

# Creating a BOLD Future Together

## Girls Inc. Limestone Strategic Direction

### EXECUTIVE SUMMARY

Girls Inc. Limestone became a provisional Girls Inc. agency in 2006, and a full Girls Inc. member agency in 2008. Throughout this intensive period of change, Girls Inc. Limestone worked diligently to develop a strategic plan (2007 to 2011) that would guide us through consistent and meaningful growth in service to girls and young women, successful Girls Inc. branding, and organizational and financial stability. This plan was implemented in 2007, revised annually, and followed until 2012 with the following results:

- An increase in total girls served from 391 in 2007 to 1,580 in 2012 – 404%
- An increase in girls served in comprehensive programming from 391 in 2007 to 880 in 2012 – 225%
- An increase in revenue from \$305,000 in 2007 to 612,000 in 2012 - 200% Harassment
- A wide-spread and respected presence in our community among service providers, program funders, and thousands of families and households.

Girls Inc. Limestone is now positioning for our next growth phase and preparing for the successful future of Girls Inc. in the Frontenac, Lennox and Addington, Prince Edward and Hastings communities. We have reviewed our outcomes and programmatic success, determined our service gaps, and have discussed our current services and future plans with clients, program participants and stakeholders.

Girls Inc. National embarked on an intense, inclusive six-month process of gathering internal and external data and deeply listening to and learning from leaders across North America. Girls Inc. National wanted to hear what they had to say about Girls Inc. today and to ask them to envision what the Girls Inc. of tomorrow—Girls Inc. 2015—would look like.

Working together, Girls Inc. will become the “go-to” girl development organization, serving more girls and serving them very well. We will know for sure that our girls are becoming healthy, educated, and independent—strong, smart, and bold—and so will the girls, their parents, and the members of the larger community.

#### ***By 2016, Girls Inc. Limestone will:***

- Grow 30%, serving 2,000 total girls and 1,144 girls and young women in comprehensive programming
- Use objective, concrete outcome measures that matter

- Maintain, develop and implement essential services linked to common outcomes
- Increase revenue by 40% to more than \$840,000
- Increase brand awareness to one-quarter of all adults in our community

To accomplish our goals we've identified strategies—our path forward—in each of these five areas:

## **GROWTH STRATEGIES**

To make a lasting difference for 30% more girls we will focus on five key strategies:

- Expand our existing programs, working to increase the numbers served in each program.
- Expand our existing in-school elementary school-aged program to include Prince Edward and Hastings Counties.
- Provide ongoing service to teenage girls through programs delivered in school and with community partners.
- Reach out to ethnic communities and immigrant groups within our service district to provide inclusive services including transition support and ongoing programs.
- Expand Girls Inc. services to include critical, mentored transitional housing for member girls in crisis. This includes young women who are homeless and striving for live independently, and young mothers requiring skills and support to retain custody of their child(ren).

***By 2016, provide core program services that make a lasting difference to 2,050 girls from 1,580 today, an increase of 30%.***

## **OUTCOME AND EVALUATION STRATEGIES**

Girls Inc. National is developing new processes of data collection and outcome measurements based on the strong (healthy), smart (educated), and bold (independent) mission framework that will be adopted and utilized by Girls Inc. Limestone.

Girls Inc. will identify outcome instruments that have already been validated and researched by external experts. These measures will be tested, refined, and then rolled out to Girls Inc. affiliates. Girls Inc. girls will be compared to girls from a similar demographic for evaluation purposes. Girls Inc. will also identify, pilot, and implement a network-wide information system to track each girl served, including outcomes.

***By 2015, Girls Inc. Limestone is striving for common concrete outcomes for every girl and all girls are on an integrated technology system.***

## **CORE PROGRAM STRATEGIES**

Girls Inc. National is defining and updating the set of essential services that result in the positive outcomes for which we hold ourselves accountable. They are building a dynamic program improvement process. Putting a premium on high quality programming, and well-trained, and competitively compensated talent is a must.

Girls Inc. Limestone is committed to working with the Girls Inc. Network to deliver essential service offerings that connect directly to outcomes.

***By 2015, Girls Inc. Limestone will participate in the Girls Inc. network-wide integrated technology system providing common concrete outcomes for every girl.***

## **FUNDRAISING STRATEGIES**

To achieve a 40% growth in revenue, fundraising and fund development will be an agency priority. The area of major growth will be the implementation of a new and relevant annual fundraising event, and individual giving, especially from female donors.

Girls Inc. Limestone will aggressively and continuously seek funding support from all levels of government, community funding organizations, foundations, and corporate programs to fund the growth and expansion defined above.

Girls Inc. will be known as THE girls' risk prevention and positive development organization among public policy and other institutional funders. We will create a network-wide giving and membership society and develop centralized support services.

***By 2016, Girls Inc. Limestone revenue is \$840,000 from \$600,000, a 40% increase.***

## **BRAND STRATEGIES**

Girls inc. National brand strategies include solidifying one common position, identity, and brand; development of a marketing and public relations program; leveraging corporate, alumnae, and other partners for visibility and reach; building strong media relationships; and providing consistent messages, tools, and training.

Girls Inc. Limestone is fully committed to wholly participate in the Girls Inc. National marketing plan as relevant to the district in which we serve. This plan sets a bold direction and is the guide for the business plans for both the national office and affiliates. This strategic framework will serve to establish priorities for the allocation of resources, both human and financial, so that Girls Inc. will serve more girls and will serve those girls better.

***By 2016, we will achieve increased brand awareness of 25% from 18% for adults and 32% from 27% for women.***

Girls Inc. Limestone  
Adopted by the Board of Directors  
April 23, 2013