SA2020

Community Engagement Report & Toolkit

Contents

Overview

In 2010, nearly 6,000 people created a shared vision for improving the future of San Antonio, Texas—the city they call home. A decade later, the momentum for San Antonio's shared Community Vision has never been stronger. Throughout 2020, in the midst of a global public health crisis, 12,296 San Antonians co-created the shared Community Vision through 2030—a 105% increase in the number of people who participated in the original visioning process.

In January 2021, SA2020 released San Antonio's strengthened Community Vision, with desired Community Results in nine areas and more than 60 prioritized Community Indicators to track, through 2030. Over the next decade, this community-led plan will strengthen the city's system of coordinated, targeted, multi-sector investments to meet shared goals. See Appendix for San Antonio's 2030 Results & Indicators.

San Antonio is the only large city in the country that has a shared Community Vision and a nonprofit dedicated to holding more than 170 multi-sector organizations accountable to that vision. San Antonio is creating the playbook for how communities can envision their future every 10 years and work together to reach it.

Why every 10 years? Because San Antonians recognize that change takes time, especially the systems change required to achieve entire Community Results. The decade-long Community Vision is significant not just for what it says, but for what it pushes us to commit to and accomplish together. For every policy decision, for every budget allocation, for every program or service, the Community Vision guides institutions to better meet the needs of the community. While the strategies to reach the shared vision will be ever-shifting within a decade, the vision itself remains constant. In short, San Antonians are visionary.

This report outlines how SA2020 led a community engagement process to reaffirm and strengthen the shared vision by leveraging the reach of the organization's trusted network of San Antonians, made up of people who participated in the original visioning process, 67 Ambassadors, and representatives from more than 170 multi-sector Partner organizations.

The purpose of the yearlong community engagement process was multifold:

1. Increase the number of San Antonians—representative of the City demographics by race, gender, age, and geography—engaged in reaffirming and strengthening the Community Vision.

2. Identify and prioritize targeted interventions necessary to solve systemic inequities facing San Antonio today, including: early childhood outcomes, college attainment and workforce development, family violence and child abuse, affordable housing, health care access, digital inclusion, and mobility.

3. Elevate the continued significance of the Community Vision and the independent nonprofit, SA2020, that holds multi-sector institutions and the community at large accountable to driving progress.

4. Document the process as a national and local best practice for community visioning and equitable public engagement.

This report shares key takeaways and learnings from this yearlong engagement, as well as more detailed information about every step of the process. Additionally, we detail actionable strategies and tactics, as well as critical questions to ask, to strengthen any community engagement process.

In San Antonio, Texas, we have shown that every ten years we envision the future together. **Together we work to make that future real.**
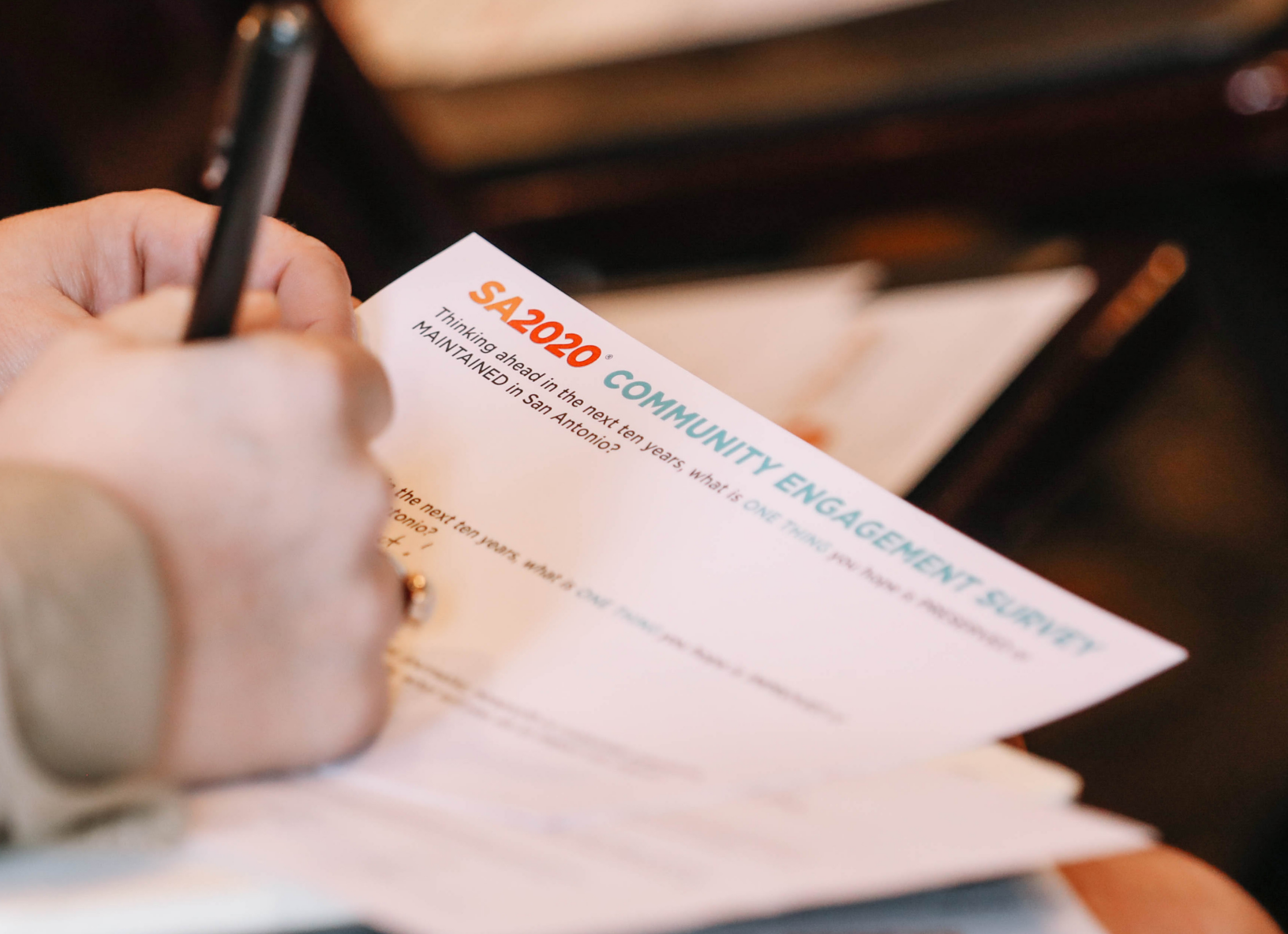
How to Read this Report

This report takes you through various stages of SA2020's community engagement process in the year 2020. You'll find the activities and tactics for each stage, a breakdown of community participation by demographics, lessons learned, and even tools and resources. At the end of this report, you'll find a full account of our methodology for collection, entry, adjustments, analysis, and reporting. You'll also find multiple documents referenced throughout the report.

Look for these icons for helpful information throughout:

Lessons Learned
What we learned throughout the process

Tools
Documented questions & principles that guided us

Resources
Research that informed our work

Strategy

Strategy

SA2020 developed the community engagement strategy by defining four levels of community engagement*
(inform, consult, engage in dialogue, and co-create) and mapping a breadth of activities to each level. This
strategy allowed SA2020 to ensure San Antonians were engaged meaningfully through every step of the
process in order to successfully co-create the shared vision.

Levels of Community Engagement			
Inform	**Consult**	**Engage in Dialogue**	**Co-Create**
SA2020 shares progress, highlights challenges, and elevates the continued significance of the shared vision and the nonprofit.	SA2020 solicits input from the community to reaffirm and strengthen the shared vision.	SA2020 engages the community to reaffirm and strengthen the shared vision.	SA2020 and the community identify and prioritize strategies for progress toward the shared vision.
Characteristics of Community Engagement			
• Primarily one-way communication • One interaction • Shifts in learning	• Primarily one-way communication • One to multiple interactions • Short to medium-term engagement • Shifts in learning	• Two-way communication • Multiple interactions • Medium to long-term engagement • Shifts in learning, action, and condition	
Strategies: Channels and Campaigns			
• SA2020.org • Social Media • Presentations • Conchas & Coffee • SA2020 Live • Meet-Ups • Forums • E-Newsletter • News Media • Podcast • Impact Report • ILoveSanAntonio.org • Text Platform	• SA2020.org • Social Media • Presentations • Conchas & Coffee • SA2020 Live • Meet-Ups • Forums • Surveys & Feedback • Forms	• SA2020.org • Social Media • Presentations • Conchas & Coffee • SA2020 Live • Meet-Ups • Forums • Surveys & Feedback • Forms • Ambassadors • Content Experts • Partners • SA2020 Board and Committees	• Meet-Ups • Forums • Surveys & Feedback • Forms • Ambassadors • Content Experts • Partners • SA2020 Board and Committees • Virtual Discussions

Adapted from King County Community Engagement Process

These levels of community engagement could be achieved concurrently as many of SA2020's strategies
allowed for multiple levels of engagement at the same time. As such, of the 106 instances of community
engagement, 100% (106) were to inform the community, 82.1% (87) consulted the community, 39.6%
(42) engaged the community, 23.6% and (25) co-created with the community. See Appendix for full list of
Community Engagement Events.

SA2020 Ambassadors

At SA2020, we believe that everyone is capable of affecting change.This means, then, that we all must understand our spheres of influence and control*.
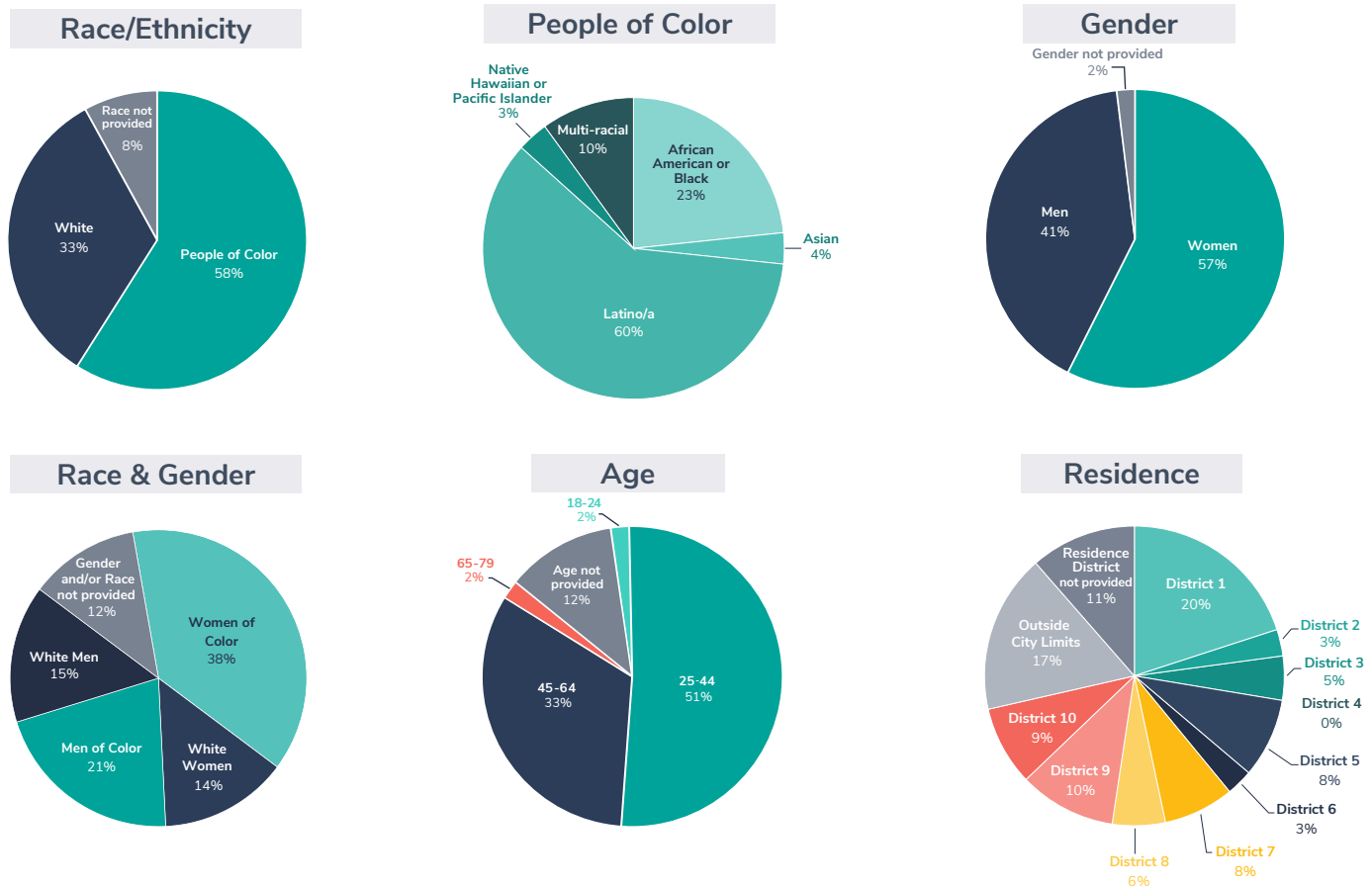
1. We recognize that we are part of the systems we seek to change: **SELF**

2. We interact productively with—and learn from—others: **TEAMS**

3. We collaborate across departments: **ORGANIZATIONS/INSTITUTIONS**

4. We work across boundaries to co-create the future: **SYSTEMS**

Adapted from The Academy for Systems Change

We used this understanding of systems change, as well as a Racial Equity Impact Assessment (found in the Appendix), to identify a cross-sector, demographically diverse group of 67 Ambassadors who could help SA2020 engage more San Antonians and increase participation, particularly among people of color, younger people, and San Antonians living in City Council Districts 2-7. These council districts are historically underrepresented in public engagement processes. Ambassadors had a working relationship with or general knowledge of SA2020 prior to this process. This was important knowing that community engagement is reliant upon trusted relationships. See the Appendix for a full list of Ambassadors.

