



Hill Country Alliance Strategic Plan

2018-2022

ADOPTED – February 9, 2018



Hill Country Alliance Strategic Plan

HCA Mission

MISSION STATEMENT

The mission of the Hill Country Alliance is to bring together an ever-expanding alliance of groups throughout a multi-county region of Central Texas with the long-term objective of preserving open spaces, water supply, water quality and the unique character of the Texas Hill Country.

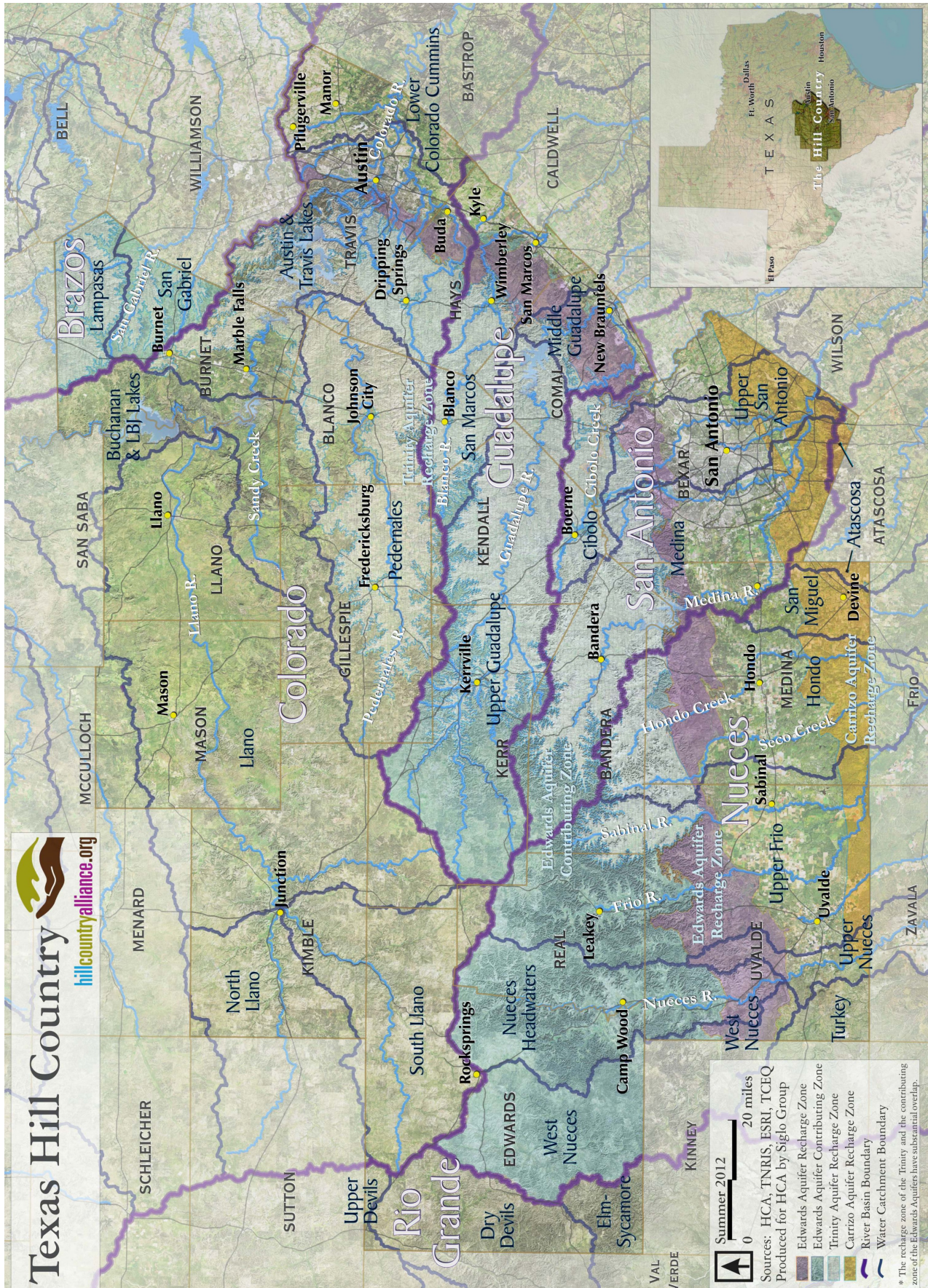
GUIDING PRINCIPLES

The Hill Country Alliance (HCA) is dedicated to ensuring for future generations an opportunity to enjoy the unique features of the Texas Hill Country region, including the countless spring-fed streams, its agricultural heritage, wildlife, and spectacular scenic beauty. The following principles guide HCA's strategic approach, programs, and activities:

- HCA recognizes the importance of bringing together **diverse people and perspectives** to tackle the difficult challenges our region faces. While the actions needed to sustain the Hill Country vary across the region, there is a shared interest in respecting private property rights and encouraging locally grown solutions.
- HCA recognizes that **growth in the Hill Country, if it happens in a thoughtful way**, can protect and even enhance the natural and economic resources of our region, rather than detract from them. A key to the future of our region is promoting sources of income for landowners and businesses so that future generations are motivated to keep ranches intact and small towns vibrant.
- HCA believes **information sharing and education** are key to our work in building the foundation for long-term change that we need. We work to make readily available honest and fair information, along with opportunities for participation in decisions that will shape our future.
- HCA **accomplishes much of its work by supporting partner organizations and entities**, and by bringing people together to work more strategically, to identify and fill gaps in existing efforts, and to raise awareness of the efforts of our partners. By building the capacity of our partners, key decision makers, and community leaders, we can ensure that thoughtful conversation is converted to meaningful action.

WHERE HCA WORKS

HCA focuses its work on the Texas Hill Country, which includes the region from Austin south along the I-35 corridor to San Antonio, west past Uvalde and Junction and north to Llano. This area encompasses more than 11 million acres in 17 counties including Bandera, Bexar, Blanco, Burnet, Comal, Edwards, Hays, Gillespie, Kerr, Kendall, Kimble, Llano, Mason, Medina, Real, Travis, and Uvalde. An estimated 95 percent of this area is held in private ownership. While we commonly refer to county lines as we define



