



# **Strategic Plan 2016-2020**

Approved by NCCAA Board of Directors on Thursday, December 3rd, 2015

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## Executive Summary

The 2016-2020 Nueces County Community Action Agency (NCCAA) Strategic Plan serves as the agency's guide to fulfilling its mission and holding staff accountable for reaching the long-term goals that were developed, discussed and agreed upon by Management and Board Strategic Planning Committee Members.

The plan resulted from key information compiled in the agency's 2015 Community Needs Assessment (CNA), which included county statistics, a thorough environmental scan of Nueces County, and client and stakeholder input.

In November 2015, the agency's key management team convened over five meetings (one of which included the Board Strategic Planning Committee) to set the direction for the next five years. The plan is guided by the national anti-poverty goals of Results Oriented Management and Accountability (ROMA) and ensures that family, agency and community level needs are met. ROMA provides a framework for continuous growth and improvement among Community Action Agencies.

Over the five planning meetings, a SWOT analysis was performed, long-term goals and objectives were determined, and strategies were developed to ensure accountability of reaching agency goals. Four categories resonated when performing the SWOT analysis: Resource Development, Technology & Communications, Professional Leadership Development, and Partnerships. These four categories became the Strategic Priorities for the five year strategic plan.

Nueces County Community Action Agency will track progress by establishing measurable outputs and tools for determining accomplishments. A detailed "Action Plan" will be developed by the Management team to ensure accountability. At a minimum, staff will provide updates on the progress of the long-term goals and objectives to the Board every 12 months.

Overall, the Strategic Plan will guide the continuous improvement of efficiency and effectiveness of the agency's operations to deliver high quality services, advocacy and commitment of resources to citizens of Nueces County.

# Introduction

## **History of NCCAA**

For the past 50 years, Nueces County Community Action Agency (NCCAA) has been a leader in providing opportunities to the individuals and families living in Nueces County. With an annual operating budget of \$17 million, NCCAA offers an assortment of programs and services that assists community residents to change their lives, and make Nueces County a better place to live.

NCCAA manages over nine programs through the following 8 focus areas: Utility & Weatherization Assistance, Case Management, Community Referrals, Education, Employment, Family Support, Medical, and Housing.

## **Programs and Services**

### **Birth-to-Five Head Start Program**

Center-based Early Head Start and Head Start services support the comprehensive development of children from birth to age 5 to promote school readiness.

### **Community Services**

- **Community Services Block Grant (CSBG)**

The CSBG program assists clients with emergency food, rental assistance, case-management, information and referrals to promote self-sufficiency among individuals and families.

- **Comprehensive Energy Assistance Program (CEAP)**

CEAP provides utility assistance to clients. CEAP is designed to assist low income households meet their immediate energy needs and encourage consumers to control their energy costs for years to come through energy education.

- **Weatherization Assistance Program (WAP)**

WAP is an energy conservation program which helps reduce the amount of unnecessary use of energy and fuel costs of low income households through home modification. Necessary home modifications prevent the loss of energy resulting in high energy costs. Weatherization activities include, but are not limited to, weather stripping, caulking of windows and doors, patching holes,

