

BUILDING ORGANIZATIONAL AND COLLABORATIVE CAPACITY IN ERATH, JOHNSON, AND KAUFMAN COUNTIES

*Cycle 3 Final Report Prepared by
The Center for Nonprofit Management*

Executive Summary

Over the course of the past two years, Texas Health Community Impact (THCI) has invested nearly \$1.5M into the three communities through The Center for Nonprofit Management (CNM). By investing in community collaboration capacity building, CNM and THCI have helped establish sustainable change in Erath, Johnson, and Kaufman Counties. Through this project, nonprofit leaders have

- Effectively gathered and utilized local community data,
- Developed and executed new collaborative initiatives,
- Expanded organizational capacity,
- Increased professional knowledge, and
- Created collaborative capacity to effectively lead change in the future.

Nonprofits in all three communities report confidence in the ability to continue working together in a meaningful way, are demonstrating stronger relationships and increased trust, and have stronger organizations leading community change.

Background

The nonprofit sector is vital to thriving communities. THCI's research supports that an individual's zip code can impact their health outcomes more than their genetic code. Nonprofits are on the front line, helping improve a community's health outcomes by focusing on factors such as economic stability, education, improving access to healthy food, maintaining a healthy neighborhood and physical environment, strengthening community and social context, and accessing and navigating the health care system. However, these organizations are also asked to provide these essential services without the support many other industries take for granted: staff hours, effective technology, professional services, and continuing education. To complicate this scenario further, when the community is experiencing its greatest level of need for the services of a nonprofit, funding for the organizations often declines. The result is referred to as the Starvation Cycle: an underinvestment

in the essential capacities of a nonprofit, prioritizing short-term numbers over long-term impact.¹

One solution to the Starvation Cycle is to work together; each nonprofit defining its niche mission space and collaborating to lift the community up. As THCI noted in its 2023-2024 Request for Proposals, “Ideal collaboration creates a seamless transition from one organization to another, keeping the consumer at the center of the relationship. Organizations that simply work together cannot create a truly seamless transition from one organization to the next.” The distinction between ideal collaboration and simply working together is clarified by Tom Wolff, who offers the following definitions to distinguish between networking, coordination, cooperation, and collaboration:

- “Networking: Exchanging information for mutual benefit
- Coordination: Exchanging information *and modifying activities* for mutual benefit
- Cooperation: Exchanging information, modifying activities and *sharing resources* for mutual benefit and to achieve *a common purpose*
- Collaboration: Exchanging information, modifying activities, sharing resources, and *enhancing the capacity of another* for mutual benefit and to achieve a common purpose *by sharing risks, resources, responsibilities, and rewards*.”²

While collaboration is an incredible tool for serving the community, these strapped nonprofits who are already addressing the community’s most urgent needs can only effectively participate in the collaborative *if they have the capacity to do so*. Without nonprofit capacity, collaboratives all too often never make it past good intentions and a few meetings. CNM saw examples of the Starvation Cycle across the nonprofit sector in all three communities: organizations utilizing outdated technology, being understaffed, lacking access to professional development opportunities, and so many other barriers to sustained impact. True collaboration, then, provides a sustainable, self-perpetuating solution to the Starvation Cycle and a community’s greatest needs if the organizations have the capacity to begin.

¹ See Ann Goggins Gregory and Don Howard, “The Nonprofit Starvation Cycle” in *Stanford Social Innovation Review*, Fall 2009.

² <https://www.tomwolff.com/collaborative-solutions-fall04.html>

Like the word “collaboration,” the term “capacity building” is often misunderstood. The National Council on Nonprofits offers this clarification with regard to capacity building:

Capacity building is not just about the capacity of a nonprofit today: it's about the nonprofit's ability to deliver on its mission effectively now and in the future. Capacity building is an investment in the effectiveness and future sustainability of a nonprofit.

Distinct capacity building projects, such as identifying a communications strategy, improving volunteer recruitment, ensuring thoughtful leadership succession, updating a nonprofit's technology, or improving how it measure outcomes, all build the capacity of a charitable nonprofit to effectively fulfill its mission. When capacity building is successful, it strengthens the nonprofit's ability to deliver on its mission over time, thereby enhancing the nonprofit's ability to have a positive impact on lives and communities.

– National Council on Nonprofits

One example of the Starvation Cycle that we witnessed involved a nonprofit's technology. The organization did not have the funding required to maintain effective technology, so three staff members were required to share a single desktop computer and/or use their personal computers to run operations. Negative impacts from this included:

- Loss of efficiency due to the inability to sync systems and work together
- Uncompensated costs for staff
- Increased risk to the organization and the individuals it serves due to the lack of controls on quality

Without investments in organizational capacity, this nonprofit and so many like it, are left working harder to get less done. Without capacity, organizations lose both efficiency *and* effectiveness.

The negative impact of the Starvation Cycle is not limited to individual organizations. Asking organizations to collaborate without individual capacity is like asking the community to fish with its bare hands. Each individual is working so hard to meet their own needs that there is no time or energy left to help their neighbor. The practical implications of collaboration without organizational capacity include:

- Inability to effectively track and report on grants
- Limited communication with other organizations
- Clients falling through the cracks
- Duplication of efforts

While investing in organizational capacity is necessary for effective collaboration, it is not sufficient. This is why CNM sought to develop collaborative capacity as well. CNM did this by providing tools, resources, and facilitation for collaborative efforts in each county. The very act of implementing the innovative collaborative ideas offered by the community presented a unique opportunity to develop collaborative capacity building among organizations. By approaching collaboration with an investment in organizational and collaborative capacity building, CNM helped strengthened organizations and establish collaboratives that are designed to create a sustained impact on the communities. Further, collaboration begets collaboration. As we concluded our work in the Southern Region, participants within the collaborative began spinning off into additional collaboratives. Beginning with organizational capacity and facilitating collaborative capacity building has empowered community leaders to invest their time and focus into developing one of the most powerful tools for community change.

The Communities

CNM received funding from THCI to focus on collaborative capacity building in three communities: Erath County, Johnson County, and Kaufman County. The focus in each of these three communities was intentionally broad, covering all Social Determinants of Health. As part of the grant process, THCI identified high need zip codes for each community:

- Erath: 76401, 76102, 76433, 76446
- Johnson: 76009, 76031, 76033, 76059, 76084, 76093
- Kaufman: 75142, 75143, 75147, 75157, 75158, 75160, 75161

While these zip codes were the highest focus area for support, CNM was given flexibility to support nonprofits throughout the county because it is important to consider the sector as a whole rather than in narrow segments when seeking to create systemic change.

Project Description

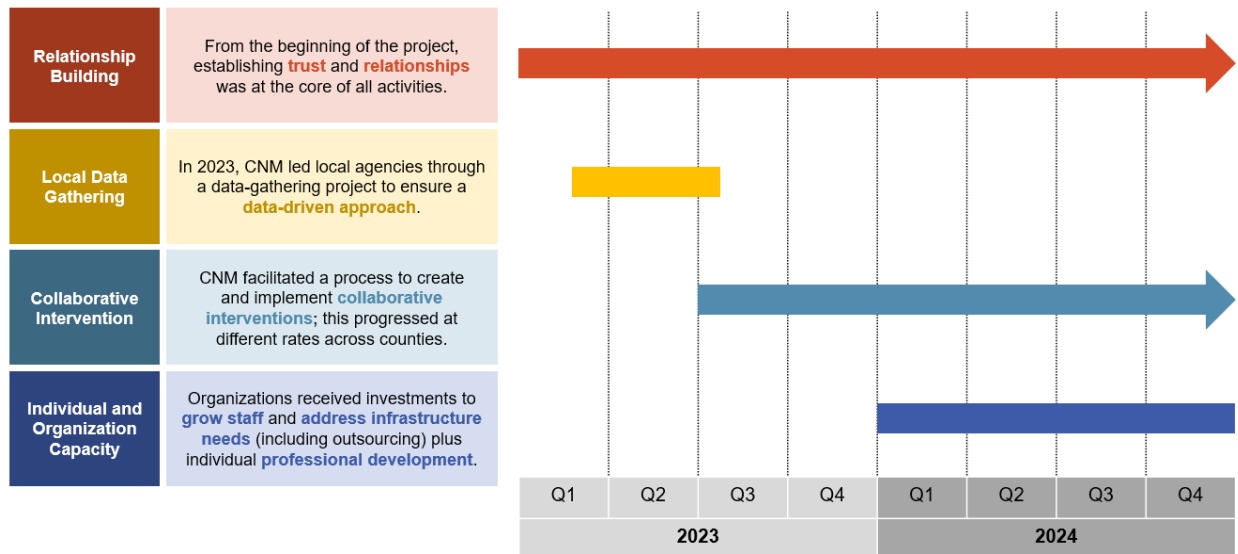
In creating the grant process, THCI used the Social Determinants of Health to better understand the factors that influence a community's health outcomes. These are the factors that go beyond traditional health care but are essential components to an individual's and community's health outcomes. This includes:

- Economic Stability: employment, income, expenses, debt, medical bills, support
- Neighborhood and Physical Environment: housing, transportation, safety, parks, playgrounds, walkability, zip code/geography

- Education: literacy, language, early childhood education, vocational training, higher education
- Food: hunger, access to healthy options
- Community and Social Context: social integration, support systems, community engagement, discrimination, stress
- Health Care System: health coverage, provider availability, provider linguistic and cultural competency, quality of care³

THCI conducted Community Health Needs Assessments (CHNA) in 2022, which utilized the Social Determinants of Health as a lens to understand how to best serve the needs of its communities and improve health outcomes in zip codes that represent the highest needs.

