

Greater Opportunities. Better Lives.

2024-2027 STRATEGIC PLAN | ESCAMBIA CHILDREN'S TRUST



“

**There can be no keener
revelation of a society's soul
than the way in which it
treats its children.”**

Nelson Mandela

This report was created by
Pensacola-based integral strategic
planning firm, *idgroup*, for the Escambia
Children's Trust.

Letter from the Chair

We are pleased to present the 2024-2027 Strategic Plan for Escambia Children’s Trust. We have titled this plan, Greater Opportunities. Better Lives., to reflect the vision and our commitment to the children of our community. This statement sums up what this is all about and provides a singular focus for our destination. The following plan is our roadmap for getting there.

This strategic plan was shaped by a research and planning process which spanned a year and engaged a cross section of stakeholders in Escambia County. It builds on the foundations of what has been achieved since receiving voter approval in 2020 and reflects the hopes and aspirations of the citizens of this community—pushing us forward to the future we envision.

We are grateful for the community members, civic and business leaders, and Escambia Children’s Trust staff and Board Members who contributed to this report.

The following six areas of strategic focus will serve as our guideposts:

- 1. Unified Leadership.** We will work collaboratively at all levels of leadership to demonstrate unified support for advancing the mission and values of the organization.
- 2. High Quality Outcomes for All Children.** We will direct efforts and funding toward measurable outcomes that close opportunity gaps.
- 3. Continuous Learning & Improvement.** We will embrace a multi-faceted approach to driving organizational learning and continuous improvement.
- 4. Community Education & Coordination.** We will support the convening, connection and capacity-building of high-quality children’s programs and services.
- 5. Operational Excellence.** We will support performance tied to organizational growth and development.
- 6. Public Engagement and Advocacy.** We will build a community of advocates through effective communications and storytelling.

After reading this plan, we hope you are as optimistic as we are about the evolution of Escambia Children’s Trust and the future we are building for the children of our community.

**Our children are depending on us.
Failure is not an option.**



Tori Woods

Tori Woods
Escambia Children's Trust Board Chair

Escambia Children's Trust Board Members

This stakeholder engagement-based research and strategic planning process was conducted under the guidance of the Escambia Children's Trust Board of Directors.



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Acknowledgements

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“

Let us put our minds together and see what life we can make for our children.”

THATANKA IYOTAKE
aka Sitting Bull

REPORT STRUCTURE OVERVIEW

01 INTRODUCTION

Provides context for the project background, focus and outcomes of this research.

p. 6

02 RESEARCH DESIGN

Describes the model, process and principles used to inform the design of this research.

p. 7

03 RESEARCH METHODS

Outlines the research philosophies, data sources and project timeline.

p. 14

04 RESEARCH OUTCOMES

Provides the Identity Map, Identity Narrative and Integral Strategic Plan.

p. 17

05 CONTINUOUS IMPROVEMENT

Describes the intention for this to be a living plan over the three-year timeline.

p. 31



PART I. INTRODUCTION

The Escambia Children’s Trust stands as a symbol of commitment from Escambia County’s citizens to the future of its children. Through a remarkable effort from a diverse and dedicated group of community members, the Trust was voted into existence at the end of 2020. In the following two years, the organization organized a board, hired staff, created a needs assessment and began awarding funding to projects identified as filling those needs.

In 2023, the Trust hired an external partner to develop a three-year strategic plan to advance the organization’s mission.

The strategic plan presented in this report grew out of a multi-stage research process that engaged voices of a cross-section of community members, civic and business leaders, and Escambia Children’s Trust staff and Board Members. The research process focused on uncovering and clarifying Escambia Children’s Trust Identity Map and Identity Narrative while revealing the organization’s core strengths and aspirations for the future.

Building on the research findings, the Escambia Children’s Trust Board Members and the Strategic Planning team worked collaboratively to develop a strategic plan focused on aligning the organization’s performance and perception with its identity. Through this work, goals and key performance indicators were identified and organized

into six areas of strategic focus which will guide the organization toward achieving its vision that all children in Escambia County will have better lives and greater opportunities for success.

The most important outcome of the strategic planning process is to reinforce the bond of trust between the organization and the community by engaging the voices of stakeholders in shaping, sharing and living a story that will unleash the full potential of this organization’s impact.

The major deliverables include an Identity Map, Identity Narrative and the Integral Strategic Plan. The Identity Map clarifies and builds on the purpose, values, vision and mission set in the first years of the organization. The Identity Narrative reflects the elements of the Identity Map and turns them into the story of the organization. The Integral Strategic Plan lays the roadmap for living that story over the next three years.

During the next phase of this process, the Executive Director will work with each Board of Directors Committee to add actions and metrics to each of the identified objectives.

We appreciate your participation in this journey and your ongoing support in creating greater opportunities and better lives for the children of our community.



PART II. RESEARCH DESIGN

HOW DID WE APPROACH
THIS PROJECT?

This strategic plan is intended to provide Escambia Children's Trust with an aspirational, yet actionable, path toward creating positive outcomes and increasing the well-being of the children of our community. The research design is informed by the Organization-Brand Ecosystem Model and is guided by the narrative-based, From the Core™ research and strategy development process. These produce the findings which are then developed into the Identity Map, Identity Narrative and Integral Strategic Plan.



