

2025-2030 STRATEGIC PLAN

RENEW RECOVER REINVIGORATE

Protecting what matters



**PENSACOLA
& PERDIDO BAYS
ESTUARY PROGRAM**



“

THE PROBLEMS WE ARE ATTEMPTING TO SOLVE HAVE HAD MORE THAN A 200-YEAR HEAD START. SCIENCE IS AN IMPORTANT PART OF THE RESTORATION SOLUTION. BUT SCIENCE ALONE CANNOT SOLVE THE PROBLEM. PEOPLE MUST RETURN TO AN UNDERSTANDING OF AND RESPECT FOR THE NATURAL WORLD. WHERE THERE IS RESPECT, THERE IS NO NEED FOR RESTORATION.

”

Chief Dan “Sky Horse” Helms



**PENSACOLA
& PERDIDO BAYS
ESTUARY PROGRAM**

This report was created by: Pensacola-based integral strategic planning firm, *idgroup*, for Pensacola and Perdido Bays Estuary Program.



Our connection to the water runs deep. Its bounty has fed, nourished, and nurtured us, for generations. We are inextricably linked to water... and since the industrial age, we have been its greatest threat. Now, not only do our lives rely on it, but so, too, do our livelihoods, and our quality of life. As a result of human activity, rapid growth in business and industry, and increasing population, our waterways—once teeming with life—are stressed by unsustainable development, runoff, and pollution.

We believe it is our responsibility to preserve, protect, and restore the beauty and bounty of our natural ecosystem: the Pensacola and Perdido Bay watersheds. This is not merely an environmental issue. It is a community and economic issue that affects us all—from the wildlife to the fisherman, to the tourist, to the families that raise their children here. What is at stake is our health as a community. The beauty, scenery, and natural resources of our waterways are the reason we choose to move here, travel here, do business here, and continue to live here. It is our responsibility and duty to ensure future generations can benefit from the natural resources we have enjoyed for decades. We put into practice a strong desire to create a sustainable, meaningful impact for all living creatures reliant on a healthy ecosystem, working to find the balance between environmental and community needs. Guided by proven scientific methods, we employ the best practices in environmental science to guide decisions and policies that affect our region.

We are Pensacola and Perdido Bays Estuary Program. We are a non-partisan group of active, engaged citizens who serve our communities through restoration, research and monitoring, and community outreach that engage government, businesses, and community members in responsible ecological stewardship.

We work to protect and enhance the health and resilience of the Pensacola and Perdido Bay watersheds, supporting all who care for these communities, whether they live here with their families, do business here, or cherish the region as a second home. We believe it's our shared responsibility to protect the things we value: the natural wonder, the renewing power of the water, the wildlife, and the natural beauty of our environment.

Pensacola and Perdido Bays Estuary Program

Protecting what matters.

LETTER FROM THE EXECUTIVE DIRECTOR

We are pleased to present the 2025-2030 Strategic Plan for Pensacola and Perdido Bays Estuary Program. We have titled this plan “Renew. Recover. Reinvigorate”. This reflects our commitment to delivering transformational, sustainable improvements in the recovery of our natural resources while improving the quality of life for our communities. This shared vision gives us a clear destination; this plan is our roadmap for getting there.

This Strategic Plan builds on our initial branding process which was completed in 2021 when PPBEP was hosted by Escambia County. In October 2023, PPBEP became a fully independent organization. This transformation opened up new opportunities for funding, collaboration, long-term sustainability, and an opportunity to renew our clarity at all levels of the organization. Over the course of 2025, we have confirmed and expanded our core identity, defined our organization structure to support our growth and stability goals, and mapped out this Integral Strategic Plan, which builds on our strengths and will push us toward the future we envision.

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

1. Impact. We drive measurable improvements in ecosystem health and quality of life by strategically implementing, consistently measuring, and effectively communicating the positive impacts of the region’s Comprehensive Conservation and Management Plan.

2. Culture. We cultivate a thriving, mission-driven workforce by investing in supportive leadership, fostering an environment of continuous learning, and empowering every employee to contribute their expertise and skills to our collective excellence.

3. Operations. We optimize our systems, processes, and organizational structure to achieve long-term sustainability and maximize our effectiveness in mission delivery and

financial accountability.

4. Innovation. We deliver tangible impact in research, restoration, education, and policy through strategic growth and innovation, sharing our expertise, exploring new opportunities, and investing in the people and places that power our mission.

