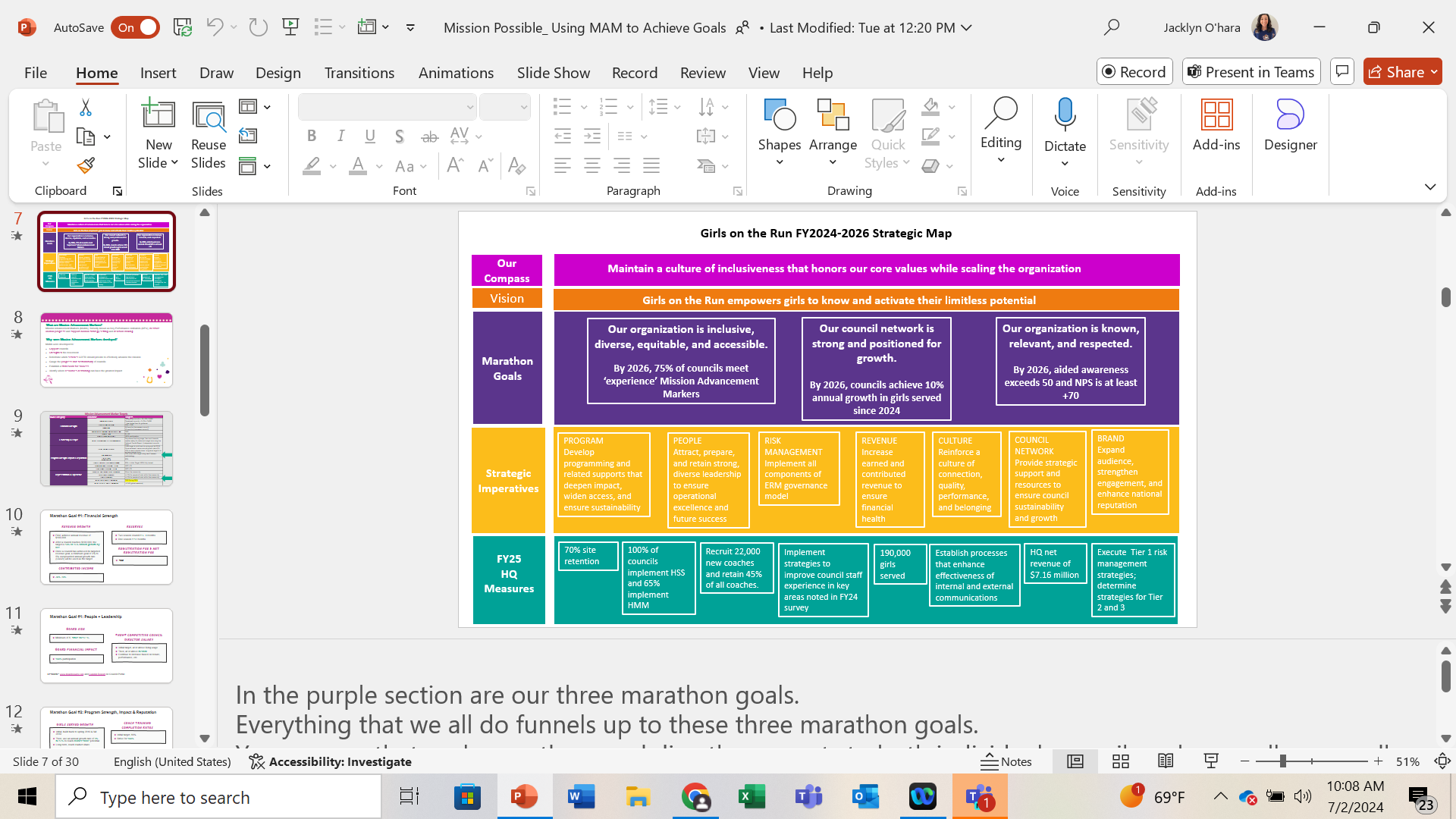
**FY24-FY26 Mission Advancement Markers Guidebook**

At Girls on the Run, we embrace a mastery climate that inspires and influences our organizational culture, resulting in a strong commitment to continuous improvement. In January 2019, the organization launched Key Performance Indicators (KPIs), which we call our **Mission Advancement Markers (MAMs)**, to help measure and demonstrate how effectively we are achieving key goals identified on our organizational strategic map.

