Result: All individuals and families are stable, flourish economically, reach their full potential and maintain a quality of life free of discrimination.

1. Indicator: % of population at or below 200% of Federal Poverty Level (FPL)

   Strategy
   a. Provide and/or build capacity for organizations that offer education and workforce development (e.g. adult basic education and/or non-degree certificates, industry-specific certificates or other career pathways) to clients at or below 200% of FPL.

   Required Standards of Provision of Services for Strategy 1a: Education and workforce development must occur in concert with person-centered, wraparound case management\(^1\), both of which should focus on increasing wages and/or obtaining and maintaining employment for people at or below 200% of the Federal Poverty Level in targeted and demand occupations\(^2\), including STEAM occupations. Wraparound case management should be offered via a single point of entry to remove barriers and minimize the duplication of services in order to meet the holistic needs of participants. Services should be ‘scaffolded\(^3\),’multi-generational\(^4\), integrated\(^5\), trauma-informed\(^6\) and culturally competent\(^7\) in nature. (Components of person-centered, wraparound case management are included in the definition and priority will be given to applicants who address multiple components well.)

   Service Area for Strategy 1a: Bexar County with priority given to place-based\(^8\) approaches in applicant-selected zip codes or target areas based on data indicating need.

2. Indicator: % of population between 200-300% of Federal Poverty Level (FPL)

   Strategies:
   a. Provide and/or build capacity for organizations that offer education and workforce development (e.g. adult basic education and/or non-degree certificates, industry-specific certificates or other career pathways) to clients between 200-300% of FPL.

   Required Standards of Provision of Services for Strategy 2a: Education and workforce development must occur in concert with person-centered, wraparound case management\(^1\), both of which should focus on increasing wages and/or obtaining and maintaining employment for people between 200-300% of the Federal Poverty Level in targeted and demand occupations\(^2\), including STEAM occupations. Wraparound case management should be offered via a single point of entry to remove barriers and minimize the duplication of services in order to meet the holistic needs of participants. Services should be ‘scaffolded\(^3\),’multi-generational\(^4\), integrated\(^5\), trauma-informed\(^6\) and culturally competent\(^7\) in nature. (Components of person-centered, wraparound case management are included in the definition and priority will be given to applicants who address multiple components well.)

   Service Area for Strategy 2a: Bexar County with priority given to place-based\(^8\) approaches in applicant-selected zip codes or target areas based on data indicating need.

   b. Support collective impact\(^9\) initiatives that convene community partners and stakeholders and which result in system-level changes that advance people beyond 300% of FPL.

   Service Area for Strategy 2b: Bexar County
3. **Indicator: Wage disparity ratio between full-time women of color earners and full-time Anglo male earners**

**Strategies**

a. Build an awareness campaign that communicates wage and opportunity disparities between women of color earners and Anglo male earners, focused on the broader economic impact this disparity has on Bexar County overall.

**Required Standards of Provision of Services for Strategy 3a:** The campaign should focus on why diversity and inclusion, as well as the hiring practices of employers, matter to all residents of Bexar County. The campaign should also create awareness about the federal, state and local incentives for investing in women of color, as well as provide information on the availability of trainings regarding the importance of promoting and paying equal wages for equal work for women of color.

**Service area for Strategy 3a:** Bexar County

b. Provide and/or build capacity for organizations that offer education and workforce development (e.g. adult basic education and/or non-degree certificates, industry-specific certificates or other career pathways) to women of color.

**Required Standards of Provision of Services for Strategy 3b:** Education and workforce development must occur in concert with person-centered, wraparound case management¹, both of which should focus on increasing wages and/or obtaining and maintaining employment for women of color in targeted and demand occupations⁴, including STEAM occupations. Wraparound case management should be offered via a single point of entry to remove barriers and minimize the duplication of services in order to meet the holistic needs of participants. Services should be ‘scaffolded³,’ multi-generational⁴, integrated⁵, trauma-informed⁶ and culturally competent⁷ in nature. *(Components of person-centered, wraparound case management are included in the definition and priority will be given to applicants who address multiple components well.)*

**Service Area for Strategy 3b:** Bexar County with priority given to place-based⁸ approaches in applicant-selected zip codes or target areas based on data indicating need.

