Frameworks

Vision 2025 and Strategic Goals 2023-2025 by Pillar

Vision 2025: Frameworks is the local expert in emotional intelligence for youth.

Mission: Empowering educators, youth services professionals, and parents/guardians with training, coaching, and research-based resources to equip youth with emotional intelligence skills.

Organizational Values: Innovation, Optimism, Growth, Inclusiveness, Collaborative/Teamwork, Continuous Learning

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We strive to move toward this Vision and achieve this Mission with five Strategic Pillars:

Community Initiatives and Advocacy
Development & Marketing
Program Growth
Program Development and Delivery
Effective and Efficient Governance

We refer to these as Pillars because each is, in and of itself, a growth strategy for Frameworks and together they ensure Frameworks' relevancy and sustainability into the future. Accordingly, these Pillars are cemented in a *Foundation of Operational Excellence* that includes best in class: fiscal and administrative management, technology and business intelligence, and human resources practices.

The following describes Frameworks' Vision 2025 and accompanying Strategic Goals by Pillar for the remaining three years (2023-2025) as Frameworks continues to successfully move toward that Vision.

Board Adopted 05/19/22

Pillar 1: Community Initiatives and Advocacy

We envision Frameworks as an organization that is a champion of community-level change through collaboration.   As such, Frameworks in partnership with local non-profit organizations and youth services providers within Hillsborough County focuses on increasing access to civic engagement opportunities and leveraging the total community resources being devoted to emotional intelligence (EQ). This collaborative approach results in greater numbers of youth services professionals, families, caregivers, and mentors being trained, EQ competencies being sustained, and more youth gaining emotional competencies through community partnerships in Hillsborough County.

We envision Frameworks as an organization whose continuous improvement plan is based upon rigorous, accurate, and reliable program evaluation based on data analysis to demonstrate the measurable impact of its community programming on youth development. Through community initiatives, Frameworks leads an effective local and as appropriate, statewide promotion and advocacy effort among its Board, donors, staff, community partners, stakeholders, and local and state policy makers.

<u>Strategic Goals 2023-2025</u>

1. Ensure all of Frameworks' facilitated community partnership content is research-informed and reflects best practices; ensure delivery of facilitated training is taught as designed by providing consistent outcomes and standards, and ongoing training for direct program staff.

2. Ensure rigorous program evaluation is in place that demonstrates best practices and the measurable impact Frameworks' community programs have on key youth development metrics.

3. Ensure Board awareness of program performance data especially in cases where contractual agreements are in place.

4. Continually develop, assess, and improve the service delivery and sustainability of existing programs thus ensuring ever increasing program quality and performance outcomes.

5. Ensure the deliverables model is intentional and customized for each community program partner as based upon readiness, available data and reflection, and program staff knowledge of partner nuances.

6. Develop the emotional intelligence and leadership skills of high schoolers grade 9-12 by designing research-based curriculum and providing unique civic engagement opportunities by partnering with local non-profit organizations.

7. Attend local community events, conferences, and summits to educate, and raise public awareness among multiple audiences (including educators, parents/caregivers, mentors, youth service professionals, potential donors, and civic and business leaders) on the importance of emotional intelligence competency programming in youth development.

8. Connect with community leaders on advocating for policies, practices, and funding at the local, state, and as appropriate, a national level that advances youth development and emotional intelligence programming.

Indicators:

(1) Average score on professional development and collaborative learning community reflections at least 4.7 on 5.0 scale

(2) Measure growth in impact through emotional intelligence competency related metrics

(3) Recruit and initiate new Community Initiatives and Advocacy committee in alignment with Frameworks' committee structure. Utilize committee to inform on community program performance as documented by dashboard/scorecard.

(4) # of renewed community partnerships from previous year at least 95%.

(5)100 % of community deliverables successfully completed in program year

(6) Increase in annual emotional intelligence competency growth of youth in leadership and civic engagement program as measured by DESSA

(7) # of engagement opportunities attended and at least 50% follow up partnerships/programming as a result of attendance.

(8) Increase in advocacy as measure by "to be determined" monitoring methods. Monitoring methods may include:

- keeping records of meetings, correspondence or conversations with target audiences and the responses elicited;
- tracking when your key messages or briefing notes are used by elected officials, other key influencers or the media;
- carrying out surveys and interviews to determine the impact your actions have had and the recognition they have received;
- monitoring the media and keeping track of coverage of your topic in the media.

Pillar 2: Development and Marketing

We envision Frameworks as an organization that enjoys a continually expanding broad base of individual givers driven largely by the growth of a more diverse population of Tampa.

We envision Frameworks as an organization with a targeted group of corporate partners whose social responsibility agendas align with Framework's vision and mission.

We envision Frameworks as an organization whose case for giving is well articulated, well understood by the market, and supports diverse and new solicitation strategies.

We envision Frameworks as an organization that maintains steadfast stewardship of our donors and engages our supporters throughout the year.

We envision Frameworks as an organization whose innovation makes it competitive in winning both private and public grants.

