Priority One - Geographic Expansion

Objective 1: Grow and expand Springfield and Chicopee program offerings and deepen existing partnerships.

Benchmark: Sustain # of girls served in Springfield and increase # of hours and program opportunities. Total # of girls served by June 2021, 1,061 (810 with the Girls Inc Experience). Involve Chicopee girls in Eureka! and other Girls Inc. programs.

Three Year Action Plan:
1.1 Offer Teen Leadership Academy
1.2 Look to other ways to expand high school. More workshops, conferences, special events, etc.
1.3 Expand/Implement "Taking Charge" in Schools, including high schools (Healthy Sexuality)
1.4 Add elementary school partnerships
1.5 Increase dosage offered to girls through workshops or other program offerings
1.6 Enable more girls to sign up for Girls Inc. through more open enrollment
1.7 Offer Summer and school vacation week programs

Priority Two - Bold Programs

Objective 1: Design programs to efficiently and effectively meet the needs of girls we serve, both in our facilities and at other sites.

Benchmark: Continuously improve current program offerings. Increase utilization of our 2 current facilities.

Three Year Action Plan:
1.1 Consider programing every day at the teen center
1.2 Enhance the pipeline for girls, elementary to high school
1.3 Develop an orientation for parents of the girls we serve to teach them about the differences between middle and high school programs.
1.4 Grow SMART – STEAM programming for younger girls including robotics and coding
1.5 Continue Literacy Initiative

Benchmark: Partner with Holyoke Public Schools (HPS) to deliver Girls Inc. programs to more Holyoke girls.

Three Year Action Plan:
1.6 Provide social/emotional learning opportunities for elementary school partnerships.
1.7 Continue to explore partnership with Holyoke STEM academy and other Holyoke schools
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1.8 Develop systems for staffing coverage & cross over training

Objective 2: Improve operations for efficient and effective use of resources to fuel growth.

Benchmark: Ensure back office and logistics efficiently support organizational goals.

Three Year Action Plan:
2.1 Ensure staffing support across departments while continuing to grow staff hours strategically to serve more girls.
2.2 Improve strategies around inventory and larger bulk orders. Tax exempt forms for common stores.
2.3 Increase fleet of vans, consider electric vehicles (reduces rentals)
2.4 Develop system for consistent program updates across the organization so everyone knows what's going on in the organization
2.5 Reduce costs of field trips, food, transportation, and supplies for programs.
2.6 Create an inclusive process to examine space reconfiguration options.
2.7 Consolidate and streamline marketing to include program marketing with other communications pieces.
2.8 Develop catchy names to describe programs.
2.9 Provide training for middle managers on managing program budgets

Benchmark: A new headquarters and program space in Holyoke will be secured.

Three Year Action Plan:
2.10 Identify feasible options in Holyoke for new facility
2.11 Revisit facility needs assessment and ensure inclusive process for the facility design process
2.12 Complete pro forma once facility project is identified to project 10 year financial outlook
2.13 Secure funding and financing and plan for move

Objective 3: Continue to expand Eureka! until it is a fully operational 5-year program.

Benchmark: Maintain high attendance and low attrition rate.

Three Year Action Plan:
3.1 Generate exit survey (yr5 Eureka) & tracking procedure
3.2 Generate attrition survey
3.3 Take time to intentionally interpret data for improvement
3.4 Move externships to yr 4 and build year 3 experience
3.5 Survey & interview girls on college readiness needs/progress. Better meet the needs of older teens.
3.6 Develop checklist of what scholars will get out of Eureka
3.7 Build STEM career exposure into yr 4 & 5
3.8 Bring older Mariposa Center girls to UMass campus for visit during Eureka summer (first step)
Strategic Plan Extended FY20-22
3.9 Provide opportunities for Youth Voice
3.10 Sustain a robust academic tutoring program
3.11 Launch the Girls CAN program, "College Access Now"

Priority Three-Smart and Strategic Staffing

Objective 1: Foster and support strong leaders within the organization while addressing increased capacity needs.

