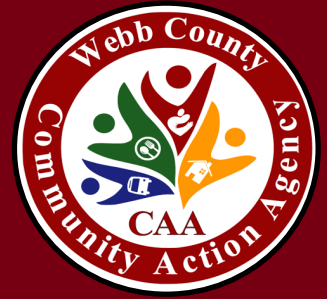


Strategic Plan 2026-2031



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Board Approval: 07.29.26

Court Approval: 08.24.26

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Guillermo Walls, MA, CPM, CCAP

Director

The Webb County Community Action Agency (WCCAA) serves as a catalyst for community development, self-sufficiency, and improved quality of life throughout Webb County, including the City of Laredo and the county's urban, rural, colonia, and unincorporated communities. Through a comprehensive network of programs and services, WCCAA addresses the immediate needs of vulnerable populations while creating pathways toward long-term stability and opportunity.

WCCAA administers a diverse portfolio of programs designed to strengthen individuals, families, and communities. These include Social Services initiatives such as the Pathways to Success Program and the Comprehensive Energy Assistance Program

(CEAP); El Aguila Rural Transit, which provides essential transportation through fixed-route and demand-response services; the Meals-on-Wheels/Elderly Nutrition Program, supporting the health and independence of older adults; and the Self-Help Center, which promotes community revitalization through technology access, tool lending, neighborhood cleanup efforts, and housing construction, reconstruction, and rehabilitation projects in underserved areas.

In 2025, WCCAA expanded its impact through the launch of the Advancing Communities Grant Writing Assistance Program, providing technical assistance and grant development support to eligible nonprofit organizations and disadvantaged students. This initiative reflects the Agency's commitment to building local capacity and increasing access to resources that promotes community advancement.

As WCCAA looks toward the future, several transformative initiatives are poised to further strengthen service delivery and community impact. These include the completion of American Rescue Plant Act (ARPA) funded renovations to the Agency's administrative headquarters and Meals-on-Wheels facility at 111 Camino Nuevo Road, the establishment of a community food pantry, and the investments will enhance WCCAA's ability to address critical needs, expand access to essential resources, and advance its mission of empowering individuals and families to achieve greater self-sufficiency and well-being.

Guided by the principles of Community Action, WCCAA remains dedicated to cultivating resilient communities, creating opportunities for economic mobility, and ensuring that all residents have access to the tools and resources necessary to thrive.

2024 STATISTICAL OVERVIEW OF WCCAA SERVICES

In 2024, the Social Services Program assisted 31 participants to transition out of poverty by helping them obtain a Commercial Driver's License (CDL) to benefit 118 total household members through its Transitioning Out of Poverty Services (TOPS) Program and helped 2,483 households with 5,231 total household members with their electrical utility bills through its Comprehensive Energy Assistance Program (CEAP), including 1,297 older vulnerable Americans ages 60 years and older.



El Aguila Rural Transit Program provided needed public transportation services to 46,610 passengers both through its regular rural transit routes and rural on-demand response services.



The Meals-on-Wheels Program provided 95,786 home delivered hot, nutritious meals to elderly, low-income, and/or disabled Webb County residents and its Elderly Nutrition Program provided 40,021 warm meals to elderly residents at ten (10) community centers throughout Laredo/Webb County.

The Self-Help Center provided computer/technology access to 201 colonia residents; checked out construction tools to benefit 266 colonia residents; conducted 1 clean-up campaign which benefited 2,282 colonia residents; provided notary services to 1 beneficiary; and assisted with housing rehabilitation to benefit 6 individuals, with housing reconstruction to assist 8 people; and provided newly constructed homes for 10 Webb County beneficiaries.



INTRODUCTION

Strategically located in South Texas along the U.S-Mexico border, Webb County is intersected unevenly in half by Interstate Highway 35 (I-35), a major in-land international trade corridor between Mexico, the United States, and Canada. The county consists of the following communities: cities of Laredo, Rio Bravo, and El Cenizo; rural communities of Bruni, Mirando, Oilton, and Aguilares; 47 colonia communities and other unincorporated areas. *Please see map in Appendix for visual representation of these communities.* It is also comprised of 3,361.5 square miles of land area, making it the 6th largest county in Texas by total area (U.S. Census 2020).



DEMOGRAPHICS FOR WEBB COUNTY

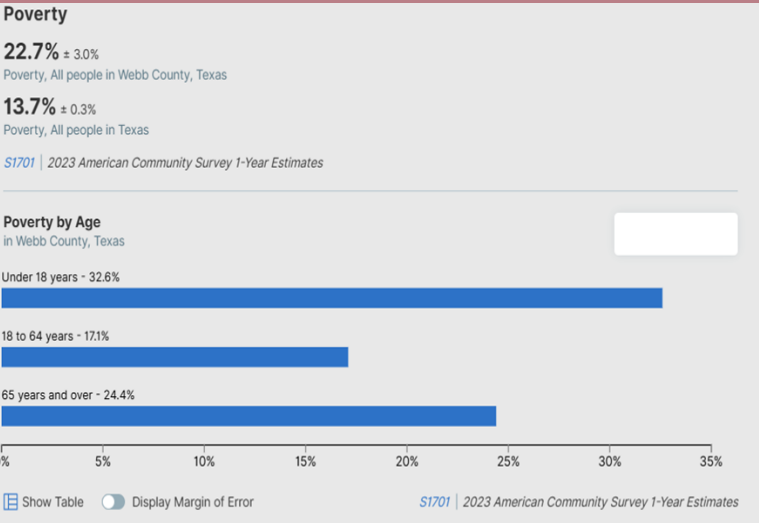
Webb County’s major metropolitan area and county seat of Laredo constitutes its most populous and well-known city with a population estimated at 261,260 (U.S. Census July 1, 2025) with Webb County’s total estimated population at 272,823 (U.S. Census July 1, 2025). Socially, economically, and culturally, Webb County is closely tied to its sister city of Nuevo Laredo, Tamaulipas, Mexico. It is also nationally renowned for its annual Washington’s Birthday Celebration Association (WBCA) festivities in February; its annual Sister Cities Festival, an artisan display of Mexican and Central American artisan vendors in July; and its Laredo Crime Stoppers Menudo Bowl.

