



# Webb County Community Action Agency

Strategic Plan 2015- 2020

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# Introduction

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## Webb County

Webb County is located in South Texas along the U.S. Mexican Border. It is unique in that it is the only U.S. City to operate international bridges between two Mexican states, The International Trade industry in Laredo is the source of its economic strength. More than one third of all U.S. trade with Mexico is transported through the Port of Laredo. In fact, Laredo is recognized as the largest inland port in the United States.

Since 1986, there has been a record increase in residential, commercial and industrial development. The retail sector has also grown in the last few years with ties to the Mexican economy which is unmistakable. However with a population of over 254,829 (2013 ACS), the County has increased its purchasing power as a result of the number of people employed. New businesses ventures have begun within the county including largest volume Wal-Mart store, stadium, and a new Mercy Regional Medical Center/ Doctors Hospital, Target, HEB Chain of Grocery stores, SAM'S Club, Renovated Shopping mall, and dozens of new industrial parks.

Institutional growth and expansion is also having a direct impact on the counties economy, notably, Texas A & M International University. Student and employee spending has spurred the economic activity within our community and even assisted in bringing additional service establishments catering to a growing student population. In the same manner, United Independent School District (UISD) has undergone tremendous growth in its districts population creating a demand for more schools, expanding school campuses and increasing their workforce to accommodate the additional institutions and growth of its population.

## Housing for Webb County

- Housing affordability has been a challenge in the past for Webb County. Major growth in the development of affordable housing and colonias has allowed Webb County owner/rental occupancy numbers to increase over the past years. In regards to housing that are currently available 55,206 out of which 50,740 units were occupied. HUD census data report of 2000 was obtained comparing statistical data with [Factfinder.census.gov](http://Factfinder.census.gov).
  - Owner occupied housing rates are marginally greater 65.7% (compared to 65.1% for the state),
  - Rental occupied housing rates are marginally smaller -34.3% (compared to 34.9% for the state).
  - Vacant housing rates are marginally smaller -8.10/0 (compared to 9% for the state).

## Poverty in Webb County

- Webb County has one of the highest poverty rates in the nation (of cities with population greater than 100,000 people).
  - Families below the poverty levels are much greater 28.1% (compared to 15.7% for the state).
  - Individuals below poverty level are doubled 30.61% (compared to 17.5% to the state),

## Population Distribution and Growth

- The population for Webb County is 254,829, as reported on the *2013 American Community Survey*.
  - 10.6% are estimated to be age 5 and under (compared to 8.4% for the state).
  - 63.8% are estimated to be age 18-64 (compared to 71.5% for the state).
  - 7.6% are estimated to be age 65 and over (compared to 8.4 for the state).
- The ethnic distribution in Webb County supports a majority of Hispanics with a noticeably small amount of Anglos.
  - The Anglo population is smaller-4.9% (compared to 52.4% for the state).
  - The African American population is smaller- 0.5% (compared to 12% for the state).
  - The Hispanic population is greater 94% (compared to 32% for the state).
  - The percentage of other races is smaller-0.6% (compared to 13.3% for the state).

## Webb County Community Action Agency

Webb County Community Action Agency is an agency within the Webb County organization that was created by the Federal Government in 1964 to combat poverty in geographically designated areas. Its purpose is to seek and involve the community, including; elected officials, private sector representatives, and low income residents. The CAA helps in assisting the needs within the service area of Webb County.

### Purpose

In order to reduce poverty within the community, Webb County CAA works to better focus available local, state, private, and federal resources to assist low-income individuals and families to acquire useful skills and knowledge, gain access to new opportunities and achieve economic self-sufficiency. Through the support and assistance of the programs administered by the Texas Department of Housing and Community Affairs. The main focus and mission of Webb County CAA is to help citizens attain and achieve an improved quality of life through the development of better communities.

