

Geauga Community Action, Inc.

Strategic Plan 2015 – 2017

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I. Purpose and History

A. Purpose:

The purpose of Geauga Community Action, Inc. is:

1. To mobilize local resources to combat poverty and alleviate the causes of poverty.
2. To encourage other groups and organizations to combat poverty and alleviate the causes of poverty.
3. To implement programs designed to enable low income families to become more self-sufficient and moderate income families to remain self-sufficient.
4. To empower those we serve by enabling them to attain knowledge, skills, and motivation to become more self-sufficient.

B. History:

During his State of the Union address on January 8, 1964, President Lyndon B. Johnson launched his "*War on Poverty*" at a time when poverty in the United States approached 20% of the population. On August 20, 1964, Johnson signed into law the Economic Opportunity Act of 1964, United States Public Law 88-452. The law was intended to eliminate poverty, expand educational opportunities, increase the safety net for the poor and unemployed, and tend to the health and financial needs of the elderly.

The Economic Opportunity Act of 1964 authorized the formation of local community action agencies with the purpose of promoting self-sufficiency and administering the federal Community Services Block Grant (CSBG) allocated to each community.

Geauga Community Action, Inc. formed in 1965 as the community action agency for Geauga County, Ohio. The fifteen-member uncompensated tri-partite board is composed of five public officials or their representatives, five private organizations, and five members of the low-income community or those agencies that serve the low-income community.

The Geauga Community Action, Inc. Board administers its programs through the Geauga County Job and Family Services in Chardon, Ohio. CSBG funds are currently used to temporarily assist qualified residents with emergency financial needs including gas and electric utilities, home heating fuel, rent and limited health needs. Some CSBG funds also fund United Way 2-1-1 for health and human services hotline information.

II. Mission, Vision, and Values

Mission Statement

It shall be the mission of this Board to encourage self-sufficiency and well-being of qualified Geauga County residents by governing the disbursement of financial assistance and support.

Vision Statement

Geauga County residents will have the essential services necessary to achieve self-sufficiency and improve their quality of life.

Values

- To be compassionate and responsive
- To value our partners in service
- To be committed to the public good and accountable to that public
- To demonstrate transparency, integrity, and honesty in all out interactions
- To be responsible stewards of resource, committed to excellence and maintaining the public trust
- To provide accessible services that addresses a continuum of needs
- To insure dignity, respect, diversity, inclusion, and cultural competency
- To avoid conflicts of interest or the appearance there of
- To accept as a personal duty, the responsibility to keep up to date on emerging issues and conduct ourselves with professional competence, fairness, impartiality, efficiency, and effectiveness
- To educate the community about issues affecting Geauga's low to moderate income residents and to facilitate communication between the Board, constituents, public officials, county residents and employers

Ethical Principles

- Effectively and ethically administer the affairs of the Board
- Promote decisions that benefit the public interest and the needs of our constituents
- Keep safe all funds entrusted to the Board
- Maintain a positive image of the Board
- Maintain a respectful attitude towards Board members and service providers
- Faithfully comply with all the laws and regulations applicable to the Board and impartially apply them to everyone
- Respect and protect privileged information
- Base decision-making on what appears to offer the greatest potential for positive results for program eligible residents

III. Needs assessment

BACKGROUND

Geauga County is located in the northeast corner of the state of Ohio. Geauga is pronounced gee-awe-gah. Its name is derived from a Native American word meaning raccoon. Geauga County encompasses 408 square miles, of which five square miles is water, divided into 16 townships and five municipalities. Of the 259,000 acres in Geauga County, 45% are forested and 23% are used as farmlands. As of 2010, the U.S. Census Bureau (2011) estimated the population at slightly less than 94,000 people in approximately 35,000 housing units.

Geauga County had its first settlers in 1798 when the area was part of the Connecticut Western Reserve, which was land claimed by Connecticut in what was then the Northwest Territory after the Revolutionary War debts were settled with the newly formed federal government. Burton was founded in 1798 and Batavia, present-day Middlefield, was founded in 1799. There were few Native Americans remaining in the Western Reserve after the Treaty of Greenville in 1795 making it very attractive to early settlers. At the time, the area was heavily forested requiring heavy manual labor to clear roads and farmland. Geauga County was the second County organized in the Western Reserve in March 1806, after its neighboring parent Trumbull County. The size of Geauga County was reduced by the formation of Ashtabula, Cuyahoga and Lake Counties. By 1820, the population reached nearly 8,000, doubling to 16,000 by 1830. Population growth was relatively flat for the next 110 years, reaching nearly 20,000 in 1940. The stable growth was most likely attributed to the formation of Lake County from the northern townships of Geauga County in 1840. While the habitable land mass of Lake County is half that of Geauga, its population is nearly two and a half times that of Geauga County.

Nearly 80% of the homes in Geauga County have been built since 1950. Population growth followed this same growth pattern with the population doubling between 1950 and 1960 alone, and the current population at more than four times the pre-World War II population. The population growth was not evenly distributed. Rather it was concentrated in communities on the western border. Today, nearly one-third of the population resides on 18% of the habitable land, twice the population density of the rest of the county.

DEMOGRAPHICS

Geauga County has a population of 93,389 persons of which 28.2% are 19 years or under, 49.6% are between 20 and 59 years, and 22.1% are ages 60+. The county's median age is 42.1 year. Ninety-seven percent of the residents are Caucasian, 1.1% black or African American, and 0.6% Asian. Of the Caucasian population, 1% are Hispanic, 3% are foreign-born, and 9% are Amish.

Changes

The population has increased since 1990, but at a lower rate in the last decade between 2000 and 2010. It is expected to continue to increase in the next two decades. The number of those under age 60 years decreased and those over 60 years increased over the past two decades and are expected to increase over the next four decades as the “Baby Boomers” come of age. There was a slight increase in the number of non-Caucasians and Hispanics.

