



STRATEGIC PLAN

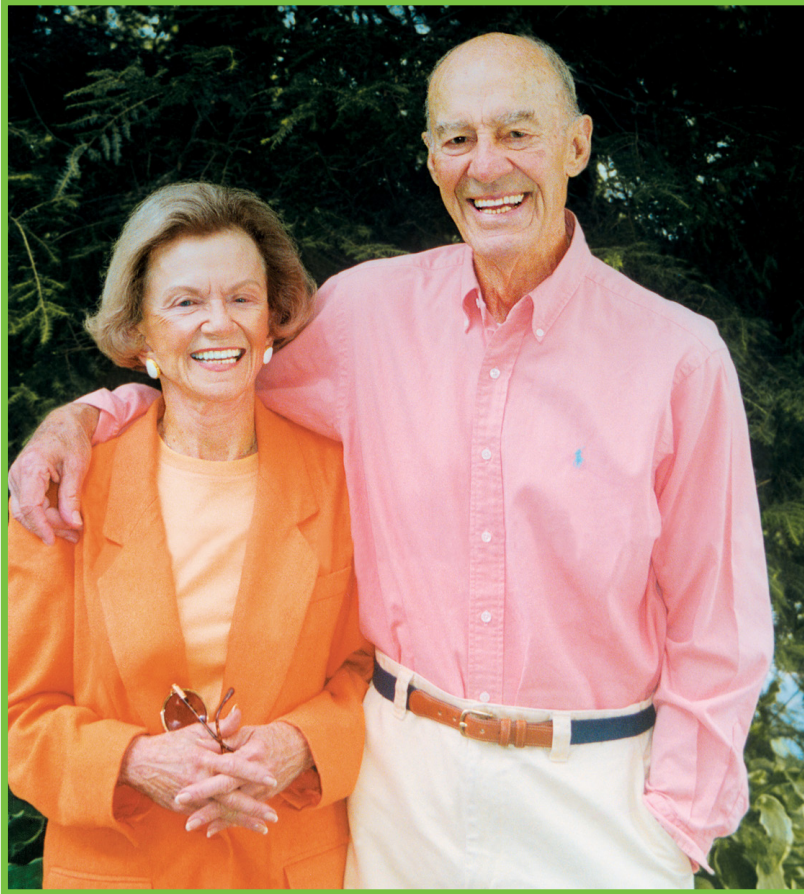
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**If you want something new,
you have to stop doing something old.**

— Peter Drucker —

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OUR FOUNDERS



JACK & RUTH ECKERD

Jack and Ruth Eckerd were philanthropists with tremendous vision, leadership, and commitment for creating better futures for children, young adults, and families. They believed everyone has value and deserves the opportunity to succeed.

They also believed in public service and the power of addressing commercial and societal needs through innovation and entrepreneurship. Jack Eckerd demonstrated these beliefs in his own life as a decorated pilot in World War II, administrator of the General Services Administration under President Ford, and a pioneer of the modern drugstore as the founder of Eckerd Drugs.

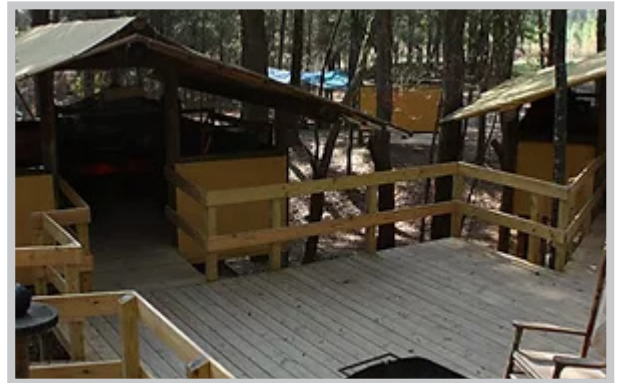
True partners, Jack and Ruth inspired each other to achieve more than they thought possible alone. Their deep love for one another, their own children, and all families, set a standard of empathy and excellence Eckerd Connects is committed to perpetuating far into the future.

