

Preparing for the Future

2024-2028 STRATEGIC PLAN



Mission

Building girls of courage, confidence, and character, who make the world a better place.

Vision

To be viewed and valued as the go-to partner for developing and elevating girl and women leaders in San Diego and Imperial counties. Beyond traditional leadership development, our relevant programs and experiences foster a sense of well-being in girls, so they are well-rounded individuals poised for success in life.

OUR FOUR STRATEGIC INITIATIVES

Elevate Inclusion and Access to Grow Impact for Girls in the Region.

STRATEGY

- Increase membership and close the gap between GSSD demographics and those of San Diego and Imperial counties.
- Strategically strengthen and reimagine partnerships with dedicated staff support.
- Implement models to reach communities where Girl Scouts is underrepresented.
- Increase retention and engagement in our programs.



Partner With Communities and Organizations.

STRATEGY

- Better leverage partnerships to provide more robust programming throughout our service area, maintain the right balance between staff-led and partner-led programming, and elevate awareness of Girl Scouts' relevance based on girls' needs today and in the future.
- Enhance programming for older girls.
- Ensure leaders (employees) at GSSD have strong relationships with leadership in organizations across San Diego and Imperial counties.

Support and Develop Our Team of Staff and Volunteers to Enhance the Girl Scout Experience.

STRATEGY

- Evaluate and implement proven service unit leadership models to recruit, retain, and best serve the needs of families, volunteers, and girls within the service unit.
- Implement multiple girl and parent/caregiver engagement models based on family and volunteer needs to grow membership and boost retention.
- Ensure all new staff receive efficient onboarding with a personal touch to set them up for success at GSSD.
- Provide a balance of training, mentoring, and coaching at scale for staff and volunteers.



Strengthen the Organization and Prepare it for the Future.

STRATEGY

- Grow and diversify revenue and achieve fiscal balance annually to meet growing needs and continue our fiscal strength and ability to invest in the organization.
- Achieve membership growth through an intentional, balanced approach so we are maintaining financial strength while also expanding and diversifying our membership.
- Establish quality assurance processes across the organization.
- Increase capacity for major gifts and launch a capital campaign.
- Create a long-term property strategic plan.
- Develop succession plans for key staff and board leadership positions.
- Enhance board engagement, accountability, and diversity.