The majority, 56.7% (38), of Ambassadors are women, and people of color represented 58.2% (39) of the total number of Ambassadors. Thirty-eight percent of Ambassadors are women of color. They live and work in every City Council District, representing all areas of San Antonio. The majority of Ambassadors, 50.7% (34), are between the ages of 25 and 44.

Demographics of SA2020 Ambassadors

Race/Ethnicity

- People of Color 58%
- White 33%
- Race not provided 8%

People of Color

- Latino/a 60%
- African American or Black 23%
- Multi-racial 10%
- Asian 4%
- Native Hawaiian or Pacific Islander 3%

Gender

- Women 57%
- Men 41%
- Gender not provided 2%

Race & Gender

- Women of Color 38%
- Men of Color 21%
- White Men 15%
- White Women 14%
- Gender and/or Race not provided 12%

Age

- 25-44 51%
- 45-64 33%
- Age not provided 12%
- 65-79 2%
- 18-24 2%

Residence

- District 1 20%
- Outside City Limits 17%
- Residence District not provided 11%
- District 9 10%
- District 10 9%
- District 7 8%
- District 5 8%
- District 8 6%
- District 3 5%
- District 2 3%
- District 6 3%
- District 4 0%

Some numbers on charts have been rounded for legibility.

Ambassadors were invited to an orientation prior to the launch of the community engagement process to gain a greater understanding of the purpose behind the process, as well as a historical overview of the Community Vision. During this orientation, SA2020 shared the existing Community Vision from 2010-2020, an overview of the proposed engagement strategy—including the continuum of engagement—and a calendar of events. All Ambassadors were asked to agree to a shared set of Guiding Principles and commit to use their reach to engage more San Antonians in strengthening the shared Community Vision. We allowed the Ambassadors to tell us how they might help most effectively, including using their organizational newsletters to share surveys and identifying high-impact events they were leading where they could engage people in the Community Vision. A copy of the commitment form is in the Appendix. Ultimately, Ambassadors identified opportunities to engage 133,150 San Antonians in various ways throughout the year; however, actual engagement was impacted by COVID-19.

Throughout this process, amidst the pandemic, Ambassadors shared links, surveys, and information, provided content expertise, invited SA2020 to present at meetings, and gave feedback to strengthen the engagement process. SA2020 maintained a steady communication with Ambassadors, keeping them informed of upcoming processes and giving them results of surveys and feedback via email.

Guiding Principles for SA2020 Ambassadors

1. We share the same vision for San Antonio as defined by the community.

2. We set the table so that our community is represented.

3. We respect knowledge and expertise across organizational hierarchies.

4. We agree to work collaboratively and focus on Community Results.

5. We promote asset-based thinking and communication.

6. We commit to a shared language for impact and accountability.

7. We challenge one another to uphold the "why."

8. We advance equity through communications.

9. We celebrate incremental change.

10. We champion the SA2020 Ecosystem.

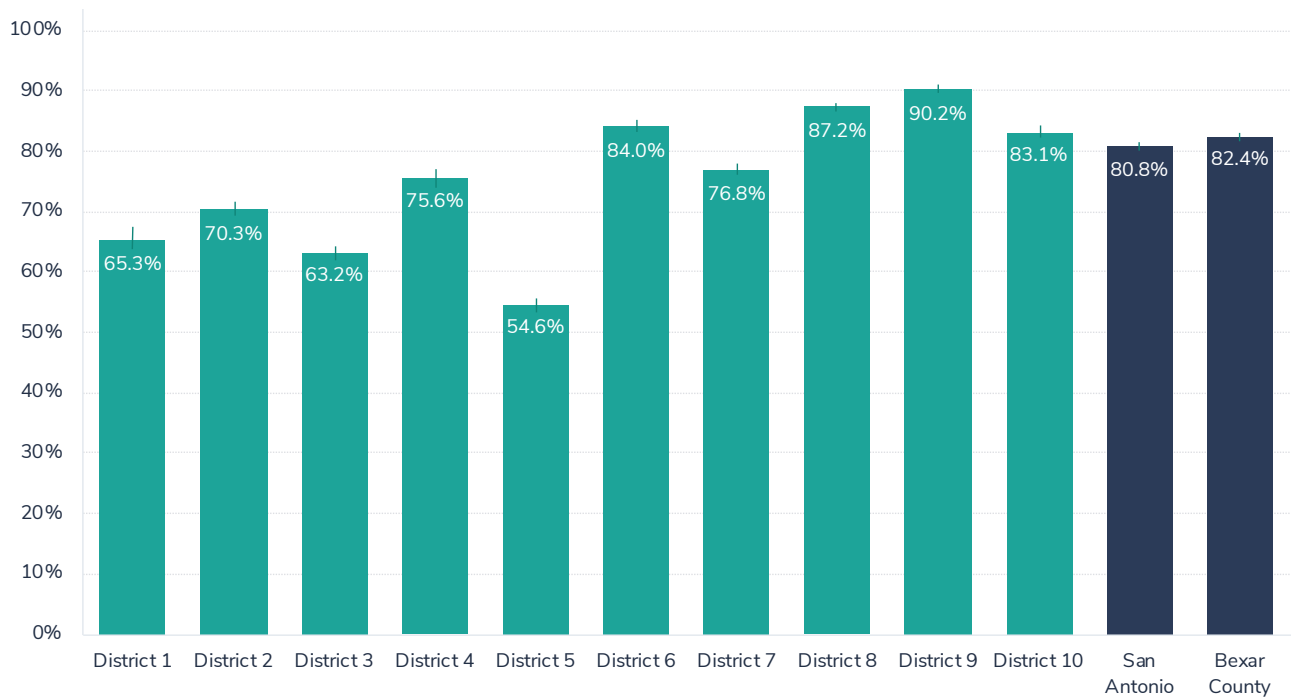11. We practice continuous learning and improvement.

Lessons Learned

1. People and organizations who hold trusted relationships across the community can increase meaningful participation.

2. When identifying Ambassadors, respect the breadth of knowledge and expertise across organizational hierarchies and in the community at large.

3. When asking for commitment, be explicit about purpose, time, responsibilities, and expectations. (See Appendix for one pager)

COVID-19 Adjustments and Consequences

SA2020's community engagement plan shifted in March 2020 due to the coronavirus. San Antonio declared a Shelter in Place Order on March 23, 2020, with limits on the size of gatherings. Many of the community events where SA2020 planned to collect surveys were postponed or moved online. We ultimately relied more heavily on digital survey submissions, which had already proven to have a lower response rate at events than paper copies. We also knew this would create barriers to participation for communities of color and low-income communities in San Antonio. Digital access in San Antonio varies significantly across City Council Districts, and areas that have larger populations of Latino and Black San Antonians are disproportionately underserved in digital infrastructure.

Households with Computer & Broadband Internet
(2018)

District	Percentage
District 1	65.3%
District 2	70.3%
District 3	63.2%
District 4	75.6%
District 5	54.6%
District 6	84.0%
District 7	76.8%
District 8	87.2%
District 9	90.2%
District 10	83.1%
San Antonio	80.8%
Bexar County	82.4%

Source: 2018 U.S. Census Bureau, American Community Survey (ACS) 5-Year Estimates, Table B28003

Our original goal, informed by Partners and Ambassadors and our own strategy, was to engage 162,850 San Antonians. When the strategy shifted, we updated the goal to engage 10,000 San Antonians.

The SA2020 Team participated in 106 total engagement opportunities throughout 2020: 67 were coordinated by Ambassadors or Partners and 39 were coordinated by SA2020. Of these events, 37.7% (40) were in-person before going fully virtual.

Research

SA2020's approach to advancing racial equity draws from a wide range of research and practice. We are inspired and informed, in part, by the following:

- [Actionable Intelligence for Social Policy (AISP)](#)'s Toolkit for Centering Racial Equity;

- [Data for Black Lives](#);

- [The FrameWorks Institute](#)'s Communications Toolkit;

- The Human Services Value Curve;

- [The Othering and Belonging Institute](#)'s work on targeted universalism; and

- [Race Forward](#)'s Racial Equity Impact Assessment.

Throughout the yearlong process, SA2020 also reviewed nearly 40 local and national reports and community indicator projects. See [Appendix](#) for a complete list of all the research reviewed.

Participation & Representation
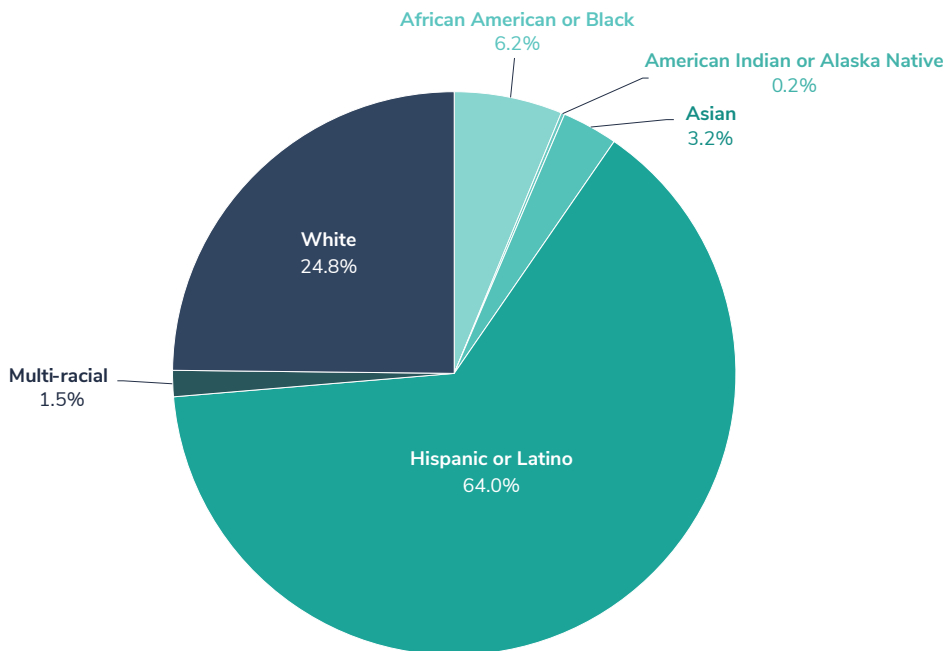
Participation & Representation

When possible*, SA2020 tracked demographics of those who participated because we wanted a greater representation of the community to inform San Antonio's shared Community Vision. Referencing the 2018 US Census Bureau, American Community Survey 5-Year Estimates, we knew San Antonio's population was 1,532,212.

Total Population
(2018)
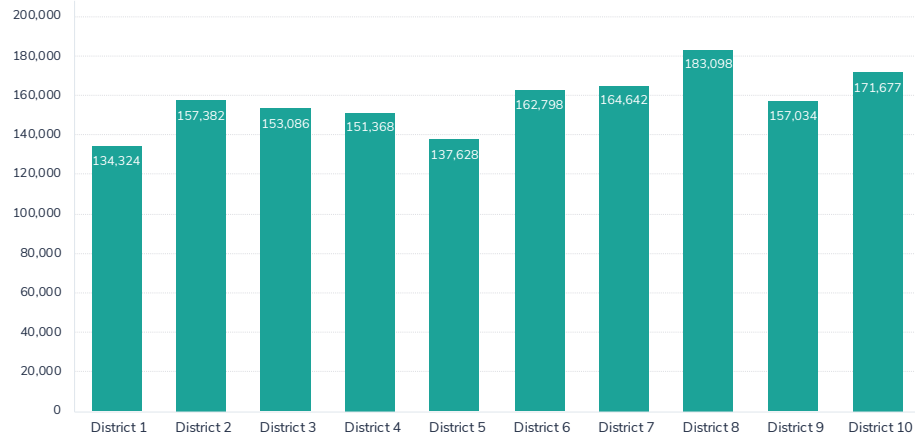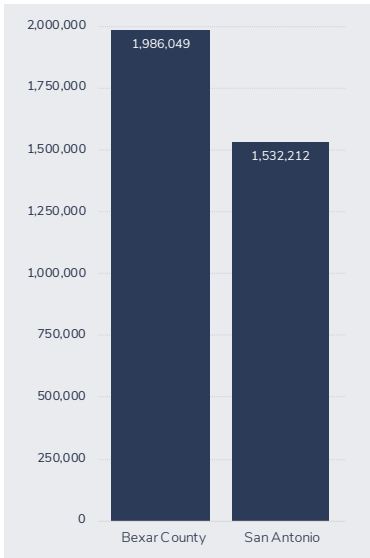
Source: 2018 District Population Approximation: U.S. Census Bureau, American Community Survey (ACS) 5-Year Estimates, Table B01001

In 2018, San Antonio's population was 6.2% African American or Black, 0.2% American Indian or Alaska Native, 3.2% Asian, 64% Hispanic or Latino, 1.5% Multi-racial, and 24.8% White. These numbers were used as the baseline for outreach and representation.
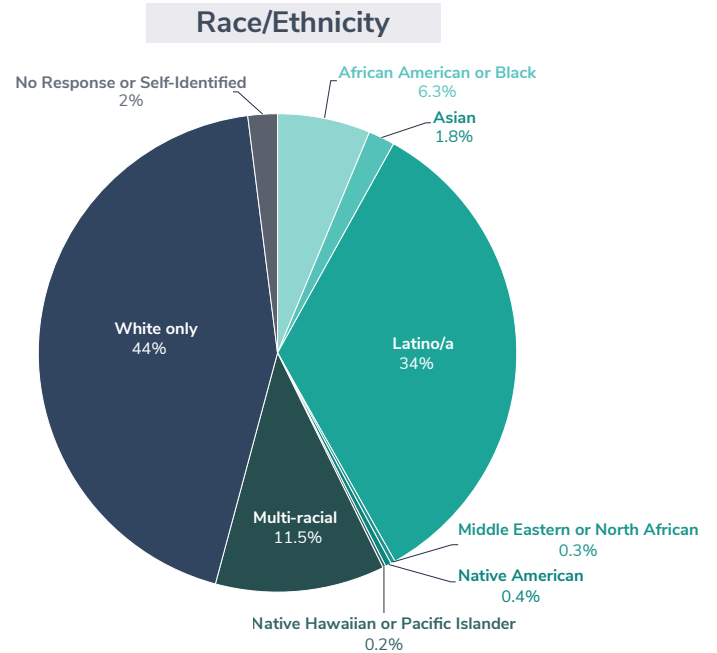