Camps: 1968 to 2007

Imagine it is 1968 and you are a 14-year-old boy standing at the gates of the Dozier School. You may not know about the over-crowding inside, or that boys are being hogtied and kept in isolation for weeks. You may not know you will live here for the next three to four years, and you definitely do not know about the 55 graves, the vast majority children, discovered on the grounds in 2012.

Imagine again it is 1968, and you are the same boy, but now you are standing in front of Eckerd Connects' Camp E-How-Kee. You see tall trees, open spaces, and no fences. You see counselors who live on site and care deeply about your well-being. You smell a home cooked meal being prepared, and in less than two years' time, you and the staff will cry when hugging goodbye.

The latter picture is what Jack Eckerd envisioned when looking for an alternative way to care for Florida's "incorrigible" juvenile justice youth as they were called in the 1960's. From that first camp, Eckerd Connects grew to 25 programs across eight states, along the way enhancing how states like Florida, North Carolina, and Rhode Island tended to juvenile justice youth in a residential setting.



However, in the 1990's, juvenile justice and child welfare agencies were deploying community-based alternatives to residential programming with increasing frequency. These services were far less expensive, and for many children generated outcomes on par or better than residential care, making them attractive to states that contract with providers for youth services.

As is often the case with organizations, Eckerd Connects resisted change. Its identity over the years had drifted from answering the primary question of "How do we best provide children the opportunity to succeed?" to "How do we keep operating camps?". Camp culture ran so deep, it stifled the will to adapt. By the 2000's, Eckerd Connects was losing \$3M a year with falling census and quality slipping. After four decades of service, the future looked grim.

Conversion: 2007 to 2015

In 2007, Eckerd Connects' Board decided it was at a point of strategic inflection and hired a CEO charged with transforming the company. At the time, 92% of Eckerd Connects' \$79M in annual revenue was from residential services, programs that would have to close or morph into a different model. Staff were scared, morale was low, and few could imagine an Eckerd Connects that was not replete with camps.

One key change was returning focus to Mr. Eckerd's vision to provide children the opportunity to succeed in the best way possible. This illuminated the need to pursue community-based services since research demonstrated their efficacy. Another key change was Eckerd Connects receiving \$500K a year over the next five years from its endowment, the National Foundation for Youth (NFY), to invest in transformative efforts such as pursuing existing and starting up new community-based services.

With renewed commitment to its vision and resources to fuel change, over the next eight years, revenue grew to \$220M with 95% derived from community-based services. The \$3M annual operating loss was eliminated, and quality was back on track. All this was achieved despite having to close or transition to other providers 24 of the 25 residential programs that Eckerd Connects operated.



A fundamental engine of Eckerd Connects' programmatic change was winning two large child welfare Community-Based Care (CBC) contracts in Florida, one in 2008 then valued at \$60M annually and another in 2012 then valued at \$70M annually. These CBCs, with operations entrenched in their communities and driven by data, accelerated Eckerd Connects' ability to first "turn the corner" and then build momentum in the direction of community-based services and data-centric programming.

Careers: 2015 and beyond

By 2015, Eckerd Connects had forged a solid base of knowledge and muscle memory in regards to operating community services. Eckerd Connects' programs spanned a complex and diverse array of services from wraparound models to large child welfare systems of care to community-based juvenile justice approaches. It was at this point Eckerd Connects paused and conducted another candid self-reflection spotlighted by its vision: **How do we best provide children the opportunity to succeed?**

According to Children's Defense Fund, 14.5 million children—20% of all kids nationwide—lived in poverty in 2015 with 6.5 million in extreme poverty. In Eckerd Connects' programs, it was plain to see how a lack of employment or financial instability caused cracks in a family that could lead to destructive choices resulting in a family becoming involved with a state or local legal system.

With this in mind, Eckerd Connects again found itself at a point of strategic inflection and thus chose to enter the world of workforce development, in particular finding opportunities to serve local communities via the Workforce Innovation and Opportunity Act (WIOA). Under WIOA, workforce boards receive funding and then contract with for-profit and nonprofit companies to deliver public services like training and job placement to youth and adults with barriers to employment.



Eckerd Connects' main vehicle of entry into workforce development was via the merger or acquisition of Paxen (2015), Henkels & McCoy (2016), and Odle Management (2020). Together, these established WIOA and Job Corps operators infused Eckerd Connects with decades of workforce experience and talent that continues to be leveraged today to retain existing programs and operate new ones.