5. Engagement. We build community commitment and support through strategic engagement and collaborative partnerships, strengthening our community relationships and elevating our standing as the trusted authority for science-based solutions.

These five areas provide focus for our efforts and resource allocations through the next five years.

After reading the full plan, we hope you will be as optimistic as we are about the future of our estuaries, the quality of life of our communities, and the Pensacola and Perdido Bays Estuary Program’s mission to protect what matters. We invite you to join us in bringing this plan to life.

Matt J. Posner
Executive Director

We are grateful for all who contributed to the continuing success of our organization and the development of this report.

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“

YOU TEACH ME, I
FORGET. YOU SHOW
ME, I REMEMBER.
YOU INVOLVE ME, I
UNDERSTAND.

”

Edward O. Wilson



PART I. PROJECT BACKGROUND

IN THIS SECTION:

- 01. DATA POINTS
- 02. STRATEGIC PLANNING PROCESS TIMELINE

This strategic plan builds on our 2021 Branding from the Core® process and the development of PPBEP's Comprehensive Conservation and Management Plan (CCMP). The multi-stage process engaged voices of a cross-section of the community to reveal the identity map and narrative, as well as the strengths, opportunities, and aspirations for the future of the Pensacola and Perdido Bays Estuary Program.

In 2025, the Executive Director launched a strategic planning initiative that builds on the original work, while evolving to meet the needs of the organization as it moves into a new chapter as an independent 501(c)(3) organization. This new entity has the same name, vision and mission, but new aspirations and opportunities to serve our watersheds and communities for years to come.

Working collaboratively, the Pensacola and Perdido Bays Estuary Program leadership team and staff engaged in a series of dialogues and research activities which identified five main areas of strategic focus. The team then developed goals and strategic-level key performance indicators designed to guide the organization and measure results over the five-year plan. To support these goals, the team then developed operational objectives that will move the needle on the performance indicators.

From these objectives, the Executive Director will set the priorities for the next 12 months, which will be developed into action plans to guide the day-to-day activities of the organization. Those actions will be measured and reviewed regularly to develop best practices for organization development and continuous improvement. This will ensure the plan evolves as needed to remain relevant and responsive to the needs of the watersheds and the community.



01. DATA POINTS

PRIMARY

- Leadership VCI (Vision-Culture-Image) Assessment
- Team VCI Assessment
- Executive Director Dialogue
- Leadership Dialogue
- Organization Dialogue
- Strategic Planning Workshops
- Operational Planning Workshops

SECONDARY

- Original Research Findings (from 2021)
- PPBEP's Comprehensive Conservation & Management Plan
- Current Organization Chart

02. STRATEGIC PLANNING PROCESS TIMELINE

JAN-JULY

2021

- Branding from the Core® Final Report

FEB-MAR

2025

- VCI Analysis
- Executive Director Dialogue
- Leadership Dialogue

APR-JUNE

2025

- Organization Dialogue
- Leadership Vision Clarified
- Organization Development Activities Implemented

JULY-AUG

2025

- Areas of Strategic Focus Defined
- Goals, Key Performance Indicators and Drivers Defined
- Operational Objectives Developed

SEPT-OCT

2025

- Above-the-Line Strategic Plan Reviewed with Board Representative
- Leadership 12-Month Priorities Defined
- Action Planning Kickoff Workshop Conducted

PLANNED FOR NOV-DEC

2025

- Integral Strategic Plan Presented to Board for Approval
- 12-Month Action Plans Completed
- Organization Learning and Best Practices Review

PART II. IDENTITY MAP

IN THIS SECTION:

- 01. THE IDENTITY
MAP FRAMEWORK
- 02. IDENTITY MAP
STATEMENTS



01. THE IDENTITY MAP

The Identity Map defines the narrative of the organization. It 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.



1. Core
Purpose, Values

2. Organization Drivers
Vision, Mission, Unique Value Proposition, Archetype, Aspirational Reputation

3. Expression
Personality, Positioning, Promise

4. Operating Context
Competition, Customers, Trends, Economy

FIGURE 1: IDENTITY MAP

02. PPBEP: IDENTITY MAP STATEMENTS

■ CORE ■ ORGANIZATION DRIVERS ■ EXPRESSION

PURPOSE

Why do we exist?

