



# Transforming Poverty --- into Possibility --- in Philadelphia

# Episcopal Community Services 2025–2028 Strategic Plan

With the adoption of this strategic plan, **ECS will establish a bold model of community transformation — rooted in trust, built on deep relationships, and powered by strong infrastructure and unifying leadership.** Together with our supporters, we are rewriting the story of poverty in Philadelphia and building a future where every neighborhood thrives, and every voice helps shape lasting change.

The ECS mission is to challenge and reduce intergenerational poverty, and **we envision a world in which every person can find a path to prosperity.** In a time of rising threat and uncertainty for the communities we serve, we resolutely confront the root causes of poverty — racial injustice and systemic barriers — and replace them with opportunity, equity, and hope. Our racial equity principles, core values, and data-driven programs guide this work, and success depends on partnership.



## A Call to Action



We invite you to be part of the ECS story and meet the moment!

**As a supporter of our mission, your commitment will:**

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Champion ECS as a trusted force for economic mobility

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Amplify our voice to advocate for fairer systems and stronger communities

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Expand our reach by connecting ECS to new partners, networks, and opportunities for investment

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**Together, we can transform poverty into possibility.**

## Goal 1

# Guiding Communities Across the Bridge to Prosperity

**ECS is scaling hope** — one neighborhood at a time.

By leveraging our **Bridge to Prosperity** model to the community level, we address family stability, housing, financial management, education and employment, health and wellness to unlock economic mobility. **We're not only transforming individual lives but creating lasting change across entire neighborhoods.**

Anchored by the St. Barnabas Community Resource Center (SBCRC), this effort centers community voice and leadership. With SBCRC as a trusted hub, **ECS will expand vital services, guide long-term development, and advocate for policy change** — serving as both a responsive local partner and a driver of systems-level impact with the community.

**Together, we're building a model for neighborhood transformation — and a more just Philadelphia.**



# Scaling Up ECS' Support of Communities Around SBCRC

**Expanding Access. Deepening Equity. Honoring Community Power.**

At ECS, we believe that transformation happens when communities are seen, heard, and trusted. As we expand our work around ECS' St. Barnabas Community Resource Center, we're scaling services in ways that are led by resident voice and rooted in respect.

**How We'll Measure Success:**

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A comprehensive community needs and assets assessment to guide our community strategy

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A geographic expansion strategy to grow programming and outreach efforts to reach over 25,500 people

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Youth enrichment and leadership programs tied to SBCRC's expansion

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275-block funded cleanups to enhance safety and stabilize neighborhoods

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# Building a Learning Organization to Drive Community Impact

**Embedding Equity. Centering Feedback. Driving Lasting Change.**

ECS is becoming a stronger learning organization — where equity shapes how we grow, listen, and lead. We act on data, elevate voices, and adapt in real time to deliver better outcomes for our communities.

**How We'll Measure Success:**

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A community-centered engagement process and neighborhood advisory structure which guides active listening and responsive action

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A feedback-to-action loop that closes the gap between participant-driven insight and improved implementation

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A stronger alignment between community impact and our expanding continuum of programs

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Priority 1.3

# Strengthen ECS' Capacity for Systems-Level Policy and Advocacy Work

## Amplify Community Voice and Drive Policy Action

ECS will use its program expertise and trusted relationships to elevate community voices and influence meaningful change in public policy.

### How We'll Measure Success:

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We will grow advocacy engagement by 5% annually, as measured by supporter involvement in Calls to Action and other activities

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We will increase engagement with lawmakers, tracked by meetings, hearings, and communications with city, state and national leaders

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We will boost public visibility of key issues, reflected in media coverage, conference presentations, policy proposals, and invitations to decision-making table

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## Goal 2

# Tell Our Story — Growing Awareness and Support

It's time to turn up the volume on our mission.

Through **bold storytelling**, **digital reach**, and **community connection**, we're working to make sure more people know what we do, who we serve, why it matters and how they can join in the work with us.



Priority 2.1

# Marketing & Brand Refresh

With a refreshed brand and energized board ambassadors, we're making ECS synonymous with hope and change.