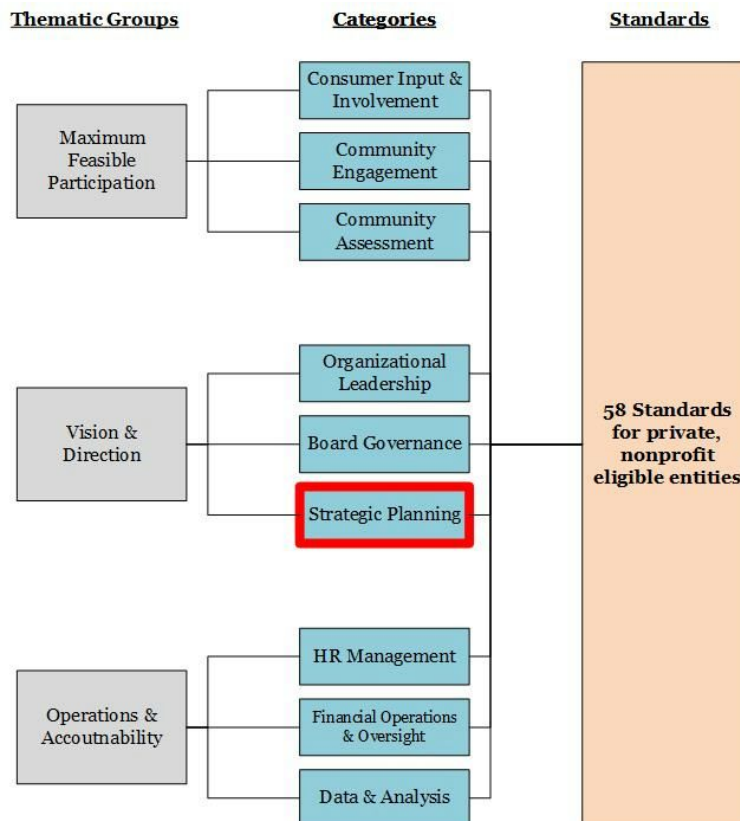
insulation walls and ceilings, appliance testing, replacing/repairing HVAC systems, etc.

### Housing Initiatives

NCCAA Housing Initiatives develops affordable single and multi-family housing for income-eligible households. Services include: single family housing developments, down payment assistance, homebuyer education & counseling, community develop & revitalization, and rural housing development (colonias).

### Purpose of the Strategic Planning Process

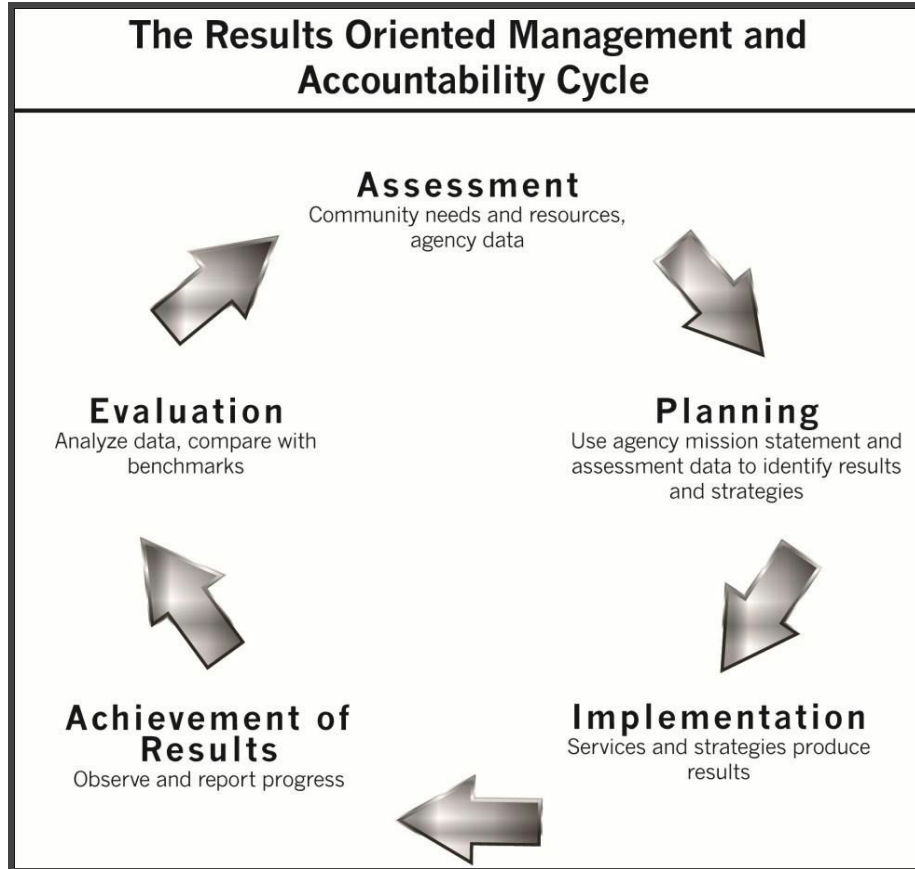
The Organizational Standards set forth by the Office of Community Services (OCS), an office within U.S. Department of Health and Human Services, ensures that all eligible CSBG entities have the appropriate organizational capacity to effectively administer services to low-income populations. Reporting on such standards will allow OCS to gauge accountability and performance management across the CSBG Network. Strategic planning is one of the nine categories within the organizational standards. Five of the 58 standards are dedicated to strategic planning.



