



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.**