**Role of the Board:**

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Amplify their role as trusted ECS ambassadors — broadcasting our mission with personal and professional networks

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Help raise visibility by introducing ECS to new supporters and strategic opportunities

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Participate in training sessions, use talking points, and distribute shareable materials provided by ECS staff

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**How We'll Measure Success:**

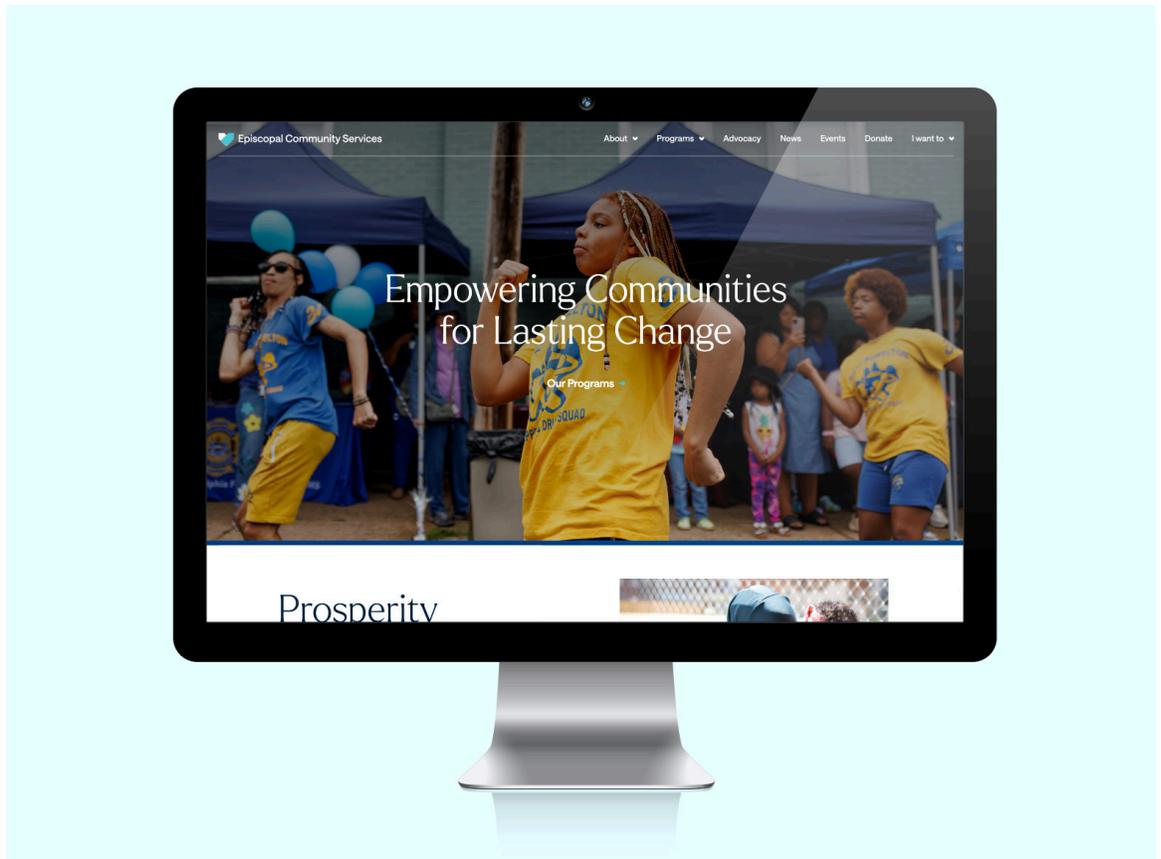
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Increase website traffic from 18,000 to 22,000 annual visits

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Equip Board members with outreach tools and support to enhance ECS's reach

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# Improve Audience Engagement Levels

From inboxes to Instagram, we're meeting people where they are — and inspiring them to act. With ambitious engagement goals, we're growing a movement of supporters who believe in what's possible.

