

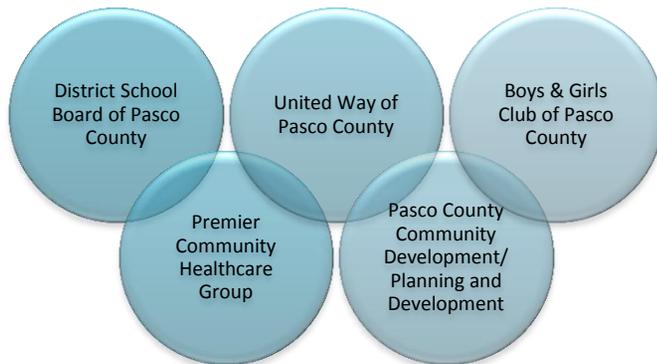
# The People Plan

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## The Vision

Our vision is that the Lacoochee-Trilby-Trilacoochee Area residents have data-driven support to implement their educational, social service, and economic development goals. These goals will be implemented through strong partnerships between local residents, business and agency partners, government officials, and funding agencies to provide sustainable implementation of these goals, objectives, and strategies.

## The People Lead



There was no one entity that served as the lead for the people strategies. Instead, it was a collaborative effort of the multiple agencies in the Lacoochee-Trilby-Trilacoochee area that provide educational, social, and economic self-sufficiency services. Below are the leads in the tri-community area, all providing equal input

and insight into the development of the People Plan Goals, Objectives, and Strategies.

## What is the People Plan?

The Lacoochee-Trilby-Trilacoochee People Plan contains goals, objectives, and action strategies for three main emphasis areas: social services, education, and economic development. These areas were identified through Comprehensive Needs Analysis, as well as through discussions with community leadership and stakeholders, who were determined to be most integral to the success of individuals and families living in the Lacoochee-Trilby-Trilacoochee communities.

## Comprehensive Needs Analysis

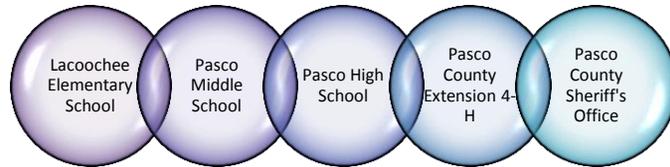
Pasco County (County) and the Pasco County Housing Authority (PCHA) launched the Community Satisfaction and Needs Assessment Survey (NAS) in July 2013, in order to determine conditions in and around the U.S. Department of Housing and Urban Development's and the U.S. Department of Agriculture's housing funded facilities in the Lacoochee-Trilby-Trilacoochee (LTT) area. The survey's goal was to obtain community feedback in support of future quality of life improvements, promoting a positive neighborhood identity, and increased community commitment for a large scale model redevelopment effort. A three-step method was used in the assessment survey. Survey questions attempt to quantify resident's perceptions pertaining to: healthcare, housing, poverty, children, youth, basic needs, community safety, employment, income/finances, and household demographic data.

First, the survey was developed, initiated, and completed in collaboration with the County and the PCHA, and community stakeholders including: The Boys & Girls Club of Pasco County (B & G Club), Withlacoochee River Electric Cooperative, Inc. (WREC), Lacochee Elementary School staff, Premier Community Healthcare Group, Inc. (Premier), local social service agency representatives, and LTT community representatives. These community groups selected survey questions based on consensus. Secondly, the County and the PCHA then finalized the NAS and conducted training in survey interview techniques for approximately thirty community volunteers. Finally, trained volunteer survey interviewers administered the NAS in pre-assigned geographic areas within the PCHA communities and the overall LTT neighborhood. The survey administration process included one questionnaire per adult interviewed. Overall, 236 residents responded leading to a response rate of 13.5 percent which was considered acceptable. With this survey, the County aimed to discover LTT resident satisfaction with current public and social services provided by the County agencies. Survey results also identified the LTT resident's perception of the strengths and weaknesses of those services.

Survey results indicated several gaps may exist in social services available to LTT area residents and may constitute an environment where the health, safety, and welfare of its citizens are at serious risk.



# Emphasis Area 1: Education



Education Implementation Partners

## Current Conditions

### School Statistics and Performance Ratings

The Lacochee-Trilby area is served by Lacochee Elementary School (LES), Pasco Middle School (PMS), and Pasco High School (PHS). LES is located in the heart of the LTT community. Both PMS and PHS are located in Dade City, approximately seven miles from the neighborhood.

*"One of the most powerful tools for empowering individuals and communities is making certain that any individual who wants to receive a quality education can do so."*

*~ Christine Gregoire*

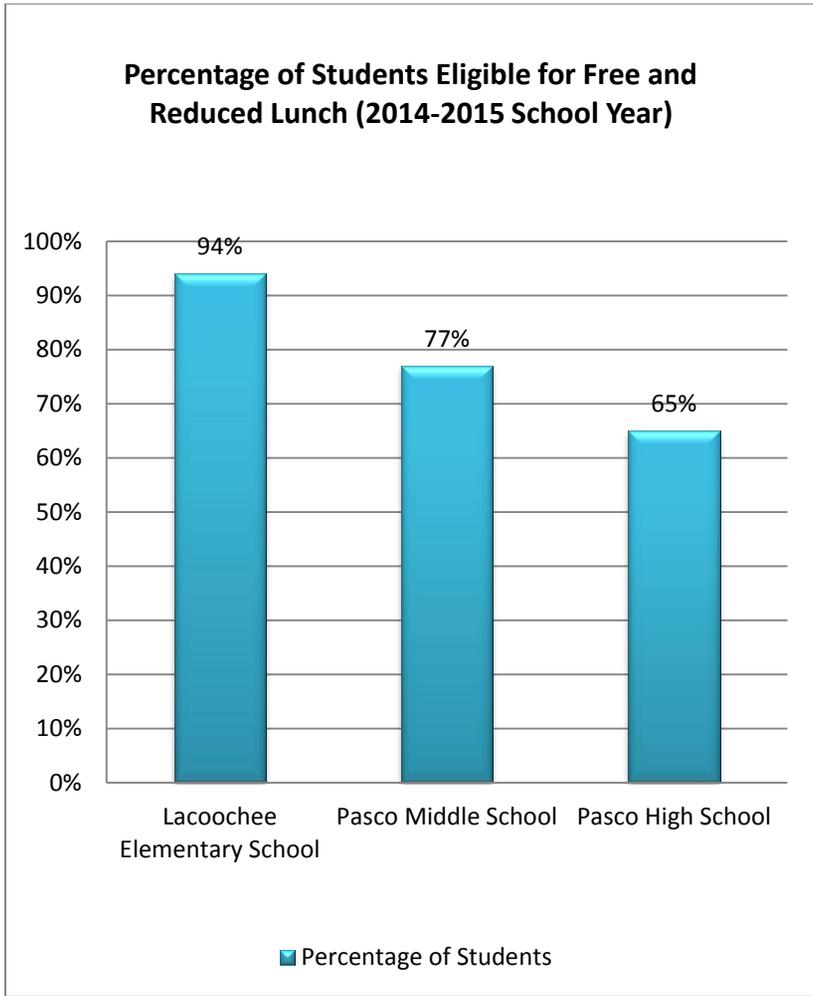


Both LES and PMS have historically struggled with maintaining academic excellence. Below are the school ratings according to the Florida Department of Education for 2010-2014.

School	2014	2013	2012	2011	2010
Lacochee Elementary	C	D	D	D	C
Pasco Middle	C	D	C	B	C
Pasco High	B	A	B	A	B

LES was also designated as one of the 300 worst performing elementary schools in 2013-2014 according to the Florida Department of Education.

According to the Florida Department of Education's School Accountability Report, all three schools in the LES feeder pattern have consistently had high percentages of free and reduced lunch recipients.



**Early Head Start**

Early Head Start (EHS) is providing services to seven children in five different families in the Lacoochee area. At least four children from the Lacoochee area were accepted into the EHS classroom based EHS option at Rodney B. Cox Elementary School (24 total classroom slots) but were unable to attend due to transportation issues.

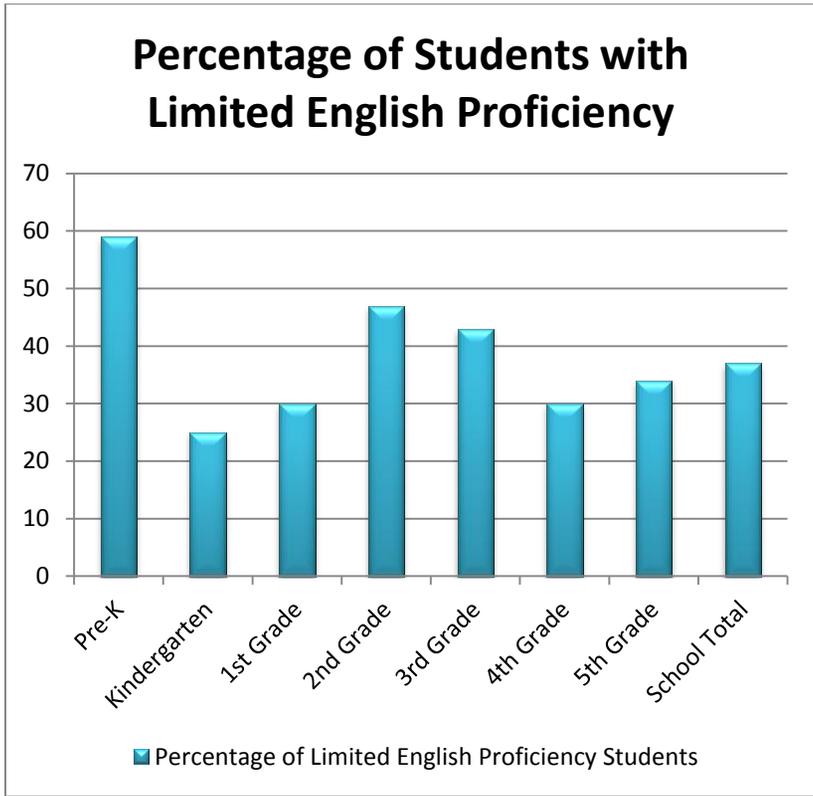


**Lacoochee Elementary School**

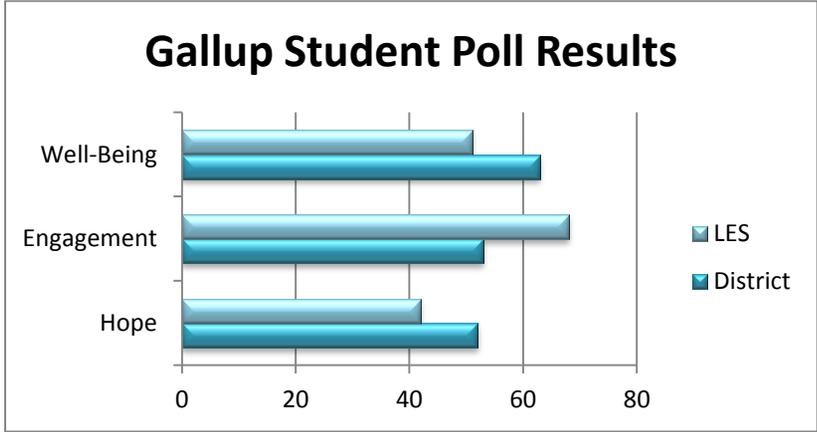


Lacoochee Elementary School (LES) is located in the LTT area, directly off of Cummer Road, immediately across from Stanley Park and adjacent to the PCHA Communities. LES is one of the Title I schools that are in “improvement” status under the Florida Department of Education's differentiated accountability program.

LES has a significant percentage of students with limited English proficiency. The percentage broken out by grade is as follows:



Student responses at LES showed that, while students had less hope and well-being than district percentages, their engagement was significantly higher. This relationship reflects the work and dedication of the LES administration and staff to maintain student engagement in school and provide resources that may otherwise not be available.



