With the benefit of input from members at our April 2017 Annual Meeting, Girl Scouts of Northern California’s Board of Directors adopted our Commitment to Girls and Strategic Priorities for the next three years – Membership Year October 1, 2017 through September 30, 2020.
We started this work with members at our April 2016 Annual Meeting, where we
focused on the experiences we want to create for girls.

In developing Girl Scouts of Northern California’s 2018-2020 Strategic Priorities, our
board focused on our priorities for girls -- informed by Member Input, our Charter from
Girl Scouts of the USA, our Responsibilities to the Girl Scout Movement, and our
Commitment to Girls.

Our Board also looked at the future we can achieve for girls in Girl Scouts of Northern
California if we use our resources wisely and focus our efforts. We need to be both
ambitious and realistic about the future we can create.

Finally, our Board looked at what it will take to get to that future state: Where are we
now and what’s changing as we look ahead to 2020, and given all that information,
where do we need to focus our limited resources to achieve that future state for 2020.
These are our Strategic Priorities.
At our 2016 Annual Meeting, members discussed our priorities for girls. We discussed the Girl Scouts of the USA research on what parents want for their daughters and asked: Are these opportunities girls want too, and if not, what do girls want?

And we asked this very important question: What are the most important investments for GSNorCal to be making in order to be able to offer Girl Scout experiences that appeal to both parents and girls of all ages?

This slide shows just a few examples of members’ responses to these questions.

- **Girls want to be with each other. They need life skills.**
- **All girls want time away from mom to take risks.**
- **Public speaking, financial literacy, courtesy, civility, citizen, exploring, have fun.**
- **Invest in training parent/leaders to be sure they incorporate core values.**
In addition to hearing from our own members, we are part of the Girl Scout Movement – 112 Girl Scout councils, serving 1.8 million girls in every zip code. We are stronger together.

During the past 2 years, in particular, our Board and staff have seen a significant acceleration in cooperation and collaboration between GSUSA and Councils to use our resources wisely to serve more girls in more places with powerful programs. It is important that our council is aligned with our national strategy for the Girl Scout Movement.

Our GSUSA Charter and Responsibilities to the Movement

GSNorCal Strategic Priorities must align with Girl Scout Movement Strategic Objectives & Investments

• Girl Program – content and delivery

• Brand Guidelines – communications, publications and advocacy

• Operating Model - strategy and management

• Management of Girl Scouting - GSUSA policies

• Engagement with the Movement – participation with GSUSA and other councils
In addition to our members’ input on girl experience priorities, and the importance of strengthening our Girl Scout Movement, our Board explored our commitment to girls, to ensure that girls are gaining the benefits that Girl Scouts offers.

This garden expresses Girl Scouts of Northern California’s Commitment to Girls:

Who we are: We are brave girls and adult allies of GSNorCal
What we do: We create Girl Scout Experiences that help girls lead, thrive and gain skills
How we do it: We deliver the Girl Scout Leadership Experience – the powerful combination of our core delivery models, core program content and core processes.
• Our core delivery models are: volunteer-led troops; staff led programs and our camp and adventure programs.
• Our Core Program content is: outdoor experiences; Entrepreneurship; Life Skills and STEM.
• Our Core Processes are: Girl-led; learn-by-doing ; and cooperative learning.

From all of this, we create powerful outcomes for girls: challenge seeking, healthy relationships, community problem-solving, strong sense of self, and positive values.

This is Girl Scouts of Northern California’s Commitment to Girls.
Our Board looked at the input from our members about what girls want and the powerful outcomes that we want to achieve for girls. This slide shows the future we seek to achieve for girls in Girl Scouts of Northern California. It is both ambitious and, if we use our resources wisely and focus our efforts between now and 2020, it also is realistic.

- **Brave, powerful girls** learn and grow through Girl Scout experiences and make a positive impact in their communities.
- **Excellent girl programs** are fun with a purpose— for girls, volunteers, funders and community partners—and in step with the Girl Scout Movement.
- **Welcoming, worthwhile troops** benefit from research and data that help create awesome experiences for girls and adults, attracting more girls and troop leaders who stay with Girl Scouts longer.
- **A thriving council organization** has operations, processes and financial health that results in impact for girls and is part of a strengthened Girl Scout Movement with a strong brand, growing investments in girls and more girls and families participating in Girl Scouts.

**This is our future state 2020.** To achieve this future state we need to set priorities and clear goals. If we try to do everything we will spread our resources – our time and dollars – too thin, and we won’t get to where we want to go. Our Board has adopted 4 strategic priorities for 2018-2020.
**Our First Priority is Powerful Programs:**

Staff and volunteers improve their capacity for leadership, collaboration, and partnerships, to deliver experiences that help girls lead, thrive, and gain skills, with a focus on our core program areas: Outdoor Experiences, Entrepreneurship, Life Skills, and STEM.
Our second Strategic Priority is Awesome troops.

