022 calendar years. The approval of this Strategic Plan satisfies the federal Health and Human Service Department Community Service Division’s organizational standard requirement.

## Approach

CAPOC embarked on a comprehensive strategic planning process that was carried out over the last six months of 2016. This strategic plan relies upon primary and secondary research to update and better understand the needs of underserved communities in Orange County. We have reviewed the most recent and relevant community needs publications, state and local data trends, and factors associated with poverty barriers. In 2015, we surveyed staff and the community for their insights on community needs for the Community Action Plan, and will be doing so again in 2017.

CAPOC’s programs were reviewed with the CAPOC Board, identifying what was working and what needed improvement. This October 2016 review and assessment of CAPOC’s major programs are included in Appendix A: Major CAPOC Programs.

Taking these factors into consideration, we developed the CAPOC 5-Year Strategic Plan for 2017-2022 that was adopted by the CAPOC Board of Directors on December 14, 2016. This plan will be reviewed and updated in late 2017 to take into account the 2017 Community Needs Assessment and the 2018 – 2019 Community Action Plan. This process integrates the planning, implementation, monitoring, evaluation, and reporting at the agency.

After identifying areas within our organization that need improvement, staff and our tri-partite Board of Directors assessed our organization by undertaking a S.W.O.T. (Strengthens, Weaknesses, Opportunities, and Threats) analysis. To achieve our desired outcomes, short and long term strategies were then developed, reviewed, analyzed, and refined and can be found in Appendix B: Strategies for Achieving Priority Goals & Objectives.

In 2014/15, there were 26,064 Pre-K through 12th grade students who were identified as homeless or living in unstable housing arrangements [in Orange County]. Most of these students (23,533) live in families that are doubled- or tripled-up with another family due to economic hardship. Since 2005/06, the number of students living in motels rose 23%, while the number of students living in shelters rose 166%, and the number of unsheltered students rose 1,076%. Orange County has proportionately more students with insecure housing than the statewide average and all California regions compared except Riverside/San Bernardino.

*-2016 Orange County Community Indicators Report*

# SWOT Analysis

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis is a framework for analyzing CAPOC’s strengths, weaknesses, opportunities, and threats that we face.

	Internal	External
Helpful	<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>Financial – stable and efficient; core government funding; growing operating reserve; clean audits</li> <li>Relationships – positive reputation; engaged with clients, community, funders, and representatives from local, state, and National associations</li> <li>Services – diverse and multiple points of aid</li> <li>Experience – 51 years history; long term experienced and qualified staff</li> </ul>	<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>Regulatory - tightening environmental laws related to waste diversion, greenhouse gas, and energy conservation</li> <li>Socio-Economic - growing senior population; need for affordable housing</li> <li>Experience - successful proposals and donor engagement; expand county boundaries to give other agencies our expertise; early access to new trends</li> <li>Organizational - cross training of staff; increased technology support and use for the expansion of agency services</li> </ul>
Harmful	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>Services - diverse, but not comprehensive; contract driven rather than need; demand is greater than available resources</li> <li>Financial – need more balanced funding between donated funds and government contracts</li> <li>Organizational – lower employee compensation in comparison to the OC private sector; improving how technology is used for better communication among departments</li> <li>Experience – lack of recognition by community/ branding</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>Regulatory - tightening food security laws will pose challenges for our Food Bank; changing national priorities and reporting methods; loss or reduction of CSBG funding; changes in food stamp eligibility resulting in potential 22,000 individuals being disqualified from services</li> <li>Services - competing with other food banks and anti-poverty organizations for resources and funds; future technology changes are affecting how services are delivered</li> <li>Organizational - employee turnover</li> </ul>





# Pathways for Implementation

As a gateway to self-sustainability, CAPOC offers four dynamic implementation pathways for our clients to gain greater access to a comprehensive range of innovative programs and services. The pathways are reflected in our priority goals, objectives, and suggested implementation strategies.

## Pathway 1: Direct Provider

The agency is a strategic provider of direct services, training, professional facilities, and expertise that are valued by a myriad of public, private, and individual stakeholders.

- Energy & Environmental Services
- OC Food Bank
- Community Partnerships & Services Department
- Family Resource Centers



## Pathway 2: Resources

The agency serves as a liaison between agencies, stakeholders, information sources, and service providers. Our unique position within our community provides comprehensive resources, services, referral, and support systems for low-income clients and agency partners.



## Pathway 3: Coordinator

The agency provides coordination for community leaders that leverage the resources and strengths of individuals and agencies for financial, political, and social gains which benefits the greater good of all stakeholders.



## Pathway 4: Fiscal and Program Management

The agency serves as a fiscal manager, funder, and intermediary to strategic initiatives, partners, and agencies that provide assistance to our low-income communities and complement CAPOC's mission.

# Strategic Priority Goals & Objectives

Based on input gathered during the strategic planning process, CAPOC Board and staff developed five strategic focus areas and priority goals. As we worked to translate these goal areas into priority S.M.A.R.T. (Specific, Measurable, Attainable, Realistic, and Timely) goals, we identified short and long term objectives that could be achieved over the next five years through the strategies that are included in Appendix B.

Goal #1 - Environmental Stewardship

Goal #2 - Alleviate Hunger

Goal #3 - Create Financial Responsibility

Goal #4 - Strengthen Families and Build Safe & Healthy Communities

Goal #5 - Organizational Capacity

## **Goal #1 - ENVIRONMENTAL STEWARDSHIP: Improve housing conditions, reduce energy burdens for low-income households, and make a measurable impact that reduces greenhouse gases in the environment.**

*Improve housing conditions and reduce energy burdens for low-income households through financial assistance, enhanced energy efficiency programs, and increased parity with energy efficient programs offered to the mainstream market.*

- 1. Objective (Short-Term):** Work to make existing energy programs more comprehensive, efficient, cost-effective, and easily accessible, setting the stage to expand our influence and services to other counties in Southern California.
- 2. Objective (Long-Term):** Expand our existing environmental programs, including water conservation, and implementing new sustainable energy efficiency programs to increase parity with current energy efficient programs offered to the mainstream public.

## **Goal #2 - ALLEVIATE HUNGER: Reduce food insecurity/hunger and provide healthier food options for low-income families by increasing food availability.**

*Increase food distributed by our Donated Food Program over the next five years through increased fundraising, food acquisition, and partnerships. Improve the quality of services offered to our Food Bank agency and community partners through technical assistance, community engagement, and expansion of our CalFresh outreach initiative.*

- 1. Objective (Short-Term):** Improve the quality of services provided to OC Food Bank agency and community partners through evaluation, technical assistance, outreach, and civic engagement.
- 2. Objective (Long-Term):** Increase the food distributed through the Donated Food Program by 50% over the next five years (900,000 additional pounds each year, totaling an increase of 4.5 million pounds in year 5).

Using a relative poverty standard for disposable household income, the U.S. poverty rate exceeds that reported in all of the other high-income countries... with the sole exception of Israel.

- Stanford Center on Poverty  
2016 Poverty and Inequality Report



**Goal #3 - CREATE FINANCIAL STABILITY: Create financial stability programs and services that train and support families during a financial crisis and prepare them for economic growth and self-sufficiency.**

*Increase financial stability by providing and enhancing an array of educational and financial literacy services. Provide access to job training programs at our Family Resource Centers, including socio-recreational activities for youth, after school tutoring programs for teens, earned income tax credit and tax preparation assistance for adults, and financial counseling for families to improve their circumstance and move themselves out of poverty.*

- 1. Objective (Short-Term):** Maintain and improve existing financial stability programs, including increased investments in the use of technology.
- 2. Objective (Long-Term):** Develop a CAPOC workforce development program focused on education, job placement, and skill development for clients to achieve a living wage and escape poverty.