CNM's Approach to Organizational and Collaborative Capacity Building



Local Data Gathering

The first step to building strong collaboratives in each community was to determine the most pressing needs in the community. The 2022 CHNA provided an excellent foundation for each of the counties. CNM and THCI agreed that making data-informed decisions is core to creating community change. CNM worked with local

³ Samantha Artiga and Elizabeth Hinton, "Beyond Health Care: The Role of Social Determinants in Promoting Health and Health Equity," May 10, 2018, available at <https://www.kff.org/racial-equity-and-health-policy/issue-brief/beyond-health-care-the-role-of-social-determinants-in-promoting-health-and-health-equity/>

residents and nonprofits to identify the areas of greatest need through a tiered approach that ranged in scope from very broad to very narrow. Below is a description of the methodology used by CNM for the data gathering project. Participation for each of the counties is shown in Table 1.

Windshield Analysis

CNM trained local residents to gather observations about specific characteristics of their community, such as assets, resources, and physical conditions. Organizations were offered the incentive of \$500 for each qualified submission based on a four-hour windshield analysis.

Community-Wide Survey

CNM collected quantitative feedback from each community around the Social Determinants of Health. Surveys were promoted to the general population with the incentive of gift cards for random winners in each county. CNM also enlisted the help of local nonprofits to help spread the word and garner local participation in the survey.

Focus Groups

CNM sought qualitative feedback from residents to gain a deeper understanding of community issues. Local nonprofits were offered a \$500 incentive to help with recruiting and hosting focus groups with local residents. CNM designed focus group questions and conducted them in different parts of each county.

Key Informant Interviews

CNM staff gathered insights from community leaders from various industry sectors in each community, including nonprofits, education, faith-based organizations, government, and private businesses. Each interview lasted between 30-60 minutes and was conducted by CNM staff.

CNM's findings from the local data gathering effort were synthesized in a "2023 Data Report for Erath, Johnson, and Kaufman Counties."⁴

⁴ See Appendix A.

Table 1. Total Methods of Primary Data Collected for Analysis

	Windshield Analyses	Community Survey	Focus Groups	Key Informant Interviews
Erath County	8	258	5	3
Johnson County	18	248	2	12
Kaufman County	6	582	6	11

Data-Driven Collaboratives

Following the final Data Report, CNM presented its findings in each of the three communities in August 2023. CNM then convened local nonprofit leads and other community leaders to consider the findings for their community and determine a collaborative approach toward improving the areas of greatest need. From September 2023 through December 2023, groups in all three counties met regularly to design a collaborative intervention for their community. Implementation of these plans began in early 2024 and continue as of the time of this report.

Individual and Organization Capacity Building

To support this endeavor, CNM sought to assess and improve the collaborative capacity of key organizations in each community. We achieved this goal through three components, outlined below.

Targeted Investments

CNM utilized THCI funding to invest in the individual capacity of select organizations in each county. Funding for targeted investments was intended to increase these organizations' capacity for leading effective collaboration in a sustainable way. This included investments in staffing, technology, professional services, and professional coaching.

Back-Office Outsourcing

Many of the organizations serving these communities do not require full time staff for specialized areas such as accounting, human resources, information technology, or grant writing. Therefore, CNM invited nonprofits to apply for a grant to hire qualified third-parties to perform these tasks. An organization would apply by describing its needs, providing a quote from a qualified third-party vendor, and explaining how the increased capacity created by outsourcing these activities would facilitate the ability to collaborate with other organizations in the community.

Professional Development

CNM hosted four professional development opportunities in each county. This included topics such as working with individuals experiencing poverty (“Bridges Out of Poverty”), leading through change, marketing, and grant-writing.

Results and Impact

CNM established six core goals for this program. The goals were crafted using the “SMART Goal” framework: Specific, Measurable, Attainable, Relevant, and Time-bound. These six goals were equally applied to all three counties. As the program progressed, the counties achieved the goals at varying rates and with varying results. The six goals were:

- A. By November 30, 2023, CNM will establish a collaborative workgroup framework and purpose statement with common objectives, metrics, and goals in each county
- B. By October 31, 2023, each county will clearly understand local needs
- C. By June 15, 2024, each county will develop and execute a programmatic intervention based on local needs with associated responsible parties, predicted timelines, and desired outcomes for each county’s collaborative
- D. By December 14, 2024, CNM will assess and improve the collaborative capacity of key organizations in each county
- E. By September 14, 2024, each county workgroup will be led by one or more key organizations capable of securing a Cycle 4 THCI grant
- F. By December 15, 2024, participating organizations will demonstrate increased frequency of communication and referral, sense of trust, and strong relationships with one another relative to early 2023

These goals were tracked using agreed-upon outputs and outcomes and reported to THCI on a monthly basis. Details about the goals for each county can be found in the individual county sections of this report.

Understanding Local Needs (Goal B)

Goal B was chronologically the first goal to be addressed. This goal was supported through the local data gathering effort, as well as CNM’s presentation of its results. During the summer of 2023, CNM worked closely with local leaders to gather reliable local data through the following components:

Client/Community Member Surveys Completed	Organizations Completing at Least One Windshield Analysis	Qualified Windshield Analyses Completed	Organizations Hosting a Focus Group	Key Informant Interviews Completed	Average Organizations Participating in Planning Sessions
1,088	14	34	14	31	13.00

CNM sent a survey to collaboration participants in September 2024 to determine whether there was an increase in their understanding of local needs relative to the beginning of the project. Overall, 81.67% of respondents reported some level of increased understanding of local needs, with 31.67% of respondents noting their understanding, “Increased a lot.” One respondent noted they were able to increase their **“understanding of the holistic needs associated with poverty and how to bridge the gaps and build collaborative efforts to meet those needs.”**

It was equally important to ensure the information gathered during this portion of the project was widely shared in the community to help community leaders make data-informed decisions. In reflecting on the local data gathering effort, another respondent wrote:

“We have regular contact with many agencies across the county on a regular basis and we work with all municipalities on a daily basis, but the one thing that was of particular interest to us was the Windshield analysis. I think it was crucially important that the information was shared with city/county leadership, and I believe [CNM] made a strong effort to do that, and I think that was helpful.” – *Nonprofit leader in Johnson County*

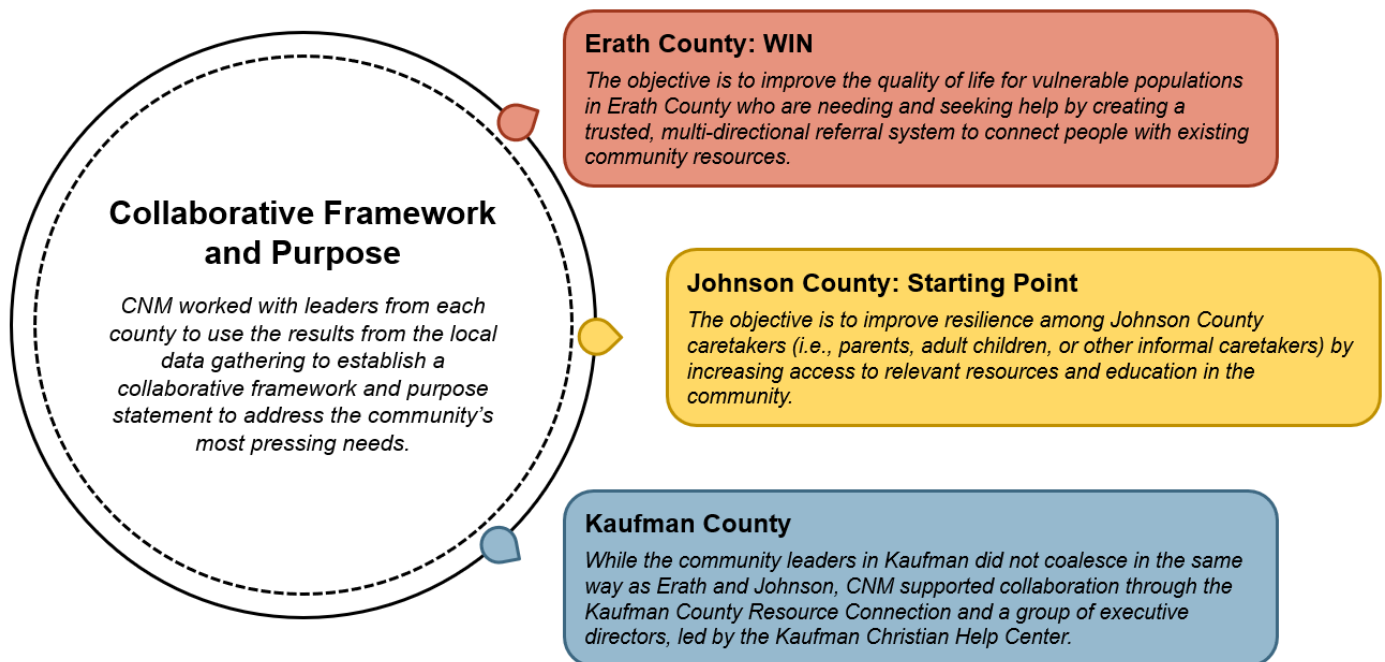
Another important result of the local data gathering effort, and the project overall, was to increase awareness of the local assets available to address the needs of the community. **Two-thirds of respondents reported an increase in their understanding of community assets.**

As the participants uncovered needs and assets in their communities, it became increasingly and undeniably evident that so many needs of the community are intertwined; to make progress on any issue requires progress on *many* issues. Thus, the solution must be a community-wide solution. The best tool for community-wide solutions is collaboration.

“My awareness has increased significantly. Now that we have met so many other [nonprofits], we are all building a network to collaborate and better serve the needs of our community as well as each other.” – *Nonprofit leader in Erath County*

Establish Collaborative Workgroup and Programmatic Intervention (Goals A and C)

After completing the local data gathering portion of the program, CNM convened leaders from each community in a series of meetings to determine a data-informed, community-led response to the data gathered. Through this community-lead approach, CNM supported nonprofits in each county by establishing innovative, collaborative solutions while also strengthening essential collaborative capacity.



Leaders in Erath and Johnson Counties quickly identified objectives with desired outcomes.

Johnson County leaders hosted a resource event in May 2024, which has since grown into an initiative to build a website, which will serve as a new community resource in Johnson County to facilitate navigation of resources. The insight into the power of this connective resource was uncovered through many conversations between nonprofits and other community leaders about what would have the greatest impact on the ability to work together. This website will break down many of the barriers to collaboration that previously existed.

Erath County established a new nonprofit organization that has collaboration built into its DNA. The foundation of this organization was established and fortified throughout 2024, with the organization beginning to serve clients in September

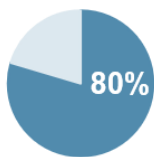
2024 and creating an incredible infrastructure to connect partner nonprofits to one another and its clients while keeping the individuals served at the center of its relationships.

While Kaufman County leaders did not establish the same framework, local leaders nonetheless came together in a collaborative way to address community issues. The Kaufman County Resource Connection was established and launched to provide shared space and collaborative opportunities for nonprofits, school districts, law enforcement, and faith communities. The Kaufman Christian Help Center launched an initiative to build strong relationships among Kaufman County executive directors, which is already creating new opportunities for increased collaboration.

Sustainability (Goal E and F)

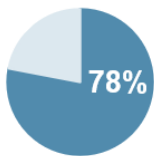
One of the core features of this program is to ensure that all investments led to sustainable results. CNM was intentional about transitioning leadership of each collaborative to the local community. This effort included professional development, investments in key organizations, and creating a framework for effective leadership transition in each community.

As a result, community leaders reported the following outcomes:



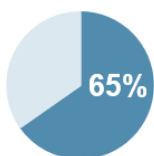
Participants are *confident* in their ability to continue working together

Respondents across the three counties report they are very confident or confident in their ability to continue working together in a meaningful way.



Stronger relationships and *increased* trust

Program participants surveyed indicated that they experienced stronger relationships and increased trust with other participating organizations relative to the beginning of the program.



Respondents believe they can *continue* this collaborative work

Nearly two-thirds of respondents report that they are very confident or confident in their ability to replicate, continue, and/or build upon their collaborative project.

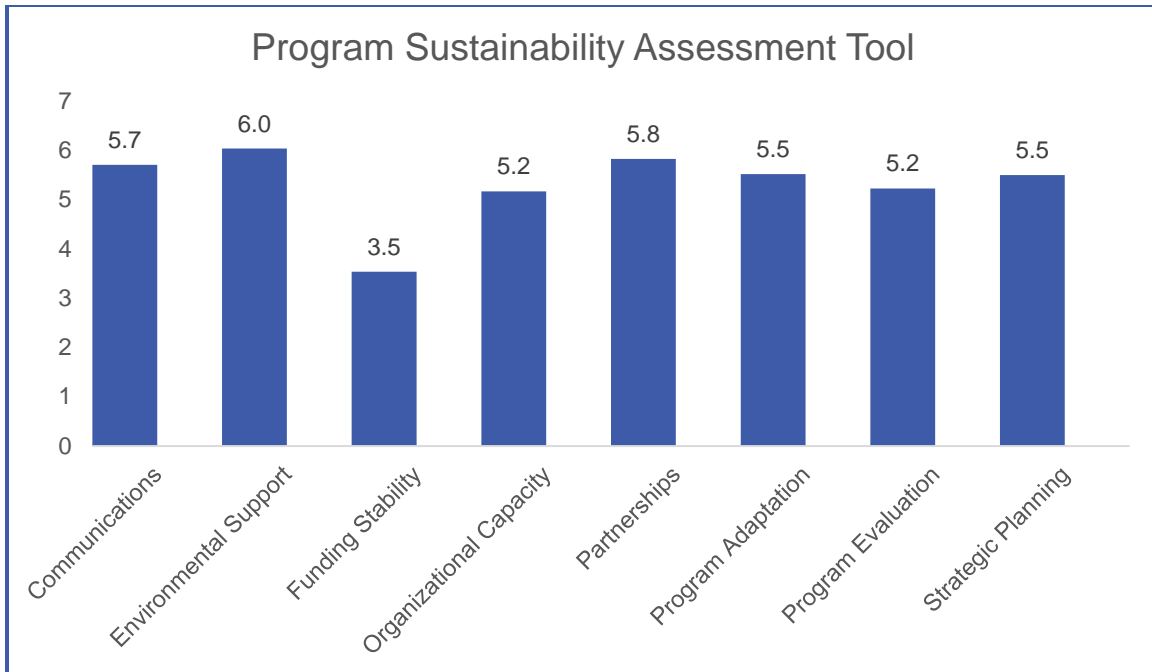
Additionally, CNM used the Program Sustainability Assessment Tool (PSAT) from the University of Washington at St. Louis.⁵ This tool assesses individual program sustainability across eight domains:

1. Communications: Strategic communication with stakeholders and the public about the program
2. Environmental Support: Having a supportive internal and external climate for the program
3. Funding Stability: Establishing a consistent financial base for the program
4. Organizational Capacity: Having the internal support and resources needed to effectively manage the program
5. Partnerships: Cultivating connections between the program and its stakeholders
6. Program Adaptation: Taking actions that adapt the program to ensure its ongoing effectiveness
7. Program Evaluation: Assessing the program to inform planning and document results
8. Strategic Planning: Using processes that guide the program's direction, goals, and strategies

The PSAT is available in two formats: the original version and a short version. The original consists of 40 questions across the 8 domains whereas the short version asks 24 questions across the same domains. All responses are rated on a seven-point scale with 1 as the lowest response and 7 as the highest.

CNM asked leaders of each of the collaboratives to complete the short version of the PSAT to help us understand the sustainability of the collaborative structures. Details by county are in the county sections of this report. Overall, the sustainability of all three collaboratives is relatively strong across all domains other than Funding Stability. This is reasonable because of the fact that each initiative represents an approach not previously taken in the community. Additionally, each collaborative rated its Environmental Support and Partnerships as strong, which provides a good foundation for future Funding Stability.

⁵ This assessment tool is adapted from: the Program Sustainability Assessment Tool, copyright 2012, Washington University, St. Louis, MO. All rights reserved. If you would like more information about the original framework or Program Sustainability Assessment Tool, visit <http://www.sustaintool.org>.



Individual and Organizational Capacity (Goal D)

Transitioning leadership of each collaborative was supported by focusing on individual and organizational capacity. Collaborative capacity without individual and organizational capacity will not create sustainable collaboration. CNM took a three-pronged approach to strengthen individual and organizational capacity:

1. Invest in targeted capacity building projects designed to increase collaborative capacity at key organizations in each community
2. Provide grants allowing nonprofits to engage contractors for key back-office support
3. Offer professional development opportunities

**Overall
Participation**

Organizations

100+

Individuals

330+



\$405,960

Amount received by four key organizations for targeted capacity building projects designed to increase collaborative capacity



\$212,875

15 organizations received a total of more than \$200,000 in funding for external back-office support (e.g., accounting, information technology, human resources, and grant writing)



26

Services provided through external back-office support



\$54,000

Micro-grants given for participation in 15 professional development opportunities provided across all three counties

Targeted Capacity Building

CNM identified key leaders in each of the three counties. Investments in targeted capacity building included hiring for new positions, purchasing technology, providing professional coaching, and supporting marketing. Through these targeted investments, organizations were able to expand collaborative involvement through increased programming, create a new entity that is focused on building collaborative supports, and grow its community leadership. Investing in organizational capacity is an essential component of building collaborative capacity in a community.

“With this funding, we were able to hire a bilingual school liaison, which has greatly enhanced our ability to serve our diverse client base more effectively. Our bilingual liaison bridges communication gaps for Spanish-speaking families, ensuring they have clear, accessible information about our services, resources, and support options. This has been invaluable for strengthening trust and understanding, as parents and caregivers can now communicate comfortably in their primary language. Additionally, the liaison works closely with schools to support children in both educational and emotional aspects, making sure students have the guidance they need to feel safe and supported. This addition has not only expanded our reach but has also allowed us to provide more inclusive, culturally responsive services to families across our community.”

– Nonprofit leader in Johnson County

Back-Office Support

CNM allocated a portion of the capacity building funds to help organizations outsource certain administrative functions, including accounting, information technology, human resources, and grant writing. 15 organizations received funding for 26 different services. The intended result of this funding is to allow the recipients to spend more time focused on serving clients, connecting with other nonprofits, and generally strengthening the organizations. As one recipient in Kaufman County writes, by outsourcing services, **“More time is available to ... meet and collaborate with other resources and partners.”**

Professional Development

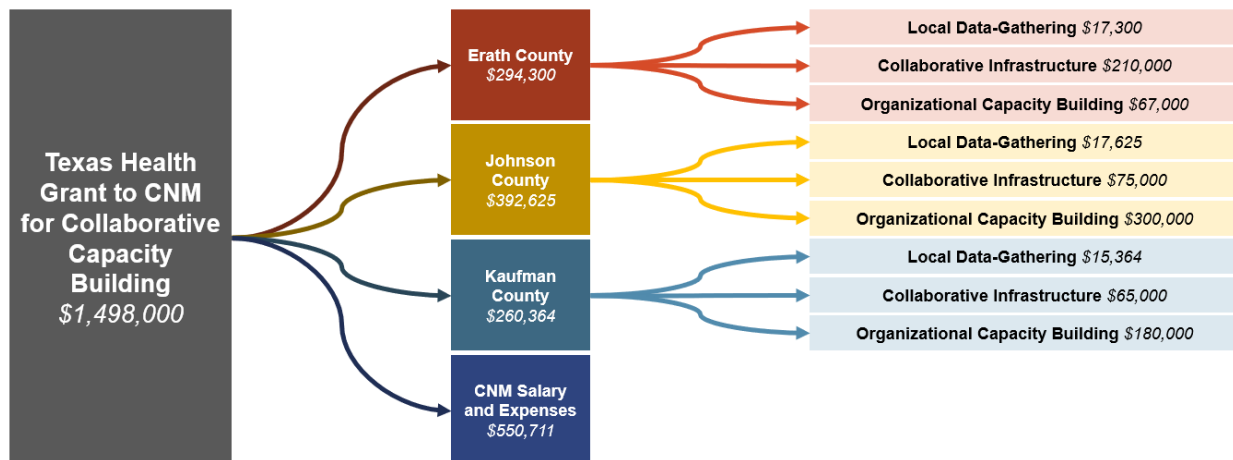
In 2024, CNM hosted four professional development sessions in each of the three counties. These sessions were intended to build relationships among nonprofits through a shared experience while increasing knowledge on practical, actionable topics. Feedback from session participants shows an increase in capacity, evidenced by the following outcomes:

Individual Capacity			Organization Capacity	
Name of Training	Knowledge Increase % of respondents	Usefulness of Training % of respondents		
Bridges out of Poverty	97%	100%	100%	Decrease in staff time for back-office activities <i>All recipients who were <u>not already</u> outsourcing support witnessed an initial decrease in the amount of time spent by staff on the outsourced tasks.</i>
Grant Writing	100%	97%		
Leading through Change	79%	79%	67%	Increase in capacity for collaboration <i>Two-thirds of respondents report an increase in their capacity to work with the county collaborative and/or other organizations.</i>
Storytelling and Marketing	69%	75%		

Trust and Communication (Goal F)

Finally, CNM sought to strengthen the bonds between organizations and the community. Without trust and communication, even strong organizations with perfect collaboration plans will fail. **78% of respondents demonstrate increased trust and stronger relationships with the other nonprofits participating in the collaboratives. Additionally, 67% increased their trust in all nonprofits in their county and 73% demonstrated stronger relationships with nonprofits in their county.**

Financial Summary



Over the course of two years, nearly \$950,000 was invested in the three counties to build organizational and collaborative capacity. Additionally, CNM devoted significant organizational resources to support this program.

Erath County

Project Description

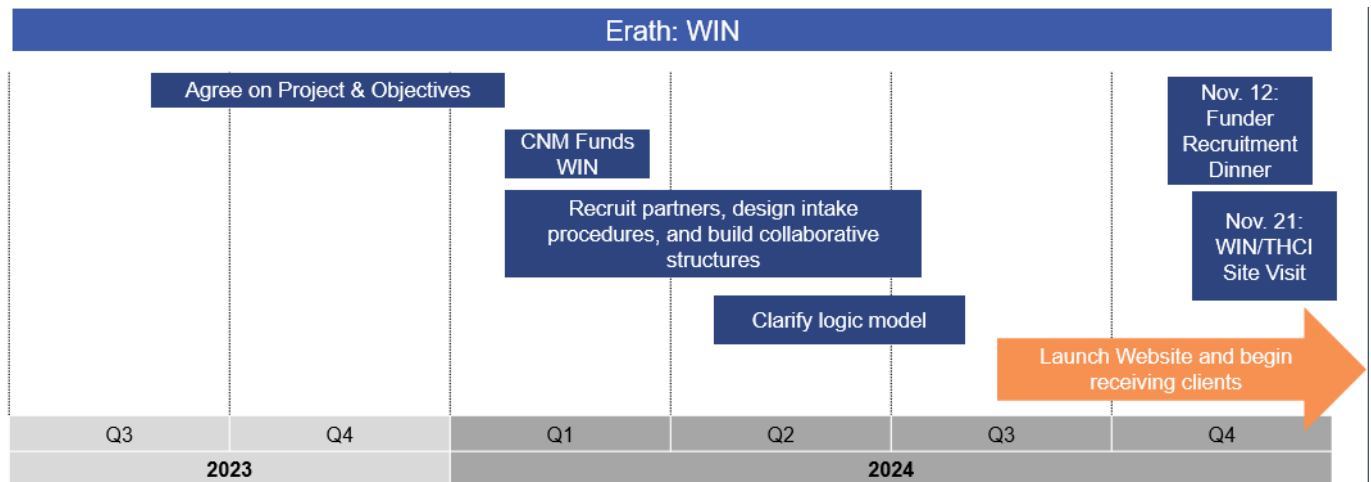
At CNM's first meeting in Erath County, approximately 50-60 community leaders gathered in the Fellowship Hall of First United Methodist Church of Stephenville. Leaders sat at round tables, each holding six to eight individuals. After the meeting, one of the participants pointed out the visual analogy represented by this room set up. His assessment was that Erath County had strong collaboration throughout the community. The issue, as he described it, was that the collaborations did not necessarily talk to one another or collaborate on larger issues. This image was a helpful framework for the work of this project in Erath County.

From August through November 2023, CNM convened leaders from Erath County to determine how to interpret and apply the data discovered in the local data gathering project.



Through this effort, the community highlighted two key areas of need: mental health and housing. Other areas of need include employment/finances, infrastructure/transportation, and healthcare. CNM's intent was to launch an initiative around one key focus area, however Erath County leaders were ambitious and sought to tackle as many issues as possible. The result was the "Wholistic Investment Network," (WIN) a multi-directional referral system that would provide coaching and guidance for individuals seeking help and would create an essential network of nonprofits and other resources throughout the county. WIN would build collaboration into its structure through representation of nonprofits on its Board of Directors, engaging in partnerships with local resources, and hosting quarterly meetings to receive feedback and support from its partners. The very essence of WIN reflects the definition of True Collaboration.

WIN was seeded by CNM with THCI funding in February 2024. Over the course of the next six months, WIN methodically built internal structures and external partnerships to achieve its objective of creating the trusted, multi-directional referral system. WIN received its first clients in September 2024 and has not looked back since.



Result and Impact

- A. By November 30, 2023, CNM will establish a collaborative workgroup framework and purpose statement with common objectives, metrics, and goals in each county (Goal A)



Erath County: WIN

Objective

To improve quality of life for vulnerable populations in Erath County who are needing and seeking help.

Goal

The Erath County Workgroup will accomplish this objective by creating a trusted, multi-directional referral system to connect people with existing community resources. (Referred to as WIN project)

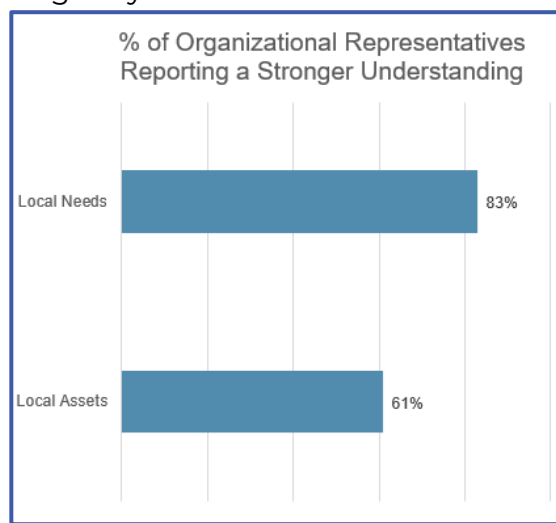
Metrics

- # of partners participating in the collaborative
- Community recognition (i.e., # of unique referrals and inquiries)
- Positive client results
 - % of clients who have improved mental wellness (e.g., no longer feel emotionally at-risk)
 - # of individuals who have graduated through the program and have returned to mentor and/or support others

- B. By October 31, 2023, each county will clearly understand local needs (Goal B)

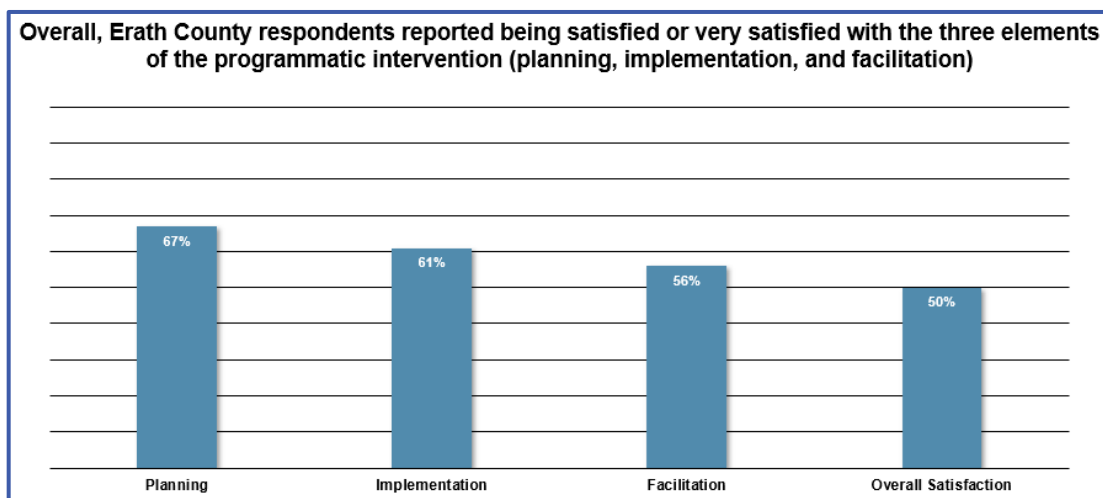
As a result of the local data gathering project in Erath County, local leaders were able to identify key issues in the region around mental health and housing. However, the group desired to go further to build an infrastructure that could address the full spectrum of needs in the community.

Respondents reported an increase in their understanding of local needs and assets in Erath County with 50% of respondents noting they also increased their understanding of how to use local data in making programmatic decisions. Strengthening the community's awareness of needs and assets is an important step, but improving the utilization of this data is essential for building and sustaining collaborative interventions in the community.



- C. By June 15, 2024, each county will develop and execute a programmatic intervention based on local needs with associated responsible parties, predicted timelines, and desired outcomes for each county's collaborative (Goal C)

Participants in Erath County noted strong satisfaction with the planning, implementation, and facilitation of the collaborative effort.



- D. By December 14, 2024, CNM will assess and improve the collaborative capacity of key organizations in each county (Goal D)

Throughout the course of this project, CNM sought ways to strengthen organizational capacity as a necessary foundation for collaborative capacity. Funding was provided to three organizations for outsourcing back-office supports. **100%** of

these organizations reported a decrease in staff time spent on relevant activities, allowing them to focus more on providing direct services, building relationships with other nonprofits, and collaborating around some of the most important issues facing Erath County.

Additionally, WIN has demonstrated strong favorable results on the PSAT, indicating that the organization has a framework that is likely to be sustainable. Similar to the other initiatives, WIN scored lower on Funding Stability. This is to be expected for a start-up initiative and the other supports for the organization will likely compensate for this over time.

Communications	6.00
The program demonstrates its value to the public	6.00
The program increases community awareness of the issue	6.00
The program staff communicate the need for the program to the public	6.00
Environmental Support	6.33
Champions exist who strongly support the program	7.00
The program has leadership support from outside the organization	6.00
The program has strong champions with the ability to garner resources	6.00
Funding Stability	4.33
The program has a combination of stable and flexible funding	4.50
The program has sustained funding	4.50
The program is funded through a variety of sources	4.00
Organizational Capacity	5.83
Organizational systems are in place to support the various program needs	6.00
The program has adequate staff to complete the program's goals	5.50
The program is well integrated into our community	6.00
Partnerships	5.83
Community leaders are involved in the program	5.50
The community is engaged in the development of program goals	5.00
The program communicates with community leaders	5.50
Program Adaptation	5.60
The program adapts strategies as needed	5.50
The program adapts to new science	6.00
The program proactively adapts to changes in the environment	5.50
Program Evaluation	5.50
Evaluation results inform program planning and implementation	6.00
Program evaluation results are used to demonstrate success to funders and other key stakeholders	6.00
The program reports short term and intermediate outcomes	5.00
Strategic Planning	5.33
The program clearly outlines roles and responsibilities for all stakeholders	5.50
The program has a sustainability plan	5.00
The program plans for future resource needs	5.50

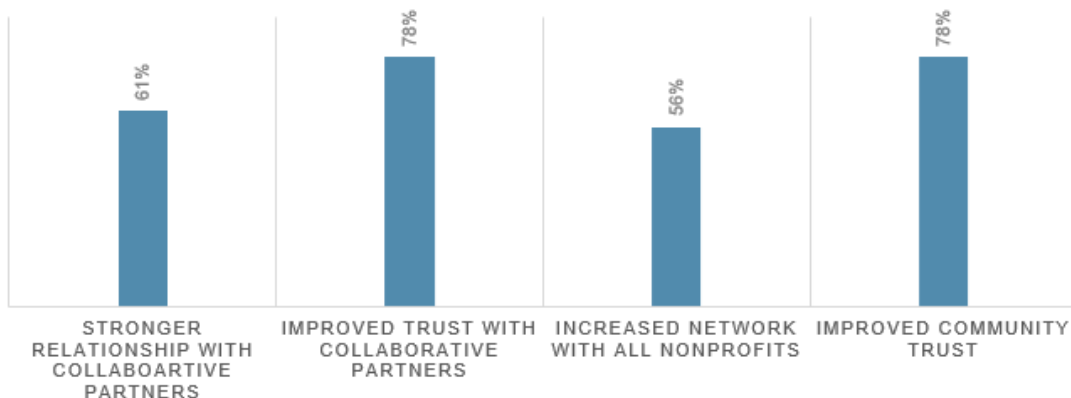
- E. By September 14, 2024, each county workgroup will be led by one or more key organizations capable to securing a Cycle 4 THCI grant (Goal E)

Respondents in Erath County noted their confidence in being able to continue both working together generally *and* replicate, continue, and/or build upon the WIN project.

As a result of working together on this project and the full investment in collaborative capacity building, **THCI saw a 400% increase in viable grant applications in the Southern Region for 2025 as compared to the first cycle of grants in 2019.**

- F. By December 15, 2024, participating organizations will demonstrate increased frequency of communication and referral, sense of trust, and strong relationships with one another relative to early 2023 (Goal F)

When CNM began this project, it was clear that the two most important foundational elements for a successful collaboration would be trust and strong relationships. Relative to the beginning of 2023, participants are noting significantly stronger relationships and trust with their collaborative partners



Confident about being able to continue working together in a meaningful way	72%
% of Organizations increasing knowledge and understanding about...	
Collaboration between organizations	55%
Barriers that prevent collaboration	50%
Ways to remove barriers that prevent collaboration	45%
How to use local data for programmatic decisions	50%

Financial Summary

Over the span of this project, nearly \$300,000 was invested directly into Erath County in the form of local data gathering support (\$17,300), building a collaborative infrastructure (\$210,000), and investing in organizational capacity building (\$67,000). The funding for collaborative infrastructure was used to support WIN's structure as well as investing in strong partnerships with other nonprofit organizations in Erath County.

Challenges and Lessons Learned

Erath County presented an opportunity to innovate within existing structures. Often, the impulse of innovation is to do something completely different that disrupts “the way it has been done.” The existing collaborations and relationships in Erath County are the foundation for WIN.

The project in Erath County also serves as a reminder of the importance of effective deliberation. From the first meeting in November 2022 until the last meeting in 2024, CNM and local leaders complemented each other by balancing CNM's methodical, planned action with the urgency, energy, and ambition of the local community. CNM and WIN's leadership approached this relationship with humility and openness, which created an especially strong relationship and leadership style for the community.

Johnson County

Project Description

Nonprofits in Johnson County offered collaborative solutions to some of the community's greatest issues. To create a structure that will have lasting impact, leaders in Johnson County created a two-phase process for designing, implementing, and leading the collaborative effort. Early conversations between CNM and individual leaders in Johnson County suggested that there was a need to build strong, trust-based relationships among the nonprofits before collaboration could be successful.

The first phase of the collaborative project was to host a resource event that would bring together nonprofits and other service providers from across Johnson County. The main qualifier for event participants was that the nonprofits and/or resources provide services *in* Johnson County. The group



intentionally structured the Starting Point event to be leveraged for continued collaboration; this was not intended to be a one-and-done event. To achieve this intent, they hosted a pre-event dinner in April. This dinner created excitement about the event and helped to spread the word throughout government, schools, and other community leaders. The second feature that was designed for collaboration was a series of post-event meetings. The meetings debriefed the Starting Point



event and invited additional conversation to plan for sustained, impactful collaboration.

On May 14, 2024, the group hosted the Starting Point event at the Cleburne Convention Center. The event was a tremendous success, with nearly 50 nonprofits and/or resources participating and approximately 200 members of the public attending. To carry the collaborative intent of the event, the 50 organizations

were encouraged to walk through the event space just as much as the attendees. Through this structure, new relationships were created between organizations who were previously unfamiliar with each other.

The Starting Point group built on this success with monthly meetings that continue into 2025. During the summer and fall of 2024, Starting Point determined that the next step for the collaborative project was to create a website, which would serve as an essential referral resource for area nonprofits. The concept for the second phase of the project was developed based on feedback from the community during the lead up to the May event. During the summer of 2024, leaders from Starting Point researched, identified, and vetted partners to help create and maintain a website that would connect Johnson County resources to one another and to community members in a reliable, sustainable way. CNM worked with Starting Point to create plans for launching the website, strategically growing it, and ensuring sustainability.



Result and Impact

- A. By November 30, 2023, CNM will establish a collaborative workgroup framework and purpose statement with common objectives, metrics, and goals in each county (Goal A)



Johnson County: Starting Point

Objective

To improve resilience among Johnson County caretakers (i.e., parents, adult children, or other informal caretakers)

Goal

The Johnson County Workgroup will accomplish this objective by increasing access to relevant resources and education in the community

Metrics

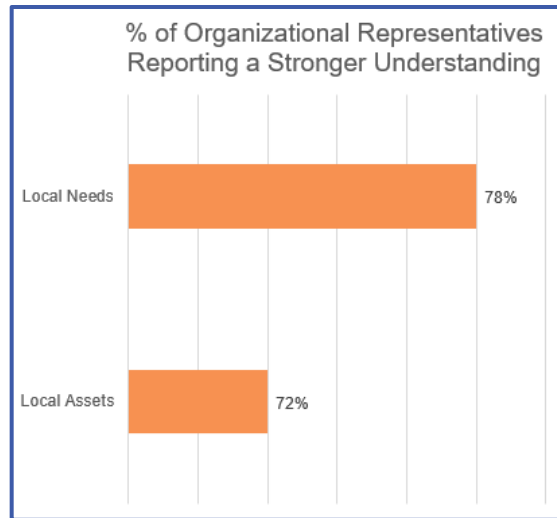
Increase in knowledge of community resources among service providers
Increase in knowledge of community resources among caretakers
Increase in utilization of resources by caretakers
Increase in trust and collaboration among services providers

The original objective of Starting Point focused on “Johnson County caretakers.” This focus has since been broadened to include nonprofits, resources, and any individual in need in Johnson County. The website will create excellent opportunity among community resources and the broader community to effectively navigate the broad range of support available in the county.

