



Orange County   
**2-1-1**™  
Get Connected. Get Answers.

2011 Annual Report

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## A Letter from the Board President

Hope begins with a call to 2-1-1 Orange County, and this year our compassionate team continued to build hope in the community that relies on us. Our comprehensive information and referral system links Orange County residents to community services and support organizations that can help meet specific needs. Each year 2-1-1 Orange County serves more people in need, and 2011 has been no exception, as team members have fielded nearly 79,000 calls year to date.

As a nonprofit 501(c)(3) organization, we rely on donations and grants, and the continuing tough economy has made philanthropic resources scarce. Even still, we were able to attract enough funding to continue growing our support network this fiscal year, installing a new telephony system that provides a callback mechanism for our callers. The new system also enables us to conduct in-depth follow-up, which has helped improve our understanding of our callers' needs. We hope to continue upgrading our systems and database to further improve our services.

We were also fortunate this year to have the continued partnership and support of both public and private funders, including the Children and Families Commission of Orange County, the County of Orange, the Orange County Funders Roundtable, Hoag Hospital, and Orange County United Way. Our utmost appreciation goes to these organizations for their continued support of our mission and for their commitment to strengthening safety net services in Orange County.

We are also fortunate to have the support of nearly 100 volunteers, who provided more than 11,000 volunteer hours in our call center, an increase of 60% over last year. We offer a special thank you to our dedicated volunteers who gave their time and compassion to expand our capacity to serve.

We continue to reach out to the community, and this year doubled our efforts to let residents know about this important service. We plan to expand our outreach to local corporations and small businesses that will definitely see the benefit of our services for their employees.

On behalf of the Board of Directors, I thank the 2-1-1 Orange County leadership and staff for their tremendous support and service to the community through these difficult economic times and for their continued commitment to the mission of 2-1-1 Orange County – helping people find the help they need.

A handwritten signature in black ink that reads "G. Jeffrey Lutz". The signature is written in a cursive, flowing style.

G. Jeffrey Lutz  
Board Chairman & President

# A Letter from the Executive Director

When I arrived at 2-1-1 Orange County's doorstep a little over three years ago, I didn't anticipate the rapid growth this agency would experience. In 2005, when we acquired the 211 license, we had less than 50,000 calls per year – within the next year, our annual call volume could easily top 125,000. In the midst of exploding call demand and challenging economic times, our dedicated staff and volunteers continue to serve our community effectively.

Our goal is to assist every caller in a timely manner and we continue to look for more effective and efficient ways to reduce wait time and the number of lost calls. We recently upgraded our telephony system to a new hosted call center software solution with a call-back feature. A caller no longer has to wait on the line and listen to music while waiting for an Information & Referral Specialist. The caller can simply dial in their phone number, and the system will call the person back when an agent is free. Additionally, the solution enables us to perform customer satisfaction surveys, bolstering our ability to build the programs and processes that make each call a good experience. Our agents can now monitor their service performance and adjust communication methods on demand.

We have also initiated a follow-up procedure to ensure referrals provided are indeed helping the client. Results from this procedure have shown that even with the financial struggles we and many of the agencies to which we refer are facing, our clients are getting the help they need. This reflects both on 2-1-1 Orange County's expert information and referral provision, as well as the commitment to service of our partner safety net providers.

2-1-1 Orange County continues to provide the highest quality of services to Orange County residents in a way that enhances their independence, self-esteem, and dignity. We are known in Orange County as the first place to call for help, a place where people can find those needed resources to move them toward self-sufficiency. We provide a safe, caring, and trustworthy environment to help people find the help they need.

All of our successes in 2011 point to a very dedicated and committed board of directors, volunteers, and staff. I am truly fortunate to work for such an outstanding organization, and I invite you to learn more about our important work in the community.



Judy Bowden  
Executive Director

# What We Do

## Why do people call 2-1-1? They call because they need help.

The mission of 2-1-1 Orange County (2-1-1 OC) is to help people find the help they need. When someone is in trouble and out of options, 2-1-1 OC can help connect them to immediate assistance.

The story of 2-1-1 Orange County began more than 20 years ago, when a group of compassionate local physicians sought to develop a centralized system that provided information on health resources the City of Irvine residents could easily access. Over the years, People for Irvine Community Health, as the group was known, grew beyond providing only health information to Irvine residents and became 2-1-1 Orange County, expanding to support all of Orange County with referrals to the region's health and human services resources.

