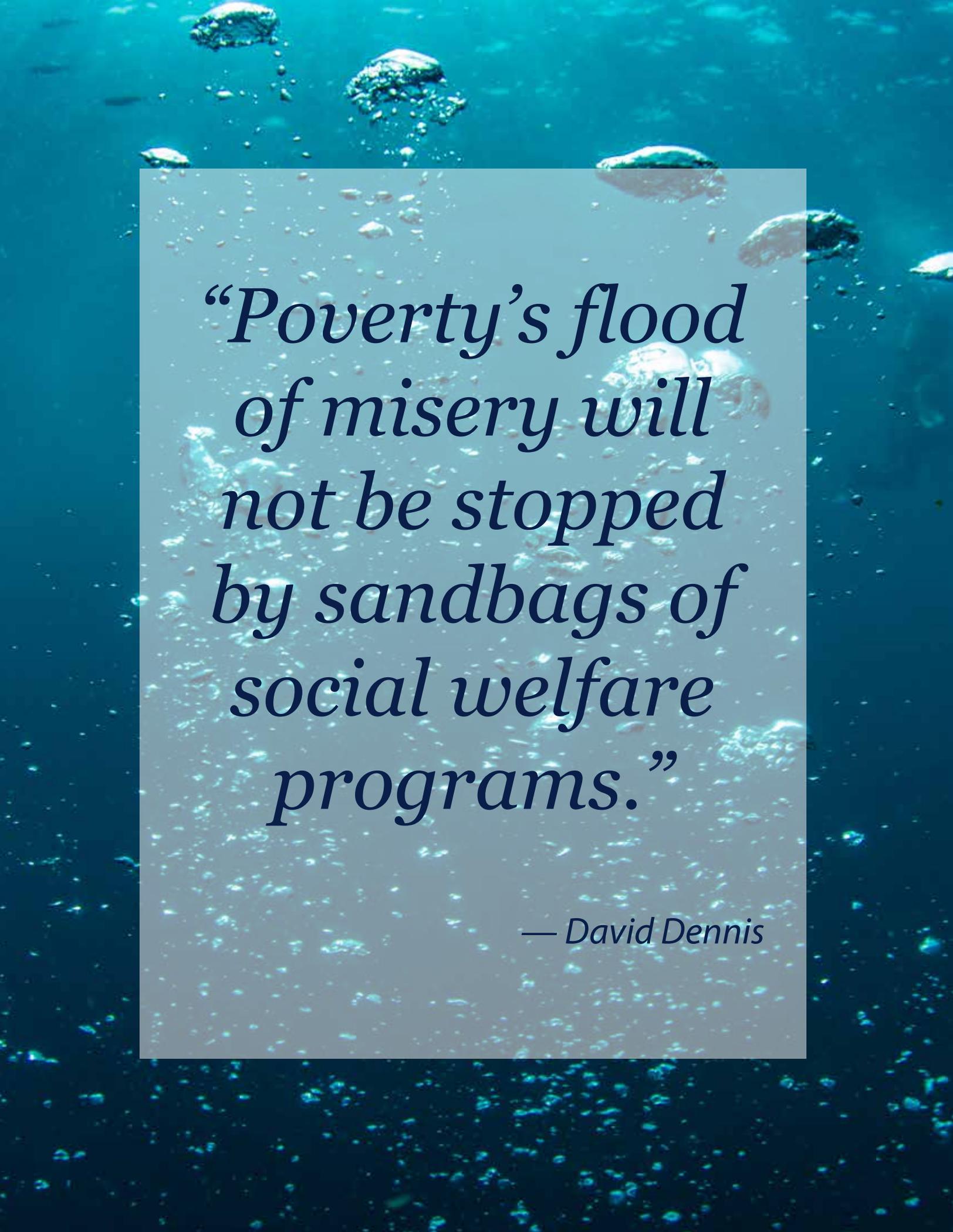




STRATEGIC PLAN

Rev. 06.05.2020

An underwater scene with a deep blue background. Several jellyfish of various sizes and colors (white, pink, orange) are visible, swimming upwards. Numerous small bubbles are scattered throughout the water, creating a sense of movement and depth. The overall atmosphere is serene yet somber, reflecting the quote's theme of a 'flood of misery'.

*“Poverty’s flood  
of misery will  
not be stopped  
by sandbags of  
social welfare  
programs.”*

*— David Dennis*

# INTRODUCTION

*“Into each life some rain must fall.”*

– Henry Wadsworth Longfellow

It is inevitable that each of us, no matter how well prepared, will encounter storms in our life. Some will be tsunamis, with waves so strong and large they flood an entire country, and others may be more like an April shower in that, while an annoyance now, they will cause something beautiful to bloom in the next season of life.