### Process

The Advisory Board Members, WCCAA Executive Director, CSS Program Manager, and staff have worked diligently to design the overall planning process, develop the needs assessment methodology and work as a team to develop goals and strategies for the next several years. The Planning & Development Committee consisted of the following board members and CAA team:

- Dr. Henry Carranza, Committee Chair
- Rosie Centeno, Member
- Erasmo Villarreal, Member
- Juan Vargas, Former CAA Executive Director
- Ricardo D. Martinez, CAA Executive Director
- Maricela Benavides, Executive Administrative Assistant
- Maria Silva, Case Management Specialist
- Mayra Granados, CSS Program Manager

### **Why are we engaging in strategic planning?**

The Webb County Community Action Agency has a responsibility and commitment to effectively administer State and Federal funds/programs for the betterment of the entire community. In being the stewards of numerous State and Federal grant programs directed at improving the quality of living and directing efforts towards assisting individuals to transition out of poverty, to assist those that are less fortunate, effective outcomes become an obligation. A strategic plan is a dynamic endeavor to continuously provide a concise direction of goals, activities, partnerships, outcomes, timelines and an opportunity to identify and implement new policies/practices while incorporating new political dimensions.

An established Strategic Plan will create a strong foundation for upcoming agency administrations and for all future CAA leadership. The dynamic process required by the Strategic Plan mandates participation at all levels in determining goals and objectives that will direct the organization as well as its leadership including available resources towards accomplishing planned activities. Agency leaders can use this strategic plan information to supervise and assess the organization in fulfilling its mission. Changing economic, political and cultural climates will require the review of this plan in, at the very least, an annual basis.

### **What are the benefits?**

The Webb County Community Action Agency envisions a continuous alliance and collaboration between the Webb County community, our partnership network, State and Federal Assistance grant programs and local government. The agency's efforts will have a clear direction as to its priorities and how they can be achieved, measured and monitored. In addition to this, the agency will be able to strengthen its capacity to better meet the needs of the community and or those most in need. The establishment of long term goals, objectives and new initiatives that incorporate new approaches in combating poverty such as 'Behavioral Economics', the 'equity' concept, etc. that will support the development of a sustainable and supportive community for all its residents. Truly, this plan can be a dynamic mandate.

### **Who will participate in the development of the strategic plan?**

The planning process will include the Planning Committee appointed by the Chairman of the Advisory Board, the Advisory Board's Executive committee, the 17 member Advisory Board, the Webb County Commissioner's Court, the entire network of partners/service providers, local units of government within Webb County, the review and comment services of a certified ROMA trainer, the Community Action Agency's administration and front line program staff. Of course, a key role will be the participation of clients and citizens throughout Webb County through the use of the agency's website and its four (4) strategically located community centers.

## **How will we conduct the process?**

The process will be handled through scheduled numerous committee meetings, review and comment mail outs, website postings requesting review and comments, scheduled interviews with elected officials from surrounding local units of government, scheduled partnership/service provider meetings and presentations, agency/program staff meetings, Advisory Board and County Commissioner's Court meetings. Following a basic outline as follows:

- Phase I:           Formulate Plan's Development schedule  
Outline of pertinent deadlines, meetings, interviews, surveys, preliminary drafts, etc.  
First Planning Committee meeting and commence work on draft Worksheets 1, 2, 3 & 4.
- Phase II:           Assessment/Planning  
Online survey/Collect Data  
Planning Committee meetings/discussion of Strategic choices
- Phase III:          Interpret Data/Draft Worksheets  
Planning Committee meetings/review Worksheets 5, 6, 7, 8 and 9  
Present draft worksheets 10, 11, 12, and 13  
Finalize Worksheets 1, 2, 3, and 4
- Phase IV:          Finalize all Worksheets  
Planning Committee meetings/Finalize worksheets 5, 6, 7, 8 and 9  
Planning Committee meetings/Finalize worksheets 10, 11, 12 and 13  
Present final plan to Advisory Board on September 23, 2015  
Present Advisory Board approved plan to County Commissioner's Court.