this geography, it's the natural water catchment boundaries and aquifer recharge areas that matter most. Those boundaries can be found in our HCA focus area map. HCA's outreach area focuses on the 17-county Hill Country, but recognizes the importance of areas to the west and east that affect the water resources and development pressures in Hill Country. In establishing programs and focused outreach efforts, HCA identifies priority sub-sections of this geography based on partnership opportunities, emergent threats, perceived strategic benefit, and overall need.

HOW HCA WORKS

The Hill Country Alliance brings people, public agencies, businesses, and private organizations together to address challenges and build consensus. We are inclusive and work collaboratively with a broad range of partners to share resources, set common goals, and reduce redundancy. We have a broad geographical scope to foster big-picture, regional thinking. We host conversations in all shapes and sizes to foster education and understanding between people of different interests, values, and perspectives. We are adaptive and responsive to the ever-changing needs and issues of our region. We are a lean and frugal organization, full of passion, spiritual energy and joyful optimism. We are brokers of ideas and agents for change. We accomplish our work through four main types of activities:

- **Education and Outreach:** We raise awareness of key issues, galvanize response to developing threats, bridge common gaps, and build conversation around difficult challenges. We work to build an ever-expanding base of engaged and informed citizens.
- **Gentle Advocacy:** We connect with decision makers to respond to natural resource issues at the local, regional and state level. We convey our messages through participation in key policy conversations, by submitting public comments, and responding to new permit applications that may cause environmental degradation. We communicate regularly with elected officials and staff, and convene partners to identify policy opportunities.
- **Capacity Building:** We build the ability of our own organization, but also our partner organizations, to be more successful in achieving our missions. We support sound science and conduct research that can inform better decision making. We seek opportunities to share resources and reduce redundancies.
- **Developing Partnerships and Networks:** We seek a leadership role in building a network of collaborative, strategic partners. We find opportunities to engage nontraditional partners and thoughtfully grow the network of collaborators interested in the long-term health of the Hill Country. We look for ways to scale up our impact.