4. **Indicator: # of family violence incident reports reported per 100,000 population**

**Strategy**

a. Expand prevention and/or intervention services that interrupt the cycle of family violence¹⁰ for individuals and families who are either at risk of family violence or who are already victims or perpetrators themselves. Services should seek to increase connection of isolated and vulnerable populations with the community and may include efforts that help people stay safe, stay healthy, and/or stay in their homes, including but not limited to:

i. Emergency shelter and crisis intervention for victims of family violence
ii. In-home support services
iii. Mental, behavioral health and substance abuse services
iv. Respite care
v. Senior and special needs family members support services
vi. Court-referred client services
vii. Education and workforce development
viii. Additional supports as defined by applicant agencies

**Required Standards of Provision of Services for Strategy 4a:** Services should be ‘scaffolded³,’ multi-generational⁴, integrated⁵, trauma-informed⁶ and culturally competent⁷ in nature.

**Service Area for Strategy 4a:** Bexar County with priority given to place-based⁸ approaches in applicant-selected zip codes or target areas based on data indicating need.
Definitions of Terms

1Wraparound case management: Individualized, multi-faceted, person-centered care that meets the holistic needs of clients in a manner that is based on developing a strong relationship between the case manager and the client. Priority will be given to applicants who address multiple components outlined below well:
   i. Culturally competent support services which aid clients in achieving self-sufficiency, including soft skills development
   ii. Mental health, behavioral health and substance abuse services
   iii. High-quality dependent care support (dependents include children, special needs family members and/or seniors)
   iv. Transportation assistance
   v. Financial counseling and access to tax credits
   vi. Utility, clothing, food and housing assistance (basic needs support)
   vii. Public benefits coordination
   viii. Parenting education
   ix. Health and wellness (both preventative and treatment-based)
   x. Employment and education-related scholarships for needed supplies and fees
   xi. Additional supports as defined by applicant agencies

2Targeted and demand occupations: Targeted and demand occupations are those identified by Workforce Solutions Alamo as occupations which demonstrate strong regional growth potential and which provide the best employment opportunities for local job seekers. A list of those occupations may be found here.

3Scaffolded: An approach to programming that meets people where they are on their journey towards self-sufficiency. (Please see visual below.)

4Multi-generational: Serving or having the ability to serve multiple generations of a family simultaneously.

5Integrated: A holistic approach to serving clients or addressing challenges using multiple methods of approaches simultaneously based on need in order to ensure lasting change.

6Trauma-informed: Per the Substance Abuse and Mental Health Services Administration: “A program, organization, or system that is trauma-informed:
   1. Realizes the widespread impact of trauma and understands potential paths for recovery;
   2. Recognizes the signs and symptoms of trauma in clients, families, staff, and others involved with the system:
   3. Responds by fully integrating knowledge about trauma into policies, procedures, and practices; and
   4. Seeks to actively resist re-traumatization.”

7Culturally competent: Per the Substance Abuse and Mental Health Services Administration: “Cultural competence is the ability to interact effectively with people of different cultures. Cultural competence means to be respectful and responsive to the beliefs and practices—and cultural and linguistic needs—of diverse population groups. Developing cultural competence is also an evolving, dynamic process that takes time and occurs along a continuum.”

8Place-based approach: An approach that seeks to improve community conditions at the neighborhood or specific geographic level. Place-based approaches engage local organizations, leaders, residents and existing assets in order to create comprehensive positive change in a given neighborhood or geographic area.

9Collective Impact: Commitment of a group of actors from different sectors to work towards a common agenda to solve a specific social problem, using a structured form of collaboration. In addition to a common agenda, other key elements include shared measurements, mutually reinforcing activities, continuous communication and a backbone organization.
Family violence: The Texas Family Code defines Family Violence as an act by a member of a family or household against another member that is intended to result in physical harm, bodily injury, assault, or a threat that reasonably places the member in fear of imminent physical harm. The law excludes the reasonable discipline of a child and defines abuse as physical injury that results in substantial harm or genuine threat; sexual contact, intercourse, or conduct; or compelling or encouraging the child to engage in sexual conduct. By definition and for the purposes of family violence reports, ‘family’ includes individuals related by consanguinity (blood) or affinity, marriage or former marriage, biological parents of the same child, foster children, foster parents, and members or former members of the same household (including roommates). Senate Bill 68 of the 77th Legislature amended the Family Code to include “Dating Violence”. The “Dating Relationship” means a relationship between individuals who have or have had a continuing relationship of a romantic or intimate nature.

Visual of ‘Scaffolded’ Approach: