



SA2020[®]

PROGRESS REPORT

SEPTEMBER 2014

SA2020 Board of Directors

Sonia Rodriguez, Chair
Gurpaul Singh, Vice-Chair
Alex Perez, Secretary/Treasurer
Patti Radle
Renee Flores
Adena Williams Loston, PhD
Janet P. Realini, MD, MPH

SA2020 Team

Darryl Byrd, President & CEO
Anna Brackett-Fregosi, Development Associate
Molly Cox, Chief of Engagement
Ariane Etemadi, Communications Manager
María Fernández, Collective Impact Director
Callie Flynn, Data Analyst
Claire Osburn, Digital Outreach Coordinator
Andrea Medina, Communications Assistant
Jessica Rios, Partnership Manager - Health & Fitness
Jeanne Russell, Chief Strategist

Data Services provided by

CI:Now
Laura McKieran, DrPH, Director and Associate Professor, UT School of Public Health,
San Antonio Regional Campus
Clarissa R. Ozuna, MA, Program Manager - Research
Norma I. Garza, MPH, Research Coordinator
Stephanie Martinez, Senior Research Assistant

Report Designed by

Amy Harwell, Velcro Creative



ABOUT

The mission of SA2020 is to catalyze the entire San Antonio community into passionate, focused, and sustained action to achieve the shared goals that will transform San Antonio into a world-class city by the year 2020 in eleven key vision areas.

SA2020 connects the community for a stronger San Antonio.



We measure progress on our shared goals to show areas for improvement and celebrate success.



We support partners through alignment and collaboration.



We engage the public with ways to get involved.



MET & EXCEEDED

The SA2020 target has already been reached!



ON TRACK

We're making progress at a pace that will lead us to achieve the SA2020 target!



IN PROGRESS

We're moving in the right direction, but not rapidly enough to achieve the SA2020 target.



FLAT/GETTING WORSE

We're seeing no progress, and in some cases even moving in the wrong direction.



IN DEVELOPMENT

Some indicators are still under review. We are currently developing the best way to measure the goal.



CONTENTS

2014 PROGRESS REPORT

Executive Summary	1
Arts & Culture	4
Civic Engagement	6
Community Safety	8
Downtown Development	10
Economic Competitiveness	12
Education	14
Environmental Sustainability	16
Family Well-Being	18
Health & Fitness	20
Neighborhoods	22
Transportation	24
SA2020 San Antonio Dividends	26
Appendix: SA2020 Indicators - Measures & Sources	30

EXECUTIVE SUMMARY

Four years into our SA2020 vision implementation, our annual data progress report tells a real story. It is a story of a city making progress, but we know it is not the full story. At least not yet.

At SA2020, we like to say that data is just the beginning. Data helps us understand where we are seeing the needle move in areas - such as health - that the community prioritized for progress by the year 2020. It also helps us understand where we need to apply more energy to achieve our goals.

Health, in fact, is a shining success story in San Antonio. Our city is experiencing key trajectory shifts in health and fitness, and it is essential to keep building on these early wins. We've seen obesity - a longtime drag on our community's health - start to move in the right direction. Additionally, San Antonians are increasingly likely to live to an old age, with fewer lives lost to preventable injury and illness. We've already hit our SA2020 target for reducing teen births - and set an even more aggressive goal!

Those health statistics have improved at the same time that San Antonio has seen tremendous community collaboration around making health a priority. We've introduced community-wide public fitness programs, such as Fitness in the Park and Síclovía, and made healthy eating easier through the iPor Vida! healthy menu initiative. Plus, a powerful collaboration called EnrollSA/Get Bexar Covered came together to drive health insurance enrollment and get more than 76,000 people coverage. Hopefully, this is just the first step toward more people accessing the preventive care that will help us fight chronic concerns such as diabetes.

The momentum we see in health is happening in other key SA2020 cause areas, like economic competitiveness, where we've seen growth in targeted industries, such as healthcare and biosciences, IT and Cyber Security, and transportation manufacturing. Plus, we're seeing improved unemployment rates across the city.

*This report went to print prior to the Census Bureau's release of the 2013 Community Survey (ACS) estimates. For ongoing data updates, please visit SA2020.org/progress.

Across the board there are bright lights, and behind many of them there are strategies. Some have been the focal point of a key institution – the focus of the SAPD and SAFD to reduce emergency response times, for example. Some, such as major gains in downtown housing, can be clearly traced to public policy decisions. And often where we see progress, like in health and economic development, we see multi-sector coalitions pulling in the same direction toward a shared SA2020 target – the San Antonio Teen Pregnancy Prevention Collaborative, the Access to Parks and Green Spaces Workgroup, and the Mayor’s Fitness Council, just to name a few.

Some areas are more complex than others. Indeed, while we’ve seen some real wins in education with high school graduation rates already hitting our 2020 target, there are still some major challenges. For instance, third grade reading levels – a key developmental milestone – are currently off track. Another concern is the drop in college enrollment rates. Poverty, which is at the root of many community concerns,

appears to be flat or worsening slightly. This points to our need to always ensure our entire city is benefitting from economic momentum, even as we celebrate those important gains.

We’ve come far together. We’ve learned some important lessons that should speed our progress as we enter the last six years of our ten-year plan. Let’s recommit today to applying those lessons to achieve our vision together. SA2020, the nonprofit organization, is committed to measuring and tracking our progress on the SA2020 targets first developed in 2010 for the next six years. Additionally, we are committed to using that progress to provide support to our partners and engage even more people in the strategies that our community has seen working and are still developing.

