



## Community Action Inc. of Central Texas Strategic Plan 2024 – 2029

***The vision of Community Action is to be the lead collaborative agency empowering people for self-sufficiency and wellness to end poverty in Central Texas.***

**Community Action's mission is helping Central Texans improve their economic self-reliance through a wide range of services and community partnerships.**

### Introduction

Community Action, Inc. of Central Texas (CAICT) was established in 1965 to address the needs of the area's low-income population and now has grown into a multi-faceted social services organization that provides a wide range of services to residents of 13 counties primarily surrounding Travis County in Central Texas. Over the last 50 years, Community Action has developed into a leader in the community to address the reduction of poverty, the revitalization of low-income communities, and the empowerment of people with low incomes to become self-sufficient. This accomplishment would not be possible without accurate needs assessments including customer satisfaction input, careful planning and intentional goal-setting that a strategic plan provides.

Required by Texas Department of Housing and Community Affairs (TDHCA), the purpose of the strategic plan is to provide a clear picture of where the organization aims to be in five years, aligning its efforts and resources toward a common destination. The plan establishes SMART (specific, measurable, attainable, realistic, and timely) goals that offer a sense of direction and purpose, guiding decision-making, resource allocation, and the development of new community partnerships. Furthermore, the strategic plan helps the Agency stay accountable by providing a measurement for evaluating progress while, at the same time, ensuring that the focus is on the most important and impactful projects.

CAICT uses the Results-Oriented Management and Accountability (ROMA) performance-based approach to ensure the needs of our community are appropriately met with real outcomes and results that make a true difference in those we serve. As a continuous improvement model required by TDHCA, the ROMA cycle consists of five stages including assessing, planning, implementing, monitoring, and evaluating for successful outcomes. Following the ROMA cycle, our strategic plan is based on our latest community needs assessment and several other assessments including customer satisfaction input, agency staff surveys, and risk assessment surveys.

In order to ensure maximum feasible participation by the low-income individuals and families we serve, our Agency prioritized the collection of

customer satisfaction data and customer input from low-income residents as a part of our community needs assessment and used the data to inform the strategic plan. Low-income residents were identified and invited through CAICT's pre-existing client base as well as through outreach to community partners who serve low income residents in our service region. Over 17% of the respondents of the community needs assessment were current low-income customers. (See breakdown of survey respondents in appendix A). The community needs assessment resulted in CAICT identifying the following 6 major needs for our service area:

1. Employment Needs: Assistance finding work that pays enough to support a family
2. Housing Needs: Access to Affordable Housing
3. Medical Needs: Access to affordable health & dental care
4. Medical Needs: Counseling Services for Adults (mental health and well-being)
5. Housing Needs: Assistance Paying Utility Bills
6. Housing Needs: Assistance Paying Rent

To the extent possible, CAICT developed community, agency, and family goals to address each of these 6 needs in the strategic plan. For those needs that we currently do not have services to provide, community goals were developed as we will work together with our community partners in an assisting role to meet those needs.

Customer satisfaction data collected from each of our 8 programs was also used to inform our strategic planning goals. (See customer satisfaction surveys in appendix B). Each CAICT program collects data from current clients at least annually to identify what is working and what needs to be improved. The customer satisfaction survey questions include topics such as staff treatment, wait time/timely assistance, quality of service, enrollment application content and process, equipment and materials, overall experience, environment, usefulness of the various services, and others depending on the program and the services it provides. Most of the data gathered indicated customers are satisfied. However, 3 SMART goals were created in response to customer identified needs found in satisfaction survey results including Outcome 4.6: Increase online options for CEAP clients to submit customer satisfaction surveys, Outcome 5.5: Increase access to other forms of transportation for RASP clients, and Outcome 6.3: Expansion of in-person events for parents in Home Visiting program.

### Strategic Planning Process

To initiate the strategic planning process, the 9 members of the leadership team including 6 program directors, the Fiscal Officer, the Human Resources Director, and the Executive Director met and analyzed "The Seven Steps to Creating a Strategic Plan" guidance developed by Texas Department of Housing and Community Affairs (TDHCA). After much discussion, it was determined that our Agency's mission statement needed to be shortened, easier to remember and offer a stronger emphasis on the reduction of poverty. A committee was formed to develop 4 different mission statements. Those mission statement options were put in a survey and sent out to all 300 plus staff members for a vote. On the survey there were open-ended questions where staff could provide descriptive feedback. The results were tallied and, based on the feedback, 2 more mission statement options were developed and sent out for a final vote. Shortly thereafter, the Board of Directors voted to adopt the new mission statement. The majority of staff that participated, selected "Helping Central Texans achieve economic self-reliance through a wide range of services and community partnerships."