*In some cases, members of the SA2020 Team were asked to make a presentation at Partner events or for local institutions and though the Community Vision was discussed, participant information was not tracked. See the Appendix for a full list of events, in person and virtual, for the year-long engagement process.
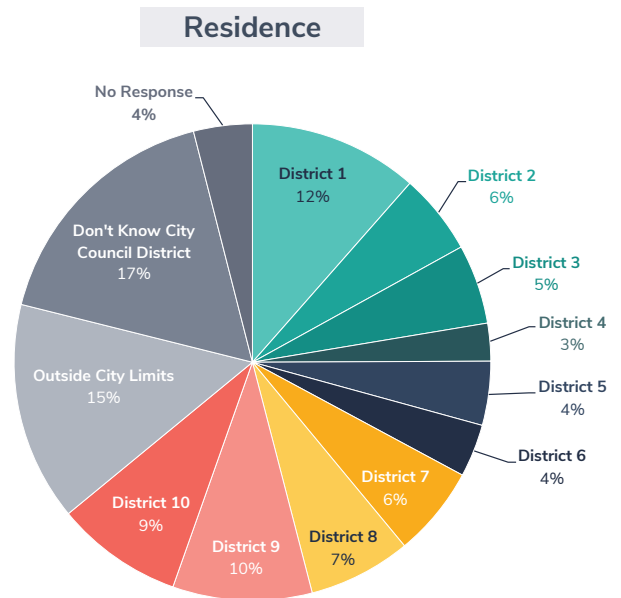
Demographics

Demographics were collected for just under 50% of all participants. For community engagement efforts where demographics were collected, 54% of respondents are people of color: 6.3% are African American or Black, 1.8% are Asian, 33.9% are Latino/a, 0.3% are Middle Eastern or North African, 0.4% are Native American, 0.2% are Native Hawaiian or Pacific Islander, and 11.5% are multi-racial. Forty-four percent of respondents are White only. The other 2% either self-identified, and no assumptions were made, or they didn't supply their race/ethnicity.

Race/Ethnicity

No Response or Self-Identified 2%
African American or Black 6.3%
Asian 1.8%
Latino/a 34%
Middle Eastern or North African 0.3%
Native American 0.4%
Native Hawaiian or Pacific Islander 0.2%
Multi-racial 11.5%
White only 44%

Age

No Response 1%
<12 0%
13-24 18%
25-44 39%
45-64 31%
65+ 11%

Sixty-six percent of all respondents are women, and the majority of these respondents are women of color. Thirty-nine percent of respondents are between the ages of 25 and 44, 31% are between the ages of 45 and 64, 18% are between the ages of 13 and 24.
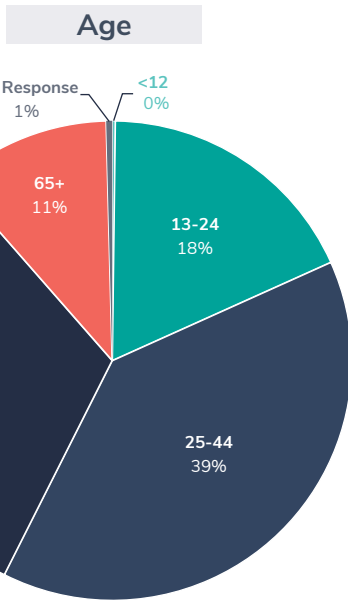
Respondents came from every San Antonio City Council District: 12% from District 1, 10% from District 9, 9% from District 10, 7% from District 8, 6% from District 7, 6% from District 2, 5% from District 3, 4% from District 6, 4% from District 5, and 3% from District 3. Fifteen percent of respondents came from outside San Antonio City limits. The remainder of respondents didn't know their Council District.

Residence

No Response 4%
District 1 12%
District 2 6%
District 3 5%
District 4 3%
District 5 4%
District 6 4%
District 7 6%
District 8 7%
District 9 10%
District 10 9%
Outside City Limits 15%
Don't Know City Council District 17%

Some numbers on charts have been rounded for legibility.

Questions to Consider Before Embarking on a Community Engagement Process

1. **Grounding & Foundation**

   a. Why are we asking people to engage?

   b. What are we ultimately trying to achieve with our community engagement process?

2. **Identify & Assess**

   a. What does success in this community engagement process look like?

   b. Which organizations or partners might support us in our work?

   c. What local community context or past experiences with data and measurement should we know and understand when planning the program?

   d. What do community members say about their role in past engagement efforts?

   e. What do they say about the role they want to fulfill in engagement efforts going forward?

3. **Engage**

   a. How will we communicate and collect information from community members in their preferred language? What time, skills, and resources will this require?

   b. What tools, such as data portals or dashboards, will we use to ensure communities have access to the engagement opportunities and the subsequent results?

Additional Resources

- The Center for Civic Engagement and Learning's Best Practices for Responsible Community Engagement

- American Institutes for Research (AIR): Aligning Systems with Communities to Advance Equity through Shared Measurement (2020)

- A Manager's Guide to Evaluating Citizen Participation, Tina Nabatchi, Syracuse University (2011)

Best Practices for Meaningful Community Engagement

These practices are informed by the Lessons Learned from each step of the yearlong community engagement process.

1. **Be transparent about why you're engaging the community, what you expect from the engagement, and how you will use the information.**

   a. Prior to starting, define why you are engaging the community in the first place and the outcomes you hope to achieve. See Appendix for *SA2020's Racial Equity Impact Assessment*.

   b. Assess your internal capacity for leading this work and make sure your team has the knowledge, skills, resources, and time to devote to the entire process.

      • Does your team have the knowledge, skills, resources, and time to undertake a community engagement process?

      • Does your team have the knowledge, skills, resources, and time to collect and analyze responses?

      • Does your team have the knowledge, skills, resources, and time to communicate and deliver results of the engagement process back to the community?

      • Does your team have the knowledge, skills, resources, and time to evaluate the process and strengthen it for next time?

   c. Assess your questions to make sure you know why you're asking them in the first place.

      • Why is this question important?

      • Will the answer/information that comes from this question be used? How?

      • Is this question clear?

      • Do we have an idea of what the "right" or "appropriate" response is? Is the question leading the respondent to that response?

   d. Be responsive to the community and nimble in the process, shifting wherever necessary to better reach desired outcomes.

2. **Recognize and uphold the expertise and experience that exist within communities and across hierarchies.**

   a. Collect demographic data to determine who is "in the room" and who is showing up. This will allow you to pivot your outreach in real time to be more representative of your community. See Appendix for SA2020's Guide to Collecting Inclusive Demographic Data.

   b. Recognize and share that all who are engaged have spheres of influence and control. This allows those who are already involved to consider how they might engage others who are not.

   c. There is no better expert on community than those who live and work in the community.

3. **Intentionally and continuously foster trusted relationships with the community and partners to strengthen reach and engagement.**

   a. Recognize that co-creating anything happens at the speed of trust. Invest in building trusted relationships over time.

   b. Level-set conversations with shared language and promote shared values and principles. See Appendix for SA2020's Partner Principles and SA2020's Impact and Accountability Glossary.

   c. Recognize the value of continuous and sustained community involvement in developing shared language, fostering trusted relationships, and creating lasting impact. See page 6 for SA2020's Continuum of Community Engagement.

   d. Collaborate with partners to develop, evaluate, and strengthen processes to ensure they are meeting the needs of those they serve.

4. **Practice and uphold unrestrained, asset-based thinking.**

   a. Promote and emphasize what is possible to achieve—in the development of the engagement process itself and during the facilitation of engagement.

   b. Build upon existing assets in order to shape programs, policies, and services most responsive to the community.

Process

Survey 1: January 1 – March 31, 2020

This survey, administered in English and Spanish, in-person and digitally, asked two of the same questions from the original community visioning process in 2010:

1. What is one thing you want **preserved or maintained** over the next decade?

2. What is one thing you want **improved or changed** over the next decade?

The third question asked, "As a neighbor, parent, student, policymaker, journalist, nonprofit or corporate employee, and/or member of the San Antonio community, what will you do to impact our shared Community Vision?"

These questions were purposefully open-ended to encourage San Antonians to contemplate the future and offer full answers. Ultimately, 3,690 people completed this survey—3,186 were completed pre-COVID-19 crisis (through March 15, 2020), while 504 were completed after March 16, 2020. This survey was administered online (2,343 responses), as well as via hard-copy surveys distributed at community events, schools, and senior centers across the city.

3,591 surveys were completed by San Antonians, 73 surveys were completed by people who used to live in San Antonio, and 26 surveys were completed by people who have visited San Antonio. For this overview, we've included only responses from current San Antonio residents. Open-ended responses on this survey were sorted into categories and analyzed for commonalities among responses.

Pre-COVID-19, the top three areas identified to preserve or maintain were:

1. **Culture** (26% / 822)

2. **Landmarks** (15% / 482)

3. **Green Spaces/Parks** (13% / 417)

These top three areas did not change after March 16, 2020, during the COVID-19 crisis.

These responses remain consistent across race, gender, and those between the ages of 18 and 79. San Antonians in City Council Districts 1 and 2 identified Historic Preservation above Green Spaces/Parks. San Antonians 12 and younger most frequently identified Green Spaces/Parks, Culture, and Community. San Antonians 80 and older identified Green Spaces/Parks, Neighborhoods, and Infrastructure. These two demographics (12 and younger and over 80) made up 31 total responses.

Pre-COVID-19, the top three areas identified for improvement were:

1. **Mobility** (33% / 1,013): "transportation" or "mobility" generally, public transit, micro- mobility options, walkability, and traffic

2. **Infrastructure** (14% / 426): streets, sidewalks, highways

3. **Education** (13% / 398): "education" generally, early education, college attainment, literacy
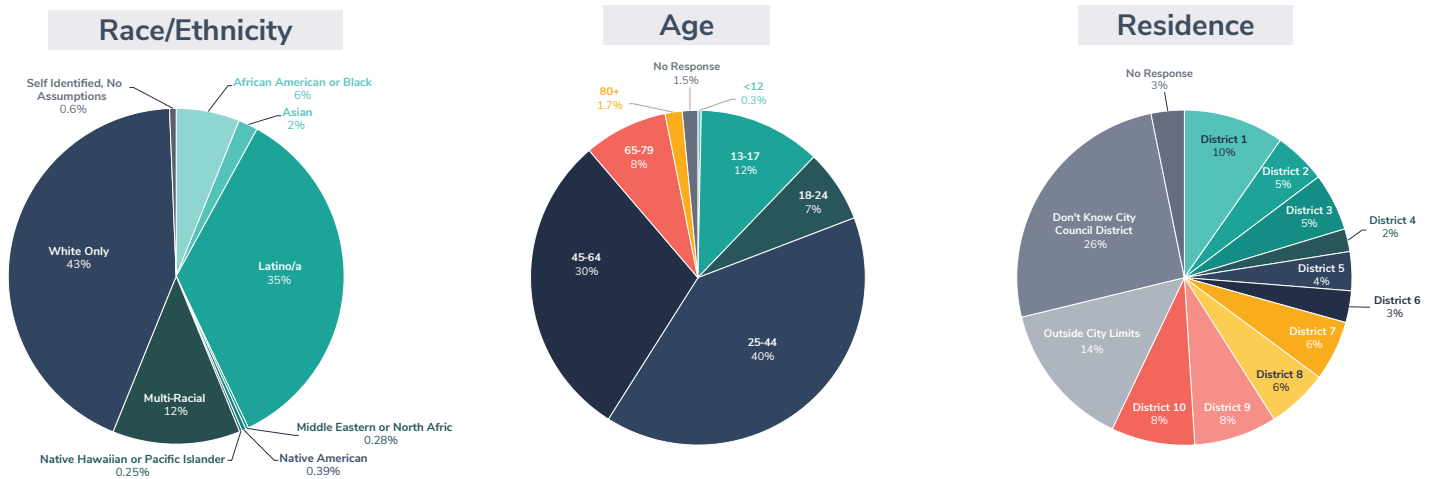
During the COVID-19 crisis, the top three areas identified for improvement shifted slightly:

1. **Mobility** (29% / 37)

2. **Infrastructure** (21% / 27)

3. **Sustainability/Environment** (9% / 11): green buildings, air quality, water conservation, energy use

These responses remained consistent across race, gender, and those between the ages of 18 and 79. San Antonians in City Council District 2 identified Housing as number three. San Antonians between 13 and 17 years old also identified Homelessness, tying at number three with Education. San Antonians 12 and younger selected Mobility and Green Spaces/Parks as their top two. San Antonians 80 and older identified Mobility, Infrastructure, and Economic Opportunities. Respondents 12 and younger and over 80 made up 31 total responses, while respondents 13-17 years old accounted for 429 responses.

Demographics of Survey Respondents

The majority of respondents—54.9% (1,972)—are people of color with women of color making up 34.5% (1,239) of the total respondents. Women made up the majority of respondents at 62.8% (2,255). While every City Council District is represented, 25.6% (920) of respondents didn't know their Council District and 3.0% (107) didn't provide an answer to this question. While 39.6% (1,422) are between the ages of 25-44, of note is that 11.9% (427) of respondents are between the ages of 13-17. Twenty-six percent (935) of the respondents have lived in San Antonio for 31+ years.