A Note on The Data

To track our progress on all the indicators, we use five labels to identify the status of the data:



MET & EXCEEDED



ON TRACK




IN PROGRESS



FLAT/GETTING WORSE



IN DEVELOPMENT



But to simply look at these indicators as just making progress or remaining flat doesn't tell the full story of a city that is collaborating in ways it never has before. For example, of the 60 primary indicators, five have already met or exceeded our 2020 goal. But meeting the goal early doesn't mean we are done—many strategies are still being deployed for further progress in these areas. For some, like teen pregnancy, we have set an even more aggressive target for progress.

In the fifteen indicators that are progressing, but not at the rate to meet the 2020 goal, we see the first stages of success stories. Key coalitions have come together to focus on these indicators and are starting to positively affect these outcomes. For example, the Talent Pipeline Task Force is a coalition of industry, education nonprofit, and government leaders dedicated to increasing post-secondary and certificate completion to help meet San Antonio's workforce needs. This work supports the San Antonio economy by identifying the skills gap between San Antonio's current workforce and the projected industry needs of the San Antonio of the future. With that skills gap bridged, per capita income, professional certificates, the STEM economy, and adults with college degrees will be affected. Of the fifteen indicators that are flat or getting worse, several of them tell

the story of complex problems that require dramatic improvements in other indicators before we see a shift. Sixteen indicators are on track to achieve their 2020 goals, but this does not mean we can leave them alone. We need to identify and cultivate the strategies that are working, and keep the pressure on to continue making progress.

Finally, nine of the 60 SA2020 indicators are still under development. This speaks to the fearlessness of our community, determined to set goals that have never been tracked community-wide. Although these prove difficult to measure, they are still important enough to our collective vision that we will continue to work to find the best way to track them.

This report provides a snapshot of where our community stands on our 2020 goals. For updated progress, please visit SA2020.org/progress. We can expect to see more progress in years to come because our community has committed to work together toward a vision for an even better San Antonio. Our hope at SA2020 is that this annual progress report becomes a guide for strategies that focus on areas needing financial investment, thoughtful policy decisions, and collaboration beyond a single institution or group. After all, data is only the beginning of the story.



ARTS + CULTURE

In 2020, San Antonio leads the world as a creative community.

The creative economy includes the full range of arts and culture: fine arts as well as popular, ethnic, commercial and design arts. It also includes cultural events, such as festivals and celebrations, concerts and dances in the parks, and the preservation of history and heritage. It encompasses all individuals, businesses and nonprofit organizations that directly or indirectly produce cultural products or services (from getcreativesanantonio.com). Not all cities do an analysis of the benefits of the creative class – the thinkers and doers behind artistic and cultural expression – but San Antonio has long recognized the contribution of arts and culture not only to economic development but to a vibrant, thriving city.

San Antonians in 2010 sought to increase investment in the arts and involvement in the arts through broader participation. These measures have proven difficult to gather, so our current estimates only capture public investment by the city and attendance at arts events that receive city funding. Nonetheless, we have seen a modest improvement in funding despite a dip from 2010 to 2011, though we're still not on track to reach our goal by 2020. We've also seen new public investments to arts institutions ranging from the Guadalupe Theater to the Children's Museum, the Witte Museum and the new Tobin Center for the Performing Arts. Even more good news is that attendance at art and cultural events is on track to meet our 2020 goal.

SA2020 is committed to developing more robust data as we go forward in order to better reflect the breadth of arts involvement in San Antonio. We hope you will commit to helping us reach the SA2020 targets by upping your involvement in the arts, whether that is by volunteering for or providing financial support to our dynamic local arts scene or enjoying an arts experience at one of our many cultural institutions.



DATA DASHBOARD



Increase Attendance for Arts and Culture



Increase Funding for Arts and Culture



Increase Economic Impact of Creative Sector



Increase Employment in Creative Industries



Improve Satisfaction with Arts and Culture





CIVIC ENGAGEMENT

In 2020, San Antonio's citizens are deeply engaged as elected leaders, business leaders, volunteers, and voters.





Civic Engagement underlies the entire process and purpose of SA2020. It is the foundation necessary for our community to turn the bold SA2020 vision into a reality.

Civic Engagement indicators show some encouraging signs. A steady increase in the moving three-year average rate of volunteerism portrays a community that's not afraid to get their hands dirty and get involved. Small, but positive, gains in voter turnout are encouraging against one of the most difficult-to-shift numbers in a community. Moreover, the extent to which people invest their own financial resources into their community is also a key indicator of engagement. Although our community has experienced some significant recent successes in this area, such as the citywide Big Give SA campaign, progress on this indicator has remained flat over the past year. The fact that we, as a city, are now measuring and reporting data on volunteerism and philanthropic giving should be noted, and shows serious dedication to change at a grassroots level. And importantly, we are making progress toward our commitment to ensuring representation of our city's rich diversity on a policy level through our elected officials.

While philanthropic giving may be down, we are seeing exciting momentum in civic engagement in San Antonio. Imagine what we could achieve if we double-down and focus our volunteer and philanthropic efforts to reach SA2020 targets in areas where we have more ambitious gains to make, such as Education, Environmental Sustainability, Family Well-Being and Neighborhoods?



DATA DASHBOARD

-  Increase Volunteerism
-  Increase Voter Turnout
-  Increase Diversity of Elected Officials
-  Increase Philanthropic Giving





COMMUNITY SAFETY

In 2020, San Antonio is the safest big city in America.

Creating a vision of a safe community involves many players and strategies: systems in place that are trusted and responsive; citizen involvement and awareness; and resources available to help keep neighborhoods and households safe. These components we can identify, which makes them easier to improve. Indeed, one of the very first SA2020 targets met was the Emergency Response Times of the SAPD and SAFD. These departments are clearly dedicated to their own efficiency and their effect on our community's safety. We also saw the index crime rate fall again, putting us on track to achieve our 2020 goal. As the crime rate dropped, citizen satisfaction with public safety improved, also at a rate that puts us in a position to reach our SA2020 target.