BASIC AND EMERGENCY NEEDS

Slightly more than one-fifth of the population (22.0% or 20,271 persons) has incomes below 200 percent of the federal poverty threshold. This amounted to \$44,628 for a family of four in 2010. Fourteen percent have incomes near poverty (between 100 and 200 percent of poverty) and close to 8% have incomes below poverty. This translates into 5% of families in the county (1,294) with incomes below poverty, of which 77.5% are families with children.

Changes

- There has been an increase in percent of those below 100 percent of poverty over the past decade from 4.6% to 8.1% (as of 2014) and an increase in percent of those near poverty (between 100 and 199 percent) from 11% to 14.3%.

Comparisons to other NE Ohio counties

- Geauga County has the second lowest rates of poverty, near poverty, and families below poverty compared to nine other counties in northeast Ohio.
- Geauga County has the highest rate of married couples with children below poverty and the lowest rate of female headed households with children below poverty compared to nine other counties in northeast Ohio.

Perceptions (In March 2012, the survey was mailed to a random sample of 2,425 Geauga County residents. 382 surveys were returned completed.)

- Affording prescription drugs, health insurance and medical care are at the top of the list of adult residents of serious issues in the county and households with slightly lower percentages in 2012 than 2004.
- Affording food, followed closely by affording clothing and shoes are perceived as more serious in 2012 than 2004. Substantial proportions of stakeholders also consider affordability of housing, child care, and mental health services as serious issues. This is also reflected in the responses of adult residents, although fewer perceive affordability of child care as a serious issue in 2012 when compared to 2004. There is a much stronger perception of poverty as a serious issue in 2012 than 2004.

SELF-SUFFICIENCY STANDARD

The self-sufficiency standard is a measure of how much income a family of a certain composition in a given place must earn to meet their basic needs. According to a report developed for the Ohio Association of Community Action Agencies in June 2013, a single adult in Geauga County would need to earn at least \$9.50 per hour to achieve self-sufficiency. A single adult with a preschool child or infant would need to earn at least \$19.10 per hour to achieve self-sufficiency. The entire table prepared by the Ohio Association of Community Action Agencies is found in Appendix E. A self-sufficiency calculator is available online at: <http://www.oacaa.org/self-sufficiency-calculator/>.

EMPLOYMENT AND INCOME

There are approximately 50,600 persons 16 years and older in the civilian labor force, with an unemployment rate of 6.5%. The county has 2,409 employment establishments and its primary industries are manufacturing, retail trade, health and social services. The median household income is \$65,663 and average per capita income, \$47,753.

Changes

- Decrease in number of persons in the labor force (-2.7% or -1,400 persons) between 2007 and 2011
- Increase in unemployment rate from 5.0% in 2007 to 6.5% in 2011
- Net loss of 3,703 jobs between 2006 and 2010, the last total statewide employment peak; increase in number of jobs in Health Care/Social Assistance and in Other Services, except Public Administration; all other industries experienced a decrease
- Loss of 82 employment establishments between 2006 and 2010
- Increase in average wages except for Health Care/Social Assistance which experienced a decrease between 2006 and 2010
- Decrease in per capita personal income between 2008 and 2010

Comparisons to other NE Ohio counties

- Lowest unemployment rate each year between 2007 and 2011
- Second highest median household income
- Highest per capita personal income each year between 2006 and 2010

Perceptions

- Adult residents and stakeholders perceive that unemployment and under-employment are serious issues in the county.

EDUCATION

There are more than 12,000 students enrolled in the Geauga County public school districts. One of five students is economically disadvantaged, 13% are students with disabilities, and 4.6% are non-Caucasians. The two largest districts are Chardon and Kenston and the smallest is Ledgemont. (NOTE: In 2015 the Ledgemont LSD merged with the Berkshire LSD) On all performance indicators, attendance, graduation, and scores on 3rd and 10th grade reading and math proficiency tests, Geauga County districts score above the Ohio standards. With the exception of attendance rates which are close to those for all students, students with disabilities and those with economic disadvantages score lower on performance indicators.

Geauga County is a highly educated community. Close to one-third have some college or an associate's degree and another third have bachelor's degrees or higher.

There is adequate child care for all ages county-wide, but an insufficient supply in some communities within the county. Only 17.5% of early childhood centers are accredited or meet Ohio Step Up to Quality standards.

Changes

- The percent of students who are economically disadvantaged increased from 10% in 2004 to 20% in 2011. The percent of students with disabilities increased from 10% in 2004 to 13% in 2011.

Comparisons to other NE Ohio counties

- Geauga County has the highest percent with bachelor's degree or higher

Perceptions

- The strongest perception among adult residents of a serious issue in this area is affordability of child care although fewer in 2012 than 2004; far fewer perceive the lack of quality of child care an issue in the 2012 survey. These findings are also reflected in results of the stakeholder survey. Few adult residents and stakeholders perceive other educational factors such as overcrowded classrooms, illiteracy, truancy and dropout rate as serious issues. However, 15% of adult residents perceive the schools to be unsafe compared to 8% in 2004. More than one-third of stakeholders consider this an issue.

FREE OR REDUCED SCHOOL LUNCH PROGRAM

As of October 2014, of the 12,275 student enrolled in public schools in Geauga County, 2,246 (18.3%) were enrolled in the free or reduced lunch program. The total included 1,719 (14.0%) enrolled in the free lunch program and 527 (4.3%) enrolled in the reduced lunch program. The highest rate of enrollment is at the Cardinal local school district at 42.6%, and the lowest rate at Gurney Elementary at 4.1% and Kenston LSD at 9.8%.

HOUSING

Geauga County has 34,264 households and 36,574 housing units of which 80.3% are owner-occupied, 13.4% are renter-occupied, and 6.3% are vacant. Between 1980 and 2010, the county's population grew, partially as a result of 4,272 more migrating in than out of the county.