POPULATION

According to the 2023 American Community Survey by the U.S. Census, the median age in Webb County is 30.5 years while the median age in Texas is 35.9 years. While the older population (65 years & older) in Webb County constitutes 10.8%, Webb County’s older population equals to 13.8% (2023 American Community Survey U.S. Census Data).

POVERTY

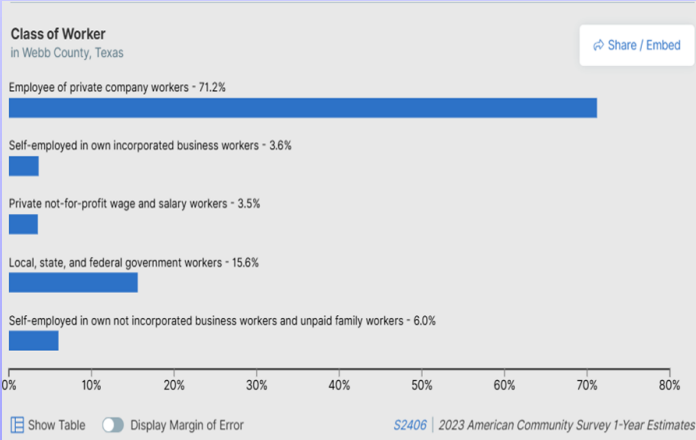
The people who suffer from poverty in Webb County equal to 22.7% of the total population in contrast to 13.7% in Texas (2023 American Community Survey U.S. Census Data). Nearly one-third of impoverished Webb County residents are under 18 years of age



poverty at 24.4% (2023 American Community Survey U.S. Census Data).

EMPLOYMENT

Webb County’s three (3) largest employment sectors are: (1) healthcare and social assistance industry at 21.8% of total workforce or more than 17,000 employees; (2) transportation and warehousing at 20.8% of total workforce or more than 16,500 employees; and (3) the retail trade industry at 16.4% of the total workforce or almost 13,000 employees (LMT “Most, Least Employed Industries in Webb Co.” May 5, 2022). Combined, these top three (3) industries accounted for almost three (3) out of every five (5) employees or 59% of total employees in Webb County (LMT “Most, Least Employed Industries in Webb Co.” May 5, 2022). The top two (2) major employers in



Webb County are the two (2) school districts of Laredo Independent School District with 7,490 and the United Independent School District with 7,361. The 3rd largest major employer is the City of Laredo with 2,954 employees. The next major employers and biggest private sector employers are Walmart (4 locations), H-E-B (7 locations), and McDonald’s (16 locations). The U.S. Border Patrol (USBP) Laredo Sector, Webb County, U.S. Customs and Border Protection (CBP), Texas A&M International University (TAMIU), and Laredo Medical Center (LMC) Hospital round out the rest of the major employers with over 1,000 employees in Webb.

or 32.6% while residents 65 years and older comprise nearly one-fourth of those residents living in

HEALTH INSURANCE

Nearly one-third or 29.3% of Webb County residents do not have health care insurance in contrast to Texas residents at 16.4% (2023 American Community Survey U.S. Census Data).

Health Insurance

29.3% ± 2.6%

Without Health Care Coverage in Webb County, Texas

16.4% ± 0.2%

Without Health Care Coverage in Texas

S2701 | 2023 American Community Survey 1-Year Estimates

HOUSING

Although housing affordability has been a challenge for Webb County families in the past, recent years have witnessed a positive shift for this economic indicator. In fact, homeownership figures in Webb County indicate in the latest available census data that Webb County rates are slightly higher than the state overall at 65.3% versus 62.6% for Texas (2023 American Community Survey U.S. Census Data).

Financial Characteristics

\$990 ± \$66

Median Gross Rent in Webb County, Texas

\$1,413 ± \$7

Median Gross Rent in Texas

DP04 | 2023 American Community Survey 1-Year Estimates

Homeownership Rate

65.3% ± 2.3%

Homeownership Rate in Webb County, Texas

62.6% ± 0.3%

Homeownership Rate in Texas

DP04 | 2023 American Community Survey 1-Year Estimates

WEBB COUNTY COMMUNITY ACTION AGENCY

The Webb County Community Action Agency (WCCAA) serves the families, individuals, and communities of Webb County, strategically situated along the U.S Mexican border in South Texas. As stated previously, Webb County consists of the following communities: Cities of Laredo, Rio Bravo, and El Cenizo; rural communities of Bruni, Mirando, Oilton, and Aguilares; and 47 colonia communities.

HISTORICAL BACKGROUND

On January 8, 1964, President Lyndon B. Johnson declared an “unconditional war on poverty in America” during his State of the Union address and with his signing of the Economic Opportunity Act of 1964 on March 16, community action agen-



cies were created with this enabling legislation. Subsequently, the Webb County Community Action Agency (WCCAA) commenced operations in 1995.