In the 2014-2015 LES Improvement Plan, LES identified that they have implemented multi-tiered systems of support for academics and behavior. Positive Behavior Support (PBS) has been implemented school-wide; additionally, clear behavioral expectations have been established with clearly stated behavior examples for each expectation.



The District School Board of Pasco County polled students across the district to evaluate their hope, engagement, and well-being.



The District School Board of Pasco County (School Board) collects early warning data to identify students that are at risk of not meeting academic standards. Indicators include: attendance below 90 percent; one or more suspensions; and course failure in English or Language Arts, or a Level 1 score on Statewide standardized assessments in English Language Arts (ELA) or mathematics. According to the 2014-2015 LES Improvement Plan, there were a significant number of students that exhibited early warning indicators:

Indicator	School Total
Attendance below 90%	48
One or more suspensions	9
Course failure in English/Language Arts or Math	90
Level 1 on Statewide standardized assessments	52
Students exhibiting two or more indicators	47

LES recognizes that students entering kindergarten may have varying levels of kindergarten readiness and may have specific instructional and interventional needs in addition to core

curriculum. All kindergarten students are assessed prior to or upon entering kindergarten to determine individual and group needs; programs are then developed based on these assessments. Daily academic and social/emotional instruction is developed for students that may need intervention beyond mainstream classroom curriculum.

To assist students with college and career readiness, students in grades 2-5 visit postsecondary educational institutions in the fall. In addition, guidance classes also have courses on college and career readiness.

### **Pasco Middle School**

PMS has recognized the need for ensuring that the social and emotional needs of all students are being met. One of the leading indicators of these needs is school attendance. PMS has developed a system to check in and out students needing significant interventions to improve attendance. In addition, a full-time social worker works individually with students with significant attendance concerns, and also provides referrals to outside agencies as necessary. Lastly, guidance services are available for all students that may need assistance.

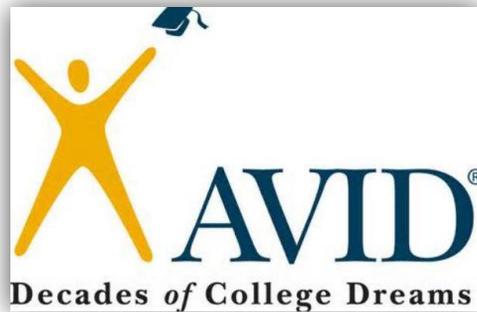


PMS utilizes the same early warning indicators as LES to identify those students that may be at risk of not meeting academic standards.

Indicator	School Total
Attendance below 90%	226
One or more suspensions	206
Course failure in English/Language Arts or Math	152
Level 1 on Statewide assessment	311
Students exhibiting two or more indicators	137

Attendance, grades, and discipline are monitored for all students attending PMS, and attendance and/or behavior plans are put into place for any student identified as needing one. Course recovery is completed for students who have failed an ELA or math course; intensive courses are provided for any student scoring a level one on math or ELA assessments.

PMS has adopted the Advancement via Individual Determination (AVID) program which focuses on preparing students for college readiness. College days are held once a month, field trips to local colleges are held, and college tutors are employed by the school to assist in the AVID classes. Pennants from colleges are posted around campus to encourage students to go to college. The school encourages college awareness through monthly college spirit days, where staff and students are encouraged to wear collegiate gear that represents their favorite college. Teachers are encouraged to talk to students about the college they attended.



AVID is a fourth-through twelfth grade system to prepare students in the academic middle for four-year college eligibility. It has a proven record in bringing out the best in students and closing the achievement gap.

Students are enrolled in a college preparatory sequence and select the AVID program as an elective course where they receive the academic and motivational support to succeed. During AVID class, two days per week, students are coached by trained college tutors,

and work collaboratively in groups with curriculum focused on writing and inquiry.

Two days per week are devoted to reading, writing, mathematics preparation, and study skills for college entrance and placement exams. Students receive college level mini-courses taught by motivational guest speakers and take field trips to colleges and businesses.

The School Board has compiled data related to grade point average, attendance, and disciplinary referrals. On average, AVID students earn higher GPA's, are absent less days, and are more apt to adhere to the expectations of student conduct.

	Average GPA	Average Days Absent	Average Number of Referrals
<b>PMS (Total)</b>	2.84	6.6	.637
<b>PMS (AVID)</b>	3.05	3.67	.115

To increase parental involvement at academic events, celebrations, and to encourage volunteering, PMS is offering child care during school events. Child care utilization is monitored through sign in logs, and attendance from previous years is compared to current years to determine if offering child care is increasing overall parental involvement.



**Pasco High School**

PHS has a lower graduation rate than the district average, but graduates a larger percentage of seniors than the State average. Its dropout rate is less than both the district and State averages.

	PHS	District	State
<b>Graduation Rate</b>	79.3	79.4	76.1
<b>Dropout Rate</b>	.5	1.6	4.3

PHS recognized in its 2014-2015 School Improvement Plan that changing the mindset of all teachers on implementing behavior interventions in their classrooms was crucial to prevent discipline problems from escalating. Additionally, they have established that consistency across staff on enforcing school rules was necessary to achieve student success. Parent involvement and socioeconomic disparities also affect attendance rates among specific subsets of the student population.

PHS uses the following five early warning indicators to identify those students that are considered academically at risk or off track. The number and percentage of students by indicator is listed in the table below.

Indicator	At Risk	Off-Track
<b>Attendance</b>	426 (27.2%)	197 (12.6%)
<b>Referrals</b>	17 (1.1%)	84 (5.4)
<b>Lacking Credits</b>	162 (10.4%)	180 (11.5%)
<b>Needing to Graduate</b>		
<b>GPA</b>	272 (17.4%)	324 (20.1%)
<b>Course Performance</b>	321 (20.6%)	375 (24%)

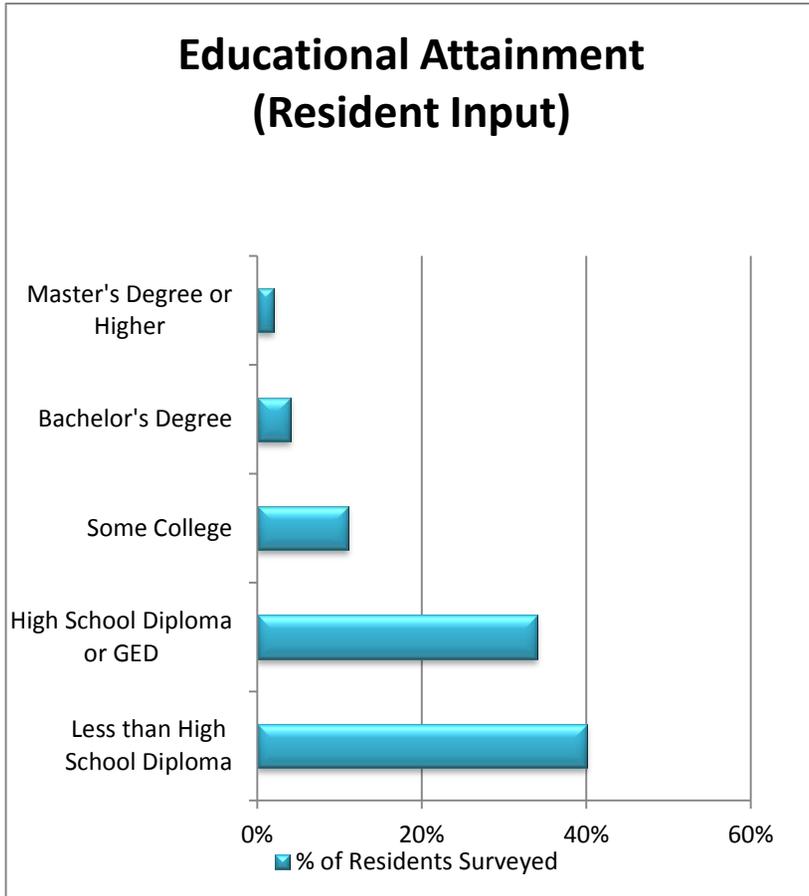
The School Board also compiled data on the success of students in the AVID program in comparison to the general student population at PHS.

	Average GPA	Average Days Absent	Average Number of Referrals
<b>PHS (Total)</b>	2.57	10.09	.74
<b>PHS (AVID)</b>	2.89	5.69	.089

**NAS Data and Results**

As part of the planning process, a comprehensive NAS was administered to all residents living in the LTT communities. Residents were asked a variety of questions pertaining to social and public services, housing, and quality of life. Specifically, when asked about educational quality in the County, 60 percent of residents responding had no opinion; of those that had an opinion, 58 percent felt that education in the tri-community area was poor or unavailable.

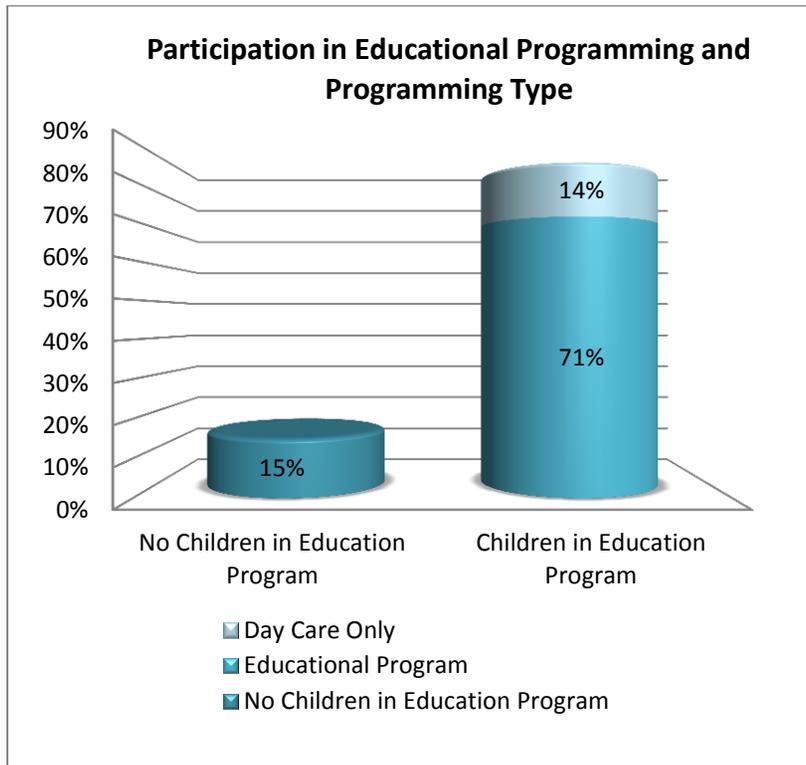
When asked how much education they have received: 40 percent of residents answered that they had not completed high school, 34 percent had a high school diploma or GED, 11 percent had some college, four percent had a bachelor's degree, and two percent a master's degree or higher. The relationship between the



educational attainment level of residents in the neighborhood and the opinion (or lack thereof) about the quality of education in the community is telling of the overall concerns regarding resident welfare and quality of life that is evident in the neighborhood.

When asked, how many children were enrolled in daycare and/or education programs: 71 percent had children in an education program, 15 percent had no children in either, and 14 percent had children in daycare only. These percentages accurately reflect the current early learning programs that are available in the tri-community area. Currently, Head Start is available at LES, but there is no other early learning program (specifically one designed for years 0-3 years of age) in the neighborhoods. There are currently home-based services available for residents living in the tri-community area for parents to access early head start programs.





and assessment tool, which is currently lacking in the LTT area, will provide essential early childhood education for children ages 0-3 through the PCHA. The early childhood education center will be constructed within the PCHA communities in Lacoochee once funding is secured.