2018-2022 Strategic Goals

The Hill Country Alliance fulfills its mission through programs and activities across four key issues: **land**, **water**, **night sky**, and **community**. HCA works with local communities, partner organizations, and others to execute these programs and activities. The strategic goals outlined below are designed to guide the organization's priority work over the five-year period from 2018-2022. HCA will conduct an annual review of these goals to ensure activities are well-aligned with operational realities, needs, and opportunities.

1. LAND: ADVANCE STRATEGIC PRIVATE LAND STEWARDSHIP AND CONSERVATION.

HCA's Land Program seeks to increase private land stewardship and permanent land conservation at the watershed scale in the Texas Hill Country. Over the next five years, HCA will focus its land stewardship efforts on developing, implementing, and expanding landowner outreach and stewardship programs in priority river basins, as well as on enhancing coordination of initiatives implemented by partners across the region. HCA recognizes the important connection between private land stewardship and water quality and will prioritize land stewardship efforts in riparian and near-upland areas with significant potential to improve and protect surface and groundwater quality and quantity, as well as habitat for wildlife, fish, and native flora.

HCA's efforts to advance permanent land conservation will focus on creating a strong enabling environment that supports and enhances work by land trusts and other partners to permanently protect both private and public lands in the Hill Country. These enabling efforts will include supporting coordination among Hill Country land trusts, cultivating greater funding for land conservation, and building public and political support for land conservation. HCA will also support and promote land and economic development practices and rules that are more protective of the region's long-term property values as well as cultural, historical, economic, natural and scenic assets. Priority activities are anticipated to include:

- 1.1. *Cultivate more informed landowner stewards by leading and expanding landowner outreach and riparian restoration efforts in priority watersheds and riparian areas.* Continue to grow and strengthen the landowner outreach and restoration program in the Pedernales Basin and expand to other priority watersheds that lack program implementation capacity, in partnership with the Texas Parks and Wildlife Department's Inland Fisheries Division and other program sponsors. HCA will use non-native, invasive species control efforts to build awareness of riparian health and function and to encourage broader land stewardship practices. Program activities are anticipated to include outreach events (e.g., riparian workshops, grazing management seminars, etc.) and creation or expansion of networks of engaged landowners. Develop service learning and volunteer opportunities, including through collaboration with universities and other partners, to scale implementation of landowner outreach and support services.
- 1.2. *Expand regional progress on land stewardship by enhancing capacity and coordination among partners across the Hill Country who are working to develop and implement landowner outreach and stewardship initiatives.* HCA will work to support partner initiatives across the Hill Country that are focused on landowner outreach and habitat restoration and stewardship activities. Support activities may include facilitation of information sharing and learning across initiatives, assistance with program development and fundraising, and networking and communications support.
- 1.3. *Grow awareness of stewardship practices by developing and disseminating informational resources to support land stewardship on private lands.* HCA will continue to develop and update informational resources that support landowner stewardship activities. HCA will continue to make outreach materials available on its website, and it will work with partners to develop additional information dissemination channels.

