

# El Buen Samaritano

## Strategic Plan

October 1, 2021 – September 30, 2025



## **Vision**

A community where everyone feels welcome, enjoys a sense of belonging and has a full opportunity to strengthen our community and reach their highest potential.

## **Mission**

El Buen Samaritano, an outreach ministry of the Episcopal Diocese of Texas serving the Latino community of Central Texas, is committed to recognizing the dignity of all by ensuring access to healthcare, education and essential needs that lead to healthy, productive and secure lives.

# Guiding Principles

For more than 30 years, El Buen has been a trusted community partner serving and addressing the physical, social, spiritual, and emotional wellbeing of Latinos. As a mission of the Episcopal Diocese, we embody our values to love our neighbors by playing a vital role in partnership with others to improve health access, health outcomes, economic stability, and academic attainment with and for Latinos.

During our current period of organizational transformation and as we operate in a climate of instability and uncertainty, we are committed to deepening accountability and collaborative practices that disrupt the status quo and create systems that amplify the success of our community. The challenges are many and these too bring opportunities to serve. We are optimistic about seizing the moment and advancing our efforts to build healthy, resilient, and vibrant communities. To this end, over the next three years, we will transform ourselves and our community by:

- 1) Being a bridge to resources and opportunities that lead to healthy, productive and secure lives.  
*We believe that access to quality education, health, spiritual connections, and economic opportunities nurtures our neighbors' dreams to reach their highest potential.*
- 2) Advancing equity and policies that recognize the dignity of all and reinforce social and economic prosperity and generational success.  
*We believe that we are co-creators with community in the advancement of policies and strategies that are necessary for parity and mutual prosperity.*
- 3) Leading system-level transformation through a social justice framework that dismantles inequalities experienced by Latinos.  
*We believe in collaborative inclusive leadership that promotes equity, community inclusion, and accountability to transform systems and policies that disproportionately impede Latinos' access to education, health, and economic opportunities.*
- 4) Holding ourselves accountable to community and future generations  
*We believe that God calls us to steward assets and relationships for significant impact; to be trustworthy, compassionate, and courageous in advancing transformation; and to invite and prepare the next generation to share in leadership.*

# Strategic Goals

To accomplish this, over the life of the strategic plan, El Buen will:



## Data and Evaluation

Measure and critically examine impact at the individual, organizational and systems levels using meaningful data and information management systems to improve and inform our practice, policies, and service delivery.



## Sustainability

Develop the financial and leadership resources to fulfill our organizational vision.



## Programs

Provide culturally responsive programs and services that elevate economic and educational opportunities and access to health in the Latino community.



## Organizational Infrastructure and Capacity

Reinforce our organizational infrastructure and capacity by investing in administrative, programmatic, governance, talent and technological resources that support our mission.



## Marketing and Communications

Communicate clearly and transparently with funders, partners, and the families we serve as we work to encourage action based on their trust in our value, contributions, and impact.



## Systems Leadership & Collaboration

Leverage cross-sector partnerships through collaborations that advance equity and access to health, social, spiritual, educational, and economic resources.

# Strategic Goals, Key Performance Measures & Goals

## Strategic Plan Timeline: Oct 2021 to Sept 2025

### Data and Evaluation

**Strategic Goal (A broad primary outcome):** Measure and critically examine impact at the individual, organizational and systems levels using meaningful data and information management systems to improve and inform our practice, policies, and service delivery.

**Key Performance Measures (Provide indications that results or desired outcomes are being achieved):**

1. 100% of programs have identified outcome and impact data metrics and follow data governance protocols to identify, collect, analyze, and report on their data.
2. El Buen will establish a data warehouse system as a central repository of integrated data across programs which will be used for reporting, analysis, and evaluation of program outcomes and impact.
3. Leadership and staff can access real-time, valid and reliable data via a centralized data warehouse to inform strategy, organizational decisions, and community impact.

**Goals (The approach you take to achieve a strategic goal):**

1. 100% of programs will outline an organizational theory of change process that ties program goals to client needs and resources required to create impact.
2. Establish a Data Governance System that gathers valid, reliable, and actionable data to develop and guide our mission strategies.
3. Foster a continuous learning data driven culture that includes ongoing data monitoring, quality review, and monthly staff training and feedback on data collected.

## Sustainability

**Strategic Goal (A broad primary outcome):** Develop the financial and leadership resources to fulfill our organizational vision

**Key Performance Measures (*Provide indications that results, or desired outcomes are being achieved*):**

1. From a base of \$1,050,000, increase El Buen's major donor and corporate funding annually by 15%.
2. Establish a planned giving program as part of El Buen's fundraising portfolio.
3. Develop a comprehensive development and communication department that includes right size and staffing to support fundraising and marketing goals.

**Goals (*The approach you take to achieve a strategic goal*):**

1. Diversify El Buen's funding strategies to include value-based reimbursement, major donor, corporate sponsorship, planned giving, and government grants at the federal, state, and local levels.
2. Grow diverse restricted and unrestricted funding portfolio.
3. Board and staff contribute to a culture of philanthropy grounded in a social justice framework.