2-1-1 Orange County can connect residents to over 4,800 unique local services with one toll-free call, including:

- *Basic Needs Resources*
- *Physical and Mental Health Resources*
- *Employment Support*
- *Older Americans Resources*
- *Persons with Disabilities Resources*
- *Children, Youth, and Families Programs*
- *Disaster Information*

When a person is seeking help for a crisis or situation that is new to them, dialing 2-1-1 is much simpler than trying to navigate the thousands of available services on their own. Other information systems, such as 4-1-1, are not designed to ask the necessary questions in order to direct people who need immediate help. 2-1-1 OC staff members are trained to spend time with each caller, understanding their needs and directing them to appropriate services. Information & Referral Specialists who answer the toll-free line quickly search through thousands of programs in our database to find the ones that match the caller's needs, screen callers for eligibility, and provide the best information.

The continuing recession is proving what local service providers have known for a long time – the real Orange County is not the wealthy OC portrayed on TV. Many formerly stable middle class individuals and families have been impacted by plummeting real estate prices, foreclosures, and job losses, and are seeking supportive services for the first time. The pressure on our local service organizations is tremendous, but our sector is working harder than ever to meet increasing needs.

Fortunately, 2-1-1 OC has the capacity to play a critical role in linking county residents to services they need. This annual report outlines how we serve Orange County through the 2-1-1 service.

# A Community in Need

Orange County residents are still struggling in the down economy. Orange County's August 2011 unemployment rate is currently at 9%. Meanwhile, Orange County's cost of living remains extraordinarily high, below only San Francisco and San Jose, and higher than Los Angeles and San Diego. In this economic climate, foreclosures continue overtaking homeowners at the rate of 1 for every 304 housing units each month, and the hourly wage needed to rent a one-bedroom apartment is at \$25.52, far above the minimum wage of \$8 and even the typical retail or factory wages of \$12 to \$14.

What does this mean for the residents of Orange County? Despite slightly improved conditions over the depths of the recession, many families are still winding up homeless, losing health insurance, and going hungry. Over the past year, 2-1-1 Orange County has spoken to thousands of these families, observing a continuing demand for health and human services. In 2010-2011, 68% of all calls that came into 2-1-1 OC were for basic needs, such as housing, food, and transportation. Orange County cities accounting for the highest call volumes included Anaheim (18%), Santa Ana (14%), Garden Grove (6%), and Fullerton (5%). Anaheim, which accounts for the most calls of any city, now records more second-time callers than first-time callers, indicating residents are relying on 2-1-1 OC to provide them with accurate, appropriate referrals.

## 2011 Orange County Stats

**10.7%** of the Orange County population lives below the poverty level (U.S. Census, 2009 data).

Orange County's August 2011 unemployment rate was **9%** (Employment Development Department).

**1 in every 304** housing units in Orange County received a foreclosure filing in July (RealtyTrac).

Orange County's 2011 Point-In-Time Count and Survey estimated that there are **6,939** homeless individuals in the county.

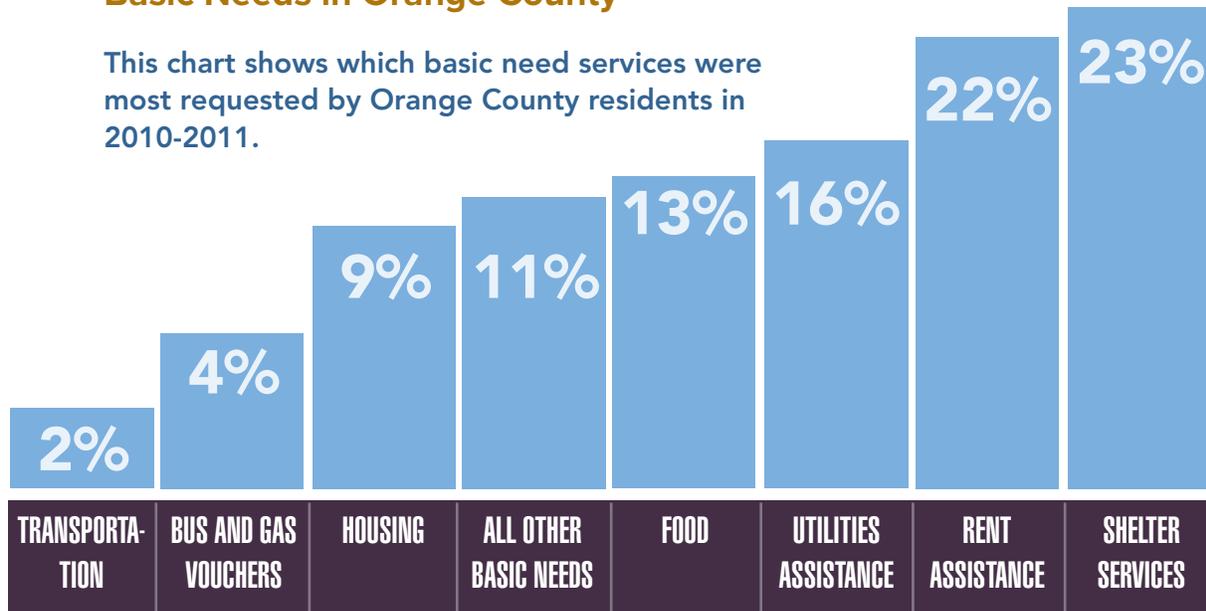
At least **16,129** unduplicated individuals participated in a homeless prevention service or shelter program in 2009-2010 (OC Partnership Homeless and At-Risk Indicators Report 2009-2010).