GOTR HQ developed MAMs to support councils, strengthen our national movement, and determine which services GOTR HQ could provide to effectively advance the mission. This document, **FY24-FY26 Mission Advancement Marker Guidebook,** contains updated and new categories, indicators, and targets aligned with the FY24-FY26 GOTR HQ strategic map.

Councils can use the updated **FY24 MAM Workbook** as an assessment and planning tool. This resource is available on the [Council Portal](https://gotr.sharepoint.com/sites/Council-Portal/SitePages/Mission%20Advancement%20Markers%20and%20Planning.aspx) under *Operations > Mission Advancement Markers and Planning > Mission Advancement Marker Guide & Workbook).*



**What's New with the FY24-FY26 MAMs**

GOTR HQ developed the original MAMs with considerable thought, research, and input. GOTR HQ tied the markers directly to the strategic imperatives and then vetted them with council input. Shortly after the initial release in 2019, GOTR HQ adjusted the MAMs indicators in response to the 2020 global pandemic. These adjusted MAMs have remained in place while councils have built back to the number of girls served in 2019 and FY19 revenue.

With the release of the FY2024-FY2026 GOTR HQ strategic map, GOTR HQ has reassessed both the original 2019 and adjusted 2020 MAMs to determine which indicators and targets remain relevant, and which need to be adjusted, added, or removed.

**Below are the adjustments per category for FY24-FY26:**

**Financial Strength**

* ***Total Revenue to Goal by Tier*** indicator was removed and replaced with ***Revenue Growth***. Revenue growth will be a percentage range for developing and developed councils that will measure revenue increases year over year. Percentage ranges will correspond with aspirational budget targets by tier. We will use a three-year compounded annual growth rate (CAGR) to account for the variability that can occur in any given year.
* ***Registration Fee/Net Registration Fee guidance*** will be updated and released in FY25***.*** The goal of this indicator is to ensure councils are charging the appropriate amount for the program, the standard registration fee, and providing adequate financial assistance.
* There is no change to ***Contributed Income*** or ***Reserves***.

**People and Leadership \*New Category Name\***

* This category replaces ***Board Strength*** and includes indicators for both board and staff.
* ***New Competitive Council Director Salary*** assesses the council director salary utilizing the National Candid Report and Living Wage data and ensures council leadership is paid at or above the median salary or living wage (whichever is greater) for the local council.
* ***Board Race/Ethnic Diversity*** has moved to a new and more comprehensive category called ***Representation and Experience***.
* There is no change to ***Board Size*** or ***Board Financial Impact***.

**Program Strength, Impact, and Reputation \*New Category Name\***

* This is a **new** comprehensive category that combines three previous categories into one.
* ***GOTR Market Share*** and ***H&S Saturation*** have been removed. Councils will measure ***Girls Served Growth***. Market share and saturation will still be used to help councils understand market potential.
* Removed ***Coach Retention***. Councils can still measure this internally.
* ***Site Retention*** remains and is measured with a new methodology which considers a site retained if it was active within a two-season look back versus only measuring retention against a single season in the prior year. This more accurately reflects council operations. This is a new MAM report on the Council Portal vs. Pinwheel report.
* ***Coach Training Completion Rate*** targets for online and in-person training have increased from 70% initial target to 80% initial target, with a goal of 100%.
* ***Coach and Caregiver Net Promoter Score (NPS)*** will remain. Councils may opt to participate in the end-of-season (EOS) survey managed by GOTR HQ or ask this question in their own council-distributed survey. Targets are greater than 70.
* There is no change to ***Attendance***.