IN THIS SECTION:

01. ORGANIZATIONAL LIFE CYCLE
02. ORGANIZATION-BRAND ECOSYSTEM MODEL
03. FROM THE CORE™ RESEARCH AND STRATEGY DEVELOPMENT PROCESS

01. Organizational Life Cycle

Each research process begins with an evaluation of where the organization is in its development. The Organizational Life Cycle (Figure 1) illustrates common stages and challenges organizations must plan to overcome as they grow. Integral Strategic Plans are crafted to support the organization's movement from one stage of development to the next. For the purposes of this plan, Escambia Children's Trust is characterized as an early-stage organization in its "Infancy."

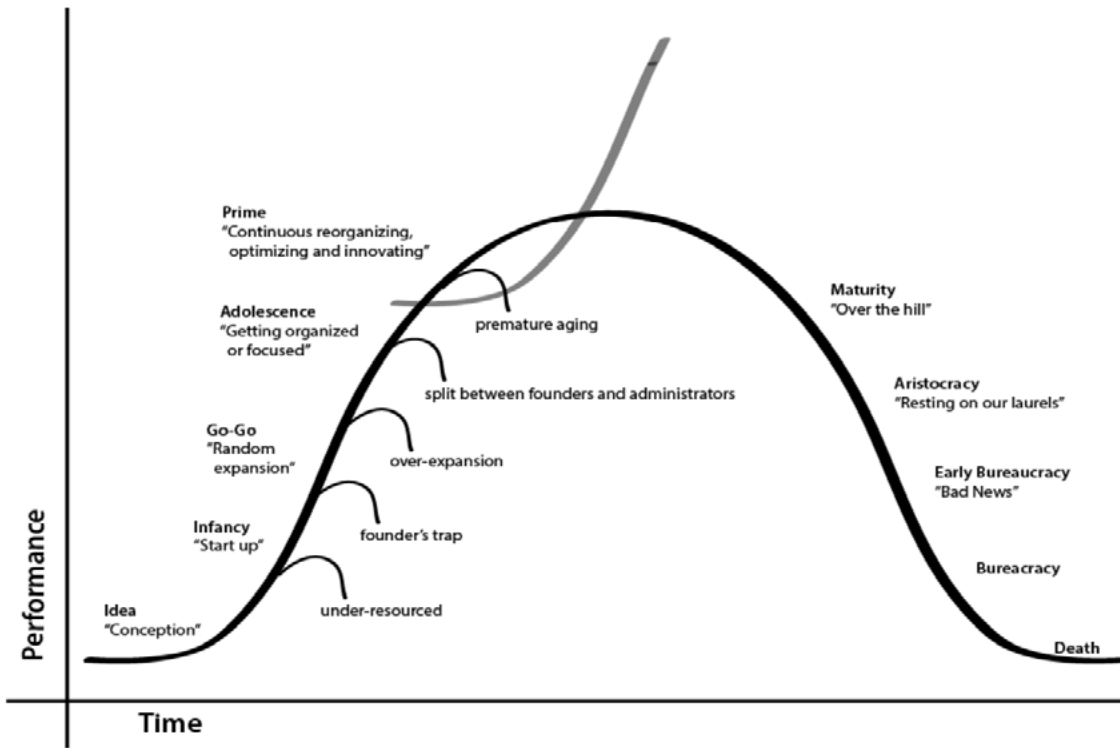


FIGURE 1: ORGANIZATIONAL LIFE CYCLE MODEL (ICHAK ADIZES ADAPTED BY HELEN MAUPIN)



02. Organization-Brand Ecosystem Model

Building on the principles of Systems Theory, we believe organizations thrive and grow when they function as an interconnected whole. On the other hand, lack of alignment creates disconnected and dysfunctional organizations that struggle to reach their full potential.

The Organization-Brand Ecosystem Model (Figure 2) developed by *idgroup* reflects the importance of aligning the organization's identity narrative, image and culture to advance the vision and reputation of the organization. This view of organizations rejects siloed planning in favor of a whole systems approach needed to support virtuous growth cycles.