Other pieces of the Community Safety puzzle are more difficult to measure and even more difficult to improve. This brings us to issues like domestic violence. The number of family assaults has decreased since 2010 despite increases in population, but we must now ask whether the reduced number in fact represents fewer family violence assaults or fewer people reporting those assaults. Because so many factors contribute to domestic violence, it requires interventions at many levels. Recognizing the complexity of confronting domestic violence, the SAPD has developed crisis response teams and community-based organizations have also teamed up for collaborative, multi-intervention approaches. Given the importance this issue has in our community, it merits continued attention.



DATA DASHBOARD



Reduce Emergency Response Times



Reduce Index Crime Rate



Improve Satisfaction with Community Safety



Decrease Domestic Violence



Increase Attendance at Community Safety Trainings



Reduce Recidivism





DOWNTOWN DEVELOPMENT

In 2020, Downtown is the heart of San Antonio and is everyone's neighborhood.

"If you know anything about physical exercise, then you know nothing is more important than the core. And the core of a city is its downtown." Lee Fisher, CEOs for Cities

A strong urban core plays a critical economic role in the life of a city. The urban center of metropolitan areas is the focus of cultural activities, civic identity, governmental institutions, and usually has the densest employment - particularly in financial, professional and creative services. Urban cores are also the iconic centers of cities, where interaction and connections are strongest (<http://www.ceosforcities.org/city-vitals>).

The current state of downtown San Antonio is a cause for celebration, and an example of how policy decisions can spark a market response and tangible progress on an SA2020 target. The success in downtown housing, for example, shows how an indicator can respond directly to specific city policies. Because city residential housing incentives focused on the downtown area, we anticipate reaching the community goal for downtown housing units even before 2020.

The SA2020 vision belongs to everyone in our city, and depends on the active participation of citizens, community organizations and elected officials to make real progress. We should be extremely proud of what has been achieved in a short time frame in downtown housing, and consider how we might apply that policy lesson to other targets that may be equally responsive to policy decisions.



DATA DASHBOARD



Increase Downtown Housing Units



Reduce Downtown Crime Rates



Increase Downtown Employment



Improve Downtown Economic Impact



Improve Satisfaction with Downtown Living





ECONOMIC COMPETITIVENESS

In 2020, San Antonio is recognized as a leader in business that prospers through innovation in 21st century industries.

Economic competitiveness is at the core of what makes San Antonio a fast-growing, desirable city full of opportunity. Recent years have been marked by economic gains, a drop in our unemployment rate putting us on track to achieve our SA2020 target and a rise in jobs in targeted industries identified for their growth potential and salaries. In spite of these trends, however, our per capita income is making minimal progress, which puts us off track towards our 2020 target. This point is of concern, given that many of these indicators have a multiplier effect. For example, increases in per capita income can influence a family's education options and their health.







Because this cause area strongly influences and is influenced by others – such as Education and Family Well-Being – the community in 2013 asked for some additional targets to be added, including jobs and degrees in Science, Technology, Engineering and Math (STEM), and professional certificates. STEM jobs typically have lower unemployment rates than non-STEM jobs, and STEM workers earned an average 26% higher salary than their non-STEM counterparts (US Congress Joint Economic Committee, 2012). The Talent Pipeline Task Force, which is tackling the skills gap question, will be setting targets for both professional certificates and the STEM economy.

Finally, we know we want to out-innovate our competitor cities. Patent production has been a weak spot for San Antonio, so we have begun to obtain baseline data in order to set ambitious targets for patents in our city. SA2020 is hoping to develop a more nuanced innovation index that may capture economic activity, such as small business starts or research dollars spent in order to more fully understand the dynamism in our economy.



We know we need all our economic competitiveness targets to be working in unison in order to ensure San Antonio is a city of opportunity and innovation in a global economy. Without making continuous concerted progress in areas such as per capita income and professional certificates, for example, we will fall short of moving the needle on our 2020 economic targets.

DATA DASHBOARD

-  Reduce Unemployment
-  Increase Employment in Target Industries
-  Expand STEM Economy
-  Increase Entrepreneurship
-  Increase Per Capita Income
-  Increase Professional Certificates





EDUCATION

By 2020, San Antonio has orchestrated one of the greatest turnarounds in education in the United States.

It's no secret that San Antonio has prioritized education – and made significant investments in this area in recent years. When the SA2020 vision was created, education received more attention than any other cause area as a foundational area of concern and opportunity for improvement. A better-educated community means a better community overall.

The most significant investments have been made on the “front-end” of the issue, most notably through a city sales tax funding the expansion of Pre-K. Early childhood initiatives aim to start our children off on the right foot and prevent challenges that students face in later years when intervention is much more difficult and costly.

But that doesn't mean San Antonio is ignoring the generation already moving through our education system. Efforts to improve high school graduation rates have already shown results, and more are underway to improve attendance. College completion and workforce readiness strategies are advancing both the economic opportunity of this generation and the skilled workforce that local businesses need to thrive. Of grave concern, however, is the fact that we are not seeing gains in third grade reading or college enrollment, two critical milestones in the educational ladder.

Although momentum and enthusiasm are high, education is one area where it can take an entire generation to start seeing progress. We won't be able to see the effect of Pre-K and early childhood initiatives on high school graduation and college readiness until we see this first round of students through to the end. That's why it's so important to measure progress at key intervals – such as third grade reading – to ensure we're moving in the right direction. Identifying small victories along the way also helps inform and shape strategies to make steady improvement across the community.



