



Girl Scouts of Orange County Strategic Plan

Fiscal Year 2022

Fiscal Year 2022 is October 1, 2021 – September 30, 2022

Serving ALL Girls.

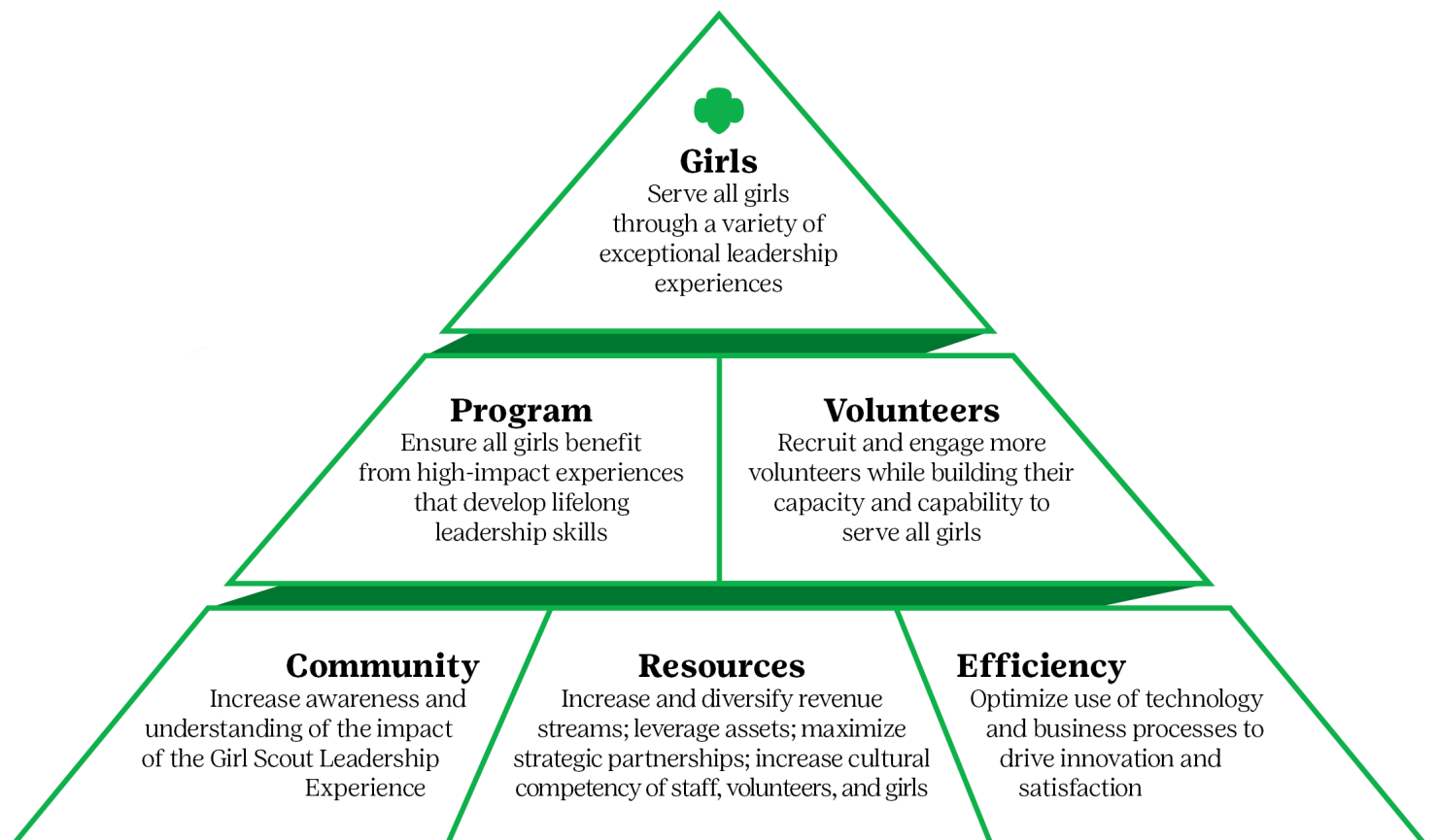
In today's complicated world, Girl Scouts is an irrefutable and essential force in girls' lives-- a vital experience that grows and expands alongside them as they discover the world around them, explore their ambitions, realize their dreams, and become leaders in our communities and their own lives.

Girl Scouts of Orange County (GSOC) is here for all girls. We are champions of girl ambition, fueled by our All-Girl Initiative, an unstoppable drive to remove all barriers, so that all girls, from every social, cultural, economic, intellectual, and developmental sphere, and those with physical limitations, can experience the lifechanging benefits Girl Scouts provides her to dream big and do bigger.

Over the past year, COVID-19 has dramatically impacted GSOC's opportunities to recruit new members and retain existing members. As families grappled with social and economic stressors, illness or fear of illness, remote schooling, canceled life events, bans on in-person gatherings, and more, we experienced a membership decline. We also saw remarkable accomplishments as our organization demonstrated resilience and perseverance, swiftly pivoting to bring virtual programs to girls and helping them embrace Girl Scouts as part of who they are, not just what they do.

Due to high levels of uncertainty brought about by the pandemic, this is a two-year strategic plan, with metrics for fiscal year 2022 only. Metrics for fiscal year 2023 will be added as we glean deeper insight into conditions that unfold in fiscal year 2022.

*Girls need the connectivity and sisterhood that Girl Scouts provides for self-expression, discovery, community, and inclusion— now more than ever. **Serving all Orange County girls is the North Star that drives us. We are Girl Scouts of Orange County— and we believe that every girl can change the world.***



2022 Objectives

The following metrics will be achieved by fiscal year-end (September 30, 2022).

