



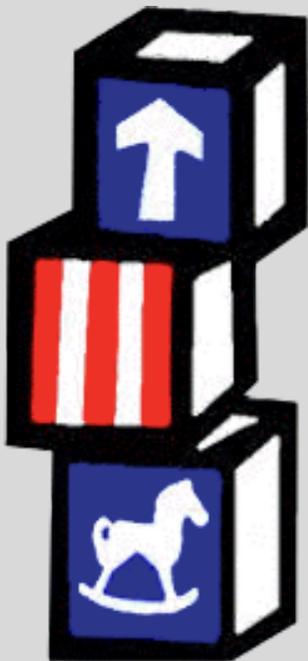
UNION COUNTY COMMUNITY ACTION, INC.

ANNUAL REPORT

2021-2022

about us

Union County Community Action, Inc. (UCCA) is a private, non-profit corporation with the mission to provide pathways for individuals to achieve economic self-sufficiency through the provision of services, advocacy, and community partnerships. UCCA was established on January 6th, 1966 as a part of a national network of Community Action Agencies. UCCA's agency leaders promote economic self-sufficiency by identifying community needs, creating public awareness, and utilizing resources within each population served. With 57 years to build upon, UCCA thrives on its mission to service the children and families of Union, Anson, and Richmond counties.



NC DEPARTMENT OF
HEALTH AND
HUMAN SERVICES



service area



Union County Community Action, Inc.'s Head Start and Early Head Start programs span a three county service area to provide comprehensive early childhood education and development services to children and pregnant mothers in Union, Anson, and Richmond counties. Richmond County is the smallest county in operation in terms of geographic size and, like Anson, is classified as rural. Union County is by far the largest county based on population size. According to the 2020 Decennial Census, nearly 240,000 people reside in Union County, Richmond County has a population of almost 43,000, and Anson County's population is around 22,000.

In Union County, UCCA operates its CSBG (PROPEL) programs, which provide low-income families with the resources to become self-sufficient, resulting in stable incomes and housing for the families and children within the country.

agency leadership

UCCA's Board of Directors consists of fifteen volunteer members and features a tripartite structure. One third of our Board represents the low-income target areas we serve. These members are selected at community meetings held in designated low-income areas and serve two year terms. Another third represents the public sector, whose members are appointed through direct representation from each of the Union County Board of Commissioners. Each member of the public sector serves a term concurrent to the public official's term of office. The remaining third of the Board represents the private sector, and are recommended by organizations within Union County and serve a three-year term.

2021-22 Board of Directors

David M. Broome, *Chairman*
Deborah Byrum, *Vice Chairperson*
Neutricia Rushing, *Secretary*
Matthew DeForrest, *Treasurer*
Tetra N. Hailey
Grady Burns
Kimberly Morrison-Hansley
Brownie Irving
Angelia James
Sharleen Sawyer
Sheila Craig

2021-22 Policy Council

Quanasia Roundtree
Natasha Lawrence
Sheena Smith
Naomi Ray
Lawandra Ingram
Shaquina Dawkins
Shanyel Shaw
Crystal David
Tihesha Clark
Alicia Kersey
Mackenzie McCracken
Destinee Blakeney
Sheila Craig
Renne Huntley
Laura Velazquez
Lina Cortes
Kimberly Stafford

