Over the past two years, diverse, cross-sector leaders have committed to work together to help improve educational and workforce outcomes in our community. As we begin to understand our community’s challenges, we now also begin to establish the infrastructure and processes which will launch our collective impact work. Using this baseline report as a starting point, Achieve Escambia will release annual reports to track our community’s progress. This is a major milestone in our community’s effort to align resources so everyone is empowered to achieve success.

Our goal is to align our collective focus and resources to achieve improvements across the entire cradle to career spectrum. The education of our children directly impacts our community’s economic development. We must improve outcomes to ensure all are positioned to grow and succeed.

Achieve Escambia is a collective impact partnership. Collective impact takes place when organizations and entities from different sectors commit to solve a specific social problem. We’re working together in new and exciting ways. We’ve committed to aligning our efforts, using shared goals and data to track our progress. Achieve Escambia is not a program. We are not here to tell teachers, nonprofits, parents or churches how to do their jobs. We aim to create a shared vision and process, so all of our community’s work may be complementary, enhancing economic prosperity for all.

Using a proven process from other communities, Achieve Escambia has set up a structure to collectively work toward improving outcomes in several key areas, including kindergarten readiness, third grade reading, seventh grade math, high school graduation and career readiness. We are convening partners, providers and organizations working in each of those outcome areas to align our efforts and accelerate our progress. We have an active, dedicated Kindergarten Readiness “Collective Action Network” (CAN) and will be launching our Career Readiness CAN in the Fall of 2017.

Achieve Escambia also understands how closely education and health outcomes are tied to success. Our cross-sector approach holds promise to positively impact a variety of systems and outcomes throughout our community. We will also take into consideration the impact of trauma on individual and family outcomes.

There are a lot of people rowing the boat in Escambia County, but only when we row together will we accelerate our progress and give all of our children and citizens the best opportunity to succeed.

Sincerely,

[Signature]

Debbie Calder

EVP, Navy Federal Credit Union and
Chair, Achieve Escambia Leadership Council
**Vision:** Every generation achieves success - cradle to career.

**Mission:** To align community resources so everyone is empowered to achieve success.

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The Breadth and Depth of Our Network

Cross-Sector Network

- Business
- Non-Profit
- Law Enforcement
- Government
- Early Learning
- Education K-12
- Higher Education
- Equity
- Military

Leadership Council

- Debbie Calder
  Executive Vice President, Greater Pensacola Operations, Navy Federal Credit Union

- Stan Connally
  Chairman, President, and CEO, Gulf Power

- David Alexander III
  Retired, Chief of Police, Pensacola Police Department

- Lonnie D. Wesley, III
  Pastor, Greater Little Rock Baptist Church

- Doug Baldwin
  CEO, Baldwin Management Group, Inc.

- Doug Brown
  Executive Director, Community Action Program Committee, Inc.

- Jack Brown
  Escambia County Administrator

- David Deliman
  Market Vice President - Cox Communications

- Mark Faulkner
  President & CEO, Baptist Health Care

- Henry Hawkins
  Mayor, Town of Century

- Ashton Hayward
  Mayor, City of Pensacola

- Donna Harper
  President, Escambia Education Association (Local #7415)

- Laura Hill
  Interim CEO/President, United Way of Escambia County

- Clay Ingram
  President, Greater Pensacola Chamber of Commerce

- Rodney Jones
  President, NAACP-Pensacola Branch #5142

- Kimberly Krupa
  Director, Achieve Escambia

- Captain Christopher T. Martin
  Commanding Officer, Naval Air Station - Pensacola

- Jennifer McFarren
  Operational Support Team Chair - Ex Officio

- Randy Ramos
  CEO, Global Business Solutions, Inc.

- Michelle Salzman
  President, Escambia County PTA Council

- Dr. Ed Meadows
  President, State College

- Dr. Martha D. Saunders
  President, University of West Florida

- Chip Simmons
  Chief Deputy, Escambia County Sheriff’s Department

- Malcolm Thomas
  Superintendent of Schools, Escambia County School District

- Walter B. Watson, Jr.
  Executive Director, Early Learning Coalition of Escambia County

- Robin M. Wright
  Trial Court Administrator, First Judicial Circuit

- Brian Wyer
  Executive Director, Gulf Coast African American Chamber of Commerce

- Vacant
  Executive Director, CareerSource Escarosa

Achieve Escambia Cradle to Career
What is Collective Impact?