PURPOSE

To provide a clear roadmap that guides Webb County Community Action Agency’s work, priorities, and use of resources. By aligning our mission, vision, and goals with the needs of the community, the strategic plan ensures we remain focused on delivering meaningful programs and services that promote access, independence, and self-sufficiency. It also establishes measurable objectives, fosters accountability, and encourages collaboration across programs while staying committed to improving the quality of life for Webb County residents.

EMPLOYEES & LOCATIONS

CAA Administration is located at 111 Camino Nuevo Road, Building B. off of Highway 359, Laredo, Texas 78043 and is staffed by 5 employees.

El Aguila Rural Transit Program is located at 4801 Daugherty Ave., Laredo, Texas 78041, and is staffed by 14 employees, including both full-time and part-time bus drivers.

Meals-on-Wheels/Elderly Nutrition Program consists of a staff of 15 employees, including administrators, cooks, and drivers. The program is currently located at 1310 Convent Street but is due to be relocated to 111 Camino Nuevo Road, Building B. off of Highway 359, Laredo, Texas 78043.

Self-Help Center is located at 8116 State Highway 359, Laredo, Texas and is staffed by 3 employees, including a Program Administrator, Outreach Coordinator, and Construction Coordinator.

Social Services Program is staffed by 15 employees and located at several satellite offices as listed below:

111 Camino Nuevo Road, Building B.
Webb Co. Youth Village Complex Highway 359
Laredo, Texas 78043

Fernando Salinas Community Center
520 Reynolds St.
Laredo, Texas 78040

Larga Vista Community Center
5501 Cisneros
Laredo, Texas 78046

Lilia Perez Community Center
4420 Old Santa Maria Road
Laredo, Texas 78041

Rio Bravo Community Center
1600 Orquidia Lane
Rio Bravo, Texas 78046

DATA SOURCES

- TDHCA's 2024 Strategic Plan Guide
- 2024 WCCAA Community Needs Assessment
- Client Satisfaction Surveys
- Stakeholder Surveys
- SWOT Analysis by CAA staff, managers, and leadership
- U.S. Census Data
- Laredo Morning Times (LMT)
- Laredo Economic Development Corporation

PROCESS & STRATEGIC PLANNING TEAM

The Webb County Commissioners' Court, the Advisory Board Members, WCCAA Director Guillermo Walls, Deputy Director Maria Silva, Program Managers, and staff have all 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 Strategic Planning Team consisted of the following CAA staff and other vital stakeholders:

- Webb County Commissioners Court
- WCCAA Advisory Board Members
- Guillermo Walls, WCCAA Director
- Maria Silva, WCCAA Deputy Director
- Cassie Allred, Self-Help Center Program Manager
- Adrian Perez Garnica, Meals-on-Wheel Program Manager
- Adolfo Gutierrez, Social Services Program Manager
- Robert Martinez, El Aguila Rural Transit Program Manager
- Mireya Romero, Administrative Assistant
- Anita L. Guerra, WCCAA Grant Writer/Project Manager

Why are we engaging in strategic planning?

The Webb County Community Action Agency has a responsibility and commitment to effectively administer state, federal, and other funds/program for the betterment of the entire community. As responsible stewards of numerous federal, state, local, and foundation grant programs directed at improving the quality of living and managing efforts towards assisting individuals and families to transition out of poverty, effective and efficient long-term outcomes become an obligation. This strategic plan is a dynamic endeavor to continuously provide a comprehensive roadmap for achievement of goals, activities, partnerships, outcomes, and timelines as well as an occasion to identify and implement new policies, practices, pursuits, and opportunities.

What are the benefits?

The Webb County Community Action Agency (WCCAA) continues to envision an enduring, thriving, synergetic alliance and collaboration between Webb County as a local unit of government, our nonprofit/local agency partners, state/federal programs/officials, our local communities, and our citizens/residents. WCCAA strives for and will continue to utilize a clear direction for its organizational, community, and programmatic priorities, including achievements, measures, and continual self-monitoring of results-oriented performance. Furthermore, WCCAA will strengthen its capacity to better meet the needs of the community and those most in need. Through this strategic plan, the WCCAA will continue to establish, realign, and refine long-term goals, objectives, and initiatives that incorporate proven, proactive, and accepted approaches to combating/reducing poverty that will provide for the development of sustainable and supportive resources and programmatic components for all its residents in order to revitalize low-income communities, and empower low-income individuals to become more self-sufficient. This mandated plan also aims to be dynamic, responsive, and useful to the agency as a guiding document. Furthermore, the structure, formulation, and contents of this strategic plan strictly follows the guidance and mandatory standards established

by the Texas Department of Housing and Community Affairs (TDHCA) and its 2024 Strategic Plan Guide.

Who will participate in the development of the strategic plan?

The planning process included the Planning Committee appointed by the Chairperson of the Advisory Board, the Advisory Board’s Executive Committee, the 18-member Advisory Board, the Webb County Commissioners’ Court, the entire network of partners/service providers, local units of government within Webb County, and the WCCAA’s administration, its Program Managers, and front-line program staff. Importantly, the clients and citizens of WCCAA played a vital role and participated through their surveys and other feedback.

How did the WCCAA conduct the process?

The process was handled through scheduled internal/external meetings; client/customer satisfaction surveys, feedback, input, and data; surveys for/from other key stakeholders/community members; scheduled interviews; scheduled partnership service provider meetings, presentations, surveys; agency staff/program managers meetings; Advisory Board/Webb Co. Commissioners’ Court meetings. The process followed the basic outline as indicated below:

- Phase I:

Formulate plan’s development schedule
- Phase II

Assessment/Planning
Surveys Intake/Collect Data
Planning Committee meetings/discussion of strategic choices.
- Phase III:

Interpret Data
Planning Committee meetings
- Phase IV:

Present final plan to the Advisory board on July 29, 2026.
Present final plan to the Webb County Commissioners’ Court on August 24, 2026.