The next phase of the strategic planning process was assessing our current situation and deciding where we wanted to go as an agency. The leadership team contracted with an outside strategic planning facilitator to conduct a SWOT analysis to identify our strengths, weaknesses, opportunities, and threats in a full day meeting with key leadership staff and CAICT board members. Prior to the event, the facilitator provided an anonymous pre-planning survey through email for staff and board members to fill out to determine authentic perceptions of our agency's strengths and weaknesses. Survey responses were given at the meeting along with a summary of the latest community needs assessment results. The strategic planning attendees developed 8 strategic commitments. After the strategic commitments were developed, the Leadership team created 2 to 8 SMART goals for each commitment for a total of 40 goals in order to accurately measure our agency's success over a five-year period. The plan was submitted and approved by CAICT's Board of Directors. CAICT's 8 strategic commitments are as follows:

Strategic Commitment 1: CAICT will elevate the visibility of the agency and its program services through increasing community engagement, developing new partnerships and improving marketing, branding and fundraising strategies.

Strategic Commitment 2: Community Action will improve inter-agency connectedness by providing opportunity for individual programs to gain knowledge of other CAI programs and by developing an inter-agency referral process to more comprehensively serve our clients.

Strategic Commitment 3: Community Action will prioritize the development of a healthy workplace culture where all employees are equitably valued, competitively compensated, and regularly offered many and varied opportunities to grow and develop.

Strategic Commitment 4: Community Action is committed to the reduction of poverty, the revitalization of low-income communities, and the empowerment of people with low incomes to become more self-sufficient.

Strategic Commitment 5: Community Action will ensure that low- income individuals and families served in the community will have access to affordable health care.

Strategic Commitment 6: Community Action in collaboration with other Early Childhood Education providers will ensure that all enrolled children (birth to five years old) in Hays and Caldwell Counties will enter school ready to learn.

Strategic Commitment 7: Community Action will ensure that all low-income individuals in the rural capital area have access to education and resources to build the multiple literacies required for full and equitable participation in the community (i.e. language, numeracy, digital, health, family, financial, and civics/citizenship) and the career training necessary to obtain a living wage job.

Strategic Commitment 8: Community Action will ensure that youth have access to positive youth development opportunities that promote leadership development, health and wellness, and college and career readiness.

### Overview of Agency Programs

Community Action, Inc. of Central Texas (CAICT) continuously works to assist low- to moderate-income families in Central Texas by providing a variety of social services and economic opportunities. The agency's areas of operation include Early Childhood Education, Health Services, Adult Education, Youth Services, and Community Services. Each area is led by a director who is responsible for the achievement of specific outcomes detailed in the agency's strategic plan.

### Early Childhood Education

CAICT's Head Start and Early Head Start Programs provide continuous, intensive, and comprehensive child development and family support services to economically disadvantaged families with children between the ages birth-to-five and pregnant women. The Head Start program supports children's growth and development in a positive learning environment through a variety of services that include early learning, health and nutrition services, and child and family well-being. Annually, CAICT serves 539 pregnant women and children ages birth to five years at fourteen Head Start Program Child Development Centers in Hays and Caldwell Counties.

In addition to Head Start and Early Head Start, the Texas Home Visiting program provides intensive and comprehensive child development and family support home-based services to families with children between the ages of birth to five years. Annually, The CAICT Home Visiting program serves 160 families, approximately 320 children in Hays and Caldwell Counties.

### Community Health Services

CAICT's Community Health Services provides a variety of services that include reproductive health services, breast and cervical cancer screening and services, and HIV/ AIDS case management services.

Reproductive Health Care for men and women includes a wide variety of birth control methods. Other services include well-woman exams, pregnancy testing, and sexually transmitted infections testing & treatment. Fees are based on a sliding scale, and we accept Medicaid and Healthy Texas Women. The Breast and Cervical Cancer Program includes screening for breast and cervical cancer. Case management is provided for individuals whose screening results in a diagnosis of cancer. HIV/ AIDS Services include case management for HIV-positive individuals in the Rural Capital area – the nine counties surrounding Travis County. Case Management includes transportation to medical appointments and other support services.

### Adult Education

CAICT's Adult Education Program provides literacy and career services in and around the nine counties surrounding Travis County. The Adult Education Program's purpose is to transition individuals into employment, career advancement, and lifelong learning. The Program serves adults with a limited mastery of basic educational skills, adults who do not have a secondary school diploma, or who are unable to speak, read or write the English language.

Its core services include High School Equivalency (HSE) preparation (preparation for the GED® exams), English as a Second Language (ESL), and Integrated Education and Training (IET) programs that lead to industry-recognized certifications (e.g., certified nursing assistant, certified bookkeeper, certified HVAC technician). Classes often include digital literacy, financial literacy, health literacy, numeracy, and civic engagement, including preparation for becoming a United States citizen through naturalization. Adult Education also offers career counseling and college preparation classes to participants.

### Community Services

The Community Services Program provides a variety of services that include Energy Assistance programs to help low-income households with energy costs, Comprehensive Case Management Services for families working toward self-sufficiency, and a Senior Citizen Center. The Energy Assistance programs utilize local and state resources to provide funding for households with the highest energy needs in Hays, Caldwell, and Blanco Counties. Comprehensive Case Management is a unique program that works closely with individuals and families working towards becoming self-sufficient by providing a variety of supports that enables them to succeed in obtaining a living wage job and managing their money more effectively. The San Marcos Senior Citizen Center provides fellowship, activities, and congregate meals to enhance the quality of life, support independence, and encourage continued involvement in and with the community.