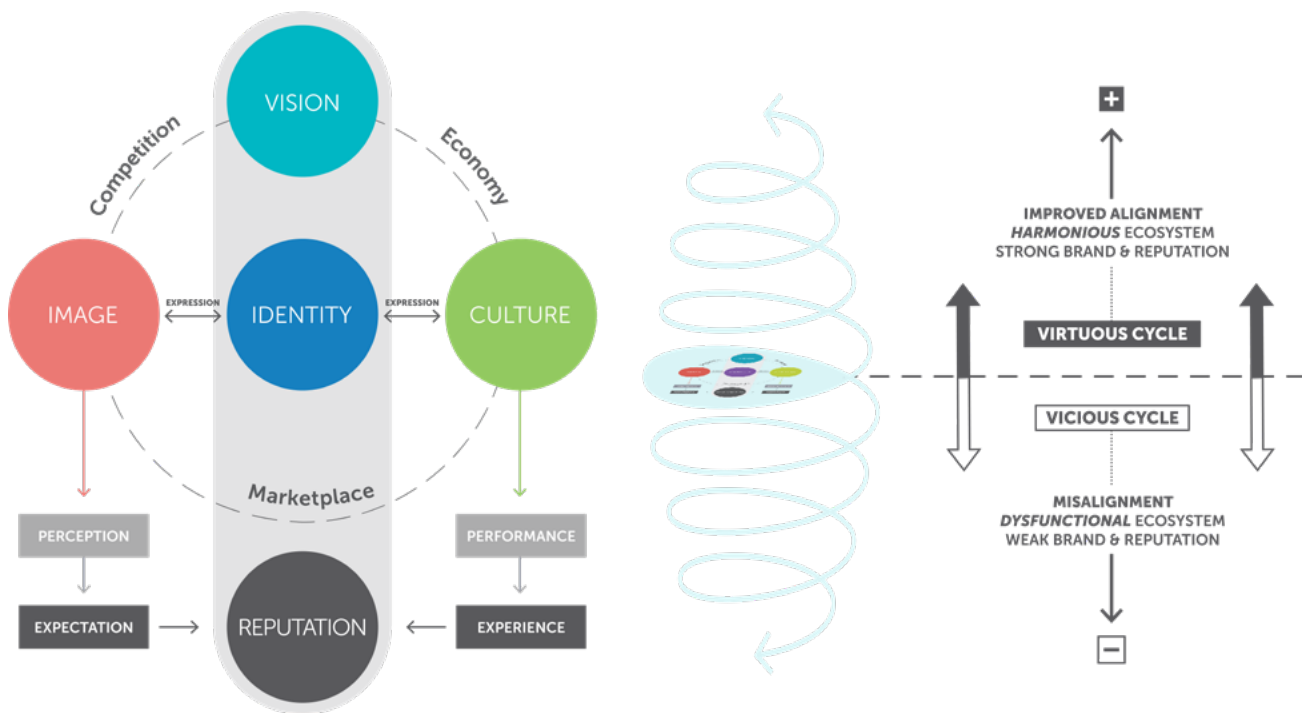


FIGURE 2: ORGANIZATION-BRAND ECOSYSTEM MODEL

Systems Theory refers to the study of social or organizational systems and their components, and focuses on understanding how individual parts of a system affect the function of that system.

03. From the Core™ Research and Strategy Development Process

From the Core™ is a multi-stage research and strategy development process that unleashes the positive potential of an organization (Figure 3). The process guides the creation of a collective vision and path toward the future through shaping, sharing and living the organization's identity.

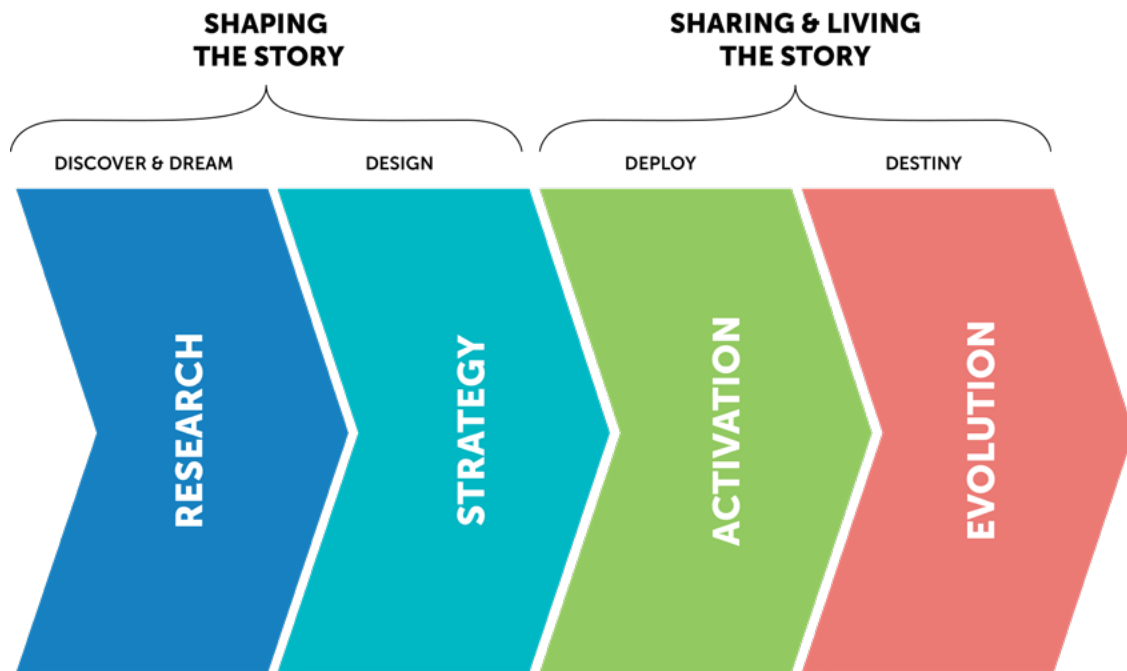


FIGURE 3: FROM THE CORE™ RESEARCH AND STRATEGY DEVELOPMENT PROCESS MODEL

RESEARCH

The process begins with Immersion Research to gain an understanding of the organization's current situation and contextual factors impacting its performance and image. This initial research informs the design and development of the Core Dialogue sessions.

The Core Dialogues are in-person gatherings that engage stakeholders in shaping the organization's identity narrative by uncovering core strengths, purpose, mission, values, and impact. Building on these storylines, participants are challenged to reach into the future to dream about the possibilities of what could be, and then turn their attention to designing a plan for transforming their aspirations into their destiny.

The outcome of the research phase of the From the Core™ process is stakeholder engagement with multiple groups, a collective vision of an aspirational future and data about how to get there.

The major deliverable from this phase is the Identity Map (Figure 4) which provides clarity about how the organization defines itself and wants to be seen by others, answering the questions that are central to its healthy growth and development: Who are we, where are we going, what impact do we want to make, and how do we want to present ourselves to the world? As such, it defines the focus of Integral Strategic Planning.

The Identity Map consists of three nested rings. The first ring is the Core, which typically remains stable over time. The second ring includes the Organization Drivers, defining how purpose and values are brought to life. The third ring consists of the elements of Expression, which defines how the organization will build trust and advocacy through communications. All three rings live within the Operating Context, which are the external factors that influence decisions.

