



2025-2027 STRATEGIC PLAN

VISION

Powerful girls in an equitable society.

MISSION

Girls Inc. of Bay County inspires all girls to be strong, smart, and bold.

ORGANIZATIONAL VALUES

- **Recognize and support the strength in every girl.**
We welcome girls for who they are. We support them through experiences and resources as they further their positive development to be healthy, educated and independent.
- **Respect the dignity of each human being and demonstrate genuine care and concern for the well-being of others.**
We recognize the inherent value of all individuals and, in particular, the strengths of our employees. We listen and respond to their needs and interests and focus on how best to partner with the individual to maximize the contributions of all.
- **Understand and appreciate diversity, embrace inclusiveness, and advance equity.**
It is core to our mission that we model and support the equitable and fair treatment of all. We celebrate our differences, which increase our understanding of others and make us more effective.
- **Drive for results anchored in integrity and accountability.**
In order to achieve the highest impact for girls, we are accountable to the goals we set, transparent in measuring and reporting outcomes, and committed to continuous learning.
- **Collaborate for impact.**
We achieve the greatest results by working cross-functionally internally while leveraging the Girls Inc. network and external partners who share our core values.

CONSTITUENT GROUPS

Priority One Group

Girls

Families

Staff

Priority Two Group

Board of Directors

Donors

Partner Agencies

School District

Priority Three Group

Girls Inc Network

Community Leaders

Media (Broadcast/Print Network, Social)

STRATEGIC PRIORITY #1

FINANCIAL SUSTAINABILITY AND GROWTH

Objective 1: Analysis of new technology landscape and funding opportunities

Action Item	Research and implement new fundraising technologies and digital donor engagement tools
People	Marketing Team/Fundraising Development Staff, Grants Subcommittee
Time	Ongoing, with quarterly progress reports
Resources (SWOT)	<ul style="list-style-type: none"> • Strengths: Proactive stance, community stakeholder engagement, recognized brand • Weaknesses: Low operating reserves, lack of 100% board giving • Opportunities: Adopting new technology, increasing grants and individual donors • Threats: Restrictions on funding usage, increased wages affecting hiring capacity
Measurement	<ol style="list-style-type: none"> 1. Review of efficacy of Bloomerang (current CRM software program) 2. Increase in online donations by 15% annually 3. Number of new technology-driven fundraising initiatives launched

Objective 2: Secure higher-level individual donors and corporate sponsors

Action Item	Grow Dollars and Donors: Launch a targeted major donor campaign Maximize sponsorships for current events: Enhance corporate sponsorship benefits and outreach.
People	Marketing Team/Fundraising Development Staff, Executive Director, Board Members
Time	12-Month rolling campaign
Resources (SWOT)	<ul style="list-style-type: none"> • Strengths: Long-term staff, collaboration/partnerships, testimonials from program participants • Weaknesses: Not at full funding capacity, inconsistent board engagement in fundraising • Opportunities: Corporate sponsorships, increased individual donors, grant applications • Threats: Limited local corporate presence, competition for donor dollars
Measurement	<ol style="list-style-type: none"> 1. Increase in corporate sponsorships by 20% annually 2. Number of new major donors secured (goal: 10 per year) 3. Growth in event sponsorship revenue by 20%

Objective 3: Increase operational reserves and financial stability

Action Item	Keep current reserve fund account, with a goal of securing 6 months of operational costs.
People	Finance Committee, Board Treasurer, Executive Director
Time	36 months
Resources (SWOT)	<ul style="list-style-type: none">• Strengths: Budget focus, recognized organization• Weaknesses: Low operating reserves, funding instability• Opportunities: Increased grant funding, strategic cost reduction• Threats: Rising wage costs, competition for funding
Measurement	<ol style="list-style-type: none">1. 5% of all unrestricted funds allocated to reserve annually, once net zero budget is realized2. Reserve fund reaches 3 months' worth of operational expenses by Year 2, 6 months by Year 33. Reduction in budget deficit by 30%

Objective 4: Expand funding through new grant applications and partnerships

Action Item	Grow fledgling grant research and writing subcommittee to focus on operational and programmatic funding
People	Fundraising/Development Staff, Grants Subcommittee, Board Members
Time	Ongoing, with quarterly targets
Resources (SWOT)	<ul style="list-style-type: none">• Strengths: Strong partnerships, dedicated leadership• Weaknesses: Inconsistent funding, reliance on small donor base• Opportunities: Grant expansion, partnerships with school districts and corporations• Threats: Restrictions on money usage, increasing wage pressures
Measurement	<ol style="list-style-type: none">1. Number of new grants applied for and received (goal: 5 new grants per year)2. Percentage increase in grant funding (goal: 20% annual growth)3. Number of strategic partnerships secured (goal: 3 new partnerships per year)

STRATEGIC PRIORITY #2

EXPANSION OF SERVICES

Objective 1: Look for opportunities to expand programs and services to more girls throughout the region

Action Item	Develop partnerships with local schools and community centers to introduce new programming
People	Executive Director, Program Director, School Liaisons
Time	Ongoing, with biannual progress reviews
Resources (SWOT)	<ul style="list-style-type: none"> • Strengths: Mission-focused, strong relationships with stakeholders, recognized/certified program • Weaknesses: Limited transportation options, staff retention challenges • Opportunities: Collaboration with school districts, expansion onto military installations • Threats: Budget constraints, competition from other youth-focused programs
Measurement	<ol style="list-style-type: none"> 1. Increased number of girls served; new schools served 2. Expansion into at least two new schools or community centers per year

Objective 2: Secure proper training opportunities for staff and board

Action Item	Develop and implement a comprehensive training program for staff and board members
People	HR Coordinator, Executive Director, Board Development Committee
Time	6 months to develop, ongoing implementation
Resources (SWOT)	<ul style="list-style-type: none"> • Strengths: Dedicated leadership, research-based curriculum • Weaknesses: Limited staff training resources, leadership turnover • Opportunities: Grants for professional development, partnerships with training organizations • Threats: Rising wage costs impacting current lack of any training budget
Measurement	<ol style="list-style-type: none"> 1. 100% of staff and board members complete annual training 2. Improved staff retention by 10% year-over-year

Objective 3: Enhance transportation options to reach underserved areas

Action Item	Apply for grants to acquire additional vans and partner with ride-share services
People	Fundraising/Development Staff, Executive Director, Site Supervisors
Time	12-month goal for first van acquisition, ongoing partnerships
Resources (SWOT)	<ul style="list-style-type: none">• Strengths: Strong stakeholder engagement, recognized program impact• Weaknesses: Limited transportation options for underserved schools, and largest elementary school• Opportunities: Funding for transportation, collaboration with city transit services• Threats: Restrictions on funding for transportation
Measurement	<ol style="list-style-type: none">1. Acquisition of at least one additional van annually, to align with enrollment growth2. Increase in program accessibility for rural and low-income girls; 25 girl minimum from Patronis (Patronis is largest elementary school in current service area)

Objective 4: Increase Program Offerings to include career readiness and STEM initiatives

Action Item	Develop/Enhance a STEM mentorship program and career pathway initiative
People	Program Director, Corporate Partners, STEM mentors, Club 360
Time	18 months for full implementation
Resources (SWOT)	<ul style="list-style-type: none">• Strengths: Established community partnerships, research-based curriculum• Weaknesses: Limited program funding for expansion• Opportunities: Corporate sponsorships, collaboration with STEM-focused organizations• Threats: Competition for grant funding in STEM education
Measurement	<ol style="list-style-type: none">1. Introduction of at least two new STEM/career readiness programs within the first year2. Increase in the number of girls participating in STEM by 20% annually

Objective 5: Expand outreach and awareness campaigns to reach new families

Action Item	Launch a targeted marketing campaign focused on increasing community awareness
People	Marketing Team, Board Members, Parent Ambassadors
Time	12-month campaign with quarterly performance evaluations
Resources (SWOT)	<ul style="list-style-type: none">• Strengths: Strong community impact stories, testimonials from past participants• Weaknesses: Limited outbound communication about services offered• Opportunities: Social media campaigns, partnerships with local media outlets• Threats: Public misconceptions or lack of awareness about programs
Measurement	<ol style="list-style-type: none">1. 25% increase in inquiries and enrollment2. Growth in social media engagement by 30%

STRATEGIC PRIORITY #3

COMPREHENSIVE AWARENESS OF GIRLS INC. OF BAY COUNTY

Objective 1: Leverage technology to relay the stories, data, benefits

Action Item	Develop an interactive website and social media campaign featuring success stories, program impact, and testimonials.
People	Marketing Team/Fundraising Development Staff, Program Staff
Time	6 months for website upgrades, ongoing content updates
Resources (SWOT)	<ul style="list-style-type: none"> • Strengths: Strong testimonials, impactful alumni network, recognized/certified brand • Weaknesses: Limited outbound communication, need for improved digital marketing • Opportunities: Adoption of new technology, social media growth • Threats: Budget constraints, competition for online visibility
Measurement	<ol style="list-style-type: none"> 1. 50% increase in website traffic 2. 30% growth in social media engagement 3. Number of digital media stories shared (goal: 12 annually)

Objective 2: Employ the use of the “fact book” and SSBOS data results into storytelling

Action Item	Integrate impact data from the fact book and SSBOS results into presentations, grant proposals, and donor outreach materials.
People	Marketing Team/Fundraising Development Staff, Volunteer Data Analyst (Need to find)
Time	3 months to compile and format data, ongoing use
Resources (SWOT)	<ul style="list-style-type: none"> • Strengths: Research-based curriculum, data-driven impact • Weaknesses: Lack of awareness of program benefits among donors • Opportunities: Increased funding through data-supported storytelling • Threats: Limited internal data analysis capabilities
Measurement	<ol style="list-style-type: none"> 1. Inclusion of fact book data in at least 80% of fundraising materials 2. Increase in donor engagement by 20% 3. Positive feedback from stakeholders on the use of data in outreach

Objective 3: Create broad-spectrum awareness campaign

Action Item	Launch a multimedia campaign (print, digital, radio, and community events) to educate the community on Girls Inc. of Bay County's impact.
People	Marketing Team/Fundraising Development Staff, Community Outreach Coordinator/Program Director, Media Partners
Time	12-month campaign with quarterly evaluations
Resources (SWOT)	<ul style="list-style-type: none">• Strengths: Strong relationships with stakeholders, community engagement• Weaknesses: Limited outbound communication, inconsistent messaging• Opportunities: Local media partnerships, increased digital presence• Threats: Budget constraints for advertising
Measurement	<ol style="list-style-type: none">1. Number of media (paid/sponsored/PSA – unpaid?) placements (goal: 10 per year)2. 25% increase in public awareness as measured by community surveys3. Increase in event attendance by 20%

Objective 4: Strengthen partnerships with schools, businesses, and community organizations

Action Item	Develop and maintain partnerships to enhance outreach and visibility.
People	Executive Director, Community Relations Team (Program Director/Site Supervisors), Board Members
Time	Ongoing with biannual review
Resources (SWOT)	<ul style="list-style-type: none">• Strengths: Established community presence, collaborative partnerships• Weaknesses: Limited reach into some schools and businesses• Opportunities: Expansion onto/into military installations, school districts• Threats: Competition from other nonprofit organizations
Measurement	<ol style="list-style-type: none">1. Number of new partnerships formed (goal: 5 per year)2. Increase in referrals from partner organizations3. Growth in program participation from new partners

Objective 5: Implement a community ambassador program

Action Item	Recruit and train parents, alumni, and volunteers as brand ambassadors to promote Girls Inc. of Bay County in their networks.
People	Marketing Team/Fundraising Development Staff, Site Supervisors, Board Members
Time	6 months for recruitment, ongoing training
Resources (SWOT)	<ul style="list-style-type: none">• Strengths: Engaged parents and alumni network• Weaknesses: Lack of structured volunteer outreach strategy• Opportunities: Increased word-of-mouth awareness, community engagement• Threats: Inconsistent volunteer participation
Measurement	<ol style="list-style-type: none">1. Number of ambassadors recruited (goal: 20)2. Number of community outreach events attended by ambassadors3. Increase in referrals from ambassador-led initiatives

Objective 6: Enhance donor and stakeholder engagement through regular communication

Action Item	Enhance current monthly e-newsletter; add quarterly impact reports for donors and stakeholders.
People	Marketing Team/Fundraising Development Staff
Time	3 months for initial launch, ongoing updates
Resources (SWOT)	<ul style="list-style-type: none">• Strengths: Strong donor base, impactful testimonials• Weaknesses: Inconsistent communication with donors• Opportunities: Digital newsletters, targeted donor engagement strategies• Threats: Donor fatigue, competition for attention
Measurement	<ol style="list-style-type: none">1. Increase open/read rates by 20% each year2. Increase individual donor giving by 20%

SWOT Analysis

STRENGTHS

- *Collaboration/Partnerships*
- *Community Stakeholder Engagement*
- *Dedicated Leadership*
- *Fiscal Responsibility and Budget Focus*
- *Impactful Alumni*
- *Improving Standing with National*
- *Longer Open Hours*
- *Long-term Staff*
- *Making a difference in the girls lives and families*
- *Mission Focus*
- *Proactive Stance*
- *Quality Care*
- *Recognized/Credentialed*
- *Relationship with National*
- *Research Based Curriculum*
- *Sliding Scale*
- *Strong Relationship with ELC*
- *Summer Bonuses*
- *Testimonials from current girls and the ability to find inner voice and share*

WEAKNESSES

- *DEI Training*
- *Internal Communication*
- *Lack of 100% Giving Board*
- *National Requirements Not 100% Met (but actively working to meet AMAT)*
- *Not at Capacity Currently*
- *Operating Reserves Low/Budget*
- *Outbound Communication (services offered)*
- *Staff Compensation*
- *Staff Training*
- *Staff Turnover/Retention*
- *Transportation (can't get to all schools)*

OPPORTUNITIES

- *Adopting New Technology*
- *Collaboration with Bay County School District*
- *G.I.B.C. Site(s) on military installations*
- *Increase Individual Donors and Grants (operational and programs)*
- *Marketing “Brand Awareness” Campaign*
- *Positively “exploit” our affordability AND our relativity to leadership empowerment and overall development of our clients (sliding scale, ELC, scholarships, research-based curriculum)*

THREATS

- *Bay Co. limited resources for mental health support (specific to G.I.B.C. needs – girls and families)*
- *Committed/dedicated knowledge-based board members*
- *IRS increases in Federal/State Wages impacting ability to hire/keep staff*
- *Lack of GIBC full awareness to all in community (programs, transportation, resources, staff, board, no operational \$ from national, for ALL girls regardless of income, funding options)*
- *Limitations on funding by companies, grants, donations*
- *Restriction of grant monies usage (bus, programs, building)*