

PROPOSAL FOR THE EXECUTIVE DIRECTOR

Ninety days to make the Florida Parishes real

The Enterprise Strategic Plan names the Florida Parishes as a service area. The Foundation Library never builds them out. Across twenty-three anchor documents the phrase appears **twice** — once in the service-area line, once in the capability statement. East Feliciana appears three times, all attached to one proposed cafe in Clinton. The parishes are claimed, not held.

This is Phase I work — Assess — and the plan already says what to do: **SO2, formalize the East Feliciana allies into a named coalition and apply as a coordinated rural partnership.** What follows is that instruction turned into ninety days, in order, with an owner on every line.

2 MENTIONS IN 23 ANCHORS	6 ALLIES NAMED, NONE SIGNED	2 PHASE I MILESTONES UNLOCKED	90 DAYS TO CLOSE IT
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Where you actually stand

The strategic plan already keeps an honest ledger of what is real and what is not. Filtered to the Florida Parishes, it reads like this.

	STATUS PER THE STRATEGIC PLAN
Real	Mobile outreach in the field · a documented navigation doctrine · a named housing discipline with a due-diligence toolkit · a published governance library · an emerging local coalition in East Feliciana · a proposed flagship site — the Community Dream Kitchen in Clinton
Not yet	No published outcome set — results live in stories, not numbers · the coalition is unconvened and unsigned · volunteer effort unlogged, so it counts for nothing on paper · no housing waitlist documented · case data does not flow from field intake to board reporting

The strategic conclusion the plan already reached

“The enterprise’s service capability outruns its measurement and financial infrastructure. Every quadrant points to the same first move — build the accountability and sustainability layer now, so the field work already happening becomes provable, fundable, and durable.”

That is why the ninety days below convene first and count second, and why not one line of it asks for new programming.

First: decide the footprint

“The Florida Parishes” is eight parishes, not a town. You cannot serve eight from Clinton in year one, and a funder who asks “which parishes?” and hears “the Florida Parishes” hears an organization that has not chosen. Choose in

the first thirty days.

PARISH	YEAR ONE	WHY
East Feliciana	ANCHOR	Six allies already named. Flagship site proposed. Start here.
West Feliciana	Adjacent	Shares the rural profile and the Feliciana identity; the natural second.
St. Helena	Adjacent	Among the most rural and least served of the eight.
Livingston	Later	Larger and better served; more competition for the same rural pools.
Tangipahoa	Later	Population centre — a different operating model than rural outreach.
Washington	Later	Distance from Clinton makes early service expensive.
St. Tammany	Later	Wealthiest of the eight; least rural-funding advantage.
East Baton Rouge	Already named	Listed separately in your own service-area line — see the note below.

A correction worth making while you are in there. The plan's service-area line reads "Florida Parishes · Baton Rouge · New Orleans · Acadiana." East Baton Rouge is one of the eight Florida Parishes, so the line names it twice and reads as though nobody checked. One word fixes it.

The ninety days

Three blocks of thirty. Convene, then commit, then count. The order is not arbitrary — the plan's own sequencing rule is *nothing scales before it is measured; nothing is promised to a funder before it is governed*.

DAYS 1 – 30 · CONVENE

#	ACTION	OWNER	WHY IT IS ON THE LIST
1	Name a Florida Parishes lead — one person, in writing. It can be you for now, but it must be named.	Board Chair	R2 is rated Critical: founder dependency. An unnamed region is an unowned region.
2	Choose the year-one footprint from the table above and write it into the plan.	Exec Director	Funders score specificity. "The Florida Parishes" is not an answer.
3	Define the outcome set — the four to six numbers you will publish, and nothing more.	Exec Director	WO1 calls the missing outcome set "the binding constraint on funding."
4	Personal contact with each of the six named allies. A letter is not contact; a meeting is.	Exec Director	They are listed in the Cafe anchor as allies. None has been asked.
5	Pull every East Feliciana contact the enterprise already holds into one list.	Operations	You cannot convene a coalition you cannot email.