Race/Ethnicity

- Self Identified, No Assumptions 0.6%
- African American or Black 6%
- Asian 2%
- White Only 43%
- Latino/a 35%
- Multi-Racial 12%
- Native Hawaiian or Pacific Islander 0.25%
- Native American 0.39%
- Middle Eastern or North Afric 0.28%

Age

- No Response 1.5%
- <12 0.3%
- 80+ 1.7%
- 65-79 8%
- 13-17 12%
- 18-24 7%
- 45-64 30%
- 25-44 40%

Residence

- No Response 3%
- District 1 10%
- District 2 5%
- District 3 5%
- District 4 2%
- District 5 4%
- District 6 3%
- District 7 6%
- District 8 6%
- District 9 8%
- District 10 8%
- Don't Know City Council District 26%
- Outside City Limits 14%

Some numbers on charts have been rounded for legibility.

Lessons Learned

1. In-person engagement, facilitated by people that respondents trust, produces the most meaningful engagement.

2. Sharing demographics (race, gender, age, geography, educational attainment) was not a barrier for participation. The overwhelming majority of respondents—97.3%—shared their full demographics.

3. Because barriers to voting disproportionately affect people of color and low-income communities, recognizing who among voting-age participants did not know their Council District may help increase understanding of voting and civic engagement. 21% (655) of voting-age participants did not know their Council District. Of these respondents, 57% (374) are people of color and 42% (273) are white people. (3 respondents self-identified their race and no assumptions were made.)

4. The number of total respondents that identify as multi-racial—12.4% (445)—is markedly higher than the number reported by the U.S. Census, which show 1.5% of the community to be multi-racial. This underscores the need for and responsibility of collecting and analyzing inclusive demographic data.

5. Monitoring demographics during the process of collecting responses allowed for an understanding of who was filling out the survey and the ability to pivot outreach efforts to make up the gaps in representation. This gave us the opportunity to tap Partners and Ambassadors.

6. Open-ended questions provided insight into how San Antonians define terms and ideas. For example, "culture" was used across race, gender, age, and City Council District interchangeably and differently. "Culture" was a catch-all for words like "friendly, welcoming, and diversity," as well as words like "heritage" defined as "Mexican, history, and German."

7. Open-ended questions allow an opportunity for people to put priorities into their own words. (e.g. "sidewalks" versus "infrastructure" - technical jargon used by institutions)

Survey 2: June 13 – August 12, 2020

Between April and May, SA2020 monitored the local community landscape, identifying patterns in philanthropic giving, the needs of Nonprofit Partners, and various shifts in programs, services, and policies due to COVID-19. Local conversations around police funding and community safety followed national conversations, and in June 2020 the City of San Antonio launched their SA Speak Up Budget Survey to understand public priorities for their fiscal year 2021.

This informed our next survey, which sought to understand community concerns and needs during COVID-19 and priorities for recovery and the future of San Antonio. This survey, administered in English and Spanish, was only administered online due to COVID-19 restrictions. Ultimately, 1,136 unique responses were captured. Of those, 52.3% (594) noted this was their first time responding to or participating in any SA2020 surveys or events in the year 2020.
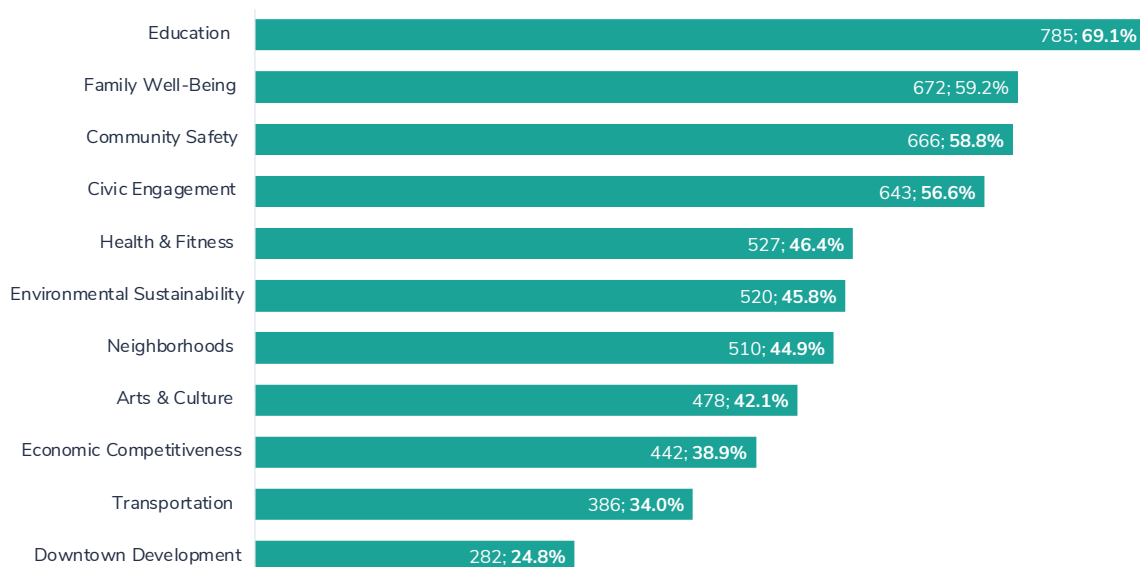
The questions, outside of demographics, asked about top concerns for the respondent and their household during COVID-19, hopes for lessons learned as a community from the COVID-19 crisis, how respondents might support nonprofits and local businesses, which Community Results are most important to the respondent, and what the Community Results mean to them personally. These questions allowed respondents to select from lists and provide open-ended responses. Open-ended responses on this survey were sorted into categories and analyzed for commonalities among responses.

Top concerns for survey respondents, individually and for their households, during COVID-19 were physical and mental health. These concerns remained consistent as the top two concerns across race, gender, ages, and geography.

Top responses to "What do you hope we—as a community—learn from the COVID-19 crisis?" were:

1. **Responsibility to and for others/Connection to community** (27.9% / 317)

2. **Future emergency preparedness** (10.4% / 118)

3. **Kindness, respect, and compassion** (9.7% / 110)

Respondents were asked to identify the San Antonio Community Results "most important" to them. Respondents could select more than one. Despite identifying physical and mental health as major concerns during COVID-19, Health & Fitness was fifth, preceded by Education, Family Well-Being, Community Safety, and Civic Engagement.

Education	785; **69.1%**
Family Well-Being	672; 59.2%
Community Safety	666; **58.8%**
Civic Engagement	643; **56.6%**
Health & Fitness	527; **46.4%**
Environmental Sustainability	520; **45.8%**
Neighborhoods	510; **44.9%**
Arts & Culture	478; **42.1%**
Economic Competitiveness	442; **38.9%**
Transportation	386; **34.0%**
Downtown Development	282; **24.8%**

These responses remained consistent across race, gender, and ages. In addition to identifying the results most important to them, respondents were asked to explain what these areas meant to them. We looked for themes across answers to see what was coming up most. Top responses included: defining the results as a means to better community well-being or quality of life for all, the interconnectedness of the results as a whole, or a personal connection. Other responses were very specific to measurement and accountability, overwhelmingly focusing on government response to COVID-19 and police accountability.

Demographics of Survey Respondents

Respondents were split 48.9% (556) White only and 48.6% (552) people of color. Girls/Women, once again, made up the majority of respondents at 71.8% (816) with 34.8% (395) women of color and 35.6% (404) White women. 1.6% (18) respondents did not share their race/ethnicity. Forty-one percent (466) of respondents are between the ages of 25 and 44. This age group made up the largest share of respondents.

Race/Ethnicity

- Self Identified, No Assumptions 1%
- No Response 1%
- African American or Black 7%
- Asian 2%
- White Only 49%
- Latino/a 30%
- Multi-Racial 9%
- Middle Eastern or North African 1%
- Native American 0.53%
- Native Hawaiian or Pacific Islander 0.18%

Age

- No Response 1%
- 13-17 1%
- 18-24 4%
- 80+ 2%
- 65-79 12%
- 25-44 41%
- 45-64 39%

Residence

- Outside City Limits 19%
- District 1 14%
- District 2 7%
- District 3 5%
- District 4 3%
- District 5 4%
- District 6 5%
- District 7 8%
- District 8 10%
- District 9 15%
- District 10 10%
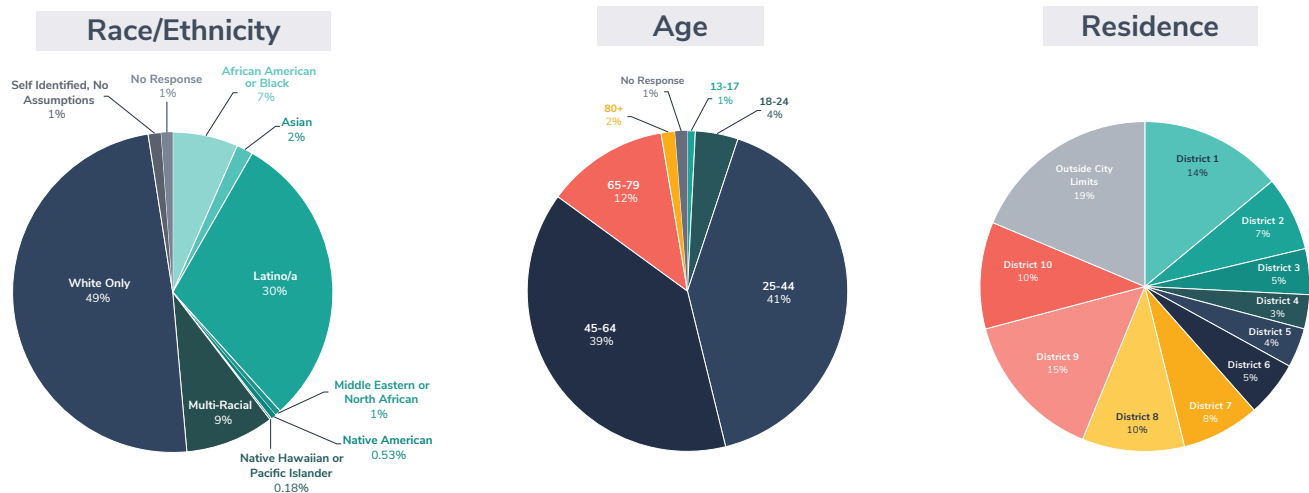
Some numbers on charts have been rounded for legibility.

In this survey, SA2020 was interested in learning more about how COVID-19 influenced responses. As such, we asked about employment of respondents to determine if there were patterns across sectors. Of the 1,136 respondents, 7.5% (85) identified as students with 58.8% (50) of those identifying as full-time students. The majority of respondents—67.8% (770)—answered that they were currently employed full-time. Major sectors were fairly evenly split between the public or government sector, the nonprofit sector, and the for-profit/business sector. Nearly 73% (827) of respondents completed a four-year or graduate degree.

Additionally, when asked about general civic engagement, the majority of respondents—70.6% (802)—shared that they or someone in their household donated money to a nonprofit organization during the COVID-19 crisis. Further, 59.7% (678) had either donated goods or services to or volunteered with a nonprofit organization during the COVID-19 crisis. On the other hand, 65.6% (745) respondents acknowledged they had not supported one or more local businesses during the COVID-19 crisis.

Lessons Learned

1. Communicate the purpose and time commitment of every engagement.

2. Respondents need multiple follow-ups to be reminded to participate—three or more touch points generated better completion. Direct communication from the organization collecting responses worked best.

Content Expert Review (July 30 – August 12, 2020)

Feedback from 80 people

With a decade of partnership building, SA2020 identified people with learned and lived experience in various areas across the Community Vision to help narrow the Community Indicators to track moving forward and to finesse the final language of the desired Community Results before going back to the public at large. In addition to lived experience, SA2020 defined "content experts" as people with domain expertise, those who are responsible for policies, budgets, and/or programs moving the needle on specific Community Results, and method experts, those with skills in data science.

SA2020 requested feedback on the draft Community Vision, Community Results, and Indicators using Survey Monkey. See the Appendix for a sample of the full text of the requested feedback. Each Community Result was built as a separate survey. Content Experts received an email providing background and instructions, as well as the identified Community Result(s) they should review with appropriate links.