Approximately half of the owner-occupied houses are owned by persons under 55 years and half over. Seventy percent of these are for two to four persons, 18% are one person, and 12% are five or more persons. The median housing value is \$230,900 with 61.2% of the units over \$200,000, 31.5% between \$100,000 and \$199,000; only 7.2% are valued under \$100,000.

The median monthly owner cost is \$1,405, which is 22.3% of total household income. Anything under 30% of household income is considered affordable. Seventy-one percent of the houses have mortgages and 29% are owned free and clear. Ninety-three percent of individuals lived in the same house as the previous year.

The median monthly renter cost is \$751 which is an average of 27.7% of total household income. Geauga Metropolitan Housing Authority has 242 public housing units and 171 Section 8 Housing Choice Vouchers. The Geauga County Board of Developmental Disabilities manages an inventory of a condominium and 18 single houses for adults with developmental disabilities.

There are 1,107 available units for seniors at 0.05 units per 60+ populations.

According to the U.S. Census Bureau's 2009-2013 American Community Survey, approximately 90.4% of non-institutionalized seniors in Geauga County live in their own home, the other 9.4% rent. Approximately 2.4% of residents 65 years and older in Geauga County live in nursing facilities, which increases to 53.9% for those 85 years old and over.

The generally accepted threshold for housing affordability is spending less than 30 percent of household income on housing expenses. Seniors that own their own homes spend on average about 29.1% of household income on housing. Seniors in Geauga spend roughly 48.8% of their household income on housing primarily due to unaffordable housing. The median rent for a senior in Geauga County is \$724 per month; to afford this rent, a household needs to have an annual income of about \$28,960, or \$8,597 more than the average annual Social Security benefit.

Homeless

There are 33 homeless persons in the county, 20 adults and 13 children. Eighteen reside in shelter and 15 are unsheltered.

Changes (1990 to 2010, unless otherwise stated)

- Increase in number of new housing units, both owner-occupied and renter-occupied units, with growth slowing in the past decade
- Increase in number of vacant housing units, most dramatic increase in the past decade
- Decrease in proportion of housing units that were owner-occupied and increase in proportion that were renter-occupied and vacant
- Decrease in percent of owner occupied units with mortgage
- Increase in net migration since 1980 with greatest increase between 1990 and 2000 and a slightly lower number between 2000 and 2010
- Growth in number of households outpaced growth in population, because of the increase in single person households
- Decrease in rate of senior living units available per senior age 60 years and older between 2003 and 2011

Comparisons to other NE Ohio counties

- Highest percent of total occupied housing units and second lowest percent vacant
- Fourth lowest homeowner vacancy rate and lowest rental vacancy rate in 2010
- Largest percent of occupied housing units that were owner-occupied and lowest percent that were renter-occupied in 2010
- Largest average household size for total occupied housing units and for owner-occupied units in 2010
- Second highest percent of single persons in renter-occupied units and second smallest percent in owner-occupied units in 2010
- Highest percent of owner-occupied units with 5+ persons in 2010
- Highest median housing value, average 2006 to 2010
- Most owner-occupied housing units valued more than \$200,000, average 2006 to 2010
- Fewest owner-occupied housing units valued under \$200,000, average 2006 to 2010
- Fourth highest percent of owner-occupied units owned free and clear in 2010
- First for rental housing affordability, average 2006 to 2010
- Highest percent of people who lived in same house as in previous year (2006 to 2010)

Perceptions

- Moderate perception among adult residents that affordability of housing is a serious issue
- Fewer adult residents consider shortage of affordable housing for both families and seniors in 2012 than 2004; however, large proportions of stakeholders consider these serious issues in 2012.

- More adult residents consider housing needing major repairs a serious issue in 2012 than 2004.

SPECIAL POPULATIONS

Geauga County has 25,654 families, of which 85.2% are husband-wife families. The average family size is 3.16 and 61.5% of persons age 15 years and older are married. Approximately 5% of the county's families (1,294) have incomes below poverty, of which 77.5% are families with children.

There are 26,380 children and youth ages 19 years and under which represents 28.2% of the county's population. More than 10% of children ages 17 and under (10.8 percent) have incomes below poverty.

Thirty-two children were in the custody of the county, primarily for multiple safety issues on January 1, 2010. Most were in licensed foster homes and 46.9% were in permanent custody, but typically for less than four years. Most children in placement were Caucasians, but non-Caucasians were disproportionately represented when compared to their share of the population (African Americans, 16% and others at 12%).

Slightly more than one-fourth of students in grades 6 through 12 tried a combination of alcohol, tobacco, and marijuana followed by 23.5% trying alcohol alone. More students perceived tobacco to have greater risk and greater parental disapproval. Among students in grades 6 to 12, 15% reported being current smokers, one-third, current drinkers, while 12-15% used marijuana at least once and 6% percent used inhalants. About 11% reported seriously considering suicide in the past year and 7% percent attempted it.

Approximately 85 females ages 10 to 19 years become pregnant as teens in any given year, which represents 12.2 per 1,000 females of this age. Approximately 3% of those 17 years and under have a disability.

There are 20,683 older adults 60 years and older. Of these, 68.7% are between 60 and 74 years, 21.7% are between 75 and 84 years, and 9.5% are 85 years and older. Less than 1% (0.5% or 97 persons) is grandparents responsible for care of their grandchildren. Of those age 65 years and older: close to two-thirds are married; one-third has a disability; one third are employed, primarily those between 65 and 74 years; 8% live alone; and 6% have incomes below poverty. Their median household income is \$41,877. Average life expectancy is 79.7 years.

