

Nueces County Community Action Agency



Pending Board and Policy Council Approval: May 2021

Mandates

NCCAA Pledge: We Promise to provide you with Courtesy, Dignity, Respect and Confidentiality in the delivery of services.

CSBG Organizational Standards
Standard 1.1 Demonstration of low-income participation in CAAs activities.
Standard 1.2 Analyze information collected directly from low-income individuals as part of the community assessment.
Standard 1.3 A systematic approach for collecting, analyzing, and reporting customer satisfaction data to the board.
Standard 4.3 Document continuous use of full ROMA cycle and use of a ROMA certified trainer/implementer to assist in implementation.
Standard 6.1 The organization has an agency-wide strategic plan in place that has been approved by the governing board within the past five years.
Standard 6.2 The approved strategic plan addresses reduction of poverty, revitalization of low-income communities, and empowerment of people with low incomes to become more self-sufficient.
Standard 6.3 The approved strategic plan contains family, agency, and community goals.
Standard 6.4 Customer satisfaction data and customer input, collected as part of the community assessment, is included in the strategic planning process.
Standard 6.5 The governing board has received an update(s) on progress meeting the goals of the strategic plan within the past 12 months.
Standard 9.3 The organization has presented to the governing board for review or action, at least within the past 12 months, an analysis of the agency's outcomes and any operational or strategic program adjustments and improvements identified as necessary.
OHS Performance Standards
45 CFR §1302.101 Management System
45 CFR §1302.102 Achieving Program Goals
45 CFR §1302.30 Purpose

Executive Summary

Nueces County Community Action Agency (NCCAA) works with partners to apply comprehensive strategies to eliminate the causes of poverty for the people of Nueces County.

As NCCAA continues the War Against Poverty as President Lyndon B. Johnson declared in 1964, NCCAA utilizes the Results Orientated Management and Accountability management system to ensure the agency stays true to its mission and focused on data-driven outcomes.

This strategic plan included years, 2018/2019 thru 2020/2021 and as we finish off this three-year plan, NCCAA has made several accomplishments in the community and within the agency. The 2018 Community Assessment identified 5 community needs and provided the foundation for this strategic plan. The needs in the community included living wage jobs (adult education), Health Literacy, affordable childcare for infants and toddlers, affordable housing, and community partnerships. Through various goal setting and analysis methods, NCCAA was able to create a three-year agency-wide strategic plan, goals, and objectives, to include a program objective, in efforts to build a thriving and empowered community.

Strategic Plan Goals and Outcomes

Goal 1: Living Wage Jobs: A focus on adult education. (Family Need).

Outcomes:

- 114 Individuals were case managed. 74 individual increase from the strategic plan starting year of 2018.
- 71 Birth-to-Five Head Start teaching staff received their Child Development Associates (CDA). 41 additional staff received their CDA from the strategic plan start year of 2018.

- 2 staff members in the Birth-to-Five Head Start received a Bachelor's in Early Childhood Education. 2 individual increases from the strategic plan starting year of 2018.
- 43 Individuals Transitioned Out of Poverty (TOP) through case management. 42 individual increases from the strategic plan starting year of 2018.

Goal 2: Affordable Housing (Community Need).

Outcomes:

- On average 18 or 95% of the 19 affordable housing units owned by the agency remained occupied throughout the 3 years strategic plan starting year of 2018.
- 145 homes (units) received preservation, modification, and weatherization services through various funding sources. 118 units increase from the start of the strategic plan year of 2018.
- The development of additional housing units has entered the deconstruction phase. A contractor has been hired to clear out the existing building on agency-owned land in preparation for the development of new affordable housing units. During the first two years of the strategic plan, the land has been maintained and existing buildings secured to avoid further break-in and property damage. A determination to expand this goal beyond the 3-year strategic plan was made during the year 2020 to better plan and apply for development funding.

Goal 3: Health Literacy (Family Need).

Outcomes:

- 6 *I am Moving, I am Learning* (IMIL) Training staff in total. 3 additional staff members received IMIL credentials. 3 individual increases from the strategic plan start year of 2018.

- 16 IMIL Parent Meetings took place providing health and physical education to families. 9 meeting increase from the strategic plan start year of 2018
- 4 Parent Engagement Mini-Conferences were held for Head Start families. 4 conferences increase from the strategic plan start year of 2018.
- 5 Community garden beds were built and maintained throughout various
- Head Start centers. 5 additional bed increase from the strategic plan year 2018.
- 1 Nutrition class for parents. 1 meeting increase from the strategic plan start year of 2018.
- 4 Gardening classes for parents, 4 class increase from the strategic plan start year of 2018.
- 2 Professional Development Events. 2 event increase from the strategic plan start year 2018.
- 4 Community Health Fairs. 4 health fair increase from the strategic plan start year 2018.