Resident access to a licensed early childhood center in conjunction with Head Start and Early Head Start options will significantly improve the school readiness of children entering kindergarten. As there are limited early childhood educational opportunities available in the LTT neighborhood at this time, the funding to create this educational center reflects a fundamental change in mindset toward transforming the community for all residents, regardless of age.

The State of Florida inspected the building and approved the licensing for approximately 69 children. The USDA has provided preliminary approval for this center. Modifications will have to be done to the building to accommodate all licensing requirements; this will be one of the first priorities for the community revitalization efforts to ensure that early learning opportunities are available for children throughout the community.

Children of residents living in the PCHA communities will be given first priority to receive this service. Construction of this Early Childhood Education Center will significantly improve the school readiness of children entering kindergarten.

**Measurement Tool:** Kindergarten readiness examination administered at the start of the school year.

## Transformation Plan Goals

**Goal: Children have increased access to educational opportunities**

**Objective: Children enter kindergarten ready to learn**

**Strategy:** The PCHA will implement the Creative Curriculum<sup>®</sup> for Infants and Toddlers and the Teaching Strategies GOLD<sup>®</sup> Assessment System, which is currently being used by the Head Start and Early Head Start programs. This curriculum

**Expected Result:** Increase the number of children attending LES who are determined to be developmentally ready by 30 percent, based on kindergarten readiness exams administered at the beginning of the school year. Developmental readiness is defined as children who, at the start of the school year, demonstrate age-appropriate understanding across multiple domains of early learning.

**Responsible Partner and Funding Committed:** The PCHA is actively pursuing the construction of the early childhood learning center. Currently, funding has not yet been obtained, but grant and funding opportunities are being actively pursued, and it is anticipated that this strategy will be implemented by year three of the implementation plan.



**Target Audience:** The School Board is currently serving 696 preschool age children and 128 Early Head Start children throughout Pasco County. An additional 69 infants and toddlers will be served through the new early childhood education center at the previous B & G Club center facility.

**Needs Assessment Data:** 35.8 percent of survey respondents rated the existing early childhood educational services as poor, 28.4 percent classified them as fair, and 25.4 percent classified them as good. Only 10.4 percent classified the existing early childhood education programs as excellent. These calculations are based on those that responded to the question.<sup>1</sup>

**Objective: Children are proficient in core academic subjects**

**Strategy:** Provide a social worker at each school within the tri-community area feeder pattern (LES, PMS, and PHS) that will provide services and support to increase student achievement.

<sup>1</sup> The Comprehensive Needs Assessment is located as Exhibit A to the Transformation Plan.

**Strategy:** The University of Florida, Institute of Food and Agricultural Sciences has offered to provide in-kind training services for educational presentations and community activities to support educational initiatives for residents in the LTT area. This includes educational programming at LES beyond the school day; enrichment activities for the Boy Scouts, the Girl Scouts, the B & G Club, and the 4-H Club in the LTT area.

**Strategy:** Implement the AVID program in LES.

**Measurement Tools:** The number and percentage of students at or above grade level according to State mathematics, English, and language arts within the Florida Standards Assessment (FSA); the number and percentage of students receiving passing grades on English, language arts, and mathematics courses; the number and percentage of students that participate in the educational enrichment programs provided through the University of Florida, Institute of Food and Agricultural Sciences; and the number and percentage of students participating in the AVID Program at LES.

**Expected Result:** These efforts are expected to increase reading, math, and writing proficiency scores; raising them to 50 percent by year two; and to 60 percent by year three. It is also expected that school attendance will increase to 85 percent with less than ten absences by end of year two and to 90 percent with less than ten absences by year three; and there will be a seven percent increase in attendance at parent events by year three. Additionally, increase the number of positive responses on future survey needs analyses by ten percent year over year for years 1-3. The AVID Program at Pasco Middle School and Pasco High School has increased graduation rates, college acceptances, and overall student success. Once the AVID program has been established at LES, a baseline must be established and comparison between AVID students and the general student body must be completed. Goals for the program must then be established based on the baseline created.

**Responsible Partners and Funding Committed:** Both the School Board and the University of Florida, Institute of Food and Agricultural Sciences are partners in implementing these strategies. Currently, a full time social worker is employed at PMS; however, based on funding availability through Title I as well as district budgets, this position may be eliminated based on school priorities. Social workers are an eligible expense for Title I funding; however, each individual school would have to choose the employment of a social worker as a school priority and fund that position out of those funds for the position to be available. The School District will continue to review current available funding with hopes that this will be implemented by the end of the five year implementation plan. The AVID program is currently not funded for LES; the school would have to choose to implement the AVID program as part of its budget and fund accordingly. The School District will continue to review current available funding with hopes that this be implemented by the end of the five year short-term implementation plan.

**Target Audience:** Children identified through FSA scores and early warning system data.

**Needs Assessment Data:** A significant percentage of respondents to the survey needs analysis classified that the quality of education at all levels was poor: 25.0 percent for pre-kindergarten level, 23.6 percent for kindergarten level, 31.9 percent for elementary school level, 17.0 percent for middle school level, 28.3 percent for high school level, 29.8 percent for college level, 42.5 percent for adult level, and 31.7 percent remedial.

**Objective:** Youth graduate from high school or college career ready

**Strategy:** The location of the tutoring opportunities is one that is convenient for the residents, and where

coordination between the teacher and the tutor will ensure that the student is being helped in the specific areas of need. The School Board Career and Technical Education, Curriculum and Instructional Services, Transportation and Student Services Departments within the School Board will continue to collaborate so that students of PHS have increased access to quality education choices through Career Academies. Guidance counselors within the high school shall meet with the students on a regular basis to discuss post high school goals.

**Strategy:** Utilize the Officer Friendly Computer Lab to offer after school tutoring and computer programming to increase the availability of technological resources for students in the LTT community.

**Strategy:** Utilize the B & G Club as vehicle for children ages 6-18 to receive assistance with educational objectives, including homework help and study skills.

**Measurement Tool:** The number and percentage of youth from the LTT area who complete high school or its equivalent.

**Expected Result:** Increase high school or equivalent completion for students attending PHS by ten percent by year three. Specific academic targets can also be measured by the B & G Club based on individual academic needs; pre- and post-tests will determine effectiveness of programs for each individual student, and benchmarks will be established by comparing student success to students in the same schools and throughout the district.

**Responsible Partner and Funding Committed:** The Pasco County Sheriff's Office (Officer Friendly Program), B & G Club of Pasco County, and District School Board are all currently partners in the transformation plan; no additional funding is necessary to implement these strategies.



**Target Audience:** Students attending all Pasco County schools living in the Lacoochee-Trilby neighborhoods.

**Needs Assessment Data:** 60 percent of respondents have completed high school.

**Objective: Increase access to extracurricular activities for middle school and high school students**

**Strategy:** Coordinate Pasco County Public Transportation Department (PCPT) bus stop schedule with PMS and PHS extracurricular activities so as to allow for students attending those schools to receive dedicated transportation home.

**Measurement Tool:** Participation rates in school-based extracurricular activities.

**Expected Result:** Participation rates in after school activities at PMS and PHS will increase. This increase will lead to increased engagement of students, which will lead to increased graduation rates.

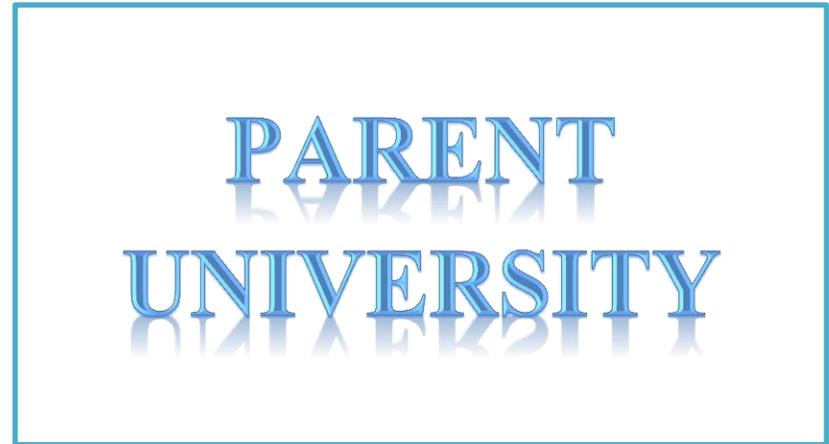
**Responsible Partner and Funding Committed:** For PCPT no further funding should be necessary as this will only require a reprogramming of resources.

**Target Audience:** All students attending Pasco Middle School and Pasco High School.

**Needs Assessment Data:** Survey data shows that mentoring is a key element in youth development and creating positive community supports. Due to the distance from the middle and high school (approximately seven miles) residents believe that bus transportation presents the best option for children to access opportunities at the schools.

**Goal: Parents and adults become involved and reach their educational goals**

**Objective: Increase parental involvement at elementary and secondary educational levels**



**Strategy:** Provide a full time social worker for each school within the tri-community feeder pattern (LES, PMS, and PHS) to engage with families and facilitate parent involvement. Parent Nights will offer a host of activities to encourage parental involvement. Numerous incentives will be provided to encourage participation by the entire family. Travel accommodations for families attending will be provided free of charge through PCPT transportation vouchers. Free child care and snacks will be provided to enable families to attend. To further encourage parental involvement, children will be given a reward if their parents are present at the Parent Nights. Community involvement and mentoring are a key element in youth development and creating positive community support.

**Measurement Tool:** Number and percentage of parents that participate in parent involvement activities, based on sign in sheets completed at every event.

**Expected Result:** These efforts are expected to increase parental involvement by ten percent per year, up to year three. In addition, decrease by ten percent the percentage of students who report feeling hopeless by year three.

**Responsible Partner and Funding Committed:** Currently, a full-time social worker is employed at PMS; however, based on funding availability through Title I as well as district budgets, this position may be eliminated based on school priorities. Social Workers are an eligible expense for Title I funding; however, each individual school would have to choose the employment of a social worker as a school priority and fund that position out of those funds for the position to be available. The PCPT would be responsible for providing transportation services; currently they are exploring the possibility of a public-private partnership with local not-for-profit agencies to provide transportation vouchers, or establishing a funding mechanism to handle these requests.

**Target Audience:** Parents of school aged children.

**Needs Assessment Data:** LES students' statewide assessment scores are lower than district averages. The most recent test results show that 26 percent of third grade, 41 percent of fourth grade and 37 percent of fifth grade students scored satisfactory on FCAT tests and math scores were equally dismal (37, 40, and 35 percent, respectively). Additionally, in the fall of 2013, the district initiated a multi-year survey process with Gallup, Inc. to gauge student feelings in three categories, hope, engagement, and well-being. A majority of students (58 percent) at LES reported feeling hopeless. In addition, LES reports a high absentee rate which translates into poor academic achievement.



**Objective:** Increase Adult Education Opportunities

**Strategy:** Utilize the Officer Friendly Computer Lab as central location to offer general equivalency diploma (GED) courses for adults living in the LTT community.

**Measurement Tool:** Number and percentage of adults over the age of 18 who have not completed high school.

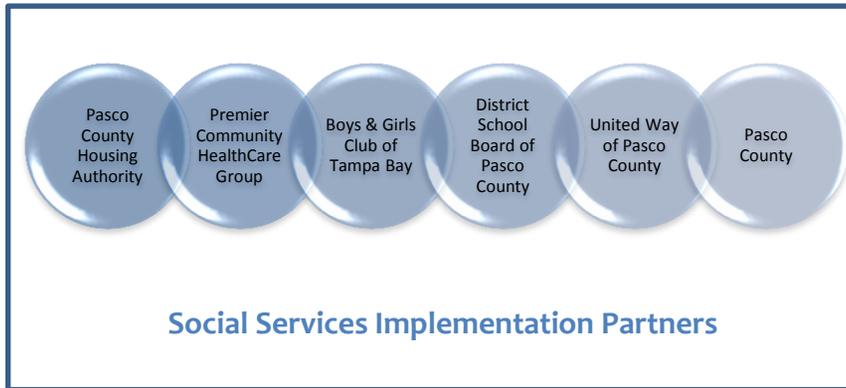
**Expected Result:** Increase the percentage of residents that have completed high school by ten percent over three years.