**Representation and Experience \*New Category Name\***

* This **new** category replaces ***Mirroring the Community*** and includes board, participant, and coach diversity, and adds a **new** indicator for ***Staff Diversity***. Councils will measure and set targets for **board and staff diversity as one indicator** and continue to measure coach and participant diversity separately.
* GOTR HQ will measure the **new *Council Staff Experience*** through an annual Council Staff Experience Survey. This anonymous survey will be a network-wide measure. GOTR HQ will provide the survey results in aggregate across the network.
* Removed ***Value of the Program*** and replaced it with ***Participant Experience***.

**Mission Advancement Markers**

**Marathon Goal #1: Our council network is strong and positioned for growth.**

A strong and thriving council network allows Girls on the Run to sustainably advance its vision of a world where all girls know and activate their limitless potential.

Four indicators are in place to ensure a council is financially sound. Financial strength allows for an appropriately sized and competitively paid team that can weather revenue variability without service impacts on the community. Another aspect of strong financial strength is a diversified and balanced revenue stream including strong contributed income. Last, but not least, revenue growth is important since it allows councils to grow and serve more girls. GOTR HQ uses the following indicators to measure the financial strength of councils.

**MAM 1: Revenue Growth Rate**

As an organization dedicated to empowering girls, there is always the opportunity to grow. If we do not grow revenue, we cannot serve more girls, add staff, offer competitive wages, take on new initiatives, or improve existing operations. Revenue growth expands the impact of our mission and fuels continuous improvements of the organization. With 12 million girls aged 8 to 13 in the U.S., we know there is limitless potential to serve; therefore, growth is an important measure to track.

For revenue growth, councils should:

* First, achieve annual revenue of $100,000. This target is most relevant for councils that have been operating for up to five years.
* After a council reaches $100,000, the target is 10% to 15% annual growth by tier. (See the chart below.) Developing councils below revenue goals have significantly more opportunity to grow than developed councils, since developing councils have more untapped opportunities for both earned and contributed income.
* Once a council has achieved its targeted revenue goal, a minimum goal of 3% to 5% compounded annual growth rate (CAGR) will be used as the target. We will use a three-year compounded annual growth rate (CAGR) to account for the variability that can occur in any given year. This minimum sustainable growth rate ensures councils continue to thrive and expand.

A council can find its three-year CAGR calculation on the [Council Portal](https://gotr.sharepoint.com/sites/Council-Portal/SitePages/Mission%20Advancement%20Markers%20and%20Planning.aspx) under *Operations > Mission Advancement Markers and Planning > MAM Spreadsheets.*

$1M+

Tier 5 Council Goal

$250,000+

Tier 2

$500,000+

Tier 3

$250,000+

Tier 1

$750K+

Tier 4 Council Goal

**Council revenue potential depends on the council’s territory and age. GOTR HQ sets goals by council tier. The minimum revenue for all councils is $250,000 annually, which represents a budget that provides a minimum level of stability. When using this measure, exclude in-kind revenue from non-essential items in the calculation. Non-essential includes anything the council would not normally have purchased, or example, a giveaway to all participants.**

$1M+

Tier 5 Council Goal

$100,000

Initial goal,

Councils < 5 years

$500K+

Tier 3 Council Goal

**MAM 2: Contributed Income**

Contributed income is a vital component of total revenue. Each council’s need for contributed income will vary widely depending upon the socioeconomic landscape of the community it serves. To be accessible and inclusive, councils should have a minimum of 30% contributed income, excluding in-kind revenue. Recognizing the organizational stability that comes from predictable and steady earned income, councils should have a maximum of 70% contributed income. Councils with contributed income in this range are striking a strong balance between serving those in need and building a financially stable council. Where a council falls within this range is also contingent upon its earned income which is reflected in the net program registration fee indicator.

