



Girl Scouts®
San Diego-Imperial Council

2009 – 2012 Strategic Priorities Goals and Objectives

As approved by the Board of Directors August 27, 2008

Revised on September 2, 2009 as approved by the Strategic Planning Committee

1. Leadership Development Program and Pathway

Goal: Develop and deliver the region's best integrated leadership development model for girls that define outcomes and offers flexible pathways for participation.

Objectives:

- a) Offer youth development programming that builds girls' leadership skills using the key approaches of experiential, girl-driven, and cooperative learning.
- b) Program will resonate with diverse girls reflected by an increase from 37% to 40% in our diverse girl membership by 2012.
- c) Develop Outdoor, Environmental and Adventure programs which serve 30% of our girl membership by 2012 (based on participation). Programs will encourage and inspire girls to step outside of their comfort zone to discover new experiences and challenge their limits within a safe environment.
- d) Engage girls to progressively participate in community service, advocacy, and global citizenship to make the world a better place.
- e) Build a girl leadership program that is accessible to girls and easily led by volunteers.
- f) Implement outcomes based approach for all girl program measured by annual evaluation.

- g) Increase retention of girls, grades 7-12, from 72% to 75% through program designed to meet their interests, provide inspiration and new/unique opportunities.
- h) Provide a dynamic and comprehensive girl recruitment and retention program, increasing girl membership to 33,000 by September 30, 2012. Progress will be reflected by an increase of 1,000 girls annually.
- i) The Girl Scout Cookie program will show a net profit of \$8 million by 2012. Success in the cookie program experience will be reflected in an 86% available girl participation rate in 2012 with an annual increase of 1.5% in girl participation.

2. Volunteerism

Goal: Through an exceptional, contemporary volunteer program we will serve diverse volunteers committed to a girl-centric approach.

Objectives:

- a) Grow adult volunteer participation to 12,000 by 2012 through a consistent pathway, to join easily, learn continuously, serve in flexible ways and be meaningfully appreciated.
- b) Increase volunteer recruitment by 10%, specifically individuals of diverse backgrounds and experiences, and 18-29 year olds.
- c) Increase adult retention from 72% to 76% of our volunteers by 2012, by providing a positive volunteer experience.
- d) Support and respond to the ever-changing needs of our volunteers by including accessible trainings, enrichment resources and flexible ways to volunteer.
- e) Implement outcomes based system of the volunteer experience measured by annual evaluation.
- f) Provide comprehensive and innovative trainings designed to prepare Daisy, Brownie, and Junior leaders to manage, lead and inspire Cadette, Senior and Ambassador Girl Scouts.
- g) Create clear communication pathways that are articulated effectively to all volunteers.

3. Public Relations

Goal: Continuously enhance the Girl Scouts image with a compelling, relevant and ongoing communications campaign which inspires girls of diverse racial, cultural and socio-economic backgrounds to participate in various Council programs.

Objectives:

- a) Publicize the mission and values of the organization (leadership, innovative program, diversity, inclusion, advocacy, and community impact).
- b) Regularly and successfully use 4 new innovative communication methods, technology and media (e.g. YouTube, Facebook, podcasts, text messaging, Twitter) to advance the brand and reach the youth audience.
- c) On an annual basis, highlight the older girls' Leadership Development Model in at least 50% of our publications, continuously on our website, in 75% of marketing collateral and retention material, at all applicable council sponsored events, and through collaborations with organizations reaching racially, culturally and economically diverse populations (e.g. Say San Diego, Barrio Station, Bayside Community Center).
- d) Encourage girls and adults to join, participate in, and fund the organization by consistently using the Leadership Development Model when promoting the Girl Scout brand.
- e) Support GSUSA's promotion of its new brand message and products by utilizing the message points as they're made available continuously and consistently in our publicity/marketing materials. Do an annual audit of marketing materials and clips to assess if consistent messaging is being used in communications.
- f) Develop and implement a system to measure the effectiveness and progress of the communications campaign.
- g) Integrate a consistent awareness and use of the Girl Scout brand throughout all levels of the organization.
- h) Be recognized as the region's leading advocate and resource on issues that impact girls' lives.

4. Funding

Goal: Ensure that contributed support equals 20% of total annual income to fund a vibrant Girl Scout Council.

Objectives:

- a) To be recognized and respected in the community for leadership strength that inspires individuals, corporations, foundations and community groups to give as measured by an annual increase of 10%.
- b) Cultivate and foster a culture of philanthropy through programming, relationship building and collaboration.
- c) Increase donor participation by Girl Scout families to 5%.

- d) Develop and implement a plan to make giving to Girl Scouts easy and accessible using all applicable tools consistently, track methods of giving and adapt tools accordingly.
- e) Expand revenues through diversified funding streams including restricted and unrestricted funds from private (individual, corporate, foundations, special events, etc) government, and member generated sources income (product sales, retail, program, training and property fees).
- f) Increase membership generated income (product sales, retail, program, training and property fees) via increased participation and effective pricing.

5. Organizational Development: Staff Culture & Capacity

Goal: Create a work experience where the Girl Scouts' staff embrace innovation through leadership, teamwork, accountability, collaboration and commitment to excellence to achieve the mission.

Objectives:

- a) Develop all levels of Council leadership including managers, board members, directors and policy-making volunteers using concepts in the Girl Scout Leadership Experience so that all individuals can articulate and demonstrate their own leadership experience as it relates to the Girl Scout mission as measured during an annual performance assessment.
- b) Create a training and development plan for each employee. Ensure resources are available to train staff for success in their roles while meeting the organization's goals and growth opportunities.
- c) Develop a culture and improve internal communications so staff can use their self-evaluations to clearly measure their individual impact as they work in support of the organization's mission, Culture and Capacity plan.
- d) Immerse staff in the Girl Scout Movement so their work supports local, national and international goals.
- e) Ensure the Council remains high capacity, high performance as measured annually by the Capacity and Culture work plans and the pilot program tools (updated McKinsey tool, updated OCI survey and/or CCAT survey).