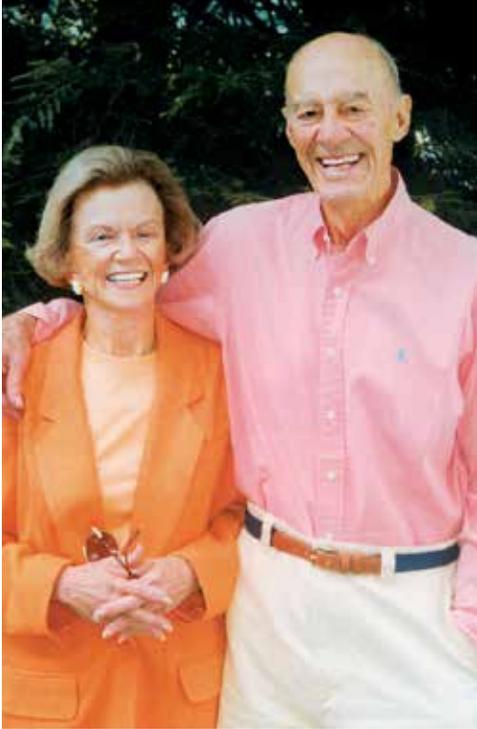
Some of us are blessed with more resources to survive the floodwaters, with foundations built on strong and sturdy rock that can sustain severe weather. Yet others, by no fault or choosing of their own, have minimal resources, with fragile foundations of support that sit on sinking sand, and the slightest amount rain, adversity, or difficulty can cause their entire life to wash away without some sort of intervention or assistance.

Eckerd Connects exists primarily to do two things each day. We seek to rescue those lives ravaged by these floodwaters, hoping to save lives, repair the damage, and restore these victims to full recovery. The other thing we do is seek to find ways to “build a dam” that can stand against these floodwaters; getting upstream and building protective factors in the lives of those most vulnerable and at risk.

We build this dam by helping individuals establish economic stability for themselves and their families through education, training, job-skills certifications, job apprenticeships, job placements, life-skills coaching, mentoring and high quality early childhood education for their children. We seek to provide those we serve with the ability to discover their pathway to success through meaningful employment.

This strategic plan serves as both an update on our “rescue efforts”, and as the blueprint for the dam being built by Eckerd Connects, our funders and stakeholders to safeguard our communities the best we can from poverty’s flood of misery by creating resilient and well-equipped children, young adults and families who can confidently navigate with success any floodwaters ahead!

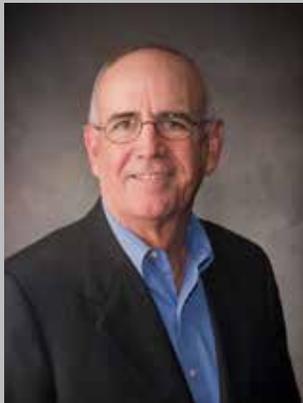
## OUR FOUNDERS



### **Jack and Ruth Eckerd**

Our founders, Jack and Ruth Eckerd, were philanthropists with tremendous vision, leadership and commitment to creating better futures for children, young adults and families. They believed every child and family is valuable and deserves the opportunity to succeed.

True partners in life, each inspired and encouraged the other to achieve more than they ever thought possible alone. Their deep love for each other, for their own children, and for all children and families, set a standard of empathy and excellence that Eckerd Connects is committed to maintaining today.



**V. Raymond Ferrara**  
Board Chair



**David Dennis**  
President and CEO

# OUR FOUNDATION

## MISSION

Provide and share solutions that promote the well-being of children, young adults and families in need.

## VISION

Ensure that everyone has the opportunity to succeed.

## VALUES



We base our concepts upon a belief in God and respect for all



The client always comes first



Services should focus on the family



Local communities must be engaged and empowered



We hold ourselves accountable for achieving superior outcomes



We engage people from a strength-based perspective



We are good financial stewards



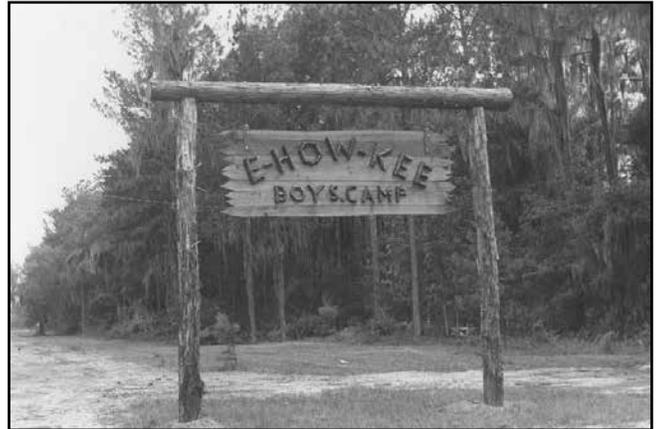
We build strong and lasting partnerships