- **Standard 6.1-** The organization has an agency-wide strategic plan in place that has been approved by the governing board within the past 5 years.
- **Standard 6.2-** The approved strategic plan addresses reduction of poverty, revitalization of low-income communities, and/or empowerment of people with low incomes to become more self-sufficient.
- **Standard 6.3-** The approved strategic plan contains family, agency, and/or 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 the strategic plan within the past 12 months.

As previously mentioned, the strategic plan is informed by the agency's Community Needs Assessment (CNA), which determines the overall need(s) and resources within the agency's service area. The strategic planning process, which occurs every 3-5 years, guides the direction of programming and operations with much consideration of the plan given to the needs of the low-income individuals and families within the service area. Items outlined in both the CNA and strategic plan are then recorded in the Community Action Plan (CAP), a plan submitted annually to the state CSBG administering agency. The CAP outlines the specific program activities the agency will engage in to meet the needs of the community. More information regarding needs of the NCCAA service area can be found in the *Summary of Assessment of Internal & External Factors* section.

It is important to note that the strategic planning process for Community Action Agencies (CAAs) recognizes and utilizes tenants from Results Oriented Management and Accountability (ROMA). ROMA is a performance-based initiative designed to preserve the anti-poverty focus of CAAs and to promote greater effectiveness among entities receiving CSBG funds. At the center of ROMA is its lifecycle, which strategic planning lies within its second phase. If implemented and maintained appropriately, the agency's strategic plan should explore each phase of the ROMA cycle at various times during its lifecycle. As a best practice, a Nationally Certified ROMA Trainer (NCRT) should oversee the development, implementation and maintenance of the agency's strategic plan. NCCAA's strategic plan has been reviewed by a NCRT.



Additionally, the strategic plan utilizes the six national ROMA goals as a framework for its long-term goals to ensure the agency continues to align with the CSBG Act. The six national goals include two family, two agency, and two community level goals. More information regarding the six national goals can be found in the *Priorities, Long-term Goals, Objectives, & Summary of Core Strategies* section.

**Process**

With the completion of NCCAA CNA in June 2015, NCCAA began their strategic planning process in November 2015. First, NCCAA management committed their time to working meetings to determine priorities through the review of their CNA and a SWOT analysis. Once the priorities were determined, long-term goals, objectives, and strategies were developed. A strategic planning committee composed of 4 Board members also convened with staff to provide input and confirm the strategic plan’s content.

## **Stakeholder Participation**

NCCAA enlisted members from its Board of Directors and directorship to craft its agency-wide strategic plan. Members of the Strategic Planning Committee included:

George R. Rosas	Board Chairperson	Roy Ruiz	Associate Head Start Director
Joel Mumphord	Strategic Planning Committee Member	Alma Barrera	Community Services Director
Sandra Garcia	Strategic Planning Committee Member	Margie Henry	Compliance & Program Monitor
Lucinda Garcia	Strategic Planning Committee Member	Dorothy Wade	Community Services Coordinator
Joe Martinez	Executive Director	Christie Martinez	Weatherization Manager
Adel Rowland	Fiscal Director	Natalie Gonzalez	Housing Coordinator
Monica Diaz	HR Director	Valerie Alaniz	Nationally Certified ROMA Trainer (NCRT)
Cindy Longoria	Administrative Assistant	April Anzaldua	Strategic Planning Facilitator
John Rodriguez	Head Start Director	Eli Almendarez	Strategic Planning Facilitator
Cindy Casiano	Associate Head Start Director	-	-



## Mission

Each priority, long-term goal, objective, and strategy outlined in NCCAA’s strategic plan ensures that the agency can fulfill its mission.