Approximately **1 in 6** Orange County residents are uninsured (2011 Community Indicators).

Free/Reduced Price Lunch enrollment was at **44.5%** of all OC students and as high as **84%** in Santa Ana Unified School District and **80%** in Anaheim City (ED Data, 2009-2010). This enrollment is a reliable indicator of poverty.

## Basic Needs in Orange County

This chart shows which basic need services were most requested by Orange County residents in 2010-2011.



## Needs Trends Over Time

The calls 2-1-1 OC receives each year tell an important story about the current needs of the residents of Orange County. The statistics below begin to tell this story.

- 2,083 referrals for legal assistance
- 1,175 referrals for education support
- 2,167 referrals to community clinics
- 1,170 referrals for dental care
- 1,400 referrals for substance abuse services
- Over 2,400 referrals for health care insurance
- Temporary financial assistance requests increased by 146% over the previous year
- Suicide calls increased 146% from 52 to 128.
- Over 2,400 referrals for mental health counseling services
- Older adult population usage of 2-1-1 OC increased by 34%.
- Medical payment requests increased by 83%.
- Health screening requests increased by 63%.

# Critical Partners



## Working Together to Help the Residents in Orange County

2-1-1 Orange County is the critical first step many residents take to find help, but our services would have no impact without the dedicated service-provider agencies who serve the callers we refer. Our service provider database contains approximately 1,800 service providers offering 4,800 health and human service programs for Orange County residents. Our Resource Specialists regularly contact our service provider partners to ensure these programs are updated with accurate contact and eligibility information so our Information & Referral Specialists can provide helpful referrals.

2-1-1 OC also uses the critical data we collect from our callers and partner agencies regarding community resources, unmet needs, and barriers to service to help facilitate collaborations to address those concerns.

By directing our callers to our service provider partners, 2-1-1 OC fulfills our role as a connector and facilitator in the regional safety net. By providing accurate, effective referrals, we save service providers time and resources on the front-line as they provide health care, food, and shelter to the people who call us. Together, 2-1-1 OC and our partners are striving to make Orange County's safety net as effective and efficient as possible to ensure all children, youth, adults, seniors, and families find the help they need.



## Orange County United Way

2-1-1 Orange County supports Orange County United Way's three strategic goals of Financial Stability, Basic Needs and Education, through its many referrals. In 2010-11, 2-1-1 OC provided referrals to more than 13,800 callers for the following critical safety net resource referrals:

**CalFresh referrals and education**

**Government income support**

**Temporary financial assistance**

**Training/employment services**

**Credit counseling, tax assistance**

**Consumer complaints and assistance**

**Unemployment/state disability**

**Veterans benefits**

In addition, 2-1-1 OC provided 1,175 referrals to assist families looking for educational programs, preschool, school readiness programs, school supplies and tutoring services. 2-1-1 Orange County supports United Way by participating in their corporate fairs, where we have the opportunity to share how support from United Way makes a difference in Orange County. During the tax season, 2-1-1 works with United Way to ensure people know about the Earned Income Tax Credit and where to go for free tax preparation. 2-1-1 provides critical statistical information to United Way to assist in their funding decision making and determination where gaps in services may exist.