We have the courage to innovate and change

# ALWAYS LEARNING

Founded by Jack and Ruth Eckerd, Eckerd Connects opened its first outdoor therapeutic residential program for at-risk boys in Florida during 1968. The program was created as an alternative to state-run facilities that warehoused juvenile justice youth for years, subjecting many youth to physical and emotional abuse. Founded on the Eckerd's vision of providing impactful services for children with the greatest needs, this innovative program introduced a strength-based, nurturing approach that provided a fresh new alternative for the State of Florida. A year later, Eckerd Connects opened its second program, this one designed for girls. In 1982, at the Governor's request, Eckerd Connects became the first private provider in Florida to assume operations of a state-run juvenile justice facility.



By 2007, Eckerd Connects was serving 9,500 youth with annual revenues of \$79M and 86% of all operational funding derived from 25 residential programs spanning 8 states. This was during a time when state agencies began to move away from residential program models, shifting services toward low cost community-based programming. In addition, Eckerd Connects' historically robust performance had waned due to sparse use of data and the organization was exhausting \$3M of its own endowment annually to sustain operations. Forty years after its founding, Eckerd Connects' future appeared dire. Things had to change.

Over the next 12 years, Eckerd Connects drastically transformed, closing or transitioning all 25 residential programs and dissolving 100% of the original \$79M in revenue in the process. This was the result of Eckerd Connects making a commitment to adapt its programmatic focus and move "upstream" by operating services that would uplift families in their homes and communities. While this period of profound transformation was frightening and hard, it was also energizing, as Eckerd Connects sought new ways to help prevent youth and families from reaching the point of needing acute residential care.



**TODAY**, Eckerd Connects serves nearly 40,000 clients annually, offering services in 20 states with annual revenue of \$320M. Ninety-six percent of organizational revenue is produced by community-based services. Now, Eckerd Connects provides children, young adults and families a diverse array of community-centered programs spanning child welfare, Job Corps, juvenile justice and workforce development service sectors, which represents an 180-degree “service shift” from 2007. The Eckerd Connects of today is devoted to data and no longer relies on our endowment to maintain operations, but instead uses these funds to create innovative service enhancements such as Eckerd Rapid Safety Feedback® and the Eckerd Success Wheel®.



Moving forward, Eckerd Connects is dedicated to moving further upstream to build a dam of services that will stop the flood of families into the child welfare and juvenile justice systems. Eckerd Connects believes the best way to accomplish this is through the power of work, with programs like workforce development that provide families economic stability before the destructive effects of financial insecurity take hold. Consequently, over the last several years, Eckerd Connects has added \$120M in “workforce-related services and Job Corps operations services through acquisitions and competitive bids to improve our ability to #GiveADam.

*“An organization which just perpetuates today’s level of vision, excellence, and accomplishment has lost the capacity to adapt.”*

– Peter Drucker

One of Eckerd Connects’ organizational values is having the courage to innovate and change. Eckerd Connects strives to be adaptive and to constantly search for a better way to meet the needs of the agencies and communities it serves.



Every year,



**45**  
MILLION  
PEOPLE IN THE U.S.



are swept up in a

**FLOOD**

that knocks them  
off their feet.

That flood is

**POVERTY**

AS A RESULT,

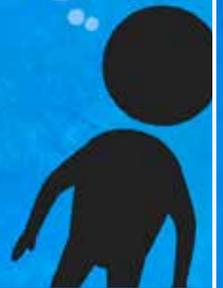
**21**  
MILLION  
CHILDREN IN THE  
U.S. LIVE IN  
UNSTABLE  
HOMES.



**6.5**  
MILLION  
U.S. TEENS AND  
YOUNG ADULTS



are neither  
**IN SCHOOL**  
nor  
**WORKING**



lacking the **SKILLS &**  
**EDUCATION**

that  
**WELL-  
PAYING  
JOBS**  
require.