**Program**

**Strategic Goal (A broad primary outcome):** Provide culturally responsive programs and services that elevate economic and educational opportunities and access to health in the Latino community.

**Key Performance Measures (Provide indications that results or desired outcomes are being achieved):**

1. Establish a Coordinated Care Network that allows us to facilitate comprehensive services, including close-loop referrals and social determinants of health interventions as part of our collaboration with Lone Star Circle of Care, serving 400 individuals per year.
2. Create access to health, education, and basic needs by providing comprehensive wrap around family services to 11,000 unduplicated clients per year.
3. Adult education services increase opportunities for workforce development.

**Goals (The approach you take to achieve a strategic goal):**

1. Establish health access and promotion programming using a coordinated care network approach and building on the lessons learned from the LSCC-EB collaboration planning and pilot. (Coordinated System of Care)
2. Develop comprehensive dual generation educational programming that implements a “cradle to contributor” model including early childhood education, out-of-school programming from elementary to high school, and adult education and workforce development. (Education & Workforce)
3. Expand and diversify access to food throughout Austin food deserts and surrounding areas through diverse partnerships and a mobile pantry. (Food Access)
4. Partner with others and secure additional funding to increase opportunities for access to economic support for families experiencing financial challenges. (Economic support)

## **Organizational Infrastructure and Capacity**

**Strategic Goal (A broad primary outcome):** Reinforce our organizational infrastructure and capacity by investing in administrative, programmatic, governance, talent and technological resources that support our mission.

### **Key Performance Measures (Provide indications that results, or desired outcomes are being achieved):**

1. All administrative functions (finance, HR, facilities, contracts, development, communications, board affairs) are outlined, regularly reviewed and updated, and accessible to staff in a central electronic system.
2. An organizational structure is in place to sustain the administrative, development, programmatic, technological and data analytics departments.
3. Assess needs for expansion and growth and develop a 5–10-year campus building(s) strategy and possible recommendations for a capital campaign.
4. Staff at all levels has opportunities to engage in professional development that strengthens their core competencies through long-term talent development and short-term succession plans.

### **Goals (The approach you take to achieve a strategic goal):**

1. Establish an administrative process that outlines policies and procedures for how core administrative functions are implemented and directed.
2. Recognizing that El Buen is both established and changing, develop an organizational staffing structure that supports administrative and programmatic services.
3. Develop short-term (3 years) and long-term (10 years) building infrastructure and capacity recommendations including investment and key considerations.
4. Invest in the professional development and growth of staff by implementing a staff development plan with opportunities for regular training, coaching and mentorship to ensure a culture of continuous learning and leadership development.

## Marketing and Communications

**Strategic Goal (A broad primary outcome):** Communicate clearly and transparently with funders, partners, and the families we serve as we work to encourage action based on their trust in our value, contributions, and impact.

**Key Performance Measures (Provide indications that results or desired outcomes are being achieved):**

1. 100% of board and staff can clearly articulate El Buen's vision, mission, impact and critical social justice and social determinants of health affecting the Latino community.
2. Updated external organizational website that informs partners, funders, volunteers, and clients about our services, value contribution, and other activities.
3. 100% of visitors to our website will be able to access the latest information on El Buen's impact, programs, calendar of events, and how to get involved by donating or volunteering.

**Goals (The approach you take to achieve a strategic goal):**

1. Streamline a process for communicating with clients, partners, volunteers and donors, and identify technology to support it.
2. Create strategies to ensure El Buen's partners have a clear understanding of the organization's programming and theory of change to increase referrals.
3. Research communication and marketing best practices to build brand awareness and develop a diverse and comprehensive communication plan through strategies such as tailored advertising, social media community engagement, and local partnership groups.
4. Provide training to El Buen staff, volunteers, and Board of Directors to ensure clear understanding of the organization's brand, theory of change, programs, and impact in the community and the resources to be advocates of El Buen in the community, with partners and with clients.

## Systems Leadership & Collaboration

**Strategic Goal (A broad primary outcome):** Leverage cross-sector partnerships through collaborations that advance equity and access to health, social, spiritual, educational, and economic resources.

**Key Performance Measures (Provide indications that results or desired outcomes are being achieved):**

1. At a systems level, El Buen regularly collaborates with government, nonprofits, funders, and community to advance equity and access in education, access to health, and basic needs.
2. Formal, strategic cross-sector partnerships are established that focus on addressing disparities in education, access to health, and economic advancement.

**Goals (The approach you take to achieve a strategic goal):**

1. Amplify impact in education and health disparities through critical community partnerships that advance our mission.
2. Develop multi-level community engagement strategies to include formal cross-sector partnerships and systems level agreements with critical partners.

### GLOSSARY OF TERMS:

- **Strategic Goal:** The outcome you hope to achieve. This needs to be a single sentence/statement that clearly articulates what you look to achieve.
- **Key Performance Measure (KPM):** The metric to let you know how you are doing working towards your overall strategic goal but anchored in your specific goals. Often defines the outcome or “to what end” the action is driving.
- **Goals:** Prescriptive plans or methods to achieve your overall strategic goal.