70% Contributed Income, Maximum benchmark,

all councils

30% Contributed Income, Minimum benchmark,

all councils

**GOTR HQ calculates this percentage as (Total Contributed Income – In-Kind) / (Total Revenue – In-Kind). Census and Living Wage data can help a council determine the appropriate full price registration fee and scholarship structure for its community and the corresponding level of contributed income needed to support those in need.**

**MAM 3: Reserves**

Reserve funds protect councils from unforeseen events, such as a natural disaster or global pandemic, and allow for continued operations regardless of a shortfall in revenue. GOTR HQ measures reserves as the months that a council can continue to pay its operating expenses assuming no additional revenue was generated. Strong non-profit organizations budget for surpluses to build reserves. The initial goal for all councils is three months of reserves. The target for independent councils that deliver programming in both the fall and spring is six to nine months of reserves, while councils that host one season per year need to have a minimum of 12 months of reserves. Once a council has more than the minimum months of reserves, they should invest in capacity-building efforts and/or establish an investment plan.

12 months

One season council

6 – 9 months

Two season councils

3 months

Initial benchmark, all councils

**GOTR HQ calculates a council’s reserves as: Reserves = Unrestricted Assets (or Equity) / Monthly Expenses**

**The Financial Ratio Calculator is a helpful tool that assists councils in calculating reserves as well as other financial measures. A council can find this calculator and council reserve calculations on the Council Portal.**

**MAM 4: Registration Fee/Net Registration Fee**

*GOTR HQ will release guidance and updates in FY25. In the meantime, councils can reach out to* [*reporting@girlsontherun.org*](mailto:reporting@girlsontherun.org) *for supportive data.*

**People and Leadership**

A council’s success is related to the strength and diversity of its leaders. Every council needs a qualified director who possesses the core competencies required for the position at a competitive salary.

Councils also need a diverse and engaged board of directors. According to BoardSource, a board’s composition directly impacts how a board leadsas the experiences and skills of the members help shape the strategy and direction of the organization. The board indicator measures include two composition measures: board size and board financial impact.

**MAM 5: Board Size**

All non-profit organizations rely upon boards to effectively carry out [**ten primary responsibilities**](https://drive.google.com/file/d/16OgW_Kft95T2xR-sSJ7FLufkCX2slAON/view?usp=sharing) to help ensure organizational strength and sustainability. While BoardSource states that there is no “right” size for a board, it must be large enough to fulfill its responsibilities. Given the demands of our organization, Girls on the Run council boards should have a minimum of eight board members with the ideal between 12 and 15, the 2021 average for all nonprofits.

8 members

Minimum benchmark, all councils

12 -15 members

All councils

**Information on council boards is collected through Pinwheel’s Board Members tab. Councils must keep board member contact information up to date. GOTR HQ runs reports seasonally to evaluate this data.**

**MAM 6: Board Financial Impact**

Board member participation in fundraising is critical since the leadership of the board influences donors and funders and ensures the organization remains in a strong financial position. While important, a personal contribution is not the best measure of the board’s impact on the financial strength of the council. The best measure is the percentage of board members who participate in give/get goals.

The [Individual Fundraising Plan template](https://gotr.sharepoint.com/:w:/r/sites/Council-Portal/_layouts/15/Doc.aspx?sourcedoc=%7BC0AB45E0-349C-450F-B3E7-CC95E36FEC97%7D&file=Individual%20Board%20Member%20Fundraising%20Plan%20Example.docx&action=default&mobileredirect=true) on the council portal can support board members give/get goals and can be adapted for your council.

**MAM #7: Competitive Council Director Salary**

Girls on the Run has prioritized paying council staff competitive wages for many years. While the council network has made significant progress, there is still work to be done to ensure that every council director is paid at or above the median income.

Councils should start by reviewing the [Candid Compensation Report Best Practices](https://gotr.sharepoint.com/:b:/r/sites/Council-Portal/Shared%20Documents/Candid%20Compensation%20Report%20Best%20Practices.pdf?csf=1&web=1&e=gNS66J) and then reference the National Candid Report found on the Council Portal based on their state and the size of the council budget. Councils may also want to visit the \*[living wage data](https://livingwage.mit.edu/) site.

Councils should compensate their directors at or above the National Candid Report median for their state and budget size or the \*local living wage, whichever is greater. Additionally, councils are encouraged to review local non-profit salary reports for supplemental data. (This will be especially important for councils in areas with a high cost of living.)

