

MISSION

(our daily purpose):
To partner with youth,
adults, families, and
communities to reach
their full potential.



VISION

(our ideal future):
Opportunity, Equity
and Well-Being for
all San Diegans.

VALUES

WHAT WE STAND FOR

EMPOWERING YOUTH-LED, FAMILY-LED AND COMMUNITY-LED SOLUTIONS

CHAMPIONING DIVERSITY & INCLUSION THAT ADVANCES EQUITY

STANDING SHOULDER TO SHOULDER IN PARTNERSHIP

BRIDGING GAPS & CREATING OPPORTUNITIES

BELIEVING IN THE INTEGRITY OF ALL

LEADING WITH TRUST & CREDIBILITY

STRATEGIC PRIORITIES

2022 - 2025

STRENGTHENING OUR COMMUNITY RESPONSE

1) Equity, Diversity and Inclusion: We will ensure that equity, diversity and inclusion actions are visible and broadly inclusive, to produce structural, anti-racist changes within SAY San Diego, across our spheres of influence, and in the systems and communities where we work.

SAY San Diego is well positioned to do more to “live out” our values and to lead in the mission of expanding and advancing Equity, Diversity and Inclusion.

2) Communications: We will strengthen and support all staff, board members and partners to confidently talk about SAY San Diego’s overall results and mission.

“If you don’t know it, you can’t show it.”
Build one team, with one voice, ensuring that the community knows we’re here, our impact, and what we have to offer.

3) Leveraging Resources: We will improve whole person/whole family care by implementing a SAY San Diego resource and referral hub.

SAY San Diego is complex, so it is difficult for staff and the public to know the details of all the ways that we can assist youth and families. We seek to expand access to everything we have to offer.

4) Sharing Expertise: We will actively share staff expertise in healthy living and healthy relationships across our communities, partners and workforce.

SAY has substantial, growing expertise in areas of healthy living, wellness and healthy relationships etc. This information could benefit all who we serve and all of our employees.

ABOUT THE PLAN

SAY San Diego began to develop this plan before the global Coronavirus Pandemic ravaged lives and communities, and tested our resolve as a society, and before heightened racial and social justice awareness and activism emanated from the killing of George Floyd by police in Minnesota underscoring the need to eradicate ongoing brutal injustices. These events changed us at a heart level, as individuals and as an organization. These are more than matters of rising to the occasion as individuals, they call on us to be even more conscious and conscientious of the larger role SAY San Diego can play in creating social good, building on our 50 years of community service and leadership.

In this plan, we rise to new challenges. We also seek to deeply reflect on our own practices, to stay open to feedback and fresh thinking, be dedicated to increasing our impact, and focused on strengthening all of the ways we can, with grit, grace and humility, do better to promote our vision, mission and values.

WHY THESE STRATEGIC PRIORITIES?

The plan captures ideas and input from hundreds of staff, program participants, board members, partners and stakeholders.

GUIDING PRINCIPLE:

The plan calls for organization-wide action, led by staff from all roles, programs and units. This cross-programmatic/cross-unit approach is designed to pull together individuals and programs so that we become **greater as a whole than the sum of our parts.**

INVESTMENTS:

To truly move forward, the work requires investment of staff time and targeted financial resources from the organization. Therefore, new staff and consultants will be employed to facilitate progress. Staff time to work on the plan will be supported and celebrated.

ANNUAL ACTION PLANS:

To be authentically staff driven we will support shared ownership of the actions and our progress on strategic priorities. All staff will have opportunities to learn about the plan, and to brainstorm actions and goals. Staff-driven leadership teams will be given time and support to develop annual action plans based on this input, based on SMART goals. As objectives and goals are achieved, they will be recognized for all to see!