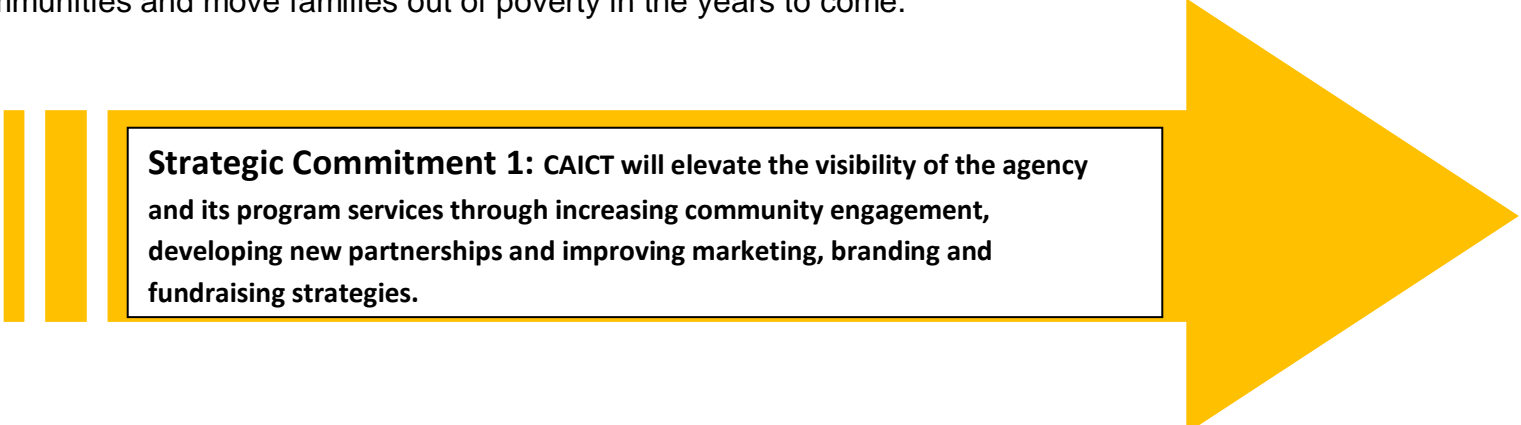
### Youth Services

Community Action's Youth Services program was created in response to the goals of the City of San Marcos 2013 Youth Master Plan. To lead the initiative, the Core Four partners (the City of San Marcos, Hays County, San Marcos Consolidated Independent School District, and Texas State University) work together to guide the program in its achievements of that plan. This partnership was formalized through a city ordinance that the City Council approved on February 18, 2020. The ordinance created the provision for youth services, which allowed Community Action to hire a Youth Services Director. The Youth Services Director meets annually with the Core Four Policy group and monthly with the Core Four Taskforce and the Youth Taskforce. The 2022 Core Four Taskforce initiatives include building a sustainable Youth Taskforce, facilitating a sustainable Mental Health Coalition, and strengthening mentoring opportunities for youth.

## Agency Goals

### What the agency wants to achieve

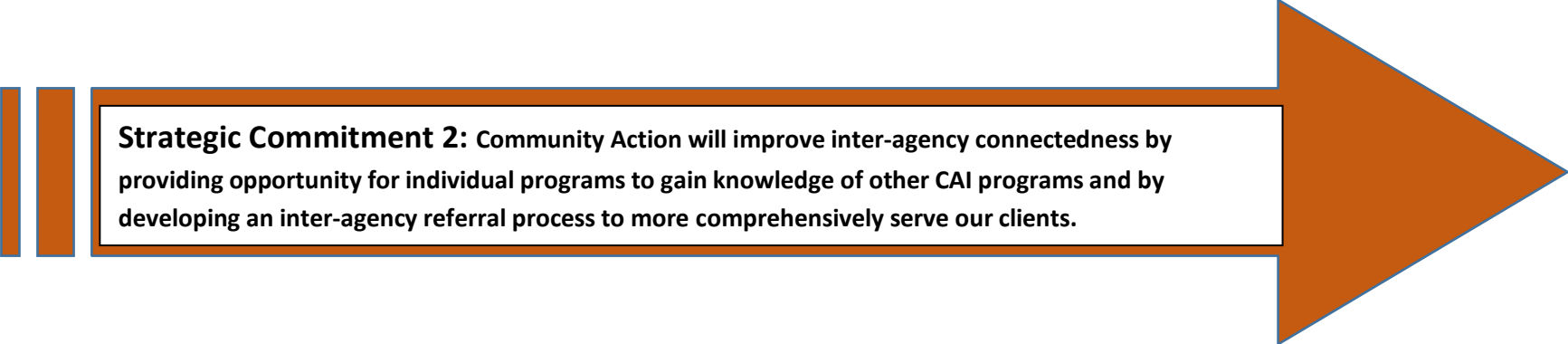
**Strategic Commitments:** The following goals directly support the mission and vision of Community Action – they embody the heart and soul of our agency. They serve as our guide, our foundation, and our strength as we work to transform our communities and move families out of poverty in the years to come.



**Strategic Commitment 1:** CAICT will elevate the visibility of the agency and its program services through increasing community engagement, developing new partnerships and improving marketing, branding and fundraising strategies.