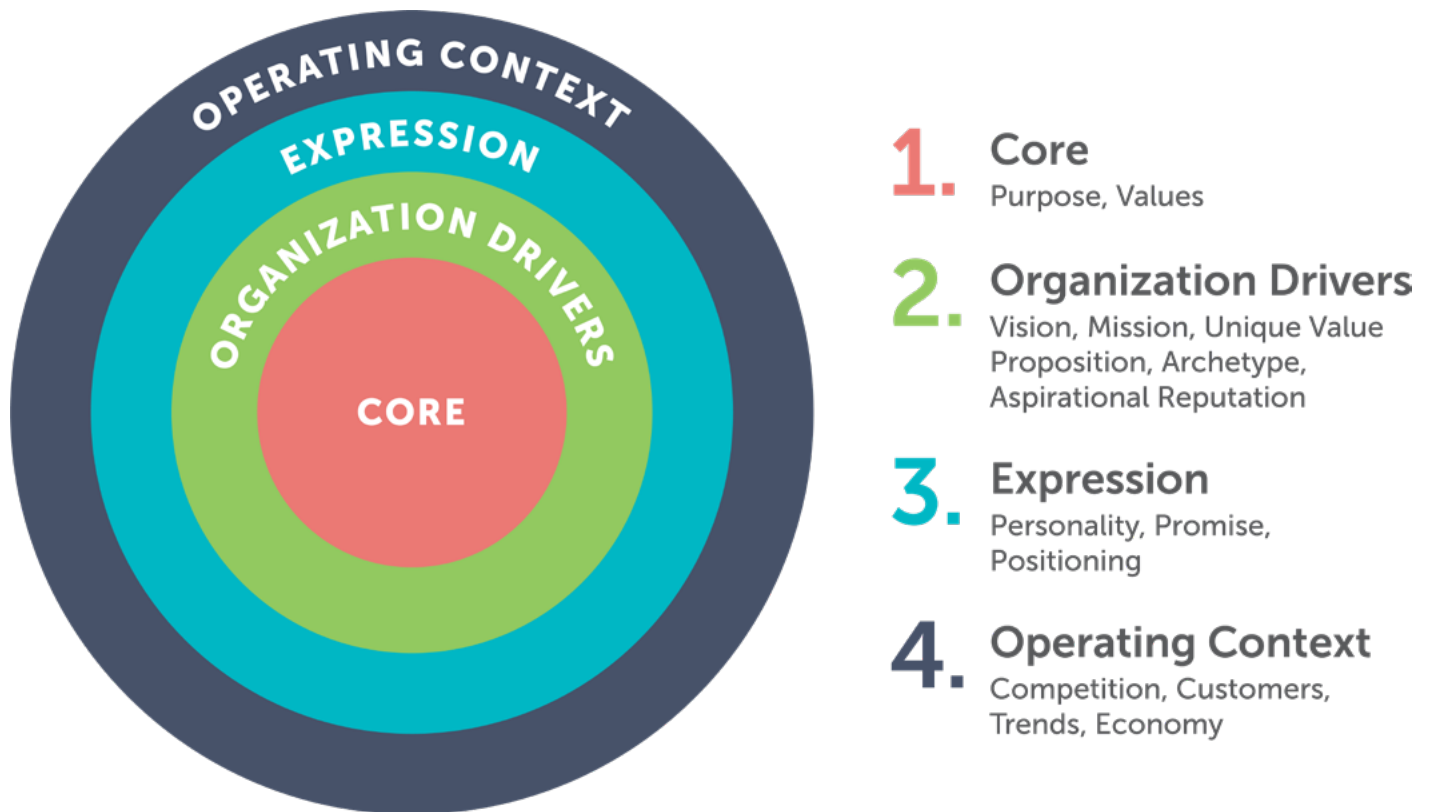


FIGURE 4: IDENTITY MAP

STRATEGY

When the research phase is complete and the Identity Map is approved, we then work collaboratively with the organization's strategic planning team to develop an Integral Strategic Plan (Figure 5) which builds on the strategic priorities identified within the research to create strategies that build trust by aligning Perceptions (what we say) and Performance (what we do). The outcome of the strategy stage of the process is a strategic plan reflecting those perspectives. The collaborative nature of this process leads to high levels of engagement and buy-in for the final plan while providing leadership with a deeper understanding of how to best align, and therefore leverage, efforts across all aspects of the Organization-Brand Ecosystem.