Of 146 people who were contacted, 80 (54.8%) provided feedback. The Appendix shows a full list of Content Experts. In some instances, multiple representatives from the same organization combined their feedback into one form. Some experts were asked to provide feedback on multiple Community Results.
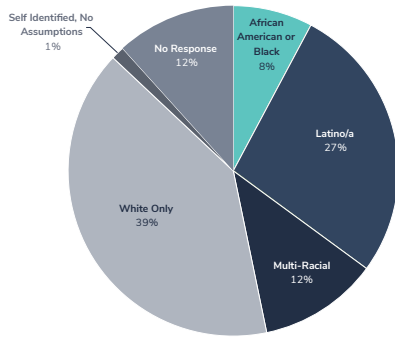
The following shows the number of content experts who provided feedback on each of the nine Community Results:

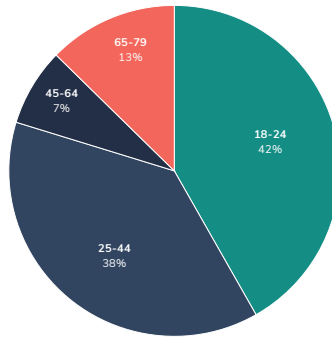| Community Result	Count; Percentage
Result #1: Arts, Culture, Historic Preservation, Creative Economy	**11**; 13.8%
Result #2: Community, Leadership, Institutional Accountability, Equity, Civic Engagement, Collaboration	**13**; 16.3%
Result #3: Downtown, Neighborhoods, Tourism, Center City, Livability	**8**; 10%
Result #4: Innovation, Economic Development, Quality of Life, Entrepreneurship, Workers, Local Business	**8**; 10%
Result #5: Early Childhood Education, K-12 Education, Higher Ed, Lifelong Learning, Youth Development	**16**; 20.0%
Result #6: Environment, Climate Action, Resiliency, Sustainability, Natural Resources, Green Economy	**14**; 17.5%
Result #7: Physical Health, Mental Health, Health Access, Food Security	**11**; 13.8%
Result #8: Neighborhoods, Community, Home, Parks & Green Spaces, Affordable Housing, Growth	**10**; 12.5%
Result #9: Transportation, Public Transit, Accessibility, Connectivity, Walkability, Micro-Mobility	**8**; 10%

Demographics of Content Experts

Each Content Expert was asked their demographics at the end of the feedback form. Content Experts that provided feedback as a group are not included in this information. Content Experts are predominantly women—61.3% (49)—and 47.5% (38) are people of color and 38.8% (31) are White, while 12.5% (10) didn't provide their race/ethnicity. Forty-five percent (36) of the Content Experts have completed a graduate degree. They work across sectors and live in all areas of the city.
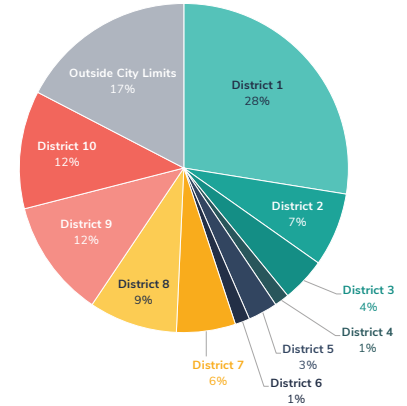
Race/Ethnicity

African American or Black 8%
Latino/a 27%
Multi-Racial 12%
White Only 39%
No Response 12%
Self Identified, No Assumptions 1%

Age

18-24 42%
25-44 38%
45-64 7%
65-79 13%

Residence

District 1 28%
District 2 7%
District 3 4%
District 4 1%
District 5 3%
District 6 1%
District 7 6%
District 8 9%
District 9 12%
District 10 12%
Outside City Limits 17%

Some numbers on charts have been rounded for legibility.

Lessons Learned

1. Creating shared language by providing definitions of clear terms is critical for clarity in expectations and meaningful engagement.

2. Recognizing lived experience as expertise must be upheld and repeated as a principle.

3. Open-ended questions allow for a full breadth of responses and the identification of overarching themes. This requires additional capacity to track and analyze.

4. In order to alleviate barriers to participation, maintain awareness and understanding of who has time to respond to requests. Be sure you are able to shift internal deadlines and expectations accordingly. This was particularly important during the COVID-19 crisis.

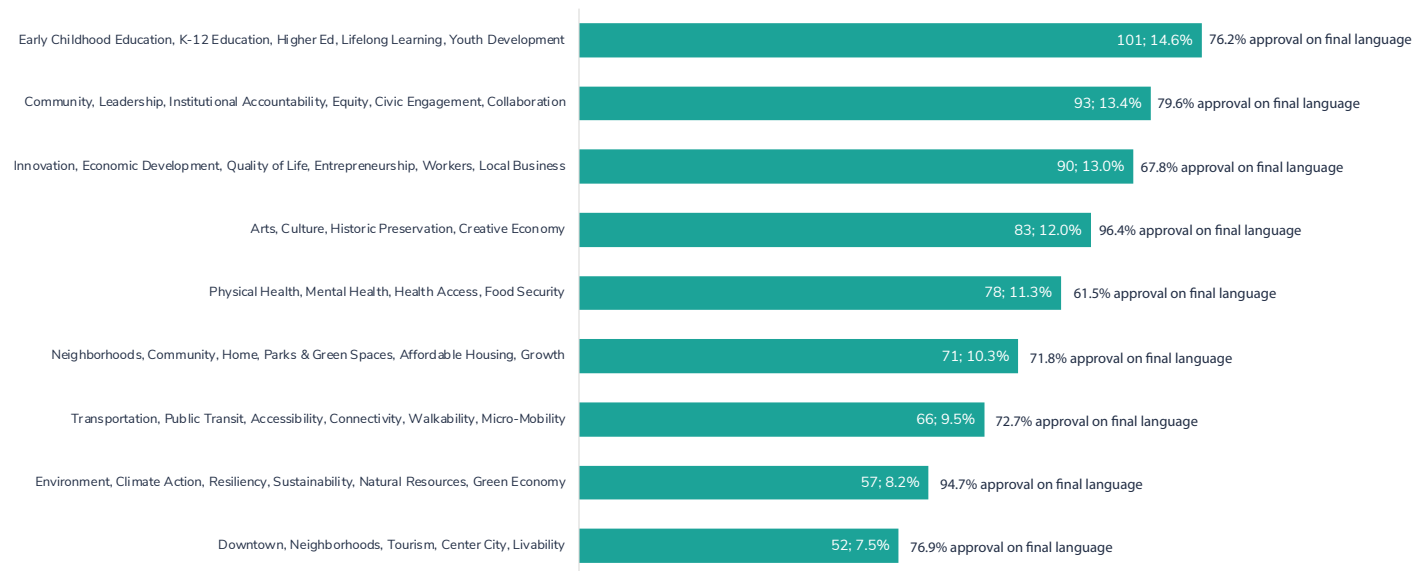# Community Review (September 25 – November 30, 2020)

After strengthening the language with input from Content Experts, we launched our final phase of engagement and returned to San Antonians with draft Community Results and Community Indicators. This was done through virtual community conversations and via an online feedback form through Typeform. People were asked to choose an area they were most passionate or curious about and then share their thoughts about what had been drafted. Did people agree with how we had summed up their priorities? Which Community Indicators did they want to see tracked and which were potentially missing?

In partnership with students from the University of Texas at San Antonio (UTSA), SA2020 hosted hour-long virtual community conversations on each of the nine draft Results and associated Indicators throughout October. Each conversation focused on a different Result and was held via Zoom. Participants were asked to select the Result they were most passionate about and register for the conversation ahead of time. Registration was done via Eventbrite. Each conversation was facilitated by two UTSA students while two members of SA2020's team provided support. Overall 39 community members attended nine conversations.
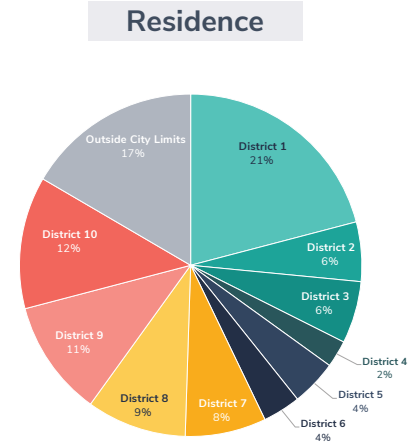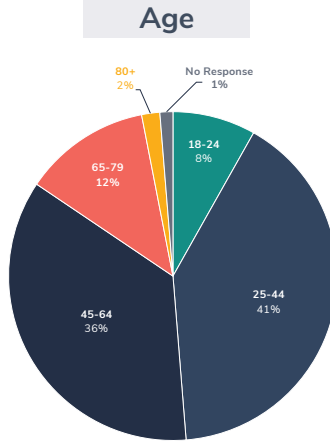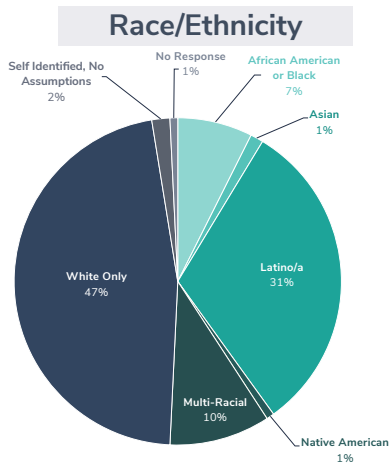
Concurrently, an online feedback form was launched via the SA2020 website, social media platforms, e-newsletter, and text platform. This form offered respondents the option to select the Result they were most passionate about and provide feedback. It also offered the additional option of selecting another Result when they were done with their first.

In all, 692 responses were recorded from 392 unique respondents with 49.5% (194) of respondents acknowledging this was their first time to provide feedback to SA2020 this year. Respondents selected the Results in the following order:

Result	Responses	Approval
Early Childhood Education, K-12 Education, Higher Ed, Lifelong Learning, Youth Development	101; 14.6%	76.2% approval on final language
Community, Leadership, Institutional Accountability, Equity, Civic Engagement, Collaboration	93; 13.4%	79.6% approval on final language
Innovation, Economic Development, Quality of Life, Entrepreneurship, Workers, Local Business	90; 13.0%	67.8% approval on final language
Arts, Culture, Historic Preservation, Creative Economy	83; 12.0%	96.4% approval on final language
Physical Health, Mental Health, Health Access, Food Security	78; 11.3%	61.5% approval on final language
Neighborhoods, Community, Home, Parks & Green Spaces, Affordable Housing, Growth	71; 10.3%	71.8% approval on final language
Transportation, Public Transit, Accessibility, Connectivity, Walkability, Micro-Mobility	66; 9.5%	72.7% approval on final language
Environment, Climate Action, Resiliency, Sustainability, Natural Resources, Green Economy	57; 8.2%	94.7% approval on final language
Downtown, Neighborhoods, Tourism, Center City, Livability	52; 7.5%	76.9% approval on final language

Demographics of Feedback Respondents

Respondents were split 50.8% (199) people of color and 46.7% (183) White only. Girls/Women made up the majority of respondents at 69.1% (271) with 35.5% (139) women of color and 32.9% (129) White women. These numbers are slightly off, as 2.6% (10) respondents did not share their race/ethnicity. Nearly 41% (159) of respondents are between the ages of 25 and 44. This age group made up the largest share of respondents. Respondents live in all areas of the city and make up a cross-section of sectors.

Race/Ethnicity

Self Identified, No Assumptions 2%
No Response 1%
African American or Black 7%
Asian 1%
Latino/a 31%
White Only 47%
Multi-Racial 10%
Native American 1%

Age

80+ 2%
No Response 1%
18-24 8%
65-79 12%
45-64 36%
25-44 41%

Residence

Outside City Limits 17%
District 1 21%
District 10 12%
District 2 6%
District 3 6%
District 9 11%
District 4 2%
District 8 9%
District 7 8%
District 5 4%
District 6 4%

Some numbers on charts have been rounded for legibility.

Lessons Learned

1. People want to participate in engagement processes and share their expertise when they know how it will be used.

2. Multiple opportunities and ways to engage—in conversation, written communications—reduces barriers to participation. (e.g. Offer a variety of times of day, weekends, and weekdays)

Methodology

Methodology

Collection

For the first survey, we collected cards both in person and digitally. The survey was available in English and Spanish. The digital survey was embedded on the SA2020 website utilizing Typeform. It was accessible on the homepage, through a QR code on flyers and posters (in English and Spanish), and via text messages sent through SA2020's MobileCause account. SA2020 shared social media posts linked to the online survey, collected responses at an annual luncheon on iPads provided by the San Antonio Public Library (a Partner in our engagement process), and shared paper cards with Partners and Ambassadors that they distributed and collected at various events.

The second survey was digital-only and was in English and Spanish. The digital survey was embedded on the SA2020 website utilizing Typeform. It was accessible on the homepage. SA2020 shared social media posts linked to the online survey, used our e-newsletter to the general public, and worked with Ambassadors and Partners to target additional outreach.

For the final phase of feedback, we used a combination of virtual conversations and a digital form. The form was available in English and Spanish.

Entry

SA2020 identified Google Sheets to be the most cost-effective and flexible platform to collect information from the community surveys. Data came to SA2020 in one of two ways:

1. The digital surveys in Typeform were linked to Google Sheets that collected answers in a specific tab in real time

2. Hard-copy surveys were collected by SA2020 team and then manually entered into a separate tab in the same Google Sheet's file

New digital responses were downloaded daily from Google Sheets and into a locally stored Excel file to be cleaned, organized and prepared for analysis. Raw responses for a respondent's first choice were collected on one tab within the workbook. Each response was numbered and capturing network IDs allowed SA2020 to determine responses coming from the same network. This proved particularly useful during the final round of feedback, as respondents were given the option to provide feedback on more than one Result.

Hard-copy survey responses were manually typed into the spreadsheet, assigned a number, and analyzed as they were returned or completed. The numbering system was also included on the paper cards for easy reference and matching of responses. Early versions of the survey didn't ask education levels or years lived in San Antonio, so a column was made to track those not asked questions.

Responses were first categorized by each demographic item collected with columns to calculate total responses and calculate percentages, allowing for quick reporting. This also provided the opportunity to categorize and analyze responses based on intersectionality and observe patterns in missing demographic information.

From the demographic information provided, we further categorized responses into racial categories for a general snapshot (White Only, Person of Color, or Self-Identified, No Assumptions) and race & gender categories (Woman of Color, White Woman, Man of Color, White Man, Gender Non-Conforming Person of Color, Gender Non-Conforming White Person, or Self-Identified, No Assumptions). This allowed us a quick snapshot of who was filling out the survey to determine where we needed to strengthen our outreach efforts.

We also tracked what demographic information was missing, whether all demographic information was missing or some, and then what categories were missing. This was included in demographic graphs and was also looked at to observe patterns in what demographic information respondents chose to omit.

Adjustments

As we received responses, we amended options:

- We replaced Woman and Man gender options with Girl/Woman and Boy/Man in order to include younger participants.

- We expanded our education options. We included "still in school," "GED," "Professional certificate," and replaced "PhD" with "Doctorate."

- In order to better categorize and analyze responses, we broke down some categories by age. For those who selected "Less than High School" and/or "Doesn't know Council District," we separated those responses into three categories: Under 18, Over 18, and Age Unknown.

- We began asking whether this was the first time a respondent had provided feedback to SA2020 this year.