- 1.4. *Accelerate the pace of permanent and strategic land conservation by regularly convening land trusts operating in the Hill Country to enhance coordination and collaboration.* HCA will continue to convene Hill Country land trusts 2-3 times per year to support coordination and collaboration and to identify and address opportunities and threats facing permanent land protection.
- 1.5. *Expand conservation on private lands by increasing awareness of conservation easements as a tool for land conservation.* Continue to work with land trusts and other partners to conduct workshops for landowners and other target constituencies (e.g., wealth management, tax and estate advisors; real estate professionals) on conservation easements. Support direct outreach on conservation easements to landowners in targeted watersheds, as well as other efforts to advance their use.
- 1.6. *Track regional progress on land conservation by continuing to maintain and publish the “All Conserved Lands” map identifying land conserved in the Hill Country.* The map provides a valuable tool for tracking land conservation progress and for supporting strategic communication efforts around the need to accelerate the pace of land protection.
- 1.7. *Grow funding for land conservation by working with partners to explore local, regional, and state financing and funding strategies to support land conservation and open space protection.* Work with interested Hill Country counties and municipalities to explore and lay the groundwork for local bond initiatives to fund land conservation and parks. Prioritize near-term work with residents, organizations, and local government officials towards possible bond measures for land conservation in Comal and Hays Counties. Working with diverse partners, continue to explore and advance other innovative regional funding concepts, such as the Hill Country Endowment, impact investing, and enhanced philanthropic investment to support local land trusts. Work to protect and grow funding for land conservation under the Texas Farm and Ranch Lands Conservation Program. Seek innovative sources of funding for land conservation.
- 1.8. *Advance thoughtful land policies by monitoring and engaging in opportunities to inform and influence state and local policies that affect land stewardship and permanent land conservation.* Work with interested communities and local governments to establish policies and rules that encourage land stewardship and low-impact development. For example, seek policy opportunities to build riparian buffers where development is off-limits. Work with partners to advocate for state legislative proposals that support—or that do not undermine—land stewardship and conservation.

2. WATER: EXPAND THE ROLE OF COMMUNITY INFLUENCE IN HILL COUNTRY WATER PLANNING AND MANAGEMENT PROCESSES AND GROW SUPPORT FOR NET-ZERO WATER PRACTICES.

HCA’s Water Program focuses on raising public awareness around water planning and management processes, advocating for water policies that recognize the connection between groundwater and surface water, and promoting water infrastructure alternatives that wisely steward critical water resources in the Hill Country, including rainwater harvesting. In the coming years, the program will focus on engaging more broadly in water planning and expanding educational-oriented events and resources. Priority strategies are anticipated to include:

- 2.1 *Raise awareness among Hill Country residents and other key constituencies on the importance of sustainable management of water resources by supporting strategic outreach and communications efforts.* Support targeted outreach and communications activities including lectures, symposia, workshops, and materials development to increase public awareness on Hill Country water issues, and to foster support for actions that advance low-impact development, water conservation, and effective water resource management.
- 2.2 *Secure state water policies that support effective and sustainable water resource management in the Hill Country by monitoring, informing, and advocating in state legislative policy processes that have potential to support or undermine water resource management and planning in the Hill Country.* HCA will continue to work with partners, including through the Texas Hill Country Conservation Network and with the Texas Water Conservation Association, to help shape conversations relevant to policy proposals affecting water issues in the Hill Country. This includes both efforts to defend against policies that could undermine effective water resource stewardship in the Hill Country, as well as opportunities to advance policies that enable stewardship of water resources in Hill Country.
- 2.3 *Ensure that community voices and sound science are elevated in water planning and management discussions and that sustainable, low-impact water resource solutions are pursued by participating in statewide, regional, and local water planning and management groups and processes.* HCA has made substantial progress in securing formal and informal roles in regional water planning processes through participation in the Texas Water Development Board-managed Regional Water Planning Groups for Regions J, K, and L. HCA also maintains active engagement in planning and management processes for Groundwater Management Areas (GMAs), particularly GMAs 7, 9, and 10, as well as stakeholder standing in other regional water planning and management processes. Over the next few years, HCA will persistently advocate for consideration of sound science and low-impact solutions across these processes and to grow relationships with officials in ways that expand opportunities to elevate low-impact water management approaches. HCA will also work to expand representation of partners in local planning groups and management processes associated with councils of government (COGs) in the region and in municipal-level water planning processes. HCA will also continue to cultivate relationships with water management officials across the Hill Country, including Groundwater Conservation District managers, to elevate HCA as a trusted resource for information on low-impact practices and solutions.
- 2.4 *Work to monitor, inform, and influence state and local government agencies, utility permitting, rulemaking, and management processes that affect water resource management and stewardship in the Hill Country.* HCA will continue to review and comment on water-related permits that have potential for significant impact on water resources in the Hill Country. HCA will monitor and comment on agency rulemaking and utility management processes. For example, HCA will continue to encourage the expansion of the Texas Water Development Board's ability to utilize SWIFT funding in support of water conservation projects and activities. HCA will also work to raise awareness of proposed permits among its members and partners to support elevation of community and expert voices in permitting, regulatory, and management processes.
- 2.5 *Reduce pressures on groundwater and surface water supplies by developing a concerted initiative to bring rainwater harvesting and low-impact development to the forefront of local government, developer, and landowner approaches to addressing water supply and storm water issues in the Hill Country.* This effort will build off and expand on past HCA activities to support