Outcomes	Goal Level (Family/Agency/Community)	Strategies	Measures
1.1 Community Action will increase visibility among partnering agencies and among the communities it serves.	Agency	Committee will be formed for the purpose of leading CAICT in assessing, planning, and implementing new ideas & strategies designed to increase the agency's visibility.	Agency will develop a Community Engagement & Partnership Committee with staff representing all programs that will meet monthly with the purpose of developing strategies to increase partnerships and community engagement. Committee will meet 10-12 times per year for 5 years.


<p>1.2. Agency will increase the number of new partnerships and/or further expand existing partnerships.</p>	<p>Agency</p>	<p>Use a variety of methods to increase/expand partnership connections in the communities we serve including hosting and/or attending community events or meetings,</p>	<p>10 new or expanded strategic partnerships will be initiated and/or further developed over the course of 5 years.</p>
<p>1.3. In collaboration with community partners, CAICT will develop an agency/community calendar to be placed on CAICT's website.</p>	<p>Agency</p>	<p>Coordinate with CAICT program directors, IT staff, and community partners</p>	<p>Year 1: Calendar will be built, maintained and utilized by staff and partners.  Year 2: A total of 12 community events will be posted on the calendar.  Years 3-5: An increase of 2 calendar events per year. (Yr. 3: 14 events, Yr. 4: 16 events, Yr. 5 18 events)</p>
<p>1.4 Develop a Marketing, Branding &amp; Fundraising Committee with staff representing all programs tasked with developing strategies to improve visibility to the community we serve</p>	<p>Agency</p>	<p>Committee will lead CAICT in assessing, planning, and implementing new ideas &amp; strategies designed to increase the agency's visibility.</p>	<p>Committee will meet 10-12 times per year for 5 years.</p>
<p>1.5. Committee will develop a logo/branding kit to streamline promotional and outreach materials across programs</p>	<p>Agency</p>	<p>Committee will develop promotional materials including brochures with brief descriptions of each of our CAI programs.</p>	<p>Promotional materials will be created in Year 1.  Promotional materials will be updated in years 2-5.</p>
<p>1.6. Agency will host community events including open houses, focus groups, resource fairs, celebration gatherings, outreach events, advisory and coalition meetings, and others that promote CAICT services and accomplishments.</p>	<p>Agency</p>	<p>Committee will plan the event(s) including developing guest list, selecting food options, and providing relevant activities</p>	<p>Host 3-5 events/year for 5-year period.</p>



**Strategic Commitment 2:** Community Action will improve inter-agency connectedness by providing opportunity for individual programs to gain knowledge of other CAI programs and by developing an inter-agency referral process to more comprehensively serve our clients.

Outcomes	Level (Family/Agency/Community)	Strategies	Measures
2.1 CAICT will improve interagency connectedness and reduce program silos.	Agency	Silo-Busters Committee will lead CAICT in assessing, planning, and implementing new ideas & strategies designed to reduce program silos and improve inter-agency cooperation.	Committee will meet 10-12 times per year for 5 years in tasks related to reducing program silos & improving inter-agency cooperation.
2.2 Agency will develop an inter-agency referral process using Unite Us referral platform	Agency	To initiate the implementation of the new referral system, the agency will create an Unite Us Committee that will serve to facilitate frontline staff's enrollment, training, and regular use of the platform.	Year 1: Enroll & train at least 75% of all case management and frontline staff Years 2-5: Send & receive 50 referrals in year 2 and increase by 10% per year for years 3-5.

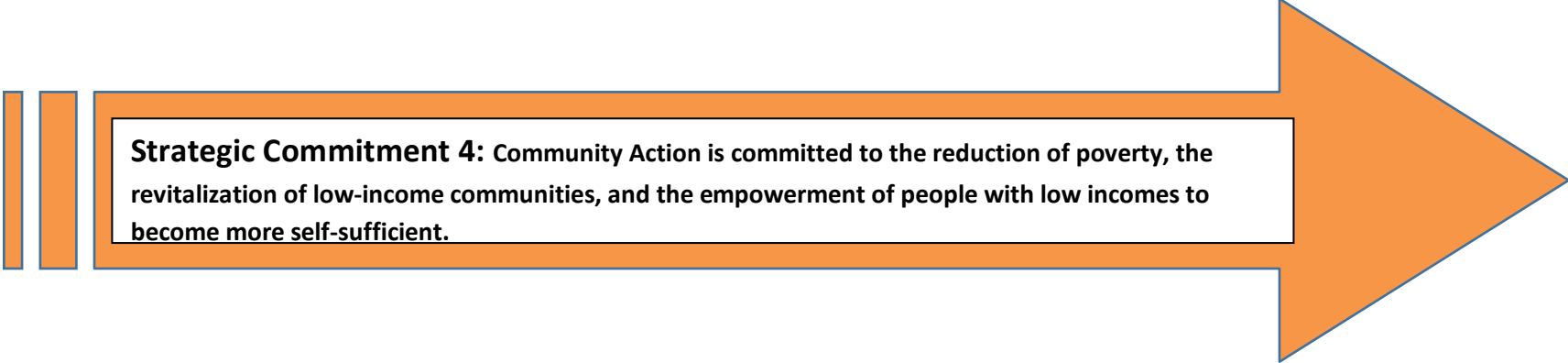




**Strategic Commitment 3:** Community Action will prioritize the development of a healthy workplace culture where all employees are equitably valued, competitively compensated, and regularly offered many and varied opportunities to grow and develop.