Collective impact occurs when organizations and entities from different sectors agree to solve a specific social problem using a common agenda, aligning their efforts, and using common measures of success. For the first time ever in our community, business, government, healthcare, faith-based, law enforcement, military, and judicial sectors are all coming together to hold themselves accountable to measuring and making improvements in a core set of outcomes. Working together toward this shared vision, we will all create a thriving community where everyone can achieve success, cradle to career.

Before
Isolation
Disconnected players operating without a common standard by which to measure results.

After
Alignment
Partners work together toward common goals using shared measurements to improve results.
A Cradle to Career Approach

Achieve Escambia is our community’s first cradle to career collective impact effort focused on the complex system of education and workforce development. Our partnership shares a vision and strategy for improving outcomes through a structured, evidence-based, long-term approach. Achieve Escambia will track annual achievement data for each of several critical cradle to career key transition points.

Education follows a continuum, each step building a critical piece of the foundation for success. Achieve Escambia identified key transition points along the cradle to career spectrum and is working collectively to align resources toward improvements in these key areas. Education providers and other community partners formed a Data Team that created our cradle to career roadmap.

For each of the key transition points, the Data Team identified core indicators with a series of contributing indicators for each community-level outcome area. When improvement is seen in the contributing indicators, the core indicators are positively impacted. Additionally, the Data Team identified contextual indicators that represent the status of our families and citizens, and impact outcomes across the entire cradle to career spectrum.
A Cradle to Career Approach

Achieve Escambia’s roadmap identifies 12 core indicators to measure progress in four key outcome areas along this continuum.

![Diagram showing core indicators: Kindergarten Readiness, Academic Success, Graduation, Career Readiness]

% of children kindergarten ready
% of students proficient in each of the 4 measures of the VPK assessment
% of 3rd grade students satisfactory in reading
% of 7th grade students satisfactory in math
High school graduation rate

Escambia County School District graduates who
- Earn an industry certification
- Earn a postsecondary degree or certificate

Postsecondary graduates who
- Earn an industry certification
- Earn a license
- Earn a postsecondary degree or certificate
- Join the military

% of working age population with various levels of educational attainment

The Data Team used the following criteria for selecting the above core indicators:

- Data is updated on a regular basis
- Data is from a reliable source
- Data can be substantiated by research
- Data can be disaggregated

As Florida continues to lead the nation in closing the achievement gap among all populations of students, we are focused on increasing our understanding of results across all demographics in our community. Coupled with comparisons to the state benchmark, this disaggregated data provides insight and foundational guidance for informed decision-making and alignment of resources toward improvement in these core outcome areas.
Escambia County Snapshot

306,327 Total Population in Escambia County, Florida

- Under 5: 18,673
- Ages 5-19: 57,866
- Ages 20-24: 27,710
- Ages 25-64: 154,871
- Ages 65+: 47,207

Total Population by Ethnicity

- White: 200,923
- African American or Black: 65,509
- Some Other Race: 231
- Two or More Races: 13,084
- American Indian or Alaska Native: 1,244
- Asian: 8,712
- Native Hawaiian and Other Pacific Islander: 454
- Hispanic or Latino: 16,170

65.6% of the population is White.
21.4% of the population is African American or Black.
5.3% of the population is Hispanic or Latino.

53 miles north to south
Steeped in four centuries of history, Escambia County is the 19th most populous Florida county and home to Pensacola, the largest city in Northwest Florida. Though rich in resilience, Escambia County children and families also face above-average barriers to success in school, work and beyond. The University of West Florida reported in 2015 that Escambia County ranked last in Florida and in the bottom 2% of counties nationwide in the number of low-income children who are able to escape poverty when they grow up. As the numbers below show, 38% of households in our community are barely making it, living either in poverty or only one major financial crisis away from falling into poverty. Understanding these challenges will allow our community to plan and implement strategic support — and create better life outcomes for the next generation.

