



Strategic Alignment Plan 2017-2019

Objective: Reach more GIRLS

Movement Strategy: Reach and serve more girls from all communities.

Council Strategy: Engage and retain more girls, adults, and families of diverse backgrounds and communities. Increase troop and alternative program deliveries by creating a well-defined mentoring and support structure for volunteers.

1. **Initiative:** Improve and enhance the Girl Scout volunteer experience.
2. **Initiative:** Improve the quality and consistency of volunteer-delivered girl experiences.
3. **Initiative:** Expand our membership reach to mirror the demographics of our council regions.

Objective: Higher IMPACT

Movement Strategy: Deliver consistent, quality, outcome-driven girl program.

Council Strategy: Facilitate high quality, consistent, relevant opportunities and Girl Scout Leadership Experience programs for girls in our diverse community, and communicate about their impact.

1. **Initiative:** Ensure that program delivery encompasses the Girl Scout Leadership Experience (GSLE) and program pillars across all pathways.
2. **Initiative:** Facilitate and communicate progression during key transition points for girl and adult members.
3. **Initiative:** Build and implement a framework for onboarding and integrating all organizational partnerships to ensure consistency, high return on investment and brand alignment.
4. **Initiative:** Successfully measure and communicate the impact of the Girl Scout Leadership Experience to all stakeholders.
5. **Initiative:** Develop and implement a long-range property and capital needs plan that addresses: staff and administrative facilities, member use, and mission delivery by targeting communities and leveraging program opportunities.

Objective: Increased INVESTMENTS

Movement Strategy: Increase society's investment in girls.

Council Strategy: Align our philanthropic work to achieve our goals of reaching and serving more girls, delivering high impact girl program and balancing our revenue streams.

1. **Initiative:** Build a culture of philanthropy across our council to make Girl Scouts San Diego the charity of choice.
2. **Initiative:** Broaden individual giving opportunities and engagement.
3. **Initiative:** Establish comprehensive foundation and corporate partnerships with philanthropic opportunities that are collaborative and integrated across departments.

Objective: Effective OPERATIONS

Movement Strategy: Operate like one business, moving in one direction.

Council Strategy: Align human, capital, technology, and administrative resources to facilitate core strategies, maximizing return on investment while minimizing risk.

1. **Initiative:** Develop council-wide risk management systems.

Objective: Stronger BRAND

Movement Strategy: Act like one movement: Speak with one voice, supported by our champions.

Council Strategy: Significantly increase awareness of the relevance and impact of the Girl Scout Mission, with a goal of increasing participation and support.

1. **Initiative:** Create and use consistent messaging, speaking with one voice that aligns with our council's initiatives.

Objective: Focus on CULTURE

Movement Strategy: Focus on workplace culture.

Council Strategy: Create an inclusive, dynamic, supportive, safe culture that engages, develops, and retains a diverse and highly professional workforce.

1. **Initiative:** Improve the professional employee experience to better fulfill the Girl Scout Mission.