### Mission

**NCCAA is committed to improve the quality of life through advocacy, commitment of resources, and delivery of services.**

## Summary of Strengths, Weaknesses, Opportunities, Threats

A SWOT Analysis (**S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats) conducted by the agency management team illustrated the landscape of the service area and agency. Strengths and weaknesses are related to internal factors (i.e. agency, etc.). Threats and opportunities are related to external factors (i.e. community, etc.).

<b>Strengths</b>
<ul style="list-style-type: none"><li>● Collaborations (ISD MOUs)</li><li>● Transparency</li><li>● Long history (1964)</li><li>● Partnerships (Private)</li><li>● Diversity (Economic, Social &amp; Racial)</li><li>● Trained staff</li><li>● Housing opportunities (multi-family properties)</li><li>● Tracking systems (SHAH, COPA, MIP)</li><li>● Leadership tenure</li></ul>
<b>Weaknesses</b>
<ul style="list-style-type: none"><li>● Minimal funding for case management staff</li><li>● Housing (multi-family shortage)</li><li>● Staffing needs</li><li>● Paperwork (too many forms)</li><li>● Reliance on federal funding</li><li>● Pulling services together for families</li><li>● Communication (all levels)</li></ul>

<ul style="list-style-type: none"> <li>● Salaries for staff retention</li> <li>● Aging facilities</li> </ul>
<b>Opportunities</b>
<ul style="list-style-type: none"> <li>● Seek out additional community partners</li> <li>● Collaborations (Community &amp; Agency)</li> <li>● Future funding</li> <li>● Future developments (Housing Expansion)</li> <li>● Seek other funding</li> <li>● Intra-agency Growth (Professional Development, Cross training, etc.)</li> <li>● Media platforms</li> <li>● Expanding EHS slots</li> </ul>
<b>Threats</b>
<ul style="list-style-type: none"> <li>● Loss of Funding</li> <li>● Non-compliances</li> <li>● External competition</li> <li>● Economy</li> <li>● Lack of funding for development</li> <li>● Capacity building (QCI, ROMA, Leadership)</li> </ul>

## Summary of Assessment of Internal & External Factors

NCCAA’s CNA was submitted and accepted by its Board of Directors in June 2015. The CNA indicated an estimated population of 356,221, an increase of 4.7% for Nueces County. The ethnicity of Nueces County is 62.0% Hispanic/Latino, 31.4% White, 4.4% African American and the remaining 2.2% comprising of American Indian, Alaska Native, Asian, and Native Hawaiian/Other Islander Pacific.

Nueces County ranked 17th in the top 25 Cities for Global Trade, and experienced one of the strongest economic booms of its history in 2014, largely due to the Eagle Ford Shale.

As of April 2015, the unemployment rate for Nueces County was 4.3%, which is a decrease of 0.4% from 2014. The Top 5 Employers in Nueces County are listed in the table below:

Agency	Type of Produce/Service	Employment
CC Army Depot	Helicopter Repair	5800
CCISD	School District	5178
Christus Spohn	Hospital	5144
H.E.B.	Grocery Co.	5000
City of Corpus Christi	City Government	3171

The median earnings for Nueces County is \$37,813, which is lower than the state average of \$41,284 with 18% of county residents receiving some form of public assistance.