Every council should set an initial target to compensate its director above the living wage and then to set targets raise the director’s compensation at or above the median using the National Candid Report.

Council boards are encouraged to reach out to their regional director for additional support on accessing and reviewing the Candid Report and the living wage data.

***\* When utilizing the living wage data site, review data for a two-earner and two-child household.***

**Marathon Goal #2: Our organization is known, relevant, and respected.**

**Program Strength, Impact and Reputation**

A strong and thriving council broadly serves the community and retains key constituents. The program grows and expands as more people see value and want to participate. But program strength is not solely determined by the number of participants served, it is also determined by how well they are served, or rather, the quality of program delivery. Based on this, the metrics of program strength balance the measurement of reach with those of retention.

**MAM 8: Girls Served Growth**

* The initial target is for councils to build back to the number of girls served for spring 2019 and fall 2019.
* Once councils reach this target, use an annual growth rate of 8% to 12% to reach market share potential.
* The long-term target is for councils to reach their market share. Market share measures what percentage of girls in a territory participate in programming and is calculated by dividing the number of girls served in a season by the number of girls in the territory. Market share is calculated for each season, fall and spring,

Market share calculations can be found on the [Council Portal](https://gotr.sharepoint.com/sites/Council-Portal/SitePages/Mission%20Advancement%20Markers%20and%20Planning.aspx) under *Operations > Mission Advancement Markers and Planning > MAM Spreadsheets*.

**MAM 9: Site Retention**

Site retention is a measurement that both highlights and supports quality program delivery. Effective site retention indicates the strength of the program and the establishment of a positive reputation, which is usually the result of intentional relationship-building with key contacts at the site. The ability to retain sites also allows for efficient program management, thereby propelling growth. Conversely, high site turnover can indicate issues with program quality and/or organizational infrastructure.

GOTR HQ will provide site retention reports following every season calculated with a new methodology which considers a site retained if it was active within the past two seasons versus only measuring retention against a single season in the prior year. This more accurately reflects council operations.

Councils can find these reports on the [Council Portal](https://gotr.sharepoint.com/sites/Council-Portal/SitePages/Mission%20Advancement%20Markers%20and%20Planning.aspx) under *Operations > Mission Advancement Markers and Planning > MAM Spreadsheets*.

Councils can also access site-retention data within Pinwheel at *My Sites > Reports > Site Utilization*. It is measured by looking at season-over-season changes. Existing analysis of site retention does not indicate differences based on age, tier, or other council descriptors. As such, there is one target for all councils. Councils should strive for a minimum site retention of 70% and once achieved, 80% or greater.

80% site retention

70% site retention

**Pinwheel reports enable councils to build strategies that increase site retention. Use the same Site Utilization report to set goals for and track restarted sites. Additional site reports in Pinwheel help councils identify sites with previous seasons. Councils can build strategies to return to these sites and identify vulnerable sites so they can proactively steward and retain them.**

**MAM 10: Participant Attendance**

Strong attendance ensures strong participant engagement, and that participation is high enough to ensure impact. Minimum attendance for Girls on the Run and Heart & Sole participants is 80%.

Councils using Pinwheel can easily track attendance and receive feedback from coaches via the Attendance App.

Councils using the Attendance App can find attendance data in Pinwheel within *Event > Event Reports > Attendance App – Person Attendance.*

>80% participant attendance

All councils

**MAM 11: Coach Training Completion Rates**

Delivering the program as intended requires well-trained coaches who understand the curricula, know how to create a welcoming and supportive environment, and comprehend key organizational policies and procedures. The Council Policy Manual requires all coaches to complete National Coach Training to be considered trained and eligible for coaching.

The initial goal for councils is a minimum 80% completion rate for online and in-person training and once achieved, councils should strive for 100% completion rate. GOTR HQ will start to measure this online and in-person completion rate in spring 2024.

