



RESILIENCE

The 2026-2031 Strategic Plan serves as the roadmap for transformation, striving toward self-sufficiency, long-term sustainability, and resiliency.



Hidalgo County Community Service Agency

**STRATEGIC PLAN
2026-2031**

in Partnership with



Introduction

The Hidalgo County Community Service Agency (CSA) plays a critical role in addressing the needs of vulnerable residents throughout the region. Through partnerships, direct services, and coordinated programs, the agency works to improve quality of life and promote long-term self-sufficiency for low-income individuals and families.

This Strategic Plan (2026–2031) provides a comprehensive five-year roadmap for aligning CSA's resources, programs, and partnerships with the most pressing needs identified in the 2024 Community Needs Assessment (CNA). The plan also establishes a clear framework for strengthening the agency's internal organizational capacity while advancing measurable improvements in the lives of the residents it serves.

CSA developed this plan through a collaborative and data-driven process involving the Board of Directors, administrative leadership, program staff, and facilitated work sessions conducted by facilitator Absolute Business Consulting Group. The planning



process was guided by the Results Oriented Management and Accountability (ROMA) framework, ensuring that the agency's strategies are grounded in data, aligned with national Community Action goals, and supported by measurable outcomes.

Through this strategic roadmap, CSA reaffirms its commitment to helping residents move from poverty to stability, opportunity, and long-term prosperity.

This 2026–2031 Strategic Plan serves as the foundational roadmap for this transformation, ensuring that every agency resource is precisely aligned with the evolving needs of Hidalgo County residents and striving toward self-sufficiency, long-term sustainability, and resiliency.

Background

Established in 1980, the Hidalgo County Community Service Agency (CSA) serves as the designated Community Action Agency (CAA) for Hidalgo County. Built upon the legacy of the Economic Opportunity Act of 1964 and the national "War on Poverty," CSA has spent over four decades serving as a vital link between federal resources and local vulnerable populations.

Data Sources & Methodology

This plan is the result of intensive data synthesis and community engagement, driven by:

- 2024 Community Needs Assessment (CNA): A comprehensive study featuring input from residents, elected officials, and stakeholder organizations.
- Stakeholder Engagement: Qualitative insights gathered through focus groups, town halls, and client surveys.
- Strategic Planning Sessions: Focus-group style brainstorming sessions facilitated by consultant and included participants representing the Advisory Board, CSA Executive Director and Administrative Staff, and other relevant program staff.

Planning Team

The strategic planning process was facilitated by Absolute Business Consulting Group (ABC Group). The group has been familiar with CSA services and activities, and most recently facilitated the 2024 Community Needs Assessment, which included moderating town hall meetings and focus groups, and providing the technical analysis of qualitative and quantitative data that informed the 2024 Community Needs Assessment as well as the foundational data and guidance that informed this Strategic Plan's objectives. The Strategic Planning Team was led by the Executive Director, Administrative Staff, Program Staff, and members of the Advisory Board.

**Hidalgo
County CSA:
Encouraging
Self-sufficiency
& Sustainability
for Hidalgo County
Families**



Process Overview

The strategic direction was refined through a collaborative five-session process conducted between December 22, 2025, and February 27, 2026. This timeline included a baseline overview of the process, a SWOT analysis, mission and vision alignment workshops, the development and prioritization of strategic goals and objectives, and the mapping of all agency activities to the national ROMA framework.

Goal Summary

The CSA Strategic Plan is structured around four overarching goals that address both organizational capacity and community impact.

These goals align with the National Community Action Goals and provide a balanced approach to strengthening internal infrastructure while expanding opportunities for individuals and families experiencing economic hardship.

The four strategic goals are:

GOAL 1:

Enhance Organizational Capacity & Sustainability

Strengthening internal governance, equitable compensation, and workforce stability.

GOAL 2:

Strengthen Strategic Partnerships & Community Recognition

Positioning CSA as the region's centralized poverty research and referral hub addressing poverty-related issues.

GOAL 3:

Facilitate Pathways to Economic Stability

Expanding pathways to self-sufficiency through education and rural transportation equity.

GOAL 4:

Address Essential Needs & Crisis Stabilization

Ensure access to critical services including healthcare navigation, housing stability, and emergency response support.

These goals align with ROMA Goals 1, 4, 5, and 6 to ensure compliance with the Texas Department of Housing and Community Affairs (TDHCA) and Community Services Block Grant (CSBG) standards.

