

## **Girls on the Run Greater Hartford Goals and Strategic Planning Doc**

This document serves as a guide for our Council, outlining big picture goals and specific plans.

### **Page 2:**

Girls on the Run International (HQ) Marathon Goals and Strategic Imperatives, providing context for where the Girls on the Run organization (HQ + Councils) is headed

### **Pages 3 & 4:**

Using the GOTRI marathon goals and KPIs (Key Performance Indicators) as our guide, these pages detail “big picture” **goals for the Council**, including success measurements and metrics from our annual KPI assessment.

The blue text boxes list ideas, projects, activities, actions that support each marathon goal. Knowing that we can’t execute every idea and achieve every goal in one year, we have identified 4 main areas of focus for our one-year strategic plan.

### **Page 5:**

#### **FY 2023 Strategic Plan (July 2022 – June 2023)**

Details 4 specific goals and accompanying objectives that we (GOTR GH Staff and Board) will work towards in the upcoming fiscal year, serving many of the marathon goals.

## Girls on the Run International FY2022-FY 2023 Strategic Map

<b>Our Compass</b>	<b>Maintain a culture of inclusiveness that honors our core values while scaling the organization</b>					
<b>Vision</b>	<b>Girls on the Run empowers girls to know and activate their limitless potential</b>					
<b>Marathon Goals</b>	<b>Our organization is inclusive, diverse, equitable and accessible.</b> By June 2023, all councils have an IDEA strategic plan that aligns with HQ's strategic IDEA imperatives.		<b>Our council network is strong and positioned for growth.</b> By June 2023, all councils reach or exceed 2019 annual revenue and girls served.		<b>Our organization is known and respected.</b> By June 2023, aided awareness of Girls on the Run increases by 50% with a NPS of at least +70	
	<b>PROGRAMMING</b> Build back core programming to deepen impact and widen access.	<b>PEOPLE</b> Attract, prepare and retain strong, diverse leadership to ensure operational excellence	<b>FINANCIAL HEALTH</b> Optimize initiatives that strengthen earned and contributed revenue to ensure financial health and sustainability	<b>CULTURE</b> Reinforce a culture of connection, performance, belonging and collaboration	<b>COUNCIL HEALTH</b> Develop resources and provide strategic support to ensure council sustainability and satisfaction	<b>BRAND AWARENESS</b> Increase and diversify audience, strengthen engagement and enhance reputation
<b>FY22 HQ Goals</b>	Release new/ revised culturally responsive programs by June 2022	50% of new hires (July 2021 - June 2022) at HQ are BIPOC	HQ revenue of \$6.7 million in FY22	Disaggregated Best Places to Work annual results validate culture is welcoming to all	Councils serve 140K girls in FY22	5.75B media impressions, 500K website sessions, dev a framework for measuring and growing diversity of audience

### FY2022-2023 Updated Marathon Goals

<b>Our organization is inclusive, diverse, equitable and accessible.</b>	<b>Our council network is strong and positioned for growth.</b>	<b>Our organization is known and respected.</b>
--	---	---

**Program Impact**  
Mirroring the Community

**Financial Strength**  
Board Strength  
Program Strength

**Quality Reputation**  
Coach/Caregiver Score

Key Performance Indicator Categories

## GOTR Greater Hartford Marathon Goals: FY2023

**Marathon Goal: Council is strong and positioned for growth**

### FINANCIAL HEALTH & STRENGTH

- 1. Earn > 100% FY2019 Revenue**  
*Measurement:* at least \$155,500
- 2.**
- 3. Maintain approximately 6-month operating cash balance**  
*Measurement:* Bank balance of at least \$60,000 by June 2023
- 4. Improve Earned Income ratio**  
*Measurement:* 50% earned income

### BOARD STRENGTH

- 1. Build back or maintain at least 13 Board Members**  
*Measurement:* Recruit and retain Board members, maintaining 13 members for start of next fiscal year
- 2. Intentional and Effective Board Committees**  
*Measurement:* Achievement of Committee Goals, Board member check-ins showing effective and meaningful work and value