GOTR HQ will post council completion rates each season on the [Council Portal](https://gotr.sharepoint.com/sites/Council-Portal/SitePages/Mission%20Advancement%20Markers%20and%20Planning.aspx) under *Operations > Mission Advancement Markers and Planning > MAM Spreadsheets.*

80%

Minimum completion rate

100%

Completion rate goal

**MAM 12: Caregiver Net Promoter Score & MAM 13: Coach Net Promoter Score**

In addition to GOTR HQ’s efforts, councils work locally to build the reputation of Girls on the Run through program delivery, community engagement, and local brand awareness efforts. A net promoter score (NPS) is a customer experience metric that helps us measure our reputation. Respondents answer the question of how likely they are to recommend the program using a scale of 0 (not at all likely) to 10 (very likely).

NPS groups respondents into one of three categories:

**Promoters** (9 or 10) = loyal and enthusiastic customers

**Passives** (7 or 8) = satisfied, but not happy enough to promote

**Detractors** (0 to 6) = unhappy customers. Unlikely to participate again and may even discourage others.

[[Excellent net promoter scores](https://www.retently.com/blog/good-net-promoter-score/)](https://www.retently.com/blog/good-net-promoter-score/) range between 70 and 100. The target score for both Caregiver and Coach is greater than 70.

Councils may measure this indicator through the End-of-Season Survey led by GOTR HQ or through a council-distributed and council-led survey that includes the necessary question(s). GOTR HQ will provide councils with their disaggregated data.

**Marathon Goal #: Our organization is inclusive, diverse, equitable, and accessible.**

**Representation and Experience**

The Girls on the Run curriculum is intended for all girls and the organization strives to create an inclusive environment. As communities across the United States are diverse, GOTR HQ and councils strive to ensure that the organization mirrors the distinct communities it serves. GOTR HQ has created a variety of reports, measures, and resources to help councils achieve these goals and measure outcomes.

**MAM 14: Board and Staff Race/Ethnic Diversity**

Diverse leaders who represent the communities they serve should lead our council network. Recognizing that council staff size is typically a smaller number compared to the board size, GOTR HQ will combine these two groups (both staff and board) to measure council leadership diversity.

**Board Recruitment:** In 2022 and 2023, GOTR HQ updated board recruitment resources which can be found on the [Council Portal](https://gotr.sharepoint.com/sites/Council-Portal/SitePages/Mission%20Advancement%20Markers%20and%20Planning.aspx) under *Board > Board of Directors > Recruitment Resources.* The materials assist in assessing the composition of the board and ensure a strong board recruitment process that seeks diverse candidates.

**Staff Recruitment:** The Council Leadership Initiative (CLI) is a staff recruiting program designed to provide councils with resources, tools, training, and support to advance inclusive hiring practices and increase diverse staff representation. More information about participating in or utilizing resources from the CLI can be found on the [Council Portal](https://gotr.sharepoint.com/sites/Council-Portal/SitePages/Mission%20Advancement%20Markers%20and%20Planning.aspx) under *Operations > Human Resources > CLI*.

Individual councils will set targets after assessing where they are in relation to this goal using the adult diversity reports on the [Council Portal](https://gotr.sharepoint.com/sites/Council-Portal/SitePages/Mission%20Advancement%20Markers%20and%20Planning.aspx) under *Operations > Mission Advancement Markers and Planning > MAM Spreadsheets*. Note: When looking at the Adult Diversity Worksheet, the yellow tab is Census Data, and the green tab(s) is the specific MAM +/- 3% calculation. GOTR HQ will also measure this indicator globally.

**MAM 15: Participant Race/Ethnic Diversity Ratio**

Councils use census data to evaluate their progress towards meeting the goal of mirroring the demographics of the communities they serve. To do that, they compare participant race/ethnicity to the race/ethnicity ***of girls in the age range*** for each community.