## **What is the timeframe for finishing the plan?**

The planning process was commenced on March 11, 2015 with an Advisory Board agenda item that established the development procedures and set the process in motion. The staff commenced its efforts to collect data, understand the commitments being required by TDHCA and assess in-house staff resources that would be available for the development of such a plan and formulate a general development design.

- Following scheduled planning committee meetings, interviews, review and comment period, website postings and interaction with the ROMA certified trainer during July, August and part of September.
- The document development schedule sets September 23, 2015 for presentation, review and subsequent approval by the Advisory Board.
- The Governing Board, the Webb County Commissioner's Court will review and approve the plan on September 28, 2015. Submission to TDHCA will be the following day.

**What are the results of the strategic planning process?**

The results of the proposed planning process and subsequent strategic plan will be the establishment of a self-motivated, self-directed dynamic agency planning process that will result in a continuous practice for all future administrations. Once implemented and incorporated into the agency's work schedule it will become the norm rather than a one-time development. Rather than a final product, the strategic plan will be a roadmap for the ongoing assessment and continuous improvement of CAA's programs, activities and overall direction.

**What are the deliverables?**

Within the Strategic plan, goals, objectives, new initiatives, staff capacity building, new concepts to combat poverty, a clear direction of priorities, more extensive partnership involvement, a better focus on outcomes, a dynamic planning process for a living, more cohesive and inclusive community. This plan will definitely provide an updated rule of measurement for achievements and creative approaches in addressing the current needs of the community's eligible clientele.

# Mandates

## Company Ownership/Legal Entity

The strategic planning process was conducted in compliance with all federal and state mandates. The organization followed all available guidance resources in the development of its strategic plan.

Webb County Community Action Agency followed guidance issued by the Texas Department of Housing and Community Affairs in its strategic plan guide dated June 1, 2015.

MANDATE	SOURCE (e.g. law, rule, policy, grant requirement, contract)	KEY REQUIREMENTS	IMPLICATIONS Effects on the organization and its services or programs	EVALUATION CRITERIA (develop your own) -Funded -Still appropriate -Out of Date
Inventory Report	TAC General Provision Rule §5.8	Agency must submit an inventory report on an annual basis to TDHCA	Agency must keep inventory of vehicles, tools, and equipment purchased with grant funds	<u>Still Appropriate/ Funded</u> CAA Executive Administrative Asst. currently keeps a listing of all vehicles, tools, and equipment purchased grant funds and their locations.
CEAP Application Accessibility	CEAP CONTRACT	Agency must provide Elderly or Disabled individuals who cannot independently travel to application sites to submit CEAP applications without leaving home or providing transportation to site	Agency must have a vehicle and staff available to provide rides to site or home visits for CEAP benefits	<u>Still Appropriate/ Funded</u> CAA currently has a vehicle and a staff member who conducts home visits for Elderly or Disabled clients not able to travel to application sites for the CEAP assistance
Appeals Process	CEAP Contract / TAC CEAP Rule §5.405	Agency must provide an opportunity for a fair administrative hearing to individuals whose application for assistance has been denied or terminated	Agency must have and provide to client a written policy for denied or terminated CEAP Benefits	<u>Still Appropriate/ Funded</u> CAA has a written policy/letter in both English and Spanish, which is sent via certified mail to clients who's benefits are denied/terminated
Maintaining Fiscal and Programmatic Records	CEAP CONTRACT / CEAP TAC Rule §5.22	Agency must maintain a complete client file system of all direct services rendered.	Agency must keep all client's required information, forms, and documentation in paper or electronic format/file and have sufficient storage area to keep filing system.	<u>Still Appropriate / Funded</u> CAA currently keeps required forms and documentation in electronic and paper format