## Top 10 Agency Referrals

- 1. The Salvation Army Southern California**, for shelter, food, clothing, substance abuse rehabilitation, utility bill, rent and prescription payment
- 2. County of Orange Social Services Agency – Adult Services and Assistance Programs**, for CalFresh, General Relief, In-Home Supportive Services, Medi-Cal and Adult Protective Services
- 3. Share Our Selves**, for utility bill, rent, gasoline and bus payment, dental and medical clinic, food and clothing
- 4. Mercy House Living Centers**, for shelter, rent and deposit payment
- 5. Community Outreach**, for utility payment and household items and equipment
- 6. American Family Housing**, for shelter
- 7. Illumination Foundation**, for shelter, rent and deposit payment
- 8. Beach Cities Interfaith**, for utility, bus, and gasoline payment and food
- 9. Fullerton Interfaith Emergency Service**, for shelter and food
- 10. Orange County Community Services**, for Affordable Housing List and OC Housing Authority



## Help Me Grow and Children and Families Commission of Orange County: Developmental Services for Children 0-5

Help Me Grow Orange County, an initiative sponsored by the Children and Families Commission of Orange County in partnership with UCI and CHOC Children’s Hospital, connects children and their families to developmental programs and services to enhance the development, behavior and learning of children birth to 6 years. By calling their toll free number, 866.GROW.025, parents, caregivers, child care providers, early educators and health care providers have one point of access to developmental services in Orange County.

2-1-1 Orange County supports Help Me Grow by providing a centralized telephone access point for connecting children and their families to services and care coordination. Child Development Care Coordinators, located at 2-1-1, are individuals who have backgrounds in child development and are trained in identifying needs, supporting callers and triaging to appropriate services. They address specific developmental or behavioral concerns and provide referrals and care coordination to ensure children are connected to services.



### OC Partnership and County of Orange Community Services Division: Ending Homelessness in Orange County

Over the past year, 2-1-1 OC has played a key role in connecting residents to the Homeless Prevention and Rapid-Rehousing Program (HPRP), funded by the U.S. Department of Housing and Urban Development. The program provides financial assistance and housing stabilization services for those who are homeless or at risk of becoming homeless, a critical service in the face of the County’s foreclosure rates and number of vulnerable families.

2-1-1 staff enters all County HPRP referrals into the regional Client Management Information System (CMIS). Our role is to ensure that clients receive appropriate referrals to programs offering HPRP services, as well as to expedite the referral and intake process by participating in CMIS.

To increase resident access to the HPRP program, 2-1-1 OC prescreened 3,026 HPRP calls in 2010-2011. We were also able to connect 832 callers to utility assistance, 760 to shelter programs, 717 to rental assistance, and 258 to low-cost housing.

### Service Providers Speak

In February 2011, 2-1-1 Orange County conducted a survey of Orange County health and human services providers to which we refer our callers.

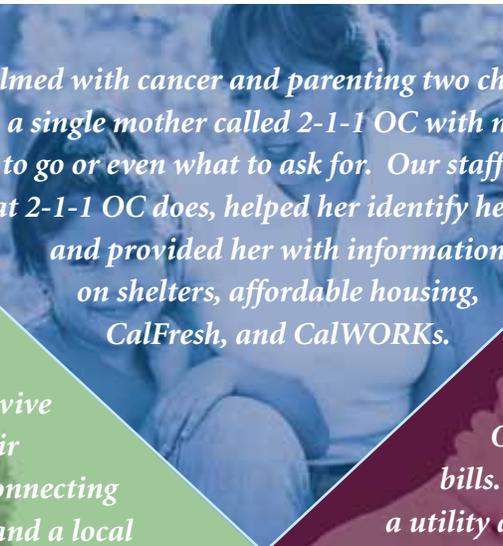
- **97%** of respondents felt that 2-1-1 OC provides a valuable service to the community.
- **88%** felt that 2-1-1 OC provides a valuable service to their organization.
- **86%** agreed that 2-1-1 OC fills a gap in service that their organization cannot provide.
- **83%** believe 2-1-1 OC uses up-to-date information about their organization.
- **90%** said their overall experience with 2-1-1 OC was very positive, positive, or somewhat positive.