What was the timeframe for finishing the plan?

The planning process was commenced during July 2024 with an Advisory Board agenda item that established the developmental procedures and set the process in motion. The WCCAA management and staff personnel commenced their efforts to collect data, undertake the strategic planning activities required by the Texas Department of Housing & Community Affairs (TDHCA), gather in-house staff resources for the development of the plan, and formulate a general development design.

July 2024: After scheduled planning committee meetings, interviews, survey completions/review, draft the strategic plan.

July 2026: Presentation, review, revision/s, subsequent approval by the WCCAA Advisory Board.

August 2026: Presentation, review, and subsequent approval by the WCCAA Governing Board and the Webb County Commissioners' Court. Submission to TDHCA will be scheduled for the follow day after the court's approval.

What are the results of the strategic planning process?

The results of the planning process and subsequent strategic plan continues the systematic, methodical efforts of a self-motivated, self-directed, and dynamic agency that will remain steadfastly focused on results oriented outputs and outcomes for the administration of all service program lines. Rather than enduring as a static final product, the completed strategic plan will function as a comprehensive and fluid guiding document for on-going assessment and the continuous improvement of the WCCAA's programs, activities, services and responsiveness to the public, clients, state officials, TAC/legislative mandates, management, staff, and other stakeholders' documented priorities and needs.

What are the deliverables?

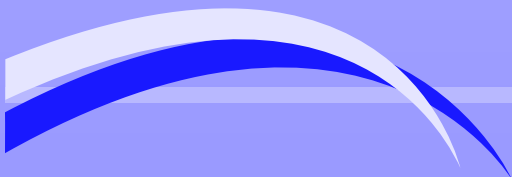
The complete strategic plan provides goals, objectives, outputs/outcomes, new initiatives, staff capacity building, revitalized efforts to combat poverty, a clearer direction of priorities, more extensive partnership involvement, a renewed focus on long-term outcomes, and a reflective, thoughtfully considered, results oriented planned process for achieving cohesive, comprehensive, and dynamic ways to assist individuals, families, the agency and the community to address the fundamental core issues: the reduction of poverty in Webb County; the revitalization of our low-income communities; and empowerment of the low-income residents of Webb County to become more self-sufficient. This plan will create a pathway for methodical achievement and systematic, measured approaches in addressing the current needs of the community's eligible clientele.

Mandates

The strategic planning process was conducted in compliance with all federal and state mandates. The Webb County Community Action Agency (WCCAA) followed all available guidance resources in the development of its strategic plan. Specifically, the WCCAA followed guidance issued by the Texas Department of Housing and Community Affairs in its 2024 strategic plan guide. Additionally, the strategic plan outline was determined based on the structure of the Results Oriented Management Accountability (ROMA) system of national goals which envelops 3 primary areas with regard to poverty: Family, Agency, and Community Goals. By closely following this formulated, authorized process, the Planning Committee and

strategic plan process effectively collected the requisite information to successfully formulate goals, outcomes, and outputs to address reduction of poverty, revitalization of low-income communities, and empowerment of people with low incomes to become more self-sufficient.

<u>MANDATE</u>	SOURCE <i>(e.g. law, rule, policy, grant requirement, contract)</i>	IMPLICATIONS <i>(Effects on the organization and its services or programs for not meeting the mandate)</i>	EVALUATION CRITERIA <i>(Still Appropriate / Out of Date)</i>
Reduce poverty, revitalize low-income communities, empower low-income families	Community Services Block Grant (CSBG) Act – Federal Law	Loss of CSBG funding; inability to provide core social services or support strategic anti-poverty efforts	? Still Appropriate
Provide utility assistance to eligible low-income households	LIHEAP Regulations via TDHCA – Federal/State	Ineligibility for CEAP funds; service disruptions to vulnerable households	? Still Appropriate
Deliver energy and housing assistance to colonia and low-income residents	TDHCA Requirements & State Regulations	Loss of funding or non-compliance status; reduced access to home repair and self-sufficiency programs	? Still Appropriate
Operate safe, compliant rural transit service	TxDOT Program Requirements and Contracts	Suspension of transit services; risk of penalties and safety violations	? Still Appropriate
Provide nutritious meals to elderly individuals	Older Americans Act; HHS Nutrition Program Guidelines	Risk of non-compliance with nutrition and food safety standards; loss of Meals-on-Wheels funding	? Still Appropriate
Provide diapers and hygiene assistance to families in need	Moody Foundation Grant Requirements	Loss of private funding; reduced capacity to serve families with infants and young children	? Still Appropriate
Align with county governance, budgeting, and local service priorities	Webb County Commissioners Court Directives & Local Policies	Loss of local government support, facilities, and public trust	? Still Appropriate
Operate under agency mission, bylaws, and internal policies	Internal Governing Documents	Organizational dysfunction; mission drift; decreased accountability	? Still Appropriate



1. What do the mandates mean about our organization's purpose and mission?

These mandates affirm that the agency's purpose is deeply rooted in serving vulnerable and low-income populations by addressing core needs such as housing, nutrition, transportation, utility assistance, and basic care items like diapers. The mandates align directly with the agency's mission to promote access, independence, and self-sufficiency, and reinforce the responsibility to operate programs with accountability, equity, and measurable outcomes. They also underscore the importance of collaboration with federal, state, local, and private partners to advance community well-being.