Priority to Vulnerable Households	CEAP Contract / CEAP TAC Rule §5.407	Agency must give priority to households with a vulnerable family member (Elderly, Disabled, Children 5 years and under)	Agency must evaluate households and assist according to priority	<u>Still Appropriate/ Funded</u> Case Worker fills out a sheet according to income, vulnerable, and energy usage and assists according to priority rating
Service Areas Equally	CSBG Contract	Program agency must service all service areas equally with no preference	Agency must have sufficient staff to service areas	<u>Still Appropriate / Funded</u> CAA has a case worker in 3 different precincts and one rotating case worker for the 4th precinct
Services Reporting Requirements	CSBG Contract / CEAP Contract	Agency must report to state funding grant assistance provided to the community	Agency must keep an efficient and accurate form of tracking clients' assistance and report services on a monthly basis	<u>Still Appropriate/ Funded</u> Agency keeps track of services provided via CAP60
Procurement	CSBG Contract/ TAC CSBG Rule §5.10/ Webb County Law	Agency must procure for services, supplies, or equipment	Agency must procure according to both Webb County and TDHCA TAC Rules	<u>Still Appropriate / Funded</u> Agency currently procures under both Webb County and TDHCA TAC Rules
Assist Clients to Become Self-Sufficient	CSBG Contract/ TAC CSBG Rule §5.202 & §5.207	Agency must evaluate households and assist/refer clients for assistance according to their current household needs	Agency must have the resources or knowledge of networks who may be able to assist clients' household needs	<u>Still Appropriate/ Funded</u> Client answers a series of questions, case worker records answers on a matrix to capture client's needs and assists/refers accordingly
Reduce Poverty	CSBG Contract/ TAC CSBG Rule §5.202	Assist client household to increase income	Agency must have the knowledge of networks with current employment assistance	<u>Still Appropriate / Funded</u> Clients are referred by case worker to networks with employment assistance
Coordination of Services (Networks)	CSBG Grant Requirement	Agency may not duplicate services offered by other networks	Agency must have knowledge of networks and their services within the same service area	<u>Still Appropriate/ Funded</u> Agency currently submits a Community Action Plan every 5 years, where the agency reaches out to networks and inquire about the services

Board Structure	TAC CSBG Rule §5.213 / Webb County Community Action Agency Bylaws	Agency must administer the CSBG program through a tripartite board that fully participates in the development, planning, implementation, and evaluation of the program to serve low-income communities	Agency must have a board consisting of 1/3 elected public officials, 1/3 low-income individuals representatives, and the remaining should consist of private organizations	<u>Still Appropriate/ Funded</u> Agency currently consists of 17 board delineated into the 3 membership categories: 6 elected public officials, 7 low-income representatives, and 4 private organizations
Public Officials Board Selections	TAC CSBG Rule §5.213 / Webb County Community Action Agency Bylaws	Agency's Board must consist of 1/3 elected public officials, which must be holding an office on the date of the selection	Agency must have knowledge of elected public officials and their term in office. Agency must invite elected official to participate or select a representative to participate in the board.	<u>Still Appropriate/ Funded</u> CAA currently has 6 elected public officials participating as board members, which are appointed by the Webb County Commissioners Court. A CAA staff member keeps track of elected officials/representatives and the terms they will be serving within the board.
Low-Income Representative Board Selection	TAC CSBG Rule §5.213 / Webb County Community Action Agency Bylaws	Agency's board must consist of a minimum of 1/3 of board members to represent low-income individuals.	Agency must assure that low-income representatives are current residents of geographic area to be served and must be selected in accordance with a democratic procedure	<u>Still Appropriate/ Funded</u> CAA currently has 7 low-income representatives participating as board members. These members are elected by residents from different designated service areas of Webb County. A CAA staff member keeps track of representatives and the terms they will be serving within the board.
Private Organization Board Selection	TAC CSBG Rule §5.213 / Webb County Community Action Agency Bylaws	Agency's remaining board percentage must consist of persons to represent private organizations in the service area	Agency must have knowledge of private organization in service area, and must assure that private organization representatives participating in board benefit the board from broad community involvement	<u>Still Appropriate/ Funded</u> CAA currently has 4 private organizations representatives, appointed by the Webb County Commissioners Court from nonprofit organizations, civic clubs, or private interests. A CAA staff member keeps track of elected officials/representatives and the terms they will be serving within the board.
Board Responsibilities	TAC CSBG Rule §5.213 / Webb County Community Action Agency Bylaws	Board members are required to be involved in the development, planning, implementation, and evaluation of the programs serving the low-income sector.	Agency must schedule meetings where, at a minimum, board members are expected to maintain regular attendance of board and committee meetings, review reports, familiarize with bylaws, funding sources, goals, compliances, and all major actions of agency	<u>Still Appropriate/ Funded</u> CAA currently schedules Board Meetings every other month, where performance & expenditures reports, Funding Contracts, By laws, TAC Rules, and bids for service providers are presented