- We added "employment sector" as a question to determine if there were patterns among sectors.

Categorization

In many cases, we used open-ended questions. Open-ended responses on the survey were analyzed for themes. Responses were sorted into specific categories so that we could identify commonalities among responses. Categories were then condensed into broader themes making them more manageable and actionable. Some responses fell into multiple categories and were, therefore, attached to multiple categories. (e.g., "better sidewalks to bus stops" fit into "mobility" and "infrastructure"). This allowed us to determine themes by demographics and begin to prioritize and strengthen the Community Vision.

Organization and Analysis

Once responses were entered, analyzed, counted, and categorized, they were organized by demographics, both singular demographic (e.g., race, gender) and intersectionality (e.g., race & gender) to see if patterns emerged.

Reporting Results

SA2020 committed to transparently share emerging themes and demographic information of respondents with the community during the process. SA2020 launched a Community Engagement dashboard on February 21, 2020, using Tableau to visualize the responses and demographic information in real time. This dashboard was updated with new information throughout the yearlong process at SA2020.org/community-engagement. SA2020 also produced snapshots of findings online through a blog and generated a preliminary report for City Council in June 2020 to help inform budget priorities and goal-setting for Fiscal Year 2021.

Appendix

San Antonio's 2030 Results & Indicators

Community Results (Where do we want to be by 2030?)

- **Arts, Culture, Historic Preservation, Creative Economy**
  In 2030, San Antonio leads the world as a creative community. Here, the arts are integral to culture, history, and global connection. The arts strengthen the health of our community, help drive our economy, and enhance our quality of life.

- **Community, Leadership, Institutional Accountability, Equity, Civic Engagement, Collaboration**
  In 2030, our entire community takes responsibility for our collective well-being. San Antonio fosters leaders across the community who collaborate to reach shared goals. Institutions across sectors value community-based knowledge and build trusted relationships.

- **Downtown, Neighborhoods, Tourism, Center City, Livability**
  In 2030, Downtown is the heart of San Antonio. It is an inviting center of vibrant activity where San Antonians live, learn, work, and play, businesses flourish, and visitors return.

- **Innovation, Economic Development, Quality of Life, Entrepreneurship, Workers, Local Business**
  In 2030, through world-class innovation, cross-sector collaboration, and business development, San Antonio ensures the economic well-being of the people who live here.

- **Early Childhood Education, K-12 Education, Higher Ed, Lifelong Learning, Youth Development**
  In 2030, San Antonio invests in all students. We provide the best education in the nation and lifelong learning opportunities that cultivate critical thinkers and problem-solvers who proudly call San Antonio their home.

- **Environment, Climate Action, Resiliency, Sustainability, Natural Resources, Green Economy**
  In 2030, San Antonio is a model for responsible and responsive resource management. Recognizing the significance of natural resources to our well-being, we ensure a sustainable and resilient future through climate action and adaptation.

- **Physical Health, Mental Health, Health Access, Food Security**
  In 2030, San Antonians are among the healthiest in the nation in a community that provides comprehensive support and resources for physical and mental lifelong well-being.

- **Neighborhoods, Community, Home, Parks & Green Spaces, Affordable Housing, Growth**
  In 2030, San Antonio neighborhoods are welcoming, safe, and affordable. They provide the foundation for smart growth and prosperous futures for those who live in them.

- **Transportation, Public Transit, Accessibility, Connectivity, Walkability, Micro-Mobility**
  In 2030, San Antonio's multi-modal transportation system is safe, accessible, and convenient. Reliable transportation meets community needs, connecting everyone who walks, rides, drives, or wheels to their desired destination.

Draft Community Indicators (How will we know if we get there?)

The first decade of progress proved that specificity is critical to reaching San Antonio's shared Community Vision. Team SA2020 continues to finalize the 2030 numeric goals for each indicator. For the most up-to-date goals, visit SA2020.org.

- Double the amount of public investment in arts and culture
- Double the number of individuals attending arts and culture events in San Antonio
- Increase the economic impact of the creative sector to $6 billion
- Double the number of individuals employed in creative industries
- Improve the ratio of historic properties preserved or rehabilitated
- Increase voter turnout in the municipal election to 50%
- Increase voter turnout in general presidential elections to 85%
- Increase voter turnout in general midterm elections to 60%
- Ensure the racial membership and composition of City Boards and Commissions more closely reflect the diversity of the city's population
- Double the volunteer rate
- Double the individual philanthropic giving rate
- Improve trust in local government
- Improve community connectedness
- Increase the number of greater downtown residents by 15%
- Increase downtown employment by 25%
- Increase the downtown economic impact by 25%
- Reduce the downtown crime rate by 50%
- Increase percentage of students developmentally "Very Ready" for kindergarten to 40%
- Increase percentage of students at "Approaches Grade Level" or "Above" in third-grade reading to 85%
- Increase high school graduation rate to 95%
- Increase percentage of high school graduates testing "college-ready" to 95%
- Increase percent of high school graduates enrolling in higher education institutions to 85%
- Increase professional certificates obtained
- Increase the population of adults with an associate degree or above
- Increase renewable energy to 30% of total capacity under contract
- Decrease air quality index to 68 parts per billion
- Decrease gallons of water used per capita per day by
- Reduce weather normalized average kilowatt per hour per residential customer per year
- Decrease number of tons of waste to landfill by 50%
- Double the number of projects that meet the UDC standards of LID incentives

Community Indicators *continued*

Double the number employed in green industries

Improve water quality index to 86%

Reduce greenhouse gas emissions (GHG) by 41%

Increase the average income per person by 25%

Increase jobs in new firms, less than 2-years-old, by 15%

Maintain a 3.5% or less unemployment rate

Reduce recidivism rate by 50%

Reduce the percentage of individuals who worked full-time and year-round and live below poverty to 2%

Reduce the percentage of individuals below poverty in the last 12 months by 50%

Increase median household income

Increase new business starts

Increase percentage of population with measurable park access by 50%

Increase percentage of homes with computer and broadband connection to 95%

Decrease total occupied housing units with costs more than 30% of income to 10%

Reduce index crime rate by 50%

Decrease family assaults by 50%

Decrease the number of homeless persons by 50%

Decrease the number of abuse or neglect victims by 50%

Increase percentage of population under 65 with health insurance coverage by 10%

Decrease preterm births

Reduce teen birth rate

Reduce the percentage of the population that is food insecure to 10%

Decrease mental health emergencies

Decrease daily vehicle miles traveled per capita by 10%

Decrease mean travel time for workers who traveled alone by single occupancy vehicle to 20 minutes

Increase percentage of workers who travel by carpool and/or public transportation to 30%

Eliminate all traffic accidents causing injury or death

Improve public transit accessibility

Improve sidewalk accessibility

Improve micro-mobility

Racial Equity Impact Assessment

Step #1: Defining the Why
1. Why does this program exist? Or why should it exist?

Step #2: Developing the What
1. Describe the program.
2. What are the intended outcomes of the program?
3. Which community results does the program have an ability to impact?

Step #3: Discovering the Who and the Impact
1. Will the policy/program have impacts in specific geographic areas? What are the racial demographics of those areas?
2. What performance-level data do you have available for this program? Is the data measuring the success of the program disaggregated by race, zip code, and/or City Council District?
3. Are there data gaps? What additional data would be helpful in analyzing the program?
4. Based on this information, who are the most affected community members who are concerned with or have experience related to this program?
5. What is your current community engagement strategy/process? How are San Antonians most impacted meaningfully involved in the design, implementation, and/or continuous improvement of this program?

Step #4: Measuring Performance
1. How will you know if you are achieving the anticipated outcomes and having an impact in the community?
2. How will outcomes be documented and evaluated?

Step #5: Develop the Plan & Implementation
1. Describe your plan for implementation.
   a. Is your plan realistic? Adequately funded? Adequately resourced with personnel? Adequately resourced with mechanisms to ensure successful implementation and enforcement? Adequately resourced to ensure ongoing data collection, public reporting, and community engagement? If the answer to any of these questions is no, what resources or actions are needed?
   b. What is your current organizing structure? Who is making decisions and who is implementing decisions? How is everyone involved in the decision-making process held accountable to the intended outcomes? What changes need to be made to the current structure in order to ensure accountability?
   c. How might the community engagement strategy/process be strengthened so that affected community members are involved in the development of the program? How will you continue to partner and deepen relationships with communities/other organizations to make sure your work to advance equitable outcomes is working and sustainable for the long-haul? What are ways in which existing partnerships could be strengthened to maximize impact?
   d. How are you communicating the program's impact to different audiences?

Step #6: Evaluation
1. How will you evaluate your implementation?
2. How will you continuously improve your program?

Adapted from The Government Alliance on Race and Equity

List of SA2020 Ambassadors

1. Adrian Jackson | Alamo Colleges
2. Anita Uribe Martin | University Health System
3. Ashley Heline | Argo Group
4. Bekah McNeel | Journalist
5. Brandon Logan | Urban Capital Partners
6. Burgundy Woods | Fashion Consultant
7. Burt Pfiester | Consultant
8. Celeste Eggert | Haven for Hope
9. Charles Woodin | Geekdom
10. Christina Horton | Alamo Colleges
11. Cyle Perez | San Antonio Young Professionals
12. Daniel Menelly | The DoSeum
13. David Nanny | Northside ISD
14. David Nisivoccia | San Antonio Housing Authority
15. David Robinson Jr. | Blueprint Local
16. Delilah Marquez | Alamo Colleges
17. Mecca Salahuddin, PhD | Alamo Colleges
18. Edwin Blanton | Texas A&M University-San Antonio
19. Erica Myrick | North San Antonio Chamber of Commerce
20. Faris Virani | San Antonio Young Professionals
21. Felix Salinas Jr. | Alamo Colleges
22. Henrietta Muñoz, PhD | United Way of San Antonio & Bexar County
23. Jeanne Russell | CAST Schools
24. Jenna Saucedo-Herrera | San Antonio Economic Development Foundation
25. Jennifer Cantu | Bank of America
26. Joy Leflore | Jefferson Bank
27. Justin Rodriguez | Commissioner, Bexar County
28. Katrina Kehoe | KLRN Public Television
29. Ken Briggs | San Antonio Young Professionals
30. Larissa Wilkinson | Pre-K 4 SA
31. Leni Kirkman | University Health System
32. Letty Adams | Alamo Colleges
33. Lisa Hernandez | Reata Real Estate
34. Maria Alejandro | UTSA
35. Marisa Bono | VIA Transit
36. Mark Vargas | Brooks Academy of Science and Engineering
37. Melanie Mendez-Gonzales | Qué Means What
38. Natalie Barajas | Alamo Colleges
39. Nicole Amri | SAY Sí
40. Noelani Cubillos-Sanchez | MOVE Texas
41. Olivia Ortiz | Burnt Nopal
42. Paige Sheffler | Brooks City Base
43. Pamela Price | Inspirity
44. Ramiro Salazar | San Antonio Public Library
45. Ravae Shaeffer | Region 20
46. Rey Saldaña | Raise Your Hand Texas
47. Rocío Guenther | Office of the Mayor
48. Ron Nirenberg | Office of the Mayor
49. Rosalind Alderman, PhD | St. Mary's University
50. Rudy Farias | Alamo Colleges
51. Russell Rush | 96.1 Now
52. Sandy Morander | YMCA of Greater San Antonio
53. Shanna Ramirez | CPS Energy
54. Shokare Nakpodia | TheMightyGroup
55. Sister Martha Ann Kirk, Th.D. | University of the Incarnate Word
56. Timothy Molina | Alamo Colleges
57. Tracie Edmond | University of the Incarnate Word
58. Tuesdaé Knight | SAGE
59. Vicki Yuan | PechaKucha
60. Walter Rogers | Fort Sam Houston
61. Willie Burroughs | San Antonio Independent School District

Ambassadors' affiliations listed at time of their participation.

Ambassador Commitment Form

Name: _____

Organization: _____

Commitments:

☐ Yes! I agree to the Committee Principles.

☐ Yes! I'm good with SA2020 sharing my email address with the Ambassadors.

☐ Yes! I will attend two SA2020 special events between January 2020-January 2021.

☐ Yes! I will update the SA2020 Calendar with my organization's high-impact, meaningful events.

☐ Yes! I am, with the support of my organization, committed to engaging the following number of people throughout 2020 to reaffirm and strengthen the Community Vision:

☐ 100   ☐ 1,500   ☐ 7,500
☐ 250   ☐ 2,500   ☐ 10,000
☐ 500   ☐ 5,000   ☐ Other: _____

Demographics:
We use this information to help ensure SA2020 committees represent our community.

1. **Race/Ethnicity** (check all that apply)

___ African American or Black   ___ Native American
___ Asian   ___ Native Hawaiian or Pacific Islander
___ Latino/a   ___ White
___ Middle Eastern or North African   ___ Other Race/Ethnicity: _____

2. **Gender Identity**   ___ Woman   ___ Man   ___ Gender Non-conforming

3. **Age**   ___ 18-24   ___ 25-44   ___ 45-64   ___ 65-79   ___ 80+

4. **San Antonio City Council District in which you reside:**

___ District 1   ___ District 5   ___ District 9
___ District 2   ___ District 6   ___ District 10
___ District 3   ___ District 7   ___ Outside City Limits
___ District 4   ___ District 8

5. **San Antonio City Council District(s) in which you work:**

___ District 1   ___ District 5   ___ District 9
___ District 2   ___ District 6   ___ District 10
___ District 3   ___ District 7   ___ Outside City Limits
___ District 4   ___ District 8

6. **Home ZIP Code**: _____

Ambassador Committee Overview

Committee Principles

I. We share the same vision for San Antonio as defined by the community.
II. We set the table so that our community is represented.
III. We respect knowledge and expertise across organizational hierarchies.
IV. We agree to work collaboratively and focus on Community Results.
V. We promote asset-based thinking and communication.
VI. We commit to a shared language for impact and accountability.
VII. We challenge one another to uphold the "why."
VIII. We advance equity through communications.
IX. We celebrate incremental change.
X. We champion the SA2020 Ecosystem.
XI. We practice continuous learning and improvement.