rainwater harvesting, including the Rainwater Revival annual event. It will also pursue development of demonstration projects, workshops, and outreach materials and toolkits. In implementing this initiative, HCA will work closely with partner organizations in the region (including through the Texas Hill Country Conservation Network) and at the state and national levels. HCA will explore opportunities to engage local governments, developers, and companies to demonstrate models for rainwater harvesting and low-impact development at scale.

3. COMMUNITY: ADVANCE STRONG COMMUNITY APPROACHES TO CONSERVATION, THOUGHTFUL GROWTH AND ECONOMIC DEVELOPMENT.

HCA's Community Program seeks to build the capacity of rural communities to address the issues associated with the region's rapid growth rates (e.g., land use, infrastructure, economy) and to foster improved collaboration between communities across the region, from the urban corridor to the rural hinterlands, on these same issues. This program recognizes that rural Hill Country communities do not always have the staff, expertise, or resources to effectively address their planning and development challenges and that there is unexplored potential for urban-rural partnerships to ensure the long-term resilience of the region. Priority strategies are anticipated to include:

- 3.1 *Build local government planning capacity in the region and support local jurisdictions with proactive planning.* Expand work to support local government officials and institutions at the county and municipal levels across the Hill Country in proactively planning the future of their communities. HCA will accomplish this by working with partners to organize and host workshops for local officials in the Hill Country on specific issues, such as water infrastructure finance and the full cost and consequences of service expansion. HCA recognizes the value of peer-to-peer exchange and will develop opportunities to bring local officials together to improve collaboration and information sharing on specific topics of shared interest. HCA will also provide direct technical assistance and coaching support to local officials and planning processes. HCA may explore opportunities to develop a small grant program for communities to support their local planning activities or a peer-to-peer partnership program.
- 3.2 *Develop a preliminary assessment and action plan to guide HCA's engagement with each of the 17 counties in the Hill Country.* HCA recognizes that planning and implementation needs and capacities vary substantially across Hill Country counties. HCA will conduct a preliminary assessment of needs, capacities, partners, and opportunities relevant to advancing proactive planning and implementation activities across each of the 17 counties in the Texas Hill Country. This assessment will guide how HCA prioritizes, tiers, and configures technical support to specific jurisdictions.
- 3.3 *Support community planning and implementation activities by developing toolkits, models, and other resources for local leaders and officials.* Work with partners to identify and develop priority resources to support community planning and implementation, including model plans, programs, initiatives, ordinances, subdivision agreements, and/or other measures that support community goals in areas such as open space protection, transportation planning, economic development, watershed protection, low-impact development, and other areas relevant to community well-being. Share information, including research findings and data from third parties, that highlight economic costs and benefits of infrastructure and development

approaches and their impact on the economic well-being of local communities and on the livelihoods of rural residents.

- 3.4 *Foster regional collaboration among urban and rural counties and municipalities along the I-35 corridor.* Convene meetings of officials from around the region to explore and develop opportunities for increased collaboration. HCA recognizes that the future of rural and urban areas in Central Texas are inextricably linked, and that the long-term fate of the Hill Country will be influenced by the development of urban areas along the I-35 corridor. These efforts will seek to build on ideas championed in the 2015 University of Texas at Austin study, *Toward a Regional Plan for the Texas Hill Country*, such as the idea of a Hill Country Endowment to generate and disperse resources across the Hill Country to support conservation and thoughtful development. HCA will also explore the possibility of an economic plan for the region and the development of a steering group to guide the development and implementation of such a plan.
- 3.5 *Track and monitor trends relevant to the development and well-being of the Texas Hill Country by supporting the development of metrics that are tracked and reported annually.* HCA will work with partners in the Texas Hill Country Network (THCN) to develop and report on a set of metrics to track demographic, economic, environmental, and social trends across the Hill Country. The metrics will be designed to support enhanced communications about “the state of the Texas Hill Country” by organizations in the THCN and to provide a useful framework for setting measurable goals and monitoring the progress of planning efforts, programs, and projects in the region.

