



2013-2015 Strategic Plan “Refresh”

Board Approved Goals for 2013-2015 with 2013-2015 Objectives

MEMBERSHIP

GOAL: Girl Scouts engages girls and adults of all backgrounds and all communities, offering flexible ways to belong to, and become part of, Girl Scouting.

- 1. Objective:** Increase girl membership by 2% annually.
- 2. Objective:** Increase participation of girls in grades 5-12 by 3% annually.
- 3. Objective:** Mirror demographics by increasing geographic parity to attain a 10% minimum market share in each of the seven geographic regions, plus racial parity by 1.5% annually and ethnic parity by 1% annually council wide.
- 4. Objective:** Strengthen all seven regional volunteer teams to include at least 50 active volunteers.
- 5. Objective:** Achieve 73% adult member retention by September 30, 2015.
- 6. Objective:** Increase new adult engagement by 2% annually.
- 7. Objective:** Increase 18-29-year-old adult members by 10% annually.

PROGRAMS

GOAL: Girl Scout programs provide the premier, innovative leadership development experience for girls.

1. **Objective:** Attract girls in grades 5-12 with unique and diverse programs that meet these criteria:
 - Half of council-sponsored programs focus on girls in grades 5-12 by year-end 2015.
 - Volunteers lead two programs per region annually.
2. **Objective:** Deliver at least two council-sponsored programs per year, based on each of the five focus areas that volunteers can duplicate and deliver regionally.
3. **Objective:** Implement an evaluation process that incorporates Girl Scout Leadership Experience outcomes.
4. **Objective:** Establish a baseline, and ensure that 65% of volunteers in direct support of girls have completed core training classes.
5. **Objective:** Increase girl participation in the Girl Scout Cookie Program by 2.5% by strengthening the financial literacy focus area and providing year-round support for all program age levels.
6. **Objective:** Provide resources to all girls to enable them to participate in community service and/or advocacy programs.
7. **Objective:** Increase number of community partners delivering Girl Scout program by 25%.

BRAND

GOAL: Brand Girl Scouts as the pre-eminent organization for girls.

1. **Objective:** Increase membership in underserved markets by educating the community and building awareness of the opportunities available in Girl Scouting.
2. **Objective:** Develop and implement a system to monitor consistent messaging.
3. **Objective:** Devise innovative methods to build the brand.
4. **Objective:** Measure marketing success and return on investment.
5. **Objective:** Enhance visibility by increasing participation in community entities (events, committees, organizations, projects and initiatives).
6. **Objective:** Increase membership in the Girl Scout Alumnae Association (GSAA) and boost the members' engagement in Girl Scout activities.

FUNDING

GOAL: Make Girl Scouts San Diego a top-tier choice for funding.

- 1. Objective:** Support the Council's efforts in raising \$1,418,632 in revenue.
- 2. Objective:** Support the Board in an increase of \$105,000 in fundraising revenue.
- 3. Objective:** Raise \$100,000 in direct appeal revenue (doubling the current amount of \$50,000 raised in the end of year campaign).
- 4. Objective:** Generate \$75,000 in increased revenue from new and existing corporate partners.
- 5. Objective:** Recruit a minimum 100 members or \$100,000 in revenue through the Promise Circle (up from 80 members in 2011).
- 6. Objective:** Increase Legacy Circle Membership from 61 to 100 members.

ORGANIZATIONAL IMPERATIVES

To realize these goals, Girl Scouts San Diego commits to the following organizational imperatives:

- 1. Objective:** Establish and sustain leading-edge technology via these steps:
 - Conduct annual technology needs assessment and implementation strategies.
 - Deliver technology upgrades.
 - Utilize technology in sync with the ways girls and young adults communicate.
- 2. Objective:** Provide and maintain council properties that support program via these steps:
- 3. Objective:** Ensure comprehensive oversight of the council's assets.
- 4. Objective:** Demonstrate staff excellence and high employee satisfaction.
- 5. Objective:** Adhere to the “12 Principles of Governance that Power Exceptional Boards” in order to achieve the council's vision, mission and strategic priorities, and build exceptional non-profit governance.