



El Buen Samaritano

**Strategic Direction for
Generational Transformation &
5-Year Strategic Plan (2026-2031)**

Vision

A community where everyone feels welcome, enjoys a sense of belonging and has a full opportunity to strengthen our community and reach their highest potential.

Mission

El Buen Samaritano, an outreach ministry of the Episcopal Diocese of Texas serving the Latino community of Central Texas, is committed to recognizing the dignity of all by ensuring access to healthcare, education and essential needs that lead to healthy, productive and secure lives.

Strategic Direction for Generational Transformation

How We Meet the Next 35 Years

El Buen will be recognized as a high-impact, community-anchored organization that achieves measurable improvements in community well-being through evidence-based programs, a strong commitment to equitable policies and practices, and equitable access to services. We will drive sustained growth in service reach, strengthen systems of support, and contribute to measurable gains in health, education, and economic stability among the communities we serve by:

- Harnessing the full power of strategic partnerships and aligned resources to amplify impact where it's needed most,
- Establishing a constellation of physical and virtual hubs that anchor connection, belonging, and opportunity across Central Texas,
- Investing deeply in youth leadership, education, and development to nurture the next generation of leaders, and
- Providing integrated access to health services, education, and essential services.

El Buen Samaritano's ultimate goal is to create lasting, generational transformation, where communities thrive through responsive, culturally rooted services, transformative collaboration, and a profound commitment to dignity, equity, and care.

Definitions of Success

Over the next 35 years, El Buen's success will be demonstrated by the sustained positive impact we have on individuals, families, and communities, empowering them to thrive across generations and actively shape their future. El Buen will be known as an organization that is deeply rooted in its community, bold in vision, and agile in action, creating lasting change through effective programs, powerful advocacy, and accessible services.

We will achieve this by delivering responsive and accessible services, fostering generational prosperity, and developing empowered youth leadership.

1. Responsive and Accessible Services – “A living hub of care, rooted in community, bridging families to opportunity.”

- a. We will meet the evolving needs of our communities through a network of culturally rooted, physically and digitally accessible services delivered with agility, inclusivity, and care.
- b. Success Indicators:
 - i. 95%+ of clients report improved access to needed services across language, transportation, and digital barriers.
 - ii. Quantifiable gains in key outcomes (tracked annually through partner-shared data systems):
 - 1. *Educational attainment* (e.g., high school graduation, post-secondary enrollment).
 - 2. *Economic mobility* (e.g., employment stability, median income growth, benefits access).
 - 3. *Health outcomes* (e.g., preventive care usage, reduction in chronic conditions, mental health access).
 - iii. Expanded geographic and digital reach, with services available in 100% of target zip codes and through mobile/digital platforms.

2. Generational Prosperity – “Creating legacy through opportunity across generations.”

- a. We will catalyze intergenerational success by moving from short-term aid to long-term economic, educational, and social opportunity.
- b. Success Indicators:
 - i. Sustained increases in clients’ household income.
 - ii. Growth in generational wealth (measured by indicators such as educational advancement and credentials, housing stability).
 - iii. Demonstrated dual-generation impact (e.g., parent and child educational or employment attainment tracked longitudinally).
 - iv. Integration of community-defined success metrics into program design and evaluation.

3. Empowered Youth Leadership for Generational Change – “Inspiring the next generation to lead, learn, and thrive.”

- a. We will develop and uplift youth as visionary, skilled, and values-driven leaders who are prepared to shape their own futures and positively influence their families and communities. By investing in education, leadership pathways, and opportunity structures, El Buen will nurture a generation of changemakers equipped to drive prosperity and well-being across generations.
- b. Success Indicators:
 - i. Increased participation in youth leadership, mentorship, and education-to-career programs.

- ii. Growth in post-secondary enrollment, credential attainment, and long-term educational persistence among program alumni.
- iii. Increased rates of youth achieving economic mobility and household stability by early adulthood.
- iv. Documented multi-generational impact through alumni stories, family educational gains, and leadership replication.