Protect what matters. For PPBEP, 'what matters most' includes the health of our estuaries, and the resilience and quality of life of the communities that depend on them.

VALUES

What guides our behaviors?

Creating Impact. Strong desire to create a sustainable, meaningful impact for all living creatures reliant on a healthy ecosystem, working to find the balance between environmental and community needs.

Proven Science. Employing trusted, and reputable scientific processes to improve and maintain environmental quality.

Community Inclusion. Working to ensure all voices and perspectives from the local community are included.

Mutual Health, Vitality & Collaboration. Creating a network of collaborative partnerships across diverse groups, communities and public-private, and non-profit sectors to share resources and knowledge to serve a bigger purpose for the health and wellbeing of the communities we serve.

Resiliency / Sustainability.

Committing to resilient, sustainable actions that enables our environment and communities to withstand challenges today and thrive in the face of tomorrow's uncertainties.

VISION STATEMENT

What is the future we envision?

The Pensacola and Perdido Bays Estuary Program is a national leader and expert in estuarine science and restoration. We have significantly improved the environmental quality of our watersheds through proactive education, partnerships, and funding of impactful ecosystem and resilient infrastructure projects. As a result of our work, we have sustained measurable and impactful positive change for our environment and community that has led to a significant increase in the health, wellbeing, and vitality of our communities.

MISSION STATEMENT

What will we do to support our vision & purpose?

Restore and protect the Pensacola and Perdido Bay watersheds through restoration, education, and unbiased monitoring of the health of our estuaries.

UNIQUE VALUE PROPOSITION

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

Our natural resources are the reason we choose to move here, travel here, and continue to live here. It is our responsibility and duty to ensure future generations can benefit from the natural resources we have enjoyed for decades.

Why this matters: The world we hand off to our children is the legacy we will leave behind.

We serve as a convener to ensure all voices are heard.

Why this matters: Everyone has a seat at the table. Everyone has a voice, and every voice matters.

We employ rigorous, sound science to inform decisions and policies.

Why this matters: Non-partisan, unbiased solutions will be the only way we can create bridges across boundaries, generational and party lines.

We are modeled after the success of national programs.

Why this matters: We are not starting from scratch; we are building on the successes of National Estuary Programs to maximize our success and outcomes, and creating strong partnerships in the process.

ARCHETYPE

What is our persona based on human desires and values?

Everyman: Seeks connection, fellowship and harmony.

Sage: Seeks knowledge, understanding and the truth.

Explorer: Seeks freedom. Brave, adventurous and loves a challenge

ASPIRATIONAL REPUTATION STATEMENT

How does our organization wish to be perceived by others?

Our program has earned national recognition and a reputation as being a major contributor to estuarine restoration. We are known locally, regionally, and nationally as a high impact program that has brought the community and its people together to protect and preserve its natural resources and assets, and in doing so, created significant measurable impact for its community members, wildlife, and natural resources. As a result of our commitment and efforts, we are sought out as an exemplar that others strive to mirror.

PERSONALITY

What image do we want to project?

CURRENT ATTRIBUTES

Human

- Positive
- Valuable Partner
- Unifiers
- Non-threatening and Do No Harm
- Approachable
- Welcoming, Inviting and Inclusive

Hard Working

- Versatile
- Dependable
- Reliable
- "We find a way"

Rigorous

- Rational, Informative
- Trustworthy
- Objective, Unbiased

Future-Focused

- Innovative
- Forward-thinking

PROMISE

What can community members expect from our organization across all touchpoints?

At all times, and in all interactions, we promise to consistently deliver on our purpose to protect what matters.

POSITION

Defines the organization's unique niche and value.

For People: Maintain and sustain a quality of life that promotes overall physical, emotional and psychological health and wellbeing. Connect with people's sense of responsibility to improving their local environments.

For Industry: Create a sense of security for the financial stability of a business, in a way that is responsible for preserving the vitality and beauty of our natural resources.

For Non-Profit: Influence, protect and preserve the environment through education, resources, and influence policy changes.

For Government: Manage the long-term growth of our communities safely and responsibly.

For Habitat: Ensure the survivability of the ecosystem and all creatures within the habitat.

“

NO ONE WILL PROTECT WHAT THEY DON'T CARE ABOUT; AND NO ONE WILL CARE ABOUT WHAT THEY HAVE NEVER EXPERIENCED.”