This plan represents a collaborative effort between the CSA Board of Directors, administrative leadership ensuring a unified "Roadmap to Resilience" that will guide the direction of the agency with a strategic plan to follow over the next five years.



Agency Overview

Agency Profile

Headquartered in Edinburg, Texas, Hidalgo County Community Service Agency is dedicated to serving the expansive 1,570 square miles of Hidalgo County. While currently centered in Edinburg, this plan acknowledges the critical need to address geographical barriers and the lack of localized service sites in rural precincts to better reach the county's nearly 900,000 residents.



Vision

A healthy, poverty-free, and resilient Hidalgo County.

Hidalgo County CSA:

"Developing pathways to prosperity."

Mission Statement

To improve the quality of life and promote self-sufficiency of the low-income and vulnerable households of Hidalgo County by providing effective, efficient, and comprehensive services through partnerships and direct funding.

Core Values

The following core values were identified during the strategic planning process and define the agency's internal culture and service delivery:

- **Service:** A commitment to providing effective and compassionate support for all residents.
- **Teamwork:** Fostering collaboration between staff, partners, and the community to achieve shared goals.
- **Compassion:** Treating every individual with dignity, respect, and empathy.

The Strategic Planning Process

The development of this Strategic Plan was conducted through a structured and collaborative planning process designed to align CSA's internal capacity with the most pressing needs identified in the Community Needs Assessment.

The planning process included multiple facilitated work sessions, stakeholder input, internal assessments, and strategic prioritization exercises.

December 22, 2025

Board Overview & Kickoff

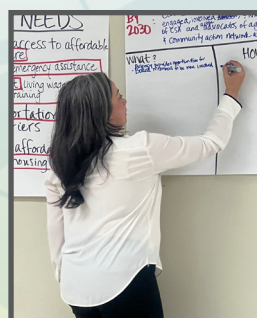
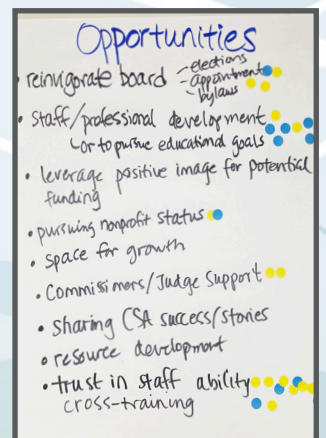
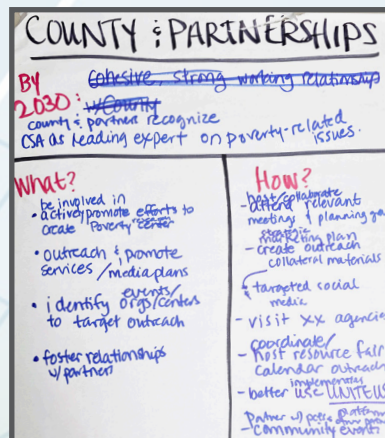
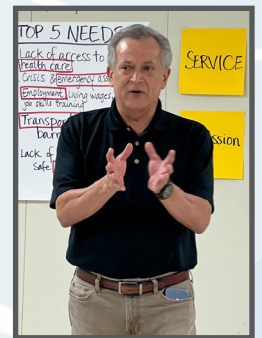
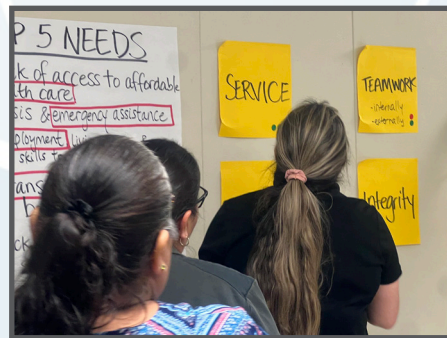
An overview of the strategic planning process, strategic framework and timeline was presented to the Advisory Board.

January 22, 2025

Work Session 1: Organizational Assessment and SWOT Analysis

The first phase of the planning process focused on evaluating CSA's internal capacity and external operating environment. Participants discussed and analyzed the organization's vision, mission, and values, ensuring relevancy and alignment with the agency's operations and capacity.

Participants also conducted a comprehensive SWOT analysis to identify key organizational strengths, weaknesses, opportunities, and threats.





The discussion revealed several important themes:

- Strong commitment from staff and leadership to serving vulnerable populations
- Long-standing partnership with Hidalgo County and community organizations
- Challenges related to workforce sustainability and compensation
- Opportunities to expand collaborative partnerships and innovative programs

These findings highlighted the importance of strengthening CSA's internal infrastructure while also expanding strategic partnerships.