Strategic Plan (2026-2031)

Data and Evaluation

Goal Statement: *Build adaptive, community-informed evaluation systems and predictive analytics that identify barriers, anticipate needs, and support long-term outcomes in health, education, and economic mobility.*

Strategic Framing: Strengthening Equity-Centered Evaluation to Drive Impact

El Buen is building a data and evaluation infrastructure that captures generational change, drives equity, and attracts sustained investment. At El Buen, **equity** means using data not just to measure outcomes, but to uncover and address systemic barriers, ensuring our evaluation practices center on dignity, inclusion, and community-defined success. Using **predictive analytics** and culturally grounded success measures, we can identify and prevent risks such as housing instability, dropout, and economic advancement. In partnership with funders and academic institutions, we are shifting from reactive to proactive systems that anticipate needs and guide more effective interventions. To ensure accountability and relevance, our **Community Advisory Council** plays a key role in shaping priorities and interpreting data through a community lens. Over the past six years, El Buen has laid the foundation for this approach by co-leading the C2C regional pathway, implementing virtual service models, and securing three state and national evaluation projects focused on equity and cross-sector impact.

Key Performance Measures

A. Capacity and Equity Literacy

- ≥85% of staff trained in data ethics, literacy, and equity-informed evaluation practices (Year 1)
- 100% of programs complete logic models with equity-informed success metrics (Year 1)
- 100% of programs adopt standardized, community-aligned outcome indicators (Year 2)

B. Systems and Governance

- Community Data Advisory Council established and meets quarterly to shape priorities and metrics (Year 2)
- Coordinated Care Network fully implemented with 80% of program staff trained (Year 2)
- All dashboards are designed to highlight disparities by flagging key equity issues and helping us to focus on priority populations (Year 3)
- Coordinated Care Network data informs ongoing program improvements and scaling (Year 3)

C. Predictive and Longitudinal Impact

- Predictive dashboards launched in at least 3 areas (school retention, housing stability, income mobility) (Year 4)
- At least 2 program areas use predictive data to adapt interventions in real time (Year 4)
- Launch 3 longitudinal studies on dual-gen mobility, youth leadership, and family health outcomes (Year 5)
- Begin tracking dual-gen outcomes and community-defined metrics across major programs (Year 5)

Sustainability

Goal Statement: *Build a resilient and diversified financial and leadership infrastructure that sustains El Buen’s mission, supports innovation, and enables bold, equity-driven impact through leadership transitions and changing funding landscapes.*

Strategic Framing: Diversifying for Long-Term Impact

For the past six years, government funds have enabled El Buen to rebuild and recover. Now, we are shifting from rebuilding to reimagining — prioritizing sustainability, innovation, and financial flexibility. This means moving from dependency to strategic alignment, from temporary leadership fixes to institutional continuity, and from episodic giving to long-term philanthropic investment.

We are advancing the following strategies:

1. **Staff Leadership Development & Continuity:** Succession planning, mentoring, and talent pipeline.
2. **Philanthropic Growth** – Strengthening individual, foundation, and corporate giving with a target of 20% growth and deeper donor stewardship.
3. **Earned and Investment Revenue** – Launching rentals, training revenue, and a \$1M endowment to seed future impact.
4. **Government Partnership** – Aligning public funds to mission while reducing fiscal risk.
5. **Financial Stability & Innovation** - Maintain a 6-month unrestricted reserve to absorb shocks and respond to emerging needs.

Key Performance Measures

A. Leadership Continuity and Capacity

- Executive and senior leadership succession plans are implemented and supported by structured knowledge-sharing systems (Year 1+)
- 75% of director-level and above roles have identified internal pipeline candidates (Year 2)
- Each committee chair recruits one new potential board member to serve on their committee per year (Year 1+).
- 90% of board members complete governance training focused on sustainability (Year 3)
- 100% of senior leaders participate in annual succession reviews (Year 4)

B. Financial Resilience and Diversification

- Six-month unrestricted operating reserve established and maintained (Year 2)
- 20% increase in unrestricted and philanthropic revenue; 30% growth in major gifts and planned giving (Year 2)
- Launch \$1M board-approved endowment fund with governance structure (Year 4)
- Increase earned income (e.g., rentals, training, programs fee for service) by 15% (Year 5)
- No single revenue source exceeds 40% of total organizational budget (Year 5)

Programs

Goal Statement: *Design and deliver integrated, culturally grounded programs co-created with the community that measurably improve education, employment, health, and economic outcomes.*

Strategic Framing: From Service Delivery to Generational Impact

El Buen's programs are grounded in cultural responsiveness, driven by community partnership, and aligned to long-term outcomes. We integrate education, workforce, health, and essential services into holistic models that recognize people's full lived experience.