Starting in 2016 with an unprecedented increase in child removals, Eckerd Connects' two Community-Based Care (CBC) programs began experiencing extreme operational and financial pressures. Negative media soon followed, and despite years trying to improve the state funding model, in 2021, the Eckerd Connects Board again faced the choice of how best to adapt. As a result, the Board decided to not renew the CBC contracts.

While the transition away from the CBCs is a substantial undertaking, during the last four years in particular, Eckerd Connects made significant strides in advancing its strategic agenda. In FY18, Eckerd Connects generated \$65M in non-CBC program revenue. By the end of FY22, Eckerd Connects had increased this by nearly \$100M, from \$65M to \$160M, by expanding its workforce related, short-term residential, and community-based services.

Moving forward, Eckerd Connects intends to continue to advance its workforce footprint to include investigating opportunities in the staffing market. Eckerd Connects is also starting to explore the potential to widen its current impact path by assisting families in overcoming barriers to success in the areas of housing, childcare, and transportation. Wherever the future may lead, Eckerd Connects will strive to always have the courage to change and do what is best for those in its care.



Below are Eckerd Connects' current Mission, Vision, and Values. During Fiscal Year 2023, Eckerd Connects' Board of Directors intends, in partnership with leadership and staff, to evaluate each to determine if any aspect needs to be amended or refreshed.

Mission

Provide and share solutions that promote the well-being of those in need.

Vision

Ensure that everyone has the opportunity to succeed.

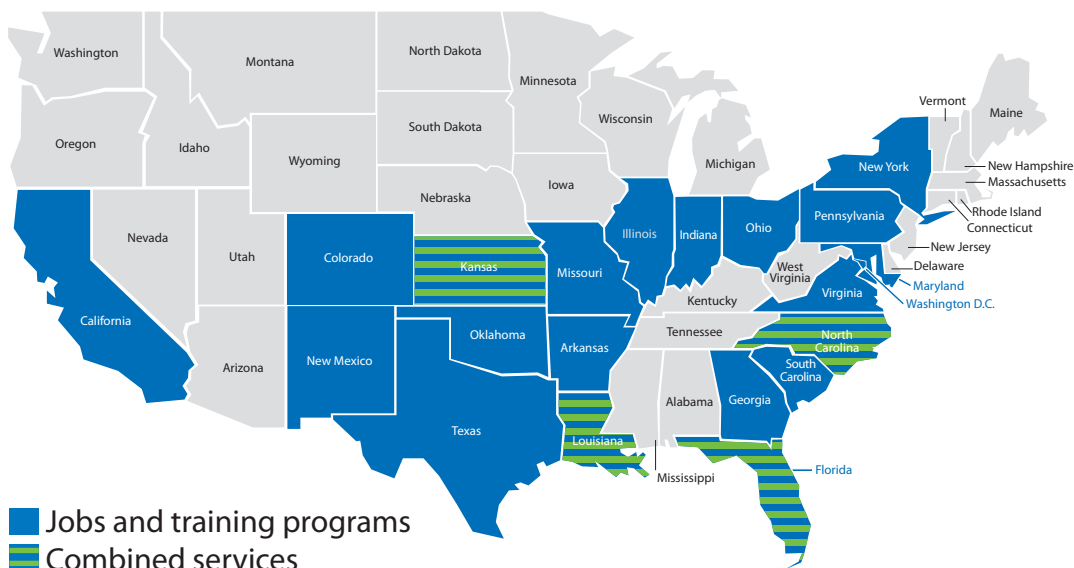
Values

1. Our concepts are based on a belief in God and respect for all.
2. The client always comes first.
3. We hold ourselves accountable for strong outcomes.
4. We engage others from a strength-based perspective.
5. We are good financial stewards.
6. We build lasting partnerships.
7. We have the courage to change.

