

**GIRLS INC. OF MEMPHIS
STRATEGIC PLAN FY 2017-FY 2021**

Vision

Girls Inc. of Memphis alumnae engage fully in the civic and economic life of Memphis, which respects and values girls and their perspectives.

Mission

Inspiring girls to be strong, smart, and bold.

STRATEGIC PRIORITIES

1. Adopt a business model for fiscal and programmatic accountability
2. Implement a funding model to support growth and sustainability
3. Design and build physical space for success
4. Enhance the Girls Inc. Experience
5. Grow number of girls receiving Girls Inc. Experience
6. Advocate for all girls

STRATEGIC OBJECTIVES AND TASKS BY FUNCTION

1. Adopt a business model for fiscal and programmatic accountability

a. Staff and board structure accommodate growth and excellence in the Girls. Inc. Experience

Staff	<ul style="list-style-type: none"> • Establish and implement annual staff structure to accommodate desired growth and outcomes through fy21
Executive Committee	<ul style="list-style-type: none"> • Determine the best board size to accommodate growth and strategically recruit board members • Ensure the effectiveness and appropriateness of board committees • Approve staffing structure and monitor effectiveness

b. Annual budget is revenue based and projected through completion of the strategic plan

Staff	<ul style="list-style-type: none"> • Develop annual budget process to insure effective program and organizational planning is reflected in budget for board review and approval by July 31 or each year
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Finance Committee	<ul style="list-style-type: none"> • Develop 4-year strategic finance plan to guide the annual budget process • Work with staff to ensure the organization’s annual budget is presented to the Board of Directors for approval and the July board meeting each year.
Development Committee	<ul style="list-style-type: none"> • Work with development team to develop annual revenue budget projections that are realistic and actionable. • Work with finance committee to develop 4-year strategic finance plan to guide the annual budget process
Facilities Committee	<ul style="list-style-type: none"> • Recommend priority areas
Program Committee	<ul style="list-style-type: none"> • Review and approve staffing and salary changes as needed

c. Systems measure and monitor performance of staff and board

Staff	<ul style="list-style-type: none"> • Effectively use TraxSolutions, Seeding Success and SSBOS systems to monitor program effectiveness and outcomes • Establish and utilize an annual review system for tracking staff performance on an ongoing basis throughout year
Executive Committee	<ul style="list-style-type: none"> • Monitor performance management data across all organizational functions
Finance Committee	<ul style="list-style-type: none"> • Review financial results of the organization on a monthly basis. The Treasurer will provide a financial update at each meeting of the Board of Directors
Development Committee	<ul style="list-style-type: none"> • Quarterly review of development plan to assess prior quarter and plan future quarter activities and outcomes
Program Committee	<ul style="list-style-type: none"> • Monitor occasional data reports • Recommend staffing related actions when appropriate

d. Strategic partnerships support programs, growth, and advocacy

Staff	<ul style="list-style-type: none"> • Seek corporate and individual partners to support program delivery for maximum effectiveness. • Utilize data base systems to effectively track partner engagement
Development	<ul style="list-style-type: none"> • Work with development team to establish annual partner recognition system

Committee	
Program Committee	<ul style="list-style-type: none"> Identify partnership opportunities for programs and advocacy

2. Implement a funding model to support growth and sustainability

a. Achieve six-month reserve fund

Staff	<ul style="list-style-type: none"> Work collaboratively with finance and development committee to establish a revenue based budget process and implementation
Finance Committee	<ul style="list-style-type: none"> Ensure that the annual budget reflects revenues exceeding expenses to permit the accumulation of a reserve fund
Development Committee	<ul style="list-style-type: none"> Include the creation of a reserve fund as a goal in the development plan

b. Year over year increases in revenue from individual donors

Staff	<ul style="list-style-type: none"> Establish an annual development plan that focuses on the increase percentage year over year of individual donors
Executive Committee	<ul style="list-style-type: none"> Establish targets for board giving as part of annual individual donor targets
Development Committee	<ul style="list-style-type: none"> Work closely with development team to insure year over year growth of individual donors to be reviewed quarterly

c. Year over year increase in percentage of annual revenue for unrestricted use

Staff	<ul style="list-style-type: none"> Establish and implement development plan to show year over year growth in percentage of unrestricted funding.
Development Committee	<ul style="list-style-type: none"> Approve annual development plan to include year over year growth in percentage of unrestricted funding.

d. Annual fund development plan ensures annual surplus

Staff	<ul style="list-style-type: none"> Establish annual development plan that insures a surplus over expenses with high percentage of certainty of
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	funding sources
Development Committee	<ul style="list-style-type: none"> • Approve annual development plan that insures a surplus over expenses with high percentage of certainty of funding sources.

e. Strategic fund development plan for capital growth

Staff	<ul style="list-style-type: none"> • Establish and monitor budget for capital growth • Include capital growth budget in establishment of annual development plan
Development Committee	<ul style="list-style-type: none"> • Include capital budget needs in annual development plan approval and review
Facilities Committee	<ul style="list-style-type: none"> • Review and approve annual capital growth needs and associated budget