<b>Outcomes</b>	<b>Goal Level (Family/Agency/Community)</b>	<b>Strategies</b>	<b>Measures</b>
3.1 HR Department will provide excellent & efficient service to the CAICT programs it serves	Agency	The Agency's HR Department will assess the strengths and weaknesses of HR processes through formal & informal surveying of staff, plan for new ideas based on the feedback, and implement those new ideas based on the plan.	HR will conduct 2-3 surveys per year for 5 years. HR will use survey to make necessary changes throughout the course of the 5 years depending upon the agency/program needs.

<b>Outcomes</b>	<b>Goal Level (Family/Agency/ Community)</b>	<b>Strategies</b>	<b>Measures</b>
3.2 HR Department will attract and retain top talent through effective onboarding, and creating a positive work environment	Agency	Foster a supportive and engaging workplace culture through improved onboarding and employee incentive program including service award ceremonies, retention bonuses, employee luncheons, continuous education reimbursement, and others when available contingent on program offerings.	CAICT will improve turnover rate by 10% in the next 5 years.
3.3 HR Department will promote diversity and create an inclusive workplace that values differences and ensures equal opportunities for all employees.	Agency	To promote diversity in the workplace and a culture of inclusivity, HR will train staff in DEI practices and principles.	Provide DEI training for all staff to attend. In years 1-2, pilot 2-3 different DEI trainings. Years 1-2 50% of all staff will attend. Years 3-5 80-100% of all staff will attend.
3.4 CAICT staff will implement initiatives that support health and wellness.	Agency	Gather feedback through surveys, focus groups, and one-on-one discussions to understand employee's well-being needs and challenges. Use the data gathered to develop & implement wellness programs, fitness challenges, stress management workshops, etc.	HR Department will offer 2-3 Health and Wellness programs a year for 5 years based on staff feedback.



**Strategic Commitment 4:** Community Action is committed to the reduction of poverty, the revitalization of low-income communities, and the empowerment of people with low incomes to become more self-sufficient.

Outcomes	Goal Level (Family/Agency/Community)	Strategies	Measures
<p>4.1 Community partners will work together to reduce homelessness in service area.</p> <p><i>*Identified as one of the top needs on 2023 Community Needs Assessment</i></p>	Community	CAICT will collaborate with the Homeless Coalition of Hays County partners in building a pipeline of services to improve the homeless situation in our community	Homeless PIT count will be reduced by 10% over the course of 5 years.

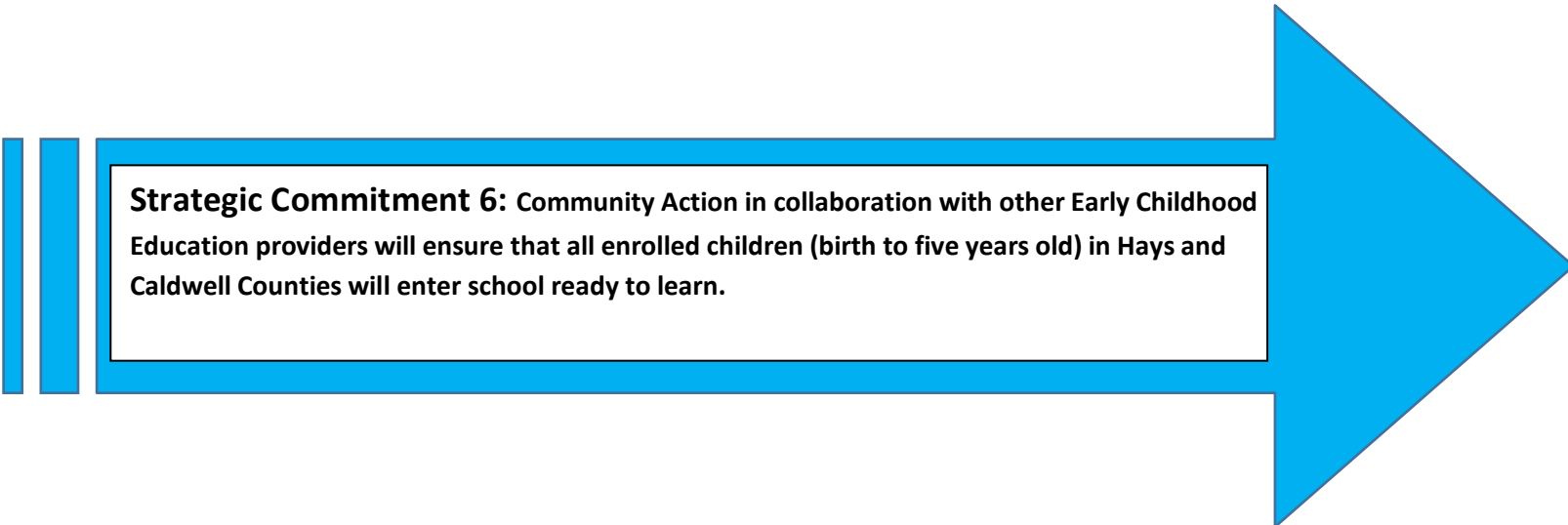
Outcomes	Goal Level (Family/Agency/Community)	Strategies	Measures
<p>4.2 Low-income Individuals and families will improve their economic self-reliance through assistance with utility bills.</p> <p><i>*identified as one of the top needs on 2023 Community Needs Assessment</i></p>	Family/Individual	CAICT will provide multiple outreach events in service area to inform the low-income community of our utility assistance program.	<p>CAICT will provide 2-3 outreach events per year for 5 years.</p> <p>CAICT will expend all CEAP funding to low-income families in service area.</p>
<p>4.3 The low-income elderly will receive more opportunities to receive face to face help filling out CEAP &amp; CSBG forms</p>	Family/Individual	CAICT will provide prearranged events for senior citizens and others who are not able to complete the CEAP form online	CAICT will provide at minimum 4 events per year in outlying areas who lack transportation or who lack digital literacy skills filling out form online.
<p>4.4 Low-income individuals and families will have access to affordable housing in our service area.</p> <p><i>*identified as one of the top needs on 2023 Community Needs Assessment</i></p>	Community	CAICT will collaborate with local community partners who manage & provide housing needs in order to develop solutions to the lack of access to affordable housing.	In collaboration with partners on the Homeless Coalition Board, CAICT will participate in the planning and implementation of 2-5 tasks per year for 5 years.