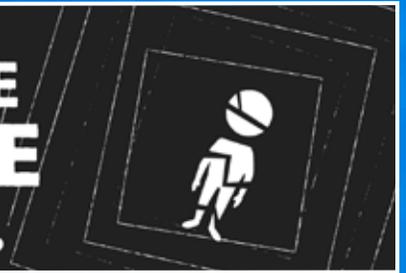
These circumstances  
make an already  
**VULNERABLE  
POPULATION**



even **MORE**  
likely to experience  
**ABUSE**



or enter the  
**JUVENILE  
JUSTICE  
SYSTEM.**



Each year,  
**ECKERD  
CONNECTS**  
SERVES



**THOUSANDS**  
OF CHILDREN, YOUTH & FAMILIES  
IN CRISIS



**IN 20 STATES**  
ACROSS AMERICA



It is crucial that  
we find a way to  
**PREVENT**



them from ever  
getting to that  
**MOMENT  
OF CRISIS**



So

we're

heading

**UPSTREAM.**



Poverty's  
**FLOOD**  
of misery

will not be stopped by

**SANDBAGS**

of social welfare  
programs  
or prisons.



The only thing that will stop the flood

is a **DAM.**

**JOBS  
ARE THE  
DAM.**

**ECKERD  
CONNECTS**  
IS NOW SERVING



**13,000**  
YOUTH & ADULTS



through our  
**WORKFORCE  
DEVELOPMENT**  
programs.

This year we helped  
**13,000**  
youth and adults:

Successfully  
complete a  
**JOB READINESS**  
program

Receive various  
**JOB SKILLS**  
certifications

Obtain their GED

AND  
secure  
meaningful  
**EMPLOYMENT**

**BUT**

THAT STILL  
LEAVES OVER

**44**  
**MILLION**  
TOO MANY.



DO YOU  
**#GiveADam?**

**STOP THE FLOOD.**

**#GiveADam**

## 45 million people are swept up in a flood of poverty in the United States.

Pain, worry, sadness and anger are all significantly higher among low income populations than middle class or wealthy ones. People living in poverty are twice as likely to report chronic pain and mental stress than those earning \$75,000 or more, and three-to-five times more likely to have extreme pain or extreme stress<sup>1</sup>. In addition, people living in poverty have more than double the rates of violent victimization than high-income households. Regardless of location—urban, suburban, or rural—poor households experience the highest rates of violence<sup>2</sup>.

*“Poverty is the parent of crime.”*

— Aristotle

**Below are poverty statistics released by the September 2018 U.S. Census Bureau representing various categories of the population and the percentage of people within those categories who are in a poverty status:**

31%

**Adults Not Working**

25%

**Adults Without a High School Diploma**

18%

**All Children**

2%

**Full-Time Working Adults**

Work and education are two critical factors in lifting people out of poverty. From Ron Haskins of the Brookings Institution testifying before Congress: “Young people can virtually assure that they and their families will avoid poverty if they follow three elementary rules for success – complete at least a high school education, work full time, and wait until age 21 and get married before having a baby. Based on an analysis of census data, people who followed all three of these rules had only a 2 percent chance of being in poverty and a 72 percent chance of joining the middle class.”

Helping youth and adults get a job and an education are the most powerful things society can do to move upstream in the fight against poverty and ultimately prevent children from entering the child welfare and juvenile justice systems. Too many families, crushed by the weight of their economic situation, fall apart, and then soon after a child is removed due to neglect or is arrested for stealing in order to put food on the table.

While Eckerd Connects understands there will likely always be some need for child welfare and juvenile justice services—and we operate these programs in order to serve these families—we are committed to doing all we can to minimize the need for these services. For Eckerd Connects, our priority is to #GiveADam, to help build a dam of jobs for those who need a hand to help lift them up so that they can then stand on their own.

This is what we mean by #GiveADam. And we ask you too, if not already doing so, to join us.

Please #GiveADam.

1. Brookings Institution, *The high costs of being poor in America: Stress, Pain and Worry*, February 19, 2015  
2. National Crime Victimization Survey by the U.S. Census Bureau for the Bureau of Justice Statistics, 2014





## BUILDING THE DAM

**Eckerd Connects is building a dam of jobs through the operation of 108 community-based workforce development programs and 9 Jobs Corps campuses across the country.**