4. NIGHT SKY: EXPAND AWARENESS AND ACTION TO PROTECT AND RESTORE NIGHT SKIES ACROSS THE HILL COUNTRY.

As commercial, industrial, and residential development increases in rural areas, communities are losing their treasured night skies as the glow from unshielded light dims visibility of the stars. HCA’s Night Sky Program began around 2010 in response to a request from the town of Junction to help them address this concern. HCA has emerged as a “go-to” resource on this issue in Central Texas and aims to expand awareness and action across the Hill Country over the next five years to protect and restore night sky vistas. The Night Sky Program has proven successful as an entry point for engaging rural communities on a broader array of conservation issues. Priority strategies are anticipated to include:

- 4.1 *Help interested communities establish ordinances and programs addressing outdoor lighting and night sky protection by expanding technical assistance and support to interested communities and partners.* HCA will support local organizations with information and technical assistance to advance local ordinances and programs that protect night skies. In interested communities where there are no local groups, HCA will work directly with city officials and volunteers to advance such efforts.
- 4.2 *Grow public awareness about night sky issues and opportunities in the Hill Country.* HCA recognizes that limitations on enforcement capacity and aversion to regulation mean that having local ordinances is not enough. These must be coupled with increased appreciation for the night skies and for responsible outdoor lighting. To grow public awareness, HCA will work with partners to support development of outreach and education events (e.g., star parties, workshops), business recognition programs, and conferences. Additionally, HCA will develop

alliances that pursue regional action, youth outreach, and regional marketing that emphasizes our night sky as a valuable tourism resource and point of regional pride.

- 4.3 *Establish an International Dark-Sky Association-designated Night Sky Reserve around Enchanted Rock.* HCA will continue to work with communities and partners around Enchanted Rock to establish a Night Sky Reserve, with an eye towards expanding its area after it is established.
- 4.4 *Accelerate implementation of night sky-friendly outdoor lighting by helping Hill Country electric providers to establish and implement effective night sky policies for outdoor lighting.* HCA will expand its work with regional electric utilities and cooperatives to engage their support in raising awareness around night sky issues and to support cost-effective use and retrofitting of outdoor lighting that limits light pollution and the spread of undesirable blue-white light.
- 4.5 *Expand the availability of cost-effective outdoor lighting products that effectively prevent light pollution by working with lighting suppliers, utilities, retailers, electrical contractors, home builders, and other partners.* HCA recognizes the importance of expanding the availability of affordable and effective outdoor light fixtures and shields that limit glare, light trespass and sky glow. HCA will work directly with partners to increase the availability of qualified products for commercial and residential uses.
- 4.6 *Advance rules that protect night skies in un-incorporated areas by continuing to explore legislative and other opportunities.* HCA will continue to monitor and explore longer-term opportunities to pass state legislation to establish night sky rules in un-incorporated areas of the Hill Country, building on the precedent in West Texas counties.

5. REGIONAL VISION: UTILIZE INNOVATIVE SOLUTIONS AND CREATE COLLABORATIVE OPPORTUNITIES TO ESTABLISH A LONG-TERM PLAN FOR THE PRESERVATION OF THE NATURAL RESOURCES AND HERITAGE OF THE HILL COUNTRY.