”

David Attenborough

PART III. INTEGRAL STRATEGIC PLAN



IN THIS SECTION:

- 01. THE INTEGRAL STRATEGIC FRAMEWORK
- 02. CASCADE MODEL
- 03. INTEGRAL STRATEGIC PLAN ELEMENTS



01. THE INTEGRAL STRATEGIC FRAMEWORK

The Integral Strategic Framework (Fig. 2) guided the development of the Pensacola and Perdido Bays Estuary Program Strategic Plan. This framework integrates the organization's Identity Map (Fig. 1) with overarching areas of strategic focus to support positive movement toward the organization's stated vision. Using the Cascade Model (Fig. 3), key performance indicators (KPI) and drivers defined for each area of focus are operationalized by the team to develop objectives and actions which ensure alignment of day-to-day resource allocation and decision-making with the longer-term strategic outcomes desired. This alignment is managed on an ongoing basis using best practices of organization development and continuous improvement.



FIGURE 2: INTEGRAL STRATEGIC FRAMEWORK

“

THERE ONCE WERE MEN CAPABLE OF
INHABITING A RIVER WITHOUT DISRUPTING
THE HARMONY OF ITS LIFE.

”

Aldo Leopold (1940)

02. CASCADE MODEL

The Cascade Model provides a framework for aligning strategic and operational planning within the organization.