# Mission, Vision, and Core Values

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## **Mission**

The Webb County Community Action Agency works to utilize available local, state, private, and federal resources to assist low-income individuals and families to acquire useful skills and knowledge, gain access to new opportunities, and achieve self-sufficiency.

## **Vision Statement**

To guide/direct the Webb County Community Action Agency towards developing into an effective, vibrant, and innovative community organization that strives to improve the quality of life and the well-being of the communities we serve by reducing the cause and effects of poverty.

## **Core Values**

### ***Service***

Recognizing that all clients have distinct needs and resources, agency staff will treat clients with the utmost respect and dignity in support of the clients' needs while ensuring exceptional service.

### ***Partnership***

Collaborating with clients, governmental bodies, funding entities and community partners toward achieving our mission

### ***Stewardship***

Managing resources responsibly and ethically to ensure accountability and sustainability.

### ***Communication***

Using our skills, knowledge, and resources to build community awareness of the agency's efforts to change lives of the clients served.

# Assessment of SWOC

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## **Strengths**

- Dedicated experienced staff
- Staff flexibility and adaptability
- Variety of services
- Teamwork
- Commitment to community collaborations
- Ability to serve a large number of customers
- Strong and active Advisory Board
- Ability to recognize county community needs and respond
- Ability to deliver services to all parts of the county
- Strong internal controls

## **Weaknesses**

- External communication/marketing
- Expand volunteer base/utilization
- Technology
- Limited funding
- Reputable community presence/stigma
- Staff Development and Advancement
- Lack of involvement of all board members

## **Opportunities**

- Diversify skills training based on demand occupation
- Explore funds for developing new programs
- Marketing our services, programs and create collaborations by partnering with other non-profit organizations

## **Challenges**

- Budget cuts impacting programs
- Lack of living wage jobs
- Higher level of services with limited funding
- Lack of quality and affordable housing
- Lack of client reliable transportation

# Summary of Assessment of Internal Factors

Topic	Issues	Sub-Issues	Options to take advantage of strengths and opportunities OR overcome weaknesses or threats
<b>PROGRAM AND SERVICES</b>	Lack of compliance from Case Management clients in reporting their progress in transitioning out of poverty	TDHCA does not have or allow a consequence policy for non-compliant client	Provide incentives to clients
	Limited direct services offered	Due to limited funds	Work with networks in service area to share costs
<b>FINANCIAL</b>	Webb CAA is a unit of government, where auditing is required to be a separate department	The auditing department not only verifies Webb County CAA's payment vouchers, but all the counties payments causing a delay in the payment process	Meet with the different Webb County Departments like Auditing and Treasurer's for all payments to vendors to be paid on time
	Insufficient funds to assist a greater poverty population in county	Clients sense of entitlement to Household Crisis services	Improve to increase the percentage of low--income families assisted
<b>HUMAN RESOURCES</b>	Salary offered to Webb County CAA case workers is not competitive when compared with other organization's pay	Retain qualified employees	Seek Webb County "Match"/ Funding from Commissioner's Court
	Civil Services	Limited knowledge due to exclusion of county wage plan	CAA Management should improve documentation processes and protocols when an employee is to be reprimanded in order to defend position when civil services is involved
<b>LEADERSHIP</b>	New Executive Director	Webb CAA transitioning to a new Executive Director	Request TDHCA training for new director and introduce him to Webb County CAA's process