2. Can any of the mandates be changed?

Most mandates tied to federal and state funding (CSBG, CEAP, TxDOT, Meals-on-Wheels) cannot be changed at the agency level, as they are defined by law, regulation, or contract. However, internal governing documents and local policies (such as those from the Commissioners Court or internal procedures) can be periodically reviewed and updated. Additionally, private foundation grant terms, such as those from the Moody Foundation, may offer flexibility through negotiation when applying or reporting.

3. Which mandates may need to be changed and why?

While none of the mandates are currently out of date, the internal governing documents (e.g., bylaws, board policies, internal procedures) may need to be reviewed for:

- Alignment with strategic goals
- Modernization of language
- Incorporation of equity-focused or data-driven practices

If any mandates prove too restrictive in addressing emerging community needs or integrating new technology, those would be candidates for change through formal amendment or negotiation with the governing body or funder.

4. What impacts do these mandates have on our future direction (considering implications on resources availability)?

The mandates shape the agency's program structure, funding streams, and service delivery models. While they provide stable funding and clear direction, they can also create limitations:

- Resource allocation must align with narrowly defined eligibility and reporting rules.
- Administrative capacity is stretched to meet various compliance, documentation, and audit requirements.
- The agency must pursue diversified funding and collaborative partnerships to maintain flexibility and sustainability.

In the future, these mandates may push the agency to:

- Expand its data systems and reporting infrastructure
- Enhance staff training and cross-program collaboration
- Strategically assess which services are most impactful and sustainable

Vision, Mission, & Core Values of WCCAA



Vision Statement

We envision a thriving Webb County where every individual has access to the resources, support, and opportunities needed to achieve their full potential. Our goal is to cultivate empowered communities that are resilient, inclusive, and united in the pursuit of lasting change. By fostering collaboration and breaking down barriers, we aspire to create a future where all residents can contribute to and benefit from a vibrant, equitable society.

Mission Statement

The Webb County Community Action Agency (WCCAA) is committed to enhancing the quality of life in our communities by providing vital services that promote access, independence, and self-sufficiency. Through programs like Advancing Communities, El Águila Rural Transit, Meals-on-Wheels, Social Services and our Self-Help Center, we empower individuals and families to overcome barriers and thrive. Our mission is to connect people with essential resources, support local organizations, and foster a more resilient and inclusive community for all.

Core Values

Empowerment: We believe in empowering individuals and families to take control of their lives and achieve self-sufficiency.

Community Collaboration: We value partnerships and collaboration—working together with local organizations and residents to address community needs.

Inclusivity: We are committed to creating an inclusive environment that respects and values diversity—ensuring that all voices are heard.

Integrity: We uphold the highest standards of integrity, transparency, and accountability in our programs and services.

Compassion: We approach our work with empathy and compassion— understanding the unique challenges faced by those we serve.

Sustainability: We strive for sustainable solutions that foster long-term stability and resilience within our communities.



ASSESSMENT OF SWOT

Strengths

- Experienced/qualified staff
- Excellent customer service ethos
- CDL Program facilitates participants and their families transitioning out of poverty.
- Diversified and committed advisory board
- Strong governing board
- Strategically located to better serve those in need
- Collaboration
- Organizational/financial capacity

Weaknesses

- Limited and uncertainty of funding
- Limited-service areas
- Limited grant opportunities
- Salary levels are not fully competitive
- Limited training availability
- Lack of program awareness/services
- Limited volunteers
- Insufficient funds for the great level of need in the community

Opportunities

- Increasing and meaningful engagement of volunteers
- Diversify grant funding sources
- Expanding partnerships with other local institutions/organizations
- Adding other needed services

Challenges

- External competition/duplication of services from other organizations
- Staff attrition due to competitive salaries by other organizations
- Clients' inability to adapt to increasing use of technology to access services
- Poor conditions of roadways/streets lead to damage of service vehicles
- Increasing lack of empathy by general population for clients' plight

Summary Assessment of Internal Factors

Topic	Issues	Sub-Issues	Options to take advantage of strengths & weakness or threats
FINANCIAL	Insufficient funds to meet great need in the community	Insufficient funding; cut-backs at all levels of government	Seek additional resources; leverage existing resources.
VOLUNTEERS	Lack of volunteers in the local community.	Lack of funds to staff to fully meet all needs; lack of consistent volunteering efforts.	Create volunteer program; promote the opportunities through referrals & social media; provide incentives/extrinsic motivation.
COMMUNICATIONS	Lack of program awareness.	The agency is not readily recognized by community members.	Attend coalitions, meetings, create special events to promote agency recognition; increase social media presence & convey messaging regarding available program services.
TRAINING	Staff requires training.	Staff turnover & new technology requires continuous training.	Establish bi-annual training; leverage local/state resources for training.

SUMMARY ASSESSMENT OF EXTERNAL FACTORS

Topic	Issues	Sub-Issues	Options to address the issue
SER-VICE/ INFO. SILOS	Communication/ coordination between organizations.	Lack of communication and/or coordination of services between community organizations.	Establish communication with organizations through phone calls, emails, site visits, special events. Enter into Memorandums of Understandings for partnerships; become involved in local existing coalitions.
NEGATIVE PERCEPTION	Lack of empathy for clients' plight.	Lack of messaging; current socio-cultural zeitgeist.	Building positive awareness/ messaging through social media and event programming.
WAGES	Competitive wages	The agency lacks competitive wages due to reduced funding & inflation.	Seek inclusion in wage study plan & propose wage increase.