Changes

- Increase in number of families between 1990 and 2010, with growth slowing in past decade

- Projected decrease in proportion of those ages 19 years and under and increase in those 60 years and older by 2030 with greatest increases in those 85 years and older, followed by those between 75 and 84 years
- Decrease in number of children in placement between 2003 and 2009
- Decrease in teen pregnancy rate between 2006 and 2010

Comparisons to other NE Ohio counties

- Highest percent of husband-wife families
- Second highest percent of married persons
- Lowest percent of separated/divorced persons
- Highest average family size
- Second lowest percent of families with incomes below poverty
- Highest percent of children age 19 years and under
- Second lowest percent of children 17 years and under below poverty
- Among counties with lowest percentage of children below poverty
- Lowest teen pregnancy rate
- Second lowest percent of children 17 years and under with disabilities
- Second highest percent of population age 60 years and older
- Fourth highest percent ages 75 and older and 85 and older
- Highest life expectancy
- Third lowest rate of disability among those 65 and older
- Second highest percent of those 65 and older who are married
- Third lowest percent of those 65 and older who live alone
- Largest percent of those 65 and older who are employed
- Highest median income among those age 65 and older
- Second lowest percent of those age 65 and older with incomes below poverty

Perceptions

- Fewer adult residents perceive that there are insufficient activities for children and youth in 2012 than 2004, 28 percent compared to 37 percent, respectively. This finding is supported by stakeholder perceptions.
- Approximately one-third of adult residents consider children and youth with behavior, emotional and substance abuse issues serious problems. This is about the same proportion as in 2004. Two-thirds of stakeholders consider these as serious issues.
- Few adult residents consider that there is insufficient support for senior services such as family caregiver support, activities and homemaker/personal care for home bound seniors. The proportion is far lower in 2012 than 2004. This is supported by stakeholder perceptions.
- Few adult residents perceive that family violence, abuse of children or adults, teen pregnancy, and availability of support for kinship caregivers

of children are serious issues. Far more stakeholders consider all of these except for teen pregnancy as major issues.

HEALTH

The county's fertility rate per 1,000 women of childbearing age is 62.8. Slightly under two-thirds (60.9%) of pregnant women have prenatal care during the first trimester of pregnancy; 8.7% smoke; and 3% use alcohol. Of infants born, 5.1% are low birth weight, 9.5% are premature, and 16% are born to unwed mothers. Approximately 8% die at birth.

In the county, approximately one-third of the population is diagnosed with high cholesterol, arthritis, and high blood pressure. Approximately one of five persons is obese. The county had relatively small proportions of persons with previous heart attacks or stroke (2% each), diabetes (12%), and asthma (12%).

An estimate 9% of the population has one or more disability and 3.5% of working persons has one or more disability.

There are about 740 deaths in the county annually. The leading cause of death is heart disease followed by cancer. There have been 48 cases of HIV infection diagnosed since the Centers for Disease Control and Prevention recognized AIDS in 1981. Per 100,000 population, there are 87.8 cases of Chlamydia, 24.6 cases of gonorrhea, and 1.1 cases of syphilis.

In recent surveys, most adults reported being satisfied with their lives. At the same time 5,731 adults reported a major depressive episode during the past year, 2% of adults and 9% of youth considered suicide at any given time. Approximately 18% of adults reported a high or very high stress level on a typical day.

Approximately 8% of adults were diagnosed with or treated for one or more mental health issue in the county. Slightly more than half of persons with mental health needs were served by the county mental health board.

More than half of adults reported using alcohol and 26.9% reported bingeing on alcohol. More than one-fourth reported using cigarettes and slightly fewer than 10% reported using illegal or legal medical pain relievers.

Approximately 11% (10,395 persons) of the population are uninsured. More than 6,500 persons are enrolled in Medicaid and 13,711, mostly elderly, are enrolled in Medicare.

Changes (between 2006 to 2010, unless otherwise stated)

- Increase in fertility rate
- Stable rate of births to mothers who smoked during pregnancy

- Decrease in percent of births with first trimester prenatal care and low birth weight babies
- Increase in percent of births to unwed mothers
- Decrease in rate of death by heart disease and by cancer Increase in rate of deaths by lung cancer (2000-2008)
- Increase in rate of deaths by stroke
- Stable rates of death by Chronic Lower Respiratory Disease (CLRD) and by unintentional injury
- Decrease in rates of HIV infections and Syphilis (2007-2011)
- Increase in rates of Gonorrhea and Chlamydia (2007-2011)

Comparisons to other NE Ohio counties

- Each year, between 2006 and 2010, lowest percent of women who smoked during pregnancy, with prenatal care in the first trimester, with low birth weight babies, with premature births
- Very lowest percent of births to unwed mothers each year between 2006 and 2010
- Lower rates than Ohio on most predictors of health problems except arthritis in 2011
- Lowest percent of persons with one or more disabilities and of working persons with disabilities, average 2008-2010
- Lowest death rate by heart disease, cancer, Chronic Lower Respiratory Disease (CLRD), stroke, and Alzheimer's Disease between 2006 and 2010, and by lung cancer between 2000 and 2008
- Second lowest death rate by unintentional injury between 2006 and 2010
- Lowest rate of premature mortality, average for 2006 to 2008
- Lowest rates of Chlamydia, Gonorrhea, and Syphilis between 2007 and 2011
- Fifth lowest suicide rate, average 2006 to 2008
- Seventh in region with residents with mental health needs treated by county boards, average 2007 to 2009
- Larger percent of uninsured than regional average and most counties; likely influenced by population of Amish, average 2008 to 2010

Perceptions

- Close to two-thirds of adult residents are satisfied with ability to access health care in the county. There are high proportions of adult residents and stakeholders who consider affordability of health-related services such as prescription drugs, health insurance, and medical care as serious issues. Strong majorities of adult residents and stakeholders consider chemical dependency and mental health problems as serious issues.
- Very few adult residents and stakeholders consider teen pregnancy and HIV/AIDs to be serious issues.