<p>4.5 Low-income individuals and families will transition out of poverty</p>	<p>Individual/Family</p>	<p>CAICT will identify eligible TOP clients and provide intensive case management for them to transition out of poverty.</p>	<p>CAICT will hire and train an intern from Texas State University's School of Social Work to provide case management services for TOP clients.</p> <p>A total of 12 individuals will transition out of poverty per year for 5 years.</p>
<p>4.6 CAICT's CEAP program will increase the number of people who submit customer satisfaction surveys.</p> <p><i>*identified through 2023 customer satisfaction survey</i></p>	<p>Agency</p>	<p>CAICT will create an online option for residents to do the customer satisfaction survey.</p>	<p>CAICT will increase the number of customer satisfaction surveys received by 30 % over the next 5 years.</p>

**Strategic Commitment 5: Community Action will ensure that low- income individuals and families served in the community will have access to affordable health care.**

<b>Outcomes</b>	<b>Level (Family/Agency/Co)</b>	<b>Strategies</b>	<b>Measures</b>
<p>5.1 Individuals in our community will have access to a variety of reproductive health services including HIV &amp; STI screenings and a variety of birth control methods.</p> <p><i>*identified as one of the top needs on 2023 Community Needs Assessment</i></p>	Family (Individual)	CAICT's Reproductive Health program will increase outreach events to ensure the community knows about the services we offer.	<p>Reproductive Health program will provide services to 1425 unduplicated patients per year for 5 years.</p> <p>Reproductive Health team will hold 4-5 outreach events per year for 5 years.</p>
5.2 Uninsured and Under-insured individuals will have access to Breast Cancer Screenings and Treatment	Family (Individual)	Through targeted outreach and regular participation in community events, CAICT will increase the number of women who receive screening mammograms.	<p>BCCS program will provide BCCS services to 400 individuals/year for 5 years.</p> <p>BCCS program will outreach to 1400 individuals/annually for 5 years.</p>

5.3 HIV positive individuals in the service area will obtain and maintain HIV viral suppression in order to be self-sufficient.	Family (Individual)	Provide social support (case management) services including psychosocial, financial assistance, and housing services to HIV positive clients	85% of all HIV clients will obtain and maintain viral suppression.
5.4 HIV positive individuals in the service area will have access to long-term and short-term housing.	Family (Individual)	Provide housing services to HIV positive clients including financial assistance & case management.	80% of all HIV positive clients will have long-term and short-term housing
5.5 HIV positive individuals will have increased access to transportation to and from scheduled appointments.  <i>*identified through customer satisfaction survey results.</i>	Family (Individual)	Offer rides through Lyft Concierge as an alternative option to transport clients to scheduled appointments	Increase transports by 10% annually for 5 years by offering Lyft Concierge as an alternative to staff driving clients to scheduled appointments.