**Goal #4 - STRENGTHEN FAMILIES AND BUILD SAFE & HEALTHY COMMUNITIES: Improve neighborhood safety, living conditions, and civic participation by coordinating, integrating, and focusing CAPOC services.**

*Work with local stakeholders to improve neighborhood conditions for those residing in low-income communities. Enhance agency efforts to manage an integrated, comprehensive, client service centered system. This program would include emergency assistance, education, case management, counseling, healthy living, and community engagement to improve our clients lives.*

- 1. Objective (Short-Term):** Assess, maintain, and support existing client services at our two Family Resource Centers, while expanding and improving services which are supportive of existing or new partnerships.
- 2. Objective (Long-Term):** Institutionalize the partnerships and programs developed in the federally funded Partnerships to Improve Community Health and other funders that support the promotion of nutrition, healthy drink, and active transportation for a healthy lifestyle for Orange County's disadvantaged communities.



## Goal #5 - BUILD ORGANIZATIONAL CAPACITY: Increase CAPOC's economic and operational efficiency by providing stable funding, while updating and/or securing new facilities, equipment, technology, and resources.

Enhance agency efforts to maintain and build internal and external organizational capacity, including facilities and commercial vehicles, to manage, sustain, coordinate and expand existing programs, and to develop new programs and partnerships that meet the needs of low-income people.

- 1. Objective (Short-Term):** Increase agency cash reserves for six months of operating liquidity, invest in new trucks for the OC Food Bank, and commit resources for organizational development and training of the Board and staff.
- 2. Objective (Short-Term):** Increase Fund Development giving goals by 10% annually to fund on-going cash needs of the OC Food Bank's Farm to Family program and on-going costs to maintain and upgrade existing programs and facilities.
- 3. Objective (Long-Term):** Acquire ownership or explore lease options of a warehouse with increased office space, and analyze the need for satellite distribution facilities.
- 4. Objective (Short and Long-Term):** Establish a coordinated care model at CAPOC to decrease the likelihood of a crisis situation (housing, food, and utility) faced by our clients and that directly links as many client services as possible to a single point of entry or coordinated service delivery system, including partner agencies, resulting in an improved system of service delivery for better client outcomes.



# Systematic Strategies

## Translating Short and Long Term Strategic Objectives into Community Action Plans

The Appendix provides potential strategies for achieving the priority goals and objectives over the next five years. In the development of future Community Action Plans and CAPOC annual budgets, the determination as to where best to invest scarce CAPOC agency resources and staff can be evaluated in a more systematic manner. A suggested evaluation format is included in Appendix E.

# Performance Management and Accountability

## Benefits of Analyzing Data and Outcomes

CAPOC will continue to review data outcomes from its current array of programs and evaluate what new strategies might be implemented in subsequent plans over the next five years. The following evaluation models will be used to better assess and understand our current and future objectives and budgets. This annual assessment achieves the following:

- Moves our focus to results and organizational values.
- Opens up conversation about the best means to achieve our desired results.
- Stakeholders will know if they are investing in a high performing organization that will execute their goals.
- Management will know what and/or where changes are needed in program implementation.
- Improves decision-making.

## Relationship between Strategic Priority Goals, ROMA Goals, and National Performance Indicators

Over the last few years, the Office of Community Services (OCS) and the Community Services Block Grant (CSBG) Network – comprised of CSBG eligible entities, CSBG lead agencies, State Community Action Associations (CAAs), national partners, and other stakeholders – have collaborated to create a

Nearing pre-recession prices, the median home sale price for an existing single-family home in Orange County rose to \$704,950 in January 2016. As housing prices continue to rise and incomes don't keep pace, the ability for first-time homebuyers to afford an Orange County home is increasingly constrained. The minimum household income needed for a first-time homebuyer to purchase an existing single-family home at the entry-level price of 85% of the Orange County median price is approximately \$86,870. Less than half (43%) of households in Orange County in 2015 could afford an entry-level home priced at \$607,963. This is substantially less affordable than the most affordable period in the past 10 years, in 2011, when 59% of residents could afford an entry-level home. Orange County is less affordable than all peers compared except the San Francisco Bay Area, which was only affordable to 41% of residents in 2015.

*-2016 OC Community Indicators Report*



new performance management and accountability framework. This framework includes: (1) organizational standards for eligible entities, (2) Federal and State accountability measures, and (3) Results Oriented Management and Accountability (ROMA) Next Generation tools and practices. Together, these elements are designed to increase accountability and enable us to make better program decisions based on data and analysis. Ultimately, this framework will help both the national CSBG Network and our organization generate robust results for individuals with low-incomes and the communities we serve.

## Results Oriented Management and Accountability (ROMA) Goals

To accomplish our desired goals, Community Action Partnership of Orange County will implement ROMA strategies that focus on results-oriented management and results-oriented accountability. This will result in Community Action Plans for review and approval by our Board of Directors in 2017, 2019, and 2021.

### Results-Oriented Management

- Assess poverty needs and conditions within the community.
- Define a clear agency anti-poverty mission for community action.
- Create 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.
- Organize and implement programs, services, and activities to achieve anticipated results.

### Results-Oriented Accountability

- Develop and implement strategies to measure and record Community Action improvements in the condition of low-income people and the communities in which they live.
- Distribute and analyze results with agency tripartite Board and staff to determine overall effectiveness, inform annual and long-range planning, support agency advocacy, funding, and community partnership activities.

## National Performance Indicators

This section describes key CSBG National Performance Indicators (NPI) and goals developed for Community Action Partnerships at the national level and are the result of an assessment of overall local and national economic and social trends impacting communities across the nation. These indicators were developed collaboratively within the national network to provide a uniform and coherent picture for Community Action Partnership of Orange County's work and accomplishments. These indicators fall into 6 goal categories that focus on family, community, and the agency:

### 1. Low-income people become more self-sufficient. (Family)

- 1.1. Employment
- 1.2. Employment Supports
- 1.3. Economic Asset Enhancement and Utilization

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

- 2.1 Community Improvement and Revitalization
- 2.2 Community Quality of Life and Assets
- 2.3 Community Engagement
- 2.4 Employment Growth from ARRA Funds

### 3. Low-income people own a stake in their community. (Community)

- 3.1 Community Enhancement Through Maximum Feasible Participation
- 3.2 Community Empowerment Through Maximum Feasible Participation

### 4. Partnerships among supporters and providers to low-income people are achieved. (Agency)

- 4.1 Expanding Opportunities Through Community-Wide Partnerships

### 5. Agencies increase their capacity to achieve results. (Agency)

- 5.1 Agency Development

### 6. Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments. (Family)

- 6.1 Independent Living
- 6.2 Emergency Assistance
- 6.3 Child and Family Development
- 6.4 Family Supports
- 6.5 Service Counts



# Evaluation and Assessment

In order to better understand what is required to move forward on our major priority goals and related objectives, we have assessed each of them in the following matrices.