## How We'll Measure Success:

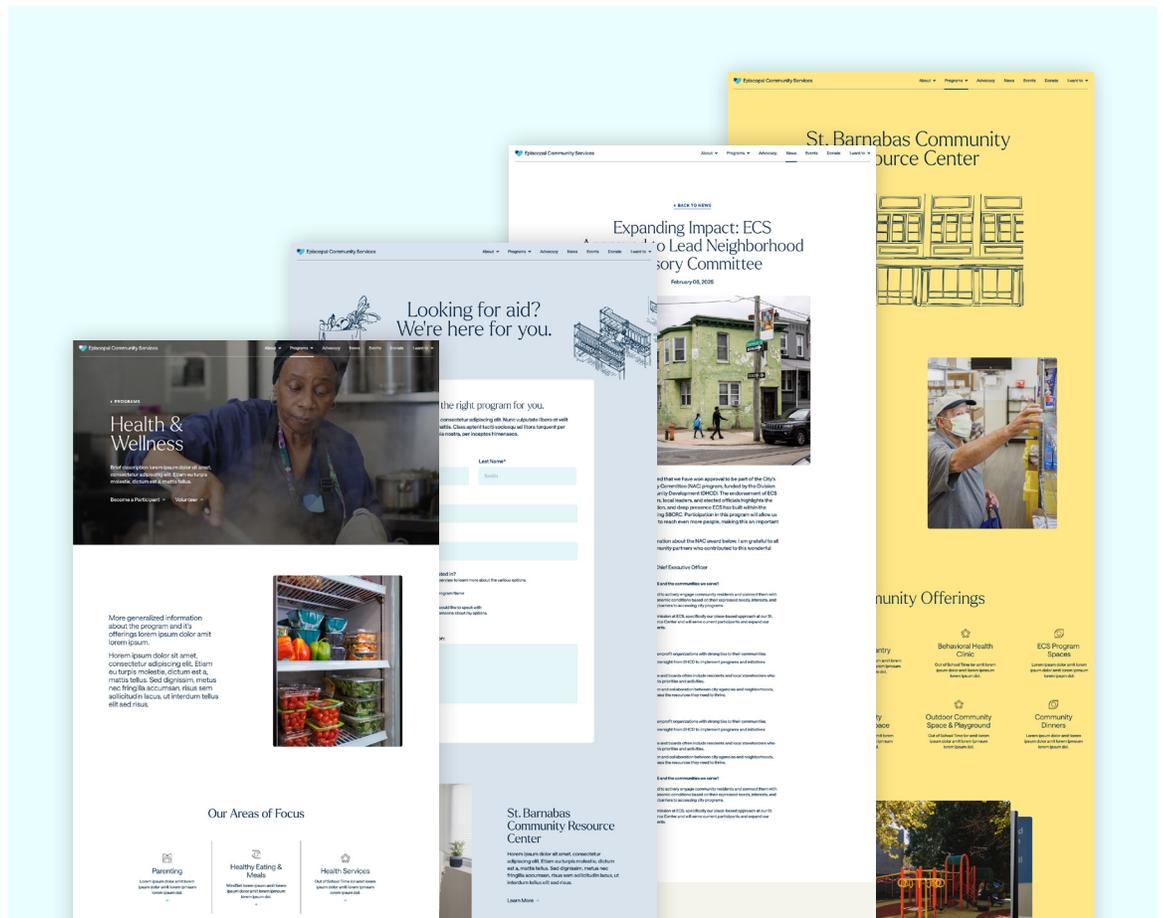
We will surpass 5,000 social media followers

We will grow our email list to 10,000 subscribers

We will achieve 22,000 website visits annually

We will see a 15% year-over-year growth in overall engagement

We will create 15% growth in donors who are new to ECS



## Goal 3

# Securing Our Future — Financial Stability to Serve for as Long as there is Need

To further ensure long-term sustainability and impact, we're building a future-proof ECS — one that's financially resilient, mission-aligned, and ready to meet both today and tomorrow's program and advocacy opportunities with confidence and clarity.

### We are:

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Diversifying funding streams

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Tightening expense management

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Reducing reliance on special draws from the endowment

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**By FY28 we will have developed a sustainable and impact-driven business model that can support our long-term work of transformational change with individuals and communities.**



Priority 3.1

## Phase Out Special Endowment Draws for Basic Operating Use

We're shifting from reliance to resilience. By phasing down special endowment draws, we're preserving our legacy while investing in a sustainable future.

**How We'll Measure Success:**

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A detailed plan to ramp down the special endowment draw year over year

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Updated financial models shared through existing board committee structures, articulating progress towards goal

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Priority 3.2

## Strengthen Infrastructure and Control Costs

We're optimizing operations to ensure every dollar stretches further and every effort delivers greater impact.

**How We'll Measure Success:**

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An annual cost optimization rate, calculated through budget-to-actuals review

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Documented savings or cost avoidance tracked as a percentage of total operational expenses

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Priority 3.3

# Grow Giving Revenue While Sustaining Public Support

**Philanthropy fuels possibility.** With bold goals for donor growth and board engagement, we’re expanding our circle of champions and deepening our culture of generosity.

**How We’ll Measure Success:**

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\$1.923M in individual giving by FY28

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\$712.5K in institutional giving by FY28

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Maintain 100% Board giving annually

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Each trustee brings 5 new donors to ECS during their board tenure

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Stable government funding, with active exploration of indirect cost recovery

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Quarterly endowment performance reviews, with assumptions adjusted as needed

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Priority 3.4

# Review and Strengthen Endowment Structure

In an era of heightened caution, we’re reviewing our endowment’s structure to ensure it stands strong — **flexible, secure, and fiercely aligned with our mission for generations to come.**

**How We’ll Measure Success:**

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A completed legal structure review by FY26

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Recommendations to ensure the endowment remains secure, flexible, and mission-focused

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# From Plan to Progress

This strategic plan is more than a roadmap—it is a commitment to act boldly in the face of persistent poverty and structural inequity. As we put this vision into motion, ECS is focused on deepening our impact, securing our future, and ensuring that the communities we serve are not only heard — but empowered. But our success depends on the strength of our partnerships — those who share our belief that transformation is possible, and that every person deserves the chance to thrive.

Together, we are rewriting the story of poverty in Philadelphia — one relationship, one neighborhood, and one bold step at a time. *Let's move forward together.*