*Benchmark: Define an optimal organizational staffing structure that builds leadership, increases organizational capacity and offers appropriate staff supports.*

1.1 Define clear performance goals for staff
1.2 Provide intentional staff training and incorporate professional development into staff work plans and organizational budget.
1.3 Develop a yearly program calendar that includes staff training
1.4 Fully utilize the Girls Inc. Learning Management System
1.5 Revise staff schedules to ensure planning time for the Mariposa Center and Eureka! during busy times
1.6 Provide consistent training to all staff on safety procedures/emergency plans.
1.7 Give/receive timely feedback, performance plans, consider 360 evaluations
1.8 Develop career ladder, pay scales, consider differentials (dual language), minimum wage, ER match for retirement plan
1.9 Ensure staffing to support administrative functions
1.10 Develop plans for staff coverage & cross-over training (Teen Center help ESP, for example, admin cross training)
1.11 Create a diversity, equity and inclusion committee to encourage/ensure conversations around diversity and inclusion. Provide implicit bias training.
1.12 Increase year-round staffing support for Eureka!
1.13 Provide leadership and supervisory supports for directors/managers/supervisors

Priority Four-Mighty Metrics

Objective 1: Ensure technology and administrative systems support data collection.

*Benchmark: Automated systems and written procedures are in place for tracking participants, volunteers, and donors.*

Three Year Action Plan:
1.1 Provide a secure online registration capability using Trax
1.2 Automate attendance tracking by using the mobil app and other available technology solutions
1.3 Streamline the process for collecting forms, including media releases and consent forms. Include process for securing signed releases for evaluation surveys in school partner MOUs
1.4 Collect data intentionally - assess why do we need the data and where/who do we get it from.
1.5 Track report card data and program graduates’ post-secondary attainment.
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1.6 Improve upon existing required intake paperwork for parents and girls at MHSP, and make the information tracked consistent throughout the organization. Conduct the appropriate messaging to help with the success of this effort.
1.7 Plan for growth - monitor staff capacity for data tracking, cross train and ensure succession planning
1.8 Develop and implement systems for tracking volunteers and partnerships (contacts)
1.9 Consider youth participatory research and collecting data from a parent survey
1.10 Develop written policies & procedures for data systems and security
1.11 Develop regular reports for monitoring data and integrate data into improvement plans

Priority Five-Fundraising

Objective 1: Sustainable growth through smart, strategic fundraising.

Benchmark: Raise $5M through a comprehensive campaign. Grow sustainable sources of operating funds.

Three Year Action Plan:
1.1 Continue fundraising & campaign training at monthly board meetings - ensure that it's on the agenda
1.2 Continue ongoing evaluation of development capacity, transition plan when moving out of campaign
1.3 Continue campaign counsel support to provide expertise and guidance
1.4 Follow campaign timeline and adjust as needed.
1.5 Provide ongoing internal staff support for the campaign
1.6 Executive Director increase time spent on campaign activities

Benchmark: Increase the number of major donors, corporate sponsors and planned gifts.

Three Year Action Plan:
1.7 Strengthen the organization’s technological infrastructure with the goal of a seamless integration between fundraising, donor data management, and e-marketing. Automate systems in development and ensure written policies and procedures are in place.
1.8 Foster monthly sustainers program by tying it to a marketing campaign and continuing to have peer fundraising.
1.9 Secure fee-for-service opportunities with Schools. Provide schools with value statements.
1.10 Monitor growth grant from Girls Inc. National and explore additional national funding opportunities.
1.11 Increase marketing about employee matching gifts to local corporations
1.12 Increased outreach and engagement opportunities to corporate champions
1.13 Targeted strategies to grow and steward Champions for Girls
1.14 Increase engagement opportunities for donors and donor prospects
1.15 Steward legislators, demonstrate program impact, and partner with MA affiliates on collaborative funding approaches.
1.16 Review development committee charge to increase focus on major donor pipeline.

Objective 2. Increase brand awareness throughout our expanded geographic area

Benchmark: Continue to grow engaged audiences
Strategic Plan Extended FY20-22

Three Year Action Plan:
1.1 Continue to strengthen staff support for the marketing committee
1.2 Secure local firm to support an awareness campaign
1.3 Onboard and fully develop new Communications & Engagement Manager role to support marketing committee and communications goals.
1.4 Develop a comprehensive marketing plan which includes targeted audiences, defined goals, and a metrix for assessing impact