agency leadership

Jenny R. McGuirt, *Executive Director*

Shanode Williams, *Director of Children and Family Services*

Beth Leonard, *Director of Finance*

Eric Faulkner, *Director of Human Resources*

Dariann Martinez, *Director of Employment and Training*

Darren Cole, *Director of Information Technology*

Management Team

Terance Hornes, *Child Development Manager*

Kishi Tillman, *Family Service Manager*

Kimberly Jenkins, *Disability and Mental Health Specialist*

Raven Moore, *Health and Nutrition Specialist*

Jean Douglas, *Site Manager*

Jeanette Smith, *Site Manager*

Taylor Reed, *Site Manager*

Johnnie Reed, *Assistant Site Manager*

Kristen Sutton, *Contract Administrator*

Kayla Post, *Human Resources Associate*

Monthy Velasquez, *Administrative Assistant*

Lisa Sutherland, *Administrative Assistant*

Wayne Rentsch, *Accountant*

head start / early head start

Union County Community Action's Head Start (HS) and Early Head Start (EHS) programs provide high-quality early childhood education and developmental services to eligible children and their families. UCCA's HS/EHS programs have lower teacher-to-child ratios than other childcare centers. Additionally, UCCA's policy requires that two teachers be with the children at all times, resulting in more one-on-one instruction to increase school readiness. Age-appropriate education curriculum is key to developing the competencies necessary for children to build upon for the future. The age-appropriate curriculum utilized by UCCA is Creative Curriculum.

Parents and guardians receive case management services and work with UCCA staff to develop, plan, and achieve personal, financial, educational, and/or employment goals. UCCA promotes early childhood development by employing multiple socialization methods and promoting parental involvement. These elements have had a direct correlation on the children's educational success.



A parent engagement activity for our Early Head Start children at Fayetteville Street.

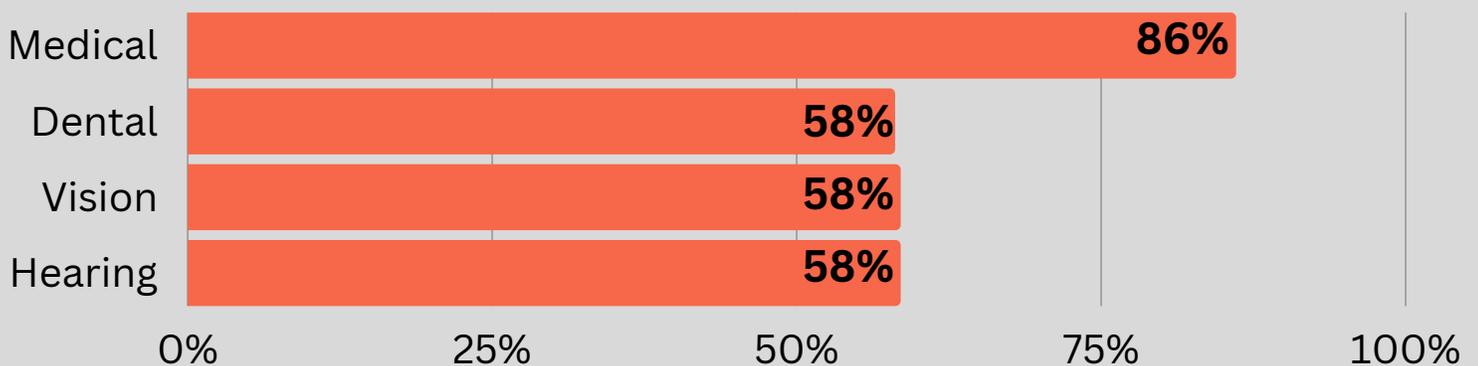


Children learned about recycling by singing songs with their teacher and dancing with boxes.

comprehensive services

Research shows that early childhood learning habits and outcomes are a large predictor of academic success in later life. Children who are prepared for kindergarten have a higher chance of succeeding academically in the future, and the strategies implemented by Head Start (HS) and Early Head Start (EHS) have proven to do just that. Studies demonstrate that participating in a HS/EHS program makes a lasting impact on children's educational attainment, including increased high school graduation rates, higher rates of secondary educational attainment, and decreased likelihood of criminal behavior. HS/EHS not only supports future economic stability for Union, Anson, and Richmond counties by preparing children for future academic and economic success, but it also supports current economic growth through the services we provide to parents. Parents and guardians receive case management services and work with UCCA staff to develop, plan, and achieve personal, financial, education, and/or employment goals. Head Start is proven to increase overall family stability and self-sufficiency and to enhance parents' educational attainment levels, employment, and income.