Committee Objectives

The Ambassador Committee will serve as an extension of the SA2020 Team, supporting work in community engagement and helping SA2020 reaffirm and strengthen the San Antonio Community Vision. By January 2021, the Committee will meet the following objectives:

1. Increase the number of San Antonians, representative of the city's demographic, by race, gender, age, and geography, to reaffirm and strengthen the Community Vision.
2. Implement a transparent and inclusive community engagement strategy informed by data.
3. Support SA2020 in developing a Community Engagement Template that can be replicated in local institutions, as well as other cities across the country.
4. Share the importance of a Community Vision.

Committee Member Responsibilities

1. Attend the Ambassador Kick-Off on Saturday, October 19 from 9-11am. Or send someone in your place.
   a. A make-up session will be held for those unable to attend
2. Attend two SA2020 special events between January 2020 and January 2021 (a full calendar of events will be provided at the Kick-Off).
3. Activate your network/sphere of influence to participate in the Engagement Strategy.

List of Reports and Community Indicator Projects Reviewed

Local

1. Annie E. Casey Foundation Kids Count Data Book (2020)
2. City of San Antonio 2019 Poverty Report
3. City of San Antonio 2019 Racial Equity Indicator Report
4. City of San Antonio Animal Care Services Fiscal Year Annual Report (2019)
5. City of San Antonio Climate Action & Adaptation Plan (2019)
6. City of San Antonio Comprehensive Domestic Violence Plan (2019)
7. Compassionate SA Conversation on Economic Segregation (2019)
8. Federal Reserve Bank, San Antonio Economic Indicators
9. Healthy Bexar Plan (2017)
10. Opportunity Youth White Paper - Goodwill Industries (2020)
11. Ready Kid SA
12. SA Speak Up Report: City of San Antonio Fiscal Year 2020 Budget
13. SA Tomorrow Sustainability Plan (2016)
14. San Antonio Area Asset Funders Network: Investing in Asset Building for San Antonio Families (2019)
15. San Antonio Economic Development Foundation's Regional Economic Development Strategy
16. San Antonio Housing Policy Framework (2018)
17. State of Our Community: San Antonio LGBTQ+ 2020 Survey
18. Successfully Aging and Living in San Antonio (SALSA)
19. The Health Collaborative: Community Health Needs Report (2019)
20. The Status of Women in San Antonio (2019)
21. VIA 2040 Vision
22. VIA Keep SA Moving Plan (2020)

Regional, National, and International

1. AARP 8 Domains of Livability
2. Americans for The Arts
3. Boston Indicators
4. Breathe Act
5. Colorado Resiliency Framework
6. Communities Count
7. County Health Rankings
8. Culture Track
9. KIDS Count
10. Knight Foundation
11. LA2050
12. Lincoln Vital Signs
13. MAP-MakingActionPossible
14. Minneapolis Saint Paul Economic Development Partnership
15. National Endowment for the Arts: Arts & Livability Indicators
16. UNESCO Culture Indicators
17. Urban Insitute Report on Cultural Vitality

List of Community Engagement Events

● SA2020 Event	▲ Ambassador Event	★ Community Event ■ Partner Event

Date		Event
10/19/19	●	SA2020 Ambassador Orientation
11/13/19	●	SA2020 Ambassador Orientation
12/5/19	●	SA2020 Nonprofit Partner Preview Party
12/5/19	■	Speak Up Speak Out
12/6/19	★	Alex Briseño Leadership Development Program Graduation
12/12/19	★	ISA Senior Class Presentation
1/10/20	●	SA2020 Ambassador Orientation
1/11/20	■	Girls Inc. Mentoring Program
1/14/20	▲	SABOR Housing Forecast
1/15/20	■	SACADA Board Meeting
1/22/20	●	SA2020 2019 Impact Report Luncheon
1/23/20	★	Keller Williams Housing Forecast
2/3/20	▲	CAST Tech Survey Collection
2/11/20	▲	For the Future Forum - San Antonio
2/11/20	★	CREW Presentation
2/12/20	★	Leadership San Antonio Meeting
2/14/20	■	ReadyKidSA Meeting
2/15/20	■	Girls Global Summit
2/17/20	▲	Lake Flato Meeting
2/18/20	★	UTSA Class Survey Collection
2/18/20	▲	SAPD Survey Collection
2/20/20	▲	PechaKucha Vol. 37
2/20/20	■	Restore Education Champions for Education Breakfast
2/26/20	■	SA2020 Commission on Education
2/27/20	★	UTSA Class Presentation I
2/27/20	■	CI:Now Somos Neighbors Launch
2/28/20	★	Keller Williams Awards
2/29/20	★	Home Improvement Mini-Expo
2/29/20	★	SYA ThinkLab
3/2/20	■	San Antonio Economic Development Foundation Workshop
3/3/20	▲	Joint Base San Antonio Meeting
3/4/20	●	SA2020 Meet Up I: Community Engagement
3/5/20	▲	Brooks Development Authority Town Hall
3/6/20	●	SA2020 Conchas and Coffee
3/7/20	★	International Women's Day Summit
3/10/20	▲	North Chamber Power Networking Breakfast
3/13/20	■	South Side Lions Senior Center
3/26/20	■	Youth Code Jam Online Presentation
3/30/20	■	United Way Race, Equity and Inclusion Online Workshop

List of Community Engagement Events *continued*

● SA2020 Event	▲ Ambassador Event	★ Community Event	■ Partner Event

Date	Event
3/31/20	▲ UIW Survey Collection
3/31/20	▲ Fort Sam Houston Survey Collection
3/31/20	● Community Engagement Survey #1
3/31/20	▲ Senior Center Survey Collection
3/31/20	■ San Antonio Economic Development Foundation Online Workshop
4/1/20	▲ Pub Theology Online Conversation
4/3/20	● SA2020 Virtual Conchas and Coffee I
4/17/20	● SA2020 Virtual Conchas and Coffee II
4/22/20	★ San Antonio Chamber's Education/Workforce Council Monthly Meeting Online
4/22/20	● SA2020 Online Presentation: San Antonio's Community Vision and the Big, Bold Efforts of the Last Decade
4/28/20	● SA2020 Online Presentation: The Importance of San Antonio's Community Vision During Covid-19
5/1/2020	■ Virtual College Signing Day
5/6/2020	★ Leadership San Antonio Workshop
5/7/2020	● SA2020 Online Presentation: Using Data to Understand the COVID-19 Crisis
5/8/2020	★ Bonham Academy Online Presentation
5/8/2020	● SA2020 Virtual Conchas and Coffee III: Arts and Culture
5/14/2020	● SA2020 Live Conversation I: Using Data to Understand the COVID-19 Crisis
5/21/2020	● SA2020 Live Conversation II: Results, Data, and a Shared Community
5/28/2020	● SA2020 Live Conversation III: Mobility that Works for All
6/11/2020	● SA2020 Live Conversation IV: People, Jobs, and Recovery
6/12/2020	★ Alex Briseño Leadership Development Program Class
6/17/2020	▲ CAST Schools Work Session
6/19/2020	▲ CreativeMornings San Antonio: Insecure
6/30/2020	● SA2020 Racial Equity Training Cohort 1 I
7/1/2020	● SA2020 Racial Equity Training Cohort 2 I
7/1/2020	★ Bank of America Student Leader Cohort
7/6/2020	★ Norton Rose & Fulbright Team Meetings
7/9/2020	★ SABOR Diversity Committee
7/15/2020	■ CPS Energy Intern Day
8/4/2020	★ Communities in Schools Training
8/4/2020	● SA2020 Racial Equity Training Cohort 3
8/5/2020	★ Zachry Public Policy Forum
8/7/2020	● Community Engagement Survey #2
8/11/2020	★ Compassion Workshop "Critical Thinking, Compassion, and Paths to Civic Engagement"
8/12/2020	● Content Expert Results/Indicators Review
8/25/2020	■ Trinity College Advising Corps Orientation
9/17/2020	■ UTSA Class Presentation I
9/17/2020	★ Presentation to Dr. Mary Lynn Hill's St. Mary's University Class
9/17/2020	★ Association for Fundraising Professionals Annual Conference

List of Community Engagement Events *continued*

● SA2020 Event	▲ Ambassador Event	★ Community Event	■ Partner Event

Date		Event
9/24/2020	★	NVP Group Equity Talks
9/25/2020	●	Commemorative Celebration
9/25/2020	●	Community Engagement Survey #3
10/2/2020	■	Leadership SAISD - New Cohort
10/6/2020	●	Virtual Conversation #1
10/7/2020	●	Virtual Conversation #2
10/8/2020	●	Virtual Conversation #3
10/9/2020	●	Virtual Conversation #4
10/10/2020	●	Virtual Conversation #5
10/14/2020	●	Virtual Conversation #6
10/14/2020	●	SA2020 Live: Pre-K 4 SA
10/15/2020	●	Virtual Conversation #7
10/16/2020	●	Virtual Conversation #8
10/16/2020	●	SA2020 Partner Orientation
10/17/2020	●	Virtual Conversation #9
10/20/2020	●	SA2020 Racial Equity Training Cohort 4
10/21/2020	●	SA2020 Live: VIA
10/25/2020	■	Conversation with CityYear Corps
10/26/2020	■	Emerging Leaders Council Presentation
10/26/2020	■	VIA Transit Community Council
10/28/2020	■	VIA
11/3/2020	▲	Joint Base San Antonio Meeting
11/3/2020	■	St. Philip's College - Leadership Meeting
11/19/2020	■	Head Start All Staff Meeting
11/21/2020	■	Alamo Colleges Leadership Lab
12/11/2020	■	Speak up Speak Out

SA2020's Partner Principles

- We share the same vision for San Antonio as defined by the community.
- We respect knowledge and expertise across organizational hierarchies.
- We agree to work collaboratively and focus on Community Results.
- We promote asset-based thinking and communication.
- We commit to a shared language for impact and accountability.
- We challenge one another to uphold the "why."
- We are outcomes driven and data informed.
- We understand the importace of performance measures to track our stated results.
- We celebrate incremental change.
- We practice continuous learning and improvement.
- We believe achieving Community Results requires cross-sector partnerships.

Collecting Inclusive Demographic Data

Demographic data provides a more accurate understanding of the different histories, challenges, and needs of the community. Disaggregating data offers the opportunity to create more responsive policies, budgets, and programs.

Before collecting any demographic data, SA2020 recommends asking:

- *Why are we asking this question?*
- *How will collecting this information allow us to strengthen our impact?*
- *What will we do with this data?*
- *How are we clearly communicating why this data is important and what it will be used for?*

When collecting demographic data in our own work, SA2020 always asks for race, gender identity, age, and geography. Based on the answers to the above questions, SA2020 recommends selecting additional questions that will allow for strengthening impact.

SA2020 continuously updates demographic questions based on research and our own engagement efforts, including the yearlong visioning process in 2020, to reflect best practices when soliciting this information. The following offers the most up-to-date options for questions and responses as of August 2021.

SA2020 uses the following disclaimer when soliciting demographics:

The next set of questions asks about your demographics. Given the importance of representing the communities we serve, this information will help us ensure everybody - by considering race, gender, age, and geography - is included in our efforts to drive progress toward a shared Community Vision for San Antonio. No single person's information will ever be shared. This information will only be reviewed by SA2020 and will only ever be shared in the aggregate.

What is your race/ethnicity? Select all that apply. *(SA2020 noted a significant increase in multi-racial respondents over Census data when offering the option to select all that apply.)*

- African American or Black
- Alaska Native
- Asian
- Native American
- Native Hawaiian
- Latino/a/x
- Pacific Islander
- Middle Eastern
- White
- Not listed here (prefer to write in):

What is your gender identity? Select all that apply.

- Man
- Woman
- Transgender
- Gender non-conforming
- Not listed here (prefer to write in):

Please identify your sexual orientation.

- Lesbian
- Gay
- Bisexual
- Queer
- Asexual
- Pansexual
- Heterosexual
- Not listed here (prefer to write in):

Depending on how you are using age, you can gather this information in multiple ways. Use one of the following options.

In what year were you born?

What is your age at the time of this survey?

In what age group are you?

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65-74
- 75-84
- 85+

Collecting Inclusive Demographic Data *continued*

To understand place, SA2020 captures San Antonio City Council Districts for home and work, (seen below). You may want to identify the geography of respondents through neighborhood or borough.

In which San Antonio City Council District do you live?

Need help? Look up your City Council District. If you live in a nearby municipality, (e.g. unincorporated area of Bexar County, Castle Hills, Leon Springs), please choose "Outside of City Limits."

- District 1
- District 2
- District 3
- District 4
- District 5
- District 6
- District 7
- District 8
- District 9
- District 10
- Outside of COSA Limits
  - In which municipality or area do you live?

In which San Antonio City Council District do you work?

Need help? Look up your City Council District. If you live in a nearby municipality, (e.g. unincorporated area of Bexar County, Castle Hills, Leon Springs), please choose "Outside of City Limits."

- District 1
- District 2
- District 3
- District 4
- District 5
- District 6
- District 7
- District 8
- District 9
- District 10
- Outside of COSA Limits
  - In which municipality or area do you live?

Which category best represents the total combined annual income of your entire household in the last 12 months? (This includes money from jobs, net income from business, farm or rent, pensions, dividends, interest, social security payments and any other income received.)

