



**girl scouts**  
of eastern missouri

2019-2021  
**Strategic Plan**

**G**

**I**

**R**

**L**

**The Future is G.I.R.L.**  
*for all girls, everywhere*





## Executive Summary

The title of our new strategic plan is apt: **The Future is G.I.R.L.**, we are **Go-getters**, **Innovators**, **Risk-takers** and **Leaders**<sup>™</sup> providing opportunities for girls to take the lead on whatever path they choose. Let us now begin the journey that will guarantee **all girls, everywhere** have the opportunity to choose Girl Scouts—the best leadership development experience for girls in the world.

There is no organization more capable or more committed to developing our future change-makers than Girl Scouts. This plan is our road map to serving more girls in the City of St. Louis and our 28 surrounding counties. Above all, its goal is to maximize access to Girl Scouting and ensure everything we do directly benefits girls.

With more than 100 years of experience in girl leadership development, we have a proven track record of building girls

of courage, confidence and character, who make the world a better place. We are girl-led, research-backed and volunteer supported.

As we enter our second century of Girl Scouting we must remain relevant to the needs of our girls and community. This plan will guide our efforts and sets an ambitious course for the future of Girl Scouts of Eastern Missouri.

We invite you to read, support and participate in this new strategic plan for Girl Scouts of Eastern Missouri. We are excited to take this first step together to ensure our fearless **G.I.R.L.s** are primed for a lifetime of leadership, adventure and success.



## What We've Accomplished Together, 2014-2018

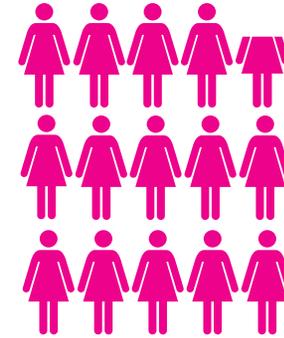
In 2014, Girl Scouts of Eastern Missouri defined a vision that guided our organization's efforts for the following five years. The plan outlined a series of initiatives designed to support five key strategic priorities: Communication, Fund Development, Program Efficacy, Technology and Volunteer Model. We accomplished much of what we set out to do during those years as highlighted on the next page!

## Community Troop Program

The Community Troop Program was piloted and launched in the spring of 2015 with the goal of providing the traditional Girl Scout Troop experience primarily in areas where 75-percent of students receive free or reduced lunches and adult volunteer troop leadership had been historically low or nonexistent.



**538 girls**  
2014-15: Pilot



**2,566 girls**  
2017-18: Current

## Robotics

Our evolving STEM program includes *FIRST*® Robotics and Girl Scouts of Eastern Missouri now has more teams than any other youth-serving organization in our region.



**26 *FIRST*® robotics teams**  
2014

**55 *FIRST*® robotics teams**  
2018



## Resident Camp

We made a promise—no girl left inside—and we have been steadfast in that commitment with more girls going to our Day, Troop and Resident Camps each year, as highlighted by the Resident Camp results below.



**1,146 girls attended**  
2014



**2,296 girls attended**  
2018

## Leader Retention

Strong leader engagement makes the troop experience a powerful and impactful one.

**77%**  
**leader retention**  
2014



**84%**  
**leader retention**  
2018

## Community Investment

Girl Scouts of Eastern Missouri community investments grew from an average of **\$1 million** to **\$3 million** annually. Over the course of this plan, our endowment grew from \$750,000 to \$6.5 million.



# The Future is **G.I.R.L.**

*for all girls, everywhere*



## Our Strategic Plan, 2019-2021

For the next three years, Girl Scouts of Eastern Missouri will implement this strategic plan that aligns with the five national priorities adopted by Girl Scouts of the USA. This plan builds upon our organizational strengths and positions us to face our challenges head on, while creating an even brighter future for all our **G.I.R.L.s**.

Below we've identified six local imperatives that align with four of the national priorities. Each of these require our continued attention and dedication to achieve success. This plan furthers our mission and will be updated as necessary to respond to evolving needs.

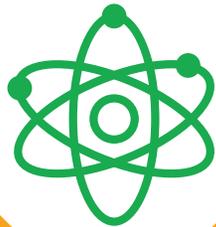
Annual goals have been established to ensure we are making measurable progress toward achieving our 2021 future state described on the following pages. This plan includes input from Girl Scouts of Eastern Missouri Board of Directors, staff, alums, adult volunteers, community members and most importantly—our girls.



