

SA2020[®]

STRATEGIC PLAN

Approved 4.10.17

Vision

Together, as a diverse and passionate community, we ignite powerful change in San Antonio.

In San Antonio, we:

Create

San Antonio has a thriving creative community and a vibrant downtown. Economic opportunity has expanded through talent growth, retention, and cultivation.

Connect

San Antonio is a livable and engaged community with cohesive, connected neighborhoods linked by mass transit and improved infrastructure complemented by smart growth.

Collaborate

San Antonians are actively and effectively collaborating in service to the community, tackling challenges and rising to opportunities.

Flourish

San Antonians are safe, healthy, informed and we have opportunities to reach our full potential.

Mission

We drive progress toward a shared vision for a thriving San Antonio. We report on community indicators, inform and activate the public, and align efforts towards the community's goals.

Outcomes

1) The community vision drives the agenda for San Antonio.

Strategies:

- Communicate with the public, stakeholders and decision-makers regarding the vision, data and progress.
- Advocate for changes in policy, priorities or strategies to ensure continuous development and improvement.
- Convene the community to update the vision or prioritize areas of focus as needed.

2) SA regularly celebrates shared progress and acknowledges and works together on challenges.

Strategies:

- Share transformational stories regarding collaboration and success.
- Report transparently and catalyze action on indicators that are lagging.
- Convene partners to facilitate the development of a theory of change and plan of action for lagging indicators.
- Evaluate collaborative efforts and progress toward goals to inform future action.

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3) The community is aware of shared goals and engaged in producing tangible results.

Strategies:

- Create and foster community connections by linking people to nonprofit organizations and programs.
- Share simple steps the public can take to impact change.
- Create resources to help fill information or engagement gaps.
- Enlist the support of a diverse group of ambassadors to inform and mobilize the public.
- Connect micro efforts to macro community indicators.

4) Our organization is a trusted source of information to inform strategy and inspire action.

Strategies:

- Encourage community partners to leverage existing resources by mapping assets and fostering alignment and collaboration.
- Highlight interconnections between goals to inform strategy.
- Report on community indicators.

5) Our organization is sustainable.

Financial Sustainability Strategies:

- Diversify funding sources.
- Create and adhere to development strategy and plan.
- Adopt multi-year budgets.
- Create reserve.
- Increase staff capacity through dedicated development staff.

Leadership Sustainability Strategies:

- Develop succession plan that addresses both team and board.
- Produce board development plan to address recruitment, retention and desired skills.
- Develop a range of trusted relationships with leaders in the political and business sectors, as well as with community partners.
- Cultivate a healthy workforce through staff development, support and performance feedback.