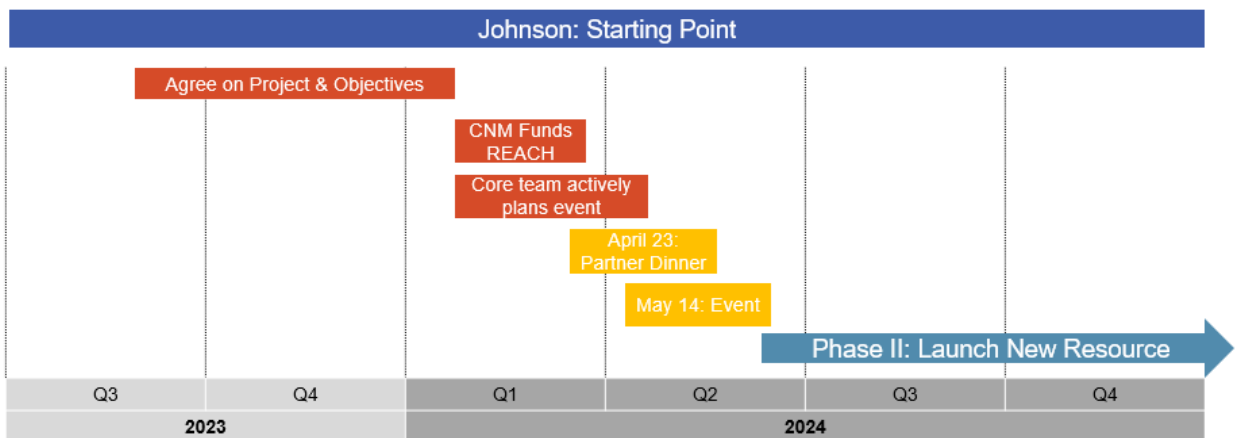
- B. By October 31, 2023, each county will clearly understand local needs (Goal B)

Issues and Concerns	Pre-2023 Data-Gathering Project		2023 Data-Gathering Project		
	Texas Health CHNA	Adaptive Problems	Community Survey	Focus Groups	Key Informant Interviews
Housing		✓		✓	✓
Infrastructure / Transportation		✓		✓	✓
Employment / Finances		✓	✓	✓	
Family			✓		✓
Mental Health	✓	✓			
Healthcare	✓				

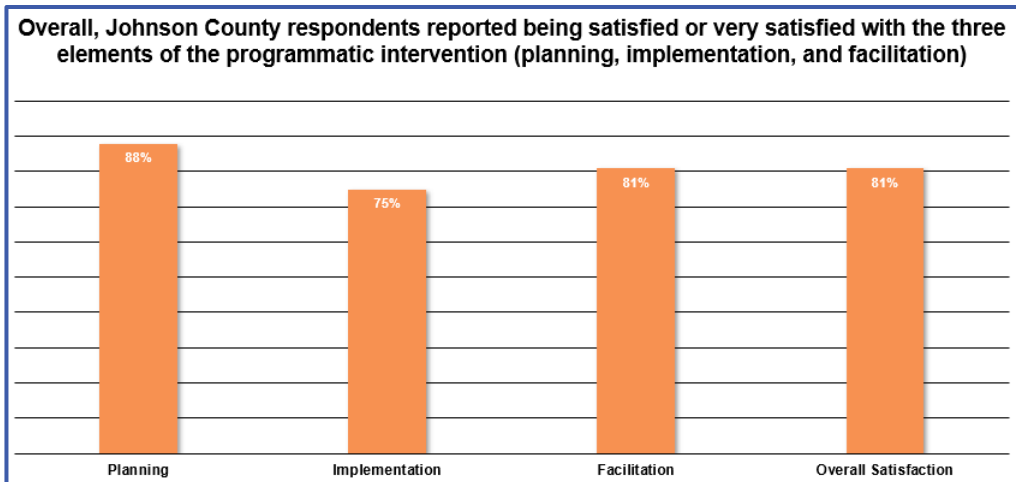
When CNM convened community leaders in August 2023, the area of greatest need in Johnson County appeared to be housing, infrastructure/transportation, and employment/finances. However, during the conversation, it was determined that family support and mental health were so intertwined that this was the greatest area of need. Additionally, it was more strategic to focus on family support and mental health because these areas create a foundation and safety net structure that help individual address the other problems residents could face.



- C. By June 15, 2024, each county will develop and execute a programmatic intervention based on local needs with associated responsible parties, predicted timelines, and desired outcomes for each county's collaborative (Goal C)



The Starting Point event took place on May 14, 2024, concluding Phase I of the team's collaborative initiative. Work on Phase II began quickly the next month and has led to a strong team who is effectively leading the community effort.



D. By December 14, 2024, CNM will assess and improve the collaborative capacity of key organizations in each county (Goal D)

The areas of the Starting Point collaborative that appear to be the least sustainable are around Funding Stability and organizational capacity. Similar to WIN, concerns around funding support demonstrate a clear, realistic perspective of the challenges of running a nonprofit initiative. These concerns were discussed at subsequent meetings and the Starting Point team is proactively addressing this concern.

“The capacity-building funding provided Meals on Wheels North Central Texas with the means necessary to purchase the tools needed to elevate our Marketing and Communications Department and our organization as a whole. As one of three individuals who attended the Meals on Wheels America Conference, I learned skills, developed new ideas, and strengthened relationships with other organizations across the nation. Upon my return, I began implementing a new process for client referrals, regular training for volunteers, and other procedures to help our organization become more efficient. This funding also provided a camera, camera equipment, and a step and repeat banner. With these tools, we have been able to elevate our marketing efforts, make check presentations look more professional, and capture, display and share our stories in a manner in which we can be proud of. This camera has also given us the ability to begin using photos of our local clients and volunteers on new vehicle wraps among other things. Having quality equipment has enabled our organization to display what we do and what it means to those impacted, thus generating donations, funding, and the ability to continue to grow and serve our community.

These opportunities, paired with the Nonprofit Management Certificate program, have given me personally the tools necessary to grow in my role. During the course of the program, we began restructuring within our organization. I now oversee two departments, two employees, and hundreds of volunteers. As someone with no supervisor experience, this program provided me with the information, resources, and confidence needed to ensure I can do this. I am grateful for this time, and know that with these tools and the knowledge gained from this program, I can help this organization continue to grow and strengthen both of my departments.”

– Haley Seale, Communications Marketing Manager at Meals on Wheels of North Central Texas

The lower score on organizational capacity is intuitive because Starting Point is a collaborative, not an organization. The collaborative must rely on its members for any capacity. Therefore, the high scores around partnerships are highly encouraging. The strong partners will be in a position to lend their own organizational capacity in support of the Starting Point collaborative, a reality that was witnessed as organizations openly offered staff, building, volunteers, and other resources to support Phase II of the Starting Point collaborative project.

Communications	5.33
The program demonstrates its value to the public	5.60
The program increases community awareness of the issue	5.40
The program staff communicate the need for the program to the public	5.00
Environmental Support	5.87
Champions exist who strongly support the program	6.00
The program has leadership support from outside the organization	5.40
The program has strong champions with the ability to garner resources	6.20
Funding Stability	2.80
The program has a combination of stable and flexible funding	2.80
The program has sustained funding	2.80
The program is funded through a variety of sources	2.80
Organizational Capacity	4.67
Organizational systems are in place to support the various program needs	4.60
The program has adequate staff to complete the program's goals	5.40
The program is well integrated into our community	4.00
Partnerships	5.80
Community leaders are involved in the program	6.20
The community is engaged in the development of program goals	5.20
The program communicates with community leaders	6.00
Program Adaptation	5.31
The program adapts strategies as needed	5.60
The program adapts to new science	5.25
The program proactively adapts to changes in the environment	5.00
Program Evaluation	5.27
Evaluation results inform program planning and implementation	5.20
Program evaluation results are used to demonstrate success to funders and other key stakeholders	5.20
The program reports short term and intermediate outcomes	5.40
Strategic Planning	5.40
The program clearly outlines roles and responsibilities for all stakeholders	5.20
The program has a sustainability plan	5.20
The program plans for future resource needs	5.80

Eight organizations from Johnson County participated in the back-office outsourcing project. Of the organizations who were not already outsourcing support, **100%** are reporting a reduction in staff time dedicated to the outsourced tasks. Further, all organizations are reporting increases in the ability to focus more on the

clients and mission as well as building relationships with other community members and participating in the collaborative.

- E. By September 14, 2024, each county workgroup will be led by one or more key organizations capable to securing a Cycle 4 THCI grant (Goal E)

Leadership of the Starting Point collaborative has seamlessly transitioned from CNM to local leaders. This will provide the structure for sustained success for Starting Point.

Confident about being able to continue working together in a meaningful way	69%
% of Organizations increasing knowledge and understanding about...	
Collaboration between organizations	57%
Barriers that prevent collaboration	67%
Ways to remove barriers that prevent collaboration	57%
How to use local data for programmatic decisions	57%

- F. By December 15, 2024, participating organizations will demonstrate increased frequency of communication and referral, sense of trust, and strong relationships with one another relative to early 2023 (Goal F)



Financial Summary

Throughout the program, over \$390,000 was invested in Johnson County. Nonprofits in Johnson County responded in larger numbers than other counties to the offer for back-office support, which caused the investment to be larger than in Erath and Kaufman counties. \$300,000 was invested in organizational capacity building and \$75,000 in collaborative infrastructure, in addition to the \$17,625 used for local data gathering.

Challenges and Lessons Learned

The project in Johnson County demonstrated how vastly different parts of a single county can be. This highlights the importance of a truly local presence. While Burleson, Keene, Cleburne, and Alvarado are all in the same county, the needs of each community and the nonprofits serving them are quite different. The impact on local residents is that this can cause confusion and difficulty in navigating the helping resources available. Individuals were driving across the county to receive help they did not realize could be found much closer to home.

Being intentional in the design and execution of a project can make a significant difference in what the project is able to accomplish. On its face, a resource event may not sound particularly innovative or collaborative. However, the intentionality utilized in the planning and execution of the Starting Point proved to be the “secret sauce” between another resource event and the seeds of a sustainable collaborative endeavor.

Kaufman County

Project Description

The project in Kaufman proceeded in a different manner than in Erath and Johnson Counties. While Kaufman looks different, the result is no less impactful for building organizational and collaborative capacity among the nonprofits in the community. One of the challenges in Kaufman is the number of community meetings that are already taking place with overlapping purposes. While CNM sought to work together with the existing structures, this approach did not prove successful. However, CNM was able to pivot in such a way so as to support significant impact and change in the landscape for Kaufman County. For collaboration, CNM supported the implementation of the Kaufman County Resource Connection, which provides collaborative and capacity building opportunities for the community. We also supported the creation of a new group designed to bring together executive directors in a way that builds relationship and seeds collaboration. Finally, CNM provided additional professional development to the community in a way that

continues building momentum in the direction of robust collaborative structures with the Kaufman County Community Leader Conference in December 2024.