February 6, 2026

Work Session 2: Identification of Strategic Issues

During the second work session, participants reviewed the SWOT analysis alongside the findings of the Community Needs Assessment. Using facilitated discussion and the Nominal

Group Technique, the planning team identified several organizational issues affecting CSA's ability to achieve long-term impact.

Four key themes emerged:

- Workforce sustainability and equitable compensation
- Board governance and leadership engagement
- Financial stability and diversification of funding sources
- Strengthening relationships with Hidalgo County and community partners

These issues were consolidated into two overarching organizational priorities:

- ***Enhancing Organizational Capacity & Sustainability, and***
- ***Strengthening Strategic Partnerships & Community Recognition.***

February 27, 2026

Work Session 3: Community Impact Priorities

The third work session shifted the focus to from internal organizational capacity objectives to community outcomes. Participants reviewed the CNA findings and identified the issues most affecting household stability in Hidalgo County.

The group prioritized five community needs:

- Healthcare access and navigation
- Housing stability and affordable housing
- Crisis and emergency stabilization
- Transportation access, particularly in rural areas

- Employment pathways and economic mobility

Participants then worked collaboratively to translate these issues into measurable outcomes, objectives, strategies, and performance indicators.

These discussions ultimately informed the development of the final two strategic goals focused on economic mobility and essential service access:

- **Facilitating Pathways to Economic Stability, and**
- **Addressing Essential Needs & Crisis Stabilization.**



Foundation & Planning



- Community Needs Assessment, Stakeholder Interviews, Focus Groups, Client Surveys & Data Analysis
- Gathering baseline data to identify most pressing needs and issues within the community

ROAD MAP TO RESILIENCE



Strategic Planning Worksessions

Session 1 - Organizational Assessment & SWOT
Review mission, vision & values. Evaluate internal strengths, weaknesses, opportunities and threats.

Session 2 - Agency Strategic Issues
Identify specific challenges and critical issues facing CSA internal operations (staff, board, funding, & partnerships).

Session 3 - Community Impact Priorities
Shift focus outward to determine specific community needs to be prioritized and strategically addressed.

Implementation

- Objectives
- Strategies
- Activities
- Measures
- Responsible Parties
- Timeline



Strategic Goals

Goal 1 - Enhance Organizational Capacity & Sustainability

Goal 2 - Strengthen Strategic Partnerships & Promote Agency Recognition

Goal 3 - Facilitate Pathways to Economic Stability

Goal 4 - Address Essential Needs & Crisis Stabilization



Community Outcomes

Transition out of Poverty
Clients are transitioned out of poverty through individual pathways

Self-Sufficiency
Long-term dependency on external assistance is reduced

Stability
Agency and clients have a secure environment to thrive

Opportunity
Clients have individual pathways for advancement, growth, & prosperity



Community Needs Priorities

The strategic direction of this plan is informed by the 2024 Community Needs Assessment, which identified several issues with significant impact on low-income households in Hidalgo County.

Healthcare Access

Limited access to affordable healthcare services remains a major barrier for many residents. Chronic health conditions and lack of insurance coverage can lead to financial instability and reduced quality of life.

Housing Stability

The rising cost of housing and limited affordable housing options have increased the risk of housing instability for many families.

Crisis and Emergency Stabilization

Unexpected crises such as job loss, medical emergencies, or natural disasters can quickly destabilize households that are already financially vulnerable.

Transportation Access

Transportation barriers remain a significant challenge in many rural areas of Hidalgo County, limiting access to employment, healthcare, and essential services.

Employment and Economic Mobility

Many residents face barriers to stable employment, including lack of training opportunities, limited career pathways, and insufficient wages.

While these barriers were identified as priorities through the Community Needs Assessment process, CSA acknowledges that it does not have the sole capacity to address these needs as part of its service delivery. A key revelation in this process is that CSA is established as a resource and connection referral agency, providing solutions through partnerships that may not directly address all the individual client needs that arise, but through establishing a robust referral mechanism to help clients develop their own personal pathway or roadmap to resilience.



Through this strategic planning process, the 2026 SWOT brainstorming sessions were conducted with prior information captured by CSA administrative team as well utilizing the nominal group technique. This process identified internal and external factors as critical issues from which the agency would derive its strategic goals and objectives upon which to focus.