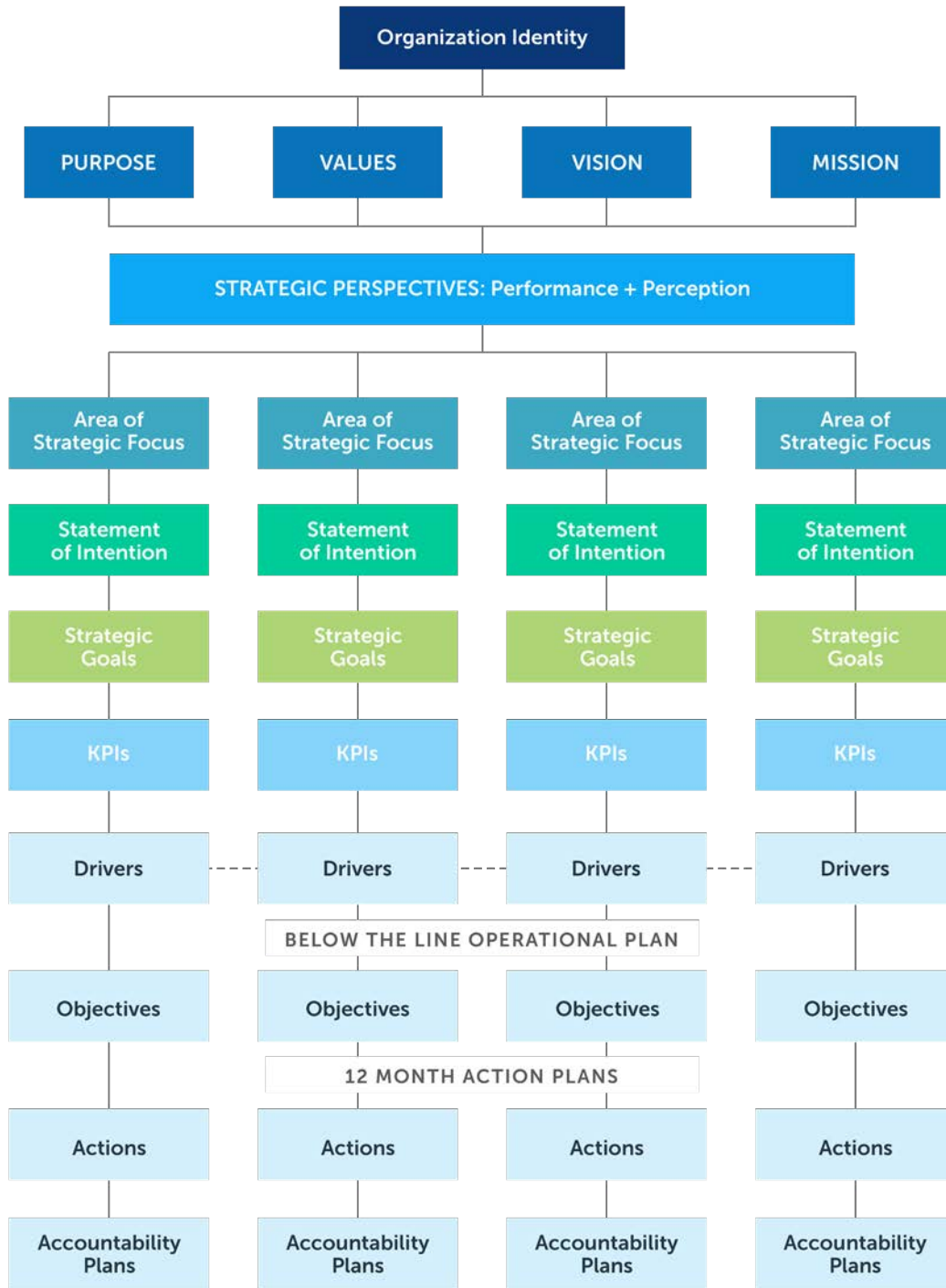


FIGURE 3: CASCADE MODEL

03. PPBEP: INTEGRAL STRATEGIC PLAN ELEMENTS

The following areas of strategic focus will serve as guideposts over the next five years—defining outcomes which indicate we are living our mission and values, while advancing our shared vision. Each of the five areas include a statement of intention capturing the aspiration for the area of focus, the goals defining what we are working toward, the key performance indicators measuring movement toward our goals, and objective statements indicating how we plan to operationalize the strategy.



01

AREA OF STRATEGIC FOCUS #1: IMPACT



Driving measurable improvements in ecosystem health and productivity while improving resilience and quality of life in our communities.

Statement of Intention

We drive measurable improvements in ecosystem health and quality of life by strategically implementing, consistently measuring, and effectively communicating the positive impacts of the region's Comprehensive Conservation and Management Plan.

Goals

- Maximize positive impact through strategic CCMP implementation.
- Consistent measurement and communication of progress and positive impacts.

01

AREA OF STRATEGIC FOCUS #1: IMPACT

**Key Performance Indicators (KPIs)****Statement: Percentage of high impact actions initiated***

- Baseline: First measurement (2026) to be used as baseline
- Target: 90%
- Data Source: Annual CCMP Action Tracker
- Reporting Frequency: Annually

Statement: Percentage of metrics tracked and reported annually

- Baseline: First measurement (2026) to be used as baseline
- Target: 100%
- Data Source: Annual CCMP Action Tracker
- Reporting Frequency: Annually

*High impact is defined as programs, projects, and/or initiatives that result in significant effect on the delivery of PPBEP's mission.

01

AREA OF STRATEGIC FOCUS #1: IMPACT



Objectives

CCMP Implementation Strategy

The Senior Scientist with support from PPBEP staff will develop a CCMP Implementation Strategy which will result in 90% of high impact actions being initiated by 2030.

CCMP Update

To ensure progress toward PPBEP's 6 CCMP goals, the Senior Scientist with support from PPBEP staff will update the CCMP action plan by October 2027. This will allow us to assess alignment with community needs, track performance, and evaluate the effectiveness of our actions in strengthening strategic partnerships.

CCMP Action Tracker

The Environmental Scientist with support from PPBEP staff and strategic partners will create, manage, and utilize a CCMP Action Tracker that will result in 100% of CCMP actions tracked with status updates and outcomes documented annually.

Grant Funding Tracking

To support transparent and effective CCMP implementation, PPBEP staff will maintain a detailed grant funding log that tracks 100% of funds received, allocated, and spent on CCMP actions. This log will be updated annually, linked to specific CCMP projects and outcomes, and summarized in the CCMP Progress Report and used annually to inform funding priorities and communicate impact to funders and the public.

Strategic Partnerships

PPBEP staff will identify, formalize, and strengthen strategic partnerships that align with CCMP goals, resulting in at least 3 new or enhanced collaborations annually, each directly tied to a CCMP action. These efforts will be documented through meeting records, partnership agreements, and updates to the Action Tracker, and included in the annual CCMP Progress Report.

Impact Evaluation

The leadership team will develop impact assessments and metrics to evaluate programmatic efforts, resulting in the completion of 100% of program impact assessments by September 2026. Program leads will provide quarterly data, which will be evaluated annually by staff to ensure programs remain effective and relevant for resource allocation and community impact.

02

AREA OF STRATEGIC FOCUS #2: CULTURE



Cultivating a thriving, mission-driven workforce through supportive and decisive leadership.