Driving Impact

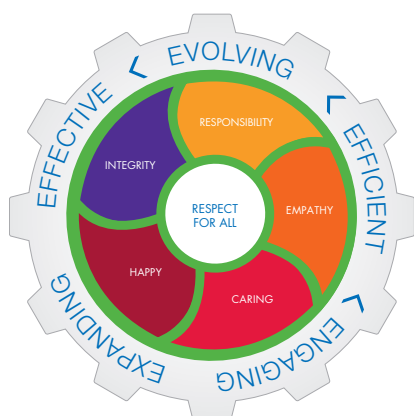
Eckerd Connects uplifts 35,000 clients annually supported by 2,300 staff across 20 states and D.C. with total annual revenues of \$160M. Eckerd Connects' service array and locations are highlighted below:

PROGRAMS	DESCRIPTION	STATES	CLIENTS
Job Corps	Largest residential career training program in the US operating for 50+ years. Program helps young people ages 16 through 24 complete high school, train for meaningful careers, and obtain employment.	DC, FL, IL, LA, NM, OK, PA, TX, VA	5,000
Child & Family Services	Services to support youth and families including: <ul style="list-style-type: none"> • Early Head Start and Homelessness Support • Mental Health & Addiction Wraparound for Youth • Juvenile Justice Wraparound and Day Treatment • Therapeutic Foster Care and Family Preservation • School Bullying Prevention • Short-term (120 to 180 days) Residential Care • Private-Pay Therapeutic Camp for Girls 	FL, KS, LA, NC	10,000
Workforce	Helps primarily low-income adults, out-of-school youth, and dislocated workers build skills and connect to employment. Adult and dislocated worker programs include training, skills assessment, job search, and placement. Youth programs serve those ages 16 to 24 who may be in or out of school and experience barriers such as low-income, juvenile justice or child welfare involvement, pregnancy, or a disability.	AR, CA, CO, FL, GA, IN, LA, MD, MO, NC, NY, OH, OK, PA, SC, VA	20,000



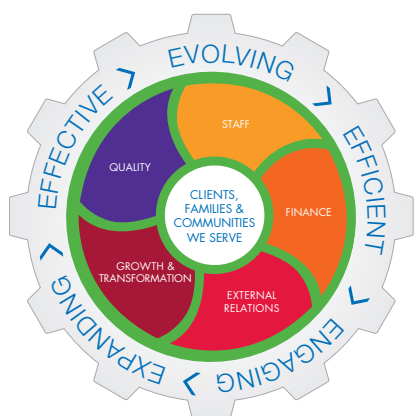
The Eckerd Wheel™

The Eckerd Wheel™ is how Eckerd Connects operationalizes its organizational values. It is how, on a day-to-day basis, Eckerd Connects works, 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 a poster, that they are instead integrated into how the organization operates. There are two sides of the Eckerd Wheel™: Person Side and Performance Side.



The Person Side is meant to ensure staff attend to their own and each other's needs since people make performance possible. Respect for all is the hub of the Person Side as it is Eckerd Connects' first organizational value. Eckerd Connects is focused in the coming years on further integrating the Person Side into Eckerd Connects' culture and people systems.

SPOKE	FOCUS
Integrity	Modeling ethical behavior
Responsibility	Knowing and doing what is expected of me
Empathy	See the world through another person's eyes
Caring	Meeting another person's needs
Happy	Committed to staff well-being



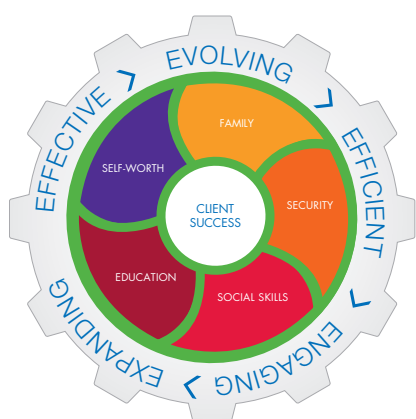
The Performance Side's hub contains the clients, families, and communities served to ensure they always come first (second organization value) and remain at the center of any decision. Each of the five spokes then "map" to a remaining value as shown below. Organization and program decisions must find "spoke balance" and cannot proceed until gaining approval of all the spokes. Critical to gauging our ability to execute with regards to these values is the fact that program and overall organization key performance indicators are designed and oriented around the spokes.