DATA DASHBOARD



Increase High School Graduation Rate



Increase Adults with College Degrees



Improve Third Grade Reading



Increase College Enrollment



Improve College Readiness



Improve Kindergarten Readiness





ENVIRONMENTAL SUSTAINABILITY

In 2020, San Antonio is recognized as a respectful steward of its natural resources and a model for responsible resource management.

Some exciting news to celebrate: we're doing well in reducing water usage! Although this progress is encouraging, it is critical that these rates keep dropping. And while it's imperative that individuals do their part to conserve water at home, businesses must also be committed to conservation if we're to continue to make improvements. We also changed the way we measure water usage to better match the goal we set back in 2010. That has us on track to do even better next year, but again, we can't celebrate and stop what we have been doing.

Some not-so-exciting news that needs our attention: the air quality in San Antonio is getting worse. In fact, we've been out of EPA compliance since 2012. Pollution is an unfortunate consequence of growth that has a negative impact on community health and the environment. If we want to become compliant with federal policy on air quality, which exists to protect the environment and community health, then we must be more proactive about local solutions and incentives to improve air quality.

We've also seen gains in recycling and are on track to meet our 2020 targets. Recycling is a costly up front investment, but results in both long-term cost savings and environmental payoffs. We are also reducing waste, a direct response to city policies to promote reuse.

As a City on the Rise, we have much to celebrate, but we must remain conscious that growing does not always mean growing responsibly. In recent years, San Antonio has awakened a new sense of appreciation for our local natural environment, evident in miles of revitalized river trails and parks. Appreciation of this space needs to extend to our daily energy and water consumption. Air is invisible, but just as valuable to our community as our rivers and natural resources.



DATA DASHBOARD



Reduce Water Use



Increase Renewable Energy



Reduce Energy Use



Increase Recycling Rates



Reduce Residential Waste



Improve Air Quality Index



Increase Employment in Green Industries



Increase Development with Low Environmental Impact



Increase Tree Canopy





FAMILY WELL-BEING

In 2020, San Antonio is renowned as the best city to raise a family.

“The test of our progress is not whether we add more to the abundance of those who have much; it is whether we provide enough for those who have too little.” Franklin D. Roosevelt

When you think about complex problems in communities, the crux of many issues is poverty. According to the federal Department of Health and Human Services, poverty is defined as an individual making \$11,670 and a family of four making \$23,850 in 2014.

Poverty, as a social issue, affects everyone. The repercussions and drivers of poverty extend into quality of life, education, health, and opportunities in ways that ultimately touch every facet of our community.





Not only is the poverty rate in San Antonio increasing slightly, but some studies have shown that San Antonio is the most economically segregated city in the nation. One way our community is seeking to address this condition is by using “place-based” strategies such as the EastPoint Promise Zone effort, a holistic effort to improve education, housing and economic development in some of the city’s poorest census tracts.

Poverty can be multi-generational, with ties to economic competitiveness, education, health and family well-being, among other cause areas. The problem with attempting to reduce poverty is that it can be among the slowest indicators to demonstrate movement. Measuring the poverty rate will tell us little from one year to the next, but must be studied over the course of many years. However, if we see better results across-the-board in areas like high school graduation rates, unemployment, healthcare access, and teen pregnancy, then we can expect to see an eventual shift in the poverty rate.

We are seeing gains in some of these areas , but need to apply pressure in those that are not moving, or not moving quickly enough, to impact poverty.

On a slightly positive note, we are also seeing a decline in the number of confirmed child abuse rates. However, these findings should also be taken cautiously, as these rates are highly dependent on reporting which results in a child abuse case being substantiated. This issue is an important one requiring closer examination. In terms of homelessness, these numbers are also declining, pointing to collaborative efforts by the South Alamo Regional Alliance for the Homeless (SARAH), Haven for Hope, SAHA and others, that are also helping make a difference in San Antonio. Underemployment measures are currently being identified.

DATA DASHBOARD

-  Decrease Child Abuse and Neglect
-  Reduce Homelessness
-  Reduce Poverty Rate
-  Reduce Underemployment





HEALTH + FITNESS

In 2020, San Antonio residents are among the healthiest in the country.

Health is improving in our community. The percent of people reporting being obese or having been diagnosed as diabetic are down. Teen pregnancy continues to decline. Additionally, San Antonians are increasingly likely to live to an old age, with fewer lives lost to preventable injury and illness. We are also seeing expanded access to health care. An unintended consequence of greater access to health care, however, may result in higher rates of chronic conditions being reported in the future as more individuals seek preventive and primary care.

These results are accompanied by a clear community focus on health. Health is a complex issue, but given the recent success in San Antonio, it is fair to say that a combination of community investment, public policy, and community engagement around health improvements is making a difference in our community's overall health.







Some indicators in health care move more quickly than others. For example, we expect to see a decrease in the number of uninsured San Antonians due to a major push to sign people up for health insurance through EnrollSA/Get Bexar Covered. Even though the ACA number won't show up in the data because of delays from federal reports, we know we're currently on track to reach this goal. An indicator such as diabetes, however, can only be expected to improve slowly, and can also be misleading in the data, for once a person has been diagnosed with diabetes – often a result of seeking primary health care – they will also be considered to be living with diabetes. Thus, the long-term fix for diabetes is preventing people from ever receiving a diabetes diagnosis, and that must be fixed by focusing on our younger population.

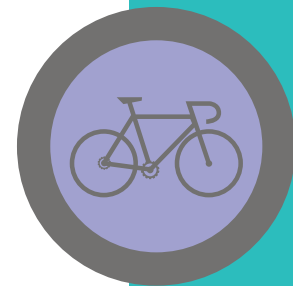
Local research from the City of San Antonio's Metropolitan Health District suggests that the decline in obesity can be attributed to life-style changes in men like adopting strength-training exercise routines and women decreasing



their daily consumption of sugary drinks. This kind of behavioral shift is associated with knowledge of healthy behavior, which implies that health-education campaigns such as iPor Vida!, the Million Pound Challenge, Síclovía and the work of the Mayor’s Fitness Council have helped make health a San Antonio priority.