UCCA staff are evaluated on the quality of the learning environment through annual ITERS/ECERS and CLASS assessments. In addition to providing comprehensive services to our children and families, our HS/EHS program provides children and families with medical, dental, developmental, and nutritional services. Each child enrolled in HS/EHS Center based programs receives two meals and a snack each day. All children are provided with hearing, vision, and dental screenings, and comprehensive developmental assessments and assistance securing follow-up services for identified developmental delays and/or disabilities. Furthermore, parents/guardians also receive case management services and work with UCCA staff to develop, plan, and achieve personal, financial, educational, and/or employment goals.



family engagement

Head Start provides parents with support and opportunities for growth, so that families can identify their own strengths, needs, and interests that foster development. The objective of family engagement is to support parents as they identify and meet their own goals, nurture the development of their children in the context of their family and culture, and advocate for communities that are supportive of children and families of all cultures. Building a foundation with trusting, collaborative relationships between parents and staff allows them to share and learn from one another. Head Start serves families within the context of the community, and recognized that many other agencies and groups work with the same families.

UCCA has monthly activities to support positive parent/child relationships and strengthen partnerships with parents to support school readiness goals. This includes monthly classroom activities that allow parents to be on-site with their children. UCCA also hosts monthly parent meetings to offer educational materials and resources that link families to other agencies that provide services to families in need.

UCCA's Family Services staff utilize the Nurturing Parenting program curriculum and Triple P (Power of Positive Parenting) when working with families. These programs ensure families are individualized, provide positive parenting practices, identify priorities within the family unit, build social connections, and use informal resources to meet needs. This approach also trains staff to teach families how to be critical thinkers, set priorities, and create a plan of action which includes tracking their progress as they work towards their goals.



23 UCCA staff members were current or former Head Start/Early Head Start parents



116 parents volunteered at UCCA



28 father figures were involved in family goal setting

mental health / disability services

The Division of Children and Family Services utilizes a contracted licensed mental health consultant to aid in identifying any potential mental health and/or behavioral issues affecting our Head Start and Early Head Start children. UCCA staff and consultants perform classroom observations to analyze, then provide feedback to parents to determine any potential behavioral /mental health issues.

Due to a significant decrease in enrollment caused by the COVID-19 pandemic, UCCA requested a disability waiver for the 2021-2022 program year. Our agency was just shy of the 10% requirement, with 9.3% percent (out of funded enrollment) of our children having a disability. Our agency received approval on our disability waiver for the program year and continues to increase recruitment efforts for children who can benefit from our disability services.

Most of the children that UCCA enrolls are not diagnosed until after enrollment, which is understandably correlated with the lack of resources associated with families of lower socioeconomic status. Our Early Intervention and Local Education Agency (LEA) teams often diagnose and provide resources after the initial screenings at the beginning of the school year. To increase disability enrollment, UCCA plans to attend more community recruitment events and work with our local LEA team on new disability patterns in our community. Additionally, UCCA will continue to work with CDSA as a means for screenings and other early intervention methods.



**100% of UCCA's disabled /
special needs children
received therapy services to
enhance their abilities**



**44 children and toddlers had an
Individualized Education Plan
(IEP) or Individualized Family
Service Plan (IFSP)**

health & nutrition services

To foster healthy development in our children, Union County Community Action, Inc. provides health services as a part of our program's comprehensive early education services. Each child receives annual health screenings that screen for health conditions, including vision impairments, hearing impairments, dental health, hematocrit levels, and lead levels. All children receive a hearing & vision screening within 45 days of enrollment and a dental screening within 90 days of enrollment.

UCCA also provides nutrition services to our Head Start / Early Head Start children. Each day, children are served two meals and a snack. These meals are carefully curated by a registered dietician who follows early childhood USDA food pyramid guidelines. Nutrition education activities are provided both in the classroom and at home visits. Parents are also included in some of these educational discussions. Additionally, all children enrolled in our center-based program receive 30-60 minutes of planned physical activity and are educated on the importance of daily exercise.



health & nutrition services

To comply with the Head Start Performance Standards, UCCA keeps a Health and Nutrition Specialist on staff, who works directly with a contracted licensed nutritionist to develop a six week rotational menu. This menu is designed to meet all daily nutrition requirements for children ages 1-5. The health and nutrition component of our Head Start and Early Head Start programs also identifies and considers children with special and/or restricted diets. Our Richmond and Union County children are provided nutritious meals on-site from our commercial kitchens. Children in Anson County receive meals and snacks prepared by Anson County Schools. Below is an example of one of UCCA's menus for Union and Richmond County, from January 2022.

