

SA2020

Organizational Strategy (2021-2025)

Mission

We drive progress toward a shared Community Vision for San Antonio through research, storytelling, and practice.

Core Values

- Community:** We work to achieve results prioritized by the community. We follow and uphold the community's vision, understanding that the collective well-being of San Antonians is a shared responsibility.
- Accountability:** The community's agenda is our agenda. We are transparent and intentional in our work, holding ourselves, multi-sector organizations, and elected officials accountable to collective goals.
- Leadership:** We believe everyone is capable of affecting change, and we respect knowledge and expertise across all levels of organizational hierarchy and power.
- Curiosity:** We challenge one another to ask "why." We practice continuous learning and improvement, while always leading with results.
- Celebration:** We celebrate incremental change. We seek joy while engaging in the difficult work of systems change.

Strategic Direction

1. We produce broadly accessible and actionable research.
2. We tell stories that broaden perspectives and reshape narratives.
3. We grow leadership across the community.
4. We engage organizations and institutions across sectors to affect change.
5. We ensure the health and sustainability of our organization.

Outcomes

Short-term Outcomes

1. SA2020 is a trusted researcher, storyteller, facilitator, and source of information.
2. SA2020 Team, Board, Ambassadors, Partner organizations, and elected officials understand the importance of transparent and inclusive community engagement.
3. The community is aware of San Antonio's progress, current complex community challenges that require systems change, and the Partner organizations affecting change.
4. The community is aware of their "responsibility for our collective well-being" and how they can affect change.
5. Partner organizations develop a shared language for impact and accountability, including Community Results, Community Indicators, outcomes, performance metrics, and racial equity.
6. Partner organizations and elected officials understand their role in affecting systems change.

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Intermediate Outcomes

1. San Antonians, representative of the city demographic (by race, gender, age, and City Council District), are increasingly engaged in processes to hold institutions accountable to community need.
2. Partner organizations reduce barriers to civic engagement and increasingly engage San Antonians representative of the city demographic in order to be more accountable to the community.
3. Partner organizations drive equitable outcomes and move the needle on Community Results.
4. Partner organizations work together across sectors to solve complex compelling challenges.
5. Local news media and journalists are increasingly reporting race-conscious, systems narratives.
6. Elected officials make informed, race-conscious policy decisions about the community's needs.

Long-term Outcomes

1. San Antonio realizes the shared Community Vision.
2. Race no longer predicts or determines community outcomes.

Goals by Strategic Direction

We produce broadly accessible, responsive, and actionable research.

1. Elevate complexity, provide context, and increase understanding that leads to shifts in meeting community need

We tell stories that broaden perspectives and reshape narratives.

2. Celebrate incremental change, highlight challenges, and reaffirm San Antonio's Community Vision locally, regionally, and nationally

We grow leadership across the community.

3. Engage San Antonians in strengthening civic engagement and systems leadership

We engage organizations and institutions across sectors to affect change.

4. Strengthen Partner capacities to advance racial equity, utilize data, engage San Antonians, and communicate impact

We ensure the health and sustainability of our organization.

5. Cultivate a healthy, informed and dedicated Team, Board, and volunteers
6. Strengthen financial sustainability