SUMMARY

Between 2000 and 2010, Geauga County experienced a sharp increase of residents that are at or below the federal poverty threshold (from 4.6% in 2000 to 7.7% in 2010) and those that are below 200% of the poverty threshold (from 15.6% in 2000 to 22.0% in 2010). In 2010, there were approximately 1,294 families in Geauga County that were at or below the federal poverty threshold of which 77.5% had children living in the home.

Based on the Ohio Association of Community Action Agencies and 2013 dollars, a single adult would need to earn at least \$9.50 per hour to achieve self-sufficiency. A single parent of a pre-school child would need to earn at least \$19.10 per hour to achieve self-sufficiency. As of 2015, the minimum wage in Ohio is \$8.10 per hour with exceptions for tipped employees, some student workers, and other exempt occupations.

As of October 2014, 2,246 (18.3%) are enrolled in free or reduced lunch programs. These statistics show wide variation between east and western townships. Kenston LSD has 9.8% of students enrolled increasing to 26.1% in Newbury LSD and 42.6% in Cardinal LSD.

A similar disparity in education can be observed across townships in Geauga County. In Bainbridge Township (97.7%), South Russell Village (97.9%), and Russell Township (95.4%) residents have high rates of high school diplomas, this drops sharply in Middlefield and Parkman Townships to 58.6%, primarily due to the dense Amish Mennonite population in that region.

Income disparities between east and western townships are equally as high. Median incomes are highest in South Russell Village at \$94,714 and Bainbridge Township at \$89,092, dropping sharply to \$48,437 in Parkman Township and \$45,197 in Middlefield Township. While health insurance rates exceed 90% in twelve of Geauga's sixteen townships, Burton, Troy and Parkman report health insurance rates less than 78% and Middlefield Township reported 58.7% in the 2010 census.

A major issue that Geauga County is faced with is an aging population. In the 2010 census, approximately 15.7% of the population was 65 years or older, followed by the largest population segment of 45 to 64 year old residents at 31.7%. Approximately 20,683 (22.1%) of residents are 60 years and older as of 2010. With an average life expectancy of 79.7 years, a larger segment of the population will be faced with income, health, housing, and transportation barriers currently experience by seniors in Geauga County.

All Geauga County residents are faced with expensive housing choice, limited public transportation options, and increasing costs of living which will continue to challenge public and private agencies in the near future.

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IV. Goals, Objectives, and Action Steps

In order to achieve its mission, the Geauga Community Action, Inc. Board has identified three strategic goals with seven objectives and twenty-three action steps to achieve these goals. This plan will be reviewed regularly by the Board to determine progress towards the strategic goals and will be revised as necessary.

Goal # 1 - Secure Geauga Community Action, Inc.'s future

Objective 1 - Bring the GCA, Inc. into CSBG-compliance

Action Steps:

1. Submit annual IRS Form 990 tax filings.
2. Complete and review regular OMB A-133 compliant financial audits.
3. Obtain a DUNS from the System for Award Management (SAMs) Entity Registration.
4. Create and implement an agency strategic plan.
5. Revise or create agency policies, including a whistleblower policy, procurement policy, personnel policy manual and employee handbook, employee orientation policy, result-oriented management and accountability (ROMA) policy and training program, records retention policy, Board conflict of interest policy, cost allocation plan, and other fiscal policies

Objective 2 - Develop a Board that enhances GCA, Inc.'s effectiveness

Action Steps:

1. Develop an Board orientation packet and provide orientation for new Board members.
2. Enhance the Board composition through recruitment.
3. Review and revise the Board by-laws annually.
4. Define the Board members responsibilities and roles in implementing the agency strategic plan.

Objective 3 - Strengthen the agency director's capabilities

Action Steps:

1. Create an agency director's job description.
2. Create and implement an agency director's development plan.
3. Create and implement an agency director's succession plan.
4. Hire and train an agency director.
5. Acclimate the director to result-oriented management and accountability (ROMA) performance-based initiative to promote organizational effectiveness.

Goal # 2 - Low income people become more self-sufficient and the conditions in which low income people's lives are improved

Objective 1 - Meet or exceed the needs of income-qualified residents

Action Steps:

1. Continue to meet the emergency needs of income-qualified residents.
2. Identify additional services to assist low income residents with CSBG funds.

Objective 2 - Partner with other public and private agencies to assist low income residents in becoming self-sufficient

Action Steps:

1. Complete a community needs assessment and prepare a summary report for distribution to community partners.
2. Create a strategy to raise public awareness of the increasing number and needs of low income residents.
3. Engage the community in assisting low income residents to become self-sufficient.

Goal # 3 - Low income people own a stake in their community

Objective 1 - Increase the representation of low income residents on agency boards or advisory committees

Action Steps:

1. Fill at least one GCA, Inc. Board seat with a low income resident.
2. Encourage other public and private agencies to include low income residents on their boards and/or advisory committees.

Objective 2 – Create opportunities for low income resident's voices to be heard

Action Steps:

1. Design and implement a participant satisfaction survey and analyze the results for service improvement(s).
2. Develop a mechanism to collect and share client stories.

Appendix A: Geauga Community Action, Inc. Board Roster August 2015

Board Officers

Neva Rodgers, Chairperson
Jack Zilly, Vice Chairperson
Pat Kraninger, Secretary
Ron West, Treasurer

Board Members

Public Officials Representatives

Andy Bushman, Munson Township Trustee
Dan Mix, Geauga County Health District
Joni Stusek, Geauga County Community and Economic Development
Walter M. “Skip” Claypool, Board of County Commissioners, Geauga County, Ohio
Vacant seat

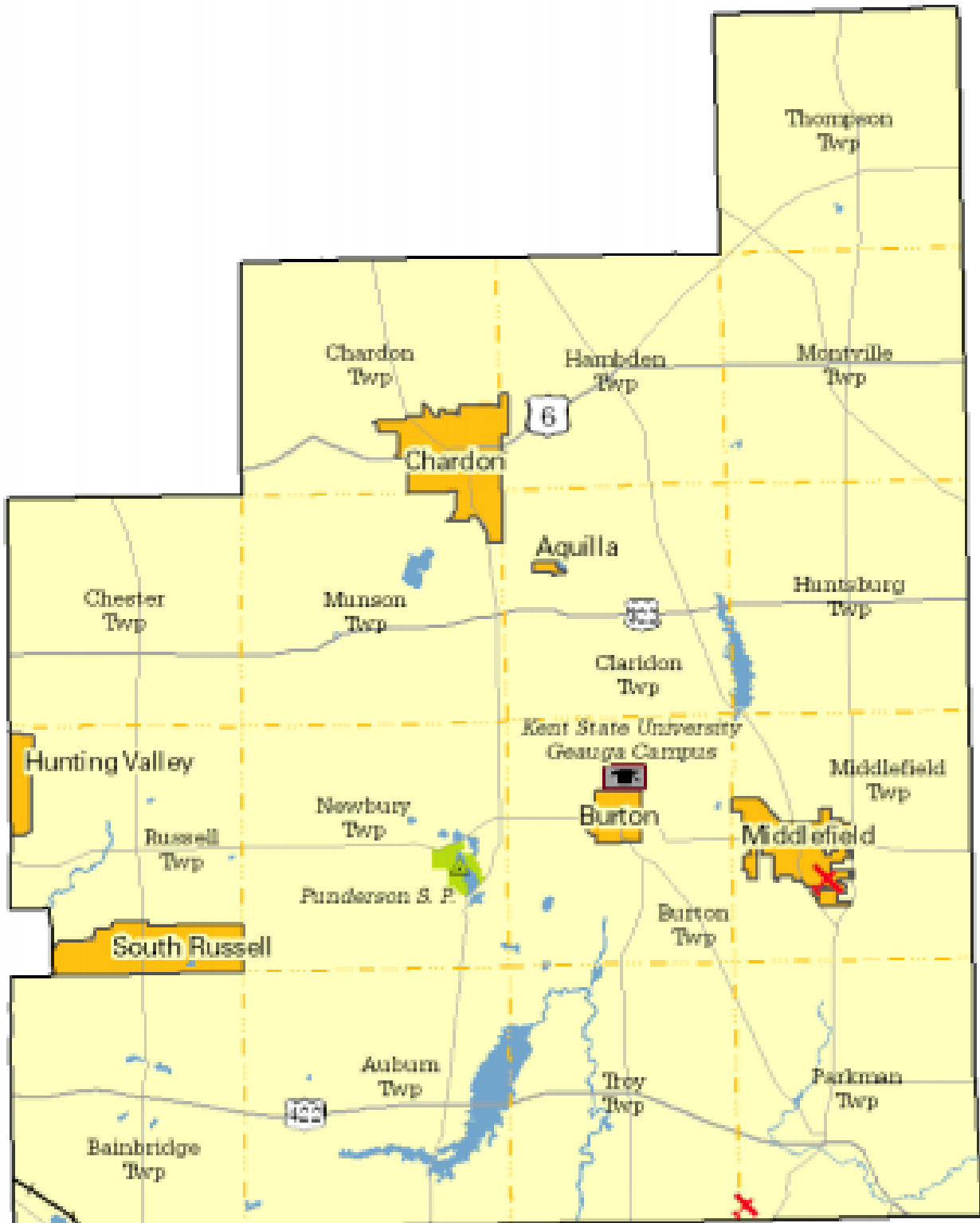
Private Organization Representatives

Melanie Blasko, Lake-Geauga Recovery Centers
Linda Toth, Christ Child Society of Geauga County
Ron West, resident
Jack Zilly, Althans Insurance Agency
Vacant seat

Low-income Representatives

Monica Bricker-Thompson, United Way Services of Geauga County
Pat Kraninger, Family Community Service, Inc.
Rose Motley, resident
Neva Rodgers, Geauga Metropolitan Housing Authority
Sara Welch, Geauga Metropolitan Housing Authority

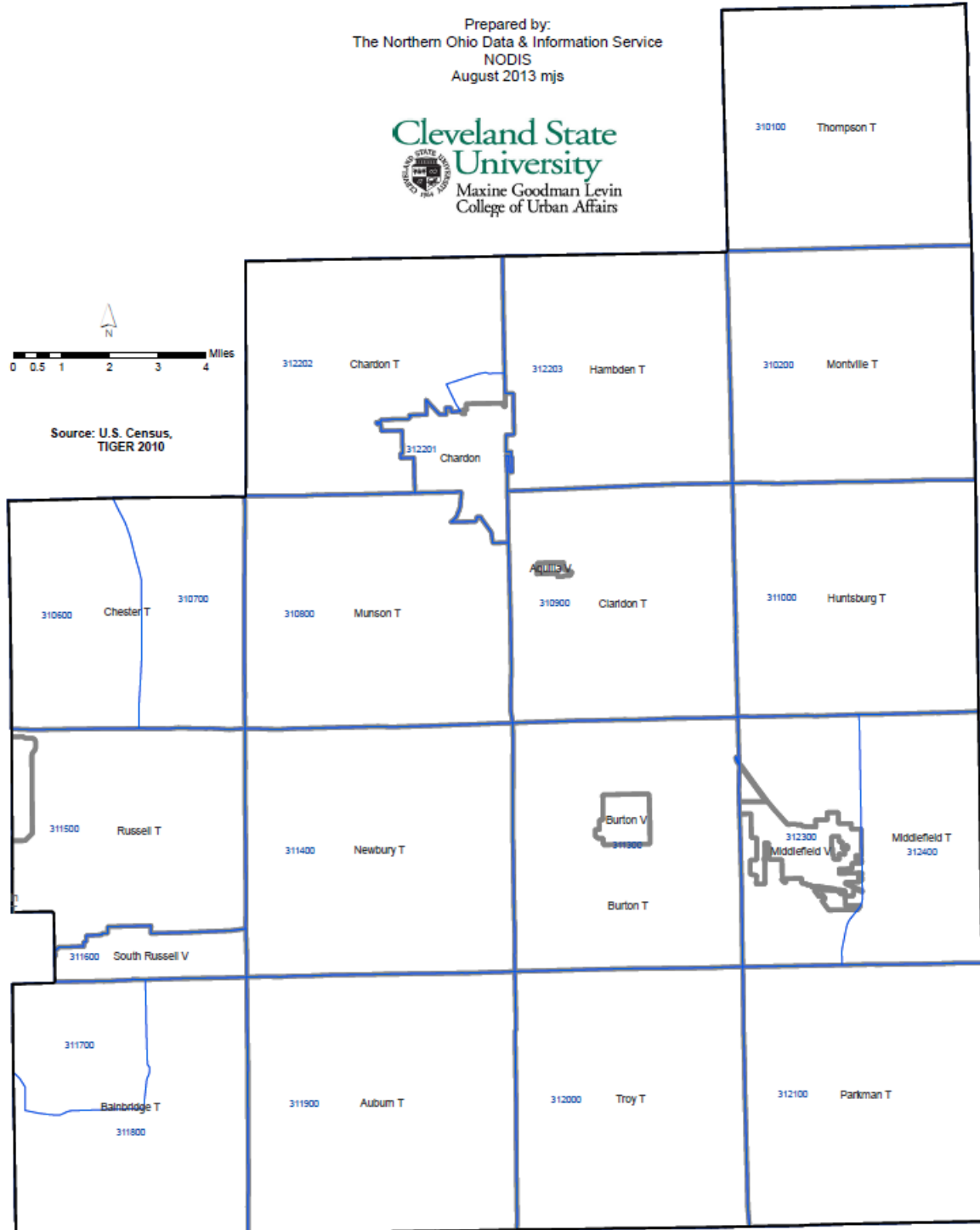
APPENDIX B - Geauga County Map



APPENDIX C - Geauga County 2010 Census Tracts

2010 Census Tracts

Geauga County, Ohio



APPENDIX D - Geauga County Demographics
U.S. Census and ACS Projections

TOTAL POPULATION	93,485	
RACE		
White	90,694	97.0%
Black or African American	1,044	1.1%
Native American	64	0.1%
Asian	530	0.6%
Other	80	0.1%
Two or more races	1,073	1.1%
Hispanic or Latino (any race)	1,027	1.1%
AGE		
Persons under 5 years	5,176	5.6%
Persons 5 to 17 years	18,782	20.1%
Persons 18 to 24 years	6,442	6.9%
Persons 25 to 44 years	18,826	20.1%
Persons 45 to 64 years	29,690	31.7%
Persons 65 years and older	14,650	15.7%
Median age	43.3 years	
EDUCATIONAL ATTAINMENT		
Persons 25 years and over	63,085	
No high school diploma	5,872	9.3%
High school graduate	17,544	27.8%
Some college, no degree	12,856	20.4%
Associate degree	4,781	7.7%
Bachelor's degree or higher	13,753	21.8%
Masters' degree or higher	8,189	13.0%
HOUSEHOLD INCOME		
Total households	34,624	
Less than \$10,000	1,422	4.1%
\$10,000 to \$19,999	2,446	7.1%
\$20,000 to \$29,999	2,822	8.2%
\$30,000 to \$39,999	3,168	9.1%
\$40,000 to \$49,999	2,798	8.1%
\$50,000 to \$59,999	2,854	8.2%
\$60,000 to \$74,999	3,614	10.4%
\$75,000 to \$99,999	4,726	13.6%
\$100,000 to \$149,999	5,912	17.1%
\$150,000 to \$199,999	2,218	6.4%
\$200,000 or more	2,644	7.6%
Median household income	\$66,127	
Per capita income (2013 dollars)	\$34,455	

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RATIO OF INCOME TO POVERTY LEVEL		
Population for whom poverty status is determined	92,702	
Below 50% of poverty level	3,051	3.3%
50% to 99% of poverty level	4,669	5.0%
100% to 149% of poverty level	6,783	7.3%
150% to 199% of poverty level	7,282	7.9%
200% of poverty level or more	70,917	76.5%
POVERTY STATUS OF FAMILIES BY TYPE AND CHILDREN		
Total families	25,931	
Family income above poverty level	24,639	95.0%
Family income below poverty level	1,292	5.0%
Married couple with related children	421	1.6%
Male head, no wife present, with related children	83	0.3%
Female head, no husband present, with related children	398	1.5%
Families with no related children	390	1.5%
HOUSING		
Total housing units	36,497	
Occupied housing units	34,624	94.9%
Owner occupied	29,960	86.5%
Renter occupied	4,664	13.5%
Vacant housing units	1,873	5.1%
OWNER OCCUPIED HOUSING VALUES		
Number of owner-occupied housing units	29,960	
Less than \$20,000	763	2.5%
\$20,000 to \$39,999	419	1.4%
\$40,000 to \$59,999	269	0.9%
\$60,000 to \$79,999	448	1.5%
\$80,000 to \$99,999	651	2.2%
\$100,000 to \$124,999	1,665	5.6%
\$125,000 to \$149,999	1,921	6.4%
\$150,000 to \$199,999	6,439	21.5%
\$200,000 to \$299,999	8,901	29.7%
\$300,000 to \$499,999	6,131	20.5%
\$500,000 to \$999,999	1,851	6.2%
\$1,000,000 or more	502	1.7%
Median owner-occupied housing value	\$225,100	
GROSS RENT		
Renter-occupied housing units	4,664	
Less than \$100	4	0.1%
\$100 to \$199	57	1.2%
\$200 to \$299	192	4.1%
\$300 to 4399	172	3.7%