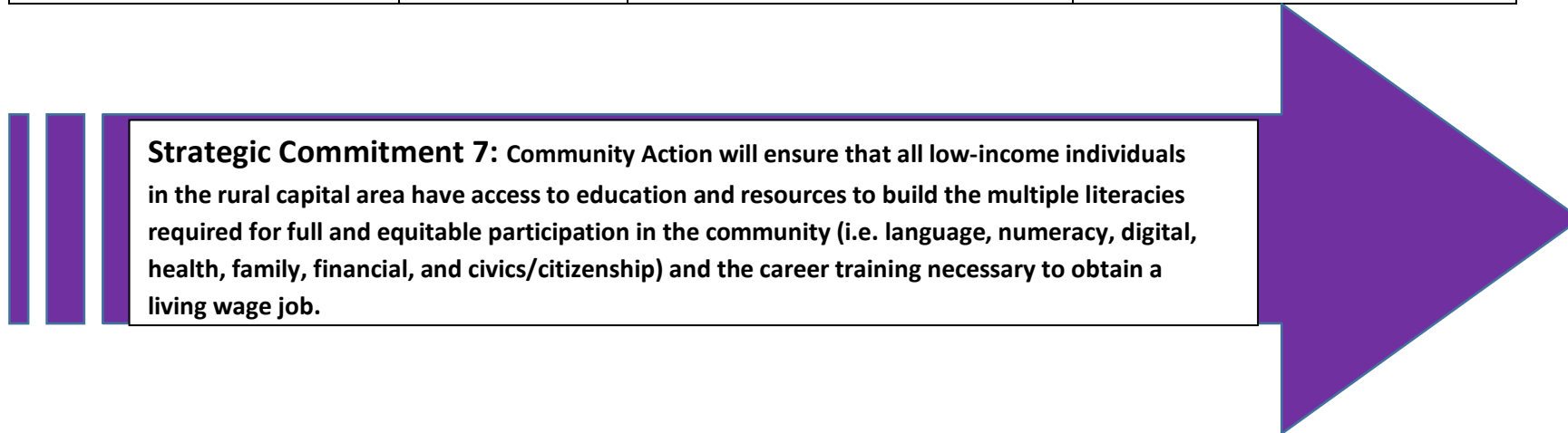


**Strategic Commitment 6: Community Action in collaboration with other Early Childhood Education providers will ensure that all enrolled children (birth to five years old) in Hays and Caldwell Counties will enter school ready to learn.**

Outcomes	Level (Family/Agency/)	Strategies	Measures
6.1 Parents in our service area will improve skills related to the adult role of parent/caregivers	Family (Individual)	Parents in Home Visiting program will receive Parents as Teachers training curriculum	60% of the parents who receive Parents as Teachers training will demonstrate improved parenting outcomes
6.2 An increased number of parents in our service area will receive home visits.	Family (Individual)	Home Visiting program will outreach in the community to find more families that are in need of the Parents as Teachers program.	160 families will be enrolled in the program each year for 5 years.
6.3 Home Visiting program will expand in-person opportunities for parents to connect with each other and engage with the community.	Agency	In-person events will be held regularly throughout the year including parent meetings, parent education opportunities, resource fairs, holiday events, conferences, and other social gatherings.	The Home Visiting program will offer 10 events per year for 5 years.
6.4 CAICT (Head Start) will develop data driven organizational culture to improve child and family outcomes	Agency	Child Plus consultant will work with Content Area Managers to develop an online platform	All Management staff will be trained and proficient in the use of Child Plus Data Management System. New online platform will be developed in the next 5 years.
6.5 Children and families in our service area will have opportunities and resources needed to strengthen the skills children need to be ready for kindergarten.	Family (Individual)	Program will use group and expertise coaching with instructional staff. Furthermore, the program will use the Texas School Ready Coach to support classroom engagement and outcomes.	At least 90% of enrolled children will demonstrate improved emergent literacy skills in the service area. At least 90% of enrolled children will demonstrate skills for school readiness.

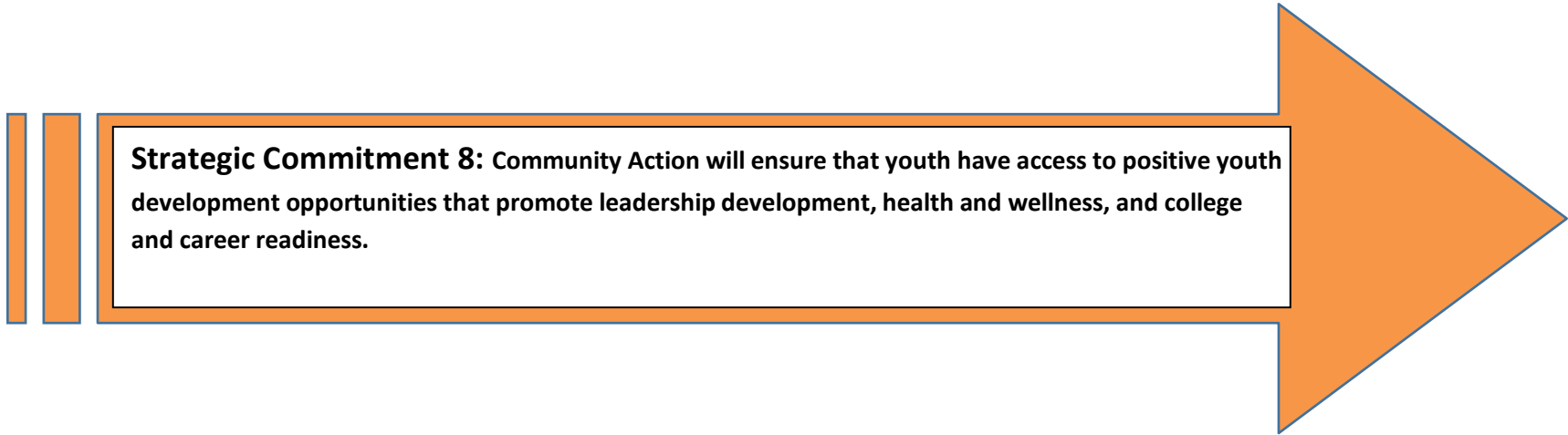


6.6 Low-income children in our service area will have access to early childhood education	Family (Individual)	Program will improve the retention rate of Early Head Start and Head Start instructional staff through offering incentive bonuses, continuing education opportunities, providing and following up on employee satisfaction surveys.	The program will enroll 509 children in the Head Start and Early Head Start program.
-------------------------------------------------------------------------------------------	---------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------