Program Growth

Fund Devel

Sneaker Soiree- March West Hartford  
Add fall events- Fairfield & New Haven  
Summer event- fundraiser/coach appreciation  
Sponsorship- new and increased

New and increased grant funding

BDC + Board recruitment efforts

Committee Restructure and Annual  
Member goals

**PROGRAM STRENGTH**

- 1. Build back to 100%+ 2019 Programming throughout Hartford, New Haven, Tolland, Litchfield Counties  
Build back to 50% of 2019 Programming in Fairfield County**

*Measurement:*

	4 Counties		Fairfield County		Spring 2019
<b>Camp 2022</b>	<b>50 girls</b>	3 Camp locations	<b>15 girls</b>	1 Camp location	
<b>Fall 2022</b>	<b>157 girls</b>	100% of Fall 2019	<b>68 girls</b>	50% of Fall 2019	137 girls
<b>Spring 2023</b>	<b>285 girls</b>	100% Spring 2019	<b>105 girls</b>	50% Spring 2019	211 girls
<b>Camp 2023</b>	<b>60 girls</b>	4 camp locations	<b>30 girls</b>	2 Camp locations	

- 2. Program growth (and respective financial stability) warranting an increase in hours to at least 20 for Mary (Fairfield County PC), and 40 hours/salaried for Jenn (4-County PC) by January 2023.**

*Measurement:* Reach or exceed Fall 2022 programming goals, financial stability and ability to increase hours

**Marathon Goal: Our Council is inclusive, diverse, equitable and accessible**

- 1. Strengthen Coach diversity to better reflect the communities we serve**

*Measurement:* Black/African American 6% | Latino/Hispanic 9.5%

- 2. Board Members mirror the communities we serve**

*Measurement:* at least 25% of members are non-white, non-female, and all 5 counties are represented

**Marathon Goal: Our Council is known and respected**

- 1. Positive Caregiver Feedback**

*Measurement:* TBD

- 2. Positive Coach Feedback**

*Measurement:* TBD

- 3. Known Within the Communities We Serve**

*Measurement:* 1 interview/article/story per quarter- promoting programming or events



Early outreach from program staff- sites and coaches

Seasonal Board Member lead input- sites and coach recruit

Intentional Camp development with grant support



New coach recruitment relationships and pipelines driving diverse engagement

Board Matrix + intentional Board Recruitment



Coach & Parent surveys

Media sponsorship or partnership

**STRATEGIC PLAN:**

**Goal #1: Serve 680 participants in FY23, ensuring participants mirror +/- 3% of community race and ethnicity demographics**

Objective #1: Serve participants in 5-county service area (at least one team in each county for fall & spring seasons)

Objective #2: Provide scholarships to at least 35% participants.

Objective #3: Develop 6 new teams, targeting unserved regions/zip codes

[Supports Financial Health, Program Strength, & Council IDEA]

**Goal #2: Deliver high impact and relevant programming by recruiting, supporting, and retaining coaches that reflect the diversity of the participants we serve.**

Objective #1: Conduct outreach; establish authentic and collaborative relationships with targeted organization, communities, individuals resulting in coach recruitment opportunities

Objective #2: Create opportunities that foster a sense of inclusion and belonging among coaches.

[Supports Program Strength & Council IDEA]

**Goal #3: Develop fund development and engagement events that broaden Council presence, creating and strengthening community and individual relationships, resulting in new volunteer engagement and revenue**

Objective #1: Create and execute Fall 2022 event in New Haven County

Objective #2: Create and execute Fall 2022 event in Fairfield County

Objective #3: Create and execute Summer 2022 fundraiser

[Supports Financial Strength & Council IDEA]

**Goal #4: Diversify council leadership with a goal for board and staff to better reflect the communities we serve, considering race/ethnicity, life experience, professional experience, and geographic location**

Objective #1: Intentionally build and establish community relationships that create a board recruitment pipeline that results in a more diverse leadership pool.

Objective #2: Implement annual assessment of Board Member landscape using Board Matrix tool

Objective #3: Seek opportunities to diversify staff leadership when the opportunity arises.

[Supports Board Strength & Council IDEA]