Every Texan

Strategic Plan
2022-2027

Adopted July 2022

Mission

Every Texan strengthens public policy to expand opportunity and equity for Texans of all backgrounds.

Core Values

Community

We believe in the power of community and a responsibility to care for one another.

Vision

Our day-to-day work is grounded in a unified, long-term vision for Texas.

Equity

We pursue fair and just policies that lead to more equitable outcomes.

Learning

We foster a culture of learning, evaluation, and knowledge sharing.

Grit

We work steadily with passion, conviction, and perseverance. We are unshakeable.

Truth

We tell the unvarnished truth based on well-researched facts and unbiased data.

Theory of Change

Every Texan is part of an ecosystem of advocacy organizations across Texas with a shared vision of a state where every Texan can thrive. We collaborate with our partners to build power and leadership alongside communities of color and people with low incomes. Regardless of race, gender, background, or what zip code is home, we believe all Texans have the power of voice and action to improve our daily lives and conditions.

We are critical players in the existing advocacy ecosystem. Our partners recognize our policy research and data analysis expertise, and value our specialized contributions to advancing key legislation and policy changes.

We use our unique expertise and resources to engage with everyday Texans, and to enhance communication and legislative and grassroots advocacy of our partners where needed, to ensure that we are collectively reaching the most important decision-makers to successfully pass or defend policies that improve the lives of Texans from all backgrounds. We seek to shift power from the elite few by advancing policies that invest in our people.

Our theory of change reflects the key ways Every Texan works within the advocacy ecosystem in Texas. In our work, we strive to internally model the values and policies we advocate for externally. We celebrate being a Black- and Brown-led led organization in pursuit of a just, multiracial democracy for our state.

Every Texan uses three pillars of activities and action to achieve identified outcomes and impact. These pillars are equally important and are in no particular order, below. We expound on community engagement as this pillar is newer to our work in recent years.

Community Engagement

We practice community-driven decision-making, and we work actively to shift power from the powerful few to everyday Texans of all backgrounds.

Our advocacy centers on the perspectives of people who are most affected and we prioritize the leadership of Black- and Brown-led organizations. We identify policy priorities in direct collaboration with the community, and through coalitions and partners with member bases.

Every Texan works to maintain and build strong connections to grassroots efforts, without duplicating what our partners do or detracting from our unique core competency of research and policy.

To strengthen public policy and achieve the most equitable policy outcomes, we listen and we ensure the communities, coalitions, and campaigns we engage with are well-resourced and organized. We leverage our expertise and resources to support effectiveness and success.

When there isn't an existing or strong coalition for an issue area that is a priority for communities of color and people with low incomes, we support efforts to co-create new coalitions.

We oppose the "zero-sum" mentality that assumes when one group benefits from a policy, another group must pay. We raise questions, encourage listening, and support conversations among our partners to ensure people of color and those who are most impacted by the policies lead our collective work and decision-making.

Research and Data

We provide expert qualitative and quantitative research analysis and accessible data visualization to strengthen policies and campaign communications. We connect the community members, coalitions, and campaigns we work with to our analysis and expertise.

Every Texan experts provide reliable, timely, credible, and accessible data for all of our issue areas. We humanize our policy research and apply a racial and socioeconomic lens to shape solutions and narratives.

Legislative Advocacy and Communications

Every Texan delivers the communication and legislative tools, resources, strategy, and information our partners need to enhance their advocacy capacity. We listen to understand what our partners need. We educate the public and policymakers on the potential outcomes and impact of proposed legislation to support choices that benefit all Texans, regardless of race, class, gender, or any other factor.

We educate the public and policymakers on particular policies. Every Texan and our partners strategically help the ultimate decision-makers, whether it's the public or policymakers, to make choices that benefit all Texans, regardless of their race, class, gender, or any other factor.

We acknowledge that this framework is aspirational and each policy area is in different places today in terms of fully embodying the desired outcomes listed below.

Approach to Advancing Equity

Every Texan's commitment to equity, with a focus on race and class, is part of the legacy and values handed down from its founders, The Benedictine Sisters of Boerne, Texas.

In 2016, Every Texan formed a Race Equity Working Group, an internal, cross-departmental team that leads strategic efforts to deepen and realize the organization's commitment to equity. Every Texan's race-conscious, targeted approach to advancing equity offers the specificity necessary for making the greatest impact while creating processes to address inequities in all forms, including class and gender. This focus reflects an understanding that race is a driving force of systemic inequities. Racism costs all of us.

This approach to advancing equity is explicit about race, not exclusive to race.

In 2022, the organization added a full-time position, the Director of Equity and Learning, responsible for putting equity into practice across the organization. A critical step in this work includes ensuring shared language across the organization.