### Poverty

11% of our households in Escambia County live in poverty

- This is 3.5% lower than the state average of 14.5%.*
- 27.4% of children under 18 in Escambia County live in poverty, which is 4% higher than the state average of 23.4%.*

*United Way of Florida, 2015
**U.S Census Bureau, Small Area Income and Poverty Estimates (SAIPE) Program, 2015

### ALICE Rate

27%

Asset Limited, Income Constrained, Employed

- Households that earn more than the federal poverty level, but less than the basic cost of living for the county.
- Escambia County’s ALICE rate is 2.5% lower than the state average of 29.5%.

*United Way of Florida, 2015

### Health and Safety Concerns

**Health Behaviors: Overall Ranking**

43rd out of 67 counties.

*County Health Rankings and Roadmaps, 2017*

**Children Removed From the Home Because of Abuse and Neglect**

464 Cases - 2016
650 Cases - 2015

*FamiliesFirst Network, Florida Safe Families Network Database*

The good news is that in Escambia County, we have a high commitment to our youth, a strong framework for addressing their needs, and evidence that kids respond to support. If we build on these strengths, Escambia County can provide a national model for ensuring that young people flourish in the 21st century.

### Families

**Birth Mothers 20 and Under**

8.7% Escambia County
12.0% Florida

*Florida Department of Health 2015*

**Free and Reduced Lunches**

70.6% Escambia County
65.6% Florida

*Florida Department of Education Survey 3, 2017*
Every Child Achieves Kindergarten Readiness

Core Indicator

Percent of children kindergarten ready

The last time a valid Kindergarten Readiness Screener was administered was school year 2013/2014, and at that time, only 66.2% of our kindergartners were determined “ready” to be in kindergarten (as reported by Studer Community Institute in Pensacola Metro Dashboard 2017).

Florida Department of Education will implement the Star Early Literacy test as the state’s Kindergarten Readiness Screener in the Fall of 2017. This screener will again assess students’ development levels and provide feedback to teachers so they can make appropriate instructional decisions.

“Readiness to begin kindergarten is essential to a student’s ability to thrive in school. Our community’s long-term prosperity is linked to making sure every student reaches age 5 with basic skills to enter kindergarten.”

Malcolm Thomas
Superintendent of Escambia County School District
Every Child Achieves Kindergarten Readiness

Core Indicator

Percent of students proficient in each of the four measures of the VPK assessment

Voluntary Prekindergarten, or VPK, is a free academic environment for 4-year-olds that increases school readiness and establishes a foundation for future success. These classrooms are language-rich with developmentally appropriate instructional curriculum intended to provide students with positive and engaging experiences.

Three times a year, VPK students are evaluated in the skill areas that are foundational to educational success. Teachers use this assessment data to address potential academic deficiencies and guide their instructional decisions to promote appropriate skill development. Students who score in the “Meeting Expectations” and “Exceeding Expectations” ranges are more likely to score “ready” on the Florida Kindergarten Readiness Screener.

VPK Assessment 2016–2017
End of Year Scores

<table>
<thead>
<tr>
<th>Core Indicator</th>
<th>Escambia County</th>
<th>Florida</th>
</tr>
</thead>
<tbody>
<tr>
<td>Print Knowledge</td>
<td>84.6%</td>
<td>86.3%</td>
</tr>
<tr>
<td>Phonological</td>
<td>88.8%</td>
<td>88.1%</td>
</tr>
<tr>
<td>Oral Language</td>
<td>89.5%</td>
<td>91.9%</td>
</tr>
<tr>
<td>Math</td>
<td>90.0%</td>
<td>90.0%</td>
</tr>
</tbody>
</table>

Florida and Escambia County score are calculated by combining the “Meeting Expectations” and “Exceeding Expectations” measures. These scores are comparable to the percentage of students “ready for kindergarten.” Florida Voluntary Prekindergarten Assessment, Office of Early Learning. For more information on the Voluntary Prekindergarten programs, please visit http://www.floridaearlylearning.com/vpk.aspx.
Every Child Achieves Kindergarten Readiness

Kindergarten Readiness Collective Action Network

In November of 2016, we launched our first Collective Action Network, or CAN, focused on increasing kindergarten readiness. This CAN brings together over 35 organizations and individuals who are supportive in preparing our community’s children for future learning environments. The data we collect allows us to identify bright spots, and align resources and action toward increasing the number of our students prepared for the kindergarten classroom.