DATA DASHBOARD

-  Reduce Obesity
-  Reduce Diabetes Rate
-  Reduce Teen Birth Rate
-  Increase Access to Health Care
-  Reduce Health and Behavioral Risks
-  Improve Maternal and Child Health





NEIGHBORHOODS

In 2020, San Antonio is known for its cohesive neighborhoods with compelling and unique personalities.






Cities thrive as places where people can easily interact and connect. Social connections help promote the creation of new ideas, make neighborhoods safer and stronger, and make cities work better for their residents. It is in neighborhoods where social connectedness – the experience of belonging and relatedness between people – can thrive (van Bel, et al, 2009).

For these reasons, San Antonians set key targets in walkability and access to parks and green space, among other areas. Walkability's decline is most likely explained by the fact that our growth continues to sprawl. Despite this, we have seen our commitment to parks and other green space expansion keep pace with our population growth resulting in improved access to natural spaces. This growth does not even include data on private parks. Some more good news – after a dip in 2011, inner-loop housing construction grew in 2012 and 2013, keeping us on track to meet our goal for 2020. This uptick in new development and renovations of residences inside Loop 410 brings great promise of renewed vibrancy and walkability as well as needed balance to San Antonio's suburban expansion.

The Comprehensive Plan for the City of San Antonio is a timely opportunity to incorporate our goals for complete streets and sidewalks, green spaces, walkability, and infill housing, into our city's plans for the built environment. Additionally, when adjacent to residential areas, parks and green spaces have been shown to promote safe neighborhoods, where neighbors support and protect one another (Human-Environment Research Lab).



DATA DASHBOARD

-  Increase Center City Population
-  Increase Inner-Loop Housing Construction
-  Improve Access to Parks and Green Spaces
-  Increase Walkability
-  Improve Housing and Transportation Affordability Index





TRANSPORTATION

In 2020, San Antonio's transportation system is recognized as a model of efficiency and environmental sustainability.

Transportation requires long-term planning and solutions that recognizes the need for new infrastructure to knit together a city that is continuing to sprawl. Our SA2020 targets measure both the efficiency of our built infrastructure and the behavior of our citizens. We've seen progress in public transportation boardings and will continue to analyze these changes, including a potential future increase as the recession fades, gas prices drop and people get back in their cars. We'll also be looking at possible explanations for the decline, as more efficient rapid lines may be reported as fewer boardings. While there's progress in public transit use and the development of complete streets, we have seen little to no change in commute times and vehicle miles traveled. Also, our progress on annual boardings does not put us on track to meet our ambitious 2020 target.

The popularity of new transportation options such as B-cycle, VIA's new bus rapid transit and ridesharing options like Lyft and Uber, point to an interest in San Antonio exploring new approaches to transportation. National data show youth are driving at a later age, while millennials (age 18-33) are less likely to use cars. The dissolution of the streetcar proposal offers an opportunity to step back and plan transportation in a more comprehensive manner that provides alternatives for personal vehicles that help address issues of air quality, vehicle miles traveled, and congestion.

We also know that transportation use affects other areas, such as Economic Competitiveness and Environmental Sustainability. For example, reducing vehicle miles traveled has an economic benefit as well as an impact on air quality, another SA2020 indicator.



Longer transit times and vehicle usage right now are mostly linked to the way we are growing, which continues to be primarily outward. Transportation experts recommend focusing on funding to relieve congestion on roads while simultaneously pursuing a comprehensive approach that offers the community multiple transportation options.

DATA DASHBOARD



Increase Complete Streets



Increase Public Transit Use



Decrease Commute Time



Decreased Vehicle Miles Traveled



The SA2020 vision provides a north star for San Antonio – a list of goals our city is striving to achieve by 2020. Bold and complex, these goals, when achieved, will see an entire city succeed.

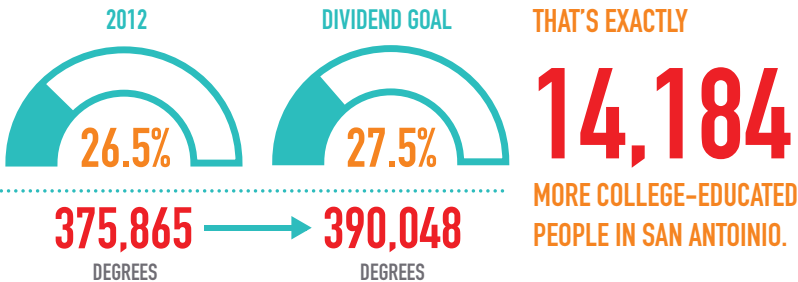
A City Dividend™ is the economic benefit resulting from investing resources to successfully achieve a measurable, actionable goal toward a city's and metro region's economic progress. The objective of City Dividends, created by CEOs for Cities, is to provide quantitative estimates of the economic gains and/or saving that metropolitan regions and cities could achieve by improving their performance on specific priority issues.

THE #SA2020 TALENT DIVIDEND


WHAT IF SAN ANTONIO INCREASES COLLEGE ATTAINMENT* BY 1%?

A 1% increase in the San Antonio metro region's college attainment rate may seem small, but the investment pays big dividends to everyone in the region.

WHAT DOES A 1% INCREASE IN COLLEGE ATTAINMENT LOOK LIKE?




WHAT ARE THE ECONOMIC GAINS FOR SAN ANTONIO?