Goal 4: Affordable Childcare: A focus on infants and toddlers (Family Need).

Program Objective: Competitive wages to reduce staff turnover.

Outcome:

The Birth-to-Five Head Start Program applied for a change of scope, reduction, and conversion in efforts to increase the number of Early Head Start (EHS) classrooms to meet the need for affordable childcare for families with infants and toddlers in the community. With the approval of conversion, the purchase of pergolas was initiated to meet compliance for EHS playgrounds. During the 2nd year, a change in the purchase of pergolas turned into a larger expense than budgeted and a decision was made to instead purchase umbrella-like canopies which were budget feasible and in compliance. Reduction and conversion were approved during the 3rd year, adding 18 EHS classrooms and servicing an additional 144 infants and toddlers combined. In assistance to the accomplishment of this goal, school readiness goals are

provided to ensure the tracking of progress is made parallel to this strategic plan goal (see pgs. 14-19).

Program Objective Outcome:

In addition to meet the need for affordable childcare. The Birth-to-Five Head Start Program is needed to reduce staff turnover. At the time, high staff turnover was due to low wages. The approval of the reduction and conversion allowed for a release of funds to provide comparable wages for teaching staff.

Goal 5: Community Partnerships (Agency Need).

Outcome:

22 MOUs were established throughout the strategic plan timeframe. During year 3, three MOUs expired.

The year 2020/2021 completes our 3 year Strategic Plan. NCCAA has accomplished its goals with the increase of community partners to leverage services to help improve the lives of individuals, families, and children. NCCAA has played a large role in the increase of affordable childcare, healthier living, and thriving communities.

As we continue to move forward towards eliminating the elements that create impoverished communities, the agency will carry Goal 2: Affordable housing into a new Strategic Plan in the coming year. To meet goal 2, the Community Services Program has determined this to be a longer-term goal to potentially be met within 7 years or an additional 4 years.

NCCAA expresses gratitude for their Board and Policy Council governance for their support during this Strategic Plan period and all staff for the accomplished outcomes of this plan.