Given the complexity of this calculation, each season, GOTR HQ assists calculating how the diversity of council participants mirrors the diversity of each council’s community. While councils will analyze specific progress to all census categories of race/ethnicity, for simplicity this indicator measures the two groupings of white and people of color. **The organizational goal is to be within 3% of the community ratio.** For instance, if the community is 65% white and 35% people of color, then a council serving 32% to 38% girls of color would fall within the range for mirroring the community. Councils can find these reports on the [Council Portal](https://gotr.sharepoint.com/sites/Council-Portal/SitePages/Mission%20Advancement%20Markers%20and%20Planning.aspx) under *Operations > Mission Advancement Markers and Planning. > MAM Spreadsheets.* Note: When looking at the Program Diversity Worksheet, the yellow tab is Census Data, and the green tab(s) is the specific MAM +/- 3% calculation. GOTR HQ will also measure this indicator globally.

**When assessing the diversity of each ethnicity, the target should also fall within 3% of the community population. For example, if 20% of girls in the community are Hispanic, then the target range to mirror the community is 17% to 23%.**

**MAM 15: Coach Race/Ethnic Diversity Ratio**

As the organization continues to serve more diverse participants, councils must also evaluate progress toward increasing the racial and ethnic diversity of its volunteers. Councils use census data to measure coach racial/ethnic diversity as compared to the race/ethnicity ***of adults*** in a given community.

Given the complexity of this calculation, GOTR HQ calculates this data on behalf of councils each season. While the organization serves a diverse group of participants that closely mirrors the U.S. population, engaging and recruiting diverse volunteers has been more challenging. Therefore, the organizational goals are slightly different as we strive to improve in this area. A council will still compare its actual diversity to the community’s diversity and track over time but until they mirror each other, success will be based on year-over-year improvement measured by decreasing the gap between the actual diversity of coaches and the diversity of adults living in the community.

Councils can find these reports on the [Council Portal](https://gotr.sharepoint.com/sites/Council-Portal/SitePages/Mission%20Advancement%20Markers%20and%20Planning.aspx) under *Operations > Mission Advancement Markers and Planning > MAM Spreadsheets.*

**Improving the diversity of coaches and the diversity of the organization in general starts with increasing the diversity of staff and board members. Council staff and board diversity is an organizational target and will be tracked at the organizational level. Councils are encouraged to set their own strategies and metrics appropriate for their community.**

**MAM #16: Council Staff Experience**

An inclusive, values-centric, vibrant organizational culture is one of the foundational keys to building a high-performing organization. Organizational culture directly impacts employee engagement, creativity, innovation, productivity, morale, and employee satisfaction. All are the driving influences for overall performance. As such, GOTR HQ will distribute the Council Staff Experience Survey annually to capture valuable employee feedback that will help boards and council directors glean insights, harness the elements of culture that lead to success, enhance their local council’s work environment, and foster an inclusive, positive experience for everyone within our organization. GOTR HQ distributed the first survey in fall 2023 which will set the benchmark for this indicator.

**MAM 17: Participant Experience (to begin Spring 2025)**

Based on an analysis of all participant items used in recent end-of-season (EOS) surveys, GOTR HQ identified the following two items to represent the participant experience in Girls on the Run:

* I felt included in all activities at Girls on the Run.
* Because of participating in Girls on the Run, I am more confident.

Both items use a 4-point scale:

* NO!! – 1 point
* no – 2 points
* yes – 3 points
* YES!! – 4 points

The mean scores of these two items will be added together to obtain a total participant experience score. The organizational target is 7.25.

These items were selected because they represent the participant experience across 2 key GOTR participant areas: the team environment (i.e., positive, inclusive environment) and program impact on life skills (i.e., confidence). Other criteria considered were variability in means across councils and areas for growth and improvement.

\*\* Please note that, "Because of participating in Girls on the Run, I am more confident," was tested as a MAM item in the spring 2024 EOS survey and was not shown to all respondents. Consequently, smaller councils might have had few or no respondents for this item, and the spring 2024 data may not accurately reflect the views of all respondents.