Girls

Serve ALL girls through a variety of exceptional leadership experiences.

Through Girl Scouts of Orange County's All-Girl Initiative, we will offer a variety of program options to ensure that ALL Orange County girls have access to the life-changing benefits the Girl Scout Leadership Experience provides. We will also partner with the community to recruit new members through a variety of methods and inspire existing members to renew their membership by providing fulfilling experiences and compelling messaging and incentives. Through these actions, we will stabilize our girl membership, serving 13,500 girls, and increase girl satisfaction to 88% (6% increase over 2020) as measured by Girl Scouts' annual Voices Count Survey.

Program

Ensure all girls benefit from high-impact programming that develops lifelong leadership skills.

GSOC will provide girls at all age levels with meaningful programs and experiences that are fun, adventurous, and aligned with the Girl Scout Leadership Experience, which focuses on four program pillars: Science, Technology, Engineering, and Math (STEM); Outdoors; Life Skills; and Entrepreneurship. We will measure and evaluate programs to ensure that girls receive the full impact of Girl Scouts while building lifelong leadership skills, increasing girl satisfaction to 88% (6% increase over 2020) as measured by Girl Scouts' annual Voices Count Survey and increasing girl retention to 70% (6 percentage point increase over prior year-end projection).

Volunteers

Recruit and engage more volunteers while building their capacity and capability to serve all girls.

GSOC will engage more volunteers through the creation of a framework that effectively recruits adults to support girls in troops and provides them with training and resources that are aligned with their interests, abilities, and lifestyle and which build their capacity to serve all girls. By streamlining our processes, GSOC will enhance volunteer satisfaction, resulting in 5,400 volunteers (13% increase over prior year-end projection); increase troop leader satisfaction to 80% (2 percentage point increase over 2020) as measured by Girl Scouts' annual Voices Count Survey; achieve a Troop Leader Net Promoter Score (NPS) of 40% (2 percentage point increase over 2020); and develop and implement a Diversity, Equity, and Inclusion (DEI) plan for girls and volunteers.

MISSION

Girl Scouts builds girls of courage, confidence, and character, who make the world a better place.

OC VISION

Girl Scouts of Orange County creates the best leadership development experiences for all girls in Orange County.

GIRL SCOUT PROMISE

On my honor, I will try:
To serve God* and my country,
To help people at all times,
And to live by the Girl Scout Law.

*Members may substitute for the word "God" in accordance with their own spiritual beliefs.

GIRL SCOUT LAW

I will do my best to be
honest and fair,
friendly and helpful,
considerate and caring,
courageous and strong, and
responsible for what I say and
do,
and to
respect myself and others,
respect authority,
use resources wisely,
make the world a better place,
and
be a sister to every Girl Scout.

Community

Increase awareness and understanding of the impact of the Girl Scout Leadership Experience.

GSOC will leverage Girl Scouts' national brand refresh to identify new opportunities across Orange County to build awareness, understanding, and credibility of Girl Scouting in Orange County. We will also engage schools through ongoing communication with Orange County Department of Education leaders, OC superintendents, and school principals and reach out to OC media outlets with inclusive and uplifting stories that generate positive press coverage for GSOC. Through this outreach, we will secure 48 opportunities to highlight Girl Scouts in the community (20% increase over FY2021); 10 opportunities to champion girl ambition through staff/board participation in events that position GSOC as an authority on girls (25% increase over FY 2021); and engage OC educators several times throughout the school year through a combination of written communication, events, and in-person meetings. GSOC will also host a fun-filled, weekend-long experience at a prominent OC venue, packed with Girl Scout activities for all girls (existing members and non-members) and their families, to elevate community awareness of the Girl Scout Leadership Experience as vital in championing girl ambition, thereby driving new membership, retention, and support through funding, volunteering and strategic partnerships.

Resources

Increase and diversify revenue streams; leverage assets; maximize strategic partnerships; and increase cultural competency of staff, volunteers, and girls.

GSOC will achieve greater revenue diversification (less reliance on revenue generated from product sales through the fall and cookie programs) by increasing revenue from philanthropy and other streams while maintaining or increasing revenue from product sales. Building strategic partnerships will provide financial resources (cash, in-kind gifts, etc.) and program delivery resources (partner agencies, subject matter experts, program facilities, etc.), and strengthen school relationships. Maximizing the use and productivity of GSOC's physical assets will enrich girl experiences. Increasing the cultural competency of staff, volunteers, and girls will provide additional human resources essential to serving all girls. Through these actions, GSOC will achieve \$9,600,000 in total net revenue (1% increase over 2021 budget): Product Sales net revenue of \$7,000,000 (3% increase over 2021 budget); Philanthropy income of \$1,000,000 to \$1,400,000 (TBD% increase over 2021 actual); other revenue of \$1,000,000; ratio of Product Sales to other income of 75:25 or better (2021 ratio is 79:21; 2020 ratio was 78:22); and 12 new strategic partnerships supported through a grant or other communication that defines services and/or resources aligned with GSOC's strategic plan.

Efficiency

Optimize use of technology and business processes to drive innovation and satisfaction.

GSOC will achieve greater operating efficiencies and reduce process pain points by adopting technology platforms and practices from Girl Scouts USA and those specific to GSOC, improving business processes, and leveraging assets. Staff and volunteers will innovate efficiencies in program delivery, volunteer capacity building, and staff engagement. These accomplishments will lead us to increase our council-wide Net Promoter Scores (NPS); execute our Diversity, Equity, and Inclusion (DEI) plans for staff; improve employee engagement scores for two culture-driving statements ("At GSOC, we do things efficiently and well" and "Meetings at GSOC make good use of my time"); and identify and implement solutions (unknown number; will be a benchmark measured at the end of FY 2022 with a list).