Purpose & Introduction

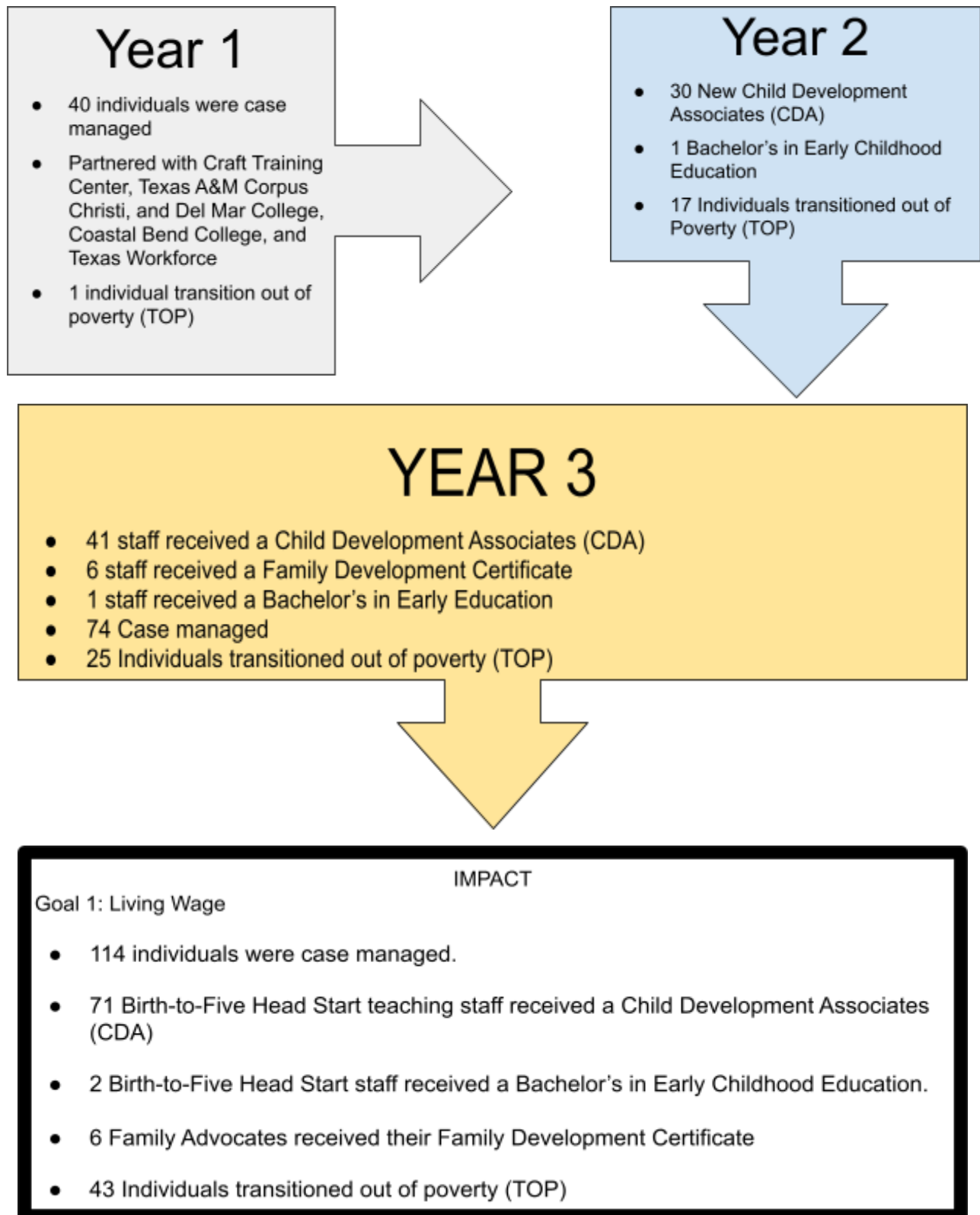
The NCCAA Strategic Plan provided the organization a structured pathway to meet goals focused on building prosperous communities in Nueces County. Utilizing the data collected in the 2018 Community Needs Assessment as the foundation for creating goals and objectives, NCCAA produced five goals that directed efforts and resources towards affordable childcare, living wage jobs, healthcare literacy, affordable housing, and established community partnerships. The plan goals were accomplished through the leverage of services