

SA2020 PARTNERSHIPS: COMMITTED TO ORGANIZATIONAL CHANGE

With more than 140 nonprofit, foundation, public, and corporate partners, SA2020 leads a growing coalition of institutions committed to organizational change.

Understanding that the sustainability of systems-change relies on organizational change, we support our Partners in driving equitable outcomes. Further, in recognizing that racial disparities across all indicators are deep and pervasive, our organizational capacity-building support “leads with race.” This targeted approach offers the focus and specificity necessary for moving the needle incrementally on community-level indicators, while creating organizational processes to address inequities in all forms.

All of our partnerships are built on several **core principles**:

1. We share the same vision for San Antonio as defined by the community.
2. We agree to work collaboratively and focus on SA2020 Community Results.
3. We acknowledge that our organizational outcomes are only as powerful as the impact they provide to the community at large.
4. We understand the importance of performance measures ultimately as a means to track our stated results.
5. We believe in advancing equity as a process and outcome.
6. We will practice regular peer-exchange and learning, as well as continuous improvement and evaluation.

When Partners strengthen and better communicate their impact, SA2020 is able to coordinate and align their efforts, even across sectors. This alignment is essential because Community Results cannot be achieved by one organization working alone.

By coordinating and aligning the work of our Partners and tracking progress towards shared goals, **SA2020 is uniquely positioned to see the current landscape of work and identify what interrelated actions sustained over time could produce whole systems-change.** We, therefore, also identify and convene partners around complex community challenges, fostering collaboration and further strengthening a continuum of services. (*SA2020 Theory of Change*)

SA2020 support partners in organizational change work to maximize their impact. SA2020’s capacity-building support to this end includes:

- Identifying and advancing equitable outcomes;
- Connecting and coordinating work across partners;
- Aligning organizational outcomes to SA2020 Community Results;

- Evaluating organizational outcomes; and
- Communicating organizational impact.

SA2020 NONPROFIT PARTNERS

Nonprofit organizations are integral to community progress. Mission-driven organizations work every day to improve the lives of individuals and families and contribute toward achieving our shared vision for a thriving city.

All SA2020 Nonprofit Partners:

- Primarily serve residents of the City of San Antonio or Bexar County;
- Can demonstrate a connection to one or more SA2020 Community Result(s);
- Share annual updates on organization's inputs, outputs and outcomes of work;
- Have completed preliminary work internally to map organizational outcomes; and
- Commit to disaggregating data related to program outcomes or adopting a plan to move toward doing so.

The SA2020 Nonprofit Partner experience includes:

- Access to support and resources to increase organizational capacity for tracking and communicating impact;
- Invitations to exclusive workshops and events for learning and networking;
- Increased visibility through outreach opportunities and an online presence at www.SA2020.org; and
- Opportunities to contribute toward strategic initiatives like participating in coalitions.

THE CROSSWALK PROCESS

SA2020 works with each nonprofit partner to articulate and verify their organization's impact through the SA2020 "Crosswalk" process, which serves as **documentation of accountability in aligning efforts toward our collective vision**; as well as an opportunity for SA2020 Nonprofit Partners to adopt an asset-based approach to communicating impact and set goals for organizational change that may strengthen its impact on outcomes.

Each organization's Crosswalk process will be different, as each organization is unique and will be bringing to the process its own individual experience in defining the long-term outcomes of its work and the internal tools used for measuring performance.

SA2020 will work with each SA2020 Nonprofit Partner to collect relevant materials that will inform the process of documenting that organization's impact on long-term outcomes, and ultimately SA2020 Community Results. **The culmination of this work is a narrative and visual that the organization can use internally and externally** for Board of Directors onboarding, new staff orientations, volunteer training, strategic planning, fundraising, case for giving statements, grant applications, etcetera.

The Crosswalk process, however, is never "done" – it is ongoing, as an organization's internal growth and external impact are influenced by changes in community need, the evolution of best practices, and the influence of institutional systems that define the funding trends and policy that can affect the ability of a nonprofit to provide its programs and services. A nonprofit organization must adapt to maintain relevancy and meet a community's changing needs – **the Crosswalk process is an opportunity for SA2020 Nonprofit Partners to reflect and assess opportunities for adaptation.**