## What It Means to Undertake Environmental Stewardship

**Improve housing conditions, reduce energy burdens for low-income households and make a measurable impact that reduces greenhouse gases in the environment.**

Inputs	Outputs Participants	Outputs Activities	Outputs Products	Outcomes Short-Term	Outcomes Long-Term
What We Invest	Who We Reach	What We Do	What We Create	Results in Terms of Learning	Results in Terms of Change to the Condition
Staff time Partnerships Planning Time Money Knowledge Base Expertise Materials Equipment Space Technology	Existing Clients New Clients New Communities	Develop Deliver Conduct Train Facilitate Partner Contract Advise Consult	Plans Community Networks Programs Housing improvements Financial Assistance	Awareness Knowledge Skills	Community Engagement Economic Growth Social Reach Improvement Participation Policies Carbon Reduction Energy Savings

# What It Means to Alleviate Hunger

**Reduce food insecurity/hunger and provide healthier food options for low-income families by increasing food availability.**

<b>Inputs</b>	<b>Outputs Participants</b>	<b>Outputs Activities</b>	<b>Outputs Products</b>	<b>Outcomes Short-Term</b>	<b>Outcomes Long-Term</b>
What We Invest	Who We Reach	What We Do	What We Create	Results in Terms of Learning	Results in Terms of Change to the Condition
Staff time Volunteers Planning Time Money Knowledge Base Expertise Materials Equipment Space Technology	Existing Clients New Clients Growers Corporations Food pantries	Develop Deliver Conduct Train Facilitate Partner Educate Enroll	Plans Community Networks Programs Access to Fresh fruits and vegetables	Awareness Knowledge Skills	Community Engagement Economic Growth Social Reach Improvement Participation Policies Alleviate Hunger Improved Nutrition

# What It Means to Create Financial Stability

**Institute financial stability programs and services that train and support families to deal with financial crisis and prepare them for economic growth and self-sufficiency.**

<b>Inputs</b>	<b>Outputs Participants</b>	<b>Outputs Activities</b>	<b>Outputs Products</b>	<b>Outcomes Short-Term</b>	<b>Outcomes Long-Term</b>
What We Invest	Who We Reach	What We Do	What We Create	Results in Terms of Learning	Results in Terms of Change to the Condition
Staff time	Existing Clients	Develop	Plans	Awareness	Community Engagement
Volunteers	New Clients	Deliver	Community Networks	Knowledge	Economic Growth
Planning Time	Partners	Conduct	Programs	Skills	Social Reach
Money	Seniors	Train		Computer literacy	Improvement
Knowledge Base	Youth	Facilitate		Financial Literacy	Participation
Expertise	Families	Partner			Policies
Materials		Workforce Development			Employment
Equipment		Daycare			Job Skills
Space		Afterschool activities			High School graduation
Technology					



# What It Means to Strengthen Families and Build Safe & Healthy Communities

Improve neighborhood safety, living conditions and civic participation by coordinating, integrating, and targeting CAPOC services.

Inputs	Outputs Participants	Outputs Activities	Outputs Products	Outcomes Short-Term	Outcomes Long-Term
What We Invest	Who We Reach	What We Do	What We Create	Results in Terms of Learning	Results in Terms of Change to the Condition
Staff time	Existing Clients	Develop	Plans	Awareness	Community Engagement
Volunteers	New Clients	Deliver	Community Networks	Knowledge	Economic Growth
Planning Time	Partners	Conduct	Programs	Skills	Social Reach
Money	Stakeholders	Train	Family		Improvement
Knowledge Base	Community	Facilitate			Participation
Expertise		Partner			Policies
Materials					Active Transportation Facilities
Equipment					Healthy Lifestyle
Space					
Technology					

# What It Means to Build Organizational Capacity

Increase CAPOC's economic and operational efficiency by providing stable funding while updating and/or securing new facilities, equipment, technology, and resources.

Inputs	Outputs Participants	Outputs Activities	Outputs Products	Outcomes Short-Term	Outcomes Long-Term
What We Invest	Who We Reach	What We Do	What We Create	Results in Terms of Learning	Results in Terms of Change to the Condition
Staff time	Existing Donors	Develop	Plans	Awareness	Community Engagement
Volunteers	New Donors	Deliver	Community Networks	Knowledge	Economic Growth
Planning Time	Staff	Conduct	Programs	Skills	Social Reach
Money	Board	Train	Campaigns		Improvement
Knowledge Base	Interns	Facilitate			Participation
Expertise	Partners	Partner			Policies
Materials	Stakeholders	Fundraise			Liquidity
Equipment	Volunteers	Grants			Assets
Space		Branding			Capital
Technology					

# Appendix A: Major CAPOC Programs

## Energy & Environmental Services Department

### WEATHERIZATION SERVICES

- Weatherization services are available to home owners, mobile home owners, condo owners, as well as renters of homes, condos, mobile homes and apartments. If the applicant is a renter the owner's authorization is required for weatherization services. Weatherization services are measures applied to a home to assist in making the home more comfortable as well as hopefully assist in lowering the monthly electric and gas bills. Some of the possible measures would be: caulking around the windows, weather stripping around exterior doors, threshold repair/replacement, energy efficient water measures, hot water heater blanket, pipe wrap (for insulation), electric outlet and switch gaskets, ceiling insulation, etc. New measures include, Solar PV, Solar Hot Water Heating and Low-Flow toilets.
- HVAC (Heating, Venting and Air Conditioning): HVAC services are also available to home owners, mobile home owners, condo owners as well as renters of homes, condos, mobile homes and apartments. HVAC services pertain to hot water heaters, inside the home heaters, and air conditioning units. Inside the home heaters may receive a clean and tune, repair or replacement, based on the evaluation of the heaters. The same is true of hot water heaters and air conditioning units. The ability to repair or replace any of the units is based on an assessment and available funding.

The median energy burden for low-income households is more than two times that of the median household (7.2% and 3.5%, respectively), and three times greater than higher income households (2.3%)... Participants in energy efficiency programs, utilities, and whole communities experience multiple benefits from increased investments in energy efficiency. These benefits include improved health and safety, reduced risk of utility rate increases, reduced costs associated with arrearages and shutoffs, investment in the local economy, and local job creation, among others.

- American Council for an Energy-Efficient Economy and Energy Efficiency for All, April 2016

### UTILITY ASSISTANCE

- Utility assistance is a credit applied to either an applicant's electric or gas bill. The decision is the applicants. Applicants may only receive assistance with one utility company bill. Applicants will not be processed for electric and gas bills. Based on a number of factors there is a predetermined dollar amount available to the applicant. Applicants may only be assisted once within a funding year.
- There are two separate programs available. The determination as to which program an applicant will utilize will be determined based on the applicant's circumstance. The dollar amount awarded is the same for either program.

### HEAP (Home Energy Assistance Program)

- HEAP is designated for those households struggling to pay their current electric or gas bill and/or they may have a small amount owed from a prior bill.

- ECIP/FT (Energy Crisis Intervention Program, also known as Fast Track): ECIP/FT is designated for those households who's electric or gas has been disconnected or may be disconnected for lack of full payment and the applicant is seeking assistance with the bill disconnected or they have a high balance owed on their current electric or gas bill which would include a past due amount from a previous bill or bills will be processed under the ECIP/FT Program
- All Utility Assistance, Weatherization, and HVAC services are FREE from charge to the applicant.

## TARGET AUDIENCE

- Low-income residents within Orange County will income below 60% SMI for LIHEAP and 200% of Poverty Level for Department of Energy (DOE) contract

## CONTRACT FUNDING

- LIHEAP- Low-income Home Energy Assistance-annual funding, approximately \$7 million provided by Health and Human Services, through the California Department of Community Services and Development (CSD)
  - WX-Weatherization-450 Homes per Year weatherized by crews and subcontractors
  - HEAP- Home Energy Assistance Program - non-emergency utility assistance - 4000 clients
  - ECIP- Energy Crisis Intervention Program - emergency utility assistance - 2800 clients
- DOE WAP-Department of Energy Weatherization Assistance Program-annual funding approximately \$177,000 -118 homes per year
- LIWP-Low-income Weatherization Program-annual funding \$418,000 by the Green House Gas Reduction Fund of California, through the California Department of Community Services and Development (CSD)
- Other Funding-approximately \$250,000
  - Southern California Gas Company
  - Santa Ana Watershed Project Authority
  - City of Rancho Santa Margarita

## DEPARTMENT STAFFING

- |  |                           |
|--|---------------------------|
| • Director   | • 5 Outreach Staff        |
| • Operations Manager   | • 11 Intake Staff         |
| • Billing, Outreach, Utility Assistance, and Field Supervisors | • 6 Program Support Staff |
| • Training Coordinator   | • 5 Inspector Assessors   |
|  | • 6 Crew Members          |