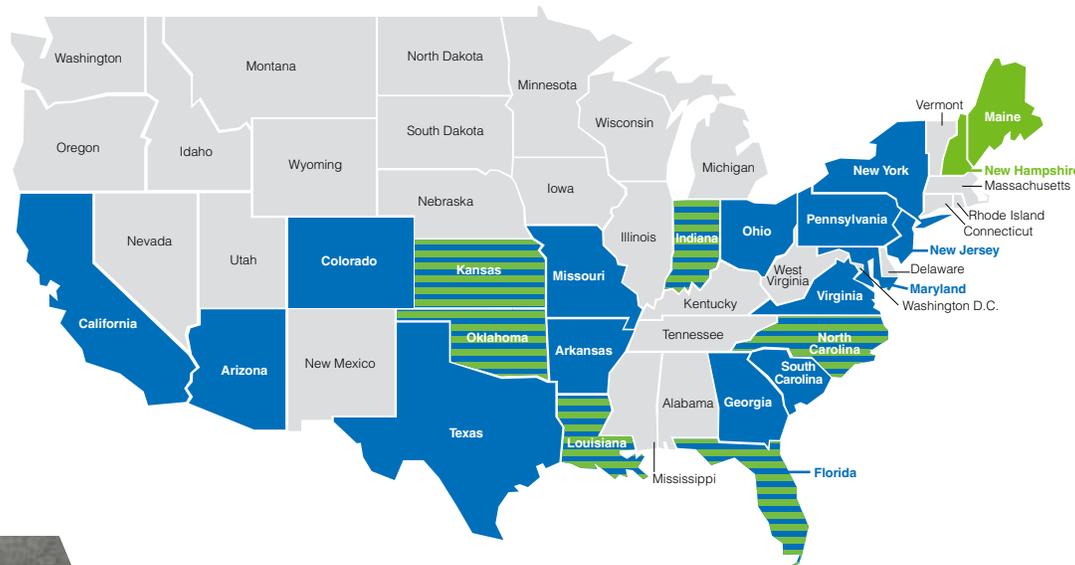
Eckerd Connects' Workforce Development services span 20 states to include Arkansas, Arizona, California, Colorado, Florida, Georgia, Indiana, Kansas, Louisiana, Maryland, Missouri, New Jersey, New York, North Carolina, Oklahoma, Ohio, Pennsylvania, South Carolina, Texas and Virginia.

**Eckerd Connects' Workforce Development operations serve over 13,000 clients any one day.** The majority of these clients are currently served through Workforce Innovation Opportunity

Act (WIOA) Title I which was signed into law in 2014. WIOA passed the House by a vote of 415-6 and the Senate by a vote of 95-3 as workforce development services consistently receive strong bipartisan support. WIOA funds flow down to the states and then to local workforce development boards that procure WIOA services that best serve their local communities.

**The objective of WIOA Title I is to serve primarily low-income adults, out-of-school youth, and dislocated workers and help them build skills and connect with employment.** Adult and Dislocated worker programs include services such as skills assessment, training, job search, and placement.

### LOCATIONS



### AGES



- WORKFORCE SERVICES
- NON WORKFORCE SERVICES



Youth programs serve young adults 16 to 24-years-old who may be in or out of school and experience barriers such as low-income, basic skills deficient, homeless, subject to the juvenile justice or child welfare systems, pregnant or parenting, or have a disability.

**Eckerd Connects growth in workforce development has occurred mainly over the last 5 years via mergers & acquisitions and through the winning of competitive procurements.** Three mergers have occurred in the past five years including Paxen Learning (\$9M in revenue and 125 staff) in 2015, Henkel's and McCoy Training Services Group (\$16M in revenue and 200 staff) in 2016, and Odle Management Group (\$98M in revenue and 1,100 staff) in 2020.

## SECTORS SERVED

SECTOR	SERVICE ARRAY	SERVED
<b>Workforce Development</b>	108 programs via 78 contracts spanning 11 states with the majority of services WIOA Title I focused on Youth, Adult and Dislocated Worker.	10,312
<b>Job Corps</b>	9 programs spanning across 9 states. Job Corps is the largest nationwide residential career training program in the country and has been operating for more than 50 years. The program helps eligible young people ages 16 through 24 complete their high school education, trains them for meaningful careers, and assists them with obtaining employment	3,000
<b>TOTAL</b>		<b>13,312</b>

Sector description above, along with a "One Day Snapshot" of the number of clients being served during a single day (June 30, 2019).



*"The best social services program you can provide anyone is a job."*

— Joe Clark, Eckerd Connects' Board Member

# THE ECKERD WHEEL™

The Eckerd Wheel™ is how Eckerd Connects operationalizes its organizational values. It is how, on a day-to-day basis, we work, regardless of program model or location. The intent of the Eckerd Wheel™ is to ensure the organization’s values are more than just clichés printed on an elevator placard, and that they are instead integrated into how the organization operates.

There are two sides of the Eckerd Wheel™: the **Culture Side** and the **Performance Side**. Each contains “spokes” representing different areas of focus. In the case of a bicycle, if one spoke is bent, the entire bike can fall over. This holds true for the spokes of the Eckerd Wheel™. If a Culture or Performance Spoke is “wobbling”, the result could be a client, a program or the entire organization under-performing. Hence, the need to constantly monitor and maintain spoke strength and balance.