and a holistic approach to eliminating the causes of poverty in the community. This three-year strategic plan ran through the years 2018/2019 thru 2020/2021.

Throughout the plan, NCCAA used the system Results Orientated Management and Accountability to guide strategic planning and course-correct steps when needed. NCCAA reviewed and updated the plan annually measuring progress and ensuring the organization was still on track to meet the goals set forth.

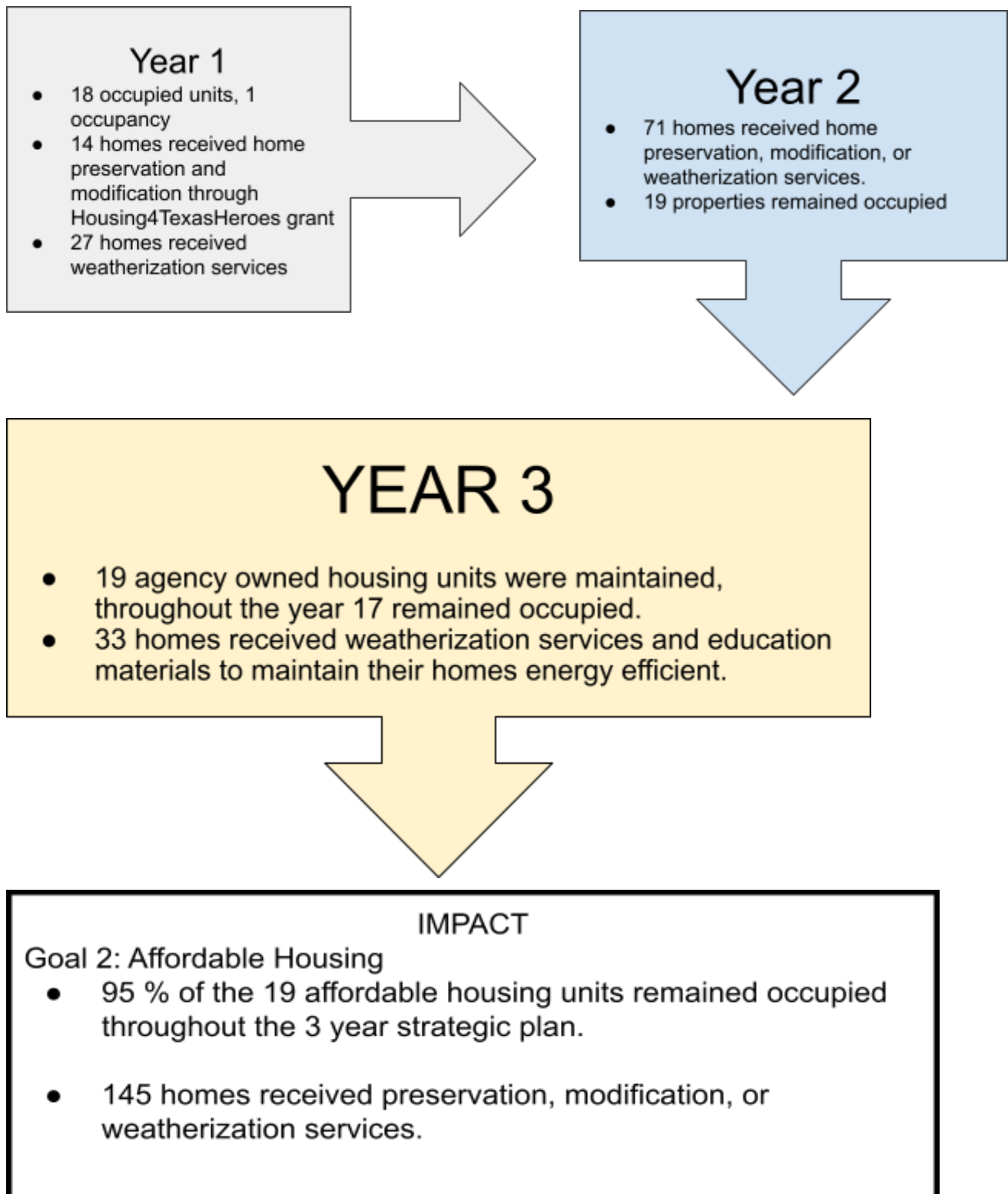
NCCAA yearly goal progress can be found in the Goals and Progress section of this document.