At Every Texan, equity means that policies, procedures, programs, and the distribution of resources account for the varied histories, challenges, and needs of the people we serve. Equity differs from equality, which treats everyone the same despite disparate life outcomes. In Texas, where the population is majority people of color, racial disparities remain deep and pervasive across indicators. Racial equity is achieved when race does not determine or predict a person's life outcomes.

Opportunities to advance equity exist both internally across Every Texan's operations and programming and externally in the public policy the organization seeks to influence.

In each of these areas, Every Texan challenges the myth that equity is a zero-sum game—investing resources in one group of people at the expense of another. Rather, race-conscious, targeted public policies—informed by and serving communities of color and people with low incomes—better serve Texans of all backgrounds.

> For example, research shows that the lack of federal Medicaid Expansion disproportionately affects Hispanic adults. Of the 1.5 million uninsured Texas adults who could enroll under a Medicaid Expansion, 57% are Hispanic. Medicaid Expansion is further linked to reduced medical debt and collections, increased credit scores, lower over-limit credit card spending, and reduced evictions, bankruptcies, and wage garnishments.

In this way, advancing racial equity will make the biggest impact in ensuring all Texans are healthy, educated, and positioned to socially and economically thrive.

Every Texan focuses on our shared humanity, calls out intentional division, and works to dismantle systemic inequity. We urge all Texans to unite in our shared values and join together to demand that our government and economy work for all of us, not just the powerful and wealthy few. We reject attempts to divide and conquer; we choose abundance over scarcity. We put people first.

EVERY TEXAN

Goals by Strategic Direction

We collaborate with organizations, leaders, and everyday Texans to advocate for equitable public policy together.

1. Develop shared agendas for research and advocacy across coalitions, informed by Texans disproportionately affected by inequities

2. Exchange knowledge to better understand current conditions and the potential for public policy

3. Serve as a national model for a nonprofit that puts its values into practice, including unionization and advancing equity

We produce research and public policy recommendations to improve the lives of all Texans.

4. Increase understanding of current conditions and the potential for public policy to affect them

5. Equip organizations, leaders, and everyday Texans with the information necessary to access resources and advocate for equitable public policy

We influence policymakers to pass and defend equitable public policy.

6. Elevate the urgency and significance of advancing racial equity

7. Strengthen the capacity of policymakers to advance racial equity through public policy

We ensure the health and sustainability of our organization.

8. Cultivate a committed team with deep policy, equity, and community engagement expertise

9. Cultivate a committed and engaged board

10. Strengthen financial sustainability, including through partnerships with donors and funders whose values align with Every Texan's

Outcomes

Short-Term Outcomes

1. Every Texan board and staff are aware of the historic and systemic barriers to achieving racial equity through public policy in Texas, and understand that public policy advancing racial equity improves life outcomes for all Texans.

2. Every Texan board and staff are aware of impact of current federal, state, and local policies on communities of color and people with low incomes in Texas.

3. Every Texan board and staff are aware of race-conscious, systems-focused communication strategies to advance racial equity in public policy.

4. Organizations, leaders, and everyday Texans are aware of the resources and research Every Texan produces.

5. Policymakers are aware of the significance of public policy to advancing racial equity to improve life outcomes for all Texans.

6. Policymakers are aware of how to advance racial equity in public policy.

Intermediate Outcomes

1. Every Texan is a trusted source of information for organizations, leaders, and everyday Texans advocating for public policy and racial equity in Texas.

2. Growing coalitions of organizations, leaders, and everyday Texans advocate for equitable public policy with a shared agenda.

3. Every Texan, alongside collaborating organizations, leaders, and everyday Texans, effectively communicate about the impact of public policy on communities of color and people with low incomes.

4. Elected officials—at the local, state, and federal level—increasingly create, advocate for, and pass race-conscious, equitable policies.

Long-Term Outcomes

1. Public institutions are accountable to all Texans, including communities of color and people with low incomes.

2. Texans trust that public institutions are responsive to their needs.

3. Race no longer predicts or determines the life outcomes of Texans.

4. Texans are healthy, educated, and positioned to socially and economically thrive.

Glossary

Mission

The mission articulates the organization's purpose in a single compelling sentence.
Think: why does Every Texan exist?

Core Values

Core values reflect the beliefs collectively held by the Every Texan team. They answer, "How do we show up in the work?"

Strategic Direction

Strategic direction serves as a guiding framework for how Every Texan achieves its mission. The directives provide decision-making guidelines and allow for adaptability in priorities and programs. The directives answer the question, "What does Every Texan do?"

Goals

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

Outcomes

Outcomes define changes that will take place because of Every Texan's work. They are the changes, benefits, learning, or other effects that happen as a result of our work. Outcomes are defined through short-term shifts in learning, intermediate shifts in action, and long-term shifts in conditions.

Every Texan

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