Statement of Intention

We cultivate a thriving, mission-driven workforce by investing in supportive leadership, fostering an environment of continuous learning, and empowering every employee to contribute their expertise and skills to our collective excellence.

Goals

- Foster a fair, safe, and welcoming environment for everyone.
- Foster an environment that empowers and engages employees.
- Enhance workforce expertise and skills mastery.
- Invest in team leadership growth and effectiveness.
- Support organizational excellence through continuous learning.

02

AREA OF STRATEGIC FOCUS #2: CULTURE

**Key Performance Indicator (KPI)****Statement: Employee Satisfaction**

- Baseline: First measurement (2026) to be used as baseline
- Target: 85%
- Data Source: Employee Satisfaction Surveys
- Reporting Frequency: Annually

Statement: VCI Vision-Culture Alignment

- Baseline: 52%
- Target: 90%
- Data Source: VCI Survey
- Reporting Frequency: Annually

Statement: Team Adherence to Creed

- Baseline: First measurement (2026) to be used as baseline
- Target: 100%
- Data Source: Performance Evaluations
- Reporting Frequency: Annually

Statement: Employee Development and Growth

- Baseline: N/A
- Target: To be determined based on individual development and growth goals set during annual evaluations
- Data Source: Quarterly Progress Check-ins; Annual reviews related to progress in development and growth identified for each employee
- Reporting Frequency: Annually

Statement: Participation in Quarterly Organization Learning Meetings

- Baseline: N/A
- Target: 100%
- Data Source: Attendance
- Reporting Frequency: Quarterly

Statement: Safety Incidents

- Baseline: N/A
- Target: 0
- Data Source: Incident Reports
- Reporting Frequency: Monthly

02

AREA OF STRATEGIC FOCUS #2: CULTURE



Objectives

Team Building

The Operations Manager will, with support from the Executive Director, identify and implement team building opportunities by June 2026 resulting in 85% employee satisfaction by October 2030 as measured by the annual Employee Satisfaction Survey.

Professional Development

By June 2026, the Leadership Team will engage with 100% of staff to identify, implement, and evaluate both individual and team professional development (PD) opportunities aligned with the leadership's vision and the Program's mission.

Employee Recognition

By October 2026, the Leadership Team will develop and implement a formal employee recognition program to ensure PPBEP continues to retain and attract talented, dedicated individuals.

Quarterly Organizational Learning

By June 2026, the Leadership Team will implement quarterly organizational learning. These sessions will occur quarterly and achieve 100% staff participation, with attendance and session outcomes documented.

Culture of Safety

By October 2026, all team members, led by the Safety Officer, will review, update, and implement safety protocols to ensure a safe working environment across all PPBEP operations.

Culture of Wellness

By October 2026, the Operations Manager and Executive Director will identify and begin implementing a plan to further promote a culture of wellness within PPBEP.

Empowering Staff

By October 2026, the Executive Director and leadership team will identify and implement opportunities to empower staff through individualized development plans resulting in 100% incorporation.

03

AREA OF STRATEGIC FOCUS #3: OPERATIONS



Optimizing systems and processes to ensure long-term sustainability and organizational effectiveness.

Statement of Intention

We optimize our systems, processes, and organizational structure to achieve long-term sustainability and maximize our effectiveness in mission delivery and financial accountability.

Goals

- Establish and maintain an optimized organizational structure with clear roles, responsibilities and accountability.
- Expand administrative capacity to optimize mission delivery.
- Achieve financial sustainability.
- Maintain financial accountability.
- Enhance efficiencies and effectiveness of systems and processes.

03

AREA OF STRATEGIC FOCUS #3: OPERATIONS

**Key Performance Indicator (KPI)****Statement: Role Clarity and Accountability Score**

- Baseline: First measurement (2026) to be used as baseline
- Target: 85%
- Data Source: Annual Evaluations
- Reporting Frequency: Annually

Statement: Capacity Utilization

- Baseline: First measurement (2026) to be used as baseline
- Target: 75%
- Data Source: Quarterly Check-ins
- Reporting Frequency: Quarterly

Statement: Operating Reserves:

- Baseline: 5%
- Target: 50% of Annual Operating Budget
- Data Source: Annual Budget
- Reporting Frequency: Annually