Goals and Progress

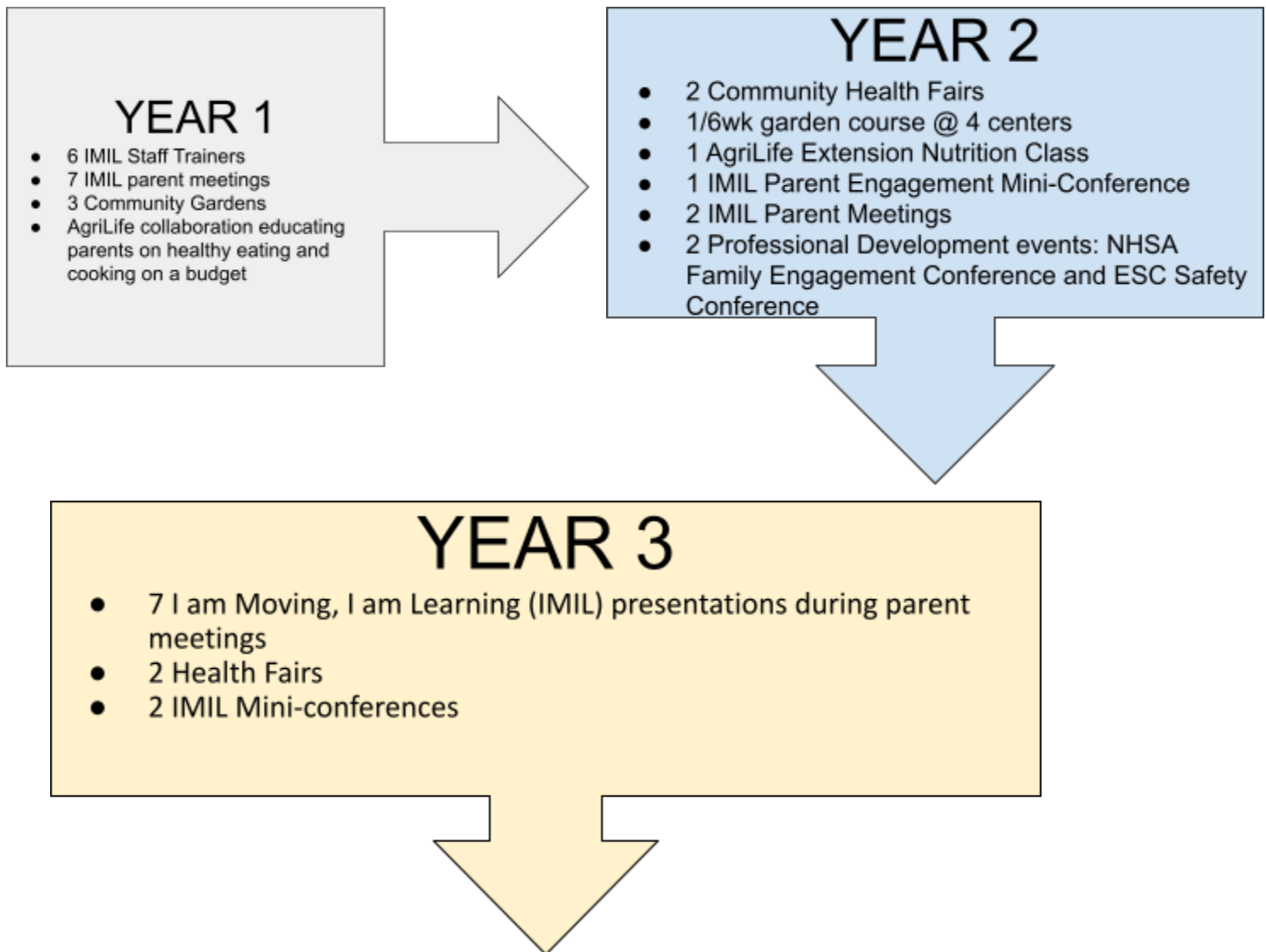
Goal 1: Living Wage Jobs



Goal 2: Affordable Housing



Goal 3: Healthcare Literacy

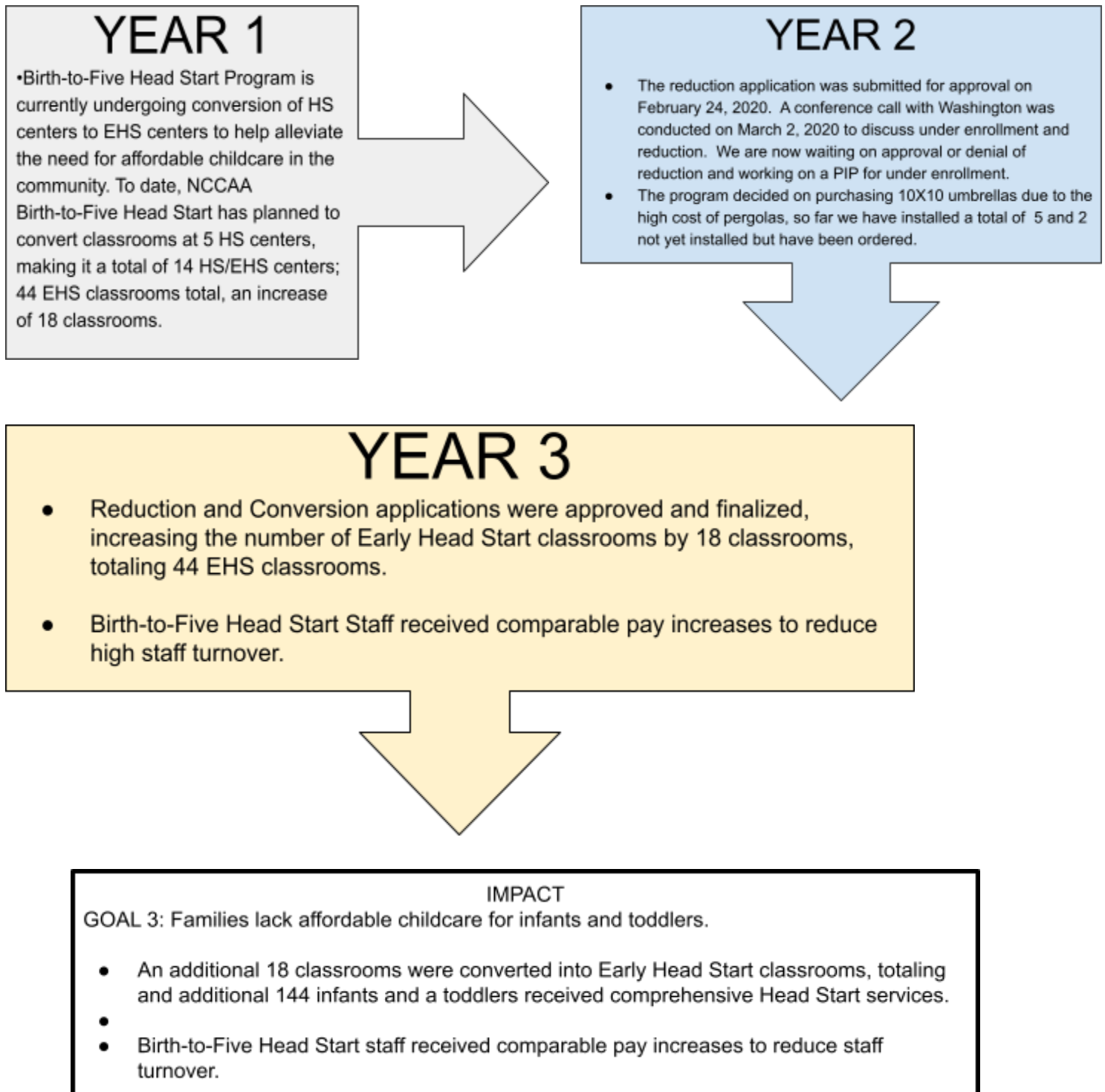


IMPACT

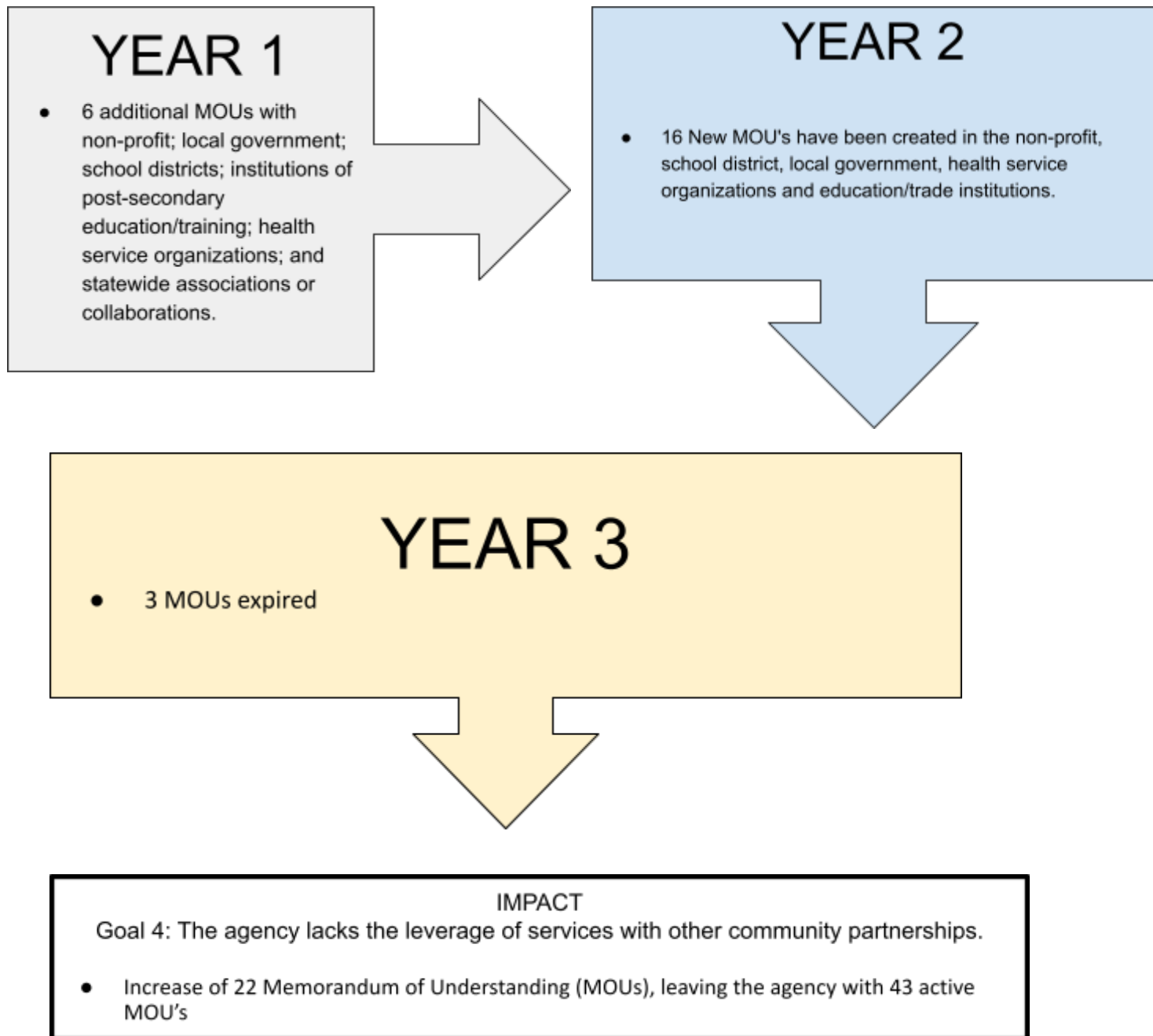
Goal 3: Healthcare Literacy

- 6 I am Moving, I am Learning (IMIL) Trainers
- 16 IMIL Parent Meetings
- 4 Parent Engagement Mini-Conferences
- 5 Community Gardens
- 1 Nutrition class for parents
- 4 Gardening classes for parents
- 2 Professional Development Events
- 4 Health Fairs

Goal 4: Families lack affordable childcare for Infants and Toddlers



GOAL 5: The agency lacks the leverage of services with other community partnerships.



Program and School Readiness Goals

Program Goal 1: NCCAA will continue to implement the School Readiness/Parent Engagement Plan effectively for all children and families, by providing them with engagement opportunities to support child/family outcomes and school readiness

School Readiness Goal 1: Children will manage feelings, emotions, actions, and behaviors with increasing independence with support of familiar adults

UPDATE: Family Engagement Outcomes are aligned and incorporated in the NCCAA Birth-to-Five Action Plan to Achieve Established School Readiness Goals. The PFCE goals and plans correlate more directly with the School Readiness Goals., Goal Setting Meetings, Transition Parent Meetings, and the Kindergarten Conference are some of the strategies implemented in the Plan. Throughout F.A.C.E. (Family And Community Engagement) Meetings, parents receive training, education, information, and services on topics focused on the PFCE Outcomes Framework such as Financial Literacy, School Readiness, Literacy Awareness, Health & Safety, Healthy Lifestyle, Nutrition, IMIL for Families, Parenting Skills, Mental Health & Child Abuse, Drug Abuse Prevention, Education, etc.