- Less than $5,000
- $5,001 to $7,499
- $7,500 to $9,999
- $10,000 to $12,499
- $12,500 to $14,999
- $15,000 to $19,999
- $20,000 to $24,999
- $25,000 to $29,999
- $30,000 to $34,999
- $35,000 to $39,999
- $40,000 to $49,999
- $50,000 to $59,999
- $60,000 to $74,999
- $75,000 to $99,999
- $100,000 to $149,999
- $150,000 or more

What is the highest level of education you completed?

- Some high school
- GED or high school equivalency
- High school diploma
- Professional certificate, trade certification or license
- Two-year degree
- Four-year degree
- Graduate degree
- Doctoral degree

Do you identify as having a disability?

- Yes
- No
- Prefer not to answer

If Yes: which disability, as defined under the Americans with Disabilities Act, do you identify as having? Select all that apply.

- Vision
- Hearing
- Physical
- Cognitive
- Learning disability
- Mental health condition
- Chronic medical condition
- Not listed here (prefer to write in):
- Prefer not to answer.

What is your current military affiliation? Select all that apply.

- Active-Duty Service Member, National Guard, or Reserves
- Military spouse
- Military dependent/child
- Veteran (eligible to receive VA benefits)
- No military affiliation
- Not listed here (prefer to write in):

Impact & Accountability Glossary

Macro-Accountability

Result

Results are conditions of well-being for entire populations stated in plain language. They do not include jargon. They are generally understood to mean what we ultimately want to see. Has been known to be called "North Star."

Indicator

Indicators are measures that help quantify the achievement of a result. They answer the question, "How would we recognize results in measurable terms?" or "How would we know we're making progress toward the results we want to see?" Indicators refer only to whole populations, not programs.

Micro-Accountability

Outcome

Outcomes define changes that have taken place because of your organization or program. They are the changes, benefits, learning or other effects that happen as a result of your work. Typically defined through short-term (learning), mid-term (actions), and long-term (conditions).

- Short-Term/Immediate Outcome = a shift in learning (change in knowledge, skills, attitude, motivation, and/or awareness). More frequently evaluated and can be captured at the conclusion of the program/initiative when most evaluations are conducted.

- Intermediate Outcome = a shift in action (change in behaviors, practices, policies, and/or procedures)

- Long-term/Could be Ultimate Outcome or Impact = a shift in conditions (change in environment, social conditions, economic conditions, and/or political conditions)

Output

Outputs show what your organization or program does. They are the tangible products or people served, and they are usually quantifiable.

Performance Measure

Performance Measures are measures of how well a program is working. These show a marked shift in quality of program as shown by consumers of the program. Performance measure can apply to entire agencies, service delivery systems, or individual programs. There are three types of measures:

1. Quantity: How much did we do? (See outputs)
2. Quality: How well did we do it?
3. Impact: How are people better today because of it? (See outcomes)

Strategy

Strategies are coherent collections of actions, which have a reasoned chance of improving results. Strategies are made up of our best thinking about what works and/or researched best practices.

Impact & Accountability Glossary *continued*

Objective

Specific and measurable level of achievement that may change with time. SMART objectives should be Specific (What is to be done? How you will know it is done?), Measurable (What is the expectation?), Achievable (Can it be done?), Relevant (Why is this important?), and Time-oriented (When will it be done?).

Goal

Goals help set fundamental, long-range direction and remain relatively stagnant.

Baseline

The baseline is the starting point and subsequent trend line of an indicator. The baseline should consist of the history of the indicator and the forecast of where the measure will be if we keep doing what we are doing.

Equity

Equity means that our policies, procedures, programs, and distribution of resources account for the different histories, challenges, and needs of the people we serve. Equity differs from equality, which treats everyone the same despite disparate outcomes. Racial equity is achieved when race does not determine or predict a person's outcomes. *(from City of San Antonio Office of Equity)*

Implicit Bias

The attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner. Activated involuntarily, without awareness, or intentional control. *(from Kirwan Institute for the Study of Race and Ethnicity and Race Forward)*

Capacity Building

Capacity building is a continuous improvement strategy rather than a one-time effort to improve short-term effectiveness. It is an opportunity to strengthen skills, as well as enhance the ability to strengthen impact. *(from National Council of Nonprofits)*

Philanthropy

Philanthropy is giving by an individual or a group to a foundation and/or any nonprofit organization, as well as the process of grantmaking to nonprofits. (Adapted from The Council on Foundations)

Targeted Universalism

Setting universal goals pursued by targeted processes to achieve those goals. Within a targeted universalism framework, universal goals are established for an entire population. The strategies developed to achieve those goals are targeted to meet the varying needs of specific groups of people. *(Adapted from Haas Institute)*

Sample Text of Content Expert Feedback Request

Overview

Thank you for taking the time to review and provide feedback on San Antonio's updated Community Results and Indicators before we release them to the public for additional feedback.

We are asking you to please review the following proposed Community Result and its corresponding Community Indicators by 5:00PM on Wednesday, August 12. We expect this to take ~45 minutes per Result.

"San Antonio fosters inspired and effective leaders who collaborate to meet community need. Institutions across sectors are responsive and accountable, building trusted relationships across the community."

If we've asked you to review another Community Result, you can find that link at the end of this form or in your original email. Have questions? Please reach out to us.

Thank you for your expertise, feedback, and partnership.

- Team SA2020

Reviewer Information

First things first: Who is reviewing?

* Your First Name

* Your Last Name

* Your Organization/Affiliation

Draft Community Vision

* Using responses and feedback to our ongoing community engagement efforts, we have drafted an updated Community Vision for the next decade. This Community Vision encompasses all of the proposed Community Results and describes the future our community has imagined together.

San Antonio's Shared Community Vision:
"San Antonio is a welcoming, collaborative community that honors its thousands of years of culture and history. San Antonians are among the healthiest people in the country. Quality education is prioritized as a driver of economic prosperity, creativity, and civic engagement. San Antonio's growing population is supported by connected neighborhoods with infrastructure that is recognized as a model of efficiency, sustainable practices that respect natural resources, and institutions that are responsive and accountable. Our entire community takes responsibility for our collective well-being."

What are your thoughts on this proposed Community Result?

◯ I have some feedback to share.

◯ I love it as is.

In the space below, please share any missing words/themes and/or make suggested edits to the draft Community Vision.

Community Result

Community Results are defined as conditions of well-being for entire populations. They do not include jargon. They are generally understood to mean what we ultimately want to see in our community.

* The draft Community Result we're asking you to review reads:

"San Antonio fosters inspired and effective leaders who collaborate to meet community need. Institutions across sectors are responsive and accountable, building trusted relationships across the community."

What are your thoughts on this proposed Community Result?

○ I have some feedback to share.

○ I love it as is.

In the space below, please share any missing words/themes and/or make suggested edits to sentences.

Proposed Community Indicators

Community Indicators are defined as measures that help quantify the achievement of Community Results. They answer the question, "How would we recognize results in measurable terms?" or "How would we know we're making progress toward the results we want to see?" Indicators refer only to whole populations, not programs.

* Your proposed Community Result currently reads:
"San Antonio fosters inspired and effective leaders who collaborate to meet community need. Institutions across sectors are responsive and accountable, building trusted relationships across the community."

We have compiled the following potential Community Indicators to measure progress toward this Community Result. For a full listing, including possible sources and additional notes, please click here. Please note that some Community Indicators will cross Community Results, so you may come across the same Community Indicators in additional Community Results, should you choose to review those. (You can see all Indicators across Results here.) Indicators marked with an asterisk are already tracked by SA2020 as part of the first visioning process and will remain as is or be updated by source/measure to strengthen validity.

Questions to ask yourself as you review:

- Does this indicator help quantify the result San Antonians have prioritized?
- Is the measure the "right" measure to track it? If not, what is the "right" measure? Is it available? From where?
- Are some of these indicators more "important" in telling the progress than others? Which ones?

Please rate each proposed Indicator by its importance to you.

	Not At All Important	Moderately Important	Very Important
Availability of and Enrollment in Leadership Programs	○	○	○
Community Connectedness (Belonging and Connectedness Index)	○	○	○
Number of Neighborhoods with Organized Groups	○	○	○
Number of Permits for Marches, Protests, Peaceful Assembly	○	○	○

	Not At All Important	Moderately Important	Very Important
Percent of People Who Rate their Overall Trust in Government as "Good" or "Excellent"	○	○	○
Voter Registration	○	○	○
Dollars Invested in Nonprofit Organizations and Efforts by Local Institutions*	○	○	○
Percent of Appointed Members of Commissions, Committees, Boards, and Task Forces Reflect San Antonio and Bexar County Populations*	○	○	○
Percent of Elected Officials Reflect San Antonio and Bexar County Populations*	○	○	○
Percent of Individuals Who Donated/Gave Dollars Within the Last Year*	○	○	○
Percent of Population that Volunteered Within the Last Year*	○	○	○
Voter Turnout*	○	○	○

* **Community Indicators are defined as measures that help quantify the achievement of these results. They answer the question, "How would we recognize results in measurable terms?" or "How would we know we're making progress toward the results we want to see?" Indicators refer only to whole populations, not programs.**

Below, please rank the Indicators you rated above as "Very Important" in order of importance and usefulness. If you marked Indicators as Moderately Important or Not Important above, **please choose N/A** on the righthand side. You can rank by moving each Indicator or by changing the number via the lefthand dropdown.

⠿

[▲▼]

Availability of and Enrollment in Leadership Programs

☐ N/A

Percent of Elected Officials Reflect San Antonio and Bexar County Populations*

☐ N/A

Percent of Individuals Who Donated/Gave Dollars Within the Last Year*

☐ N/A

Percent of Population that Volunteered Within the Last Year*

☐ N/A

Voter Turnout*

☐ N/A

* Would you be willing to help SA2020 identify sources and/or develop methodologies/survey tools for any responses deemed "important" for which we cannot locate a source?

◯ Yes

◯ No

Are there any Indicators you believe are missing that will help better quantify this Community Result? If so, please list them below.

If you suggested additional Indicators above, please use the space below to share your reasoning for tracking them.

If you suggested additional indicators, please list the existing source for each.

Demographic Information

* Our final questions ask about your demographic information. The demographic section only needs to be completed once per reviewer. Have you reviewed a Result already and shared your demographic info?

  ◯ Yep! You have my info.

  ◯ I haven't yet and would love to do that now!

Your Demographic Information

Last but not least! The next set of questions asks about your demographics. At SA2020, we're committed to ensuring that all of our engagement efforts are reflective of the entire community, so we request demographic information from all who engage in our work. The information you provide will help us ensure everybody—by considering race, gender, age, and geography—is included in our efforts to reaffirm San Antonio's Community Vision for the next decade.

* In what year were you born?

[   ]

* What is your gender identity?

  ◯ Woman

  ◯ Man

  ◯ Gender non-conforming

* What is your race/ethnicity? (Please check all that apply.)

  ☐ African American or Black

  ☐ Asian

  ☐ Latino/a

  ☐ Middle Eastern or North African

  ☐ Native American

  ☐ Native Hawaiian or Pacific Islander

  ☐ White

  ☐ Not listed here (please specify)

  [   ]

* In what San Antonio City Council District do you live? (Need help? Look up your City Council District here.)

○ District 1   ○ District 6

○ District 2   ○ District 7

○ District 3   ○ District 8

○ District 4   ○ District 9

○ District 5   ○ District 10

○ Outside City Limits (Please specify)

[   ]

* What is your home zip code?

[   ]

* What is the highest level of education you completed?

○ Completed GED or high school equivalency

○ Completed high school

○ Completed professional certificate, trade certification, or license

○ Completed two-year degree

○ Completed four-year degree

○ Completed graduate degree

○ Completed doctoral degree

SA2020 Draft Community Results & Indicators - Result #2

Last Call

Anything else you'd like to share with us before you go?

[   ]

List of Content Experts

1. A.J. Rodriguez | Formerly with Zachry
2. Abigail Moore | San Antonio Council on Alcohol & Drug Awareness
3. Allison Blazosky | Alamo Area Metropolitan Planning Association
4. Ana Flores | Las Casas Foundation
5. Andrea "Vocab" Sanderson | San Antonio's Poet Laureate (2020-2023)
6. Andres Andujar | Hemisfair
7. Anthony Chukwudolue | City of San Antonio Public Works Department
8. Art Reinhardt | WSP USA, Inc.
9. Bill Barker | Great Springs Project
10. Bricio Vasquez, Ph.D. | Intercultural Development Research Association
11. Bryan Bayles, Ph.D. | Texas A&M University San Antonio
12. Chad Cicci | USAA
13. Charito Lincoln | USAA
14. Chris Rodriguez | Woodlawn Theatre
15. Christopher Lazaro | City of San Antonio Center City Development Office
16. Claudia Guerra | City of San Antonio Office of Historic Preservation
17. Cliff Zintgraff, Ph.D. | SAMSAT
18. Cynthia Teniente-Matson, Ph.D. | Texas A&M University San Antonio
19. Daniel Menelly | The DoSeum
20. David McCary | City of San Antonio City Manager's Office
21. David Newman | City of San Antonio Solid Waste Management Department
22. David Nisivoccia | San Antonio Housing Authority
23. David Robinson Jr. | Blueprint Local
24. David Zammiello | Project Quest
25. Dawn Dixon | Connect + Ability at Warm Springs
26. Deborah Omowale Jarmon | San Antonio African American Community Archive & Museum
27. Debra Maltz | Centro Properties
28. Edwin Blanton, PhD | Texas A&M University San Antonio
29. Elisabeth Reise | Goodwill San Antonio
30. Eloisa Portillo-Morales | National Resources Defense Council
31. Emily Calderón Galdeano, Ed.D. | UP Partnership
32. Erica Hurtak | San Antonio Economic Development Foundation
33. Eugene Dawson | Pape-Dawson
34. Gina Amatangelo | University of Texas at San Antonio
35. Ginny Funk | Alzheimer's Association
36. Gregory Casillas | Thrive Youth Center
37. Hannah Santiago | Cambridge Systematics, Inc.
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