



## 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.
  - 1) **Key Activity:** Simplify and streamline communication to volunteers.
  - 2) **Key Activity:** Improve the onboarding experience for volunteers.
  - 3) **Key Activity:** Invest in volunteers at every level by providing them with opportunities for training about Girl Scouting, as well as general skill building, and create a system for accurately documenting all training.
  - 4) **Key Activity:** Establish "Go Teams" of volunteers who are focused on successfully implementing initiatives.
2. **Initiative:** Improve the quality and consistency of volunteer-delivered girl experiences.
  - 1) **Key Activity:** Develop a family engagement strategy.
  - 2) **Key Activity:** Leverage the use of the Volunteer Toolkit (VTK) to improve consistency of volunteer-delivered girl experiences.
3. **Initiative:** Expand our membership reach to mirror the demographics of our council regions.
  - 1) **Key Activity:** Increase membership by analyzing market share in specific areas and deploying alternative delivery models for program implementation.
  - 2) **Key Activity:** Implement troop standards for "durable troops" (K-5 troops with 12 or more girls and two or more adult volunteers; 6-12 troops with six or more girls and two or more adult volunteers).
  - 3) **Key Activity:** Increase membership through partnerships with a variety of diverse community groups and community volunteers.

### 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 (GSLE) programs for girls in our diverse community, and communicate about their impact.

1. **Initiative:** Ensure that program delivery encompasses the GSLE and program pillars across all pathways.
  - 1) **Key Activity:** All council-sponsored program events and trainings have an evaluation component to measure the GSLE.
  - 2) **Key Activity:** More girls develop entrepreneurial, STEM, life and outdoor skills based on participation in product programs, camping opportunities and other program events.

2. **Initiative:** Facilitate and communicate progression during key transition points for girl and adult members.
  - 1) **Key Activity:** Identify specific transition points and develop tools to support retention.
3. **Initiative:** Build and implement a framework for onboarding and integrating all organizational partnerships to ensure consistency, high return on investment and brand alignment.
  - 1) **Key Activity:** Evaluate all partnerships to ensure they meet the GSLE guidelines and their programs and activities help fulfill our mission.
4. **Initiative:** Successfully measure and communicate the impact of the GSLE to all stakeholders.
  - 1) **Key Activity:** Establish a culture of ongoing evaluation across all aspects of Girl Scouts San Diego (GSSD).
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.
  - 1) **Key Activity:** Conduct a needs assessment including the demographics of our jurisdiction.
  - 1) **Key Activity:** Analyze property and equipment usage data from 2015-on to ensure our resources are being fully utilized and are conducive to delivering programs that meet GSLE outcomes.
6. **Initiative:** Build awareness and support of Girl Scouts' Highest Awards with members and the community.
  - 1) **Key Activity:** Grow and elevate the Girl Scout Gold Award.

## 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 and achieve overall revenue goal of \$1,726,930.
  - 1) **Key Activity:** Improve employees' understanding of philanthropy's role in meeting our council's needs.
  - 2) **Key Activity:** Educate, engage, and collaborate with board members open doors and best support strategic council initiatives within their spheres of influence.
  - 3) **Key Activity:** Plan appropriate opportunities for prospective and existing donors to experience Girl Scouting.
2. **Initiative:** Increase individual giving by 10% to reach \$355,760 goal
  - 1) **Key Activity:** Engage current donors in Girl Scouting.
  - 2) **Key Activity:** Identify and engage prospective donors with Girl Scouting.
  - 3) **Key Activity:** Increase the number of Juliette Gordon Low Society members by 10%.
3. **Initiative:** Engage foundations, corporations, community groups, and government entities in Girl Scouting to reach goal of \$806,170.
  - 1) **Key Activity:** Steward existing relationships to increase funding.
  - 2) **Key Activity:** Identify new partner relationships to cultivate and solicit.
  - 3) **Key Activity:** Create sponsorship and engagement opportunities for Outdoor program pillar.

- 4) Key Activity:** Evaluate the fund development components of the community partner framework for appropriate return on investment.

## Objective: Effective Operations

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

**Council Strategy:** Leverage people, property, technology, and finances to deliver maximum value to internal and external customers while optimizing return on investment and minimizing risk.

- 1. Initiative:** Improve and enhance Girl Scouts San Diego's properties to support high quality girl and volunteer experiences.
  - 1) Key Activity:** Evaluate needs and install equipment that will improve properties.
  - 2) Key Activity:** Establish a Long-Range Property Plan.
- 2. Initiative:** Improve the professional employee experience to better fulfill the Girl Scout Mission.
  - 1) Key Activity:** Develop a council onboarding program to help quickly integrate new hires in to GSSD.
  - 2) Key Activity:** Develop a training plan to help meet staff development initiatives.
- 3. Initiative:** Build and implement a framework for documenting council policies and Standard Operating Procedures (SOPs).
  - 1) Key Activity:** Develop IT policy and SOPs.
- 4. Initiative:** Improve the volunteer and staff experience by implementing, integrating, and maximizing the use of technology.
  - 1) Key Activity:** Integrate business technology systems where possible.
  - 2) Key Activity:** Implement web-based systems to create efficiencies.
  - 3) Key Activity:** Improve the new member registration experience.

## 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.
  - 1) Key Activity:** Speak with one voice and use materials and resources provided by GSUSA.
  - 2) Key Activity:** Initiate vision meetings at the onset of all campaigns to tie in national marketing strategies, create a unified voice, and achieve goals.
  - 3) Key Activity:** Keep staff – especially those who are outward facing – informed of our brand essence, marketing campaigns and spirit of the Girl Scout Mission so they can educate members and stakeholders and impress upon them the importance of speaking with one voice.
  - 4) Key Activity:** In response to marketplace competition, differentiate and create a case for Girl Scouts through consistent promotion and education of Girl Scout brand.
  - 5) Key Activity:** Analyze effectiveness of marketing efforts.