

# Girls Inc. of the Central Coast

## Strategic Plan: FY 20-23

**Goal:** This plan will focus on strengthening Girls Inc.'s organizational capacity to better serve the community through developing and implementing strategies to ensure the sustainability of the organization in the coming years.

**Premise:** No new program sites: the focus during the next 2 years will be on capacity building. Complete 3-year 2017-20 Growth Plan. All programs currently in progress will continue through the current fiscal year and into the next.

**Decision:** Present complete plan for FY 20-21 and FY 21-22 for discussion/approval at Board Retreat in January 2020.

### 1/20-6/21

#### Board Actions:

1. Analysis of what/who is needed to move forward on realizing the vision for the next 3-5 years. (Governance committee)
2. Board recruitment (Governance Committee)
3. Review staff salaries, which should be increased: suggestion accepted to raise the year's budget to \$1.5 M. (Current year's budget is just under \$1.2M) (Finance and Governance committees, executive director)
4. Develop a detailed fund development plan that includes diversifying revenue streams, setting specific fundraising goals, timeline, determining what the fund development committee needs to carry out this task (more volunteers, skills needed, etc.), roles of board and staff in fund development. (Fund development committee, board of directors)
5. Work closely with the marketing/PR committee to coordinate efforts in raising funds (Board, Fund development committee, executive director, donor development coordinator)
6. Determine donor development goal and implement plan
7. Coordinate with 3 advisory committees regarding strategies on growth – (Board of directors, executive director, committee chairs) July 2020
8. Review and adjust board and advisory committee structure (Governance committee)

#### Staff Actions:

1. Evaluate staffing patterns with respect to organization's needs going forward
  - a. Review job descriptions/titles: New positions? Training current staff and hiring new staff
  - b. Revise organizational chart as needed
2. Focus on developing skills of current staff to help address issues of staff retention and succession planning. (Executive and Deputy directors)
3. Develop a job description for, recruit and hire a Donor Development Coordinator to work with board and committee on identifying, approaching, and retaining donors – both individual and corporate. (Executive director, input from Governance and Fund development committees)

### 7/21-6/22:

#### Board Actions:

1. Continue executing fund development plan with specific goals for each revenue stream — evaluate efforts
2. Determine organization's needs going forward: staffing, funding, committees
3. Continue board assessment and board recruitment
4. Evaluate success of the implementation of the business plan thus far, especially donor development (1/20-6/22)

#### Staff Actions:

1. Evaluate existing program sites to determine suitability for continuing; i.e. number of girls enrolled, school support, etc.
2. Develop criteria for choosing new sites for FY 2022-23

**FY 2022-23: To be determined based on evaluation and success of the previous 2 years, which could include adding new program sites.**