**Responsible Partner and Funding Committed:** The Pasco County Sheriff's Office has ownership of the computer lab located within the PCHA communities, and has made it available with no charge to area residents.

**Target Audience:** Adults over the age of 18, currently without a high school diploma or a GED.

**Needs Assessment Data:** 60 percent of residents have completed high school.

## Emphasis Area 2: Social Services



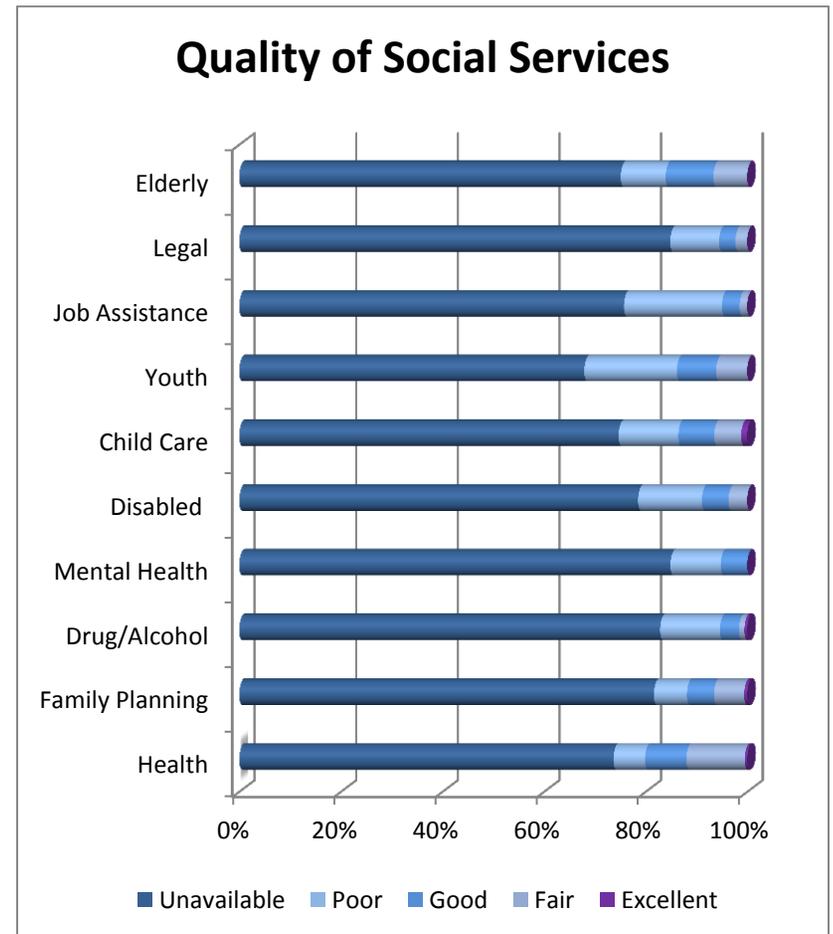
### Current Conditions

According to the Comprehensive Needs Assessment<sup>2</sup>, social service opportunities across the board received very low marks. In addition, between 60 percent and 78 percent of LTT residents indicated most or all services were unavailable. This is very concerning.

There are limited services throughout the County that may assist residents living in the Lacoochee-Trilby-Trilacoochee communities. Residents do not always know what services are available, what the eligibility requirements are, or who to contact. The United Way of Pasco County (United Way) created a 2-1-1 referral system;

<sup>2</sup> The Comprehensive Needs Assessment is located as Exhibit A to the Transformation Plan.

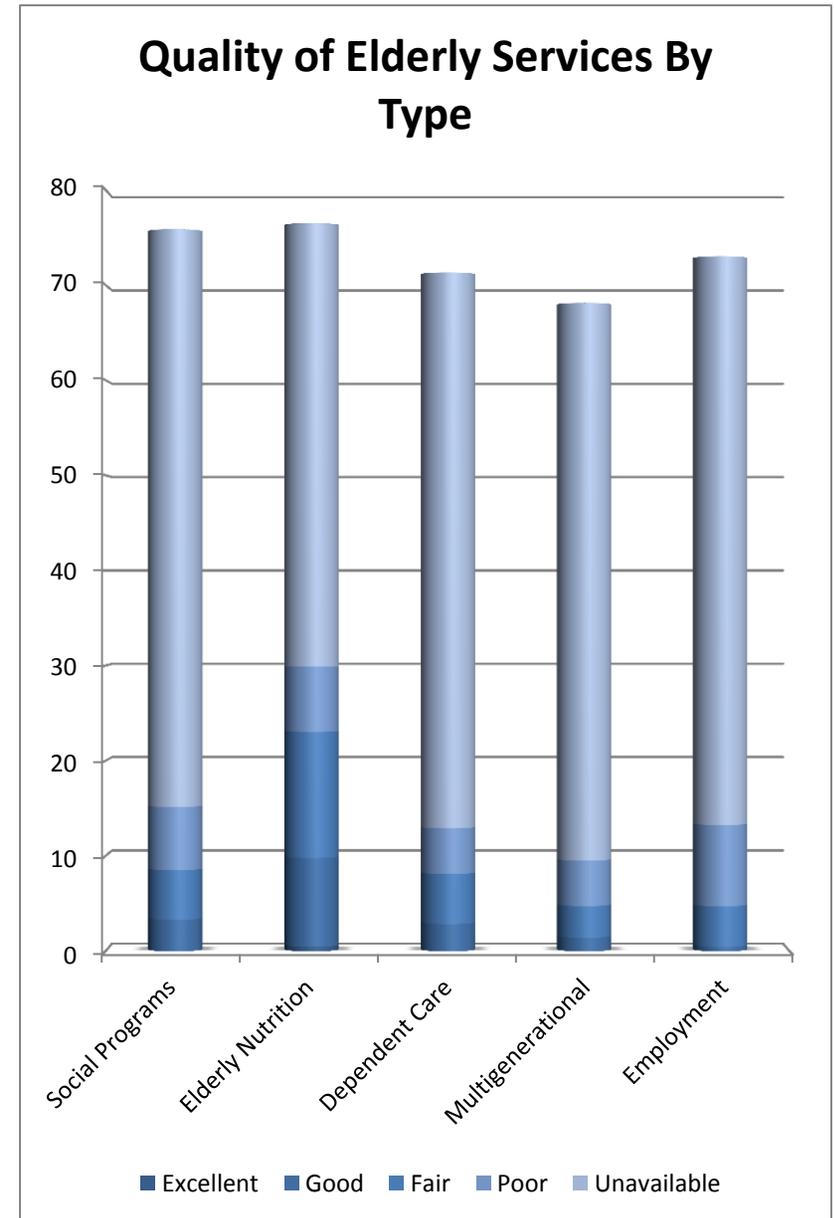
because funding availability may change on a frequent basis, 2-1-1 may not have access to the most up to date information. The internet generally has the most current information; however, approximately 30 percent of Lacoochee-Trilby-Trilacoochee residents are without internet access.



## Elderly Services

73 percent of residents surveyed stated that senior citizen services were unavailable in the community, while 11 percent rated the services as good. It is unclear as to why the services were listed as unavailable (distance, lack of transportation, no need for services, etc.) While there are senior services in Pasco County, a large number of individuals appear to be unaware of those services. In Pasco County, nearly 15,000 senior citizens are eligible for food stamps, but only 2,100 receive them. The Pasco County Elderly Nutrition Division feeds 800 senior citizens a day, five days a week, but, financial funding has been cut. While there have been steps taken to reduce the number of elderly residents on the waiting list, there is still a gap between resident needs and service availability. In addition, many programs have their information placed on the internet. While technology is an effective tool, older citizens are often at a disadvantage, due to either lack of access to a computer, and or, a lack of training in using new technology to sign up for services available to them. It is recommended that, along with an enhanced marketing strategy, Pasco County seek to identify all elderly residents within the LTT area and solicit volunteers in contacting, enrolling, and providing either training or assistance for online registration.<sup>3</sup>

<sup>3</sup> The Comprehensive Needs Assessment is located as Exhibit A to the Transformation Plan.



## Youth Services



The Lewis Abraham Lacoochee Club is part of the Boys & Girls Clubs of Tampa Bay which started in 1926. The Lewis Abraham Lacoochee Club was housed at the Cypress Manor public housing complex, but moved into the new Lacoochee Community Center on Monday, August 25, 2014. The move expanded the after school services to LTT area children by 100 percent.

B & G Clubs offer children a mechanism to be in a safe place with positive role models, make friends, and engage in programming that ranges from the educational to recreational. Without the B & G Club, many of these children would be without proper supervision and susceptible to negative influences. These clubs play a pivotal role in reducing teen pregnancies, juvenile crime, and violence among youth.

B & G Clubs also play a vital role in helping youth improve their academic outcomes. The clubs provide a variety of services, including homework assistance and tutoring. This increases high

school graduation outcomes and creates economic benefits for the child and his family over his lifetime; higher educational attainment often increases income generated.



Programs provided in the B & G Clubs encourage healthy habits that are vital to the well-being of the community. Costs generated by medical expenses due to unhealthy lifestyle decisions are substantial to the economy. The Lewis Abraham Lacoochee Club programs promote physical exercise and nutritional education. Members who participate in athletic programs develop better fitness at an earlier age and thus demonstrate a healthy lifestyle later in life. These long-lasting health benefits may help counteract troubling health and economic consequences.

### Baseline Data

During the 2013-2014 school/summer year the Lewis Abraham Lacoochee B & G Club served 147 children from a building in the public housing complex near LES. The B & G Club provides a dinner at 4:00 p.m., five days a week, for children.

Since moving into the larger space in the Lacoochee Community Center in August 2014, the Club expects to serve 225 children daily during the 2014-2015 school year. The B & G Club Youth Services Program is dedicated to improving the lives of at-risk and underserved youth, as well as their families through safe, age and developmentally appropriate programs and activities.

Core activities within the Youth Services Program include comprehensive academic and literacy programs, character and leadership development activities, sports, fitness and recreation activities, gang prevention initiatives, as well as health and life skills programs.



The B & G Club is also home to a competitive robotics program; “Forklorico” traveling dancers program; afterschool academics tutoring, and various awareness campaigns such as Empty Bowls. The club also partners with CareerSource of Hernando/Pasco Counties for adult literacy programs and career and job training/search tools. The B & G Club plans to grow a garden this year, teaching the children about growing their own food and nutrition in the process. The vegetables from the garden will be

used in the meals provided each night.