We are moving beyond immediate support to **generational impact**, guided by:

- **Cultural responsiveness**, ensuring services reflect language, context, and lived experience
- **Co-created logic models** and community-defined success, through structures like our Community Advisory Committee (CAC)
- **Dual-generation strategies** that connect youth and family pathways
- **Access**, trauma-informed practices, and inclusive outreach
- A definition of well-being rooted in **health, stability, belonging, and opportunity**

Key Performance Measures

A. Cultural Responsiveness and Equity Practices

- 100% of program staff complete trauma-informed, culturally responsive training annually (Year 1+)
- ≥90% of programs implement co-created logic models using community-defined outcomes (Year 2)
- Community Advisory Council (CAC) co-leads at least 2 program pilots annually (Year 3)

B. Access and Systems Integration

- Complete baseline assessment for Family Resource Center (FRC) certification (Year 1); achieve national FRC designation (Year 3).
- Fully implement the Coordinated Care Network (CCN) for case management and closed-loop referrals (Year 2).
- Position El Buen as Central Texas's leading bilingual CHW training and certification hub—training a minimum of 40 CHWs annually, embedding graduates within partner agencies and CCN systems, and aligning certification pathways with stackable healthcare careers to expand equitable access to health, education, and social services (Year 3+).
- Launch the Cradle to Contributor (C2C) Collective implementation plan with partner MOUs and shared metrics (Year 2); track collective impact annually (Year 3+).

C. Generational and Youth Impact

- Launch 2 new dual-generation program models based on longitudinal feedback (Year 5)
- ≥90% of program participants report improved well-being (health, stability, opportunity) via post-program surveys (Year 5)
- Improve aggregate participant outcomes in education, employment, and health by ≥20% over baseline (Year 5)
- Empowered Youth Leadership: *(Aspirational goal connected to strategic direction)*
 - 50% increase in youth leadership participation (Year 5)
 - ≥60% of alumni complete postsecondary pathways (Year 5)
 - ≥80% demonstrate economic mobility by early adulthood (Year 5)

Organizational Infrastructure and Capacity

Goal Statement: *Reinforce our people, partnerships, systems, and spaces to enable sustainable growth, technology readiness, access, and community-anchored services.*

Strategic Framing: Building Capacity for Sustainable, Scalable Impact

To achieve our vision of generational impact and equitable access, El Buen must scale its infrastructure as intentionally as its programs. This means:

- **People:** Expanding staffing by 15% to support growth in fundraising, programs, data systems, and communications, while developing a high-performing, equity-informed workforce.
- **Systems:** Upgrading to secure, cloud-based platforms for HR, finance, CRM, and case management to ensure HIPAA compliance, predictive analytics, and seamless service coordination.
- **Spaces:** Pursuing a capital strategy that prioritizes satellite hubs, co-location with partners, and digital-first service models to increase accessibility and belonging across Central Texas.
- **Partnerships:** Formalizing collaborative infrastructure and outcomes with partners to strengthen regional systems of care.

Key Performance Measures

A. Systems Readiness and Technology

- Begin enterprise-level IT upgrades in HR, finance, and case management systems (Year 2)
- Launch staff digital literacy curriculum aligned with technology upgrades (Year 2+)
- 90% of staff utilize digital case management or CRM platforms to deliver services and track outcomes (Year 3)

B. Capital and Facilities Planning

- Complete capital campaign feasibility and readiness study with FBC Generosity Experts (Year 1).
- Pending capital campaign feasibility study results, secure funding commitments and launch comprehensive capital campaign (Year 4)

C. Staffing and Workforce Infrastructure

- Complete workforce expansion and training plan to support expanded footprint and program complexity (Year 3)
- Increase staffing by 15% FTEs aligned with program growth, regional reach, and innovation (Year 5)

D. Regional Partnerships and Co-location

- Establish formal partnership agreements with at least 3 co-located or digital hub partners (Year 4)
- Launch at least one new satellite or digital hub (Year 5)
- 80% of co-located partners participate in shared data or referral tracking systems (Year 5)

Marketing and Communications

Goal Statement: *Position El Buen as a trusted voice and visible leader by advancing transparent, bilingual, community-centered communications that drive engagement, learning, and sustained impact.*

Strategic Framing: Elevating Voice, Visibility, and Trust

As El Buen enters a new phase of strategic growth and expansion, effective communication becomes a critical strategy for trust, visibility, and mission alignment. We are elevating our marketing and communications efforts through:

- **Transparency:** Sharing decisions, outcomes, and challenges with honesty, clarity, and relevance.
- **Community Voice:** Embedding lived experiences, alumni narratives, and multilingual perspectives in storytelling.
- **Thought Leadership:** Positioning El Buen as a changemaker through earned media, policy engagement, and field-wide learning.