**Top Needs according to final community needs rankings include:**

1. Housing
2. Medical
3. Community
4. Family Supports
5. Employment

**Priorities, Long-term Goals, Objectives & Summary of Core Strategies**

Based on the findings from the agency-wide SWOT Analysis and internal and external factors, NCCAA grouped the findings within broad categories. The consolidation of the board categories are known as the Strategic Plan’s “Priorities”. NCCAA’s Strategic Plan includes the following **4 priorities**:

- Resource Development
- Technology & Communications
- Professional Leadership Development
- Partnerships

As previously mentioned, NCCAA long-term goals align with ROMA's 6 National Goals, touching on all levels of need: Family, Agency & Community. The six national goals are as follows:

1. Low-income people become more self-sufficient. (Family)
2. The conditions in which low-income people live are improved. (Community)
3. Low-income people own a stake in their community. (Community)
4. Partnerships among supporters and providers of services to low-income are achieved. (Agency)
5. Agencies increase their capacity to achieve results. (Agency)
6. Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems. (Family)

## **Resource Development**

<b><u>Long-term Goal(s)</u></b>	ROMA Goal 2: The conditions in which low-income people live are improved (Community)	
<b>Objectives</b>	<b>Core Strategies</b>	
1. Increase housing opportunities for low income individuals and families.	<ul style="list-style-type: none"> <li>● Bring community awareness of existing housing program</li> <li>● Make existing homes more energy efficient to qualifying individuals (weatherization)</li> <li>● Provide homeownership counseling</li> <li>● Identify potential properties for housing development based in areas of community need</li> <li>● Explore options to develop additional multi/rental properties</li> <li>● Explore and secure funding for land acquisition</li> <li>● Explore urban development &amp; renewal funding</li> </ul>	

<b>Long-term Goal(s)</b>	ROMA Goal 5: Agencies increase their capacity to achieve results (Agency)	
<b>Objectives</b>	<b>Core Strategies</b>	
<p>1. Increase and maintain needed services through current and new funding opportunities.</p>	<ul style="list-style-type: none"> <li>● Assess effectiveness and capacity of current services.</li> <li>● Explore the feasibility of integrating a Resource Developer into all program budgets</li> <li>● Begin including resource developer in budget process (all programs)</li> <li>● Identify internal talents for resource development</li> <li>● Secure a Resource Developer (from current staff or external to the agency)</li> <li>● Maintain services through current and new funding opportunities</li> <li>● Explore and Identify new funding opportunities for needed services identified in the community needs assessment</li> </ul>	
<p>2. Secure and/or enhance safe and affordable agency facilities.</p>	<ul style="list-style-type: none"> <li>● Explore opportunities to purchase building(s) to centralize service delivery</li> <li>● Develop a long term plan/process for building maintenance and renovations</li> </ul>	

## **Technology & Communications**

<b>Long-term Goal(s)</b>	ROMA Goal 5: Agencies increase their capacity to achieve results
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(Agency)	
Short-term Goals	Core Strategies
<p>1. Increase communication among agency staff to further agency information (services, processes, etc.), collaboration, efficiency, and effectiveness.</p>	<ul style="list-style-type: none"> <li>● Assess agency-wide email efficiency and upgrade if necessary</li> <li>● Explore and implement different methods of communication to efficiently share information</li> <li>● Explore and obtain unified intake and database connections among programs to ensure clients receive all eligible services or opportunities</li> </ul>
<p>2. Increase visibility of agency services through media presence.</p>	<ul style="list-style-type: none"> <li>● Update and develop social media networks to increase awareness of all services.</li> <li>● Review agency website to develop an interactive approach for families to utilize and apply for services.</li> <li>● Increase community awareness by utilizing "Periscope" to continuously update trainings, parent involvement and events held by NCCAA.</li> </ul>
<p>3. Secure updated software and hardware to ensure effective and efficient data collection.</p>	<ul style="list-style-type: none"> <li>● Inventory current technology and determine future needs</li> <li>● Assess current computers and determine replacement plan</li> <li>● Review replacement options and include in budget process</li> <li>● Utilize COPA software to increase family applications and outcomes across programs</li> <li>● Research and identify updated software.</li> </ul>