## Health Services

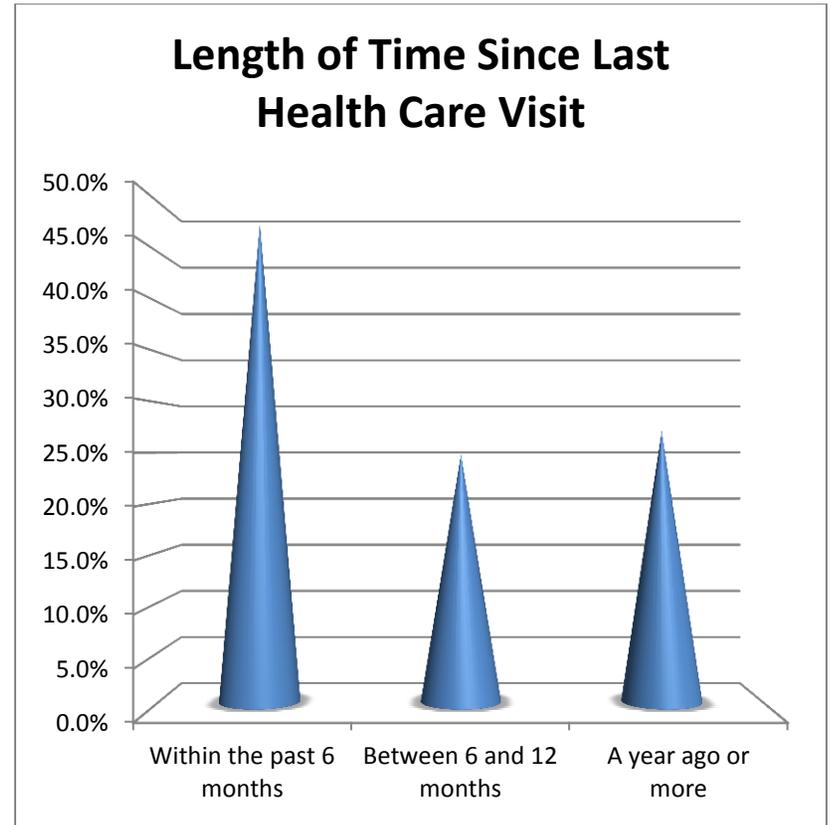
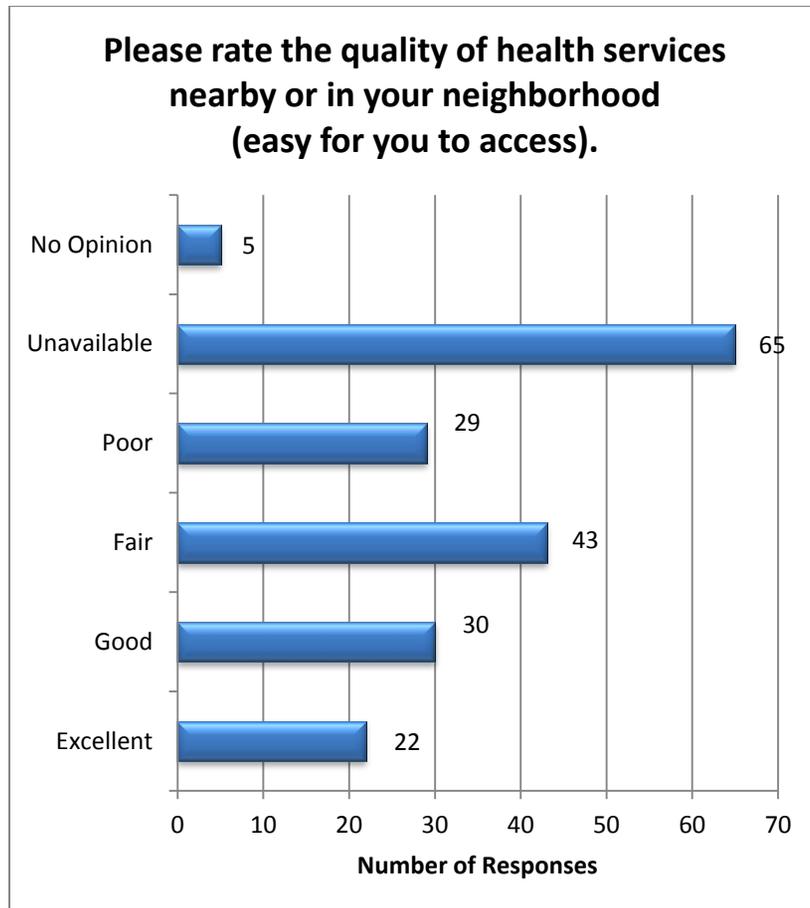
### Health Impact Assessment Data

Prior to the construction of the Lacoochee Health Center at the Lacoochee Community Center which opened in March 2015, the closest available community health center (CHC) to the LTT area was located ten miles away in downtown Dade City. Additional health care facilities are located in Dade City and are operated by private for-profit businesses. Access to healthcare has been voiced by residents and community partners as a need in the LTT area as early as 2009 according to the Lacoochee-Trilby Strategic Master Plan.

According to the 2010 Census, there are 730 individuals (41 percent) in Lacoochee and 119 individuals (22 percent) in Trilby with no health insurance. Additionally, according to the survey

taken of the PCHA residents, 65 percent of residents rank health services as unavailable; only 22 percent of residents rate health services as excellent.

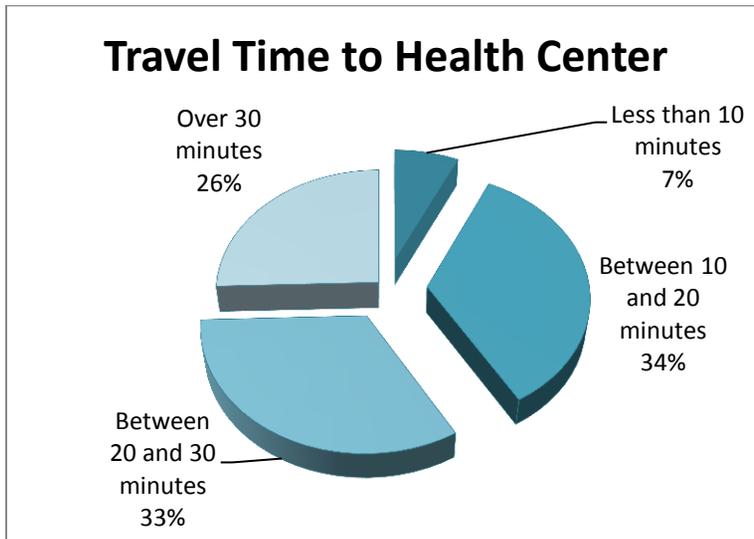
Having a CHC in the LTT community that is more accessible to residents could increase the quality of life by decreasing the stress associated with travelling to Dade City for primary care and may increase the likelihood that they will seek preventative non-emergent care more often if it is nearby.



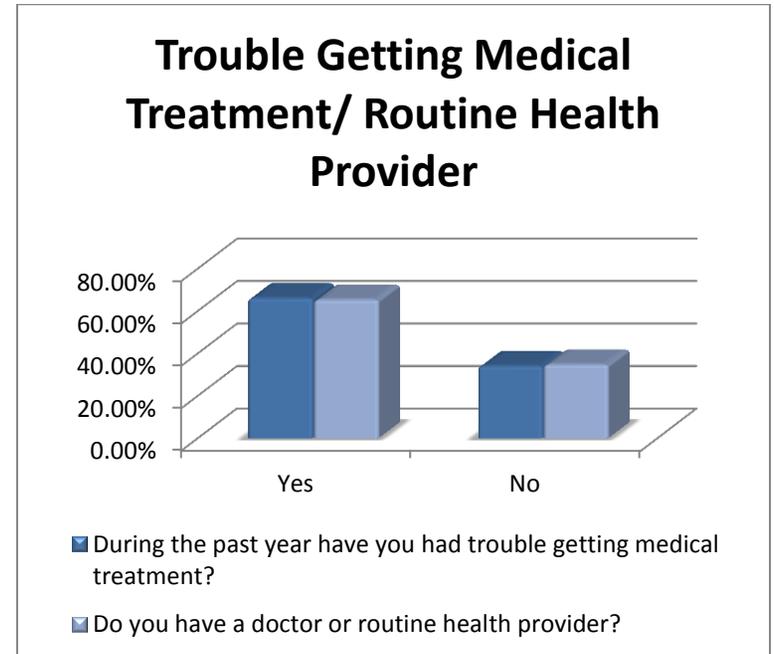
The survey also asked about the frequency of routine checkups. Of the 208 residents surveyed, 48 percent of respondents reported that they had visited a doctor for a routine checkup within the past six months. 24.8 percent and 27.2 percent respectively, reported that it had been between six and 12 months and a year ago or more. The responses are summarized in next table.



The survey also asked about the level of difficulty in receiving medical care including travel time.



These challenges are more evident in the number of respondents who reported having had trouble getting medical treatment. The next graph reflects the percentage of residents surveyed that currently have a routine health provider, and whether they have had trouble getting medical treatment in the past year. The graph tells an important story –residents who have an established relationship with a medical provider are far more likely to receive health care.



# TRANSFORMATION PLAN GOALS

## Goal: Increase Community Education and Awareness

**Objective:** Residents living in the Lacoochee-Trilby-Trilacoochee Neighborhoods are educated about the array of services and service providers available to assist them with their social service needs.

**Strategy:** As a result of the Lacoochee-Trilby-Trilacoochee Leadership Academy, the Florida Department of Health in Pasco County has initiated the development of a comprehensive resource list in both English and Spanish for the LTT area. Through an aggressive public outreach campaign, the County, the PCHA, the Boys & Girls Club of Pasco County, LES, Premier, and other partner agencies will provide this listing of service providers and resources to residents. In addition, utilizing a grassroots communication campaign such as community walkers to reach residents through their friends and neighbors will provide a level of comfort to residents that may be hesitant to utilize new services. Lastly, a secondary comprehensive needs analysis will be completed to target responses by residents to the specific resources available in and around Lacoochee-Trilby-Trilacoochee to gauge the success of outreach campaigns.

**Measurement Tool:** The number and percentage of residents that have lived in the Lacoochee-Trilby-Trilacoochee community for at least 365 consecutive days that utilize social services available in

and around the Lacoochee-Trilby-Trilacoochee area (as measured by longitudinal survey results.)

**Expected Result:** Decrease the percentage of residents who have been living in the Lacoochee-Trilby-Trilacoochee community for at least 365 consecutive days that indicate that there are few, if any, social services available in their community by 25 percent over the next three years, as based on longitudinal survey data.

**Responsible Partner:** The Florida Department of Health in Pasco County, as a result of the Lacoochee-Trilby-Trilacoochee Leadership Academy, has committed funding to assist in the development and maintenance of a resource guide. Additionally, the United Way of Pasco County, through the 2-1-1 System has offered assistance for the maintenance of resources on the listing, through a partnership effort with the Florida Department of Health in Pasco County. The PCHA Resident Outreach Coordinator has initiated the community walker campaign with PCHA residents, and is beginning to work with the greater LTT community to identify community volunteers to maintain this initiative.

**Target Audience:** All residents in the Lacoochee-Trilby-Trilacoochee neighborhoods.

**Needs Assessment Data:** The County has an extensive array of services to help aid residents. Delivery of these services and relief for LTT residents is dependent on effective provider communication and beneficiary engagement. Residents don't always know what's available to them, qualification requirements, or who to contact. Complicating this beneficiary to provider engagement challenge is the fact that nearly 30 percent of LTT residences have no cable or internet connectivity. Between 60 percent and 78 percent of LTT residents indicated there were few, if any, social services available in their community.

**Objective: Residents will have access to domestic and sexual violence intervention services in the Lacoochee-Trilby-Trilacoochee area, reducing linguistic and geographic isolation**

**Strategy:** The Rural Initiative program, under the umbrella of Sunrise of Pasco, Inc., provides domestic and sexual violence intervention services to survivors and their families in East Pasco who are considered underserved due to geographic, cultural, or linguistic factors. Specifically, the program has implemented the following measures to increase awareness and service offerings:

- Established an office at the Lacoochee Community Center for the provision of services to underserved community residents in the Lacoochee-Trilby-Trilacoochee community
- Providing assistance for concrete needs, such as payment for utilities, rent, food, or other necessary resources.
- Utilized the Rural Advocate to work alongside community partners to address needs, such as meeting with participants at on-site locations to provide advocacy and counseling services, educate community partners and residents to create awareness of the impact of domestic and sexual violence, and promote service offerings to residents.
- Accompany victims of sexual assault to the Sexual Assault Victims Exam (S.A.V.E.) program and provide resources to victims and families.
- Assist with legal needs and navigating the court system.
- Provide extensive prevention and education programs to youth, focusing on middle and high school students, and educating students on developing

healthy relationships.