JANUARY 2022 MENU					UCCA Head Start/ Early Head Start Union & Richmond Counties																																																																				
Breakfast, Lunch, & Snack					This institution is an equal opportunity provider.																																																																				
Monday	Tuesday	Wednesday	Thursday	Friday																																																																					
NO SCHOOL – Winter Break 3	NO SCHOOL – Winter Break 4	B: Milk*, Crispy Rice Cereal, Diced Peaches L: Milk*, Beef Ravioli, Green Beans, Applesauce S: Assorted 100% Fruit Juice ⁸ , Mini Cheddar Rice Cakes 5	B: Milk*, Turkey Sausage on WG Biscuit, Diced Strawberries L: Milk*, WG Grilled Chicken Wrap, Chateau Vegetable Blend ⁹ , Diced Pears S: Assorted 100% Fruit Juice ⁸ , Animal Crackers 6	B: Milk*, Assorted WG Muffin ⁹ , Pineapple Tidbits L: Milk*, Chicken Nuggets, Baked Fries, Tropical Fruit ² S: Assorted 100% Fruit Juice ⁸ , Cheez-its 7																																																																					
B: Milk*, WG Cheerios Cereal, Mixed Fruit ¹ L: Milk*, WG Cheese Quesadilla, Black Beans, Mandarin Oranges S: Assorted 100% Fruit Juice ⁸ , Assorted Yoplait Yogurt ⁷ 10	B: Milk*, Oatmeal, Banana L: Milk*, Baked Chicken Drumstick, Mac & Cheese, Broccoli, Diced Peaches S: Assorted 100% Fruit Juice ⁸ , Graham Bug Bites 11	B: Milk*, WG Turkey Sausage Breakfast Pizza, Applesauce L: Milk*, WG Tuna Sandwich, Winter Vegetable Blend ⁹ , Diced Strawberries S: Assorted 100% Fruit Juice ⁸ , WG Goldfish 12	B: Milk*, WG Mini Maple Pancake w/ Syrup, Diced Pears L: Milk*, Beef Meatballs & Noodles, Lima Beans, Pineapple Tidbits S: Assorted 100% Fruit Juice ⁸ , Saltine Crackers & Cheese Slices 13	B: Milk*, WG Bagel w/ Cream Cheese or Jelly, Tropical Fruit ² L: Milk*, Sloppy Joe on WG Bun, Baked Tater Tots, Mixed Fruit ¹ S: Assorted 100% Fruit Juice ⁸ , WG Cheddar Chex Mix 14																																																																					
NO SCHOOL – Holiday 17	B: Milk*, Assorted WG Muffin, Mandarin Oranges L: Milk*, Fish Sticks, Diced Carrots & Peas, Banana S: Assorted 100% Fruit Juice ⁸ , Cheez-its 18	Early Release Day B: Milk*, Chicken Patty on WG Biscuit, Diced Peaches L: Milk*, WG Turkey & Cheese Sandwich, Baked Potato Wedges, Applesauce 19	B: Milk*, Crispy Rice Cereal, Diced Strawberries L: Milk*, Spaghetti w/ Meat Sauce, Garden Salad w/ Assorted Salad Dressing ¹⁰ , Diced Pears S: Assorted 100% Fruit Juice ⁸ , Animal Crackers 20	B: Milk*, Turkey Sausage Patty, Grits, Pineapple Tidbits L: Milk*, Chicken Patty on WG Bun, California Vegetable Blend, Tropical Fruit ² S: Assorted 100% Fruit Juice ⁸ , WG Strawberry Yogurt Chex Mix 21																																																																					
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WG = Whole Grain | Substitutions are made as needed for diet requests/restrictions or allergies. | *Unflavored whole milk for 1-year olds, unflavored 1% milk for ages 2-5 years. Lactose-free milk and non-dairy milk alternatives are available to those with allergies or restrictions. Cinnamon Toast Crunch Cereal⁸ = reduced sugar version | Mixed Fruit¹: pineapple, pears, peaches | Tropical Fruit²: papaya, pineapple, guava | Capri Vegetable Blend⁹: carrots, yellow squash, zucchini, green beans | California Vegetable Blend⁹: broccoli, cauliflower, & carrots | Winter Vegetable Blend⁹: cauliflower, broccoli | Chateau Vegetable Blend⁹: broccoli, carrots, cauliflower, yellow squash, zucchini | Assorted Yoplait Yogurt⁷: raspberry or peach | Assorted 100% Fruit Juice⁸: apple, grape, or orange | Assorted WG Muffin⁹: apple cinnamon or blueberry | Assorted Salad Dressing¹⁰: ranch, honey mustard, Italian