Strengths

CSA benefits from a strong foundation of dedicated staff, experienced leadership, and a long-standing commitment to serving vulnerable populations. The agency has developed trusted relationships with Hidalgo County leadership as well as other partner organizations, enabling collaborative service delivery and resource sharing. The positive relationship shared with the County is extremely valuable - the agency strives to constantly keep the County updated and informed on agency activities, responds promptly to various needs as they arise (especially in times of crisis), and keeps County leaders abreast of successes to mutually celebrate the positive impact that the agency has on the community.

The agency's programs address a wide range of needs, including crisis response, housing assistance, and workforce support. High levels of customer satisfaction and community trust further strengthen CSA's ability to serve residents effectively.

Weaknesses

Several internal challenges were identified during the planning process. Workforce sustainability

emerged as a critical issue, with concerns related to compensation, recruitment, and retention.

Limited flexible funding also constrains the agency's ability to respond to emerging community needs. In addition, gaps in technology infrastructure and data collection systems can limit CSA's ability to fully analyze service trends and measure program outcomes.

Opportunities

Opportunities exist for CSA to expand its impact through stronger partnerships and innovative programs. Potential initiatives include transitional housing models such as casitas or tiny homes, telehealth and virtual medical services, and expanded collaboration with universities and research institutions.

The agency can also strengthen its role as a regional leader in poverty research and policy advocacy.

Threats

External factors may affect CSA's ability to meet increasing community needs. These include economic instability, rising housing and healthcare costs, and potential changes to state or federal funding programs. Transportation limitations in rural areas and increasing demand for emergency services also pose challenges for service delivery.

This SWOT analysis was used to inform the overarching issues and needs that the agency would then prioritize to establish the strategic goals and objectives, outlined in the following pages.

Strategic Goals & Objectives (2026-2031)

GOAL 1: Enhance Organizational Capacity & Sustainability

Level: Agency Level

ROMA Alignment: Goal 5 - Agencies increase their capacity to achieve results.

CSA will strengthen internal infrastructure through workforce sustainability initiatives, stronger governance practices, and diversified funding strategies.

OBJECTIVE	STRATEGY
<p>1.1 Workforce Sustainability.</p> <p>CSA employees are adequately compensated, cross-trained, has a professional development plan in place and is satisfied in their role.</p>	<p>1.1.a. Conduct compensation analysis to examine parity for relevant positions</p> <p>1.1.b. Implement step-and-grade salary plan</p> <p>1.1.c. Establish and adopt performance standards</p> <p>1.1.d. Identify and cross-train relevant staff for redundancy & continuity of service</p> <p>1.1.e. Establish professional development plans for employees</p>
<p>1.2 Board Leadership.</p> <p>CSA Board is comprised of supported, engaged, involved, knowledgeable, and active advocates of CSA & Community Action Network as a whole.</p>	<p>1.2.a. Board members attend ongoing advocacy training</p> <p>1.2.b. Promote Board involvement in CSA programs</p> <p>1.2.c. Review and revise by-laws as needed for commitment enforcement</p> <p>1.2.d. Talking points, Points of Pride, "Elevator pitches," presentations, and other marketing/promotional material developed for Board use</p> <p>1.2.e. Develop succession plan created to identify & recruit new & future Board members</p>
<p>1.3 Funding Diversification.</p> <p>CSA has diverse and stable funding to address current and future needs.</p>	<p>1.3.a. Explore nonprofit 501(c)(3) status or alternate models</p> <p>1.3.b. Develop a comprehensive Resource Development Plan</p> <p>1.3.c. Identify flexible revenue sources</p> <p>1.3.d. Develop "pilot projects" and/or creative programs for seed funding</p> <p>1.3.e. Pursue legislative grants</p>

Strategic Goals & Objectives (2026-2031)

GOAL 2: Strengthen Strategic Partnerships & Community Recognition

Level: Community Level

ROMA Alignment: Goal 4 - Partnerships among supporters and providers of service to low-income people are achieved.

CSA will strengthen partnerships with Hidalgo County and community organizations to improve coordination, expand services, and increase visibility of CSA programs.