## SUGGESTED IMPROVEMENTS

- Move to a sub-contractor model for weatherization installations

# OC Food Bank

## THE EMERGENCY FOOD ASSISTANCE PROGRAM (TEFAP):

Government surplus commodities supplied to 26 sites serving families and 18 organizations serving meals to homeless persons

- **Target Audience**

- Service area one-half of Orange County
- Household with incomes less than 130% of Federal Poverty Guidelines
- Organizations providing meals to homeless persons
- 18,393 Households served monthly
- 220,713 Households served annually
- 10,758 Homeless persons served monthly
- 129,090 Homeless persons served annually

- **Funding**

- United States Department of Agriculture (USDA)
- Program administered by California Department of Social Services (CDSS)
- Contract: 4 year term
- Funding determined annually, 2016 funding = \$83,087

- **Staffing:** 1 Warehouse Supervisor is lead staff with support from other warehouse personnel

- **Outcome:** Anti-poverty/anti-hunger program alleviating financial burden by providing access to free food

- **Improvements:** Possible training and technical assistance, enhancing effectiveness of service providers. Possible addition of service providers approved to receive TEFAP foods.

- **Partners:** 26 food distributors supplying TEFAP food to families and 18 organizations utilizing TEFAP food to prepare meals for homeless persons

**COMMODITY SUPPLEMENTAL FOOD PROGRAM (CSFP):** Each eligible senior receives one (1) nutritionally balanced food box each month. Mass food distributions occur at 68 community sites. CAPOC's Monarch site serves as a "Make-Up" site, serving CSFP customers daily (except Sunday). Food boxes are assembled by volunteers.

- **Target Audience:** Seniors 60+

- Orange County, Los Angeles, and Riverside
- 24,000 Seniors served monthly
- 288,000 Seniors served annually

- **Funding**

- United States Department of Agriculture (USDA)
- Program administered by California Department of Social Service (CDSS)
- Contract: 4 year term
- Funding determined annually, 2016 funding = \$1,749,500

Between 2006/07 and 2015/16, there has been a larger increase (27.5%) among Orange County students eligible for the Free and Reduced Price Lunch program than among students throughout California (17.6%). Also, one in five children under 18 years old benefit from CalFresh, more than twice the number of children 10 years ago. Households with food insecurity are more likely to experience reduced diet quality, anxiety about their food supply, increased use of emergency food sources or other coping behaviors and hunger.

*-2016 Conditions of Children in Orange County Report*

- **Staffing:** CSFP managed by 1 Program Manager, 3 Supervisors, 9 Eligibility Technicians, with support from warehouse personnel and many volunteers.
- **Outcome:** Support senior health through regular provision of nutritionally designed “Prescription” food boxes.
- **Improvements:** Potential expansion opportunities. Increased delivery to home bound seniors.
- **Partners:** 68 CSFP food distribution host sites and 18,000 volunteers

**DONATED FOOD PROGRAM:** This is food donated by food industry and thru food drives. Donated food is provided to 375 member charities including churches, soup kitchens, shelters, senior centers, and community centers. These organizations serve homeless persons, the unemployed, people with disabilities, seniors on fixed incomes, and the working poor.

- **Target Audience:** Member charities serving households with incomes below 100% Federal Poverty Guidelines
  - 91,288 Persons served monthly
  - 1,095,460 Persons served annually
- **Funding:** Supported by Community Services Block Grant (CSBG) funds, Shared Maintenance Fees, and grants. No contract or activity specific budget.
- **Staffing:** 1 Program Manager plus support from warehouse personnel
- **Outcome:** Anti-poverty/anti-hunger program alleviating financial burden by providing access to free food.
- **Improvements:** Increase quantity and quality of food. Enhance relationship with member agencies related to food safety, expanded capacity, and political advocacy.
- **Partners:** Dozens of food industry donors, hundreds of Food Drives, many financial supporters, and 375 food distribution organizations.

**CALFRESH (AKA FOOD STAMPS) OUTREACH:** Conduct one-on-one outreach daily at community sites. Recruit 25 households to participate in an Application Assistance Workshop, offered in cooperation with the Orange County Department of Social Services. Three workshops held monthly.

- **Target Audience:** CalFresh eligible individuals and families
  - 215 people assisted monthly
  - 2,579 people assisted annually
- **Funding:** \$23,000 from contract renewed annually with the California Association of Food Banks. 2-1 matching funds of \$46,000 supplied by Shared Maintenance Fees.
- **Staffing:** 1 CalFresh Outreach Coordinator
- **Outcome:** Anti-poverty/anti-hunger program alleviating financial burden by providing access to free food.
- **Improvements:** Outreach currently targeting Latinos. Increase staffing to expand outreach, potentially targeting CSFP seniors.
- **Partners:** 25 outreach sites, 3 Application Assistance Workshop host sites, and Orange County Department of Social Services

# Community Partnerships & Services Department

**FAMILY RESOURCE CENTERS (El Modena and Anaheim Independencia):** Emergency assistance, food, I&R, case management, counseling, parenting, domestic violence, medical, adult education (ESL), leadership development/civic engagement, youth and senior services, community events/activities; daily, weekly, monthly, multiple sessions and single service.

- **Target Audience:** Low-income, all ages, individuals and families
  - Approximately 5,000 annually
- **Funding:**
  - El Modena
    - FaCT \$300,000 (Social Services Agency-County, 5 years/2nd yr.)
    - \$43,500 (OC Community Resources-County-3 years/3rd yr.)
  - Anaheim Independencia
    - CSBG \$250,000
- **Staffing:** 2 managers, 4 coordinators, 2 maintenance staff, AmeriCorps Volunteer
- **Outcome:** Overall improved physical, mental, emotional health
- **Improvements:** Improved coordination of services
- **Partners:** FaCT Partners & Leadership Council

**HEALTHY RELATIONSHIP:** Healthy Relationship skills, knowledge training, financial stability training & services, employment readiness, placement.

- **Target Audience:** Low-income adult couples, youth, and individuals
  - 170 annually
- **Funding:** OFA, Office of Family Assistance \$478,000 (HHS-Federal-5 years/2nd yr.)
- **Staffing:** 1 manager, 2 coordinators
- **Outcome:** Improved communication skills, stronger relationships, increased communication knowledge & skills; identifying and achieving financial goals, employment/improved employment
- **Improvements:** Continue to develop program; develop integrated financial stability service delivery
- **Partners:** FaCT, OC Financial Stability Alliance (United Way)

**NUTRITION EDUCATION AND PHYSICAL ACTIVITY PROMOTION (NEOP, Healthy Cities, Move More, Eat Healthy):** Promotion activities/events, lessons, classes

- **Target Audience:** Low-income, all ages, different settings,
  - 35,000+ annually
- **Funding:**
  - HCA; \$341,000 (last year 3 year annual contract)

- St. Jude's \$40,000 annual contract
- Hoag \$25,000 annual contract
- **Staffing:** 1 manager, 6 coordinators and 2 community health workers
- **Outcome:** Increased knowledge and efficacy of healthy behaviors, reduced risk of chronic disease, improved health
- **Improvements:** More private resources
- **Partners:** NuPAC, Orange County Nutrition and Physical Activity Collaborative, UW Health Collaborative, HIP-Health Improvement Plan, Adolescent Weight Group, OCFAC, Orange County Food Access Coalition

### **HEALTH PROMOTION, COMMUNITY ENGAGEMENT (PICH, CBI, Gardens):**

Community engagement, trainings, support, strategies (community gardens), PSE, Policy Systems, and Environmental Change; built environment, systems change (schools, churches, worksite, etc.), policies, media/messaging