“It is amazing to see these partners in our community come together to better understand each other’s work and our community’s needs. It is even more exciting to see these partners launch work teams or ‘Indicator Task Forces,’ also known as ITFs, around the prioritized contributing indicators. This allows us to begin alignment of existing resources and implementation of new practices that will result in greater preparedness for kindergarten for all of our community’s children.”

Jennifer Grove
Community Development Manager, Gulf Power
Chair, Achieve Escambia Kindergarten Readiness CAN

Contributing Indicators

- # of children enrolled in an early education program
- % of 4-year-olds enrolled in VPK program
- % of children ages 0-5 screened by the appropriate developmental screener
- Babies with low birth weight
- Pre-term birth rate

For more information on these contributing indicators, please visit www.achievedashboard.org.

Evidence-based Possibilities Equality Hope
Equality Progress Efficiency
Collaboration Bridges
Strategic Compassion
Alignment Synergy
Partnership
Every Child Achieves Kindergarten Readiness

Indicator Task Force: VPK Enrollment

Co-Chairs: Deborah Nagle, CAPC, Inc. (Head Start)
Vicki Pugh, Early Learning Coalition
This ITF is seeking to increase the percent of children enrolled in VPK programs in Escambia County. There are options available through Head Start, the Early Learning Coalition, the Escambia County School District, and other private childcare facilities. These programs provide strong foundational knowledge and skills for our community’s youth.

Developmental Screening

Co-Chairs: MaryAnn Bickerstaff, The Arc Gateway
Debbie Goldberg, Early Steps at Sacred Heart Hospital
Early childhood development experts agree that early and ongoing developmental screening is critical to our children’s educational success. This ITF is coming together to develop our community’s screening system. After assessing the current screening processes, the ITF will engage partners to create a developmental screening process for our community.

Early and ongoing screening → Identify those in need of services → Make referrals and provide services early → Increase Kindergarten Readiness

VPK Participation 2016-2017

62.3% Escambia County
76.9% Florida
Office of Early Learning, 2017
Every Student Achieves Academic Success

There are many educational milestones throughout elementary and middle school. Research indicates that focusing on 3rd grade reading and middle grade math leads to high school persistence and general preparedness for the workforce.

“Proficient early reading lays the foundation for continued academic success and lifelong learning. Our collective efforts can support this critical academic achievement for all Escambia County students.”

Dr. Kathleen Heubach
Associate Professor, Literacy Education
University of West Florida

59% of students who score satisfactory in 3rd grade reading

Students’ scores range on a scale of 1-5, and those included in these charts are students who scored a 3, 4, or 5.

Core Indicator

The Florida Standards Assessment (FSA) measures students’ gains and progress based on Florida education standards, which were developed and implemented to ensure that all students graduate from high school ready for success in college, career and life. For more information about the Florida Standards Assessment, please visit [http://www.fldoe.org/accountability/assessments/k-12-student-assessment/fsa.shtml](http://www.fldoe.org/accountability/assessments/k-12-student-assessment/fsa.shtml).
Every Student Achieves Academic Success

Contributing Indicators

% of 1st graders retained
% of students chronically absent (elementary & middle)
% of schools with grades C & above (elementary & middle)

Core Indicator

44% of students who score satisfactory in 7th grade math

7th Grade FSA Math

<table>
<thead>
<tr>
<th>Year</th>
<th>Escambia County</th>
<th>Florida</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>46%</td>
<td>52%</td>
</tr>
<tr>
<td>2016</td>
<td>46%</td>
<td>52%</td>
</tr>
<tr>
<td>2017</td>
<td>44%</td>
<td>53%</td>
</tr>
</tbody>
</table>

7th Grade FSA Math 2016–2017 by Ethnicity

- **White**
  - Escambia County: 59.7%
  - Florida: 67.1%

- **Hispanic**
  - Escambia County: 37.9%
  - Florida: 47.8%

- **Black**
  - Escambia County: 19.6%
  - Florida: 31.9%

- **Asian**
  - Escambia County: 58.2%
  - Florida: 80.4%

- **American Indian**
  - Escambia County: 49.7%
  - Florida: 79.5%

The Florida Standards Assessment (FSA) measures students' gains and progress based on Florida education standards, which were developed and implemented to ensure that all students graduate from high school ready for success in college, career and life. For more information about the Florida Standards Assessment, please visit [http://www.fldoe.org/accountability/assessments/k-12-student-assessment/fsa.shtml](http://www.fldoe.org/accountability/assessments/k-12-student-assessment/fsa.shtml).
We want our youth to have the best of all opportunities. We want our youth not only to make it, but to be out in front of the rest. We want the youth of Escambia County, Florida, to lead the way, locally, statewide, regionally, and nationally. That all starts with graduating from high school.

