

Strategic Plan 2019-2023

GALVESTON COUNTY COMMUNITY ACTION COUNCIL



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GCCAC History

In 2015, our nation marked the 50th anniversary of two events that helped pave the road to opportunity for millions of Americans living in poverty. The March on Washington for Jobs and Freedom, held on August 28, 1963, featured Martin Luther King, Jr.'s historic "I Have a Dream" speech calling for human, civil and economic rights for African Americans. Just a few months later, on January 8, 1964 President Lyndon B. Johnson announced his "War on Poverty" by introducing legislation that would expand the federal government's role in poverty reduction efforts. This set-in motion the creation of programs such as Head Start, food stamps (now SNAP), work study, Community Action Agencies, Volunteer in Service to America (VISTA), Medicare and Medicaid.

For more than 50 years, GCCAC has provided essential services and innovative programs that help empower individuals, families, and communities to overcome poverty, live with dignity, and achieve their full potential. We work to strengthen and educate families, promote self-sufficiency, and build community.

The Path Ahead

GCCAC works at the federal, state and local levels to ensure all people in Galveston, Brazoria, Fort Bend and Wharton counties have their basic needs met today and are empowered to build a better tomorrow. We are deeply committed to continual examination of our work and improving our impact to help our community thrive and prosper. Healthy communities benefit everyone. Our path of progress focuses on five key areas aimed at creating healthy and vibrant communities:

- Crisis Intervention: We believe when families come to us in crisis, they deserve immediate and appropriate responses
- Education: We believe investments in early childhood education pay significant returns to children—our future leaders. We also believe that adult education is essential to improve the lives of those in need and help our communities to thrive.
- Food/Nutrition: We believe everyone should have access to nutritious food to thrive
- Housing: We believe everyone should have a safe, affordable place to call home
- Community Outreach: We believe in the power of neighbors helping neighbors, working together toward a common vision

While we currently focus on these five areas, the GCCAC evolves to meet the ever-changing community needs. We envision and work in partnership to create opportunities for:

- Economic Vitality: We believe people thrive in communities with strong local economies; we also believe local economies thrive when people thrive.

- Asset Development & Financial Stability: We believe access to financial knowledge, affordable credit and personal savings build a powerful bridge to prosperity.
- Employment: We believe everyone deserves the tools, skills and opportunity to succeed.
- Health: We believe securing a family's health and well-being is a long-term investment in individual lives, and in our community.

Leadership Message

As Galveston County Community Action Council (GCCAC) finishes its 54th year, we have continued to look to the future. This strategic plan is the result of many months of reflection, research, and refinement. GCCAC's Board of Directors and staff reflected on the history and future of GCCAC within the context of the communities we serve. By looking closely at community needs assessments and current trends, we were able to evaluate the ways in which we are meeting the needs of those we serve and the ways in which we can improve.

Within this plan, you will find our mission, vision, and core values, which have all been strongly reaffirmed by this strategic planning process. You will also find our GCCAC priorities, built around the needs of our communities and the priorities set out by Results Oriented Management and Accountability (ROMA), a performance-based initiative designed to preserve the anti-poverty focus of community action and to promote greater effectiveness among state and local agencies receiving Community Services Block Grant (CSBG) Comprehensive Energy Assistance Program (CEAP) funds. These GCCAC priorities encompass GCCAC's programs and the objectives and outcomes for each program over the next five years. Finally, you will also find implementation and accountability measures for each of these strategic priorities.

This plan will help to guide our work in the coming years as we continue to assist and empower people to achieve social and economic well-being in partnership with our community.

We would like to extend a sincere thank you to all those who participated in this strategic planning process. This plan required much dedication and insight, and the final result reflects that. Our gratitude also goes out to all the GCCAC staff, volunteers, community partners, and donors, without whom none of this work would be possible.

Sincerely,

Robert M. Quintero – Interim Executive Director

Joe Compian – Board President

Service Area Profile

US Census Data	Galveston County	Brazoria County	Fort Bend County	Wharton County
Population	335,036	362,457	764,828	41,968
Housing Units		81,955	329,915	
Ethnicity	72.69% White, 15.44% Black or African American, 0.47% Native American, 2.10% Asian, 0.04% Pacific Islander, 7.18% from other races, and 2.08% from two or more races. 18% Hispanic	77.09% White, 8.50% Black or African American, 0.53% Native American, 2.00% Asian, 0.03% Pacific Islander, 9.63% from other races, and 2.22% from two or more races. 22.78% Hispanic	36.2% White, 21.1% Black, 16.9% Asian, 0.2% Native American Indian-Alaska Native, 0.2% other, 1.7% two or more races, 23.7% Hispanic	69.01% White, 14.95% Black or African American, 0.37% Native American, 0.31% Asian, 0.06% Pacific Islander, 13.65% from other races, and 1.64% from two or more races. 15.3% Hispanic
MFI	\$42,419	\$42,193	\$95,389	\$32,208,
# people living below the poverty level	13.20%	10.2%	7.10%	16.50%
Living wage for adults	\$15.00	\$15.00	\$15.00	\$15.00
Current minimum wage in Texas	\$7.50	\$7.50	\$7.50	\$7.50