Key Performance Measures

A. Strategic Foundations

- Develop and evaluate a segmented stakeholder communications strategy (Year 2)
- Develop a bilingual messaging guide and train departments in consistent use (Year 2)
- Hire a Communications and Engagement Manager to build internal capacity (Year 3)

B. Storytelling and Public Engagement

- Integrate storytelling into all major fundraising campaigns and program reports (Year 3)
- Produce 10+ community-led storytelling pieces annually across media platforms (Year 4)
- Publish 5+ alumni case studies and intergenerational success narratives annually (Year 4–5)

C. Visibility and Voice

- Continue driving El Buen's visibility and expand audience by publishing quarterly newsletters, annual impact report, and highlighting major program accomplishments (Year 2)
- Achieve 50% increase in earned media mentions (unpaid media coverage) and social media engagement over baseline (Year 5)
- ≥80% of clients report increased awareness of services, rights, and how to access support (Year 5)

Systems Leadership & Collaboration

Goal Statement: Leverage El Buen's anchor role to formalize cross-sector partnerships that drive systemic change, shared accountability, and equitable access to health, education, workforce, and essential services.

Strategic Framing: Scaling Impact Through Systems-Level Collaboration

El Buen's long-term impact relies on our ability to build and lead systems in collaboration with diverse organizations. We are expanding our role as a **backbone organization** that facilitates aligned systems, integrated services, and collective investment in health, education, and economic equity.

- **Collective Impact:** Joint priorities, shared measurement, and continuous communication
- **Backbone Infrastructure:** Facilitating data exchange, governance, and collaboration
- **Community Voice:** Ensuring shared systems are driven by lived experience and equity

Key initiatives include:

- **The C2C Collective:** A regional, multi-agency cradle-to-contributor pathway with shared logic models and co-designed metrics.
- **Coordinated Care Network (CCN):** A platform for shared referrals, data dashboards, and closed-loop case coordination.
- **Regional Systems Tables:** Engagement in multi-sector coalitions to align policy, voice, and measurement.

Key Performance Measures

A. Governance and Shared Accountability

- Finalize formal governance model for C2C Collective with shared metrics, roles, and funding strategy (Year 1)
- ≥80% of C2C Collective initiatives adopt shared data protocols and community-informed metrics (Year 4)
- Host annual systems convenings to align metrics and collaborative priorities (Year 2+)

B. Regional Participation and Influence

- El Buen participates in ≥3 regional multi-agency planning tables annually (Year 1+)
- Facilitate ≥2 cross-sector regional partnerships in health, education, workforce, and basic needs annually (Year 3+)

C. Shared Infrastructure and Tools

- Launch centralized digital collaboration platform (CCN) with ≥4 partner organizations (Year 2)
- Demonstrated use of shared data dashboards and referrals in ≥3 domains (e.g., housing, workforce, health) (Year 4–5)

Key Performance Measures (KPMs) organized by Strategic Goal and Year:

Strategic Goal	Key Performance Metric	Year
Data & Evaluation	≥85% of staff trained in data ethics, literacy, and equity-informed practices	Year 1
Data & Evaluation	100% of programs complete logic models with equity-informed success metrics	Year 1
Sustainability	Executive and senior leadership succession plans are implemented and supported by structured knowledge-sharing systems	Year 1
Sustainability	In collaboration with staff, committee chairs recruits one new potential board member to serve on their committee per year	Year 1
Programs	100% of program staff complete trauma-informed, culturally responsive training annually	Year 1+
Programs	Complete baseline assessment for becoming a certified Family Resource Center (FRC)	Year 1
Org. Infrastructure	Complete capital campaign feasibility and readiness study	Year 1
Systems Leadership	Finalize formal governance model for C2C Collective with shared metrics, roles, and funding strategy	Year 1
Systems Leadership	El Buen participates in ≥3 regional multi-agency planning tables annually	Year 1+
Data & Evaluation	100% of programs adopt standardized, community-aligned outcome indicators	Year 2
Data & Evaluation	Community Data Advisory Council established and meets quarterly to shape priorities and metrics	Year 2
Data & Evaluation	Coordinated Care Network fully implemented with 80% of staff trained	Year 2
Sustainability	75% of director-level and above roles have internal pipeline candidates	Year 2
Sustainability	Six-month unrestricted operating reserve established and maintained (Year 2)	Year 2
Sustainability	20% increase in unrestricted and philanthropic revenue; 30% growth in major gifts and planned giving	Year 2
Programs	Fully implement Coordinated Care Network for referrals and tracking	Year 2
Programs	Launch formal implementation plan for C2C Collective	Year 2
Org. Infrastructure	Begin enterprise-level IT upgrades in HR, finance, and case management systems	Year 2
Org. Infrastructure	Launch staff digital literacy curriculum aligned with technology upgrades	Year 2
Marketing & Communications	Develop and evaluate a segmented stakeholder communications strategy	Year 2
Marketing & Communications	Develop a bilingual messaging guide and train departments in consistent use	Year 2
Marketing & Communications	Continue driving El Buen's visibility and expand audience by publishing quarterly newsletters, annual impact report, and highlighting major program accomplishments	Year 2