3. Design and build physical space for success

a. All program spaces exhibit the power of the Girls Inc. Experience

Staff	<ul style="list-style-type: none"> • Staff training on Girls Inc. Experience ongoing • Internal audit of spaces on quarterly basis • Just do it!
Facilities Committee	<ul style="list-style-type: none"> • Keep in mind as growth locations are identified and selected.
Program Committee	<ul style="list-style-type: none"> • Conduct essential elements audit of space

b. FY18 Frayser Campus established

Staff	<ul style="list-style-type: none"> • Hire director and staff for renewed Frayser program FY17 • Work with Facilities committee and architecture firm to finalize the Frayser campus plan FY17 • Establish a growth plan campaign strategy to provide necessary funding for expansion, upgrades and operations of growth and current program facilities
Development Committee	<ul style="list-style-type: none"> • Work collaboratively with staff to establish a growth plan campaign strategy to provide necessary funding for expansion, upgrades and operations of growth and current program facilities

Facilities Committee	<ul style="list-style-type: none"> • Establish plan and budget for current and growth program facilities
Program Committee	<ul style="list-style-type: none"> • Conduct essential elements audit of space

c. FY18 South Memphis facility established

Staff	<ul style="list-style-type: none"> • Hire director and staff for renewed South Memphis program FY17 • Establish program in MIFA and/or Veritas School location in FY17 • Work with South City planning team of city and Facilities committee of board to establish long term lease arrangement in designated South City location • Establish a growth plan campaign strategy to provide necessary funding for expansion, upgrades and operations of growth and current program facilities
Development Committee	<ul style="list-style-type: none"> • Work collaboratively with staff to establish a growth plan campaign strategy to provide necessary funding for expansion, upgrades and operations of growth and current program facilities
Facilities Committee	<ul style="list-style-type: none"> • Work with South City planning team of city and Facilities committee of board to establish long term lease arrangement in designated South City location • Establish a growth plan campaign strategy to provide necessary funding for expansion, upgrades and operations of growth and current program facilities
Program Committee	<ul style="list-style-type: none"> • Conduct essential elements audit of space

d. FY19 Berclair facility established

Staff	<ul style="list-style-type: none"> • Hire director and staff for renewed Berclair program FY18 • Establish in school relationships by end of FY7 for FY18 implementation
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	<ul style="list-style-type: none"> • Seek long term lease location in FY18 for FY19 launch • Establish a growth plan campaign strategy to provide necessary funding for expansion, upgrades and operations of growth and current program facilities
Development Committee	<ul style="list-style-type: none"> • Work collaboratively with staff to establish a growth plan campaign strategy to provide necessary funding for expansion, upgrades and operations of growth and current program facilities
Facilities Committee	<ul style="list-style-type: none"> • Establish a growth plan campaign strategy to provide necessary funding for expansion, upgrades and operations of growth and current program facilities
Program Committee	<ul style="list-style-type: none"> • Conduct essential elements audit of space

4. Enhance the Girls Inc. Experience

a. Programs exhibit alignment with the Girls Inc. Experience

Staff	<ul style="list-style-type: none"> • Ongoing training with staff on Girls Inc. Experience • Objectives aligned with Girls Inc. Experience evidence • Participate in Girls Inc. Annual Conference and training as available throughout year
Program Committee	<ul style="list-style-type: none"> • Conduct audit of programs and provide recommendations • Review and approve recommended targets

b. Active engagement of stakeholders at all levels of the Girls Inc. Experience

Staff	<ul style="list-style-type: none"> • Annual program plan to include regular stakeholder engagement experiences • Establish input survey opportunities for identified stakeholders (i.e. families, volunteers, funders) • Fully participate in SSBOS and utilize for continuous improvement of Girls Inc. Experience
Executive Committee	<ul style="list-style-type: none"> • Determine appropriate role for the board to engage in the Girls Inc. Experience and develop accountability plan for engagement
Development Committee	<ul style="list-style-type: none"> • Establish annual stakeholder recognition events and strategies in annual development plan

Program Committee	<ul style="list-style-type: none"> Support the board in learning about engagement opportunities
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c. All programs and curriculum designed and implemented to ensure delivery of Core Essential Services

Staff	<ul style="list-style-type: none"> Annual program plan to align with CES and GIE established each fall of each fiscal year Ongoing training provided to equip staff for the implementation of annual program plan
Program Committee	<ul style="list-style-type: none"> Audit curriculum design and implementation Make recommendations when appropriate

5. Grow number of girls receiving Girls Inc. Experience

a. All programs at capacity

Staff	<ul style="list-style-type: none"> Data reviewed monthly to celebrate achievement and hold staff accountable for the recruitment and retention of program participants so that all programs are at capacity of projected average daily attendance Center/program directors develop data informed recruitment strategies
Program Committee	<ul style="list-style-type: none"> Monitor enrollments and attendance

b. 75% of girls served are in circles A & B

Staff	<ul style="list-style-type: none"> Ensure annual program plan maximizes GIE programming in Circle A and B
Program Committee	<ul style="list-style-type: none"> Review and approve targets and reporting cycles

6. Advocate for all girls

a. Board, staff, and girls are leading advocates in Greater Memphis for advancing the rights and opportunities for all girls

Staff	<ul style="list-style-type: none"> Increase media exposure to insure Girls Inc. Is seen as the "go to" for issues facing girls and women Establish annual advocacy plan to include various modalities (ie. Documents of issues; events; media engagement)
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	<ul style="list-style-type: none"> • Report on advocacy efforts achieved on a quarterly basis
Program Committee	<ul style="list-style-type: none"> • Direct the development of annual State of the Girls Report

b. Collaborate to advocate for girls regionally and state-wide

Staff	<ul style="list-style-type: none"> • Meet and work collaboratively with Girls Inc.'s across TN for joint funding and program support • Actively engage in Girls Inc. Opportunities, meetings, and conferences
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