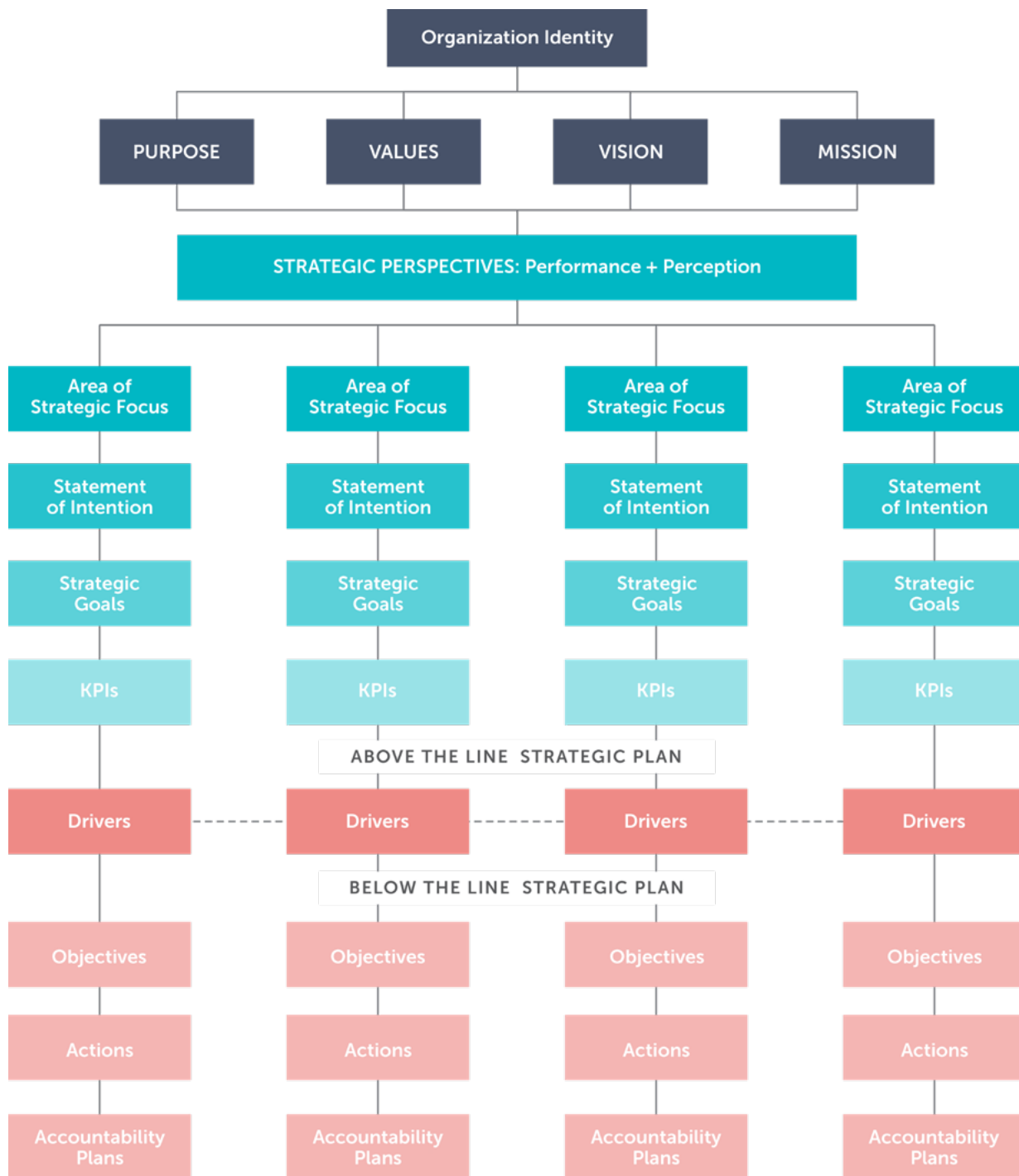


FIGURE 5: INTEGRAL STRATEGIC PLANNING OUTLINE

ACTIVATION & EVOLUTION

After the formal adoption of the Strategic Plan, it is time for action. The organization leadership is encouraged to prioritize what they would like to see accomplished in the first year. The staff can then be guided through developing short-term action plans to define how they will achieve the objectives which support those priorities. Those plans should be reviewed on a quarterly basis to ensure progress toward the overall goals of the organization.

From the Core™ Foundational Principles



THE POWER OF CO-CREATION

People will defend and protect that which they help create. In order to create buy-in across multiple levels, the From the Core™ process encourages co-creation by opening up dialogue between leadership and organization stakeholders.



THE ANSWERS ARE IN THE ROOM

This process of stakeholder engagement uncovers innovative and unlikely solutions by bringing together diverse people and perspectives to share their hopes and dreams for the organization.



FOCUS ON WHAT WORKS

Organizations move in the direction of their focus. Through engaged dialogue we uncover strengths and identify shared aspirations for the future. We unleash the organization's positive potential by focusing on what is working and leveraging these strengths to build the future we envision.



CHANGE STARTS WITH DIALOGUE

Change does not happen overnight. The From the Core™ approach works to unleash the passion of people to activate, ignite, or reinvigorate the purpose of organizations. Change starts with a dialogue and is sustained through action.

PART III. RESEARCH METHODS



WHAT TECHNIQUES DID WE
USE TO ANSWER THE RESEARCH
INQUIRY?

IN THIS SECTION:

- 01. ACTION RESEARCH AND GROUNDED THEORY
- 02. MIXED METHODS
- 03. DATA POINTS
- 04. STRATEGIC PLANNING PROCESS TIMELINE



01. Action Research and Grounded Theory

Action research is a model that leverages direct inputs from stakeholders to derive effective outcomes through collaboration.

Grounded theory is a qualitative research methodology that uncovers answers grounded in the participants' own interpretations or explanations. The grounded theory research method differs from other types of qualitative research methods in that it constructs a theory from data after it has been collected and analyzed, rather than seeking to prove or disprove a theory.

02. Mixed Methods

Findings emerged from a mix of qualitative and quantitative primary research methods. Additional context was provided through review of secondary research sources.