GOALS BASED ON COMMUNITY NEEDS ASSESSMENT (CNA)

GOAL 1

Goal Type: Family

Goal: Assist individuals in obtaining a living-wage employment

Outputs:

SRV 1a- Vocational Training

SRV 1i- Job Search Coaching

SRV 1j- Resume Development

SRV 1k- Interview Skills Training

SRV 1l Job Referrals

SRV 1m- Job Placements

SRV 2cc- Home Visits

SRV 7a-Services Supporting Multiple Domains-Case Management

SRV 7b-Services Multiple Domains - Eligibility Determinations

SRV 7c- Services Multiple Domains - Referrals

SRV 7j- Services Multiple Domains - Identification Documents/Driver's Licenses

Outcomes:

FNPI 1b-Employment Outcomes-The number of unemployed adults who obtained employment (up to a living wage).

FNPI 1c-Employment Outcomes-The number of unemployed adults who obtained and maintained employment for at least 90 days (up to a living wage).

FNPI 1z.1-Employment Outcomes-The number of unduplicated persons who achieved

a household income above 125% transitioning to self-sufficiency.

FNPI 2h- The number of individuals who obtained a recognized credential, certificate, or degree relating to the achievement of educational or vocational skills.

FNPI 7a- The number of individuals who achieved one or more outcomes as identified by the National Performance Indicators in various domains.

Identified Needs from CNA: Employment

Planned Services and Activities Addressing Needs:

WCCAA Social Services Program will work closely with local community partners, such as South Texas Workforce, Laredo Motor Carriers Association, and private staffing agencies, to find employment for participants.



GOAL 2

Goal Type: Family

Goal: Assist clients in obtaining a recognized credential, certificate, or degree related to the achievement of educational and/or vocational skills.

Outputs:

SRV 1a- Vocational Training

SRV 1i- Job Search Coaching

SRV 1j- Resume Development

SRV 1k- Interview Skills Training

SRV 1l Job Referrals

SRV 1m- Job Placements

SRV 2z- Financial Literacy Education

SRV 2bb- Scholarships

SRV 2cc- Home Visits

SRV 7a-Services Supporting Multiple Domains-Case Management

SRV 7b-Services Multiple Domains - Eligibility Determinations

SRV 7c- Services Multiple Domains -Referrals

SRV 7j- Services Multiple Domains -Identification Documents/Driver's Licenses

Outcomes:

FNPI 2h- The number of individuals who obtained a recognized credential, certificate, or degree relating to the achievement of educational or vocational skills.

FNPI 7a- The number of individuals who achieved one or more outcomes as identified by the National Performance Indicators in various domains.

Identified Needs from CNA: Education

Planned Services and Activities Addressing Needs:

WCCAA Social Services Program will work closely with local community partners, such as South Texas Workforce Solutions, Laredo College, TAMIU, Literacy Volunteers Program and any other relevant agencies providing educational services in order to assist and refer participants to improve their educational & literacy skills.

GOAL 3

Goal Type: Community

Goal: Increase the number of safe and affordable housing units developed in our community.

Outputs:

STR 4b- New Affordable Single Unit Housing Creation

Outcomes:

CNPI 4a- Number of safe and affordable housing units developed in the identified community.

CNPI 4b- Number of safe and affordable housing units maintained and/or improved through WAP or other rehabilitation efforts in the identified community.

Identified Needs from CNA: Housing

Planned Services and Activities Addressing Needs:



GOAL 4

Goal Type: Family

Goal: Assist families obtaining emergency assistance and finding other resources within the community.

Outputs:

SRV 7a- Case Management

SRV 7b- Eligibility Determination

SRV 7c- Referrals

SRV 7d- Transportation Services (e.g. bus passes, bus transport, support for auto purchase or repair; including emergency services)

Outcomes:

FNPI 7a- The number of individuals who achieved one or more outcomes as identified by the National Performance Indicators in various domains.

Identified Needs from CNA: Support Services

Planned Services and Activities Addressing Needs:

WCCAA will continue to closely work with and add to its social service network and strengthen its network of coalition agencies. WCCAA will continue seeking grants to start/expand assistance for needed services that are currently non-existing or limited in scope.



GOAL 5

Goal Type: Community

Goal: Increase the number of accessible and affordable physical health assets or resources created in our community.

Outputs:

STR 5f- Nutrition Education Collaborative

STR 5n- Other Health and Social/ Behavioral Development Strategies

Outcomes:

CNPI5a- Number of accessible and affordable physical health assets or resources created in the identified community.

CNPI 5b- Number of accessible and affordable behavioral and mental health assets or resources created in the identified community.

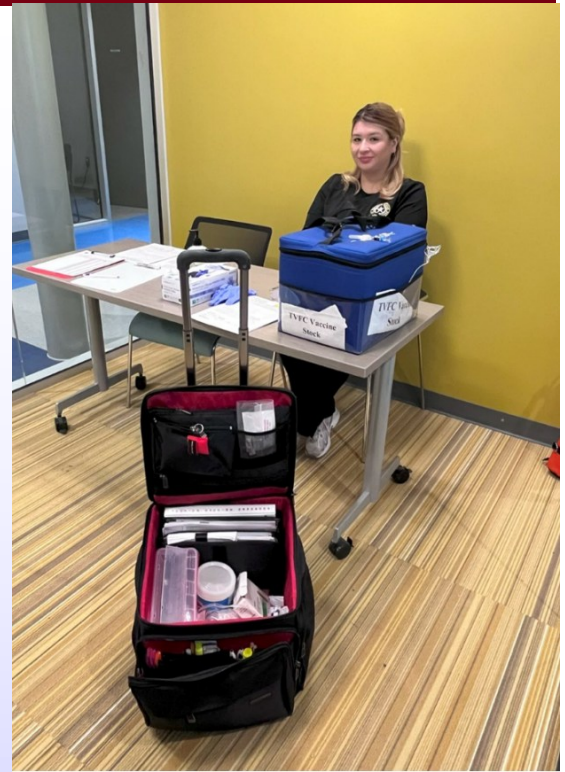
CNPI 5d- Number of accessible and affordable healthy food resources created in the identified community.