<b>OPERATIONS</b>	Extensive Internal Control	Strengthen internal controls through training	Agency must take advantage of the new software purchased to speed client intake process, and maintain accuracy in vouchers/services created, therefore causing less delays in the verifying process
	Procurement process to be expedited to issue payment on a timely manner	All procurement process and checks need to go through commissioners court for approval, which is held in a bi-weekly basis	Organize procurement and RFP's and request with sufficient time to complete process
<b>INFORMATION TECHNOLOGY</b>	CAP60 updated features	Training is needed for updates on our CAP60 Client Tracking Software	Hire a Part-time IT employee to focus their time to learn the client tracking software to its maximum capacity and to effectively train all CAA staff

## Summary of Assessment of External Factors

TOPIC	ISSUES	SUB-ISSUES	OPTIONS TO ADDRESS THE ISSUE
<b>ECONOMIC CLIMATE</b>	*Cost of living *Cut in funding	*Increase in pricing *Reduce staffing *Reduce services	*Cutting back in supplies *Cutting back in the number of clients schedule *Improve on services being provided *Cost by comparing price reduction
<b>POLITICAL CLIMATE</b>	* Cuts in Federal Funding	* Funding is redirected to other organizations	* Improve Communication with local, state, and federal officials *Keep program productivity high and meet all performance and expenditure program annual goals
<b>SOCIAL</b>	*Increase in population *Longer life span	*Greater population seeking assistance *Clients needing services for longer period of time	*Restructure work plan to emphasize and increase quality of life to assist clients in becoming self-sufficient * Search additional funding sources
<b>DEMOGRAPHIC</b>	*Increasing workforce *Increase in Poverty Rate Levels	*Limited job opportunities *Hispanic culture	* Working closer with agencies in a workforce arena * Research the job market for availability
<b>LEGAL</b>	*Undocumented *Discrimination	*Language barriers *Female wage disparity	*Options for U.S. citizens of undocumented parents *Offer language classes to increase employment opportunities
<b>TECHNOLOGY</b>	*Limited Database *Computer illiteracy	*Not able to communicate with other agencies *Limited computer access and computer illiteracy limits clients from extending their knowledge on services being provided	* Creating partnership with local community and recreational centers for computer access * Establishing computer literacy classes * Providing clients with listings of community and recreational center with computer access
<b>BUDGET</b>	* 3% - 4% of Webb County Poverty Population being assisted	* Limits agency on current assistance provided	*Reach out to network contacts to leverage and efficiently utilize funding

## Assessment of Key Strategic Issues

<b>STRATEGIC ISSUE</b>	<b>WHAT MAKES IT A STRATEGIC ISSUE?</b>	<b>CONSEQUENCES OF NOT ADDRESSING ISSUE</b>	<b>BENEFITS OF ADDRESSING ISSUE</b>	<b>STEPS TO ADDRESS ISSUE</b>
<i>Budget Cuts Impacts Program</i>	Funds redirected to larger CAA Agencies	Possible loss of CAA services to Webb County	Retain services provided by CAA to serve Webb County	Seek funding opportunities
<i>Increased cost of living</i>	Agency's funds are not enough to cover higher prices	Increase in the number of clients living in poverty	CAA continues its mission to fight poverty in Webb County	Cut down on intangibles to allow more funds for clients services
<i>Increasing client needs</i>	Not enough resources to meet the needs	More clients go unserved by CAA	Increase in resources allows CAA to provide clients optimal services	Research client needs Expand Organizational contacts Strengthen current services provided
<i>Reputable Community Presence</i>	Clients mistrust Agency's efforts in providing assistance	Less clients seeking services on account of mistrust	Clients will trust Agency when informed that assistance is limited	Increase communication with agency Governing Board, Advisory Board, Civic Organizations and clients
<i>Staff Development and Advancement</i>	-No room for growth - Experienced employees move on to other opportunities	Loss of experienced staff that are able to improve Agency	Clients are better served by an experienced and knowledgeable staff	Provide staff with more training and financial growth or promotion within the Agency
<i>Increasing client list</i>	Waiting list grows longer and clients patience grows shorter	Loss in assisting clients that qualify for assistance	Increase in the number of clients needing assistance	Increase in funding allows more services to be offered to a growing number of participants