- Use the Solutions Thrift Store to fund emergency shelter operations and provide clothing and furniture to participants as needed.

**Measurement Tool:** The success of this program is gauged by the number of persons served, the achievement of the stated goals, community response, and as monitored by the funder.

**Expected Result:** The goals of the Rural Initiative program for this coming year are to: provide needed domestic and sexual violence services to underserved populations- especially focusing on the more needy, such as the residents of Lacoochee-Trilacoochee-Trilby (LTT) communities that are faced with higher crime, are more economically depressed and have little to no human services available in their communities; expand the effort to eliminate barriers to accessing these services by providing the services in increased number of on-site locations to residents in their community; increase awareness regarding the domestic and sexual violence services offered by Sunrise of Pasco, Inc. that are available free of charge and open to all without regard to race, creed, sexual orientation, cultural, physical nor linguistic factors; and to promote and to fully develop a coordinated community response team (CCR), a team approach, with existing and new additional community partners concerning having zero tolerance for domestic violence and sexual assault. The building of the framework for a strong CCR has already begun to take place. The Community Center at Stanley Park, located in the LTT community, offers office space to many community partners, i.e.: the Boys & Girls Club of Tampa Bay, Premier Health Care Clinic, Elderly Nutrition Service, Officer Friendly, Career Services, Sunrise of Pasco Rural Initiative program and other essential services. The Rural Initiative program intends to be fully involved and engaged in solidifying community collaboration efforts against domestic violence and sexual assault. Further, the Rural Initiative Program intends to work with Dade City community partners, such as Saint

Vincent DePaul , Farmworkers, Self-Help , and Redlands Christian Migrants Association (RCMA) to bridge services and increase the capacity of service providers in the LTT community.

**Responsible Partner and Funding Committed:** The Rural Initiative Program, operating under the auspices of Sunrise of Pasco Inc., received funding from FCADV for three years, beginning August 2014.

**Target Audience:** Domestic and sexual violence survivors and their families in East Pasco who are considered underserved due to geographic, cultural, or linguistic factors.

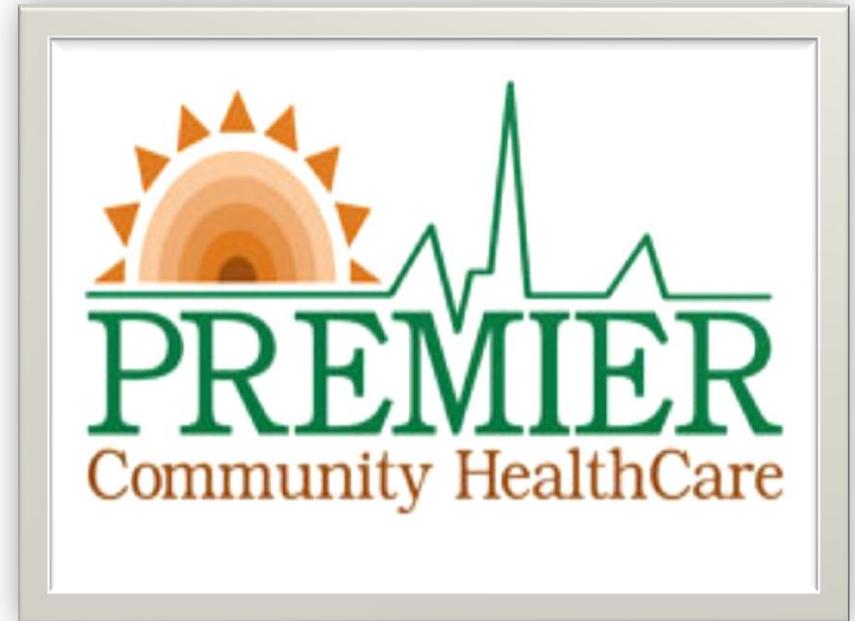
**Needs Assessment Data:** The County has an extensive array of services to help aid residents. Delivery of these services and relief for LTT residents is dependent on effective provider communication and beneficiary engagement. Residents don't always know what's available to them, qualification requirements, or who to contact. Complicating this beneficiary to provider engagement challenge is the fact that nearly 30 percent of LTT residences have no cable or internet connectivity. Between 60 percent and 78 percent of LTT residents indicated there were few, if any, social services available in their community.

## **GOAL: Increase Access to Health Care**

**Objective: Children, youth, and adults are physically and mentally healthy.**

**Strategy:** Locating Premier Community Healthcare Group, Inc. (Premier), in the heart of the LTT area will increase the number of residents who are able to access medical services without having to seek emergency medical treatment for routine medical care. As residents become aware of and utilize its services, Premier will evaluate

the feasibility of increasing the availability of services. Premier also provides services using a sliding scale for fees based upon household income. This ensures that households without adequate insurance are able to access routine health services.



### **Measurement Tools:**

- The number and percentage who have a place where they regularly go (often known as a medical home) other than an emergency room, when they are sick or in need of advice about their health.
- The number and percentage reporting good physical health.

**Expected Result:** Increase the results of the survey needs analysis to reflect an increase in access to healthcare by 25 percent over the baseline needs analysis by year three of the implementation plan.

**Responsible Partner and Funding Committed:** Premier Community HealthCare Group, Inc.

**Target Audience:** All residents in the Lacoochee-Trilby-Trilacoochee neighborhoods.

**Needs Assessment Data:** 72.6 percent of respondents classified health services as unavailable at this time; however, 90.9 percent of NAS respondents have seen a primary care provider in the past six months.

**Strategy:** Premier will be able to assess mental health status and provide referrals for behavioral health services as appropriate.

**Measurement Tool:** The number and percentage of residents reporting stress or psychological distress, as determined by the Behavioral Health Assessment.

**Expected Result:** Decrease the number of residents reporting high psychological stress by 20 percent within three years.

**Responsible Partner:** Premier

**Target Audience:** All residents living in the Lacoochee-Trilby-Trilacoochee neighborhoods.

**Needs Assessment Data:** 72.6 percent of NAS respondents classified health services as unavailable at this time; however, 90.9 percent of NAS respondents have seen a primary care provider in the past six months.

**Strategy:** Premier has a community services department that is committed to patient and community health education. This outreach, along with the medical clinic located at the Lacoochee Community Center, will increase access to medical services and provide referrals to appropriate health center.

**Measurement Tool:** The number and percentage of residents who receive health and medical services.

**Expected Result:** Increase the number of residents receiving health and medical services by 50 percent over the next three years. Additionally, establish the baseline to include “enabling encounters” with Premier staff. Once this baseline has been established, establish relationship between the number and percentage of these encounters and the increase in the health coverage and access rates in the community.



**Responsible Partner and Funding Committed:** Premier has the community education program already in place with full funding. Additional funding for follow up surveys and data analyses must be procured to accurately evaluate the relationship between health education and health outcomes.

**Target Audience:** These efforts target all residents currently uninsured or underinsured living in the Lacoochee-Trilby-Trilacoochee Neighborhoods

**Needs Assessment Data:** 72.6 percent classified health services as unavailable at this time; however, 90.9 percent of NAS respondents have seen a primary care provider in the past six months.

## **GOAL: Increase Access to Social Services**

**Objective: Residents in LTT area will have access to sustainable and consistent social services**

**Strategy:** The United Way and the Coalition for the Homeless of Pasco County are discussing a partnership between the United Way 2-1-1 system and the HMIS system, which is administered through the Coalition for the Homeless of Pasco County, to provide comprehensive social service delivery to all residents in Pasco County. This system would assist all residents in Pasco County and would enable multiple points of entry into the system, either through a direct interaction with an agency or over the telephone through 2-1-1. The goal of this program is to provide an integrated approach to case management, comprehensive data for all agencies as to individuals and families, and to provide more effective service quality to residents. While the release of this system would be made available County-wide, education will be provided to residents living in the PCHA communities first as a mechanism to educate and provide free case management and service delivery opportunities for residents.

**Measurement Tool:** The number and percentage of residents utilizing the 2-1-1 system. Currently, this information is available by



zip code, but data will be further geocoded to specifically identify those residents living in the Lacoochee-Trilby-Trilacoochee communities.

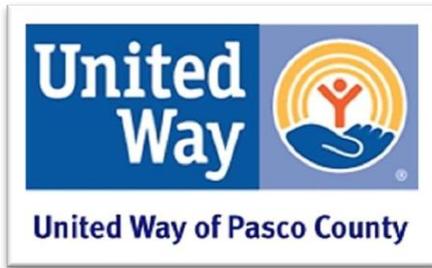
**Expected Result:** Increase the number of positive responses on follow up Comprehensive Needs Analyses by ten percent per year over year through year three. In addition, complete a secondary needs analyses asking pointed questions related to service delivery, system navigation and availability, and overall satisfaction with social services information.

**Target Audience:** All residents in the Lacoochee-Trilby-Trilacoochee area will have access to this program; specific educational materials will be targeted to residents living in the

PCHA communities.

**Needs Assessment Data:** According to the Comprehensive Needs Analysis, social services across the board received very low marks across the board. This is very concerning as between 60 percent and 78 percent of LTT residents indicated most or all services were unavailable.

**Responsible Partner and Funding Committed:** The United Way of Pasco County and the Coalition for the Homeless of Pasco County are evaluating the feasibility of implementing the system County-wide.



**Strategy:** The County and the PCHA have discussed implementing a comprehensive case management strategy known as Achieving Community Togetherness (ACT), which will be managed through the Pasco County Human Services Division (PCHS). The approach will be individual and/or family centered, to assist people of all ages with accessing the services they need, including: assessment of household composition, resident capacity and critical needs, goal planning, and service connection. Targeted programming will be developed and will include coordinated support for adults and children, senior and intergenerational activities, youth activities and early childhood services, employment and educational opportunities, and housing and re-occupancy support.

**Measurement Tool:** To evaluate efficacy we will measure the

number and percentage of PCHA residents served by ACT's case manager. Case managers will be housed in Lacoochee, potentially at the Lacoochee Community Center or in one of the PCHA communities; however, it is expected that much of their efforts will be in the field. ACT will focus on the entire household. To the extent possible they will ensure housing stability, including ensuring that tenants are paying rent and other bills on time, and that the home is clean and well-maintained. ACT will monitor the educational progress of all youth in the home by looking at report cards.

**Expected Result:** Decrease the percentage of negative responses on follow up comprehensive needs analyses by ten percent over three years.

**Responsible Partner and Funding Committed:** The County and the PCHA, the program is to be administered through the PCHS. Funding is not currently available for this program; therefore, a dedicated funding source will have to be identified prior to implementation of this initiative.

**Target Audience:** Residents living within the PCHA communities.

**Needs Assessment Data:** According to the Comprehensive Needs Analysis, social services across the board received very low marks. This is very concerning as between 60 and 78 percent of LTT residents indicated most or all services were unavailable.

## **GOAL: Increase Youth Services**

**Objective: Residents in the LTT area will have access to sustainable youth services**

**Strategy:** Utilize the B & G Club as the primary provider of youth services in the Lacoochee-Trilby-Trilacoochee Community. Increase and sustain funding for the B & G Club to serve the LTT children;

support programming at the B & G Club that focuses on physical activity, provides homework support and organized physical activity; offer health career speakers/activities to the participants aligning with major health topics/awareness priorities; continue summer and evening meals through a grant from the Department of Agriculture and Consumer Services; and increase volunteer engagement and family support services provided at the B & G Clubs.