We envision Frameworks as an organization with a robust marketing and outreach strategy that builds public relations and ensures brand awareness throughout our community.

Strategic Goals 2023-2025

1. Implement best in class relationship management systems (CRM) and processes by staff and Board members, supported by innovative technology systems and social media approaches. Such relationship management will result in diversification of revenue streams and increased undesignated funds for Frameworks.

2. Continually assess and innovate Frameworks' donor gateway methods intended to introduce prospective donors to Frameworks, e.g., special events, annual campaign, giving, presentations, etc.

3. Secure diverse and steady funding stream strategies to produce and increase undesignated funding.

Board Adopted 05/19/22

4. Ensure strong brand engagement among Frameworks' current donors; engagement is defined as the emotional and intellectual commitment sufficient to drive measurable action, i.e., increase giving, recommend others give, volunteer or advocate.

5. Engage a diverse Board of Directors to assess and refine the structure of the Donor Relations pillar to ensure increased awareness in the philanthropic community, to engage current donors, and to cultivate a diverse and constantly evolving donor base.

6. Implement and continually assess robust marketing strategies that will ensure brand awareness of programming, population, need, successful social enterprise and impact.

Indicators:

(1) Annually increase undesignated funds by at least 10%.
(1) (2) Annually add to diversification of revenue
(2) (3) Annually increase net revenues from events by at least 10%.
(2) Enhance innovative donor gateway events
(3) Implement comprehensive moves management process throughout funding year resulting in greater contributions by donor
(3) Increase recurring donation contributions and implement social enterprise, the Frameworks' Institute
(1) (2) (3) (4) Annually increase new donors
(1) (2) (3) (4) Annually increase total development revenue
(5) Annually increase attendance at events, corporate partnerships, social enterprise, and community programming by at least 10%.

Board Adopted 05/19/22

Pillar 3: Program Growth

We envision Frameworks as an organization whose core competency in partnering continually allows Frameworks to identify and leverage growth opportunities.

We envision Frameworks as an organization that provides the Hillsborough County community with multiple access points to emotional intelligence for youth.

We envision Frameworks as an organization with systems, processes, and criteria in place to quickly assess and respond to market opportunities for expansion throughout Florida

Strategic Goals 2023-2025

1. Partner with the Hillsborough County School District to expand the number of Hillsborough County School District schools in which Frameworks ensures programming is in place; continually assess and innovate Frameworks' programming to ensure appropriateness to each school's needs.

2. Partner with charter and private schools in Hillsborough County that are assessed as meeting Frameworks' criteria for expansion. Continually assess and innovate Frameworks' products to ensure appropriateness to each charter and private schools' needs.

3. Partner with key Hillsborough County funders and service providers to affect change in designated neighborhoods and community-based school sites thus allowing Frameworks to reach targeted populations and engage families. Continually assess and innovate Frameworks' products to ensure appropriateness to each neighborhood and community-based schools' needs.

4. Partner with the early learning community within Hillsborough County to obtain funding and provide PreK staff training in age-appropriate EQ programming. Continually assess and innovate Frameworks' products to insure appropriateness to the early learning community's needs.

Board Adopted 05/19/22

5. Partner with the Out of School Time (OST) community within Hillsborough County to fund and provide staff within those OST programs with age-appropriate EQ programming. Continually assess and innovate Frameworks' programming to ensure appropriateness to the OST community's needs.

6. Partner with youth-serving organizations and youth service systems in Hillsborough County (i.e., foster care system and adoptive agencies) that are assessed as meeting Frameworks' criteria for expansion. Continually assess and innovate Frameworks' programming to ensure appropriateness to each organization and system's needs.

7. Partner with out-of-county or out-of-state schools (public, private, charter), early learning communities, OST programs, youth-serving organizations, and youth-serving systems assessed as meeting Frameworks' criteria for out-of-county/state expansion (i.e., strategically aligned; not funded by Frameworks; staff capacity in place to execute programming, etc.). Continually assess and innovate Frameworks' programming to ensure appropriateness to each entities needs, as applicable.

Indicators:

(1) Annually increase the number of partnerships and program fees of Hillsborough County Public School (HCPS) partners by minimum of 10%.

(2) Annually increase the number of partnerships and program fees of private and charter partners by minimum of 10%.

(3) Annually increase the number of partnerships and program fees of designated neighborhoods and community-based school partners by minimum of 10%.

(4) Annually increase the number of partnerships and program fees of early learning partners by minimum of 10%.

(5) Annually increase the number of partnerships and program fees of OST partners by minimum of 10%.

(6) Annually increase the number of partnerships and program fees of youth service system organizations and youth service system partners by minimum of 10%.

(7) Annually increase the number of partnerships and program fees of out of county/state partners by minimum of 10%.

Board Adopted 05/19/22

Pillar 4: Program Development and Delivery

We envision Frameworks as an organization where emotional intelligence competency research-based program and content design is accessible by all youth through empowerment of educators and families.