03. Data Points

PRIMARY

- Executive Director Discussions
- Leadership Questionnaire Survey
- Leadership and Community Dialogue Session
- Brand, Consumer, and Comparative Organizations Intelligence Report 2023
- Stakeholder Dialogue Session
- Town Hall Meeting - Molino Branch Library
- Town Hall Meeting - Brownsville Community Center
- Town Hall Meeting - Tryon Branch Library
- Strategic Planning Team Workshops
- Board Member Interviews

SECONDARY DATA: PROVIDED BY THE CLIENT

- 2020-2023 ECT Strategic Plan
- Children Services Council Impact Research
- State of Florida Children's Trust Governing Ordinances
- ECT Research Reports:
 - Community Needs Assessment
 - Core Indicator Dashboard

04. Strategic Planning Process Timeline

JUNE

2023

- Future.EscambiaChildrensTrust.org Landing Page Launched
- Leadership and Community Dialogue
- Brand, Consumer, and Comparative Organizations Intelligence Report 2023 Completed

AUGUST

2023

- Stakeholder Dialogue
- Town Hall at Molino Branch Library
- Town Hall at Brownsville Community Center
- Town Hall at Tryon Branch Library
- Future.EscambiaChildrensTrust.org Landing Page Updated
- Draft Identity Map
- Strategic Planning Kick-Off Meeting
- Strategic Planning Team Workshops
- First Draft of Goals and KPIs for each Area of Strategic Focus
- First Board Member Interviews

SEPTEMBER

2023

- Board Member Interviews Continued
- Strategic Planning Team Workshops Continued
- Revisions of Areas of Strategic Focus, Statements of Intention, Goals, and KPIs
- Board Member Review of Identity Map and Draft Strategic Plan
- Final Areas of Strategic Focus, Statements of Intention, Goals and KPIs Set
- Development of Objectives
- Insights on Actions Outlined

OCTOBER

2023

- Final Strategic Plan Document Designed for Public Rollout
- Final Strategic Plan Presented to Board of Directors for Approval
- Future.EscambiaChildrensTrust.org Landing Page Updated with Link to Strategic Plan and New Letter for Board Chair

PART IV. RESEARCH OUTCOMES



“

**In serving the
best interests of
children, we serve
the best interests of
all humanity.”**

CAROL BELLAMY

IN THIS SECTION:

- 01. ESCAMBIA CHILDREN'S TRUST IDENTITY MAP
- 02. ESCAMBIA CHILDREN'S TRUST IDENTITY NARRATIVE
- 03. ESCAMBIA CHILDREN'S TRUST INTEGRAL STRATEGIC PLAN

01. ESCAMBIA CHILDREN'S TRUST IDENTITY MAP

The Escambia Children's Trust Identity Map provides the storylines of the organization—who it is and its aspirations for the future.

■ CORE ■ ORGANIZATION DRIVERS ■ EXPRESSION

PURPOSE

Why do we exist?

A purpose statement reflects the deep motivations that propel all aspects of the organization.

Working together to improve the lives of our children.

VALUES

What guides our behaviors?

Values are fundamental truths or propositions that serve as the foundation for a system of beliefs that guide behaviors and decisions.

Integrity. We believe our children deserve an uncompromising champion dedicated to helping them thrive. Therefore, we steadfastly commit to honest, empathetic and ethical decision-making that places children at the center of all we do.

Accountability. We believe we are responsible for being good stewards of the financial investment the community is making in the Trust. Therefore, we will ensure our actions achieve measurable progress by continuously assessing, sharing and improving the performance of our organization and the programs we support.

Solution-Focused. We believe every challenge presents the opportunity to make things better. Therefore, we commit to working collaboratively to identify and implement evidence-based best practices and creative solutions. We address the circumstances faced by children in our community with an empathetic understanding of the obstacles that impede their opportunity to thrive.

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CORE **ORGANIZATION DRIVERS** **EXPRESSION**

VISION

What do we aspire to become?

The vision sets the destination an organization is striving to reach and thus serves as the focus of the organization's strategy.

All children in Escambia County will have better lives and greater opportunities for success because of the community's investment in the work of the Trust and its partners.

MISSION

What will we do to support our vision & purpose?

The mission articulates what the organization commits to doing to reach its desired future.

The Escambia Children's Trust invests in our community's future through support of high-quality children's programs and services, research, education and advocacy.

UNIQUE VALUE PROPOSITION

What do we offer that is unique and valuable to our stakeholders?

The UVP defines the unique offering provided to stakeholders that competitors cannot claim.

We close opportunity gaps by connecting the dots across the children services system. We foster high quality outcomes by leveraging our expertise and the community's investment through collaborative action among all who share our commitment to leveling the playing field for children across Escambia County.

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CORE ORGANIZATION DRIVERS EXPRESSION

ARCHETYPE

What is our persona based on human desires and values?

Archetypes reflect the assumptions, attitudes and personality traits of the organization.

Escambia Children's Trust shares the foundational traits of the Conductor as its primary archetype. This archetype demonstrates leadership, orchestrates complex situations and uses their influence to make things work better. The Conductor organizations are most successful when they are making decisions which benefit others and when they exercise power to create positive outcomes.

This primary archetype is supported by the traits of the Hero and the Sage.

Hero organizations are known for inspiring those around them and digging in when things get hard. The Hero is always willing to fight for the underdog. The research and analytical side of the Trust is expressed through the characteristics of the Sage. Sage organizations put a premium on learning and using their methodical and objective nature to understand the world.



01. ESCAMBIA CHILDREN'S TRUST IDENTITY MAP

The Escambia Children's Trust Identity Map provides the storylines of the organization—who it is and its aspirations for the future.

CORE **ORGANIZATION DRIVERS** **EXPRESSION**

ASPIRATIONAL REPUTATION STATEMENT

How does our organization wish to be perceived by others?