# The Heart of 2-1-1 OC

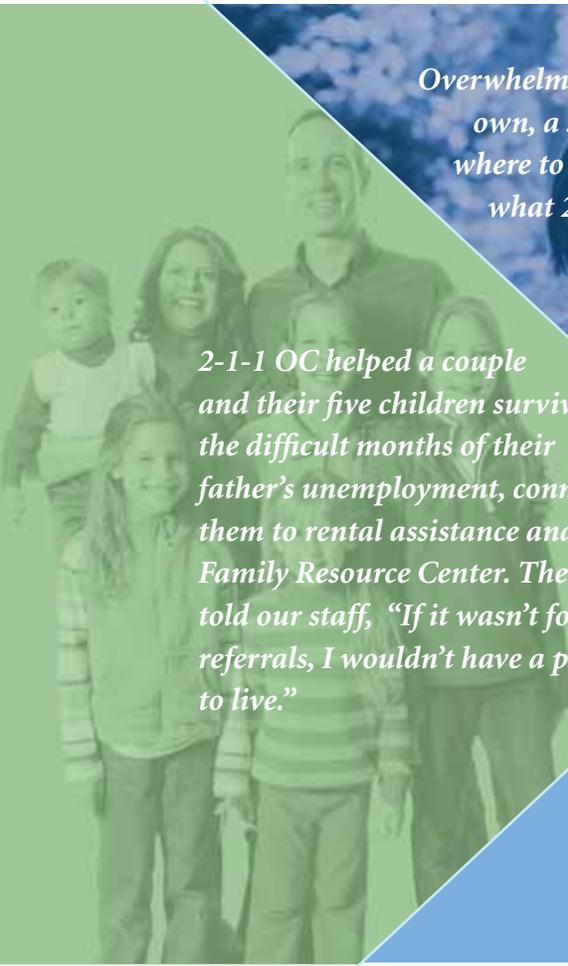
## A person in trouble...a calm voice on the other side of the line...

Our Information & Referral (I&R) Specialists answer more than 350 calls a day from people seeking assistance. Orange County residents speaking English, Spanish, Vietnamese, and other languages dial 2-1-1 to find help keeping their house, buying groceries, or covering health costs for their children. 2-1-1's multi-lingual I&R Specialists talk with these residents in their own languages to get them the help they need.

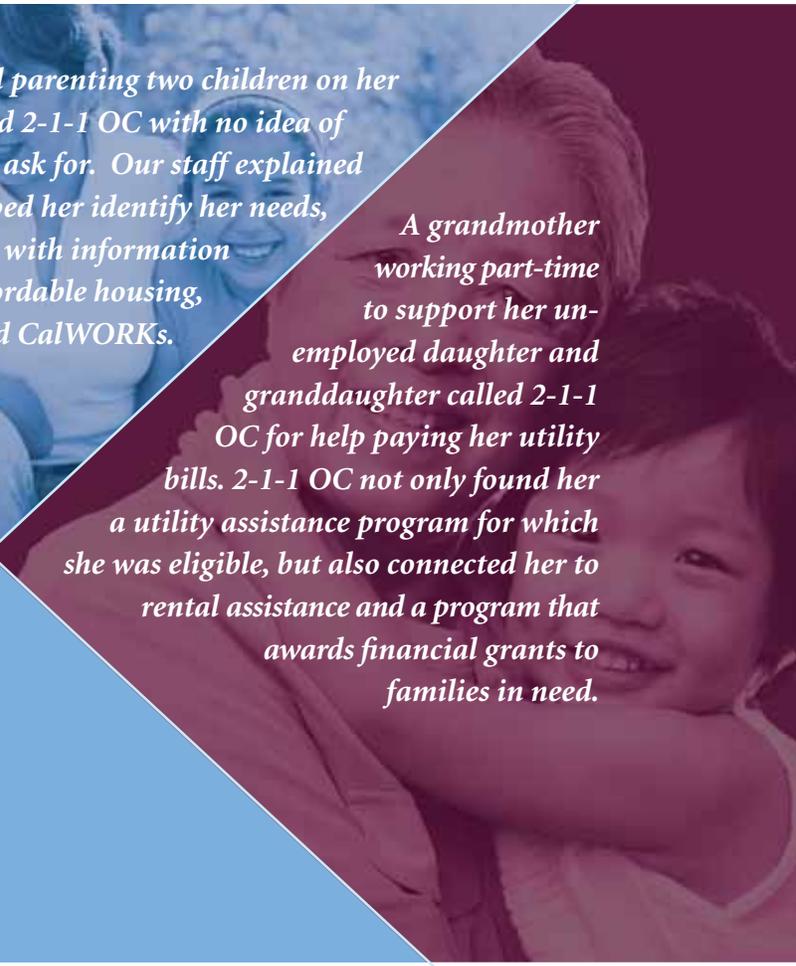
The needs of people are often heartbreaking, but the success stories keep us going.