*Menu is subject to change according to availability of products *

school readiness



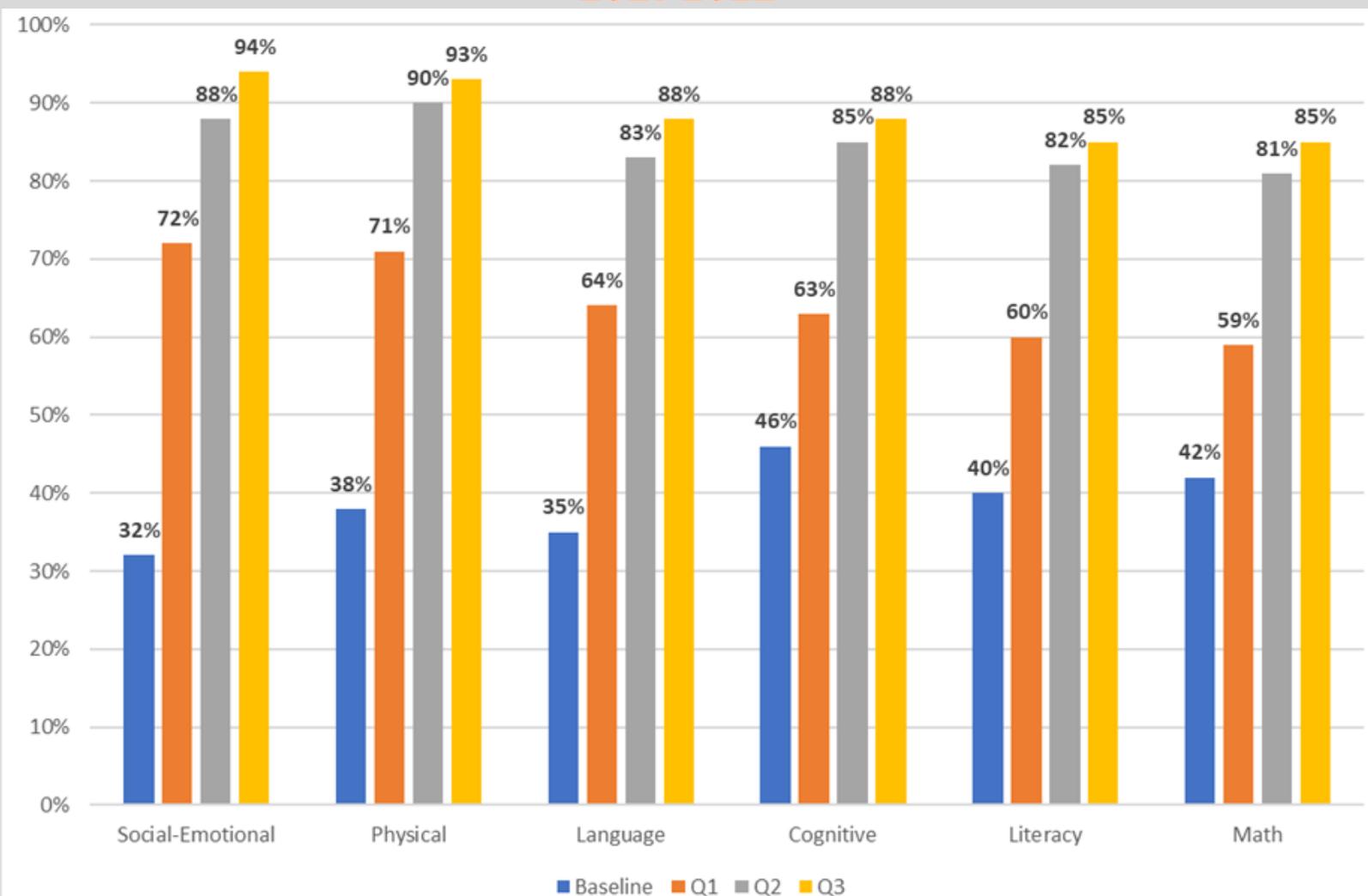
Union County Community Action, Inc. utilizes several methods to ensure our Head Start children are prepared for kindergarten. Throughout the course of the school year:

- **UCCA's Head Start and Early Head Start programs establish working relationships with local school districts so that children are able to receive customized transition plans.**
- **UCCA's Head Start staff utilize goals that are established on the School Readiness Plan to support children and their families with activities to prepare them for kindergarten. Staff also complete a transition form, and keep families involved in the process.**
- **Head Start teachers conduct home visits and parent/teacher conferences to review the child's progress and discuss how this progress will prepare the child for kindergarten.**
- **UCCA teachers incorporate books and lessons related to kindergarten transition.**
- **UCCA Case Managers provide a Transition Workshop that outlines the educational expectations of children entering kindergarten. Handouts on kindergarten curriculum are provided to parents.**
- **UCCA Site Managers coordinate field trips to local kindergarten classrooms, so parents and children can gain familiarity with their local school district and school staff.**
- **Case Managers and teachers assist parents with kindergarten registration.**
- **Head Start staff provide the school district and families with a copy of the child's developmental progress (as it pertains to the developmental continuum). This includes birth certificates, immunization records and any other documentation that helps families enroll their child into Kindergarten.**

school readiness

A primary component of the comprehensive services provided by our Head Start and Early Head Start programs is education services which include a structured learning environment, lesson plans, and quarterly child assessments relating to progress toward widely held, age-appropriate developmental expectations. To measure program outcomes in HS/EHS, UCCA uses Teaching Strategies GOLD (TSG), an observation-based assessment documentation system used by Head Start programs nationwide. TSG is specifically designed to assess children 0-5 years old and can be used for all children, including children who have disabilities or are English-language learners. Our teachers track children's progress by conducting three observation-based assessments throughout the program year, including once at the beginning, middle, and end of the year. Teachers enter their data into TSG, enabling us to track learning progress and outcomes for every child enrolled in our programs. Our staff are also evaluated on the quality of the learning environment through annual ITERS/ECERS and CLASS assessments. In addition to providing comprehensive services to our children and families, our HS/EHS program provides children and families with medical, dental, developmental, and nutritional services. Each child enrolled in HS/EHS Center based programs receives two meals and a snack each day. All children are provided with hearing, vision, and dental screenings, and comprehensive developmental assessments and assistance securing follow-up services for identified developmental delays and/or disabilities. Furthermore, parents/guardians also receive case management services and work with UCCA staff to develop, plan, and achieve personal, financial, educational, and/or employment goals.

Percent of Children Meeting or Exceeding Widely Held Expectations 2021-2022



During the 2021-22 program year...

62%

was the average monthly enrollment (as a percentage of funded enrollment)

77%

of eligible children were served



10 UCCA families experiencing homelessness were served



423 families were served



393 single-parent families received services



472 children were served

community services block grant

Union County Community Action, Inc. operates the Community Services Block Grant (CSBG) in Union County. This program is designed to promote economic self-sufficiency for economically disadvantaged working adults living in poverty through the operation of case management services, financial assistance, educational workshops, and access to an extensive referral network of non-profit and human services agencies. Our case managers assess each CSBG participant's needs and develop individualized action plans that outline short and long-term goals related to achieving self-sufficiency. Then, case managers evaluate progress by conducting follow-up meetings and home visits. Financial assistance is only provided through this program when it directly contributes to the achievement of self-sufficiency. Participants also attend educational workshops focusing on a variety of topics, such as budgeting, credit counseling, and nutrition,