Since its inception, HCA has played a leadership role in bringing together and connecting diverse organizations working to advance land and water conservation, preservation of cultural heritage, and other efforts to ensure the long-term well-being of rural communities across the Hill Country. HCA is in a position to create a clear vision for how growth, economic development, and natural resource preservation can be achieved in the Hill Country. HCA and other partners are working to strengthen coordination and collaboration efforts on areas of shared interest. Through participation in the Texas Hill Country Conservation Network (THCCN) and other forums, HCA works to tell the story of collaboration across the Hill Country and to build partnerships that support bolder action toward a long-term plan for the Hill Country. HCA will continue to play a leadership role in advancing collaborative efforts in areas where collaboration supports HCA priorities and goals outlined in this strategic plan. Priority strategies to be supported by HCA are anticipated to include:

- 5.1 *Support and steward development of a strategic plan for the THCCN and focused working groups that are aligned with key HCA priorities.* HCA will work with key partners to oversee the development of a strategic plan for the THCCN in 2017. This plan will outline the mission, vision and goals, structure, and priority actions for the THCCN and provide a foundation for efforts to expand philanthropic investment in organizations working on conservation and preservation issues in the Hill Country. HCA will participate in and provide coordination support to selected

THCCN working groups that are well-aligned with HCA priorities, such as working groups focused on metrics and strategic communications and messaging topics.

- 5.2 *Support communications and information sharing among organizations and individuals working to advance conservation and stewardship in the Hill Country.* HCA will continue to produce and disseminate the *Neighbor-to-Neighbor* email newsletter, regular social media posts, and other communications to ensure that interested organizations and individuals are informed of important events, news, and activities relevant to the Hill Country.
- 5.3 *Convene organizations and individuals working to advance Hill Country efforts relevant to the HCA Water, Land, Community, and Night Sky Programs.* Continue to coordinate and host the annual Hill Country Leadership Summit as well as periodic meetings or calls of issue-focused teams and working groups. Maintain contact lists of organizations and individuals who have expressed interest to participate in these convenings and coordinative efforts.
- 5.4 *Support and steward development and implementation of broader strategic campaigns for the Hill Country that can harness and engage diverse constituencies to advance preservation of natural resources and cultural heritage across a regional scale.* Working with partners, HCA will work to catalyze interest among organizations, local governments, businesses, philanthropy, and other partners and constituencies to amplify messages, awareness, and action among the public and key constituencies who can advance conservation and stewardship in the Hill Country. These efforts can build off the “I’m for the Hill Country” slogan, and they might focus on iconic aspects of the Hill Country such as rivers and springs. Such campaign efforts may also explore opportunities to develop the Hill Country Endowment concept and/or other strategies to address and manage Hill Country growth and development challenges of the next few decades in thoughtful ways.
- 5.5 *Build the foundation for a Hill Country Endowment, or a similar long-term funding mechanism to support conservation, development, and practices that are protective of the Hill Country’s unique natural resources.* One of the recommendations from the 2016 UT Studio Report was the creation of an Endowment for the Hill Country. HCA will seek to foster conversations, build public and private relationships, and lay the groundwork for a Hill Country endowment.
- 5.6 *Build momentum around the Economic Case for the Hill Country.* Utilize research partners, economic forums, and forward-thinking economic development models to advance a vision for growth that is protective of the natural, cultural, and historic values of the Hill Country. Build from economic findings to policy recommendations and direct communication with the development community.
- 5.7 *Reinvigorate HCA business engagement efforts to strengthen the role that businesses play in communicating about and supporting Hill Country conservation efforts.* Reconvene the HCA business council which includes iconic Hill Country businesses to explore new opportunities to elevate their voices and engage them in Hill Country conservation efforts. Explore the development of an “I-35 Corridor Hill Country Business Council” that could engage large businesses and employers in Austin, San Antonio, and I-35 corridor cities who rely on the proximity of the Texas Hill Country as a key quality of life amenity for attracting and retaining employees and/or as a key water source to ensure business continuity.