Total income in San Antonio metro region increases by:

\$1.4 BILLION



Income per person in the largest 51 metro regions increases by:

\$974.14

..... PER ONE PERCENT INCREASE IN COLLEGE ATTAINMENT

SA2020.ORG

CEOSFORCITIES.ORG

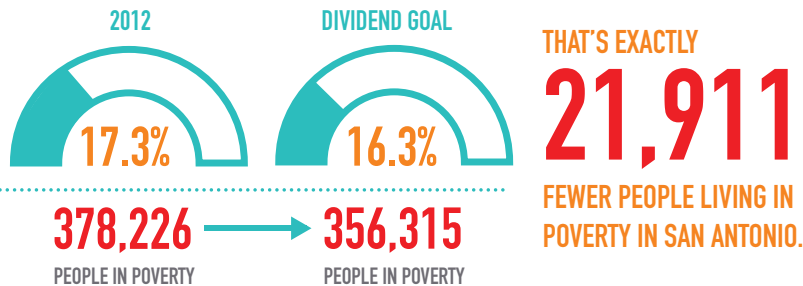
* College attainment is defined as a bachelor degree or higher.

THE #SA2020 OPPORTUNITY DIVIDEND

WHAT IF SAN ANTONIO DECREASES ITS POVERTY RATE BY 1%?

A 1% decrease in the San Antonio metro region's poverty rate may seem small, but the change pays big dividends to everyone in the region.

WHAT DOES A 1% DECREASE IN THE POVERTY RATE LOOK LIKE?



The Talent Dividend™ goal is increasing the number of college graduates in the metro region by 1%, and the dividend is the increased average personal income in the region.

WHAT ARE THE ECONOMIC SAVINGS FOR SAN ANTONIO?



Public anti-poverty spending in the San Antonio metro region decreases by:

\$403 MILLION



Public anti-poverty spending per person in the largest 51 metro regions decreases by:

\$18,378

PER ONE PERCENT DECREASE IN THE POVERTY RATE

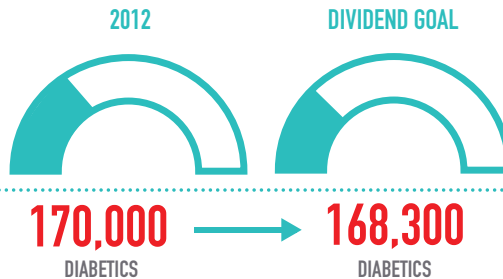
The Opportunity Dividend™ goal is reducing the metro region poverty rate by 1%, and the dividend is the public saving associated with reducing poverty in the region.

THE #SA2020 HEALTH/DIABETES DIVIDEND

WHAT IF SAN ANTONIO DECREASES ITS DIABETIC POPULATION BY 1%?

A 1% decrease in the San Antonio metro region's diabetic population may seem small, but the change pays big dividends to everyone in the region.

WHAT DOES A 1% DECREASE IN THE DIABETIC POPULATION LOOK LIKE?



THAT'S APPROXIMATELY

1,700

FEWER PEOPLE BEING TREATED FOR DIABETES IN SAN ANTONIO.

The Health/Diabetes Dividend™ goal is reducing the number of diabetics in the region, and the dividend is the medical and indirect economic savings associated with having fewer individuals with this chronic illness.

WHAT ARE THE ECONOMIC SAVINGS FOR SAN ANTONIO?



Medical and other costs in San Antonio metro region decrease by:

\$16.1 MILLION



Each person in the San Antonio metro region saves:

\$971

..... PER ONE PERCENT DECREASE IN THE DIABETIC POPULATION

SA2020.ORG

CEOSFORCITIES.ORG

THE #SA2020 GREEN DIVIDEND

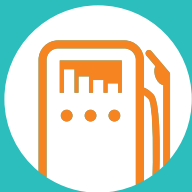
WHAT IF EVERYONE IN SAN ANTONIO DRIVES ONE MILE LESS PER DAY?

A decrease of only one mile driven per person in the San Antonio metro region may seem small, but the change pays big dividends to everyone in the region.

WHAT DOES A ONE-MILE PER PERSON PER DAY DECREASE LOOK LIKE?



WHAT ARE THE ECONOMIC SAVINGS FOR SAN ANTONIO?



San Antonio metro region total annual driving expenses decrease by:

\$453 MILLION



Daily spend on driving in San Antonio metro region decreases by:

\$1.2 MILLION



Each year, each person in San Antonio metro region saves:

\$202.58

..... PER ONE MILE DECREASE IN MILES-DRIVEN PER PERSON EACH DAY

SA2020.ORG

CEOSFORCITIES.ORG

The Green Dividend™ goal is reducing driving by one mile per person per day in the region, and the dividend is the individual savings related to driving less.