Result and Impact

- A. By November 30, 2023, CNM will establish a collaborative workgroup framework and purpose statement with common objectives, metrics, and goals in each county (Goal A)

The main collaborative effort in Kaufman County focused on building the Kaufman County Resource Connection (KCRC). The avenue of building this organization into a support system for Kaufman County took a different route than CNM experienced in the other two counties. While CNM met with community leaders multiple times from August through October 2023, the group did not coalesce around a single idea in the same way as Erath and Johnson Counties. Therefore, while there was not a collaborative workgroup framework with purpose statement and common objectives, metrics, and goals, a new entity was supported to strengthen community collaboration.

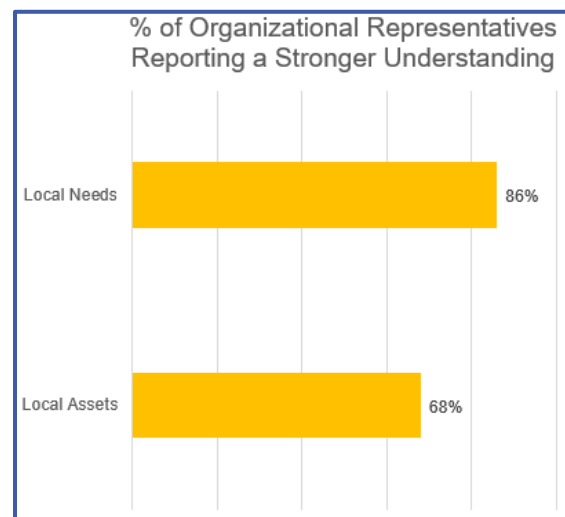
CNM identified the KCRC as a strong collaborative infrastructure through many conversations with KCRC's leaders, as well as many others throughout the Kaufman community. One of the resounding concerns in Kaufman County is whether the community is ready for the growth that is quickly approaching from Dallas. Nonprofits and citizens are already stretched thin; adding more growth and more need is likely to put great stress on the system. Therefore, a collaborative approach that is designed to relieve this stress and support the capacity of resources in the community is an ideal approach. KCRC is designed to be a collaborative support system for the community by connecting nonprofits to the resources they need by offering access to grant research software, providing opportunities for networking, leading programs designed to support volunteerism, and especially through providing a shared space model that brings multiple nonprofits under a single roof. The vision of the KCRC is to be a one-stop-shop for individuals seeking help in Kaufman County. This will serve as a hub for individuals and nonprofits alike.

B. By October 31, 2023, each county will clearly understand local needs (Goal B)

	Pre-Local Data-Gathering		Local Data-Gathering		
Issues and Concerns	Texas Health CHNA	Adaptive Problems	Community Survey	Focus Groups	Key Informant Interviews
Mental Health	✓	✓		✓	✓
Employment / Finances		✓	✓	✓	✓
Infrastructure / Transportation		✓		✓	✓
Housing		✓			✓
Family			✓		
Healthcare	✓				

One of the topics that CNM heard the most about when discussing the needs of the community with local residents is concern around the influx of new residents from Dallas. While this caused some concern with housing, the larger concerns are around employment/finances and infrastructure/transportation. Mental Health showed up as the top concern due to the growing awareness of the need for adequate mental health support and the limited resources available in the community.

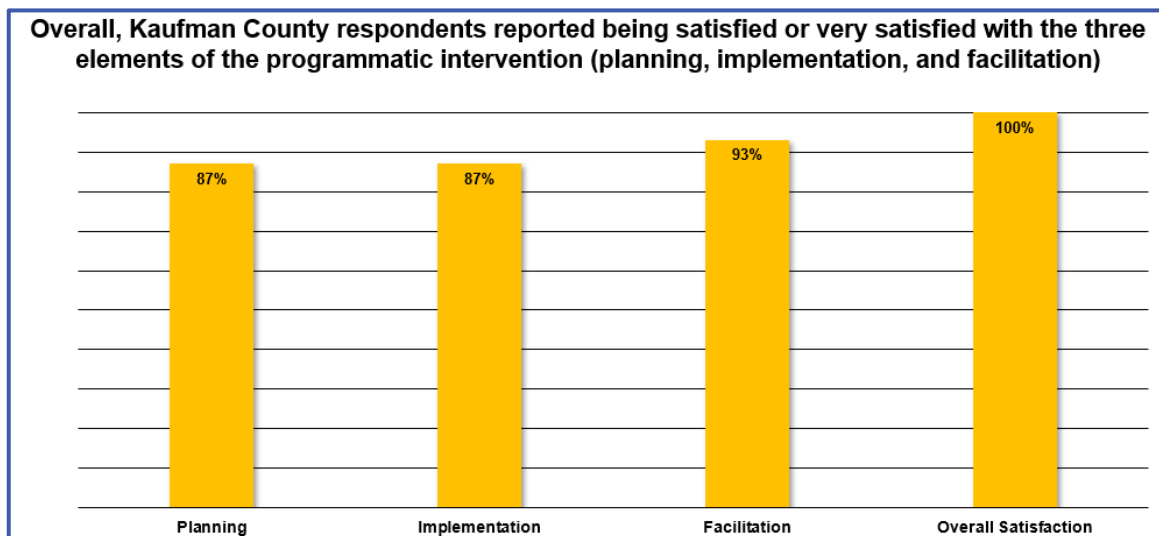
Through the investment in the local data gathering project, participants in Kaufman County increased their awareness of their community's needs. While this did not translate directly into a collaborative intervention, the range of needs highlights the importance of the infrastructure offered by KCRC and others in the community who are willing to help create the connective tissue of a resilient helping system for the county.



- C. By June 15, 2024, each county will develop and execute a programmatic intervention based on local needs with associated responsible parties, predicted timelines, and desired outcomes for each county's collaborative (Goal C)

There were two programmatic interventions in Kaufman County. The first is the building of the Kaufman County Resource Connection as a viable and strong entity. This investment took place throughout 2024, but has created an organization that CNM and local leaders expect to be a strong leader in Kaufman County for years to come.

The second programmatic intervention came about from the vision of Richard Dunn, Executive Director of The Kaufman Christian Help Center (The Center). Together with CNM, The Center held a monthly convening for local executive directors. This group met every month from June 2024 to October 2024, with plans to continue into 2025. The purpose of this group was to provide a network of support for executive directors, who often felt isolated in the community. Through this group, new bonds were formed and existing bonds were strengthened. Multiple executive directors reported that the monthly lunch helped them navigate difficult situations, strengthen their board, and effectively plan for the future. Participants shared resources, experiences and expertise, and their time with one another, which supports the conclusion that this group effectively meets the definition of True Collaboration.



D. By December 14, 2024, CNM will assess and improve the collaborative capacity of key organizations in each county (Goal D)

Communications	7.00
The program demonstrates its value to the public	7.00
The program increases community awareness of the issue	7.00
The program staff communicate the need for the program to the public	7.00
Environmental Support	6.50
Champions exist who strongly support the program	
The program has leadership support from outside the organization	7.00
The program has strong champions with the ability to garner resources	6.00
Funding Stability	5.67
The program has a combination of stable and flexible funding	6.00
The program has sustained funding	6.00
The program is funded through a variety of sources	5.00
Organizational Capacity	6.33
Organizational systems are in place to support the various program needs	6.00
The program has adequate staff to complete the program's goals	6.00
The program is well integrated into our community	7.00
Partnerships	7.00
Community leaders are involved in the program	7.00
The community is engaged in the development of program goals	7.00
The program communicates with community leaders	7.00
Program Adaptation	6.33
The program adapts strategies as needed	7.00
The program adapts to new science	6.00
The program proactively adapts to changes in the environment	6.00
Program Evaluation	4.67
Evaluation results inform program planning and implementation	5.00
Program evaluation results are used to demonstrate success to funders and other key stakeholders	4.00
The program reports short term and intermediate outcomes	5.00
Strategic Planning	6.33
The program clearly outlines roles and responsibilities for all stakeholders	6.00
The program has a sustainability plan	6.00
The program plans for future resource needs	6.00

The PSAT for KCRC represents strong, favorable results. CNM utilized THCI funding to invest in the capacity of KCRC through professional services, coaching, marketing, and technology.

Four nonprofits in Kaufman County received funding for eight back-office services. **100%** of the nonprofits report that there has been a decrease in the amount of time spent by staff on the services that have been outsourced. This increased capacity will have a lasting impact on the ability of the organizations to serve clients and build strong relationships with other service providers in the community.

Kaufman County had tremendous representation in the professional development offerings throughout the project. This was such an expressed need, that CNM determined it would best serve the community to offer a two-day community leader conference in December 2024. During this two-day conference, participants learned from experts on topics that were designed to support collaboration in the community. The anchor presentations were from Neighbor Well, an organization that specializes in helping churches and local nonprofits connect in such a way as to break down barriers that limit partnership with one another and effectively serve the community. Other presentations included:



- Pat Smith, Serve Denton: how to rally community support
- Susanne Smith, Social Impact Architects: how to use cutting edge community leadership strategies
- Heather Weathers, CNM: how to build upon fundraising best practices

Local voices were also put front and center with a panel that highlighted the vision of four local leaders for the future of Kaufman County.

- Richard Dunn, Kaufman Christian Help Center
- Pam Corder, Kaufman County Resource Connection
- Diana Roman, Crandall ISD
- Mike Holder, Kaufman City Manager

Finally, Sam Hamann, Strategic Consulting Lead for CNM, hosted a special evening session for nonprofits leaders and board members to consider the board's role in collaboration and how to best support the executive directors.