6. INTERNAL CAPACITY: REVIEW AND STRENGTHEN HCA'S INTERNAL OPERATIONS AND CAPACITY.

HCA is entering a new phase as the organization recently celebrated its 12th anniversary as a non-profit organization (established in 2005) and has successfully made the leadership transition from the organization's founder to a new Executive Director. This new phase provides an important opportunity to continue to professionalize the organization, improve the efficiency and effectiveness of internal operations, retain and attract talented staff, and ensure that the organization is well-positioned for success into the future. Priority activities are anticipated to include:

- 6.1 *Conduct a review of HCA's internal systems and documentation and develop a strategic operations roadmap to guide improvements over the next several years.* HCA's Board of Directors will support a review of HCA's systems in 2017 to advise staff and the board on topics such as HCA's organizational processes, development, insurance, staffing, and financial management and reporting. The resulting operations roadmap will help guide internal and operational improvements over the next few years.
- 6.2 *Retain and attract talented and experienced staff by reviewing and working to strengthen employee benefits.* Periodically review and benchmark employee compensation and benefits packages to ensure that HCA is positioned to retain and attract talented staff. Develop a plan for adding health care benefits for HCA employees.
- 6.3 *Implement improvements identified in the operations roadmap.* Work to implement improvements identified in the strategic operations roadmap.
- 6.4 *Consider future staffing needs and evaluate staff capacity to achieve mission success.* Establish a staffing plan to expand capacity in areas of critical need.
- 6.5 *Evaluate and update HCA team lists, advisory committees, advisory board, business council, and volunteer lists to more effectively implement programs and engage a diverse audience.* Create a strategy to engage key partners in active participation in HCA's work.
- 6.6 *Seek dedicated board members to complement existing board expertise and bring fresh energy to the Board of Directors.* Update existing board matrices and create a board expectations document to more clearly outline board member responsibilities and duties.

7. DEVELOPMENT: ENHANCE FUNDRAISING EFFORTS TO ENSURE THAT HCA CAN SUSTAIN AND GROW PROGRAMS AND ACTIVITIES IN ACCORDANCE WITH THIS STRATEGIC PLAN.

HCA will work to expand and diversify its focus on fundraising to sustain and grow its programs and support for the THCN. Priority activities are anticipated to include:

- 7.1 *Continue to cultivate philanthropic support for HCA programs and operations, as well as for THCN coordination activities.* HCA will work to grow and diversify grant support from foundations and individuals over the next few years.
- 7.2 *Recruit support and contributions from urban professionals by developing an urban engagement and brand awareness program.* HCA's Board of Directors will lead efforts to develop a community engagement and brand awareness program that utilizes targeted media to recruit

support from and develop brand awareness among urban professionals in Austin, San Antonio, New Braunfels, and San Marcos. HCA will develop a plan and measurable targets in 2017 and 2018.

- 7.3 *Engage business sector support to raise funds and strengthen brand awareness.* HCA will explore opportunities to more actively engage members of the HCA Business Council to support efforts to grow brand awareness and support for HCA. HCA will also work with board members to cultivate support from large businesses and corporations based in the I-35 corridor.
- 7.4 *Create outreach programming, materials, and social media presence that establishes HCA as a thought leader in the region.* HCA creates materials including the Hill Country Calendar, Hill Country View radio segments, issue papers, and digital content that expand reach throughout the region. HCA will continue to identify unique messaging tools including video and interactive content, and seek opportunities to elevate messaging beyond Texas.
- 7.5 *Develop other fundraising activities by leveraging efforts by the HCA Board of Directors.* HCA will continue to work with its board of directors development committee to develop and implement fundraising activities that strengthen brand awareness and generate revenue for the organization. HCA will continue to depend on 100% participation from board members in donating to the organization annually. HCA recognizes that it will be important to ensure that activities selected for implementation promise strong value for the level of time and investment required, focusing on both small and large donors. HCA will explore and experiment with opportunities to support development and fundraising activities by HCA board members and volunteers.
- 7.6 *Fully fund the HCA Endowment to its target level of \$1 million by 2021.* HCA has an endowment that was set up to support operational expenses for the organization. HCA will work with its board of directors to secure sufficient resources to fund the endowment to the level needed to begin utilizing resources interest payments as a source of revenue for the organization.