Appendix: SA2020 Indicators - Measures & Sources

Indicator Name	Primary Measure	Primary Data Source
Increase Funding for Arts and Culture	DCCD Dollars Invested in Arts and Culture Programs	Department for Cultural and Creative Development
Increase Attendance for Arts and Culture	DCCD Program Attendance	Department for Cultural and Creative Development
Increase Economic Impact of Creative Sector	Economic Impact of Creative Sector in Dollars	The San Antonio Creative Industry Report
Increase Employment in Creative Industries	Number Employed in the Creative Sector	The San Antonio Creative Industry Report
Improve Satisfaction with Arts and Culture	Percent of Citizens That Feel That San Antonio Arts and Cultural Life Provide Everything Their Family Wants	Department for Cultural and Creative Development
Increase Voter Turnout	Voter Turnout in Municipal Elections	City of San Antonio - Office of the City Clerk
Increase Diversity of Elected Officials	Percent of City Board Members Non-Minority	City of San Antonio - Office of the City Clerk
Increase Volunteerism	3-Year Moving Average of Percent of Population 16+ That Volunteered	Corporation for National and Community Service
Increase Philanthropic Giving	Percent of All Individual Income Tax Returns with Contributions	Internal Revenue Service
Increase Attendance at Community Safety Trainings	Annual Number Trained in Community Policing and Outreach Programs	San Antonio Police Department (SAPD)
Reduce Recidivism	IN DEVELOPMENT	
Reduce Emergency Response Times	Annual Average Police Emergency Response Time	San Antonio Police Department (SAPD)
Reduce Index Crime Rate	Index Crime Rate per 100,000 Population	San Antonio Police Department (SAPD)
Decrease Domestic Violence	Annual Number of Family Violence Assaults	San Antonio Police Department (SAPD)
Improve Satisfaction with Community Safety	Percent of Citizens Who Rate Their Overall Feeling of Safety as Excellent or Good	City of San Antonio, Department of Community Development and Public Affairs
Increase Downtown Housing Units	Number of Multi-Family Housing Units Downtown	City of SA - Center City Development Office
Reduce Downtown Crime Rates	Number of Crimes Occurring Downtown	San Antonio Police Department (SAPD)
Increase Downtown Employment	Number Employed Downtown	City of SA - Center City Development Office
Improve Downtown Economic Impact	Economic Impact of Downtown Employment in Dollars	City of SA - Center City Development Office
Improve Satisfaction with Downtown Living	Percent of Downtown Residents Who Feel Downtown San Antonio Provides A Vibrant Atmosphere For The Residents Who Live There	CENTRO
Increase per Capita Income	Per Capita Income	US Census Bureau
Increase Employment in Target Industries	Annual Average Number Employed in Target Industries	Bureau of Labor and Statistics
Increase Entrepreneurship	Patent Issue Rate per 100,000	US Patent and Trademark Office

For updated information, visit www.SA2020.org/progress.

	Baseline Year	Baseline	Baseline Range	Goal	Goal Quantified	Most Current Year	Most Current Year Measure	Most Current Year Range
mpment (DCCD)	2010	\$ 6,400,000		double	\$12,800,000	2014	\$6,507,179	
mpment (DCCD)	2010	1,800,000		double	3,600,000	2014	2,565,005	
	2010	\$4,635,004,277		increase to \$5 billion	\$5,000,000,000	2011	\$4,586,969,673	
	2010	30,383		double	60,766	2011	29,852	
mpment (DCCD)	2012	55.0%		increase to 80%	80.0%	2012	55.0%	
	2011	6.7%		2% point increase each election	14.7%	2013	7.6%	
	2012	42.4%		decrease to reflect population	26.6%	2014	39.0%	
vice	2010	22.4%		increase to 28.4%	28.4%	2012	24.6%	
	2011	17.6%		increase to 20% of returns	20.0%	2012	17.1%	
	2010	1,040		10% increase	1,144	2013	803	
	2010	8:12		decrease to 8 minutes	8:00	2013	7:04	
	2010	7,268.8		decrease to 4,381.6/100,000	4,381.6	2012	6,493.0	
	2010	10,648		50% decrease	5,324	2013	9,406	
ication and	2010	61.0%		10% increase	67.1%	2014	66.0%	
(CCDO)	2011	3,304		increase by 5,000	8,304	2013	7,229	
	2011	2,840		goal not set	goal not set	2013	2,457	
(CCDO)	2012	52,497		25% increase	65,621	2013	49,242	
(CCDO)	2012	\$10,359,358,667		5% increase annually	\$15,305,490,857	2013	\$9,594,986,326	
	2013	73.0%		increase 1% point annually	81.0%	2013	73.0%	
	2010	\$21,425	\$20,959-\$21,891	20% increase	\$25,710	2012	\$22,233	\$21,697-\$22,769
	2010	120,705		10% increase	132,776	2013	132,347	
	2010	25		goal not set	goal not set	2012	33	

Appendix: SA2020 Indicators - Measures & Sources

Indicator Name	Primary Measure	Primary Data Source
Increase High School Graduation Rate	Four-Year Longitudinal Graduation Rate Without Exclusions	Texas Education Agency
Improve College Readiness	IN DEVELOPMENT	
Increase College Enrollment (FTIC)	Percent of High School Graduates Enrolled in Texas Institutions of Higher Education in the Following Fall	Texas Higher Education Coordinating Board
Increase Adults with College Degrees	Percent of Population 25+ with an Associate's Degree or Above	US Census Bureau
Increase Renewable Energy	MW Renewable Energy Capacity Under Contract	CPS Energy
Increase Tree Canopy	IN DEVELOPMENT	
Improve Air Quality Index	Maintain Compliance with Ground-Level Ozone Standard	Texas Commission on Environmental Quality
Reduce Water Use	Gallons Per Capita Per Day (GPCD)	San Antonio Water System (SAWS)
Reduce Energy Use	Weather Normalized Average Kilowatt per Hour per Residential Customer per Year	CPS Energy
Reduce Residential Waste	Number of Tons Waste to Landfill	Solid Waste Management (SWM)
Increase Recycling Rates	Percent of Waste Recycled	Solid Waste Management (SWM)
Increase Development with Low Environmental Impact	IN DEVELOPMENT	
Increase Employment in Green Industries	Number Employed in Green Industries	Bureau of Labor and Statistics
Reduce Poverty Rate	Percent of Individuals Below Poverty in Past 12 Months	US Census Bureau
Reduce Underemployment	IN DEVELOPMENT	
Reduce Homelessness	3-Year Average Number of Sheltered and Unsheltered Homeless Persons	Bexar County
Decrease Child Abuse and Neglect	Number of Confirmed Child Abuse or Neglect Victims Per 1,000 Children	Texas Department of Family and Protective Services (DFPS)
Reduce Obesity	Adult Obesity Rate	San Antonio Metropolitan Health District
Improve Maternal and Child Health	Percent of Births Pre-Term	San Antonio Metropolitan Health District
Reduce Diabetes Rate	Percent of Adults Reporting Diabetes Diagnosis	San Antonio Metropolitan Health District
Reduce Teen Birth Rate	Teen (15-19) Birth Rate per 1,000	San Antonio Metro Health District
Increase Access to Health Care	Percent of Civilian Noninstitutionalized Population Under 65 with Health Insurance Coverage	US Census Bureau
Reduce Health and Behavioral Risks	3-Year Moving Average of Total Years of Potential Life Lost Before Age 75	San Antonio Metro Health District
Increase Center City Population	Estimated Number of Center City Residents	City of San Antonio - Center City Development Office (CCDO)
Increase Inner-Loop Housing Construction	Number of New Housing Start and Renovation Permits Issued Within Loop 410	City of San Antonio - Development Department (COSA DSD)