*Overwhelmed with cancer and parenting two children on her own, a single mother called 2-1-1 OC with no idea of where to go or even what to ask for. Our staff explained what 2-1-1 OC does, helped her identify her needs, and provided her with information on shelters, affordable housing, CalFresh, and CalWORKs.*



*2-1-1 OC helped a couple and their five children survive the difficult months of their father's unemployment, connecting them to rental assistance and a local Family Resource Center. The mother told our staff, "If it wasn't for those referrals, I wouldn't have a place to live."*



*A grandmother working part-time to support her unemployed daughter and granddaughter called 2-1-1 OC for help paying her utility bills. 2-1-1 OC not only found her a utility assistance program for which she was eligible, but also connected her to rental assistance and a program that awards financial grants to families in need.*

# 2011 Achievements

This year 2-1-1 Orange County touched thousands of lives, offering practical support and information in the following ways:

- **78,000** people were directed to help through **195,000** referrals to community resources.
- **40,482** people were informed of/and prescreened for the CalFresh (formerly Food Stamps) program, which helps improve health and nutrition of low-income families.
- **2,642** surveys were conducted to determine gaps in broadband service, uncovering that **57.6%** of residents surveyed do not have internet access.
- **3,026** callers were prescreened for Rapid Rehousing (HPRP) eligibility, of which **994** qualified for assistance.

We are proud to say client satisfaction data shows that 91.3% of our callers report being satisfied or very satisfied with our service. Fewer than 4% report being dissatisfied. 95.5% report their concern was resolved from speaking to one of our I&R Specialists.

## Using Technology More Effectively

A large achievement has been the successful migration of 2-1-1 Orange County to a cloud-based telephony system in March 2011. Using this cloud technology helps 2-1-1 OC improve our monitoring and reporting, giving us the ability to improve quality and efficiency through detailed analyses of our service. We now listen to 1% of all calls and score them against a test measuring I&R Specialists' performance in 55 distinct, weighted areas. We monitor to the second the amount of time I&R Specialists spend on calls to ensure effectiveness and to help curb burn-out. We assess times of highest call volume and longest wait times to develop the most effective staffing schedules.



Because of this investment, the caller's experience with 2-1-1 Orange County has changed for the better. After five minutes, a caller is now given the option to leave their number for an automatic callback when an I&R Specialist becomes available. We also play informational messages while clients wait, providing contact information for the 2-1-1 covering Los Angeles County and a free 4-1-1 informational service. Our calls from Los Angeles County residents have decreased by 50% as a result.

Cloud technology also offers us the ability to respond quickly during disasters. Because we are no longer reliant on localized hardware, we can route calls to any functional 2-1-1 center in the nation, which means that during a disaster people can still call 2-1-1 for help, even if our local center is down. We can also reroute calls to other facilities or even I&R Specialists' homes. We can quickly change our messaging and menu options in disasters, which will offer us the option of, for example, directing clients who select a menu option for shelter information automatically to the Red Cross.

# Making a Difference



On May 13, 2-1-1 Orange County honored five community leaders for their efforts and support for the health and human services sector at our first fundraiser at the award-winning Newport Beach Vineyards and Winery.

**Yvette Cabrera** has been instrumental in raising awareness of homelessness issues in Orange County through her reporting for The Orange County Register.

**Chuck DeVore** advocated for 211 services and implemented improved childcare reform during his tenure as a State Assemblyman.

**Supervisor Bill Campbell** has supported human services in Orange County throughout his tenure on the Board of Supervisors.

**Jack Toan** has diligently served the nonprofit community through the recession by partnering with agencies that align with Wells Fargo's core values.

**Larry Haynes** works passionately to end homelessness in Orange County as the Executive Director of Mercy House.

These individuals have each had a tremendous impact on Orange County, supporting residents in need and the organizations who serve them. In recognizing their efforts, 2-1-1 OC highlights our own values, publically declaring our support for those who advocate for our regional safety net.

Because of this commitment to our sector as a whole, we not only serve residents in need through our call center, but we also provide critical need trends and data to providers, funders, and stakeholders in our community, calling out the most crucial needs of residents to those who can help them. Through our reports, community forums, and town halls, we are building communication and collaboration among safety net organizations for the good of those we serve, making a difference for each resident who calls us and for Orange County as a whole.

