

girls inc.

of Tarrant County



STRATEGIC PLAN 2016 - 2020



Strategic GOAL

1

Measure, track, and report outcomes to provide data demonstrating the effectiveness of the Girls Inc. program framework.

OBJECTIVE #1:

Implement the Girls Inc. data-driven program framework with the Girls Inc. national organization.

Benchmarks:

Provide opportunities for staff to be trained on the Girls Inc. program framework.

- 100% of current program staff and support staff will be trained on the program framework by 12/16.
- Train new staff on the program framework within first year of employment beginning in 2017.

Implement and track performance based on the program framework.

- Track impact programs (Circle A & B) participants in Trax:
- 50% by end of 2016.
- 75% by end of 2017.
- 100% by end of 2018.
- Revise quality standards to align with national program framework and meet quality standards within one year of receipt of adjustments.

OBJECTIVE #2:

Seek and utilize opportunities to evaluate the effectiveness of Girls Inc. programming from internal and external data.

Benchmarks:

Implement common set of measurements as part of the Girls Inc. network measurement strategy.

Use measurement data to inform and enhance the Girls Inc. Experience by 12/2017 and repeat annually.

Agency will use measurement data to inform and enhance elements of organizational performance (e.g. budget and staffing considerations, funding opportunities, program selection, program delivery model, etc.) by 12/17.

Recommendations for organizational performance based on prior year's results will be reported annually to the Board of Directors beginning in the third quarter of 2018.

OBJECTIVE #3:

Communicate the impact of the Girls Inc. program framework to internal and external sources.

Benchmarks:

Participate in outcomes and impact measurement training through Trax and the Girls Inc. national organization.

Provide consistent data from a significant sample that will lead to our ability to have access to outcomes/impact reports in Trax by 01/2017.

Develop Outcomes/Impact Communication Plan by 03/2017 and implement by 09/2017.

Tell our story in terms that are consistent with the national organization (using the same terminology, collecting data in the same way) by 12/2017.

Share information with stakeholders and partners beginning 01/2018.



Strategic GOAL

2

Consistently deliver a high-quality
Girls Inc. experience.

OBJECTIVE #1:

Understand and articulate the organizational capacities needed to support sustainability, fuel growth, and consistently deliver a high-quality Girls Inc. experience.

Benchmarks:

Demonstrate increased knowledge of organizational best practices, infrastructure requirements, and effective business models employed by high-performing nonprofit organizations through examination of data and findings from The Girls Inc. Experience project in conjunction with Girls Inc. national by 12/2016.

Develop a plan to implement the capacity-building tool kit (developed by Girls Inc. national) by the end of 2018.

Improve priority indicators of organizational strength and stability by end of 2020 (as per annual capacity assessment, see Objective #2).



OBJECTIVE #2:

Participate in training and collaboration with the Girls Inc. network to consistently deliver a high-quality Girls Inc. experience.

Benchmarks:

Demonstrate increased understanding of current organizational capacities and key areas for improvement through the completion of annual capacity assessments (provided by Girls Inc. national) beginning in 2016.

Build the capacity and expertise to deliver new training curricula in the priority training areas by the second quarter in 2018.

Staff will access on-demand training tools and other capacity-building resources (ongoing).

Staff is trained to effectively deliver programming to the populations served (i.e. cultural competence, understanding needs of girls with ADHD, depression, and other issues).

- All staff will participate in cultural competency training within first six months of employment.

Staff will demonstrate increased knowledge and skills assessed through annual performance evaluations.

OBJECTIVE #3:

Utilize clear performance standards and have a strong performance management system to sustain a high-quality Girls Inc. experience.

Benchmarks:

New performance standards from the Girls Inc. national organization will be received, reviewed, and adopted by Girls Inc. of Tarrant County leadership by 12/31/2017.

Develop plan to meet new performance standards by 03/2018 and be aligned with Girls Inc. national by 12/2019.

Invest in and support the technology infrastructure to deliver programming and measure program effectiveness, including fully-integrating the Girls Inc. national performance management system, by 12/31/2018.



Strategic GOAL

3

Grow the number of girls served with the Girls Inc. program framework.

OBJECTIVE #1:

Implement growth plan to increase service to girls.

Benchmarks:

Increase the number of girls served in impact programs (Circle A & B) by 25% by 12/31/2020.

- Expand programs to include feeder schools in the pipeline of existing Girls Inc. program locations to provide a “Start early, stay late” continuum of services for girls.

OBJECTIVE #2:

Expand STEM programming.

Benchmarks:

Hire a STEM Coordinator by 12/31/2016.

Implement multi-year STEM programming for middle school and high school girls, driving girls to education and careers in STEM fields by 06/2018.

Collaborate with local workforce leadership to develop programs to prepare girls for future employment opportunities.



Strategic GOAL

4

Develop the necessary resources to expand impact services.

OBJECTIVE #1:

Secure funding to support strategic priorities.

Benchmarks:

Increase revenue by 40% (\$950,000) by 12/31/2020 to support program growth of 25%.

- Secure building space to support current staff and accommodate growth.
- Develop short-term plan by 06/2016 and implement by 10/2016.
- Develop long-term plan by 12/2018.



OBJECTIVE #2:

Cultivate the necessary human resources to execute strategic goals.

Benchmarks:

Internally build leadership capacity to support program facilitators, staff training, and program delivery.

Ensure top tier talent is retained and employed by offering competitive salaries, benefits, and an appealing culture of collaboration for results.

Continue to develop and maintain a strong and diverse Board of Directors (ongoing).

OBJECTIVE #3:

Expand Girls Inc. brand recognition.

Benchmarks:

Ensure consistency with national Girls Inc. branding and messaging by 12/2016.

Develop a comprehensive multi-year marketing plan beginning 01/17 to include:

- Tracking stories with high-impact media outlets.
- Submitting consistent press releases to media outlets.
- Creating collateral that is consistent across programs for staff use in presentations.
- Creating a video library showcasing Girls Inc. programs and impact.
- Establishing ourselves as the voice for girls’ needs and rights in our community.



**girls
inc.**

of Tarrant County

Inspiring all girls
to be strong,
smart, and bold.

STRATEGIC PLAN
2016 – 2020

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