Trends:

1. Since 2000, the percentage of residents living in poverty has increased in Galveston (3% of the population in 2000 to 7% in 2013), Brazoria (3% of the population in 2000 to 4% in 2013), and Wharton (4% of the population in 2000 to 9% in 2013) counties. (US Census statistics).
2. The poverty rate for people of color has increased significantly over time compared with the poverty rate for the majority white population in these 4 counties. (US Census Statistics).

GCCAC Community Assessment prioritized the following for Galveston, Brazoria, Fort Bend and Wharton Counties:

1. Housing and housing related needs
2. Food and healthy nutrition options
3. Healthcare and health insurance
4. Finances and economic assistance
5. Transportation access
6. Childcare/Head Start

Our Mission

GCCAC assists and empowers people to achieve social and economic well-being in partnership with our community.

How we achieve our mission:

- Through the dedicated efforts of our staff working in Galveston, Brazoria, Fort Bend and Wharton Counties
- With the help of our many partners – individuals, businesses, schools, public agencies, other non-profits and faith-based organizations
- With support from volunteers and donors
- By using a comprehensive and collaborative approach and staying true to our core values

Our Vision

We envision a strong community with healthy individuals and families, quality education, safe and stable housing, and work that dignifies.

Our Core Values

We believe relief comes through quick and measurable action. We open doors to anyone in need. We bring hope into the lives of those who are living on little in our communities. Our services offer the helping hand people need to get back on their feet and the tools and resources needed to be self-sufficient. Therefore, the staff of GCCAC have identified the following core values to guide our actions.

RESPONSIVE

- **Crisis Intervention** - We believe when individuals and families come to us in crisis, they deserve immediate and appropriate responses.

- Education - We believe investments in early childhood education (Head Start) pay significant returns to children - our future leaders. We also believe that adult education is essential to improve the lives of those in need and help our communities to thrive.
- Food/Nutrition - We believe everyone should have access to sufficient healthy and nutritious food. No one should go hungry.
- Housing - We believe everyone should have a safe, affordable place to live and call home.
- Community Outreach - We believe in the power of neighbors helping neighbors, working together to relieve the burden of poverty on our individuals and families.

COLLABORATIVE

- Mutually beneficial relationships - We believe our clients are best served with effective partnerships. We believe we are stronger together. We work to develop, strengthen, and maintain community partnerships that support an integrated approach to delivery of services.
- Stabilization - We believe individuals and families in crisis must have their basic needs met as the first step to self-sufficiency. Because of the challenges faced by those in crisis, a wide array of supportive services is provided by various and multiple sources which are necessary for stability to be realized.

MISSION-DRIVEN FOCUS

- Client-Centered - We believe in targeted services to offer help, solutions and resources through a unique combination of programming. Focused programming helps low-income individuals and families to acquire useful skills, access new opportunities, and increase economic potential for success.
- Self-Sufficiency - We believe individuals and families in need should be informed about and involved in their options, and that with customized information and tools, skills and attitudes, they will take steps to improve their lives.
- Dignity - We believe everyone we serve has intrinsic value as a human being and that everyone deserves to be treated with dignity and respect.

EMPOWERING

- We believe people are interdependent on one another. We provide intentional opportunities for community service. Both the giver and the receiver benefit through this mutual exchange of service.

- Connecting, Assisting and Partnering – We believe in employing compassionate, knowledgeable, and dedicated staff who care deeply about the communities we serve. We commit to providing hope, encouragement and resources to individuals. Our board is mission-driven to understand the diverse needs of our community and dedicated to reaching goals.
- Cultural, Ethnic and Language Diversity - We believe becoming culturally competent demands that we commit to ongoing learning about cultural differences to enhance our effectiveness. We strive to be open and inclusive in all that we do in our organization.

Strategic Planning Process

An intentional strategic planning process was conducted between June and September 2019. GCCAC senior leadership invested focused time on its past, present and future.

Both internal and external data was used to inform the planning process. Among the data sources used: a historical review of the GCCAC, a SWOT Analysis and GCCAC 2018 *Community Assessment*.