Family Strengths and Needs Assessments:

1st Assessment:

- 97% of the families completed. (ongoing as new children enroll)
- Volunteering and Leadership & Advocacy continue to be the areas with the lower score of 2 and 2.2 (concern)
- Safety, Health, and MH/Substance Abuse were the areas with the higher score of 3 (no concern), followed by Housing, Transportation, Nurturing Relationships, Child Development/Parenting Skills, and Promoting Primary Language with a 2.9 score
- In general, most areas scored 2.7 or above

- The highest score for the Assessment is 48. The Agency average is 43.2 for the Initial Assessment

2nd. Assessment (ongoing)

- 92% of families completed
- Volunteering and Leadership & Advocacy continue to be the areas with the lower score of 2 and 2.2 respectively (concern),
- Housing, Safety, Health, MH/Substance Abuse, Nurturing Relationship and Transportation are so far the areas with the higher score of 3 (no concern)
- So far, the Agency average is 44.1 with a 0.9-point gain from the initial Assessment.

Family Partnership Agreement:

1) 86% of the families have participated in the goal-setting process.

NOTE: Services are still being provided and Family Advocates continue working with families to ensure parents have the support to access the services and resources needed to achieve their goals and meet their family's needs.

6) Father involvement tracking shows the number of fathers or father figures who have participated in events/activities as follows:

- a. Family assessment-186
- b. Goal setting-189