**Measurement Tool:** Number and percentage of school aged youth participating in B & G Club activities.

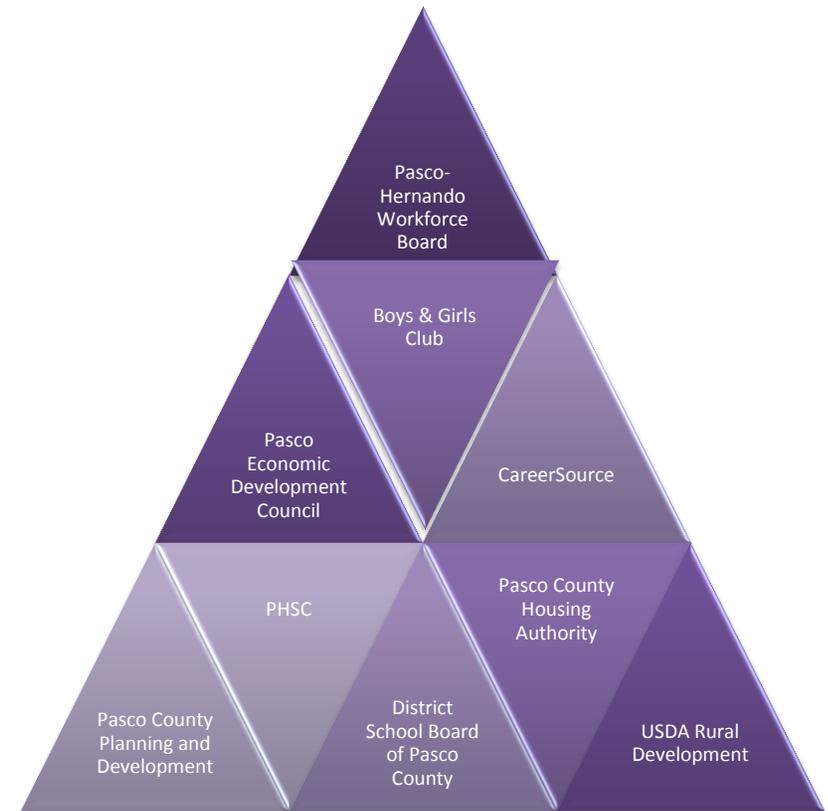
**Expected Result:** These efforts are expected to increase the number of participant activities offered through the B & G Club by ten percent year over year, through year five. Additionally, review student achievement via individual needs (through report card grades, pre- and post-tests to determine program success), and benchmark program success by comparing total programmatic accomplishments to school and district level achievements.

**Responsible Partner:** The B & G Club is the primary provider of youth activities in the tri-community area. Collaboration with the Pasco County Parks and Recreation Department, the School Board, other not-for-profit agencies, and local leadership will be necessary to help identify additional funding sources needed to continue and grow existing programs.

**Target Audience:** All children who are eligible to participate in B & G Club activities.

**Needs Assessment Data:** During the 2013-2014 school/summer year the Lewis Abraham Lacoochee B & G Club served 147 children from a building in the public housing complex near LES. The B & G Club provides a dinner at 4:00p.m. five days a week for children. Since moving into the larger space in the Lacoochee Community Center in August 2014, the Club expects to serve 225 children daily during the 2014-2015 school year.

## Emphasis Area 3: Economic Self-Sufficiency



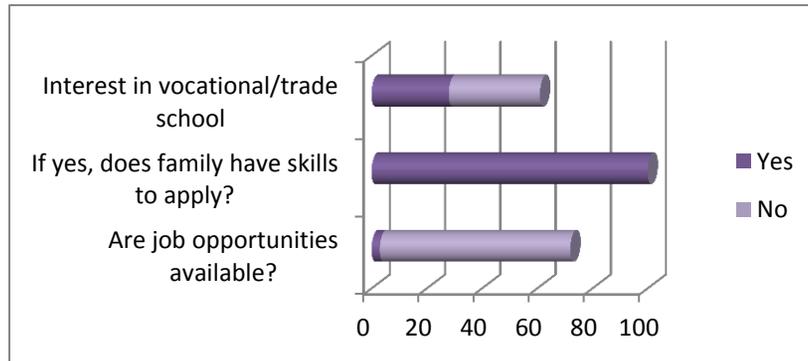
Economic Development Implementation Partners

## Current Conditions

### Comprehensive Needs Assessment<sup>4</sup>

The LTT community suffers from a faltering economy and requires an infusion of funding to make much needed capital improvements in order to attract business return of middle income families into the area. The current Development Plan for Lacoochee-Trilby-Trilacoochee presented by the Pasco County Community Development Division is both aggressive, well thought out, and just what the LTT community needs in order to transform their towns from poor declining rural status into thriving, revitalized, quaint and historic small towns with tightly knit communities.

When asked about job opportunities “for yourself or your family member(s),” only three percent said there were job opportunities for themselves, and three percent indicated job opportunities for family.

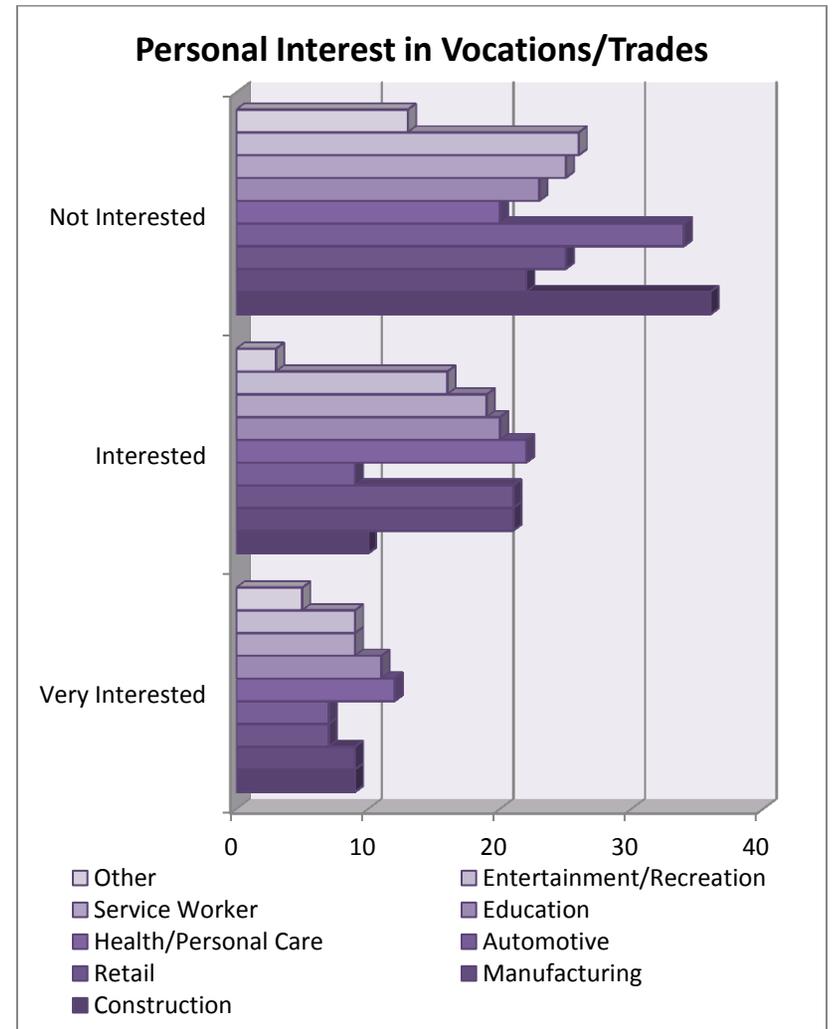


Of the three percent that answered yes, 88 percent of residents said they personally had the skills to apply for the jobs available; while 100 percent indicated that a family member had the skills to apply for the jobs available. Roughly, three percent indicated that

<sup>4</sup> The Comprehensive Needs Assessment in its entirety is included as Exhibit A to this transformation plan.

there were no jobs available to them, but that they had the skills to apply. About seven percent indicated that there were no jobs available to them, and they did not have the skills to apply.

45 percent of individuals surveyed would consider vocational or trade school for themselves, while 46 percent would not, and nine percent of residents surveyed left the question unanswered.

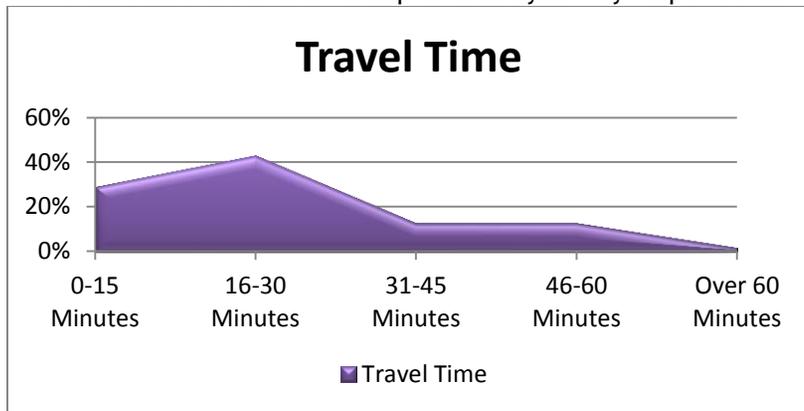


80 percent of residents with a private vehicle use that vehicle as their only mode of transportation. As indicated in the following chart, only 20 percent of residents with only one mode of transportation use something other than a private vehicle for travel. Of those, 14 percent use public transportation as their primary mode of transportation.

Mode of Transportation	Number of Respondents	Percentage
Car	116	80%
Walk	0	0%
Motorcycle	0	0%
Bike	4	3%
Bus	21	14%
Carpool	5	3%
<b>Total</b>	<b>146</b>	<b>100%</b>

Of the residents that use more than one method of transportation, 56 percent use both their personal vehicle and ride public transportation. That same percentage also uses carpooling if utilizing three or more modes of transportation.

While many residents utilize their own vehicles as their primary mode of transportation, many residents travel considerable distances to travel to and from work each day. The following graph demonstrates the travel time as provided by survey respondents:



### Lacoochee-Trilby-Trilacoochee Economic Study<sup>5</sup>

Three independent analyses were completed as part of the economic study, including a cluster analysis, a forecasting analysis, current zoning, plans, and land use strategies; and a research and development demand.

The **Cluster Analysis** identified market gaps or potential opportunities in the Lacoochee-Trilby-Trilacoochee area. These include a full range of industries, including manufacturing and wholesaling/distribution activities, medical services, a wide range of personal and business services, and a limited range of retail.

The **Demand Forecasting Analysis** indicated that there are basically two markets that may be supported for retail goods and related services. Lacoochee is small in terms of dollars spent per person, and as a result, modern retail operations of any type are not supportable in this limited market. The Tri-Community Area market is larger and has the ability to support certain retail. However, due to the close proximity of the trade area in Dade City, retail growth in the Tri-Community Area is unsustainable without substantial increases in employment and/or population.

**Current zoning, plans, and land use strategies** focus any new industrial activity on approximately 200 acres located within or slightly north of the Tri-Community Area. Less than half is considered shovel or pad ready with appropriate public infrastructure to accommodate industrial activity. The existing and proposed industrial sites have the capacity to employ between 1870 and 3740 individuals, dependent upon the type of industry. This exceeds the current available labor pool in the Tri-Community Area.

A **Market Analysis** conducted for the Tri-Community Area indicates

<sup>5</sup> The Lacoochee-Trilby-Trilacoochee Economic Study is included as Exhibit C to this Transformation Plan Document.

that there are limited industries that have potential to grow and provide employment and entrepreneurial opportunities for area residents. These include agricultural industries associated with fruits and vegetables, animal husbandry, the cultivation of indigenous plants and aquaculture, and value added agricultural services such as food production.

Because of the general demographics in the Lacoochee-Trilby-Trilacoochee community, the ability to attract retail, office, and industrial is greatly diminished. The local human capital and economic base needs to be grown before outside economic influences can be introduced into the community.

### ***Retail Goods and Services Demand***

A retail space analysis shows that there is not enough retail demand to support a full-service grocery store and/or collocated retail businesses. Results of the analysis indicate that a limited service co-op, farmers market, or other locally supported fresh food market that will contribute to the sense of place in the community and assist in enhancing the downtown area, is a viable and sustainable business opportunity.