Strategic Planning Participants

Galveston County Community Action Council is governed by a passionate, committed, and hardworking group of community members. The board make-up is one-third representation from the low-income sector, one-third representation from the private sector and one-third representation from the public sector. From these sectors, GCCAC continually identifies compassionate leaders who have expertise in finance, law, investment, early childhood education, human services, higher education, marketing, philanthropy, human resources, and information technology to give input to this plan.

Board Members

Galveston County	Brazoria County	Fort Bend County	Wharton County
Public Robert Ruffner	Public Domingo Marquez Jr.	Public Denise Pringle	Public Warton ISD Representative
Private Joe Compian	Private Gloria Luna	Private Rose Pickens	
Under Served Ashlee Williams Kiarra Bellow	Under Served Yvonne Robinson	Under Served Sharonda Gail Easter	Under Served Lynette Reddix

GCCAC of Galveston, Brazoria, Fort Bend and Wharton Counties Staff active in the strategic planning process.

GCCAC - Staff	Role
Robert M. Quintero	Interim Executive Director
Robin Henry	Neighborhood Services Director
Robert M. Quintero	Director of Human Resources
Gerald Richards	Head Start Director
Sivam Mahasivam	CFO
Ferdinand Wangalwa	IT Manager
Kavitha Pau	Finance Manager
Rosalyn Preacher	Executive Assistant

Results Oriented Management Accountability

Results Oriented Management Accountability (ROMA), created in 1994 provides a framework for growth, focus and improvement for community action agencies. This national network has been guided by six broad anti-poverty goals:

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

These ROMA goals have been adopted by the GCCAC. This plan was designed around existing ROMA guidelines.

Strategic Priorities

Intentional efforts will continue to be made to build strategies and objectives around outcomes.

The GCCAC priorities that follow have been developed to meet our mission, vision, core values:

Priority 1 <i>Partner with individuals and families in their efforts to achieve self sufficiency</i>
Priority 2 <i>Advocate and educate our community for meaningful change</i>
Priority 3 <i>Develop and align our resources to address identified community needs</i>
Priority 4 <i>Strengthen partnerships to offer impactful services to those we serve</i>

Annual work plans responsible to achieve each priority are the responsibility of the executive director and entire talented staff at the GCCAC.

Annual work plans are not reflected in this strategic planning document. The governing Board will work with GCCAC's staff and director to develop a strategic implementation committee to oversee the execution of an GCCAC work plan with specific timelines and measurable outcomes. This work plan will reflect the above GCCAC priorities as well as the objectives, strategies, and expected outcomes detailed in this strategic plan.

Our Mission

GCCAC assists and empowers people to achieve social and economic well-being in partnership with our community.

Our Vision

We envision a strong community with healthy individuals and families, quality education, safe and stable housing, and work that dignifies.

Strategic Priorities

Partner with individuals and families in their efforts to achieve self sufficiency

Advocate and educate our community for meaningful change

Develop and align our resources to address identified community needs

Strengthen partnerships to offer impactful services to those we serve

Objectives

Generate the awareness and financial capacity needed to achieve GCCAC priorities

Strengthen programming through GCCAC unity to maximize impacts on clients' lives

Renew commitment to client service, ensuring progress toward self-sufficiency

Outcomes

Increase public awareness and brand recognition through partnerships, Outreach and marketing

Engage and encourage staff, Board member, and volunteer outreach in the community

Strengthen and expand volunteer base by identifying, attracting, and recruiting volunteers

Advance a comprehensive funding and partnership resource plan that addresses long-term client and GCCAC needs

Engage staff and Board members in GCCAC through intentional volunteerism

Enhance GCCAC effectiveness by increasing program awareness and cross-service referrals

Enhance program accessibility and client services

Continue to evaluate and evolve services based on client needs

Revitalize program ease and efficiency for clients

Objective 1 – *Generate the awareness and financial GCCAC capacity needed to achieve GCCAC priorities*

Strategy 1 - Increase public awareness and brand recognition through partnerships, outreach, and marketing

Outcomes:

- GCCAC ED, individually and in combination with the Galveston County Community Action Council staff, will actively educate the four-county service area, to impart a wider understanding of current program obstacles to state lawmakers and state GCCAC leadership.
- Lead discussions with Galveston, Brazoria, Fort Bend and Wharton counties as well as other nonprofit and community partners to strengthen our relationships.
- Increase public awareness and fundraising opportunities by partnering with the current community partners as well as engagement with new partners
- Implement targeted outreach to underserved and emerging populations.
- Review current outreach materials and update based on evolving program changes.
- Develop regular press releases for local publications, columns, and city websites with a focus on human interest and client outcomes.
- Improve GCCAC's website to be more current, interactive, informative, and useful to our partners, donors, volunteers and clients.