SPOKE	FOCUS
Quality	Accountable for achieving superior outcomes
Staff	Engage people from a strength-based perspective
Finance	Are good financial stewards
External Relations	Build strong and lasting partnerships
Growth and Transformation	Have the courage to innovate and change

In the case of a bicycle wheel, if a spoke is bent, the entire bike can tip over. This holds true for the spokes of the Eckerd Wheel™. If a Person or Performance spoke is “wobbly,” the result could be a client, a program, or the entire organization being off balance. Hence, we affirm the need to constantly monitor and maintain spoke strength and balance through program and organization-level key performance indicators (KPIs) and scorecards.

For example, every Eckerd Connects program has a monthly performance scorecard with KPI representation from the Performance Side spokes. Examples of Quality indicators may include contractual performance requirements. Examples of Finance indicators may be variances to budgeted program revenue and expenses. These program KPIs then “roll up” to feed into an organizational scorecard that too is mapped to the Performance Side spokes.

An extension of the Eckerd Wheel™ is the **Eckerd Success Wheel®** which is an 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 the key factors are in 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 identified areas of need, whether that be through an Eckerd Connects provided service or by connecting the client to services operated by other national or community partners.



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

Eckerd Connects has begun to deploy the Eckerd Success Wheel® across its programs, surveying clients pre and post service to see how they have progressed and identifying areas of improvement. Eckerd Connects has also begun integrating the pre-service survey results into its program-level performance improvement processes in order to start bringing focus to the client/program level in terms of case planning and service delivery.

A service innovation Eckerd Connects is initiating development of in FY23 with the support of a National Foundation for Youth (NFY) grant is an Eckerd Connects-branded client mobile app that can be used to support the Eckerd Success Wheel®. Examples of features include being able to a) provide clients with connections to national and local resources identified as “high need” by the client’s Success Wheel survey (e.g. mental health hotline numbers, housing assistance, etc.), b) assist clients in completing their case plans, c) provide clients with positive reinforcement and enhanced connection during service, and d) conduct service-related surveys during and post service.



Job Corps



Angel De La Vega was born in Ventura, California and when he was 14 years old, his family moved to Mexico. Later, he ended up in a homeless shelter in El Paso and lived there for three months before joining Odle Management's David L. Carrasco Job Corps center as a student.

Angel is seeking to complete his GED and is focused on a career pathway in culinary arts. Upon completing Job Corps, he wants to reside in El Paso with hopes of eventually moving to New Orleans. "The food styles are different, and tastes are real different due to the sauces and spices," Angel states.

Angel is thankful for Mr. Moore, a staff member at David L. Carrasco, for always checking up on him to make sure he was doing everything right. Angel said, "He gave me advice on how to cool my head." Mr. Moore is a Job Corps Culinary Arts alumni. "He understands what the student goes through," Angel continues, "and that is why I opened up with Mr. Moore."

If Job Corps had not been available, Angel says he would be homeless and doing things he was not supposed to. He is grateful to the Job Corps program for all the opportunities that have been afforded to him, and his message to other students is:

"Things are tough, but you go through it. Put your mind and hope to the path that you love, and in the future, you will obtain your goal."

— Angel





Child & Family Services: Project Bridge



Dyllan has faced more than his share of barriers in his 17 years of life.

Living in poverty and surrounded by crime, Dyllan had the cards stacked against him. His youth was consumed by unpredictable housing and food insufficiency. He made decisions that got him in trouble, but it was the exact push he needed to pursue a better future.

With the support of the Eckerd Connects Project Bridge team, Dyllan received the resources and support he needed to dismantle his barriers and turn his life around.

Against the odds, Dyllan graduated from Riverview High School in Sarasota, Florida. He worked hard to obtain his driver's license and saved diligently to afford his first car, biking back and forth to school and work to make it happen.

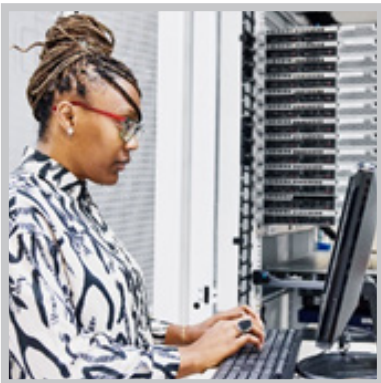
Dyllan became mechanic at Kia and was accepted into the Mechanics Program at Sarasota Technical Institute where he is excelling. He received a PNC scholarship for post-secondary support as he pursues his future. Through a Success Award, he was able to put new tires on his vehicle and now has gas money to help him through the unprecedented inflation of 2022.