- **Target Audience:** Low-income populations and population level interventions
- **Funding:**
  - PICH \$1.3 million annually (3rd year)
  - Kaiser \$15,000 annual contract
  - Hoag and St. Jude's (mentioned earlier)
  - St Joseph(CBI) \$100,000 annual contract- 3 years, in carryover final year
- **Staffing:** 2 managers, 4 coordinators (2 fulltime, 2 part time)
- **Outcome:** Improved health, individually and populations level, increased civic engagement and leadership, reduced chronic health issues
- **Improvements:** More resources and coordination
- **Partners:** AHOC, Alliance for a Healthy OC, PICH, HIP, NuPAC, OCFAC

**HOMELESS AND HOUSING SERVICES:** Provide affordable long term housing and supportive services'

- **Target Audience:** Homeless or at risk families and seniors (5 families, 2 seniors)
- **Funding:** CSBG and rents
- **Staffing:** 1 Coordinator and 1 Manager (part time, Center staff)
- **Outcome:** Stable housing, case management to achieve independent future housing
- **Improvements:** Dedicated staff
- **Partners:** Homeless Providers Forum and Continuum of Care

California is home to more than 9 million children. With 12 percent of the nation's children, the well-being of California kids has a big impact on the well-being of children nationally.

Unfortunately, California recently ranked 38th out of 50 states in children's well-being. Research has shown a strong connection between children's socioeconomic status and overall well-being. California ranks 49th on measures of kids' economic well-being, surpassing only Mississippi. While it is a prosperous state, around 1 in 4 California children live in poverty.

*-2016 California Children's Report Card, Children Now*



# **Appendix B: Strategies for Achieving Priority Goals & Objectives**

**The following strategies for achieving CAPOC priority goals and objectives should be viewed as potential undertakings of what can be accomplished from utilizing a Results Oriented Management and Accountability (ROMA) structure.**

# Environmental Stewardship Strategies



CAPOC's Energy and Environmental Services Department helps low-income OC residents make energy-efficient home improvements to help California reach our mandated energy and carbon reduction goals.

Energy-efficient home improvements can make homes more comfortable and reduce monthly utility bill costs. Our utility assistance programs allows low-income residents to receive electric or gas bill assistance during crisis, while learning through consumer education how to conserve energy and reduce energy burdens for the future. CAPOC is a leader in energy delivery and program innovation. We are a trusted voice in the implementation of policy for energy programs that are both federally and state funded, and we have been asked by the State of California to provide needed services to neighboring counties.

- 1. Objective (Short-Term):** Work to make existing energy programs more comprehensive, efficient, cost-effective and easily accessible, setting the stage to expand our influence and services to other counties in Southern California.

#### **Strategies:**

- Achieve greater efficiency by streamlining operations, moving toward a paper-less office, and developing an online in-take form.
- Use a sub-contractor model when delivering services.
- Continue to update and improve the use of technology.
- Increased staff training and educational opportunities to maintain the best service possible to our clients.
- Work with our clients to attain self-sufficiency.
- Respond to Request for Proposals (RFPs) or Notices of Funding Availability (NOFA) to increase and expand services within our mission.
- Leverage our influence and expertise.
- Increase our use of media, print and online, to promote our programs and success stories.
- Work towards being recognized as a 'Model of Excellence.'
- Increase our Energy Department's involvement on advisory and policy making boards for energy programs by accepting leadership positions and involving staff as additional opportunities arise.

- 2. Objective (Long-Term):** Expand our existing environmental programs, including water conservation, and implementing new sustainable energy efficiency programs that increase parity with current green and energy efficient programs offered to the main stream public.

#### **Strategies:**

- Identify new programs to either leverage or add additional measures to our programs.
- Increase our department's awareness of mainstream green and energy efficient programs through participation in energy forums and contacts with for-profit energy providers
- Visit and observe other water conservation and energy sustainability programs.

# Alleviate Hunger Strategies

CAPOC's OC Food Bank alleviates hunger by supplying food to other service providers and directly to vulnerable individuals and families. We alleviate hunger and malnutrition by distributing food, including fresh fruits and vegetables, to nearly 400 local charities, soup kitchens, and community organizations. We provide nutrient-rich foods to seniors in monthly food boxes, help clients enroll into qualifying federal food programs, and respond to request for emergency food assistance. This is accomplished by engaging volunteers, financial donors, and private and public sources of donated food. The needs of the community currently exceed our available resources.

**1. Objective (Short-Term):** Improve the quality of services provided to OC Food Bank agencies and the community through evaluation, technical assistance, and civic engagement.

**Strategies:**

- Increase staff to employ an Agency Relations Coordinator to increase monitoring, training and technical assistance.
- Increase staff to employ a Public Policy Manager to engage our network in advocacy around issues pertaining to food, hunger, and nutrition.
- Track food distribution for evaluation purposes in measuring outcomes for future grant requirements whether they are from government, corporations, or foundations.
- Increase the number of school and other non-traditional food pantries served.
- Determine the types of food required by school (non-traditional) food pantries and if not being provided by OC Food Bank to work with our suppliers and funders in securing and distributing such food.

**2. Objective (Long-Term):** Increase the food distributed through the Donated Food Program by 50% over the next five years (900,000 additional pounds each year, totaling an increase of 4.5 million pounds in year 5).

**Strategies:**

- Increase the numbers of disadvantaged residents being served by expanding existing programs and adding new ones.
- Secure grant funding to create a CalFresh Outreach initiative targeting seniors (goal of 240 per year) supported by an additional outreach coordinator.
- Research and determine how other regional food banks or pantries are using mobile food pantries; determine the needs for leasing or purchasing a mobile food bank.
- Coordinate with Fund Development to identify, and secure funding from new partners and donors.
- Purchase new forklifts and determine cost for the implementation process of installing High Density Pallet Racking for increasing capacity of existing warehouse.



# Create Financial Stability Strategies

Our Community Partnerships and Services Department focuses on our two Family Resource Centers, and their surrounding communities of Anaheim and Orange, by working with individuals and families to create financial stability through a range of education and workforce training opportunities, including computer skills, resume writing, financial literacy, and workforce development. Other financial stability services are provided by the CAPOC Energy Department. There are opportunities to expand such programs to other disadvantaged communities in Orange County through partnerships and direct services. Strategies for achieving financial stability through a coordinated care model are presented in the organizational capacity strategies section.

**1. Objective (Short-Term):** Maintain and improve existing financial stability programs; including increased investments in the use of technology.

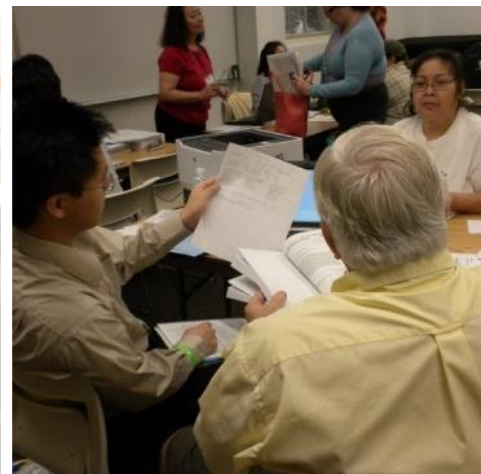
**Strategies:**

- Review existing financial assistance programs such that they are relevant to our clients:
  - Set and review financial goals
  - Save for the future
  - Tax and financial planning
- Increase broadband internet access at our two Centers.
- Provide public indoor and outdoor Wi-Fi access at our Centers.

**2. Objective (Long-Term):** Develop a CAPOC workforce development program focused on education, job placement, and skill development for clients to achieve a living wage and escape poverty.

**Strategies:**

- Partner with other agencies.
- Create permanent job placement programs encompassing interview skills, resume building, networking, and research.
- Provide mentoring, coaching, and counseling services.
- Implement a workforce development social enterprise program with a focus on energy-related employment opportunities as a CAPOC revenue stream.
- Continue programmatic and physical improvements in the two Family Resource Centers to become models for providing such services to other organizations.