We envision Frameworks as an organization whose systematic approach to ensure the fidelity of the program and delivery is performed as designed.

We envision Frameworks as an organization whose continuous improvement plan is based upon rigorous, accurate, and reliable program evaluation based on data analysis to demonstrate the measurable impact of its EQ programming on academic performance and other youth development.

Strategic Goals 2023-2025

1. Ensure all of Frameworks' facilitated content is research-informed and reflects best practices; ensure delivery of facilitated training is taught as designed by providing consistent outcomes and standards, and ongoing training for direct program staff.

2. Ensure rigorous program evaluation is in place that demonstrates best practices and the measurable impact Frameworks' programs have on correlational academic performance and other key youth development metrics.

3. Ensure Board awareness of program performance data especially in cases where contractual agreements are in place.

4. Continually develop, assess, and improve the service delivery and sustainability of existing programs thus ensuring ever increasing program quality and performance outcomes.

5. Ensure the deliverables model is intentional and customized for each program partner as based upon readiness, available data and reflection, and program staff knowledge of partner nuances.

6. Ensure annual growth in emotional intelligence competencies for both educators and students.

Board Adopted 05/19/22

Indicators:

(1) Average score on professional development and collaborative learning community reflections 4.75 or greater on 5.0 scale.

(2) Measured growth in impact through EQ related metrics

(3) Utilize Program Development & Delivery (PDD) committee to inform on program performance as documented by dashboard/scorecard.

(4) # of renewed program partnerships from previous year at least 95%

(5) 100% of deliverables successfully completed in program year

(6) % of annual growth as measured by predetermined metrics for both educators and students. (i.e., teacher pre/post competency survey, DESSA mini, post year school correlational data)

Pillar 5: Effective and Efficient Governance

We envision Frameworks as an organization whose Board represents the diverse ethnicity, thinking, skills and abilities, i.e., multiple perspectives, necessary to deal with the complexities and subtleties of the strategic issues Frameworks faces. The organization holds the Board and the individual Board member accountable for clearly defined performance expectations and is successful at engaging and retaining its Board members.

We envision Frameworks as an organization whose governance reflects best practices in Board/staff roles and responsibilities, Board communications, Board goal setting, Board size, Board committee structure, Board committee make up, transparency of Board decision-making, and Board leadership succession planning.

We envision Frameworks as an organization whose Board continues to mature with fully developed fiduciary, strategic and generative governance skills.

Strategic Goals 2023-2025

1. Continue to recruit and engage a diverse Board of civic and business leaders able to affect Frameworks' Vision 2025 and Strategic Goals.

2. Gain clarity and agreement among all Board members regarding strategies for moving toward Frameworks' Vision 2025 and achieving its 2019-2025 Goals.   Assess and refine Frameworks' Board structure and meeting agendas to concentrate on strategic priorities and strategies by Pillar. Will utilize the consent agenda process to ensure time is built into Board meeting agendas for Board education and discussion that informs those strategic discussions.

3. Utilize the Board information system portal to ensure communication and access to information in a timely manner.

4. Utilize baseline Board maturity assessment to guide Board maturity to generative level.

5. Fully engage every Board member. Ensure Frameworks' staff and Board leadership understand each Board member's skills and interests. Assess and refine Frameworks' Board committee structure to maximize the use of ad-hoc Strategic Initiative or Innovation Teams.   Match Board members' interests to those new Board structures thus further engaging them and maximizing the value each Board member lends to Frameworks.

Board Adopted 05/19/22

Indicators:

(1) Maintain Board membership aligned with annual goal
(2) Maintain 80% Board meeting attendance
(3) Increase Board portal traffic
(4) Increase maturity score for each mode of Governance over 2021 baseline (matrix)
(5) 100% of compliance by Board members with Board Expectations

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Board Adopted 05/19/22

Foundation of Operational Excellence

Our five Strategic Pillars, so important to Frameworks' growth, relevancy, and sustainability, are grounded in a Foundation of Operational Excellence.

We envision that Frameworks will strive to maintain measurable operational excellence through responsible fiscal management and oversight, exceptional talent management and staff engagement and effective management of information and data.

Strategic Goals 2023-2025

1. Strong fiscal health

2. Exceptional talent management and staff engagement

3. Effective management and technology optimization

4. Implement innovative and sustainable operational data collection system for all pillars and develop a variety of data visualizations to support problem-solving at Leadership Team level

Indicators:

(1) Maintain a positive annual audit opinion from our independent CPA firm
(1) Collaborate with the independent CPA firm to complete an accurate and timely annual 990
(1) Ensure that the organization operates within its Board approved annual operating budget
(2) Maintain the appropriate staffing level within the annual board approved operating budget
(2) Ensure that annual reviews of each employee's job performance are conducted
(2) Develop and monitor annual basic professional development plan through HR company for all employees
(3) Conduct annual technology assessment to ensure optimization of all electronic tools for sustained programming.
(4) Increase innovative data collection systems