Dyllan is living proof that a determined mind working alongside a compassionate village can and will overcome barriers to success.

"I want to thank you all and Project Bridge for the support and kindness... You believed in me from day one and that means so much to me!"

— Dyllan





Workforce Development



While Dasmine was a single mom working low-paying jobs and barely scraping by a few years ago, today she is a software engineer at a Fortune 500 company. She holds two IT certifications and wants to specialize in cybersecurity engineering. She is hopeful that she can soon afford her own home in Ohio where she and her children live.

Dasmine credits the major change in her circumstances to Eckerd Connects' Columbus Workforce program which partnered with CVS Health's Health Zones initiative to serve Columbus' most needy residents.

“Living paycheck to paycheck to barely scrape by, and accepting poverty is a mindset I learned early in life... Eckerd Connects offered me resources and support to break out of that lifestyle and helped me learn to flourish — for myself and for my kids. There have been lots of steps to create that change, but each has been worthwhile and motivated me to keep going.”

With the guidance of a designated coach and a workforce development specialist, Dasmine participated in workforce skills and training seminars, explored possible career paths, and received internships in the real estate and IT industries. Her internship as a school IT manager led her to discover her passion for computers and software. The Eckerd Connects' team then helped her chart a path to becoming a software engineer, from determining what kind of education and certifications she would need to finding and funding the coding program she chose to attend, and later, to helping her find her first job in IT.



Points of Leverage

What we are particularly skilled at or fortunate to have as an attribute or resource:

- **Integrating Other Companies**

Eckerd Connects is proficient at merging companies into its culture and systems, demonstrated by recent M&As with Paxen (\$9M in scale), H&M (\$16M), and Odle Management (\$60M).

- **Operational Proficiency**

Eckerd Connects has shown the ability via its processes, systems, and leadership infrastructure to execute and scale across a wide range of disparate program models, staff, geographies.

- **Adaptability and Grit**

Core to Eckerd Connects' culture is embracing adaptability and having the grit to overcome challenges, recently exemplified navigating COVID and transitioning the Community-Based Care (CBC) programs.

- **National Foundation for Youth (NFY) Support**

NFY supports Eckerd Connects by providing grants that help fuel efforts to develop and deploy program enhancements and service innovations.

Notable Challenges

What are the obstacles ahead we must overcome:

- **Curtail the Impact of the CBC Transitions**

For 15 years, the CBCs were half of all revenue and deeply intertwined with administrative infrastructure. It will take time to complete and recuperate from such a large transition.

- **Overcome CBC Brand Damage**

The last four years operating the CBCs saw negative press that at times has adversely impacted Eckerd's ability to win new business and conduct fundraising.

- **Hire and Retain Staff**

Like most companies, two years of COVID and the Great Resignation plus wage inflation have increased vacancies and turnover.

- **Fundraising**

COVID and CBC brand damage stifled fundraising, so fundraising resources are being reallocated to focus on major gifts and securing national employer workforce partners.

Furthering Impact

What we are going to focus on moving forward in order to generate additional impact:

- **Continue to Expand Workforce and Job Corps Services**

Eckerd Connects has made notable progress on increasing its workforce and Job Corps impact. For the next 18 to 24 months, these areas will be continued areas of focus in terms of expanding the organization's reach and impact. A related area Eckerd Connects will investigate in terms of either acquiring or developing the capacity to deliver is integrating a staffing agency function as this is an aspect of workforce development that could provide a means to improve existing services and drive additional impact in terms of job and career development.



- **Explore Additional Ways to Support Clients**

Between the COVID-19 pandemic and inflationary pressures, the stresses placed on those we serve with regards, in particular, to housing, childcare, and transportation have only increased. Over the coming years, Eckerd Connects intends to explore ways to either take on services in these areas to support our families or form relationships with national and local providers in these service spaces to better connect them to our youth, adults, and families.