The aspirational reputation statement articulates the beliefs we want others to hold about our organization.

Escambia Children's Trust is a respected leader, inclusive collaborator and trusted steward of resources known for orchestrating transformational impact for the children of Escambia County.

PERSONALITY

What image do we want to project?

The personality paints a picture reflecting the desired voice and traits of the organization.

We are driven by our deep commitment to orchestrating solutions to the challenges faced by children. We prioritize trust as we tirelessly work with fairness and transparency to assemble a mosaic of solutions for children who have to fight a little harder to reach their full potential. We inspire others with our resiliency, and forward-thinking attitude. People feel included in our mission, because we are dedicated to working collectively to deliver successful outcomes for children across our community.

Personality Descriptors:

- Trustworthy
- Resilient
- Forward-thinking
- Engaging
- Committed
- Fair
- Success-oriented
- Transparent
- Collaborative
- Convenor
- Inclusive

01. ESCAMBIA CHILDREN'S TRUST IDENTITY MAP

The Escambia Children's Trust Identity Map provides the storylines of the organization—who it is and its aspirations for the future.

 CORE  ORGANIZATION DRIVERS  EXPRESSION

PROMISE

What can consumers expect from our brand across all touchpoints?

The promise defines the quality and experience exhibited during interactions.

At all times, and in all interactions, we engage in meaningful dialogue to understand the needs of those we serve. We use our resources, knowledge and ability to connect people to identify and support impactful solutions that benefit children.

POSITIONING STATEMENT

What value will we communicate versus other options available?

The positioning statement is a brief description of how the organization fills the particular needs of its stakeholders.

On behalf of the taxpayers and in service to the children, we orchestrate transformative, high-quality outcomes by leveraging our expertise and the community's investment. Our unique position as a publicly funded Children's Trust, positions us to identify and support quality programs, facilitate collaboration and encourage creative solutions among all who share our commitment to leveling the playing field for children across Escambia County.

02. ESCAMBIA CHILDREN'S TRUST IDENTITY NARRATIVE

The Identity Map is translated into the organization's Identity Narrative—a co-created story about “who we are and where we are going.” The narrative is further activated through the Integral Strategic Plan.

We are steadfast champions of the children in our community.

Standing united, Escambia Children's Trust is a symbol that we can, and we will, build a brighter future for our children. We have a great responsibility to that future, where all children in our community will have better lives and greater opportunities for success.

Through our support of evidence-based, high-quality children's programs and services, research, education and advocacy, we orchestrate transformative outcomes that benefit our children and in-turn, the future of our community. It is this demonstrated commitment that earns us the reputation as a respected leader, inclusive collaborator and trusted steward of resources.

Our forward thinking spirit and empathetic attitude motivates us as we engage in meaningful dialogue to understand the needs of those we serve. We prioritize trust as we tirelessly work with fairness and transparency to assemble a mosaic of solutions for children who have to fight a little harder to reach their full potential.

As system optimizers, dot connectors and solution finders, we remove barriers, close opportunity gaps and improve the flow of communication and resources to strengthen the impact of our partners. We believe in collaboratively addressing challenges through innovation while continuously assessing, sharing and improving our performance. Our dedicated team ensures our deep well of resources is structurally sound and sustainable for generations to come.

The approval of the Children's Trust was a watershed moment for the children of Escambia County. A turning point that will make a difference today and for future generations.

Every investment matters. Every child matters. Every future matters to all of us.

03. ESCAMBIA CHILDREN'S TRUST INTEGRAL STRATEGIC PLAN

The following areas of strategic focus will serve as guideposts over the next three years – defining outcomes which indicate ECT is living its mission and values and advancing a shared vision. Each of the six areas include a statement of intention capturing the aspiration for the area of focus, the goals defining what the organization is working toward and key performance indicators measuring movement toward the goals.

The Escambia Children's Trust Internal Strategic Planning team, working with the standing committees will further develop objective statements and identify one-year action plans.



**Unified
Leadership**



**High Quality Outcomes
for All Children**



**Continuous Learning &
Improvement**



**Community Education
& Coordination**



**Operational
Excellence**



**Public Engagement
and Advocacy**

01

Area of Strategic Focus #1:

Unified Leadership



Statement of Intention

Escambia Children’s Trust Leadership will demonstrate unified support for advancing the mission and values of Escambia Children’s Trust by aligning performance around mission, roles and responsibilities, empowering informed decision-making and enhancing organization expertise.

Goals

- Align Leadership Performance around Mission, Roles and Responsibilities
- Empower and Inform Leadership Decision-Making
- Enhance Organization Expertise

Key Performance Indicators (KPIs)

Leadership Unity and Stability

- Target: 90% correlation between internal and external perception of unity and stability of the leadership
- Data Source: Short Perception Survey Distributed at Board Meetings for Leadership and Public Participants
- Frequency of Reporting: Measured Quarterly, Reported Annually

Drivers

- Clarity of Board Roles & Leadership Responsibilities
- Sufficient Human and Financial Resources to Support Decision-Makers
- Stakeholder Advisory Councils Representing Diverse Perspectives of the Community
- Board and Staff Development

02

Area of Strategic Focus #2:

High Quality Outcomes for All Children



Statement of Intention

Escambia Children’s Trust will direct efforts and funding toward measurable outcomes that close opportunity gaps by targeting investments to achieve high priority outcomes, supporting inclusive participation in funding opportunities and ensuring accountability for funded organizations.