## Summary of Future Programs

Program or Services	What is the program's current level of activity?	What is the proposed strategy (expand, maintain, decrease, eliminate, start a new program, modify existing program)?	What is the program's projected future levels of activity?
TOP (CSBG)	The TOP program currently has 13 households enrolled for the services, which amounts to a total of 51 individuals working towards transition out of poverty	Webb County Community Action Agency is looking into increasing the number of client's assisted under skills training and expanding the options offered to clients for skills training	Webb County Community Action Agency is projecting to increase the number of clients sent to skills training to 15 clients per program year
Utility Assistance (CEAP)	The CEAP program has currently assisted an approximation of 1,400 unduplicated households (appx. 4,100 individuals) under Utility Assistance services	Webb County Community Action Agency is seeking to increase the number of households assisted for future years.	Webb County Community Action Agency is projecting to increase the number of households assisted under Utility Assistance to 1,800 households per program year
Household Crisis (CEAP)	The CEAP program has currently assisted an approximation of 430 unduplicated households (appx. 1,300 individuals) under Household Crisis services	Webb County Community Action Agency is seeking to maintain or reduce the number of households assisted under Household Crisis for future years.	Webb County Community Action Agency is projecting to maintain the number of households assisted under Household Crisis to 430 households or decrease to 400 households per program year
Heating and Cooling (CEAP)	Our level of activity for the program is currently low due to the procurement process at the county level and TDHCA guidelines	Webb County Community Action Agency is seeking to increase number of households assisted under Heating and Cooling for future years.	Webb County Community Action Agency is projecting to increase the number of households assisted under the Heating and Cooling Program depending on available funds.
Emergency Food Assistance (FEMA)	The FEMA program has distributed 56 emergency food boxes of the 500 it will be distributing within the year 2015	Webb County Community Action Agency is seeking to increase the number of households assisted under the Emergency Food Assistance, as budget allows.	Webb County Community Action Agency would like to apply for additional funding, and is projecting to increase the number of households assisted under Emergency Food Assistance, as many as budget allows and the need is present.

# Goals based on CNA Needs

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## **GOAL 1**

### **Goal Type**

FAMILY and ORGANIZATION GOALS

### **Goal**

Job Skills Training / Assist clients find employment

### **National Performance Indicators**

NPI 1.2A Obtained skills/competencies required for employment

NPI 1.1A Unemployed and obtained a job

NPI 1.1B (90 days) Employed and maintained a job for at least 90 days

NPI 1.1C Employed and obtained an increase in employment income and/or benefits

### **Identified Needs from CNA**

Employment

### **Planned Services and Activities Addressing Needs**

Job Readiness Training can provide instruction on pertinent job-related areas such as resource and resume review, interviewing skills and dressing for success. Get feedback on your approach, and learn about some successful techniques.

Workforce Development Programs primary goal is provide clients with the training, resources, and professional support necessary so they can either get a job or gain a new skill.

Refer qualified candidates for potential employment opportunities or job training programs. All services are free and could ultimately lead to full time, long term employment that allows individuals to contribute to society.