Strategy 2 – Engage and encourage staff, Board member, and volunteer outreach in the community

Outcomes:

- Develop GCCAC Ambassadors and Speakers Bureau to market and share information about GCCAC services and programs.
- Create a generic speech and outreach materials for Board, staff, and volunteers
- Create outreach lists and assign to staff for cultivation
- Foster staff and client leadership and facilitation opportunities.
- Increase Board engagement in development efforts including the formation of a development committee.

- Create a consistent newsletter to be shared with staff, clients, volunteers, donors, and partners.

Strategy 3 – Establish, strengthen and expand volunteer base by identifying, attracting, and recruiting volunteers

Outcomes:

- Revitalize the volunteer pool to meet the current and future needs of the community while also cross-training customer service staff to assist in times of staffing need.
- Engage a volunteer coordinator to identify, recruit, and engage volunteers
- Create an awareness of volunteer needs and opportunities in the community, with special emphasis on diversity, language & culture.
- Create a tool(s) for volunteers to respond or research these opportunities.
- Establish a training program for all volunteer positions.
- Establish a recognition program for all volunteer positions. (give re/awards)

Strategy 4 - Advance a comprehensive funding and partnership resource plan that addresses long term client and GCCAC needs

Outcomes:

- Partner to make Food Shelf services more mobile and accessible
- Strengthen school district relationships and collaborations to achieve increased in-kind contributions and inclusion in facility planning.
- Grow and strengthen child abuse prevention partnerships such as CPS to support and educate children and families.
- Partner with Workforce Centers to enhance the job search skill-building program.
- Maximize outreach to childcare providers in our community to help Crisis Nursery ensure that no families/clients are turned away.
- Increase GCCAC's exclusive financial cash reserves to \$1,500,000 dollars in 5 years
- Seek opportunities to increase current public grant levels through 2023.
- Increase private donations for the next 5 years to address changing needs.
- Form Ways and Means Committee from within the service area community
- Produce a minimum of two community driven major fund-raisers per year.

Objective 2 - *Strengthen programming through GCCAC unity to maximize impacts on clients' lives*

Strategy 1 - Engage all staff and Board members in GCCAC through intentional volunteerism

Outcomes:

- Both Board and staff will volunteer in a program area at least once per year.
- Implement volunteer plan that incorporates cross-program training for staff
- Staff will be rewarded for volunteering with other agencies

Strategy 2- Enhance GCCAC effectiveness by increasing program awareness and cross-service referrals

Measurements:

- Cross train GCCAC staff to assist in filling temporary staffing needs.
- Refer 100% of clients to financial training classes offered at area community colleges.
- Increase GCCAC awareness of program offerings.
- Improve the measurement of referrals by GCCAC staff.

Objective 3 - *Renew commitment to client service, ensuring progress toward self-sufficiency*

Strategy 1- Enhance Program accessibility and client services

Outcomes:

- Improve program access and awareness for clients at all locations.
- Develop a GCCAC capital maintenance/improvement plan.

Strategy 2- Continue to evaluate and evolve services based on client needs

Outcomes:

- Lead the development of a shelter in our service area within the next five years.
- Increase housing case management and housing assistance.
- Establish the food shelf to improve customer experience.

Strategy 3- Revitalize program ease and efficiency for clients through consolidations, updates, and process improvements.

Outcomes:

- Increase efficiency and client impact of Comprehensive Energy Assistance Program (CEAP) through thorough evaluation.
- Purchase new equipment to establish accessibility of the food shelf.
- Consolidate client recertification applications across GCCAC GCCAC programs to provide a more efficient and seamless experience.
- Establish Thrift Store to improve community awareness and client and donor experience.
- Invest in annual cultural awareness training for all staff.
- Enhance integration of GCCAC software systems.

Implementation and Accountability

The GCCAC Strategic Plan 2019-2023 will be implemented by dedicated staff with input from managers and oversight from GCCAC's executive director. Managers and staff will align annual work plans and budgets within the organization- wide strategic plan.

The executive director and senior leadership will devote intentional time quarterly to review implementation progress on the strategic priorities and provide course correctional leadership when needed. The Executive Director is responsible for the successful implementation of the Plan and will report to the Board of Directors a comprehensive, objective evaluation progress made regarding the implementation of the 2019-2013 Strategic Plan. This report shall be shared quarterly at board meetings and with GCCAC management and staff.

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