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\$400 to \$499	250	5.4%
\$500 to \$599	529	11.3%
\$600 to \$699	527	11.3%
\$700 to \$799	487	10.4%
\$800 to \$899	570	12.2%
\$900 to \$999	207	4.4%
\$1,000 to \$1,499	929	19.9%
\$1,500 or more	280	6.0%
No cash rent	460	9.9%
Median gross rent	\$774	
Median gross rent as a % of household income		27.8%
MONTHLY OWNER COSTS OWNER-OCCUPIED HOUSING		
Selected owner-occupied housing units with mortgage	21,002	
Less than \$400	195	0.9%
\$400 to \$599	354	1.7%
\$600 to \$799	835	4.0%
\$800 to \$999	1,568	7.5%
\$1,000 to \$1,249	2,231	10.6%
\$1,250 to \$1,499	2,918	13.9%
\$1,500 to \$1,999	5,279	25.1%
\$2,000 to \$2,999	5,057	24.1%
\$3,000 or more	2,565	12.2%
Median monthly owner costs	\$1,725	
Median monthly owners costs as a % of household income		24.4%

APPENDIX E – Self-Sufficiency Standard for Geauga County 2013

The self-sufficiency standard is a measure how much income a family of a certain composition in a given place must earn to meet their basic needs.

Table 28. The Self-Sufficiency Standard for Geauga County, OH 2013

MONTHLY COSTS	Adult	Adult + Preschooler	Adult + Infant Preschooler	Adult + Preschooler School-age	Adult + School-age Teenager	Adult + Infant Preschooler School-age	2 Adults+ Infant Preschooler	2 Adults + Preschooler School-age
Housing	\$595	\$754	\$754	\$754	\$754	\$1,011	\$754	\$754
Child Care	\$0	\$800	\$1,700	\$1,360	\$560	\$2,260	\$1,700	\$1,360
Food	\$267	\$404	\$529	\$607	\$704	\$714	\$760	\$834
Transportation	\$236	\$245	\$245	\$245	\$245	\$245	\$461	\$461
Health Care	\$166	\$380	\$390	\$406	\$435	\$416	\$449	\$466
Miscellaneous	\$126	\$258	\$362	\$337	\$270	\$465	\$412	\$387
Taxes	\$281	\$658	\$994	\$882	\$547	\$1,349	\$1,038	\$927
Earned Income Tax Credit (-)	\$0	\$0	\$0	\$0	-\$79	\$0	\$0	\$0
Child Care Tax Credit (-)	\$0	-\$55	-\$100	-\$100	-\$58	-\$100	-\$100	-\$100
Child Tax Credit (-)	\$0	-\$83	-\$167	-\$167	-\$167	-\$250	-\$167	-\$167
SELF-SUFFICIENCY WAGE								
HOURLY	\$9.50	\$19.10	\$26.74	\$24.57	\$18.24	\$34.71	\$15.08 per adult	\$13.98 per adult
MONTHLY	\$1,671	\$3,361	\$4,707	\$4,325	\$3,211	\$6,109	\$5,308	\$4,922
ANNUAL	\$20,056	\$40,335	\$56,485	\$51,894	\$38,526	\$73,314	\$63,701	\$59,068
EMERGENCY SAVINGS (Monthly Contribution)	\$46	\$96	\$147	\$127	\$110	\$214	\$78	\$74

Pearce, D.M. (2013, June). The self-sufficiency standard for Ohio 2013. Ohio Association of Community Action Agencies. Retrieved from http://selfsufficiencystandard.org/docs/OH13SSS_web.pdf

APPENDIX F – Geauga County Free/Reduced Lunch Programs

Geauga County Free/Reduced Lunch Program (as of October 2014)					
School District	Current Enrollment	Free Lunch	Reduce Lunch	Total Free & Reduced Lunch	% Free & Reduced
Berkshire LSD					
Berkshire High School	520	73	22	95	18.27%
Burton Elementary School	466	97	28	125	26.82%
TOTAL	986	170	50	220	22.31%
Cardinal LSD					
A J Jordak Elementary School	417	182	43	225	53.96%
Cardinal High School	405	99	28	127	31.36%
Cardinal Middle School	372	131	26	157	42.20%
TOTAL	1194	412	97	509	42.63%
Chagrin Falls EVSD					
Gurney Elementary School	508	15	6	21	4.13%
TOTAL	508	15	6	21	4.13%
Chardon LSD					
Chardon High School	1047	114	48	162	15.47%
Chadron Middle School	723	101	26	127	17.57%
Hambden Elementary School	252	38	17	55	21.83%
Maple Elementary School	278	42	20	62	22.30%
Munson Elementary School	355	57	11	68	19.15%
Park Elementary School	362	73	20	93	25.69%
TOTAL	3017	425	142	567	18.79%
Kenston LSD					
Kenston High School	1063	91	23	114	10.72%
Kenston Intermediate School	436	29	6	35	8.03%
Kenston Middle School	762	66	13	79	10.37%
Timmons Elementary School	789	58	14	72	9.13%
TOTAL	3050	244	56	300	9.84%
Ledgemont LDS					
Ledgemont Elementary (High School)	384	72	38	110	28.65%
TOTAL	384	72	38	110	28.65%
Newbury LSD					
Newbury High School	487	130	22	152	31.21%
St. Helen School	191	17	8	25	13.09%
TOTAL	678	147	30	177	26.11%
West Geauga LSD					
Robert C Lindsey Elementary School	394	35	15	50	12.69%
West Geauga High School	1068	103	37	140	13.11%
West Geauga Middle School	553	54	34	88	15.91%
Westwood Elementary School	443	42	22	64	14.45%
TOTAL	2458	234	108	342	13.91%
GRAND TOTAL	12275	1719	527	2246	18.30%
Source: State of Ohio Department of Education, Lunch MR 81 Report for October 2014 ftp://ftp.ode.state.oh.us/MR81/MR81_October_2014/October_2014_MR81_Traditional_text.txt					