Strategic Plan 2017-2022
Updated Dec 2018

Providing services to enable independence and self-sufficiency for seniors, disabled adults, the disadvantaged and families in poverty.

Reviewed & Approved ________
Reviewed & Approved 12/06/17
The Vision of the Osceola Council on Aging is to create a place where diversity is valued, acknowledged and respected; where the people we serve thrive and realize their fullest potential; where citizens and staff are truly valued, nurtured and respected for their essential contributions to the community; where there is community collaboration to establish prevention-focused services for the common good; and where norms are challenged and people take risks to create meaningful and innovative changes.

**AGENCY VALUES**

OCOA developed the following values to guide and direct the organization’s work. These values help determine how the Council on Aging will work to successfully implement the agency’s mission.

- **Honesty/Integrity**
  - Be truthful and accurate and adhere to high moral principles, ethical codes and professional standards.

- **Quality**
  - Maintain a high level of excellence in program operations and service delivery.

- **Responsibility**
  - Implement actions and make effective decisions taking into account expectations from customers, funding sources and external stakeholders.

- **Respect**
  - Be consistently thoughtful and kind to clients taking their feelings, needs, thoughts, ideas and preferences into consideration.

- **Accountability**
  - Be liable for all public and private funds entrusted to the Agency and strive for excellence in programmatic and financial management ensuring compliance with all laws and regulations and providing proof that funding is being utilized to deliver services to accomplish agency mission.

- **Client Focused**
  - Continually engage clients to determine their needs while providing outstanding services that promote customer satisfaction.

**GOALS 2018**

**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.

**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 community, and we are dedicated to helping people help themselves and each other.
Goal 1: Individuals and Families with low incomes are stable and achieve economic security.

### NPI 1.1 Employment

<table>
<thead>
<tr>
<th>Goal</th>
<th>Strategies</th>
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</table>
| Individuals are unemployed and obtain employment with the assistance of OCOA and its partners. | Offer Life Skills Workshops  
Work with community partners Community Vision, Valencia College and Career Source to provide OJT  
Promote educational opportunities  
Establish Work Experience Sites |
| Individuals move from below the Federal Poverty Rate to above it. | Enroll clients in Education & Job Training Programs (Project Open & Youth Build)  
Provide case management to clients  
Assist families in achieving higher rates of pay |

### NPI 1.2 Employment Supports

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| Individuals complete Post-Secondary education program and obtain certificate or diploma. | Establish and maintain public computer sites  
Work with colleges to provide additional satellite classrooms and online courses |
| Individuals obtain health care services for themselves or family member in support of employment. | Provide case management to clients  
Refer clients for medical coverage  
Refer Clients to Health Clinic |
| Individuals obtain safe & affordable housing in support of employment. | Provide case management to clients  
Broker/advocate on behalf of clients  
Refer clients to housing opportunities |
| Individuals obtain food in support of employment. | Provide case management to clients  
Broker/advocate on behalf of clients  
Refer clients to food pantries and other supplemental food sources |
Goal 2: Communities where people with low income live healthy and offer economic opportunity

### NPI 2.1 Community Improvement and Revitalization

<table>
<thead>
<tr>
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</tr>
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<tbody>
<tr>
<td>Safe and affordable housing units are preserved or improved through construction, Weatherization or rehabilitation achieved by OCOA</td>
<td>Preserve/Improve low-income housing through Weatherization or other housing repair programs such as SHIP or Veterans Helping Homebound Heros</td>
</tr>
</tbody>
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### NPI 2.3 Community Engagement

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<tr>
<td>Community members mobilized by OCOA that participate in community revitalization and anti-poverty initiatives.</td>
<td>Engage local community members through initiatives such as: Poverty Simulations, Leadership Osceola, Teen Leadership, Health Leadership</td>
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<tr>
<td>Legislators briefed/updated regarding the needs of those living in poverty within their districts, etc.</td>
<td>Legislative visits Agency events Other Public Relations events</td>
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### MISSION STATEMENT

The Osceola County Council on Aging, Inc. is 501 (c) 3, non-profit, private charitable organization dedicated to providing services to enable independence and self-sufficiency for seniors, disabled adults, the disadvantaged and families in poverty.
### Goal 3:

#### NPI 3.1 Civic Investment

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<td>Volunteer hours donated by and/or “on-behalf” of low income people thereby improving the number of opportunities and quality of life for families.</td>
<td>Opportunities &amp; Initiatives made possible by: Employment &amp; Training programs, Poverty Simulations, Care Companion and Senior Companion</td>
</tr>
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#### NPI 3.2 Community Empowerment through Maximum Feasible Participation

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<td>Low-income people participating in formal community organizations, governments, boards or councils that provide input to decision making and policy setting created or supported by OCOA.</td>
<td>Engage low-income people through initiatives such as: Housing Advisory Board, Nutrition Advisory Boards, OCOA Board of Directors</td>
</tr>
<tr>
<td>Low-income people engaged in non-governance community activities or groups created or supported by OCOA.</td>
<td>Engage low-income people through initiatives such as: Poverty Simulations, March for Meals, Anniversary Breakfast Video</td>
</tr>
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### Goal 4: Partnerships Among Supporters & Providers Service to Low-Income Are Achieved

#### NPI 4.1 Expanding Opportunities through Community-Wide Partnerships

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<td>OCOA will achieve the following outcomes by working with community organizations: coordination of services improve community planning achieve specific outcomes improve program efficiency support cultural, ethnic &amp; special needs of low-income people</td>
<td>Outcomes made possible by the sustainability of the following initiatives: Community Gardens (3), Financial Education Partners, Community Collaborations, Senior Financial Classes, Project Open, Job Placement Boot Camp</td>
</tr>
</tbody>
</table>
## Goal 5: OCOA Increases Its Capacity to Achieve Results

<table>
<thead>
<tr>
<th>NPI 5.1 Broadening The Resource Base</th>
<th>Strategies</th>
</tr>
</thead>
</table>
| Increased number of: non-government dollars volunteer hours in-kind donation | Find untapped federal/state funds  
Actively / aggressively work to obtain additional non-government funding to support agency efforts  
Train board members to find dollar/in-kind  
Set up standing committees with community volunteers to: recruit volunteers, assist with fundraising events, seek monetary or in-kind donations |

## Goal 6: Low Income People Achieve Potential

<table>
<thead>
<tr>
<th>NPI 6.1 The number of vulnerable individuals receiving services from Osceola Council on Aging who maintain an independent living situations as a result of those services.</th>
<th>Strategies</th>
</tr>
</thead>
</table>
| Independent Living | Utilize services such as:  
Meals on Wheels  
Guardianship  
In Home Services  
Transportation  
Congregate Meals |
| Collects data on vulnerable individuals receiving services from OCOA who maintain an independent living situations as a result of those services. | Congregate Meals  
Recreational or Social Activities  
Transportation Services  
Legal Aide and Benefits Assistance/Counseling  
Home Management Assistance  
Housing Rehabilitation  
Weatherization  
Energy Assistance  
Medical Care  
Physical Exercise & Rehabilitation Assistance  
Medications Monitoring and Management  
Supplementary Food Distribution  
Nutrition Counseling |
### Goal 6: Continued

#### NPI 6.2 Emergency Assistance

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<tr>
<td>Eligible low-income people receive emergency assistance for food.</td>
<td>Provide clients with opportunities to obtain emergency assistance programs for food such as (but not limited to): Mobile Food Pantry, Meals on Wheels.</td>
</tr>
<tr>
<td>Eligible low-income people receive emergency assistance for Emergency Payments to Vendors for fuel and energy bills and rent/mortgage payments.</td>
<td>Provide clients with opportunities to obtain emergency assistance programs such as (but not limited to): Energy Crisis Intervention Program, Emergency Food Shelter &amp; Program (EFSP), Homelessness Prevention &amp; Rapid Re-housing (HPRP).</td>
</tr>
<tr>
<td>Eligible low-income people receive Transportation to Post Education</td>
<td>Provide clients with opportunities to obtain Transportation through Success Express.</td>
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#### Council on Aging Has The Capacity to Meet Future Challenges

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<td>Increase overall training of all staff and board of directors.</td>
<td>Central coordination of research, planning and execution of agency projects.</td>
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<tr>
<td>Increase awareness of agency services to staff, board, community &amp; clients.</td>
<td>Improved Agency Communications (website), Updated Agency Brochures, Reports, New Board Opportunities (training, replacement, rotation, committee expansion, planning, etc.), Leadership Development (staff &amp; bd. members), Succession Planning (staff &amp; board members).</td>
</tr>
</tbody>
</table>
Serving Osceola County Since 1971

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