## Professional Leadership Development

<b><u>Long-term Goal(s)</u></b>	ROMA Goal 5: Agencies increase their capacity to achieve results (Agency)	
	<b>Short-term Goals</b>	<b>Core Strategies</b>
	<p>1. Increase knowledge and skills of management staff to make informed decisions and work autonomously to promote efficiency and effectiveness through professional development opportunities</p>	<ul style="list-style-type: none"> <li>● Define "professional development" opportunities for positions.</li> <li>● Identify management staff through tiers or levels among programs to determine professional development needs.</li> <li>● Management will hold tri-monthly meetings to develop appropriate steps to increase efficiency.</li> <li>● Management will encourage communication and cooperation among all employees to increase effectiveness and efficiency.</li> <li>● Identify and implement professional development trainings for management staff based on position requirements and self evaluation.</li> </ul>
	<p>2. Increase communication among all staff to ensure continuity of services to families</p>	<ul style="list-style-type: none"> <li>● Design and implement methods for cross-training among programs.</li> <li>● Facilitate monthly staff meetings for all programs &amp; services.</li> </ul>
	<p>3. Ensure transparency and effective/efficient transitions of management positions through completed succession plan(s)</p>	<ul style="list-style-type: none"> <li>● Define "management staff".</li> <li>● Explore succession plan templates.</li> </ul>

	<ul style="list-style-type: none"> <li>● Complete succession plan for each management staff member.</li> <li>● Executive Director reviews and approves each succession plan.</li> <li>● Board of Directors reviews and approves Executive Director's succession plan.</li> <li>● Communicate succession plan items with the appropriate staff.</li> <li>● Define "appropriate staff".</li> </ul>
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<b><u>Long-term Goal(s)</u></b>	ROMA Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments (Family)	
	<b>Short-term Goals</b>	<b>Core Strategies</b>
	<ol style="list-style-type: none"> <li>1. Increase the knowledge and skills of direct service staff to deliver bundled agency services to families.</li> </ol>	<ul style="list-style-type: none"> <li>● Define "bundled agency services".</li> <li>● Determine necessary knowledge and skills needed by direct service staff to deliver bundled agency services.</li> <li>● Train direct service staff on all necessary competencies, activities and processes related to the delivery of bundled agency services to families.</li> </ul>

**Partnerships**

<b><u>Long-term Goal(s)</u></b>	ROMA Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments (Family)
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Short-term Goals	Core Strategies
<p>1. NCCAA will increase partnerships with local social service providers to provide comprehensive services to low-income families.</p>	<ul style="list-style-type: none"> <li>● Define "comprehensive services".</li> <li>● Review service delivery activities and/or processes with current partners.</li> <li>● Based on need, identify potential partners that can contribute to comprehensive service delivery.</li> <li>● Train agency and partner staff on the expected activities and processes associated with comprehensive service delivery.</li> <li>● Develop a communication plan for service delivery updates (eligibility, referral paperwork/process, waitlists, etc.) across partners.</li> </ul>

Long-term Goal(s)	ROMA Goal 4: Partnerships among supporters and providers of services to low-income people are achieved (Agency)	
Short-term Goals	Core Strategies	
<p>1. NCCAA will increase the number of meaningful partnerships to leverage operational resources (rent, utilities, staffing).</p>	<ul style="list-style-type: none"> <li>● Define "meaningful partnerships".</li> <li>● Further define "operational resources".</li> <li>● Review the impact of all current partnerships as it relates to operational resources.</li> <li>● Identify potential partners that can assist with needed operational resources.</li> <li>● Secure additional partnerships with school districts that allow for shared facility space.</li> </ul>	

## Next Steps

The agency's annual Board Retreat, held at the beginning of the year, will be the designated time to reflect and assess the agency's strategic plan and core strategies. At this time, The Board and staff will meet and discuss if any external and/or internal contributing factors have contributed to the need for a shift or change in priorities, long-term goal(s), objective(s) and/or core strategies. The annual Board Retreat will also serve as the time to discuss the upcoming annual action plan items and provide the Board with progress status updates.