Statement: Funding Dependency Ratio

- Baseline: First measurement (2026) to be used as baseline
- Target: 35% or less of the annual operating budget
- Data Source: Annual Budget
- Reporting Frequency: Annually

Statement: Audit Findings

- Baseline: First measurement (2026) to be used as baseline
- Target: 0 Findings
- Data Source: Annual Audit
- Reporting Frequency: Annually

Statement: Programs Utilization and Effectiveness

- Baseline: First measurement (2026) to be used as baseline
- Target: 75% of metrics identified in Annual Program Evaluation
- Data Source: Annual Program Evaluation
- Reporting Frequency: Annually

03

AREA OF STRATEGIC FOCUS #3: OPERATIONS



Objectives

Performance and Accountability

The Executive Director and Leadership Team will implement quarterly accountability check-ins and annual performance evaluations by December 2025 resulting in 100% participation.

Administrative Capacity

The Executive Director will fill the Operations Manager position to create administrative capacity and support by January 2026. The Operations Manager will complete an operational review by May 2026 to identify administrative/operational priorities.

Policies and Procedures

The Operations Manager will undertake a review and update organizational policies and procedures by September 2026.

Financial Strategy

The Executive Director and Operations Manager will complete an update to the PPBEP Financial Strategy by September 2027.

Financial Accountability

The Executive Director and Operations Manager will complete the organizational audit on an annual basis and ensure a clean audit on or before March 2027.

Program Resource Allocations

Based on the program evaluations completed as part of AOSF #1, beginning in October 2026, the leadership team will annually assess program resource allocations to ensure each program area has the capacity and resources needed to achieve program objectives.

04

AREA OF STRATEGIC FOCUS #4: INNOVATION



Delivering impact in research, restoration, education and policy through strategic growth and innovation.

Statement of Intention

We deliver tangible impact in research, restoration, education, and policy through strategic growth and innovation, sharing our expertise, exploring new opportunities, and investing in the people and places that power our mission.

Goals

- Initiate development of a Coastal Education and Restoration Center.
- Explore the ROI and cost/benefit of establishing an in-house construction team.
- Elevate and expand PPBEP's role of informing local policymaking.
- Continue to evaluate and implement new opportunities to enhance positive impact and community well-being.

04

AREA OF STRATEGIC FOCUS #4: INNOVATION

**Key Performance Indicator (KPI)****Statement: Center Concept Approved**

- Baseline: N/A
- Target: 100% approval by board by 2027
- Data Source: Center Vision and Business Plan
- Reporting Frequency: October 2027

Statement: Center Capital Campaign

- Baseline: 0%
- Target: 50% of needed capital raised by 2030
- Data Source: Capital Campaign Annual Report
- Reporting Frequency: Annually

Statement: Construction Team Viability

- Baseline: N/A
- Target: 100% determination of viability through ROI and cost/benefit analysis
- Data Source: Oyster Restoration Initiative Construction Strategy
- Reporting Frequency: October 2027

Statement: Informing Policy

- Baseline: 0
- Target: 2 new initiatives to inform local policymaking by 2030
- Data Source: Annual Report; CCMP Tracker
- Reporting Frequency: Annually

Statement: Continuous Innovation

- Baseline: 0
- Target: 2 innovation opportunities vetted and implemented by 2030
- Data Source: Annual Report; CCMP Tracker
- Reporting Frequency: Annually

04

AREA OF STRATEGIC FOCUS #4: INNOVATION

**Objectives****Center Vision and Business Plan**

The Executive Director and leadership team will develop a Center Vision and Business Plan and present to the Board of Directors for consideration by October 2027.

Center Capital Campaign

The Executive Director and leadership team will develop and implement a capital campaign by October 2030.

Construction Team Viability Assessment

The Executive Director and Restoration Project Coordinator will complete a cost-benefit and decision/risk assessment to determine the return on investment of establishing a construction team by October 2027.

Align Local Comprehensive Plan Updates with CCMP Goals

The Executive Director will work with local governments to update their respective Comprehensive Plans to be consistent with CCMP goals by October 2030.

Innovation Vetting

The Executive Director will develop a framework for vetting innovations, grants, and projects to ensure transparent, consistent decision making that aligns with leadership's vision, CCMP goals, available capacity, and financial sustainability by October 2027.

05

AREA OF STRATEGIC FOCUS #5: ENGAGEMENT



Building trust and advocacy through strategic engagement and demonstrated positive impact.