Strategic Goal	Key Performance Metric	Year
Systems Leadership	Launch centralized digital collaboration platform (CCN) with ≥4 partner organizations	Year 2
Systems Leadership	Host annual systems convenings to align metrics and collaborative priorities	Year 2
Data & Evaluation	All dashboards are designed to highlight disparities by flagging key equity issues and helping us to focus on priority populations	Year 3
Data & Evaluation	Coordinated Care Network data informs ongoing program improvements and scaling	Year 3
Sustainability	90% of board members complete governance training focused on sustainability	Year 3
Programs	Community Advisory Council (CAC) co-leads at least 2 program pilots annually	Year 3
Programs	Position El Buen as Central Texas's leading bilingual CHW training and certification hub—training a minimum of 40 CHWs annually, embedding graduates within partner agencies and CCN systems, and aligning certification pathways with stackable healthcare careers	Year 3
Programs	Launch the Cradle to Contributor (C2C) Collective implementation plan and shared metrics (Year 2); track collective impact annually	Year 3
Programs	Achieve Family Resource Center designation	Year 3
Org. Infrastructure	90% of staff utilize digital case management or CRM platforms to deliver services and track outcomes	Year 3
Org. Infrastructure	Complete workforce expansion and training plan to support expanded footprint and program complexity	Year 3
Marketing & Communications	Integrate storytelling into all major fundraising campaigns and program reports	Year 3
Marketing & Communications	Hire Communications and Engagement Manager to build internal capacity	Year 3
Systems Leadership	Facilitate ≥2 cross-sector regional partnerships in health, education, workforce, and basic needs annually	Year 3
Data & Evaluation	Predictive dashboards launched in at least 3 areas	Year 4
Data & Evaluation	At least 2 program areas use predictive data to adapt interventions in real time	Year 4
Sustainability	100% of senior leaders participate in annual succession reviews	Year 4
Sustainability	Launch \$1M board-approved endowment fund with governance structure	Year 4
Org. Infrastructure	If feasible, secure funding commitments and launch a comprehensive capital campaign	Year 4
Org. Infrastructure	Establish formal partnership agreements with at least 3 co-located or digital hub partners	Year 4
Marketing & Communications	Produce 10+ community-led storytelling pieces annually across media platforms	Year 4
Marketing & Communications	Publish 5+ alumni case studies and intergenerational success narratives annually	Year 4
Systems Leadership	80% of C2C Collective members adopt shared data protocols and community-informed metrics	Year 4
Systems Leadership	Demonstrated use of shared data dashboards and referrals in ≥3 domains (e.g., housing, workforce, health)	Year 4

Strategic Goal	Key Performance Metric	Year
Data & Evaluation	Launch 3 longitudinal studies on dual-gen mobility, youth leadership, and family health outcomes	Year 5
Data & Evaluation	Begin tracking dual-gen outcomes and community-defined metrics across major programs	Year 5
Sustainability	Increase earned income (e.g., rentals, training, programs fee for service) by 15%	Year 5
Sustainability	No single revenue source exceeds 40% of total organizational budget	Year 5
Programs	Launch 2 new dual-gen program models	Year 5
Programs	Improve participant outcomes by $\geq 20\%$ over baseline	Year 5
Programs	$\geq 90\%$ of participants report improved well-being via surveys	Year 5
Programs	50% increase in youth leadership participation	Year 5
Programs	$\geq 60\%$ of alumni complete postsecondary education	Year 5
Programs	$\geq 80\%$ show economic mobility by early adulthood	Year 5
Org. Infrastructure	Launch at least one new satellite or digital hub	Year 5
Org. Infrastructure	Increase staffing by 15% FTEs aligned with program growth, regional reach, and innovation	Year 5
Org. Infrastructure	80% of co-located partners participate in shared data or referral tracking systems	Year 5
Marketing & Communications	Achieve 50% increase in earned media mentions (unpaid media coverage) and social media engagement over baseline	Year 5
Marketing & Communications	$\geq 80\%$ of clients report increased awareness of services, rights, and how to access support	Year 5