# Strengthen Families and Build Safe & Healthy Communities Strategies

Our Community Partnerships and Services Department empowers residents to build strong neighborhoods, achieve self-sufficiency, and become leaders of change. Our two Family Resource Centers provide activities that educate youth, help to educate and strengthen families, and promote senior independence. Through partnerships, our health education and active transportation program initiatives promote nutrition education and an active lifestyle by increasing healthy food choices and physical activity opportunities for low-income residents.

**1. Objective (Short-Term):** Assess, maintain and support existing client services at the two Family Resource Centers, while expanding and improving services which are supportive of existing or new partnerships.

**Strategies:**

- Assess all programs with respect to service delivery, client outcomes, and diversity, identifying all steps for change.
- Develop strategic plans for each Family Resource Center.

**2. Objective (Long-Term):** Institutionalize the partnerships and programs developed in the federally funded Partnerships to Improve Community Health and other funders for promoting nutrition, healthy drink, and active transportation for a healthy lifestyle for Orange County's disadvantaged communities.

**Strategies:**

- Seek new government grant funding opportunities to fund some, or all, of the activities.
- Continue to seek ongoing support from local foundations and corporations.
- Develop directly or support partnerships that expand and/or improve the quality of services.



# Build Organizational Capacity

## Strategies

The Agency's objectives are to build organizational capacity in alignment with providing support for our mission on a current and future basis. Primary focus will be placed on adopting a coordinated care model for services, accommodating the full range of physical space needs, retirement and replacement of our agency's truck fleet to meet California air emission requirements, and investing in our two Family Resource Centers. Grants and fund development are integral to addressing these issues.

**1. Objective (Short-Term):** Increase agency cash reserves for six months of operating liquidity, invest in new trucks for the OC Food Bank, and commit resources for organizational development of the Board and staff through development and training.

### Strategies:

- Evaluate new and existing grant and fundraising agreements to determine operational liquidity strategies for cash flow to include overhead, staff, and administrative costs whenever possible.
- Undertake an IT Plan that includes recommendations for agency technology training needs.
- Secure and provide training materials and programs for Board members to increase education and participation.
- Encourage Board members to attend and participate in energy efficient forums and summits.
- Secure and provide training materials and programs for staff, to increase effectiveness and expand future advancement opportunities.
- Undertake research on current and future emission controls and opportunities for securing tax credits and grants for clean air commercial trucks, including researching CNG, electric and hydrogen trucks, and develop a truck retirement and replacement schedule.
- Purchase new trucks that will comply with projected future air emission requirements as funds are available, including tax credits.
- Track training of agency staff as part of a future Human Resources Information System (HRIS) or Next Generation ROMA software



**2. Objective (Short-Term):** Increase Fund Development giving goals by 10% annually to fund on-going cash needs of the OC Food Bank's Farm to Family program and on-going costs to maintain and upgrade existing programs and facilities.

**Strategies:**

- Implement a "branding" campaign that makes CAPOC the recognized expert on poverty issues in Orange County. Release an annual "Status of Poverty in Orange County Report" that is accepted as the authoritative source for related information.
- Create a mobile/social media friendly website and social media channels that builds organizational capacity to acquire new donors, engage with existing donors, and increase online fundraising results through integrated marketing (including the possibility of hiring a marketing/social media staff person).
- Increase our understand of our donors and why they give.
- Develop more long-standing relationships with foundations and corporations to institutionalize on-going programs operated by our Community Partnerships and Services Department and OC Food Bank.
- Analyze the NEON database of repeat donors and invite higher level donors to hold neighborhood CAPOC get-togethers to increase giving from existing donors by using GIS mapping software for establishing the neighborhood groups.

**3. Objective (Long-Term):** Acquire ownership or explore lease options of a warehouse with increased office space, and analyze the need for satellite distribution facilities.

**Strategies:**

- Analyze our staffing needs and whether additional offices are required to serve our existing and future clients.
- Assess the feasibility of starting a capital campaign for the facility acquisition, and if feasible, initiate a capital campaign.
- Engage real estate professionals to seek out the best available locations for warehouse and office space that provides optimal client service and optimal value for either acquisition or lease, including the potential use of satellite facilities in support of the OC Food Bank and Energy Department.
- Develop a new annual event for to help raise funds for on-going capital projects.

Poverty rates in Orange County have risen steadily over the past decade, increasing much faster than in California or the United States as a whole. Poverty in Anaheim and Santa Ana has grown especially quickly... Children are more likely to live in poverty than the rest of the population, and child poverty has been growing faster than overall poverty rates. In 2014, 34 percent of Santa Ana's children lived under the federal poverty line. This is an increase of almost 12 percent since 2005. These estimates of poverty from the Census Bureau dramatically understate the number of people who are unable to make ends meet. The federal poverty thresholds used by the Census Bureau were designed in the 1960s using a methodology that has since become outdated. They also do not account for the great variation in the cost of living in different regions...this means that the federal numbers significantly underestimate the number of people who are living in poverty.

*-Orange County Communities  
Organized for Responsible  
Development, 2015 Report*

**4. Objective (Short and Long-Term):** Establish a coordinated care model at CAPOC to decrease the likelihood of a crisis situation (housing, food, and utility) faced by our clients and that directly links as many client services as possible to a single point of entry or coordinated service delivery system, including partner agencies, resulting in an improved system of service delivery for better client outcomes.

**Strategies:**

- Work with clients to make them aware of the full array of CAPOC services, including emergency utility assistance, education, case management, counseling, financial stability, and community engagement.
- A comprehensive staff conversation in developing CAPOC coordinated care strategies, activities, and services that can result in service integration and identification of the outcomes to be measured, including a written definition/explanation of: a comprehensive, integrated, client centered, and service delivery model and related outcomes measurements.
- Outline existing CAPOC services, including department target audience and service description that identify department, target audience, average number served, number of sites/locations, number of staff, agency providing service, existing outcome measurement, and value of service.
- Analyze software needs for tracking outcomes at CAPOC for the purpose of implementing ROMA Next Generation. A selected software package will meet the data requirements of ROMA Next Generation for CSBG purposes, integrate with the current Energy Hawkins software system, have the ability to track objectives, measure National Performance Indicators, and be supportive of a integrated coordinated care model.
- Partner with other agencies to improve existing agency programs and identifying opportunities for new programs.
- Continue to maintain a presence on advisory and policy boards that impact our funding and services.
- Secure additional resources for having the means to better address financial needs in crisis situations.
- Seek grant funding to purchase a mobile outreach vehicle to assist in enrollments and applying for coordinated services.
- Improve technology infrastructure at both Family Resource Centers to increase organizational capacity for inputting data and reporting on outcomes for ROMA Next Generation purposes.
- Develop staff knowledge and competencies in multiple programs through cross training, integrated work assignments, or other strategies with a focus on client centered strategies.