Lonnie Wesley
Pastor, Greater Little Rock Baptist Church

High School Graduation Rates by Ethnicity and Gender

Florida Department of Education, 2015-2016
Every Student Achieves Graduation

Contributing Indicators

% 9th graders retained
% of high school students chronically absent
% of students participating in a career academy
% of middle school students who earn at least one high school credit
% of high schools with grade C or above
Total community-wide juvenile arrests

For more information on these contributing indicators, please visit www.achievedashboard.org.

Percent of students participating in a career academy

Career academies continue to grow in popularity as school districts see the positive impact they have on students’ academic achievement, attendance, graduation rates, and workforce skill development. Career academies are typically characterized by three basic features: a small learning community, a curriculum that combines academic and technical courses with the opportunity to earn college credit and nationally recognized industry certifications, and partnerships with local employers. Escambia County School District offers 16 academies at the middle school level and 48 academies at the high school level.

Graduation Rates

Florida Department of Education
Florida uses the U.S. Department of Education graduate rate that measures the percentage of students who graduate within four years of their first enrollment in ninth grade with a standard diploma. This graduation rate does not include GED’s completed within this same 4-year time frame.
Everyone Achieves Career Readiness

In the key transition point of career readiness, we divide our metrics to focus on both the results of Escambia County School District (ECSD) graduates and the larger population of students in accredited postsecondary education institutions. All levels of postsecondary educational attainment are tracked to include degrees, certificates, and licenses. We recognize the military is a valued path as well, and we are currently working to develop a process for tracking this critical measure of career readiness.

### Core Indicator

**Percent of ECSD graduates who earn an industry certification**

Escambia County high school students’ industry certification attainments are the result of their participation in one of the district’s 64 career academies. These nationally-recognized credentials add value to the student’s portfolio by demonstrating their occupational knowledge and skills. This metric describes one component of the workforce talent pipeline being generated in our community.

### Contributing Indicator

**FAFSA completion rates**

The Free Application for Federal Student Aid (FAFSA) determines a student’s eligibility for federal, state, and postsecondary school financial assistance based on family expected contribution. The form for the following school year becomes available each January online at https://fafsa.ed.gov.

**FAFSA Completion Rate 2014–2015 by High School**

Florida Department of Education, U.S. Department of Education with calculations made by the Florida College Action Network. For more detailed FAFSA completion data, visit www.floridacollegeaccess.org/research-and-data.

18 | Achieve Escambia
Education beyond high school is becoming increasingly important in today’s economy. Economists project that 65% of Florida jobs will require a postsecondary degree or credential within just a few years. Escambia County is home to three accredited postsecondary education institutions. The 2015 Census reports that individuals with postsecondary credentials earn roughly 60% more than those who have earned a high school diploma.

“Education is a key component to success in life. Increasing the number of those who hold certificates and degrees is not only good for local businesses, but helps to grow the economy and improve our community.”

Angelena Wheat
Director of Operations, Out Front Magazine
Member, Achieve Escambia Communications Team

Core Indicator
Postsecondary degrees and certificates awarded

<table>
<thead>
<tr>
<th>Institution</th>
<th>Certificates</th>
<th>Associate’s Degrees</th>
<th>Bachelor’s Degrees</th>
<th>Post-Baccalaureate Degrees</th>
</tr>
</thead>
<tbody>
<tr>
<td>GSTC</td>
<td>212</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSC</td>
<td></td>
<td>1,567</td>
<td>112</td>
<td></td>
</tr>
<tr>
<td>University of West Florida</td>
<td></td>
<td>113*</td>
<td>1,917</td>
<td>780*</td>
</tr>
</tbody>
</table>

Everyone Achieves Career Readiness

Contributing Indicator

Postsecondary retention rates
First-time, full-time students who return to school are more likely to persevere and complete their postsecondary programs.