### Reach more girls

*Serve more girls from all communities*

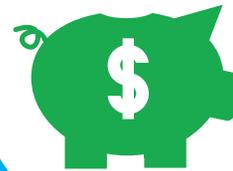
- Upgrade and diversify the volunteer experience
- Increase community engagement
- Engage girls at key school transitions



### Higher Impact Programming

*Deliver consistent, high-quality, outcome-driven girl programming*

- Deliver meaningful and relevant programs



### Increase Investments

*Strengthen our resources to grow our Movement*

- Increase investments to fund her future



### Stronger Brand

*Speak with one voice, supported by our G.I.R.L. champions, by uniting around our unique Girl Scout story*

- Build a stronger brand

# REACH MORE GIRLS

We believe every girl regardless of her circumstance should have the opportunity to be a Girl Scout. To reach more girls, we are ensuring our **volunteer** and **staff structure** is supportive of serving all **G.I.R.L.s**, everywhere, upgrading the **New Leader** and **Volunteer on-boarding process** and **utilizing technology** for more efficient communication.



**Upgrade** and diversify the **volunteer experience** in a way that supports and includes all adults and all families in all communities

**By 2021**

4,150 → 4,500  
leaders and co-leaders

13,400 → 15,000  
adult members

57% → 90%  
new troop leadership trained in  
90 days

**Increase community engagement** in the urban areas

We will work to **engage volunteers** from our urban communities and create meaningful relationships with local **community partners**. We will deepen engagement with families of girls as we dismantle roadblocks so all girls have leadership development opportunities.

Through Girl Scouting, girls are primed for success in school and in life. As we build the foundation for our second century, we are promoting **older girl programming**, developing **troop continuation models** to retain our older Girl Scouts and providing a variety of robust **special interest troop tracks** for girls in sixth through 12th grade.

**By 2021**

**2,700**  **3,500**  
girls in troops in STL city

**670**  **850**  
adult members in STL city

**2,600**  **3,150**  
girls in the Community Troop  
Program

Racial/ethnic makeup of girls in  
troops=girl population

**Engage girls at key  
school transitions**

**By 2021**

**5,285**  **5,700**  
girls in troops in grades 6<sup>th</sup> to 12<sup>th</sup>

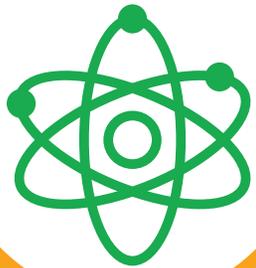
**68%**  **70-75%**  
troop girl member retention,  
all grades

**68%**  **70-75%**  
adult member retention



# HIGHER IMPACT PROGRAMS

Girl Scouts of Eastern Missouri offers **G.I.R.L.s** relevant and engaging programming they can't experience anywhere else. As we continue providing high-impact programs, we are increasing engagement in Girl Scouts' **highest awards**, expanding **community service** opportunities, creating a **travel program** and motivating leaders to support Girl Scouts in earning **nationally-recognized badges** in the four national program pillars of STEM (science, technology, engineering and math), Outdoors, Life Skills and Entrepreneurship.



**Deliver** meaningful and **relevant programs** to girls that highlight High Adventure and taking action

**By 2021**

53 → 100

girls are earning the Girl Scout Gold Award

60,000 → 69,000

badges earned

18,200 → 21,000

camp program experiences

2,300 → 2,600

resident camp experiences

3 of 5 → 5 of 5

outcomes above national average



# INCREASE INVESTMENTS

Girl Scouts of Eastern Missouri is dedicated to providing girls with the resources they need to discover, take action and change their corner of the world. To ensure **G.I.R.L.s** now and in the future are ready to tackle any challenge, we are increasing the number of community supporters who choose to invest in Girl Scouts. We will widen our **circle of giving** so more individuals, corporations and foundations have the opportunity to invest in the future of our Girl Scouts.



Increase investments to **fund her future** and the future of Girl Scouts of Eastern Missouri, including: annual, endowment, capital and planned gifts

**By 2021**

1,200 → 1,825  
annual donors

\$3 million → \$3.5 million  
in annual fundraising

\$12.5 million → \$15 million  
Product Programs gross revenue



**G.I.R.L.**

go-getter / innovator / risk-taker / leader



**POWERED BY GIRL SCOUTS**

# STRONGER BRAND

The future is **G.I.R.L.**—eastern Missouri Girl Scouts have been go-getters, innovators, risk-takers and leaders since the first troop was formed 100 years ago. **G.I.R.L.** defines leadership the Girl Scout way, showcases the unique skill-building opportunities our program offers and emphasizes the types of experiences available to girls. We're taking bold action and **owning our new G.I.R.L. platform**, cultivating a **culture of service excellence** while **increasing brand relevancy** by deploying a holistic communications strategy that will excite and engage our community.



Build a stronger brand that clearly **speaks to our value** across all market segments

By 2021

40,000 → 41,500  
G.I.R.L.s

20% → 20-25%  
girl market share

4 points → 5-10 points  
above national net promoter score

# The Future is **G.I.R.L.**

*for all girls, everywhere*



  
**girl scouts**  
of eastern missouri

Because of generous support from our passionate members, Board of Directors and community partners like you — more girls in eastern Missouri will have the opportunity to choose Girl Scouts. Thank you! Girls are changing the world and we look forward to continuing the great work we do together in lifting up our future leaders: today's Girl Scouts.