Identified Needs from CNA: Health/ Behavioral Development

Planned Services and Activities Addressing Needs:

WCCAA will be active in promoting physical and mental health activities and nutrition in conjunction with its Meals-on-Wheels Program as well as with other partner agencies, such as

the Webb County Health Department, Texas A&M AgriLife, South Texas Food Bank, Border Region, Gateway Community Health Center, Driscoll Health Clinic and other relevant local organizations. WCCAA will continue to develop partnerships with these and other public and non-profit agencies to increase family/mental health services in Webb County.



NEXT STEP

The Webb County Community Action Agency (WCCAA) Strategic Plan will be available through Webb County's website for everyone to access. The official implementation date the Strategic Plan is set for **October 1, 2026**.

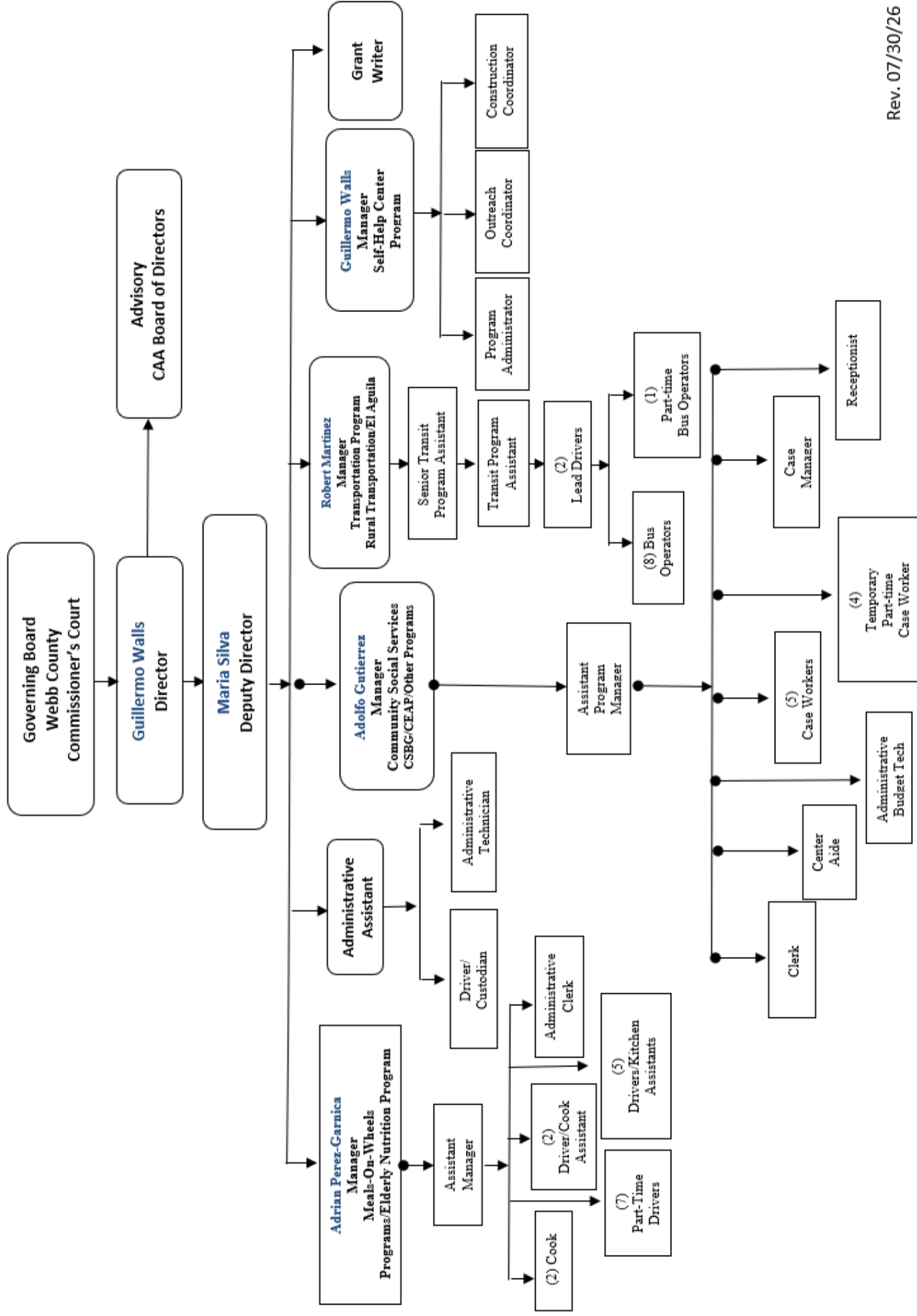
The WCCAA's Director, Deputy Director, Program Managers, and staff have developed action plans for each goal to layout specific activities to be implemented in order to assure goals are attained and also to maintain accountability for all responsible parties. The Director, Deputy Director, and Program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

APPENDIX

Organizational Chart

Maps of Webb County

2026-2027 Webb County Community Action Agency Organizational Chart





LOCATION MAP

WEBB COUNTY FACTS AND FIGURES

- Geographic Areas: 3,357 sq miles
- 6th Largest County in the State of Texas
- County Seat: City of Laredo
- Established: 1848
- Population: 267,114 (2020 Census)