Source	Baseline Year	Baseline	Baseline Range	Goal	Goal Quantified	Most Current Year	Most Current Year Measure	Most Current Year Range
	2010	78.5%		increase to 85%	85.0%	2013	85.8%	
				increase to 85%	85.0%			
ordinating Board	2010	51.0%		increase to 80%	80.0%	2013	47.1%	
	2010	30.7%	29.7%-31.7%	increase to 50%	50.0%	2012	31.6%	30.6%-32.6%
	2010	916		increase to 20% of total capacity	1,500	2010	1,517.0	
Environmental Quality (TCEQ)	2010	75.0		decrease to 68	68.0	2013	81.0	
SAWS)	2012	132.0		4% decrease	127.0	2013	126.0	
	2010	13,679			12,897	2013	13,409.0	
WM)	2010	444,596.0		goal not set	goal not set	2013	364,985.0	
WM)	2010	19.2%		increase to 60%	60.0%	2013	31.5%	
cs	2010	8,056		double	16,112	2013	7,515	
	2010	19.1%	18.1%-20.1%	50% decrease	9.6%	2012	21.7%	20.5%-22.9%
	2010	3,649		50% decrease	1,825	2014	3,360	
and Protective	2010	13.5		25% decrease	10.1	2012	12.1	
Health District (SAMHD)	2010	35.1%	30.4%-39.9%	10% decrease	31.6%	2012	28.5%	23.7%-33.3%
Health District (SAMHD)	2010	11.9%		10% decrease	9.5%	2013	11.4%	
Health District (SAMHD)	2010	13.5%	11.1%-16.0%	10% decrease	12.2%	2012	13.0%	10.2%-15.9%
istrict	2010	50.9		20% decrease	40.7	2013	39.9	
	2010	75.4%	74.6%-76.2%	10% decrease	86.0%	2012	78.9%	78.0%-79.8%
istrict	2010	6,632		10% decrease	5,969	2013	6,429.0	
City Development	2010	3,102		15% increase	3,568	2013	3,454	
opment Services	2010	795		25% increase	994	2013	917	

Appendix: SA2020 Indicators - Measures & Sources

Indicator Name	Primary Measure	Primary Data Source
Improve Access to Parks and Green Spaces	Percent of Population with Walkable Park Access	Center for City Park Excellence
Improve Housing and Transportation Affordability Index	IN DEVELOPMENT	
Increase Complete Streets	Number of Miles of Complete Streets	City of San Antonio - Department of Community Dev. (COSA DPC)
Increase Public Transit Use	Number of Annual Boardings (or Unlinked Passenger Trips) on VIA's Scheduled Service Routes	VIA
Decrease Vehicle Miles Traveled	Daily Vehicle Miles Traveled per Capita	US Department of Transportation Administration
Decrease Commute Time	Mean Travel Time To Work for Workers 16+ Who Did Not Work at Home and Traveled Alone by Car, Truck, or Van	US Census Bureau
Increase Professional Certificates	Annual Number of Professional Certificates Awarded	Integrated Postsecondary Education Data System (IPEDS)
Expand STEM Economy	Percent of Total Employment in STEM Occupations	Bureau of Labor and Statistics
Reduce Unemployment	Annual Average City-Wide Unemployment Rate	Bureau of Labor and Statistics
Improve Kindergarten Readiness	IN DEVELOPMENT	
Improve 3rd Grade Reading	Percent of Students Meeting Level II Satisfactory on 3rd Grade Reading STAAR Test	Texas Education Agency
Increase Walkability	San Antonio's Walk Score® ranking	http://www.walkscore.com/

For updated information, visit www.SA2020.org/progress.

Source	Baseline Year	Baseline	Baseline Range	Goal	Goal Quantified	Most Current Year	Most Current Year Measure	Most Current Year Range
ce	2011	32.0%		increase to 50%	50.0%	2013	33.2%	
ment of Planning and D)	2010	2,155.0		triple	6,465.0	2014	2,306.0	
	2010	42,019,381		triple	126,058,143	2013	43,959,132	
tion, Federal Highway	2010	20.8		10% decrease	18.7	2012	21.6	
	2010	22.0	21.6-22.4	goal not set	goal not set	2012	22.5	21.9%-23.1%
ucation Data System	2010	7,862		goal not set	goal not set	2013	6,259	
s	2010	8.2%		goal not set	goal not set	2013	11.0%	
s	2010	7.3%		50% decrease	3.7%	2013	5.9%	
	2012	72.9%		increase to 85%	85.0%	2014	72.2%	
X/San_Antonio	2010	44		20% increase	53	2013	34	

WWW.SA20202.ORG