

THE NEW GENERATION OF LEADERS

Strategic Vision & Plan 2026 - 2028



girls
inc.

of Worcester

LETTER FROM THE CEO

As we look ahead to the next chapter for Girls Inc. of Worcester, my heart is filled with both gratitude and excitement. Since joining the organization in the fall of 2023, I've had the privilege of listening to the voices of our girls, families, staff, board members, and community partners each sharing their hopes, challenges, and dreams for our programs. These conversations have shaped the foundation of our strategic plan and reminded me why our work matters so deeply.



This journey has felt both deeply personal and incredibly inspiring. As a former Girls Inc. of Worcester teen, a staff member nearly twenty years ago, and a lifelong Worcester resident, returning in this leadership role is an honor. It is a powerful reminder that I am here because of mentorship and care rooted in the community that shaped me. Our team is committed to ensuring that today's girls receive the same empowerment, support, and opportunities that once lifted me. Together, we are building more than programs, we are creating a vibrant, supportive community where participants experience a truly pro-girl environment. We are also preparing even our youngest learners for a world shaped by AI, social change, and innovation.

I hope you will find that this plan offers a strong, balanced vision for our girls, families, and the broader community. I also hope you will see how intentionally it strengthens our nonprofit model to ensure long-term sustainability. And because we are celebrating our 110th year, what matters most to our team is ensuring that Girls Inc. continues to sustain and grow for another 100 years serving generations of girls and strengthening the community we love. This plan reflects our shared vision and bold aspirations.

Our vision for the future is clear:

- Center the power, wellness, brilliance, and innovation of our participants in every program by creating experiences that honor their voices, expand their possibilities, and fuel their growth.
- Create authentic, mutually beneficial partnerships that strengthen community health, expand opportunity, and ensure that families, schools, and local leaders rise with us.
- Ensure our staff, volunteers, and stakeholders feel seen, valued, and supported. Growing as humans and leaders who reflect the mission we champion for our girls.

I am honored to lead this incredible organization alongside our fearless team as we step forward with courage and a steadfast belief in our girls' power to change the world. I ask that you continue to support us on this journey.

With gratitude and bold anticipation,

Tiffany Lillie-Gomez

Mission

Inspiring
Girls to be
Strong, Smart,
and Bold.

Vision

Powerful
girls in an
equitable
society.

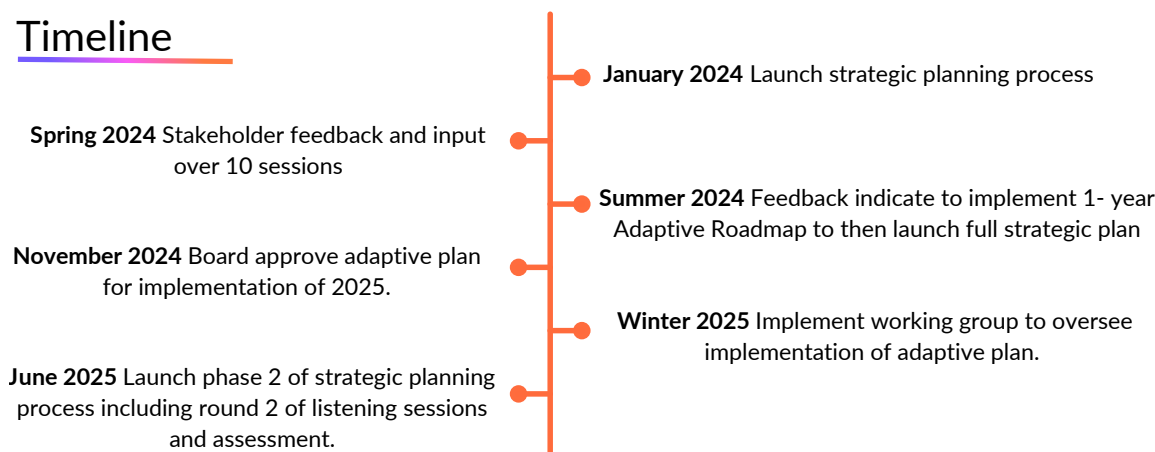
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EXECUTIVE SUMMARY

This is more than a plan, it's a commitment. We are working to redefine what it means to grow up strong, smart, and bold in a world that calls for imagination and equity. After a multi-year journey of listening, learning, and co-creating, Girls Inc. of Worcester is launching a multi-phase strategic plan that positions us to strengthen and expand full-time, pro-girl innovation and leadership programs. This plan serves as a guide for growth and an open invitation for our community to join us in shaping a future alongside the girls who will lead it.

In 2024-2025, we engaged participants, families, staff, board members, alumnae, and partners through surveys, focus groups, listening sessions, and collaborative workshops ensuring that community voices shaped every step. In 2025, we strengthened our foundation by implementing an adaptive plan, while preparing for the final phase: ambitious, measurable goals that will guide our work from 2026 through the end of 2028.

Timeline



January 2026 Official launch 3- year Strategic Plan 2026- 2028

This plan reflects our deep commitment to innovation, and excellence. Rooted in more than a century of impact, we are reimagining what it means to grow up as a young person today.

This strategic plan has four bold priorities that will guide our work:

- The Program Experience
- Strengthening The Team
- Organizational Sustainability
- Family & Community Engagement

Together, these priorities will create lasting measurable impact. Girls Inc. of Worcester is ready for the future and so are our girls.

A new generation of leaders is here, and they are unstoppable.

81%

of girls say they
get a chance to
be a leader at
Girls Inc.

Ready or not, here they come and here they ARE.

THE PROGRAM EXPERIENCE

OUR GIRLS WON'T JUST BE PREPARED FOR THE
FUTURE; THEY WILL DEFINE IT.



1. **Continuum of Curiosity and Purpose** – Design a STRONG throughline across all programs that provides innovative pathways from discovery, play, self- love, leadership, college, and career.
2. **Reimagine Program Spaces** – Evolve our campuses and community touchpoints into dynamic, BOLD spaces that amplify access, imagination and care.
3. **Fuel Data-Driven Impact** – Build a SMART evaluation system centering data, youth voice, and ensuring programs deliver measurable transformative outcomes.

FAMILY & COMMUNITY ENGAGEMENT

WE WILL LISTEN, COLLABORATE AND
GROW STRONGER TOGETHER.



1. **Activate Parent Leadership Pathways** – Launch new ways for families to participate in BOLD leadership, ensuring their voices shape program design and guide our organizational direction.
2. **Build Transformative Community Alliances** – Fostering SMART collaborations with schools, colleges, businesses, alumnae, and civic leaders to unlock new resources for participants.
3. **Revolutionize Inclusive Communication** – Use clear and STRONG multilingual and multimedia strategies to ensure every family can engage seamlessly and meaningfully.

STRATEGIC PLAN BY PRIORITIES CONTINUED

STRENGTHENING THE TEAM

OUR PEOPLE WILL LEAD WITH COURAGE,
PURPOSE, AND TRANSFORM TOGETHER.



1. **Enhance the Employee Experience** – Design a STRONG workplace where people thrive with learning pathways, and intentional succession planning that centers our mission.
2. **Deepen Volunteer Pathways** – Transform volunteering into a BOLD journey: offering interns, volunteers, and alumnae purposeful ways to connect, grow and amplify our mission.
3. **Re-Engage and Strengthen Donor Relations** – Foster long-term, values-driven SMART partnerships that celebrate donors as true collaborators while upholding participant dignity and shared power in every fundraising experience.



ORGANIZATIONAL SUSTAINABILITY

STRENGTHENING OUR ROOTS WILL GROW
OUR MISSION FOR GENERATIONS.

1. **Establish a Long-Term Capital Plan** – Design a SMART long-term capital vision that supports our programs: Early Education and Care, Culinary, and Camp Kinneywood & beyond.
2. **Diversify and Strengthen Funding Streams** – Create a STRONG balanced budget supported by diverse revenue sources to ensure long-term financial health.
3. **Implement Sustainable Systems and Practices** – Adopt cost-effective systems and proactive maintenance plans that maximize resources and position the organization for BOLD expansion.

VISION FOR DECEMBER 2028

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By 2028, Girls Inc. of Worcester will redefine what it means to be a pro-girl innovation hub, with dynamic spaces like the Teaching Kitchen and reimagined program hubs igniting creativity, wellness, and discovery. Through lifelong pathways and bold community partnerships, every participant will access opportunities that equip them to lead and transform their world. Our staff, volunteers, and board will embody a culture of belonging and innovation, powered by thoughtful succession planning and a commitment to growth. With a future-ready funding model and families as co-designers, we will ensure long-term sustainability and cultivate a new generation of strong, smart, and bold leaders ready to shape an ever-evolving future.

GOALS TO COMPLETE BY 2028

- Increase youth participation from 1,000 to 1,300
- Increase our retention rate across staff & volunteers
- Defined succession plans in place for 95% of leadership roles
- Diversified funding: No one source makes up more than 30% of the budget
- Facility Utilization: Increase use of camp and main facility by 25%
- Increase family engagement through a variety of platforms by 30%
- Multilingual accessibility of all outreach materials in multiple languages

Our Commitment to Responsible Planning:

As our timeline unfolds, we will use data, community insights, and proactive contingency planning to guide responsible decision-making. Our commitment to adaptive planning ensures we stay resilient, no matter what changes arise. This is how we uphold our mission and position our participants to thrive.

With this strategy, we move forward with clarity, courage, and a shared vision for transformative growth.

**READY
OR NOT,
HERE
THEY
COME.**