# Appendix C: CAPOC's NPIs

The following is a list of the NPIs that CAPOC programs expected to accomplish in 2016:

CSBG National Performance Indicator (NPI)	Energy & Environmental Services	Alleviate Hunger	Create Financial Stability	Strengthen Families and Build Safe & Healthy Communities	Build Org. Capacity	Expected # of Services and/or Participants Completed for 2016
<b>1.1 EMPLOYMENT:</b> The number of services provided to low-income individuals and/or families, as measured by one or more of the following:						
A. Unemployed and obtained a job			✓			20
B. Employed and maintained a job for at least 90 days			✓			15
C. Employed and obtained an increase in employment income and/or benefits			✓			10
D. Achieved "living wage" employment and/or benefits			✓			5
<b>1.2 EMPLOYMENT SUPPORTS:</b> 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:						
A. Obtained skills/competencies required for employment			✓			35
B. Completed ABE/GED and received certificate or diploma			✓			15
C. Enrolled children in before or after school programs				✓		100
D. Obtained access to reliable transportation and/or driver's license			✓			100
E. Obtained health care services for themselves and/or family member			✓			100
F. Obtained and/or maintained safe and affordable housing			✓			5
G. Obtained food assistance		✓				650
<b>1.3 ECONOMIC ASSET ENHANCEMENT AND UTILIZATION:</b> 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:						
A. Number and percent of participants in tax preparation programs who qualified for any type of Federal or State tax			✓			300

CSBG National Performance Indicator (NPI)	Energy & Environmental Services	Alleviate Hunger	Create Financial Stability	Strengthen Families and Build Safe & Healthy Communities	Build Org. Capacity	Expected # of Services and/or Participants Completed for 2016
credit and the expected aggregate dollar amount of credits						
B. Number and percent of participants demonstrating ability to complete and maintain a budget for over 90 days			✓			5
C. Number and percent of participants opening an Individual Development Account (IDA) or other savings account			✓			2
D. Number and percent of participants who increased their savings through IDA or other savings accounts and the aggregated amount of savings			✓			1
E. Number and percent of participants purchasing a home with accumulated IDA or other savings			✓			1
<b>2.1 COMMUNITY IMPROVEMENT AND REVITALIZATION:</b> 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:						
A. Safe and affordable housing units in the community preserved or improved through construction, weatherization or rehabilitation achieved by Community Action activity or advocacy	✓			✓		1
B. Accessible safe and affordable child care or child development placement opportunities for low-income families created, or saved from reduction or elimination				✓		2
C. Accessible before-school and after-school program placement opportunities for low-income families created, or saved from reduction or elimination				✓		2
<b>2.2 COMMUNITY QUALITY OF LIFE AND ASSETS:</b> The quality of life and assets in low-income neighborhoods are improved by a Community Action initiative or advocacy, as measured by one or more of the following:						
A. Increases in community assets as a result of a change in law, regulation or policy, which				✓		1

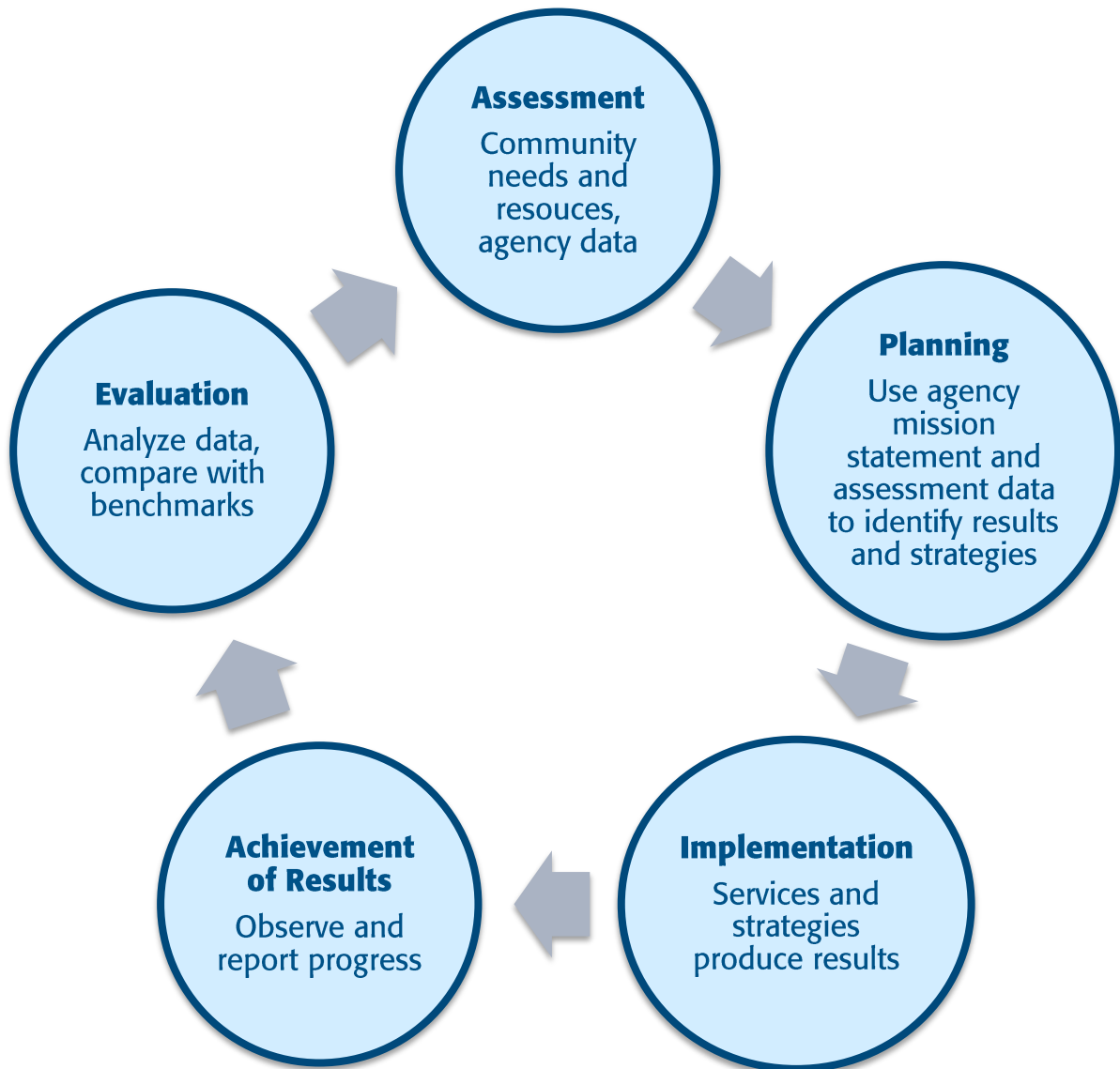
CSBG National Performance Indicator (NPI)	Energy & Environmental Services	Alleviate Hunger	Create Financial Stability	Strengthen Families and Build Safe & Healthy Communities	Build Org. Capacity	Expected # of Services and/or Participants Completed for 2016
results in improvements in quality of life and assets						
B. Increase in the availability or preservation of community facilities				✓		2
C. Increase in the availability or preservation of community services to improve public health and safety				✓		3
D. Increase in or preservation of neighborhood quality-of-life resources				✓		6
<b>2.3 COMMUNITY ENGAGEMENT:</b> The number of community members working with Community Action to improve conditions in the community.						
A. Number of community members mobilized that participate in community revitalization and anti-poverty initiatives				✓		150
B. Number of volunteer hours donated to the agency	✓	✓		✓		60,000
<b>3.1 COMMUNITY ENHANCEMENT THROUGH MAXIMUM FEASIBLE PARTICIPATION:</b> The total number of volunteer hours donated by low-income individuals to Community Action.						
A. Total number of volunteer hours donated by low-income individuals to Community Action	✓	✓		✓		9,500
<b>4.1 EXPANDING OPPORTUNITIES THROUGH COMMUNITY-WIDE PARTNERSHIPS:</b> 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. Types of partners include:						
A. # Non-Profit		✓	✓	✓		200
B. # Faith Based		✓	✓	✓		100
C. # Local Government		✓	✓	✓		30
D. # State Government		✓	✓	✓		1
E. # Federal Government		✓	✓	✓		1
F. # Consortiums/ Collaboration		✓	✓	✓		12
G. # School Districts		✓	✓	✓		9
H. # Institutions of post-secondary education/ training		✓	✓	✓		2
I. # Financial/Banking Institutions		✓	✓	✓		4
J. # Health Service Institutions		✓	✓	✓		4
K. # State wide associations or collaborations		✓	✓	✓		3