Statement of Intention

We build community commitment and support through strategic engagement and collaborative partnerships, strengthening our community relationships and elevating our standing as the trusted authority for science-based solutions.

Goals

- Deepen and broaden engagement to foster mutual benefit and support.
- Strengthen collaborative partnerships to amplify shared impact and outreach.
- Elevate the PPBEP identity as the trusted authority for science-based solutions.

05

AREA OF STRATEGIC FOCUS #5: ENGAGEMENT



Key Performance Indicator (KPI)

Statement: Meaningful Community Engagement*

- Baseline: First measurement (2026) to be used as baseline
- Target: 8 distinct community groups and sustain 75% engagement annually
- Data Source: Annual Engagement Report
- Reporting Frequency: Annually

Statement: Increased Identity Sentiment

- Baseline: TBD
- Target: 75% positive opinion of the organization
- Data Source: Brand Sentiment Survey
- Reporting Frequency: Annually

Statement: Partnership Growth

- Baseline: First measurement (2026) to be used as baseline
- Target: 20% growth in new partnerships
- Data Source: Annual Engagement Report
- Reporting Frequency: Annual

Statement: Partners Engaged and Supported

- Baseline: First measurement (2026) to be used as baseline
- Target: 75% of partner relationships result in meaningful impact
- Data Source: CCMP Tracker
- Reporting Frequency: Annual

Statement: Community Recognition as a Watershed Leader

- Baseline: First measurement (2026) to be used as baseline
- Target: 15% annual net growth in inbound community, partner and media inquiries, citations and references.
- Data Source: Reputation Tracking Report
- Reporting Frequency: Quarterly

*Meaningful community engagement is defined as a collaborative process where community members are genuine partners in identifying issues and co-creating solutions that affect their well-being. It is a two-way dialogue that goes beyond traditional top-down models, ensuring community voices are heard, respected, and integrated into decision-making, policies, and programs from the design phase through to evaluation. This approach builds trust, equity, and shared ownership by recognizing that community members possess critical knowledge and are not merely recipients of services.

05

AREA OF STRATEGIC FOCUS #5: ENGAGEMENT



Objectives

Mapping Audiences and Outcomes

The Program Lead, with support from PPBEP staff, will identify and map current and potential audiences to strengthen reach, relationships, and collect measurable outcomes, resulting in the creation and maintenance of an Annual Engagement Report, starting by June 2026.

Data-Driven Reporting

The Senior Scientist, with support from staff, will publish and share clear, data-driven reports, resulting in the release of one biennial State of the Bays Report every two years and one Annual Impact Report starting in Spring of 2026.

Public and Private Sector Collaboration

The Outreach and Education Program Manager, with support from PPBEP staff, will engage with the public and private sectors to collaborate on environmental programs, resulting in a 15% increase in the total number of individuals engaged, to be tracked and reviewed semi-annually.

Community Responsiveness

The Outreach and Education Program Manager, with support from PPBEP staff, will capture and respond to community concerns, resulting in the establishment of a formal response program with 100% of concerns responded to, to be tracked and reviewed semi-annually.

Reputation Building Campaign

By March 2027, the Communications Manager will lead the development and launch of a strategic campaign designed to achieve a 15% collective increase in community trust, brand reputation, and public standing over four years.

Outreach and Education Strategy

The Outreach and Education Program Manager will lead the development and implementation of an update to PPBEP's Outreach and Education Strategy, identifying strategic growth that will result in the ability to track the overall health of our partner relationships, starting in March 2027 and updated quarterly.

PART IV. CONTINUOUS IMPROVEMENT PROCESS

This strategic plan is a five-year roadmap for moving the Pensacola and Perdido Bays Estuary Program towards its aspirational future. As the plan is implemented into operations, the process of continuous improvement will allow for monitoring of the performance drivers to improve progress toward the strategic aims of the organization. As data systems mature, we will refine baselines and adjust targets as needed to remain ambitious, realistic, and aligned with our mission.

Each year, the Executive Director, with input from the leadership team, will outline the top priorities for the following 12 months. Each quarter, the team will review the plan progress and adjust as necessary to ensure this is a living which continuously evolves to meet the needs of the moment, while continuing to guide the organization toward the envisioned future.

Join our journey at ppbeb.org.



**PENSACOLA
& PERDIDO BAYS
ESTUARY PROGRAM**