## CULTURE SIDE

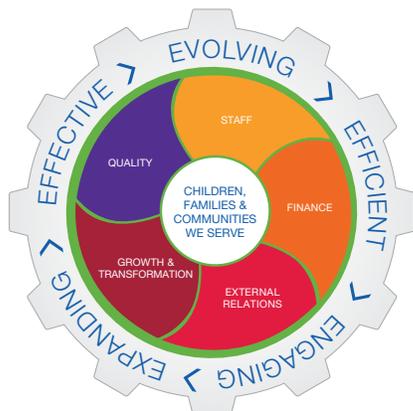
The Culture Side is meant to ensure staff attend to their own and to each other’s needs since people make performance possible. Respect for all is the hub of the Culture Side since it is Eckerd Connects’ first organizational value. Eckerd Connects is in the process of incorporating the Culture Wheel into its annual staff development and performance evaluation processes.



SPOKE	FOCUS	“SUB-SPOKES”
<b>Integrity</b>	Modeling ethical behavior	Honest, Fair, Courageous, Humble, Reliable
<b>Responsibility</b>	Knowing and doing what is expected of me	Discerning, Diligent, Initiative, Proactive, Accountable
<b>Empathy</b>	See the world through another person’s eyes	Attentive, Accepting, Respectful, Objective, Compassionate
<b>Caring</b>	Meeting another person’s needs	Supportive, Encouraging, Patient, Candid, Appreciative
<b>Happy</b>	Committed to staff well-being	Wellness, Balance, Learner, Positive, Fun

## PERFORMANCE SIDE

The Performance Side’s hub contains the clients, families and communities served to ensure Eckerd Connects’ second, third and fourth values always remain at the center of any decision. Each of the five spokes then “map” to a remaining value as shown below and is championed by an Executive Team member (e.g. the Finance spoke by the Chief Financial Officer). Organization and program decisions must find “spoke balance” and cannot proceed until gaining spoke approval. Critical here to measuring our ability to execute with regards to these values is the fact that both individual program and overall organization key performance indicators are designed and oriented around the spokes.



SPOKE	CORRESPONDING ORGANIZATIONAL VALUE
<b>Quality</b>	Accountable for achieving superior outcomes (5th value)
<b>Staff</b>	Engage people from a strengths-based perspective (6th value)
<b>Finance</b>	Are good financial stewards (7th value)
<b>External Relations</b>	Build strong and lasting partnerships (8th value)
<b>Growth &amp; Transformation</b>	Have the courage to innovate and change (9th value)

# INNOVATION HIGHLIGHTS

## ECKERD RAPID SAFETY FEEDBACK®

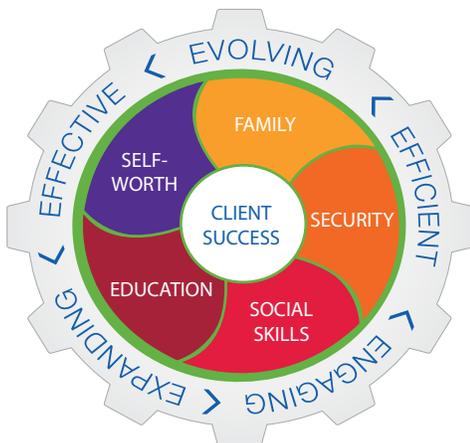
Since 2014, Eckerd Connects has provided data analytics and coaching services to assist other child welfare jurisdictions in improving in areas such as child safety and timely permanency. Eckerd Rapid Safety Feedback® (ERSF®) is an example of such innovative support.

After an unprecedented series of nine child homicides in less than three years, the Florida Department of Children and Families (DCF) contracted with Eckerd Connects to manage the child welfare system in Hillsborough County. To reverse this disturbing trend, Eckerd Connects developed a unique approach to identify those cases with the highest probability of serious injury or death, and a targeted quality review process to ensure that critical safety practices are being performed. From this, ERSF® emerged providing real-time feedback to case workers and supervisors on their highest risk cases, allowing for immediate adjustments in case practice to ensure child safety.

ERSF® has since been adopted in Connecticut, Indiana, Louisiana, Maine, New Hampshire, Ohio, and Oklahoma, and it has been identified as a promising practice by the Federal Commission to Eliminate Child Abuse and Neglect Fatalities. Eckerd Connects is also developing a Rapid Permanency Feedback analytics and coaching model to assist child welfare agencies in improving timely permanency outcomes and saving out-of-home care placement costs, with Colorado as an early adopter. Additionally, Eckerd Connects has consulted with child welfare jurisdictions such as Mecklenburg County (NC), the state of Arizona, and New York City to help identify and develop system of care improvements.

## ECKERD SUCCESS WHEEL®

The Eckerd Success Wheel® is an ambitious effort to answer the question, “How do you ensure every client has the opportunity to succeed?” The spokes of the Eckerd Success Wheel® are the result of extensive third-party research as to what are the key factors determining if a client is on a path to success. Eckerd Connects’ intent is to measure client status upon intake and then utilize this information, regardless of program type, to plan how best to address any identified area of need, whether that be through an Eckerd Connects provided service or by connecting the client to services operated by community partners.