Unlocks

Milestone M1 — baseline set. And the first real move against **R4** (outcomes unprovable at renewal), which the plan rates Critical.

DAYS 31 – 60 · COMMIT

#	ACTION	OWNER	WHY IT IS ON THE LIST
1	Convene all six in one room in Clinton. One agenda, one page, ninety minutes.	Exec Director	SO2 verbatim: formalize the allies into a named coalition.
2	Name the coalition. A thing with a name can be applied for; a group of friends cannot.	Exec Director	Rural funders score coordinated local partnerships, not single applicants.
3	Draft and circulate a coalition MOU — with a review date on every agreement.	Exec Director	R8 mitigation, in the plan's own words: "written agreements with review dates."
4	Publish a parish-level referral map with the partners who signed.	Dir. Veteran Svcs	A named Pillar 2 initiative, still unstarted.
5	Agree what each partner contributes and what each one gets. Put it on the page.	Exec Director	R8 again: "make participation valuable, not ceremonial."

Unlocks

Milestone M2 — partnerships signed. This is the milestone the whole rural funding case rests on.

DAYS 61 – 90 · COUNT

#	ACTION	OWNER	WHY IT IS ON THE LIST
1	Digitize intake at the point of contact for the anchor parish.	Operations	A named Pillar 2 initiative. Design it around the field worker, not the report.
2	Log every encounter from day 61 forward — no exceptions, no paper side-channel.	Dir. Veteran Svcs	Starts the KPI the plan already lists: field encounters recorded (data capture rate).
3	Baseline the four mission KPIs for the anchor parish: contacted, benefits secured, housing stability, placement.	Exec Director	The dashboard in A2 is a picture until something feeds it.
4	Convert intake housing responses into demand evidence — the beginning of a waitlist.	Dir. Housing	Pillar 3 initiative. "No documented waitlist" is a named weakness.
5	Publish the first quarterly parish report — whether or not anyone asks for it.	Exec Director	The plan's instruction, word for word. Publishing unasked is the credibility move.

Unlocks

Real inputs in the executive dashboard, and the first grant application that can **lead with proof** instead of intention — SO1.

What this costs

Almost nothing, and that is the point. Ninety days of convening and counting is a use of the Executive Director's calendar, not the balance sheet. Three lines are worth budgeting honestly.

ITEM	SIZE	NOTE
Executive Director time	The real cost	Roughly one day a week for twelve weeks. If that day does not exist, this plan does not happen — say so now rather than in April.
Convening & travel	Small	Room, coffee, printing and mileage across the parish. Budget it rather than absorbing it personally.
Case management system	Deferred — on purpose	Do not buy software in these ninety days. Define the outcome set first (day 30), then choose a system that measures it. Buying first means paying twice.

What could stop it

#	RISK	RESPONSE ALREADY IN THE PLAN
R8	Coalition attrition Partners nod in the room and disengage by month four.	Written agreements with review dates. Quarterly convening. A visible shared win inside ninety days.
R4	Outcomes unprovable Day 61 arrives and nobody actually logs anything.	Make the system the only path to a completed record. No paper side-channel.
R2	Founder dependency Nearly every line above says “Exec Director.”	That is the honest reading, and it is why item 1 on day 1 is naming a lead who is not permanently you.
R7	Disaster diverts the team One storm and ninety days becomes six months.	The plan’s own answer: treat response as a funded capability with its own resources, not an unbudgeted diversion.

The one decision to make this week

Pick the anchor parish and name its lead. Everything else in these ninety days follows from those two sentences, and neither costs a dollar. Until they exist, the Florida Parishes remain what they are today — two lines of text in a library of twenty-three documents.

Prepared against the Enterprise Strategic Plan 2026–2031, the Enterprise Capability Statement Portfolio, and the Cafe Kountry Gumbeaux & Rural Culinary Incubator anchor, all in the Foundation Library. Every quoted strategy, risk and milestone reference is drawn from those documents. Nothing here has been adopted; this is a proposal for the Executive Director’s decision.