- c. Involvement in their child development experiences-229
- d. HS governance-10
- e. Parenting Education Workshops-105

Program Goal 2: NCCAA will continue to maintain program quality through Professional Development opportunities for staff and families by providing Family Advocates with Family Development Credential.

School Readiness Goal 2: Children will develop, engage in, and maintain consistent, positive interactions with adults and other children.

UPDATE: 9 Family Advocate received their Family Development Certificate. FCP continues to coordinate a variety of activities for families and their children. Events such as Earth Day (Marcha de los Escobas), International Cardboard Challenge, Día de los Muertos, Christmas Wellness Festival, quarterly Mini-Parent Engagement Conferences, and various Health/Community Resources Fairs throughout the year, provide quality parental engagement opportunities within the community. These events help us maintain a 22% average of parent participation at program-wide activities. NCCAA Birth to Five continues its community partnerships with Agencies that offer classes for parents and families in areas such as Nutrition, Parenting Skills, Financial Literacy, Community Gardens, Balanced Living, etc. to encourage and promote Parent Engagement at the center and agency level. In addition, NCCAA Birth to Five Head Start Program offers parents the opportunity to participate in a research-based parenting curriculum to build on parents' knowledge and enhance their parenting skills that promote children's learning and development, as well as an opportunity to connect them with other parents and create a support system within their center.