## Sponsors

Emulex

Microsemi

UPS

Worldview Travel  
Corporate Services

Wells Fargo

Silver Trumpet  
Restaurant and Bar

Jeff Lutz



# 2011 Supporters

2-1-1 California  
Allergan Foundation  
Children and Families Commission  
of Orange County  
City of Anaheim  
City of Laguna Niguel  
Community Action Partnership  
of Orange County  
Emulex  
Healthy City  
Hoag Hospital

Microsemi  
OC Funders Roundtable  
OC Partnership  
Orange County Community Foundation  
Orange County United Way  
Pacific Life Foundation  
Silver Trumpet Restaurant and Bar  
UCI (Help Me Grow)  
UPS  
Wells Fargo Foundation  
Worldview Travel Corporate Services

## Club 211 members:

Mahboob Akhter  
Ian Baird  
Kimberly Bocian  
Ann Bogdan  
Judy Bowden  
Michael Colyer  
Todd Cooley  
Ed and Linda Ewart  
Orland Futado  
Carol Gefis  
Dolores Gonzalez-Hayes  
Deborah Groendal  
Al Guidotti  
Atul Jhalani  
Gary Jones  
Linda Joseph  
Howard Ko  
Valerie Kos  
Martin Kuo  
Patrick Lee  
Jeanie Lukenbaugh  
Jeff Lutz  
Nancy Marino  
Sarah Mayhew  
Rick Mueller  
Frederick Myer  
Michele Myszka  
Justin Nguyen

Ana Nogales  
Scott Reitan  
Diane Sagey  
Carol Stone  
Catherine Sue  
Eric Taylor  
Susan Tsai  
Abraham Vasquez  
Margaret Wear  
Sara Wood

## Quicklink Subscribers

CalOptima  
Casa De La Familia  
Child Abuse Prevention Center  
Community Action Partnership of Orange County  
DiDi Hirsch  
Fullerton College  
Help Me Grow Head Start Program  
Kaiser Permanente  
Mariners Church  
Mariposa Women and Family Center  
Mission Hospital  
NAMI of Orange County  
OC One Stop  
OC Public Defenders  
Taller San Jose

# Board of Directors

## Board Leadership

G. Jeffrey Lutz  
President & Chairman

Mahboob Akhter  
Vice President  
Director of Business Development,  
Quartics Inc.

Lorraine Lazarine-McCarty  
Secretary  
Field Representative, 69th Assembly District:  
Assemblyman Jose Solorio

Patrick Lee  
Chief Financial Officer & Treasurer  
KLP Tax & Financial Group, Inc.

## Members-at-Large

Anne Bogdan  
Benefits Analyst, Unvers Workplace Solutions

Todd Cooley  
Public Relations & Marketing Consultant

Carol A. Gefis  
Attorney at Law, ArcherNorris

Dolores Gonzalez-Hayes  
Director of Policy at Latino Health Access

Orlando Furtado  
Product Line Manager, Thales Avionics

Atul Jhalani  
General Manager, North America for BMEYE

Gary Jones  
Director of Customer Informatics, Masimo

Howard Ko  
Co-Founder/Managing Partner, Netgen Media

\*Valerie Kos  
Professional Accounting Services

Jeanie Luckenbaugh  
Senior Executive Administrator to CEO,  
Emulex Corporation

\*Sarah Mayhew, Esq.  
Gibson, Dunn & Crutcher

Dr. Ana Nogales  
Clinical Director,  
Nogales Psychological Counseling

\*Scott Reitan  
Partner, Amplify Consulting

Carol R. Stone  
Principal, Stone Nonprofit Consulting Group

Eric Taylor  
Region Employee Relations Manager, UPS

Katie Tilden  
Senior Vice President, First Foundation Bank

\*Term ended 12/31/2010  
Member Emeritus  
Barbara Allari, Registered Dietitian (part-time)

# Financial Statements

## Statement of Financial Position

As of June 30, 2011

### ASSETS

	June 30,	
	2011	2010
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	\$ 113,112	76,958
Receivables	181,730	148,345
Prepaid expenses	14,131	10,670
Total Current Assets	<u>308,973</u>	<u>235,973</u>
PROPERTY AND EQUIPMENT, NET	\$ 28,996	40,125
<b>OTHER ASSETS</b>		
Security deposits	<u>2,844</u>	<u>2,844</u>
<b>TOTAL ASSETS</b>	<u>\$ 340,813</u>	<u>278,942</u>