According to survey results from the 2021 Community Needs Survey, the causes of poverty identified in the UCCA service area included low wages, lack of safe and affordable housing, and unjust economic and structural systems. Data gathered during the assessment revealed that the high rates of population growth in the area, as well as the impact of the COVID-19 pandemic, also contributed to many of the needs identified in the area. Additionally, survey results indicated that the barriers families most often face are an unawareness of existing services and a lack of transportation to access services. Overall, the assessment identified significant needs in the areas of Housing, Employment, Health & Wellness, Transportation, and Childcare.



PROPEL

Professional Readiness Opportunities for People Engaged in Learning



The PROPEL program has provided comprehensive and intensive coaching services to promote economic security and self-sufficiency with families who are working towards educational and employment goals. This has been done by assessing the needs of the family, setting goals, and developing individualized action plans that are conducive to their overall success. Participants receive employment support on an as-needed basis, weekly educational support, and weekly coaching sessions to promote academic success, career development skills, and empowerment opportunities for personal development. These coaching workshops include topics such as Vision-Setting and Goal Planning, Financial Empowerment, Health and Wellness, Stress Management and Self-Care Practices, Time and Energy Management, Developing Effective Study Skills, Communicating with Professors, Resume Building, Interviewing Skills, Networking, Navigating the Hiring Process, and Professionalism in the Workplace. These workshops equip participants with the necessary tools for success and empower them with the knowledge and self-confidence to utilize the tools in ways that help them overcome common barriers and accomplish their goals. Additionally, Success Coaches help participants identify, connect with, and navigate the various community resources in the area through the agency's referral network of community partners. By maintaining a close working relationship with community partners, we can connect participants with the most useful and beneficial resources for their needs and avoid duplicating services.

LIFT

A Community Action CARES Initiative

Union County Community Action's CARES initiative program provided financial assistance to low-income families within our community who were financially impacted during the COVID-19 Pandemic. Case managers conducted needs assessments to determine the areas in which participants were in need of emergency assistance, and collaborated with an extensive network of non-profit and human services agencies to provide financial stability to participants. Services included emergency rental, mortgage and utility assistance, and employment supports in the form of child care and transportation assistance. Our program was the only one Union County providing mortgage assistance and we were able to help homeowners from facing foreclosure.

46 families received utility assistance (including gas, electricity, internet, and water)



92 families received emergency assistance to prevent eviction, foreclosure, or disconnection



55 families maintained stable housing



Partnered with Union County Crisis Assistance Ministry, Union County Department of Human Services, the Community Shelter of Union County, and Common Heart



33 families received education and employment support with tuition, transportation, training programs, childcare, resume development, and uniforms

compliance

Office of Head Start Monitoring Review

From February 10th, 2019 to February 15th, 2019, the Administration for Children and Families (ACF) conducted a Focus Area Two (FA2) monitoring review of the UCCA Head Start and Early Head Start programs. The Federal Review team reporting no findings against UCCA. The Program Performance Summary Report issued by the Office of Head Start states that UCCA's Head Start and Early Head Start Programs meet the requirements of all applicable Head Start Program Performance Standards, laws, regulations, and policy requirements.

CLASS Review

From March 4th to March 8th, 2019, the Office of Head Start conducted an onsite CLASS® review of the UCCA Head Start program. CLASS® is a valid and reliable research-based observational instrument that assesses classroom quality, including multiple dimensions of teacher-child interactions that are linked to positive child outcomes and later achievement. CLASS® assesses interactions between children and teachers in three broad domains of classroom quality: Emotional Support, Classroom Organization, and Instructional Support. The domains of quality measured by CLASS® remain central to the Office of Head Start's approach to child development and education, and serve as important indicators of the future school readiness of children enrolled in Head Start. UCCA's 2019 CLASS® review scores surpassed the national average for all 3 domains and all 10 dimensions.