Goals

- Target Investments to Achieve High Priority Outcomes
- Support Inclusive Participation in Funding Opportunities
- Ensure Accountability for Funded Organizations

Key Performance Indicators (KPIs)

Progress on Needs Assessment

- Target: 90% of providers achieve performance measures
- Data Source: Accountability Reports from Funded Projects
- Frequency of Reporting: Measured Quarterly, Reported Annually

Drivers

- Prioritization of Initiatives Tied to the Needs Assessment
- Targeted Investments in High Priority Outcomes
- Supporting a Diversity of Participation in the Funding Process
- Quality Control & Accountability of Organizations Receiving Funds

03

Area of Strategic Focus #3: Continuous Learning & Improvement



Statement of Intention

Escambia Children’s Trust will embrace a multi-faceted approach to driving organizational learning and continuous improvement through the promotion of evidence-based best practices and the strengthening of the children’s service system in Escambia County.

Goals

- Promote Evidence-Based Best Practices
- Strengthen the Children’s Service System in Escambia County

Key Performance Indicators (KPIs)

Number of Professional Learning Hours by Team Members

- Target: 40 hours per staff member
- Data Source: Continuing Education Tracking Spreadsheet Maintained by Director of Finance and Operations
- Frequency of Reporting: Semi-Annual Report to Personnel Committee

Active Participation in Strategic Conversations about the Well-being of Children and Families in Escambia County

- Target: Representation at 90% of intermediary organizations
- Data Source: Intermediary Organization Tracking Spreadsheet Maintained by Director of Finance and Operations
- Frequency of Reporting: Semi-Annual Report to Personnel Committee

Drivers

- Identification & Implementation of Evidence-Based Best Practices
- Strengthen the Systems that Serve Children in Escambia County

04

Area of Strategic Focus #4: Community Education & Coordination



Statement of Intention

Escambia Children’s Trust will support the convening, connection and capacity-building of high-quality children’s programs and services through educating and empowering advocates of the Children Trust’s mission, facilitating community-based collaboration and supporting innovative, capacity-building programs.

Goals

- Educate and Empower Advocates of the Children’s Trust Mission
- Facilitate Community-Based Collaboration
- Support Innovative Capacity-Building Programs

Key Performance Indicators (KPIs)

Number of Funded Programs Specifying Collaboration as Part of Service Delivery

- Target: 20% annual increase over year one baseline
- Data Source: SAMIS “Partners in Service Delivery” Report
- Frequency of Reporting: Annually

Drivers

- Educate Organizations and Leaders Supporting the Children’s Trust Mission
- Facilitation of Collaboration Between Nonprofits
- Develop Innovative Programs to Build Capacity

05

Area of Strategic Focus #5: Operational Excellence



Statement of Intention

Escambia Children’s Trust will support performance tied to organizational growth and development by standardizing the organization’s structures, roles and responsibilities, streamlining and documenting internal processes and ensuring transparent and sustainable financial management.

Goals

- Standardize Organization Structure, Roles and Responsibilities
- Streamline and Document Internal Processes
- Ensure Transparent and Sustainable Financial Management

Key Performance Indicators (KPIs)

Community Perception of Stability and Competence

- Target: 15% annual increase over year one baseline of community perception of stability and competence
- Data Source: Community Perception Survey
- Frequency of Reporting: Semi-Annually

Availability of Funds to Support Ongoing Financial Obligations

- Target: 100% of financial obligations are met
- Data Source: Monthly Financial Statements and Renewed Contracts
- Frequency of Reporting: Monthly

Drivers

- Standardize Organization Structure, Roles and Responsibilities
- Documentation & Streamlining of Internal Processes
- Sustainable and Transparent Financial Management to Support Organizational Growth

06

Area of Strategic Focus #6:

Public Engagement and Advocacy



Statement of Intention

Escambia Children’s Trust will build a community of advocates through implementing an integrated communication strategy, enhancing citizen engagement, capturing and sharing inspirational stories and promoting transparency in communications.

Goals

- Implement an Integrated Communication Strategy
- Enhance Citizen Engagement with the Children’s Trust
- Capture and Share Inspirational Educational Stories
- Promote Transparent Communication

Key Performance Indicators (KPIs)

Community Engagement

- Target: 30% increase annually over 2023 baseline
- Data Source: Brand Intelligence Report
- Frequency of Reporting: Measured Monthly, Reported Semi-Annually

Brand Net Sentiment

- Target: 10% increase annually over 2023 baseline
- Data Source: Brand Intelligence Report
- Frequency of Reporting: Measured Monthly, Reported Quarterly

Drivers

- Develop and orchestrate a cohesive, consistent integrated communication plan
- Deepen community engagement through the ongoing involvement of citizens in informing ECT priorities
- Deliver consistent inspirational and educational storytelling that reinforces the ECT value proposition
- Ensure transparency in all communications

PART IV. CONTINUOUS IMPROVEMENT PROCESS

As the plan is implemented into operations, the process of continuous improvement will allow for monitoring of the performance indicators to improve progress toward the strategic aims of the organization.



CLOSING THOUGHTS



“

Some see things as they are
and ask why? We see things as
they could be and ask, why not.”

George Bernard Shaw

The challenges facing the children in our community have been well documented. We are ready to rewrite this story with a reimagined ending. This plan provides a clear path forward to the realization of our community as a place where all children will have better lives and greater opportunities for success.

Yes. Our vision is bold, some would say impossible. We don't think so. Escambia Children's Trust, our partners and the citizens of our community are up to the challenge. We are committed to persevering through the inevitable uncertainties and challenges to bring about the change we want to see—the change we must see. Failure is not an option.