Outcomes	Level (Family/Agency/Communit	Strategies	Measures
7.1 Low-income adults in the service area will have access to workforce training and education programs to increase opportunity for individuals & families to become self-sufficient.	Family (Individual)	The Adult Ed program will increase the variety of training program offerings in the service to adequately prepare individuals and families for the latest occupations that are in demand.	300 Adult education students will receive IET classes in the 9 rural counties.

7.2 Basic skills deficient adults in corrections institutions and places of work will have access to training designed for career advancement.	Family (Individual)	The Adult Education program will provide specialized and intensive adult education services tailored to individuals looking to improve workplace readiness skills and those transitioning out of corrections facilities.	150 students per year for 5 years will receive work place readiness and re-entry skills for career advancement.
7.3 Basic skills deficient adults will have access to Adult Education classes designed to prepare students to pass the high school equivalency exam or improve English skills.	Family (Individual)	To provide basic services to students to improve English, Reading, writing, speaking and listening skills	1600 students per year for 5 years will be enrolled in our Adult Education program and will receive at least 12 hours of instruction



Outcomes	Level (Family/Agency/)	Strategies	Measures
8.1 Community partners will work together to increase awareness of youth mental health issues and provide mental health prevention measures to improve overall mental wellness in our service area.	Community	Provide mental health training to first responders, human services employees, teachers, and other public-facing workers that includes learning communication techniques, mentorship training, mental-health awareness strategies, etc.	Facilitate multiple trainings including Mental Health First Aid training, suicide prevention, Youth Aware of Mental health for youth, and training on Counseling on Access to Lethal Means (CALM) for 300 community members over the course of 5 years.
8.2 Youth Services program will increase youth diversity and inclusivity in the Youth Taskforce membership.	Family (Individual)	Provide recruitment and outreach to homeless/foster/at-risk youth to be included in the membership of the current Youth Taskforce	Recruit 2-4 homeless/foster/at-risk youth to be included as members on the Youth Taskforce.
8.3 Youth Services Program will strengthen Youth Taskforce pipeline by increasing participation from 8 <sup>th</sup> graders.	Community	Program will outreach to local school district or other agencies that work with youth to find 8 <sup>th</sup> graders interested in joining the Youth Taskforce	Program will develop at least 2 partnering agencies who will assist in recruiting and retaining 8 <sup>th</sup> graders to be annual members of the Youth Taskforce over the next 5 years.

<p>8.4 Youth Services program will create a steering committee for SMTX Mental Health Coalition to assist in setting the goals and developing the strategies of the coalition based upon the latest mental health assessment.</p>	<p>Community</p>	<p>Youth Services program will outreach to local stakeholders and community partners who have vested interest in mental health and well-being to find appropriate steering committee members for the Mental Health Coalition.</p>	<p>Program will recruit and retain 6-8 coalition partners to serve as the steering committee for the Mental Health Coalition for the next 5 years.</p>
<p>8.5 Youth Services program will increase the number of at-risk &amp; non-at-risk youth served by Big Brothers, Big Sisters mentorship program.</p>	<p>Community</p>	<p>Youth Services program will outreach to local stakeholders and community partners to find at-risk youth to participate in BBBS.</p>	<p>Recruit annually 6-8 at-risk youth to participate in BBBS mentorship program.</p>
<p>8.6 There will be an increased number of BBBS volunteers to help mentor youth.</p>	<p>Community</p>	<p>Youth Services will increase volunteer pool in the service area by initiating a community-wide volunteer recruitment campaign by attending and hosting volunteer fairs and other similar events.</p>	<p>Recruit 10-15 volunteers annually for 5 years.</p>
<p>8.7 Youth Services program will work with community partners to establish a Hays County Youth Coalition that will provide youth resources and support including a community youth development training.</p>	<p>Community</p>	<p>Community partners who participate in the coalition will set goals that impact youth needs.</p>	<p>In Year 1 Youth Services program will recruit 3-5 youth organizations or advocates to participate in the coalition. The coalition will continue and expand in years 2-5.</p>

<p>8.8 The established Hays County Youth Coalition will create and evaluate youth community needs assessment and provide programming to address youth needs.</p>	<p>Community</p>	<p>Youth services program will work with Coalition in training them in creating needs assessment and assisting them in developing programs to address youth needs.</p>	<p>In Year 1 youth community needs assessment will be complete. In years 2-5 Youth needs assessment will guide programming. In year 5 the coalition will evaluate programs and make relevant adjustments.</p>
------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------