CSBG National Performance Indicator (NPI)	Energy & Environmental Services	Alleviate Hunger	Create Financial Stability	Strengthen Families and Build Safe & Healthy Communities	Build Org. Capacity	Expected # of Services and/or Participants Completed for 2016
<b>5.1 AGENCY DEVELOPMENT:</b> Number of human capital resources available to Community Action that increase agency capacity to achieve family and community outcomes, as measured by one or more of the following:						
A. Number of Nationally-Certified ROMA Trainers					✓	1
B. Number of staff attending trainings					✓	17
C. Number of board members attending trainings					✓	5
D. Hours of staff in trainings					✓	950
E. Hours of board members in trainings					✓	100
<b>6.1 INDEPENDENT LIVING:</b> The number of vulnerable individuals receiving services from Community Action who maintain an independent living situation as a result of those services.						
A. Senior Citizens	✓	✓		✓		20,000
B. Individuals with Disabilities	✓	✓		✓		3,200
<b>6.2 EMERGENCY ASSISTANCE:</b> 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, as measured by one or more of the following:						
A. Emergency Food		✓				75,000
B. Emergency fuel or utility payments funded by LIHEAP or other public and private funding sources	✓					3,000
<b>6.3 CHILD AND FAMILY DEVELOPMENT:</b> The number and percentage of all infants, children, youth, parents, and other adults participating in developmental or enrichment programs who achieve program goals.						
A. Infant and child health and physical development are improved as a result of adequate nutrition				✓		7,000
B. Youth improve health and physical development				✓		100
C. Youth improve social/emotional development				✓		100
D. Youth avoid risk-taking behavior for a defined period of time				✓		75
E. Youth have reduced involvement with criminal justice system				✓		180
F. Youth increase academic, athletic, or social skills for school success				✓		1,200
G. Parents and other adults learn and exhibit improved parenting skills				✓		75

CSBG National Performance Indicator (NPI)	Energy & Environmental Services	Alleviate Hunger	Create Financial Stability	Strengthen Families and Build Safe & Healthy Communities	Build Org. Capacity	Expected # of Services and/or Participants Completed for 2016
H. Parents and other adults learn and exhibit improved family functioning skills				✓		75
<b>6.4 FAMILY SUPPORTS (Seniors, Disabled, and Caregivers):</b> 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 and after school programs				✓		250
B. Obtained health care services for themselves or family member			✓			250
C. Obtained and/or maintained safe and affordable housing			✓			7
D. Obtained food assistance		✓				23,000
E. Obtained non-emergency LIHEAP energy assistance	✓					4,000
F. Obtained non-emergency WX energy assistance	✓					450
<b>6.5 SERVICE COUNTS:</b> The number of services provided to low-income individuals and/or families, as measured by one or more of the following:						
A. Food Boxes		✓				206,000
B. Pounds of Food		✓				18,000,000
C. Information and Referral Calls	✓	✓	✓	✓		25,000

# Appendix D: ROMA Cycle

Community Action Partnership of Orange County will use the ROMA Cycle as a guiding process to determine what services/programs to offer, implementation strategies to be considered, and whether they are effective.



# Appendix E: Logic Models

Potential Implementation Strategies for Inclusion in Subsequent Community Action Plans

## Environmental Stewardship Logic Model

<b>Strategic Plan Goal:</b> Improve housing conditions, reduce energy burdens for low-income households and make a measurable impact that reduces greenhouse gases in the environment.						
Identified Problem, Need, Situation	Objective	What will the change look like and who will it impact?  <u>Projected # and % that will achieve each outcome.</u>	Timeframe and Scope of Activities	Resources (Available and Needed)	Measurement Tools, Collection Procedure, Personnel  Frequency of Data Collection and Reporting	NPI Goal(s) Achieved
	Work to make existing energy programs more comprehensive, efficient, cost-effective and easily accessible, setting the stage to expand our influence and services to other counties in Southern California.					
	Expand our existing environmental programs, including water conservation, and implementing new sustainable energy efficiency programs that increase parity with current green and energy efficient programs offered to the main stream public.					

# Alleviate Hunger Logic Model

**Strategic Plan Goal:** Reduce food insecurity/hunger and provide healthier food options for low-income families by increasing food availability.

Identified Problem, Need, Situation	Objective	What will the change look like and who will it impact?  <u>Projected # and % that will achieve each outcome.</u>	Timeframe and Scope of Activities	Resources (Available and Needed)	Measurement Tools, Collection Procedure, Personnel  Frequency of Data Collection and Reporting	NPI Goal(s) Achieved
	Improve the quality of services provided to OC Food Bank agencies and the community through evaluation, technical assistance, and civic engagement.					
	Increase the food distributed through the Donated Food Program by 50% over the next five years (900,000 additional pounds each year, totaling an increase of 4.5 million pounds in year 5).					



# Create Financial Stability Logic Model

**Strategic Plan Goal:** Institute financial stability programs and services that train and support families to deal with financial crisis and prepare them for economic growth and self-sufficiency.

Identified Problem, Need, Situation	Objective	What will the change look like and who will it impact?  <u>Projected # and % that will achieve each outcome.</u>	Timeframe and Scope of Activities	Resources (Available and Needed)	Measurement Tools, Collection Procedure, Personnel  Frequency of Data Collection and Reporting	NPI Goal(s) Achieved
	Maintain and improve existing financial stability programs; including increased investments in the use of technology.					
	Develop a CAPOC workforce development program focused on education, job placement, and skill development for clients to achieve a living wage and escape poverty.					

# Strengthen Families and Build Safe & Healthy Communities Logic Model

**Strategic Plan Goal:** Improve neighborhood safety, living conditions and civic participation by coordinating, integrating and focusing CAPOC services.

Identified Problem, Need, Situation	Objective	What will the change look like and who will it impact?  <b>Projected # and % that will achieve each outcome.</b>	Timeframe and Scope of Activities	Resources (Available and Needed)	Measurement Tools, Collection Procedure, Personnel  Frequency of Data Collection and Reporting	NPI Goal(s) Achieved
	Assess, maintain, and support existing client services at the two Family Resource Centers, while expanding services which are supportive of existing or new partnerships, and improving the quality of services.					
	Institutionalize the partnerships and programs developed in the federally funded Partnerships to Improve Community Health and other funders for promoting nutrition, healthy drink, and active transportation for a healthy lifestyle for Orange County's disadvantaged communities.					

# Build Organizational Capacity Logic Model

**Strategic Plan Goal:** Increase CAPOC’s economic and operational efficiency by providing stable funding; updating and/or securing new facilities, equipment, technology and resources.

Identified Problem, Need, Situation	Objective	What will the change look like and who will it impact?  <u>Projected # and % that will achieve each outcome.</u>	Timeframe and Scope of Activities	Resources (Available and Needed)	Measurement Tools, Collection Procedure, Personnel  Frequency of Data Collection and Reporting	NPI Goal(s) Achieved
	Increase agency cash reserves for six months of operating liquidity, invest in new trucks for the OC Food Bank, and commit resources for organizational development of the Board and staff through development and training.					
	Increase Fund Development giving goals by 10% annually.to fund on-going cash needs of the OC Food Bank’s Farm to Family program and on-going costs to maintain and upgrade existing programs and facilities.					
	Acquire ownership or explore lease options of a warehouse, and analyze the need for satellite distribution facilities.					
	Establish a coordinated care model at CAPOC to decrease the of a crisis situation (housing, food, and utility) faced by our clients and that directly links as many client services as possible to a single point of entry or coordinated service delivery system, including partner agencies, resulting in an improved system of service delivery for better client outcomes.					



11870 Monarch Street  
Garden Grove, CA 92841  
[www.capoc.org](http://www.capoc.org)  
(714) 897-6670