Strategic Execution

The following table shows Eckerd Connects' Performance Wheel Spokes—each of which maps to one of Eckerd Connects' values—along with the corresponding Strategic Building Blocks, Near-Term Strategic Goals, and Strategic Execution Paths.

Strategic Building Blocks represent the fundamental thing Eckerd Connects must strive to improve in order to fulfill the promise of the Spoke/Value.

Near-Term Strategic Goals are the proverbial hills Eckerd Connects will climb over the next two fiscal years in order to demonstrate strategic progress (they encompass FY23 and FY24).

Strategic Execution Paths represent the work to be done that will act as the driving force for Eckerd Connects being able to achieve the Near-Term Strategic Goal. Each Strategic Execution Path is supported by one or more tactical action plans with progress assessed on a monthly basis.

In total, the table represents Eckerd Connects' strategic direction and what it is committed to achieving over the next two years.

	Organization Value	Strategic Building Block	Near-Term Strategic Goal (End of FY24)	Strategic Execution Paths
QUALITY	Accountable for strong outcomes	Leverage data to drive impact at a local level	Use Eckerd Success Wheel® (ESW) at the client level	Continue integrating the ESW into program improvement process and develop a client-based mobile app
STAFF	Strength-based engagement	Attract, develop, and retain engaged staff	74% engagement score (67% global benchmark)	Advance the Person Side of the Wheel in terms of culture integration
FINANCE	Good financial stewards	Reinvestment income with sensible overhead	Net Income 1% of total revenue	Adapt infrastructure to post-Community- Based Care operations
EXTERNAL RELATIONS	Build lasting partnerships	Positive brand identification	Community- Based Care-related brand damage in rearview mirror	Engage brand experts to minimize negative web exposure and form national employer partnerships
GROWTH & TRANSFORMATION	Courage to change	Adaptive services emphasizing jobs	\$20M in new programs serving 3,000 clients	Expand workforce and Job Corps and explore housing, transportation, childcare

None of us can really ever know what the future holds, even in the short term. In late 2019, few envisioned that a global pandemic and the Great Resignation that followed would cause such waves in our lives. Things can change so quickly that in a moment, shifting winds can make us feel all of a sudden that we're being pushed in a whole different direction. It's times like these that remind us how critical it is to have a compass, to identify a "true north" that will keep us on track. Is there anything more crucial than knowing who you are and where you're going? It's the first step to figuring out how to get there.

Change is inevitable, whether you're thinking of an organization or your own personal life. At times, change is foisted upon you and you're forced to react. Other times, with a bit of foresight and luck, you're the one who initiates necessary change. Eckerd Connects strives at its core to be two things: First, an organization that holds true in its works and deeds to Mr. Eckerd's vision of providing every person with the opportunity to succeed. Second, an organization that is capable and eager to adapt to ensure the perpetuity of this vision.

It is people who are committed to this cause, who are willing to care for each other and the community through thick and thin, and who have the grit to push ahead when things get muddy who will catalyze organizational change. We need innovative thinkers who come up with new ways of doing things and are not afraid to try something different - ones who will get back up after falling down. We need these people surrounding us if we're to embrace the truth that growth equals change in this season of transformation.

We cannot thank you enough for being this kind of person, for making it possible every day for Eckerd Connects to uplift thousands of our neighbors in need. Thank you to our funders, who trust and assist us in caring for our communities. Thank you to our staff, from Philadelphia to Texas, from Oklahoma to Florida, who lift the heavy weights every day on behalf of thousands of children and families. Thank you to our Board, who encourage and support us through the joys and heartaches. Thank you to our donors and friends, who invest in us so that we can do better.

We are hopeful that in seeing our commitment to fulfilling their lifelong vision, Mr. and Mrs. Eckerd would be proud.

Sincerely and with best wishes,



Board Chair
V. Raymond Ferrara



President and CEO
David Dennis



Organization is, to a large extent, a means of overcoming the limitations mortality sets to what any one person can contribute. An organization that is not capable of perpetuating itself has failed...

The next generation should take for granted what the hard work and dedication of this generation has accomplished. They should then, standing on the shoulders of their predecessors, establish a new 'high' as the baseline for the generation after them.

— Peter Drucker —





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Revised: JUNE 2022