<table>
<thead>
<tr>
<th>Institution</th>
<th>Retention Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>GSTC George Stone Technical Center</td>
<td>87%</td>
</tr>
<tr>
<td>PSC Pensacola State College</td>
<td>62.1%*</td>
</tr>
<tr>
<td>University of West Florida</td>
<td>72%</td>
</tr>
</tbody>
</table>

U.S. Department of Education, Integrated Postsecondary Education Data System (IPEDS), 2014-2015. Retention rates measure the percentage of first-time students who are certificate-or-degree-seeking who return to the institution the following fall. For more information, please visit www.achievedashboard.org. *Data provided by Pensacola State College.

Contributing Indicator

Postsecondary completion rates

<table>
<thead>
<tr>
<th>Institution</th>
<th>Completion Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>GSTC George Stone Technical Center</td>
<td>62%</td>
</tr>
<tr>
<td>PSC Pensacola State College</td>
<td>31%</td>
</tr>
<tr>
<td>University of West Florida</td>
<td>47%</td>
</tr>
</tbody>
</table>

U.S. Department of Education, Integrated Postsecondary Education Data System (IPEDS), 2014-2015. Completion rates represent the percentage of full-time, first-time students who graduated within 150% of normal time to completion for their program of study. This does not include the students who gained full-time employment before completing a program. For more information, please visit www.achievedashboard.org.
Our Economy

The health of our economy and our communities increasingly depends on a well-educated, skilled and tech-savvy workforce. Some groups continue to lag considerably and persistently behind in kindergarten readiness, academic success, high school graduation, and career readiness. Achieve Escambia believes this is a tragedy, both for young people and for our future.

For example, high school dropouts are more likely to be unemployed, arrested or incarcerated, and also use public assistance subsidies and the public health system at a higher rates than high school graduates. Young adults with bachelor’s degrees earn more than twice as much as those without a high school diploma and nearly 59% more than those with high school diplomas. Education is vital to a thriving economy.

Education and workforce outcomes will improve only when we unite on behalf of Escambia County children and families. Our efforts across the cradle to career spectrum will positively impact our entire economy, including these broader measures of progress.

Here at NAS Pensacola, known as the ‘Cradle of Naval Aviation,’ we have more than 17,000 military personnel, not including family members. Our military community is proud to be a part of Escambia County’s history, and will continue to play a role in developing and shaping the area’s future. Military enrollment emphasizes character, commitment, leadership and structure, propelling our young people toward a path of self-sufficiency and career success.

Captain Christopher T. Martin
Commanding Officer - NAS Pensacola
StriveTogether Network

Using what works to improve outcomes for every child, from cradle to career.

Achieve Escambia is a member of StriveTogether’s national cradle to career network. Through meeting a rigorous set of benchmarks to earn our membership as an emerging partnership in this national network, we are deeply connected to 75 community partnerships throughout the nation. The StriveTogether framework provides us with strategic assistance that helps build on opportunities, solve issues and overcome challenges.

4 Principles of StriveTogether’s Theory of Action
1. Engage the community
2. Focus on eliminating locally defined disparities
3. Develop a culture of continuous improvement
4. Leverage existing assets

Continuous Improvement
To be most effective, data must be used to influence decision-making that ultimately improves cradle to career outcomes. One way that data translates into action is through continuous improvement processes. This requires partners to use local data in a disciplined manner to improve efficiencies and effectiveness of projects and efforts, leading to “learning fast to implement well.”
A Forward Shift

We are asking ourselves as Escambia County citizens to rethink our approach to academic and workforce achievement. Imagine a prosperous economy that uses knowledge to generate value for all citizens.

What are we currently doing that works? Where do we need help? How can we connect with our neighbors to streamline our efforts, so that our community may move forward together?

We’re All In. Are You?

Visit our website, achieveescambia.org, to fill out our Partnership Agreement. Community Partners act as “champions” of the cause, working together to improve educational and workforce outcomes in Escambia County.

Together, through shared and coordinated efforts, we will create a thriving community where every generation achieves success—cradle to career!
Our Funding Partners

PenAir Federal Credit Union
NAVY Federal Credit Union
BAPTIST Health Care
Gulf Power
Sacred Heart Health System

Supporting Partners

Studer Group
Innismore Hotels

Backbone Convener

United Way