INCORPORATED AREAS

- Laredo Population: 255,205
- Rio Bravo Population: 4,450
- El Cenizo Population: 2,540
- US CENSUS 2020 POPULATION

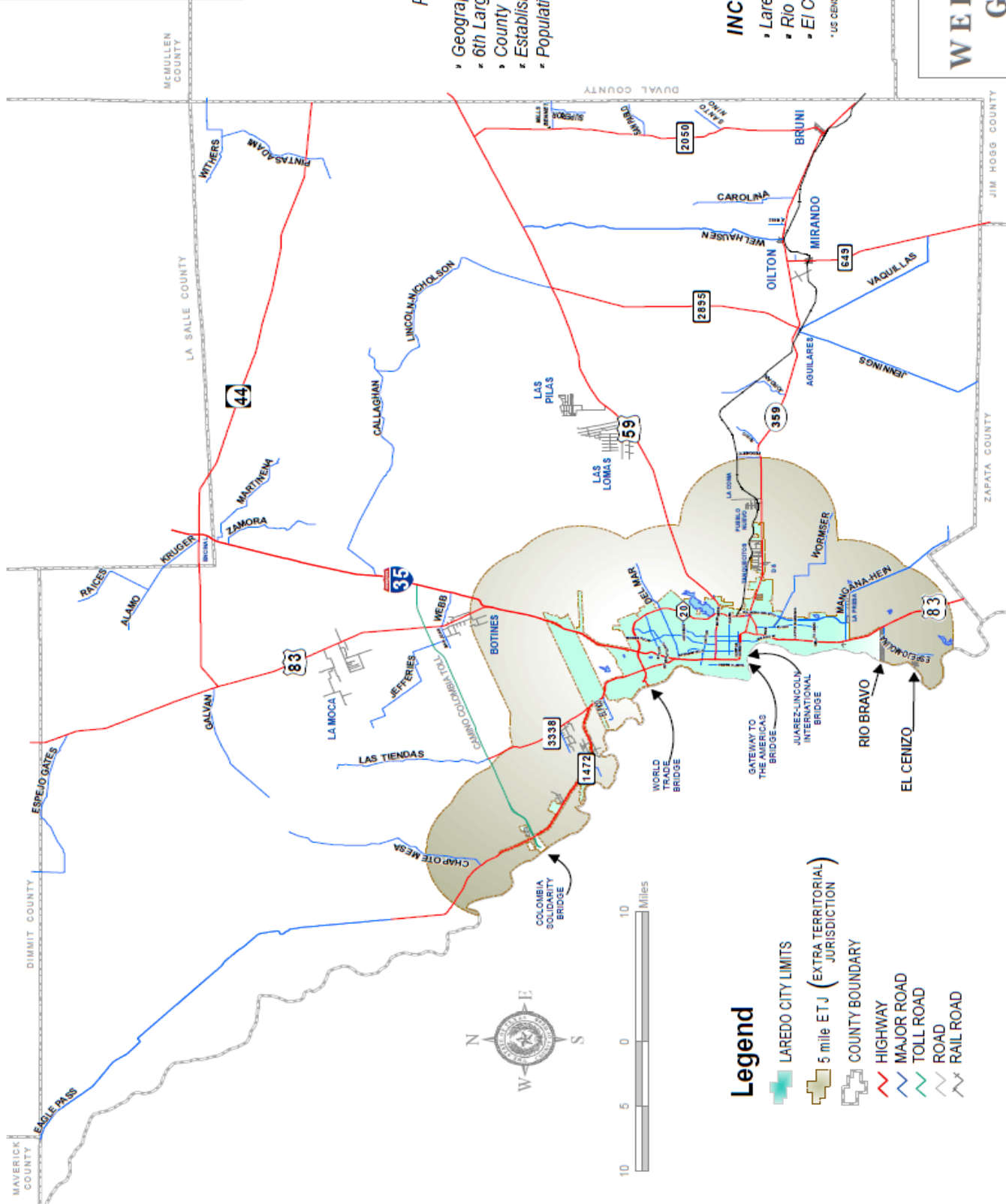
WEBB COUNTY GENERAL INFORMATION MAP

SECTION #
2.1

MAPBOOK WEBB COUNTY, TEXAS



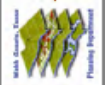
Webb County makes no representation or warranties regarding the accuracy or completeness of the information displayed on this map or the data from which it is prepared. This map is not intended for navigation purposes and does not represent a legal or official boundary. The user assumes all responsibility for the use of this map. Webb County, Texas, is a county in the state of Texas. It is located in the southwestern part of the state. It is bordered by Brewster, El Paso, and Chisos counties to the west, and Kinney, Brewster, and El Paso counties to the south. It is also bordered by the Mexican state of Coahuila de Zaragoza to the south. The county seat is Laredo. The population of Webb County in 2020 was 267,114. The area of Webb County is 3,357 square miles. Webb County was established in 1848. It is named after James Webb, a prominent citizen of the county. The county is known for its agriculture, particularly cotton and sugarcane. It is also known for its history, particularly its role in the Mexican Revolution. Webb County is a diverse county with a rich cultural heritage. It is a county that is proud of its past and its future. Webb County is a county that is committed to the well-being of its citizens. Webb County is a county that is committed to the future of Texas. Webb County is a county that is committed to the future of America.



Legend

- LAREDO CITY LIMITS
- 5 mile ETJ (EXTRA TERRITORIAL JURISDICTION)
- COUNTY BOUNDARY
- HIGHWAY
- MAJOR ROAD
- TOLL ROAD
- ROAD
- RAILROAD

drawn by: Webb County Planning Department
FILE NAME: S:\MAPPING\Book_Maps
DATE: 2025



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