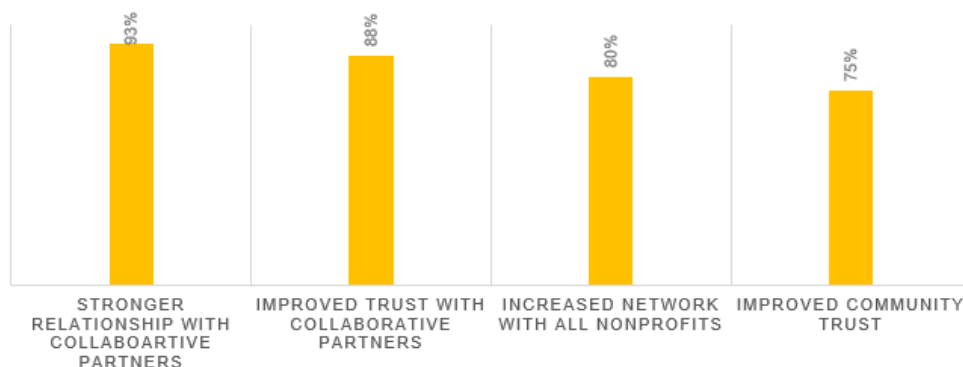
- E. By September 14, 2024, each county workgroup will be led by one or more key organizations capable to securing a Cycle 4 THCI grant (Goal E)

Respondents in Kaufman County report confidence in their ability to continue working together in a meaningful way. KCRC and The Center are two key leaders for the community and each represents a unique opportunity for continued collaboration among the nonprofits serving Kaufman. However, because the collaboration in Kaufman County arose through means other than the local data gathering project, the community expressed a lower increase in learning to use local data for programmatic decisions than did the other two counties.

Confident about being able to continue working together in a meaningful way	69%
% of Organizations increasing knowledge and understanding about...	
Collaboration between organizations	54%
Barriers that prevent collaboration	50%
Ways to remove barriers that prevent collaboration	46%
How to use local data for programmatic decisions	38%

- F. By December 15, 2024, participating organizations will demonstrate increased frequency of communication and referral, sense of trust, and strong relationships with one another relative to early 2023

When CNM began this project, it was clear that the two most important foundational elements for a successful collaboration would be trust and strong relationships. Relative to the beginning of 2023, participants are noting significantly stronger relationships and trust with their collaborative partners



Kaufman County respondents expressed significant increases in their relationships and trust at the end of this project. The professional development and commitment of time and resources in Kaufman County worked alongside the individual efforts of many community leaders to build these elements of strong collaboration. The strong favorable responses to this goal provide CNM with hope that the progress made toward true collaboration in Kaufman County during the life of this grant will provide the foundation for continued growth in the nonprofits and services offered to the expanding community.

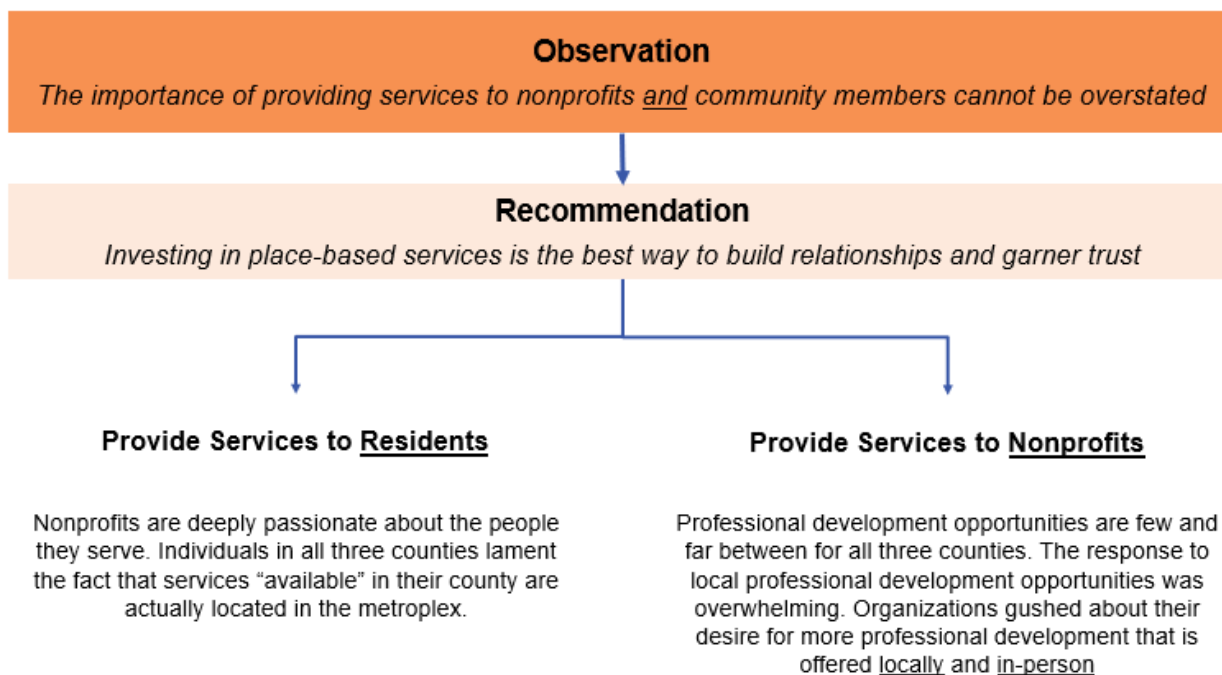
Financial Summary

Over \$260,000 was invested in Kaufman County during this project. Investment included \$65,000 in the collaborative infrastructure and \$180,000 in organizational capacity as well as \$15,364 for local data gathering.

Challenges and Lessons Learned

One of the main takeaways from our work in Kaufman County is the need to be nimble in creating a new endeavor. CNM offered multiple pivots to the collaborative approach in Kaufman County, until landing on the right mix of professional development and collaboration support. In finding this mix, it was important to listen closely to the feedback from the local community members, both with what they are saying *and* watching where they spend their time. While efforts to convene a collaborative group were not well attended, professional development in Kaufman was especially well-received.

Recommendations for the Future



One of the most important things that CNM observed during this project was the deeply held passion so many individuals have for their community. Many find it frustrating when service providers purport to be available to them but require a long commute to a major city. This deeply held passion extends from the nonprofits into the individuals and community they serve, at times at the expense of capacity and longevity. Therefore, any investment that is intended to create large-scale change must be local and multi-faceted for *both* the nonprofit and the residents.

A second recommendation is around the importance of a consistent lead agency. The lead agency must have the capacity to keep the collaborative as its main focus. So often, nonprofits try to lead a collaborative in addition to the already-overwhelming demands of its full-time work. A lead agency that can center the collaborative's needs ahead of other competing interests will best support collaborative growth and sustainability. The lead agency must be capable of convening, facilitating, shaping, and guiding the initiative. They must also be ready, willing, and able to mediate tensions while not forcing a command-and-control structure.

Third is the importance of anchoring the project in sound planning. System-level collaboration is not the right fit for all organizations. During the life of this project CNM had to watch organizations and individual disengage from the collaborative, sometimes painfully so. However, remaining focused on the planning and intent of

the project offers support for moving forward despite the difficult reality that one cannot be all things to all people.

Collaboration and community building is long, slow work. However, an approach that invests in organizational and collaborative capacity along with an approach that centers the local community, is led by a strong lead agency, and has a clear sense of purpose, incredible things begin to happen.

Acknowledgments

Texas Health Community Impact

First and foremost, CNM would like to acknowledge Texas Health's Community Impact team for their support on this project. Without the trust and strong support of the THCI team, this project would not have been possible. In addition to providing the funding for this project, the THCI team helped connect CNM with community leaders, navigate new relationships, and spread the word about this new endeavor. The design of this project represents a new way of looking at building collaborations and the trust offered by THCI empowered CNM and local communities to create new ways of solving some of the community's most difficult issues.

Local Community Leaders

CNM would also like to acknowledge the local organizations who were vital to the success of this project. Local leaders assisted with collecting data, designing the collaborative initiatives, hosting professional development events, and carrying out the difficult work of implementing collaborative solutions. The list of organizations and community leaders below represents those who were most involved in these endeavors. The organizations noted in bold represents those organizations who received capacity building funds from CNM (not including professional development stipends).

Erath County

- Accel Healthcare
- CASA for the Cross Timbers Area
- Catholic Charities of Fort Worth, Inc.
- Christian Women's Job Corps of Dublin
- Cross Timbers Church of Christ
- **Cross Timbers Family Services**
- **Dublin Public Library**
- Erath County Community Bridges
- Erath County Habitat for Humanity
- **Erath County United Way**

- **Erath County Wholistic Investment Network**
- First United Methodist Church of Stephenville
- Graham Street Church of Christ
- H.O.P.E., Inc – Erath
- Meals on Wheels of Erath County
- Oakdale United Methodist Church
- Stephenville Fire Department
- Tarleton State University

Johnson County

- Alvarado Helping Hands for Jesus
- **CASA of Johnson County**
- **Center for ASD (Autism Spectrum Disorders)**
- **Children's Advocacy Center of Johnson County**
- Cleburne ISD
- Crazy 8 Ministries
- **East Cleburne Community Center**
- **Harvest House**
- Hill College
- Johnson County Child Welfare Board
- Keene Seventh-day Adventist Church
- **Meals on Wheels North Central Texas**
- **REACH Council**
- **ReInspire**
- **Soldier's Point Texas (formerly Colonel's Corral)**
- United Way of Johnson County, Inc.
- Wings of Hope Equitherapy

Kaufman County

- Bee Happy Day Hab
- Casey's Place
- Celebrate Forever Families
- Genesis Center North Texas
- **Jake E's Riding Round Up**
- **Kaufman Christian Help Center**
- **Kaufman County Resource Connection**
- **Kaufman County United Way**
- NAMI Kaufman County
- North Texas Behavioral Health Authority

APPENDIX A

2023 DATA REPORT FOR ERATH, JOHNSON, AND KAUFMAN COUNTIES

APPENDIX B

KAUFMAN COUNTY COMMUNITY LEADER CONFERENCE 2024