## **GOAL 2**

### **Goal Type**

Community Goal

### **Goal**

The conditions in which low-income people live are improved / Assist paying rent and utility bills

### **National Performance Indicators**

NPI 1.2H (able to work) Obtained and/or maintained safe and affordable housing

NPI 6.2C Emergency Rent or Mortgage Assistance

NPI 6.2D Emergency Car or Home Repair

NPI 6.2E Emergency Temporary Shelter

NPI 6.4E (NOT able to work) Obtained and/or maintained safe and affordable housing

## **Identified Needs from CNA**

### Housing

#### **Planned Services and Activities Addressing Needs**

**PARTNERING:** Develop partnerships with available non-profit organizations that will provide affordable housing to Webb County residents through programs serving families, individuals, senior citizens, veterans, the disabled, homeless persons, farm workers and emancipated foster youth. Webb County CAA Self-Help Program assists five different colonias within the county with small home repairs, housing rehabilitation, new construction, house to line connections, construction classes, financial literacy classes, computer labs, and outreach programs. Habitat for Humanity of Laredo-Webb County's main mission is to eliminate substandard housing by building simple, decent, and affordable houses for hardworking low-income families in Webb County. Another county partner is Neighborhood Works, which their primary goal is to stimulate the economy by stabilizing the housing market through home buying assistance and through the rehabilitation of older homes. In addition to meeting the housing needs for Webb County residents, the Housing Authority of the City of Laredo provides Section 8 Rental Assistance, Low-Income Public Housing Programs, and Housing Rehabilitations assistance programs for those living within the city.

## **GOAL 3**

### **Goal Type**

#### **ORGANIZATION GOALS**

### **Goal**

#### **Computer Training Education**

#### **National Performance Indicators**

NPI 1.2A Obtained skills/competencies required for employment

NPI 1.2C Completed post-secondary education program and obtained certificate or diploma

NPI 1.2B Completed ABE/GED and received certificate or diploma

## **Identified Needs from CNA**

### Education

#### **Planned Services and Activities Addressing Needs**

GED preparatory instruction may be offered to clients seeking their GED. Other similar employment services can include English as a Second Language and information on potential scholarships.

## **GOAL 4**

### **Goal Type**

ORGANIZATION AND COMMUNITY GOALS

### **Goal**

Child Care Assistance

### **National Performance Indicators**

NPI 1.2D (able to work) Enrolled children in before or after school programs

NPI 1.2E (able to work) Obtained care for child or other dependent

NPI 6.4A (NOT able to work) Enrolled children in before or after school programs

NPI 6.4B (NOT able to work) Obtained care for child or other dependent

### **Identified Needs from CNA**

Assistance Services

### **Planned Services and Activities Addressing Needs**

*NEED:* Accessible safe and affordable childcare or child development placement opportunities for low-income families created or maintained. *Strategy:* Conduct a full Community Assessment to identify current childcare/preschool needs in Webb County and child education development service delivery strategies of the Head Start/ Early Head Start Programs.

## **GOAL 5**

### **Goal Type**

ORGANIZATION AND COMMUNITY GOALS

### **Goal**

Health Insurance and Prescription Assistance Medical

### **National Performance Indicators**

NPI 1.2G (Able to Work) Obtained health care services for themselves or family members

NPI 6.4 (Not able to Work) Obtained health care services for themselves or family members

### **Identified Needs from CNA**

Family Support

### **Planned Services and Activities Addressing Needs**

*NEED:* Accessible and affordable health care services/facilities, including mental health services, for low-income people created or maintained.

*Strategy:* Develop partnerships with public and non-profit agencies to increase family/mental health services in other parts of Webb County.

*NEED:* Affordable Health Care.

*Strategy:* Partner with local health non-profits who provide health care free or at a reduced rate versus other medical entities.

## Next Steps

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The Webb County CAA strategic plan will be available through the county's webpage for everyone to access. The official implementation date of the strategic plan is set for October 1, 2015.

The Department's Executive Director, CSS Program Manager, and staff have developed action plans for each goal to layout specific activities to be implemented in order to assure goals are attained and also to maintain accountability for all responsible parties. The Executive Director and CSS Program Manager will work closely with Advisory Board Members to ensure progress and goal attainment.