Kinder Transitions meetings are held at the Center to provide parents with valuable information on topics such as, but not limited to: Literacy skills for children entering Kindergarten, Disability Services, and Parent Rights & Responsibilities, and Parent Engagement opportunities in the school district.

Community partnerships continue to excel by providing, in addition, stronger partnerships with Early Child Interventions aid in providing services for our youngest children receiving mental health services and staff development.

Staff (Teachers, Family Advocates, and Site-Based Managers) is trained on the Parent, Family Section Reviewed Community Engagement (PFCE) Outcomes Framework during New Staff Orientation as well as during the Fall Training. Family Engagement Outcomes are aligned and incorporated in the NCCAA Birth-to-Five Action Plan to Achieve Established School Readiness Goals

Program Goal 3: NCCAA will maintain program quality through Professional Development opportunities for staff and families, by maintaining CLASS scores above National scores.

School Readiness Goal 3: Children will use increasingly complex language in conversations with others at appropriate age levels.

UPDATE: The Birth to Five Head Start overall progress of the ongoing assessment tool from the Fall to Winter checkpoints show improvement in the Widely held expectations. Winter to Spring Checkpoints shows improvement in the Widely held expectations.

Widely Held Expectation ***fall results*** 2021

- Meeting expectations: Social-Emotional, Literacy, Math. Physical, Language, and Cognitive

Widely Held Expectation ***winter results***-2020-2021

- Meeting expectations: Language, Literacy, Cognitive, Math Social Emotional, Physical

Widely Held Expectation ***spring results*** 2020-2021

- Meeting expectations: Language, Literacy, Cognitive, Math Social Emotional, Physical
- Program Goal 4:*** NCCAA will maintain program quality through Professional Development

opportunities for staff and families, by maintaining CLASS scores above National scores.

School Readiness Goal 4: Children will use and develop math concepts, strategies, and skills to solve problems during daily activities, through active exploration and discovery.

UPDATE: The Birth to Five Head Start overall progress of the ongoing assessment tool from the Fall to Winter checkpoints show improvement in the Widely held expectations. Winter to Spring Checkpoints shows improvement in the Widely held expectations.

Widely Held Expectation **fall results** 2021

- Meeting expectations: Social-Emotional, Literacy, Math. Physical, Language, and Cognitive

Widely Held Expectation **winter results**-2020-2021

- Meeting expectations: Language, Literacy, Cognitive, Math Social Emotional, Physical

Widely Held Expectation **spring results** 2020-2021

- Meeting expectations: Language, Literacy, Cognitive, Math Social Emotional, Physical

Program **Goal 5:** *NCCAA will maintain a Program-wide, coordinated health and nutrition initiative.*

School Readiness Goal 5: Children will demonstrate increasing interest in engaging in healthy eating habits and making nutritious food choices and include physical activity as they develop knowledge and skills that help promote such behaviors.

UPDATE: The areas showing improvement with regards to the children's health services include: (1) most of the children are current with the required immunizations or they have a state-approved exemption, (2) Most children have health insurance coverage; therefore, they have both a Medical Home and a Dental Home, (3) Tremendous community resources, which includes Amistad Community Health Center and Texas A & M University-Corpus Christi-Dental Program. Our community partners visit the various Centers and provide training for staff and children regarding Oral Care, Hand Washing, and Healthy Choices, (4) Other community

resources, such as the Methodist HealthCare Ministries, have visited the Centers and provided activities to support Health, Nutrition, and Exercise, (4) Head Start staff continue to work with parents to encourage them to make and keep all Medical and Dental appointments, and (6) In addition to having health staff certified to conduct Vision & Hearing Screenings, most Site Base Managers are now also certified to conduct the screenings. Due to the COVID-19 pandemic, our community partners were not able to visit the Head Start and Early Head Start Centers. They did, however, visit the different centers virtually during our virtual parent meetings, training sessions, and mini-conferences.

Conclusion

This update concludes the three-year strategic plan period. NCCAA has met the goals of this plan but will continue to strive for more outcomes and add new opportunities to empower individuals, children, and families. NCCAA will carry over into the new strategic plan Goal 2: Affordable housing to continue with the preparation and development of additional affordable housing units in the service area. NCCAA will continue to uphold its mission by assessing and identifying community needs, gaps in services, and community trends to build a strong foundation for a new strategic plan focused on eliminating the causes of poverty.