Provide comprehensive support for welcoming, worthwhile volunteer-led troop experiences for troop leaders, girls, parents and volunteers.

At our Annual Meeting, some members expressed concern about our short-hand name for this priority, “Awesome Troops,” and wondered if we are setting too high a bar by expecting every troop to be “awesome.” This priority is about how we hope troop leaders, girls, parents and volunteers will feel about their troops – that they love being part of Girl Scouts. One troop leader described her struggling troop in a challenged under-resourced community, where it is a struggle for girls to make it to a meeting twice a month, and wondered how that troop can ever be “awesome.” Our Board thinks that is an awesome troop – the girls feel welcome, it is worth their time, and it is helping them lead, thrive and gain skills!
Our third Strategic Priority is Compelling Purpose:

Define and increase understanding of the reasons Girl Scouts matters for today’s girls, so that members, potential members, and donors invest time and money in Girl Scouts.
Our fourth Strategic Priority is Sustainability:

Improve operations and leverage assets to achieve impact and financial health.
Our 4 priorities together are Powerful Programs, Awesome Troops, Compelling Purpose, and Sustainability.
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<tr>
<th>2015-2017 Strategic Priorities:</th>
<th>2018-2020 Strategic Priorities:</th>
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<tr>
<td>• Volunteerism</td>
<td>• Powerful Programs</td>
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<tr>
<td>• Girl Experience</td>
<td>• Awesome Troops</td>
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<td>• Diversity &amp; Inclusion</td>
<td>(Welcoming &amp; Worthwhile)</td>
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<td>• Community Support</td>
<td>• Compelling Purpose</td>
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<td>• Financial Health</td>
<td>• Sustainability</td>
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Our 2018-2020 Strategic Priorities represent a subtle shift from our 2015-2017 Priorities.

They are informed by our Movement Strategy and recognition of our need to increase focus – informed by results, research, data, and new Movement-wide programs, measures and technology.

You might notice that diversity and inclusion is no longer a separate priority. Our commitment to diversity and inclusion is very much a part of our work for the next three years: we have heard from parents and girls that we will best achieve improvements in diversity and inclusion through our focus on welcoming and worthwhile troop experiences and high impact programs that attract funding and support.
The next two slides summarize the six key elements driving the shift in focus to achieve our future state 2020.

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<td>1.</td>
<td><strong>Our members’ voices.</strong> Through annual meetings, surveys, town halls, SUMMITs and more, our members identified key opportunities for fulfilling our commitment to girls.</td>
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<td>2.</td>
<td><strong>Comprehensive support for troops.</strong> Troop experiences facilitate the vast majority of girl experiences (95% of girls and 99% of adult members) and we know that troops are more fun, active and worthwhile when we think about how girl, parent and volunteer experiences work together.</td>
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<tr>
<td>3.</td>
<td><strong>Parent and girl research.</strong> We heard from parents and girls that we will best achieve improvements in <strong>diversity and inclusion</strong> through our focus on welcoming and worthwhile troop experiences and high impact programs that attract funding and support.</td>
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**What’s Changing & Why:**
Moving to Future State 2018-2020 from 2015-2017

4. **Strengthening the Movement.** During the past two years, in particular, our board and staff have experienced Increasing collaboration and alignment between GSUSA and Councils.
   - **Improvements in national program and outcome measures.** We benefit from using National program content delivered through volunteer-led troops, staff-led programs and camps.
   - **Brand.** Today, “local” stories quickly become national. We all benefit from a strengthened national brand and “value proposition” to make the case for why Girl Scouts matters to today’s girls, to increase investments of time and dollars in girls nationally and locally.

5. **Importance of developing capacity to achieve impact.** Competition for time and dollars requires that we increase staff and volunteer capacity to design and deliver relevant and fun programs.

6. **Focus on sustainability.** Increasing our capacity to advance the mission and adapt to and lead change while continuously improving impact, financial health and operations.

The next three (of six) elements driving the shift in focus to achieve our future state.
We are excited about our future state and look forward to working in partnership with our Board staff and volunteers to build a Girl Scouts of Northern California where:

- **Brave, powerful girls** learn and grow through Girl Scout experiences and make a positive impact in their communities.
- **Excellent girl programs** are fun with a purpose - for girls, volunteers, funders and community partners - and in step with the Girl Scout Movement.
- **Welcoming, worthwhile troops** benefit from research and data that help create awesome experiences for girls and adults, attracting more girls and troop leaders who stay with Girl Scouts longer.
- **A thriving council organization** has operations, processes and financial health that results in impact for girls and is part of a strengthened Girl Scout Movement with a strong brand, growing investments in girls and more girls and families participating in Girl Scouts.

If you have questions or comments about GSNorCal’s Commitment to Girls, Future State: 2020, or Strategic Priorities: please reach out to our council CEO, Marina Park, at mpark@girlscoutsnorcal.org.