SPOKE	FOCUS
<b>Self-Worth</b>	Positive self-image, decision-making skills, finding a spark
<b>Family</b>	Supportive connections with positive adults and peers
<b>Security</b>	First and foremost a client of any age must feel safe
<b>Social Skills</b>	Build positive and sustained connections and supports
<b>Education</b>	Instilling belief clients can learn, fueling the desire to learn

In FY16, Eckerd Connects developed the performance measurement framework for each spoke across all ages (infant to adult) and then piloted data collection in FY17. FY18 through FY20 are focused on deploying data collection across all programs. Once organization-wide data collection has been achieved, Eckerd Connects will shift its focus to integrating the use of the data into program operations so as to positively impact client success.

# GREATEST OPPORTUNITIES TO SEIZE

*“It is more productive to convert an opportunity into results than to solve a problem - which only restores the equilibrium of yesterday.”*

– Peter Drucker

## OPPORTUNITY:

### FURTHER WORKFORCE DEVELOPMENT IMPACT

In order to better #GiveADam, Eckerd Connects must continue generating opportunities to connect with young adults and adults in need of economic stability. To date, this has primarily occurred in two ways:

1. Organizational acquisitions with Paxen in 2015 (\$9M and 125 staff) and then the Henkels & McCoy Training Services Group in 2016 (\$16M and 200 staff) and;
2. Award of competitive bids for Workforce Innovation and Opportunity Act (WIOA) Youth, Adult, and Dislocated Worker programs through local workforce boards across the country.

While Eckerd Connects will continue to pursue WIOA services via the competitive bid process and will explore new merger opportunities, moving forward, Eckerd Connects envisions diversifying workforce programming through new service segments such as Job Corps which is the largest free residential education and job training program for young adults ages 16-24. Additionally, Eckerd Connects will identify workforce-related service gaps to create and pilot new workforce service delivery models.

## OPPORTUNITY:

### BOLSTER SUPPORTIVE WORKFORCE SERVICES

While having job skills and securing a job is critical, other resources and skills are needed to ensure both work and family success. Examples include childcare, relationship skills, parenting coaching, and other critical supportive services and competencies. These additional skills and supports empower a person to achieve greater success both within and outside of their work environment. Consequently, to better wrap our workforce services with complimentary resources, Eckerd Connects will explore opportunities to both operate supportive programs and establish connections with local stakeholders who can support the success of each person served by our organization.

Eckerd Connects has a history of developing strong partnerships with diverse stakeholders in communities across the country. As a national provider with a diverse program continuum, Eckerd Connects understands each client has complex needs that are best met through coordination and collaboration with community partners. Further, Eckerd Connects continually assesses each state, region, and community served to determine if gaps in services exist, and if so, pursues competitive funding opportunities to eliminate barriers and expand local program options. One example of this approach is Early Head Start funding for childcare which offers both direct and indirect benefits for infants, children, and families while aligning with other programs offered by Eckerd Connects.

Finally, to bolster supportive workforce services, Eckerd Connects will leverage the Eckerd Success Wheel® to better inform Eckerd Connects' programs of client needs that exist outside of traditional workforce service delivery.

# GREATEST OBSTACLES TO OVERCOME

*“I have learned that success is to be measured not so much by the position that one has reached in life as by the obstacles which he has had to overcome while trying to succeed.”*

– Booker T. Washington

## OBSTACLE:

### ADDRESS FLORIDA’S CHILD WELFARE FUNDING INEQUITY

In Florida, the child welfare service delivery system is privatized and organized via 20 Community-Based Care lead agencies which the Department of Children and Families contracts with nonprofit organizations to oversee. These Lead Agencies are responsible for delivering case management, diversion, foster placement, reunification, post-reunification and other related child welfare services. The removal of children from their home remains the responsibility of the state.

Eckerd Connects operates two of the 20 Lead Agencies in Florida. These two Lead Agencies encompass three counties in the Tampa Bay metro area (Pinellas, Pasco and Hillsborough) and combined they are larger in population than 15 states. They are also two of the lowest-funded Lead Agencies in the state, receiving 50% less per child than Miami-Dade for example.

This inequity results in fewer funds for services and causes significant financial risk because Eckerd Connects must self-finance any additional expenses it feels are needed to safely operate the systems of care. As a result, Eckerd Connects has had to overspend these contracts by upwards of \$8 million in total with the hope—but with no guarantee—the State will reimburse Eckerd Connects at the end of the fiscal year.