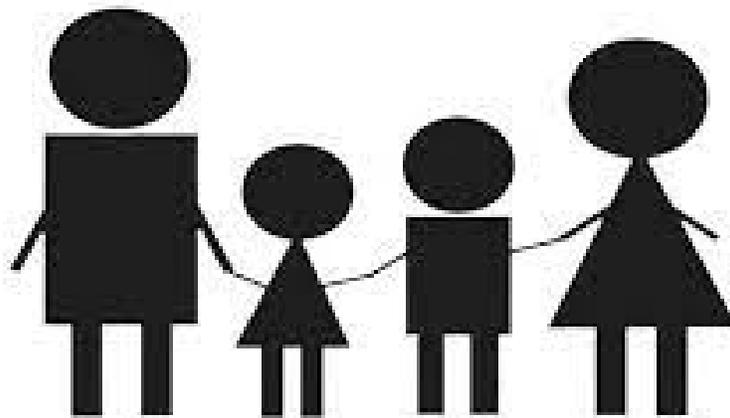
Annual Financial Audit

During the most recent comprehensive Financial Audit for the Fiscal Year ending September 30th, 2021, Mauldin and Jenkins CPAs qualified UCCA as a "low-risk auditee." A copy of our full Financial Audit for Fiscal Year ending September 30th, 2021 is available on our website.

budget

Head Start/Early Head Start Budgets				
<i>(unaudited)</i>	Head Start	Early Head Start		ARP/CRRSA
Revenue	2022-2023 (Projected)	2021-2022 (Actual)	2022-2023 (Projected)	2022-2023 (Projected)
Federal	\$ 4,602,307.00	\$ 1,963,978.00	\$ 2,042,787.00	\$ 853,557.00
Non-Federal	\$ 1,150,577.00	\$ 7,008.00	\$ 510,737.00	\$ -
Total Revenue	\$ 5,752,884.00	\$ 1,970,986.00	\$ 2,553,524.00	\$ 853,557.00
Expenditures	2022-2023 (Projected)	2021-2022 (Actual)	2022-2023 (Projected)	2022-2023 (Projected)
Personnel	\$ 2,665,882.00	\$ 982,573.00	\$ 1,133,689.00	\$ 213,600.00
Fringe Benefits	\$ 865,816.00	\$ 283,935.00	\$ 387,633.00	\$ 36,365.00
Travel	\$ 6,245.00	\$ 852.00	\$ -	\$ -
Equipment	\$ -	\$ -	\$ -	\$ 389,783.00
Supplies	\$ 134,130.00	\$ 131,705.00	\$ 68,080.00	\$ 22,500.00
Contractual	\$ 86,150.00	\$ 40,441.00	\$ 316,451.00	\$ -
Construction	\$ -	\$ -	\$ -	\$ -
Other	\$ 1,555,767.00	\$ 324,311.00	\$ 452,880.00	\$ 146,861.00
Indirect Costs	\$ 438,894.00	\$ 231,136.00	\$ 194,791.00	\$ 44,448.00
Total Expenditures	\$ 5,752,884.00	\$ 1,994,953.00	\$ 2,553,524.00	\$ 853,557.00

2021-2022 Agency Wide Revenues	
Program Revenue	Amount
Union County - Local Cash	\$ 69,263.00
Richmond County - Local Cash	\$ 16,740.00
Richmond County - In-Kind Rent	\$ 36,259.00
Anson County - In-Kind Rent	\$ 206,294.00
City of Monroe - Local Cash	\$ 25,000.00
City of Monroe - In-Kind Rent	\$ 746,902.00
City of Monroe - In-Kind Utilities	\$ 3,725.00
Community Services Block Grant	\$ 353,133.00
Head Start / Early Head Start	\$ 5,449,393.00
Child and Adult Food Care Program - Reimbursement	\$ 289,893.00
NC Pre-K (Anson and Richmond Counties)	\$ 564,840.00
Child Care Star Enhancement	\$ 8,400.00
FCC, Schools & Libraries Program ("E-Rate")	\$ 21,422.00



Union County
Community Action, Inc.

**UNION COUNTY COMMUNITY ACTION, INC.
1401-H WEST ROOSEVELT BLVD.
MONROE, NC 28110
704-283-7583
WWW.UCCAINC.ORG**