### LIABILITIES & ASSETS

<b>CURRENT LIABILITIES</b>		
Payables	5,370	17,444
Accrued payable	30,635	25,999
Accrued vacation	25,496	17,773
Total Liabilities	<u>61,501</u>	<u>61,216</u>
<b>NET ASSETS</b>		
Unrestricted	279,312	206,466
Temporarily restricted		11,260
Total Net Assets	<u>279,312</u>	<u>217,726</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<u>\$ 340,813</u>	<u>\$278,942</u>

# Statement of Activities

For the year ended June 30, 2011

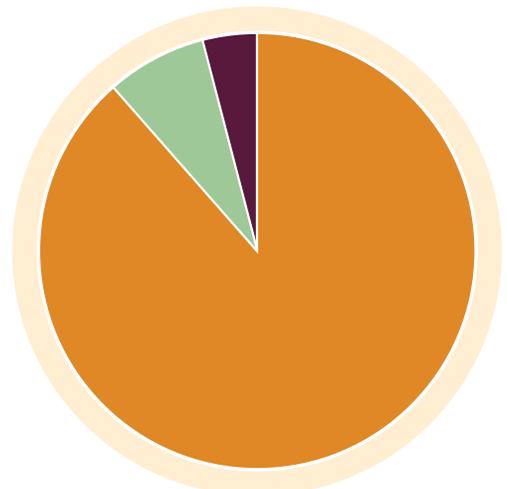
	Unrestricted	Temporarily Restricted	Total
<b>REVENUE AND PUBLIC SUPPORT</b>			
Contributions and grants	\$ 274,103	\$	\$ 274,103
In-kind donations	214,223		214,223
Program services and grants	900,031		900,031
Special events, net	19,293		19,293
Interest and dividends	806		806
<b>TOTAL REVENUE</b>	<b>1,408,456</b>		<b>1,408,456</b>
<b>NET ASSETS RELEASED FROM RESTRICTIONS</b>			
	11,260	(11,260)	
<b>TOTAL REVENUE FROM PUBLIC SUPPORT</b>	<b>1,419,716</b>	<b>(11,260)</b>	<b>1,408,456</b>
<b>EXPENSES</b>			
Program services	1,181,212		1,181,212
Management and administration	114,985		114,985
Fundraising	50,673		50,673
<b>TOTAL EXPENSES</b>	<b>1,346,870</b>		<b>1,346,870</b>
<b>CHANGE IN NET ASSETS</b>	<b>72,846</b>	<b>(11,260)</b>	<b>61,586</b>
<b>BEGINNING NET ASSETS</b>	<b>206,466</b>	<b>11,260</b>	<b>217,726</b>
<b>ENDING NET ASSETS</b>	<b>\$ 279,312</b>	<b>\$</b>	<b>\$ 279,312</b>

*In 2010-2011 88% of 2-1-1 Orange County's income was utilized for program services to direct community members to the resources that they need.*

**88%**  
Program Services

**8%**  
Management and Administration

**4%**  
Fundraising



# Leadership and Staff

## Executive & Administrative

Judy Bowden	Executive Director
Audrey Brammer	Operations Manager
Paula Evans	Sales Executive
Kim Doan	Communications and Marketing Manager
Debbie Groendal	Program Management Officer

## Information & Referral Department

Justin Nguyen	Lead I&R Specialist
Cynthia Gonzalez	Lead I&R Specialist
Madeline Rodriguez	I&R Specialist
Delia Sherwood	I&R Specialist
Karla Michel	I&R Specialist
Luz Casias	I&R Specialist
Connie Gomez	I&R Specialist
Cristie Loera	I&R Specialist
Glareh Zanganeh	I&R Specialist
Claudia Luna	I&R Specialist
Vladimir Campos	I&R Specialist

## Resource Department

Dayann Shepherd	Resource Department Supervisor
Cristina Castrillon	Resource Specialist

## Help Me Grow Specialists

Stephanie Martin	Lead Child Development Care Coordinator
Claudia Estrada	Child Development Care Coordinator
Christine Teran	Child Development Care Coordinator

## AmeriCorp/VISTA Volunteers

Holly Le	I&R Specialist (AmeriCorps CAPA)
Dana Nelson	Volunteer Manager (AmeriCorps VISTA)





[www.211oc.org](http://www.211oc.org)