To address this inequity, Eckerd Connects is working with lobbyists, stakeholders and community leaders to convince the Legislature and Governor’s office to increase the per-child funding of underfunded Lead Agencies. It is Eckerd Connects’ conviction that every child and family in Florida should have equal access to services, regardless of where they live in the State of Florida.

## OBSTACLE:

### BUILD A ROBUST FUNDRAISING INFRASTRUCTURE

Eckerd Connects generates less than 2% of its total revenue from philanthropic sources such as foundations, corporations and individual donors. By comparison, similar nonprofits in size and focus raise between 7% and 60% of total revenue this way.

With strong philanthropic investment, Eckerd Connects could fund more robust efforts to increase its impact and enhance client services. Currently, such initiatives are limited by Eckerd Connects’ ability to generate an operating surplus from what typically are low-margin government contracts.

Key to the effort to build a robust fundraising infrastructure was the hiring of an Chief Development Officer and a commitment by the Board of Directors to invest in additional fundraising resources starting mid-FY2020.

# STRATEGIC INITIATIVES STATUS

✓ = Achieved ~ = Partially Achieved

	STRATEGIC GOAL	STATUS	NOTES
QUALITY	Coaching & Predictive Analytics generate > \$1M in annual revenue and Eckerd Success Wheel® deployment initiated	✓	Coaching & Predictive Analytics achieved \$1.2M in annual revenue in FY18 with the Eckerd Success Wheel® deployed in 10 program sites by the end of FY18
STAFF	70% overall staff engagement score	✓	FY18 Gartner conducted survey with a 76% employee participation rate yielded an overall staff engagement score of 72%
FINANCE	Net Income > 0.5% of total revenues with Florida Lead Agencies < 65% of total revenue	~	Net Income was 0.6% of total revenues in FY18 with the Florida Lead Agencies representing 67.8% of total revenue
EXTERNAL RELATIONS	Fundraise \$1.7M in investment income annually	✓	\$1.8M raised in FY19
GROWTH & TRANSFORMATION	35,000 clients served with annualized revenue > \$215M	✓	Over 35,000 clients served on annual revenue of \$230M in FY18

# FUTURE STRATEGIC INITIATIVES SNAPSHOT

	Building Block	Near-Term Goal <i>(by end FY2022)</i>	Near-Term Execution Paths	Near-Term Resources	Long-Term Goal <i>(by end FY2024)</i>
QUALITY	Use of performance data and Eckerd Success Wheel® (ESW) at the program-level to drive increased impact	ESW integrated into program service delivery	<ul style="list-style-type: none"> <li>• Ensure Eckerd Connects' Perpetual Performance Improvement process is high-functioning across all programs</li> <li>• Establish the operational processes for integrating the ESW into service delivery and performance improvement efforts</li> </ul>	\$200K+ annually starting in FY21 for ESW expenses (up through FY20, the ESW was funded via National Foundation for Youth (NFY) grants and Board donations so need new source of funding)	Able to demonstrate how ESW is helping improve outcomes
STAFF	Attract, develop and retain engaged leaders and direct care staff	74% overall staff engagement score	<ul style="list-style-type: none"> <li>• Implement ways to improve and standardize direct care training</li> <li>• Implement ways to build stronger sense of connection between geographically-dispersed program staff</li> </ul>	NFY invested \$50K in FY20 to improve Workforce training	76% overall staff engagement score
FINANCE	Revenues that provide reinvestment income with sensible overhead	Net Income > 0.7% of total revenues	<ul style="list-style-type: none"> <li>• Address the Florida child welfare lead agency funding inequity</li> <li>• Execute on building fundraising infrastructure and program growth</li> </ul>	\$100K+ annually (has been in annual operating budget) to lobby for funding equity in Florida	Net Income > 1% of total revenues
EXTERNAL RELATIONS	Robust fundraising culture and infrastructure	Raise \$3M annually	<ul style="list-style-type: none"> <li>• Execute Chief Development Officer's (CDO) fund development plan</li> </ul>	Board designated funds between FY20 and FY22 to support CDO plan	Raise \$5M annually
GROWTH & TRANSFORMATION	Adaptive programs with growth emphasizing workforce and related support services	\$24M in new programs that serve 3,000 clients	<ul style="list-style-type: none"> <li>• Continue to grow WIOA services while also pursuing Job Corps and related workforce service segments</li> <li>• Bolster supportive workforce services via competitive bids (e.g., Head Start) and connecting with other service providers</li> </ul>	\$500K annually for program development team (has been in annual operating budget) plus \$150K to \$250K annually for startups and innovative concepts for competitive bids	\$40M in new programs that serve 5,000 clients



**ECKERD CONNECTS**

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