OBJECTIVE	STRATEGY
<p>2.1 Centralized Expert Hub.</p> <p>Position CSA as the centralized expert hub for poverty issues</p>	<p>2.1.a. Foster partner relationships through referral coordination</p> <p>2.1.b. Establish a regular reporting mechanism to Commissioners Court and other partners to increase visibility & expand precinct partnerships</p> <p>2.1.c. Develop a media outreach plan to promote CSA services and successes</p>
<p>2.2. Promote poverty research.</p> <p>Strengthen partnerships to promote collaborative, data-driven poverty research</p>	<p>2.2.a. Collaborate with UTRGV to create a Poverty Research Center.</p> <p>2.2.b. Coordinate with Prosperity Task Force and other partners to track indicators, coordinate service delivery, and measure progress</p>
<p>2.3. Enhance strategic partnerships.</p> <p>Accomplish mutually-beneficial goals for similar clients across the broad issue areas/needs</p>	<p>2.2.c. Utilize Unite US for strategic & comprehensive referral and service delivery tracking system for clients</p>

Strategic Goals & Objectives (2026-2031)

GOAL 3: Facilitate Pathways to Economic Stability

Level: Individual/Family Level

ROMA Alignment: Goal 1 - Low-income people become more self-sufficient.

CSA will support individuals and families in achieving employment, income stability, and economic mobility.

OBJECTIVE	STRATEGY
3.1 Individual Pathways. Develop comprehensive service delivery to expand individual pathways out of poverty.	3.1.a. Expand Access to Success program for comprehensive wraparound services.
	3.1.b. At intake, determine needs and eligibility for other services and/or referrals to partner organizations
	3.1.c. Collect and promote qualitative success stories
3.2 Advocacy & Assistance. Facilitate and advocate for transportation access and other relevant needs.	3.2.a. Serve as advocate and work with partners for comprehensive transportation solutions, especially in rural areas.
	3.2.b. Deploy mobile service units or host site clinics for rural areas
	3.2.c. Explore ride-share and other transportation solutions (e.g., Uber Medical) for individual needs identified on a case-by-case basis



Strategic Goals & Objectives (2026-2031)

GOAL 4: Address Essential Needs & Crisis Stabilization

Level: Individual/Family Level

ROMA Alignment: Goal 6 - Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.

OBJECTIVE	STRATEGY
4.1 Healthcare Navigation. Ensure access to quality and affordable healthcare navigation.	4.1.a. Target utility disconnect clients for screenings.
	4.1.b. Explore solutions with Hidalgo County Health Department to integrate virtual Medicare Stations at CSA offices
	4.1.c. Work with partner organizations to foster referral coordination for health-related issues
	4.1.d. Host or partner with organizations for health-related events (health fairs, screenings, awareness month promotions, etc.)
4.2 Housing Solutions. Provide information and resources for stable, safe, and affordable housing solutions.	4.2.a. Provide emergency housing solutions for clients
	4.2.b. Work with partner organizations to foster referral coordination for housing-related issues
	4.2.c. Work with partners to develop a "Path to Homeownership" and financial literacy program services and/or workshops
	4.2.d. Develop pilot program for transitional housing (casitas/ tiny homes)
4.3 Crisis Response. Position CSA as the recognized response center for crisis and emergencies.	4.3.b. Strengthen COAD (Community Organizations Active in Disaster) response system
	4.3.b. Maintain swift response times for emergency intake

Please refer to the "Strategic Plan Matrix" for specific Measures, Responsible Party, and Timeline for each Goal, Objective, and Strategy. As a "living document," the Matrix will be updated and maintained by CSA as a roadmap for the agency's activities over the next five years.

Administrative Oversight

The CSA Administrative Team is responsible for the daily monitoring of strategic milestones. Progress reports will be presented to the Advisory Board, Hidalgo County Commissioners Court, and other relevant reporting agencies and partner organizations to promote CSA services and successes, maintain transparency and ensure alignment with the county's broader economic and social priorities.

Review Cycle

The Advisory Board will conduct an annual strategic review to monitor progress against the objectives defined in this plan. This cycle allows the agency to adjust strategies based on shifting community needs, budget changes, or emerging data.

Moving Forward

The Hidalgo County Community Service Agency now has a data-driven roadmap to focus its efforts on addressing poverty through 2031. By integrating the findings of the 2024 Community Needs Assessment and informed by organizational priorities, the agency is positioned to provide low-income individuals with the resources necessary to transition from poverty to prosperity... a Roadmap to Resilience.

This strategic plan is a living document and should be administered as such, with continuous evaluation, rigorous attention to measuring outcomes, and staying on track to achieve its established goals.



ROAD MAP TO RESILIENCE



**Hidalgo County
Community Service
Agency**

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