### ***Agricultural and Natural Resources***

The Lacoochee-Trilby-Trilacoochee area is located in the Withlacoochee River Watershed, the Green Swamp and other natural environments. There are some significant benefits that will allow for research and development activities to occur within the Green Swamp's 870 square mile expanse:

- Much of the area is a mosaic of wetlands, moderately moist flatlands, and uplands which are subject to seasonal flooding.
- There is a variety of wildlife, including mammals, birds, reptiles, fish, invertebrates, and amphibians.

- This includes threatened species such as the Florida Black Bear, the Florida scrub jay, and the wood stork.
- There are widespread species such as the white-tailed deer, wild turkey, alligators, and multiple types of birds.

There is the potential for private and/or university research activities related to the natural characteristics of the area, and their potential environmental, industrial, or commercial applications.

### ***Opportunities Synopsis***

The Lacoochee-Trilby-Trilacoochee area has substantial economic opportunities, including the following:

- A full range of manufacturing and wholesaling/distribution activities.
- Medical services.
- A wide range of personal and business services.
- Retail development, although it is unlikely to develop without substantial changes in the market.
- Agricultural value-added activity.
- Research and development opportunities associated with the areas of natural resources and agricultural production.

# Transformation Plan Goals

## Goal: Increase Educational and Training Opportunities for LTT Community

### Objective: Increase access to employment opportunities, training, and career readiness

**Strategy:** The Pasco-Hernando Workforce Board (PHWB) has committed to employability skills accommodations, including a venue to assist job-seekers. This service would include job searches, resume assistance and critique, and referral to partner agencies. In addition, workshops are available on site and online and cover a variety of employability topics. Local employers will have access to the PHWB conference room for recruitment efforts, training, testing, and job fairs. In addition to this service, the PHWB mobile unit is a self-contained resource room. This service will be available at the Lacochee Community Center and will provide job seekers opportunities to search for work and prepare for employment. The service provider will be PHWB.

**Strategy:** The Pasco Economic Development Council (PEDC) is committed to providing meeting room and training facility accommodations to residents in the LTT area. In addition, business and entrepreneurial training seminars will be available at no cost to LTT area residents. The service provider will be PEDC and the SMARTstart Incubator network.

**Strategy:** Increase access to adult basic literacy education classes; provide meeting space to increase number of trainings offered (Lacochee Community Center as location and resource; Career Source as service provider.)

**Strategy:** Encourage the development of appropriate workforce skills as needed for targeted industries, agricultural and

ecological based employment through opportunities provided by USDA programs.

**Measurement Tool:** The PHWB rate of market penetration for PCHA and LTT residents (as defined by the PHWB and reinforced by the County Economic Development Plan) will be utilized.

**Target Audience:** All residents age 16 and up.

**Needs Assessment Data:** 95 percent of the residents surveyed indicated that there are not job opportunities available in the community for them; 71 percent indicated lack of availability for their families.

**Expected Result:** These efforts are expected to establish baseline penetration rate based on PHWB data and increase participation by two percent per year.

**Responsible Partner and Funding Committed:** Career Source and PHWB currently provide services as referenced above. No further funding will be required to implement and track.

### Objective: Increase average income for individuals and families living in PCHA communities

**Strategy:** Pasco County will pursue funding mechanisms to expand access to the business incubator for value-added agricultural opportunities such as a kitchen incubator concept at the Lacochee Community Center. Funding opportunities should include the Migrant and Seasonal Farm Worker entrepreneurial training program offered by the USDA and the green industry training grants offered by the U.S. Environmental Protection Agency (USEPA).

**Target Audience:** PCHA residents age 16 and older

**Needs Assessment Data:** 95 percent of the residents surveyed indicated that there are not job opportunities available in the community for themselves, and 71 percent indicated lack of availability for their families.

**Measurement Tool:** The number of participants who successfully complete six-month, one-year, and two-year incubator terms.



**Expected Result:** Three entrepreneurial businesses will successfully complete a two-year incubator term.

**Responsible Partner and Funding Committed:** Funding is available through the PEDC and the Pasco County Office of Economic Growth (OEG.) The Lacochee Community Center through the B & G Club will provide space based on availability and programmatic constraints.

**GOAL: Increase human capital, resources, and infrastructure capacity to support economic development**

**Objective: Create and promote an entrepreneurial ecosystem and culture of economic opportunity**

**Strategy:** Pasco County and the PEDC will collaborate with partners to create a cohesive and innovative marketing tool that tells the story of bustling historic and natural areas combined with

state of the art business and university facilities that create a true sense of place.

**Measurement Tool:** Content analysis of recognition and positive mentions of LTT area in local, regional, State, and national publications.

**Target Audience:** Local, regional, and state professional publications.

**Needs Assessment Data:** Baseline not currently available.

**Expected Result:** Create baseline and increase the percentage of positive mentions by four positive press articles per year.



**Responsible Partner and Funding Committed:** The County (PIO, Libraries, Planning and Development, Community Development), WREC, Pasco EDC, B & G Club, School Board. Funding is available through existing County staff resources.

**Objective: Provide programs that support the revenue growth of local businesses**

**Strategy 1:** Expand the use of the Pasco Enterprise Network in the LTT area that can provide free seminars and programs to educate entrepreneurs on business creation, retention, and growth.

**Strategy:** Increase access to microloan and other small business

loan programs, specifically targeting women-owned and disadvantaged businesses.

**Strategy:** Provide reduced rental rates to LTT area entrepreneurs in the SMARTstart Incubator Network.

**Measurement Tool:** Participants in the Pasco Enterprise Network (PEN) and the number of microloans successfully paid back.

**Target Audience:** Individuals and companies eligible for pen and incubator assistance.

**Needs Assessment Data:** Currently there is no baseline data available. Due to the small population size and existing economic status of residents, we must incorporate current residents into future economic structure and opportunities in order to increase human capital and promote locally grown entrepreneurial opportunities.

**Expected Result:** Participation by LTT entrepreneurs in programs will increase by 50 percent over the first four years of implementation; programs will be re-evaluated based on trends and participant surveys for programs offered to the community.

**Responsible Partner and Funding Committed:** OEG/PEDC

### **Objective: Increase number of job creation incentives awarded to targeted industries in the LTT area**

**Strategy:** Visit existing industries in LTT area as part of business retention and expansion program two times per year to educate and encourage expansion of businesses and offer incentives for eligible entities.

**Measurement Tool:** The number of businesses eligible to receive job creation incentives through Pasco County.

**Needs Assessment Data:** Currently there is no baseline data available. Due to the small population size and existing economic status of its residents, we must incorporate current residents into future economic structure and opportunities in order to increase human capital and promote locally grown entrepreneurial opportunities.

**Expected Result:** Increase the number of businesses eligible to receive job creation incentives by five percent by year 2020.

**Responsible Partner and Funding Committed:** PEDC, WREC, Pasco County. Funding committed will be up to \$5,000.00 for every eligible job created.

### **GOAL: Increase social and public services to increase economic growth of LTT community**

#### **Objective: Link transportation to employment to increase job accessibility and tenure**

**Strategy:** Increase services provided by PCPT during peak hours, including decreasing headways, increasing additional routes, increasing service hours, and contemplate the addition of Sunday services.

**Strategy:** Peer to Peer Vehicle Sharing program

**Measurement Tool:** The number and percentage of residents accessing peer to peer vehicle sharing programs and/or utilizing PCPT routes upon decreasing headways.

**Target Audience:** All residents seeking transportation outside of Lacoochee-Trilby-Trilacoochee neighborhoods.

**Needs Assessment Data:** 80 percent of residents with a private vehicle use that vehicle as their only mode of transportation; only 20 percent of residents with only one mode of transportation use

something other than a private vehicle for travel. Of those, 14 percent use public transportation as their primary mode of transportation.

**Expected Result:** Increase transportation options and access to employment nodes for LTT area residents.

**Responsible Partner and Funding Committed:** Pasco County Metropolitan Planning Organization (MPO) and PCPT. Strategies will be implemented with the Long Range Transportation Plan update and PCPT Transit Development Plan updates and as required by the U.S. Department of Transportation, Federal Highway Administration regulations.

**Objective:** Promote successful reintegration into the workforce for residents that have had interaction with the criminal justice system

**Strategy:** Develop and communicate a common re-entry message.

**Strategy:** Facilitate and strengthen collaboration and coordination among faith and community-based organizations, and local, State, and Federal governments.

**Strategy:** Develop a referral system that engages the formerly incarcerated throughout all steps of the integration process.

**Strategy:** Implement a performance management system to track outcomes and effectiveness of programs/initiatives.

**Measurement Tool:** Will be created to create the performance management system.

**Target Audience:** All ex-offenders.

**Needs Assessment Data:** Currently data is only available anecdotally. Residents have identified this as a significant social

problem to be eliminated, and have expressed the need to encourage social integration of the community.

**Expected Result:** Program does not currently exist. Opportunities must be evaluated to determine the most appropriate course of action for implementation.

**Responsible Partner and Funding Committed:** Pasco County Sheriff's Office, Pasco County Misdemeanor Probation Division, and the Florida Department of Juvenile Justice will be key collaborative partners. Funding sources will need to be identified prior to implementation.

**Goal:** Increase Pasco County Housing Authority Family Self-Sufficiency

**Objective:** Reduce dependency of low-income PCHA residents and families on welfare assistance, low-income housing, or any other Federal, State, or local rent subsidies through the implementation of a Family Self-Sufficiency opportunity model.

**Background:** Family Self-Sufficiency (FSS) is a Homeownership and Independence opportunity for people everywhere initiative, enacted in the National Affordable Housing Act of 1990. FSS mobilizes HUD housing assistance to leverage public and private sector services and resources that will assist residents of public and assisted housing to achieve economic self-sufficiency and independence. Use of housing as a stabilizing force allows participating families to focus their energies on other efforts such as employment, education, and job training for example, which are necessary for attaining economic and personal self-sufficiency.

FSS is a monumental approach to helping families exit the cycle of poverty and enter a world of independence and infinite opportunity. FSS also allows a family to save money. As residents

move into better, higher-paying jobs the amount of their increases are simultaneously deposited into an escrow account for future use upon graduation and successful satisfaction of the Contract of Participation.

**Purpose:** The purpose of the FSS program is to promote the development of local strategies to coordinate the use of housing rental resources, and to enable eligible families to receive support as they move towards economic self-sufficiency.

**Strategy:** To increase graduation rates among Pasco County Housing Authority's Public Housing residents and Section 8 tenants

- Increase employment through training and education
- Decrease dependency on public assistance
- Promote economic family self-sufficiency and homeownership.
- Increase mentoring and case management support
- Heighten participant self-esteem and improved family relationships

**Identification of Needs and Delivery of Services:** Pasco County Housing Authority's Family Self Sufficiency Program places emphasis on a personalized one-on-one approach to problem solving. Several components make up the structure of the FSS Program to assure that each step necessary for a family to reach self-sufficiency is adequately addressed. These include:

- One-on-one family needs assessment and contracting
- Development of Individual Training and Service Plans (ITSP)
- Concrete linkages between service providers and FSS participants.
- Personalized case management and problem solving



Coordination in the delivery of services is vital to the success of the FSS program. Pasco County Housing Authority's Family Self-Sufficiency Coordinating Committee meets frequently to share available resources, to assure maximum utilization, and to minimize any possible duplication of these services.

**Measurement Tools:** The number and percentage of residents participating in the Family Self-Sufficiency program.

**Needs Assessment Data:** As this is a new program, the baseline has not yet been established.

**Expected Result:** The baseline for the success of the program must be established first; based on client participation and success rates, expectations for improvements will be determined on a year over year basis by the PCHA.