**Mission Advancement Marker Targets**

|  |  |  |
| --- | --- | --- |
| **MAM Category** | **Indicator** | **Targets** |
| **Financial Strength** | **Revenue Growth** | Developing councils = 10- 15% CAGR Developed councils = 3- 5%+ CAGR  \* Use budget tiers for guidance |
| **Contributed Income** | 30% - 70% |
| **Reserves** | 6-9 months (two-season council)  12 months (one-season council) |
| **Registration Fee/Net Registration Fee** | TBD FY25 |
| **Leadership & People** | **Board Size** | 8 – 15 |
| **Board Financial Impact** | 100% participation |
| **NEW Competitive CD Compensation** | Pay above the living wage, then work towards median salary for state and budget size using the National Candid Report. *(Independent/Sub councils only)* |
| **Program Strength, Impact & Reputation** | **Girls Served Growth** | Initial target to build back to spring and fall 2019. Once achieved, use an annual growth rate of 8-12% to reach market share. Long-term target is to achieve market share. |
| **Site Retention** | 70% initial, 80% target |
| **Participant  Attendance** | 80% |
| **Coach Training Completion Rates** | 80% + Initial; Target 100% fully trained |
| **Caregiver Net Promoter Score** | NPS >70 |
| **Coach Net Promoter Score** | NPS >70 |
| **Representation & Experience** | **Board & Staff Race/Ethnic Diversity** | Mirror the community |
| **Participant Diversity** | +/- 3% for people of color within the community |
| **Coach Diversity** | +/- 3% for people of color within the community |
| **Council Staff Experience (NEW)** | Network measure from Council Staff Experience Survey |
| **NEW Participant Experience** | Sum of 2 scores = 7.25 |

**Mission Advancement Marker Aspirational Targets by Tier**

Once councils build back to their FY19 revenue and girls served numbers, councils may begin to set targets based on their tier.

|  |  |  |  |
| --- | --- | --- | --- |
| **Marathon Goal** | **Category** | **Indicator** | **Target** |
| **Our council network is strong and positioned for growth** | **Financial Strength** | Revenue Growth | Developing councils (>$100,000 and below revenue targets) = 10-15% CAGR  Developed councils (@ revenue targets) = 3-5% CAGR  Tier 1 = $250,000 +  Tier 2 = $250,000 +  Tier 3 = $500,000 +  Tier 4 = $750,000 +  Tier 5 = $1,000,000 + |

**Mission Advancement Markers**

|  |  |  |  |
| --- | --- | --- | --- |
| **Marathon Goal** | **Category** | **Indicator** | **Rationale** |
| **Council network is strong and positioned for growth** | **Financial Strength** | Revenue Growth | Continued growth year-over-year indicates a strong, thriving council |
| % Contributed Income | Diverse revenue streams lead to stability |
| Reserves | Reserves ensure stability and capacity building |
| Net Program Revenue per Girl | TBD FY25 |
| **Leadership & People** | Board Size | Strong boards have a minimum number of 8 members to ensure effectiveness |
| Board Financial Impact | Successful non-profit organizations have defined give/get expectations and 100% of board members committed to fundraising |
| Council Director Competitive Salary | Council success is related to leadership strength. Councils should provide a competitive salary to attract and retain diverse and qualified council directors who exemplify the core leadership competencies required for the position. |
| **Our organization is known, relevant and respected** | **Program Strength, Impact & Reputation** | Girls Served Growth | A growing organization is expanding its relevance and community engagement |
| Site Retention | Strong retention indicates recognized value. Retained sites increase market share and growth. |
| Attendance | Attendance ensures program impact, indicates relevance, quality and engagement |
| Coach Training Completion Rate | Trained coaches deliver the program as intended and feel well supported and equipped |
| Caregiver Net Promoter Score | Caregiver recommendation of GOTR indicates respect and relevance for the program |
| Coach Net Promoter Score | Coach recommendation of GOTR indicates respect and relevance for the program |
| **Our organization is inclusive, diverse, equitable and accessible.** | **Representation & Experience** | Board and Staff Race/Ethnic Diversity | Diverse leadership ensures the council represents the community it serves |
| Participant Race/Ethnic Diversity | Mirroring the community ensures relevance, accessibility, and inclusion |
| Coach Race/Ethnic Diversity | Diverse coaches increase inclusion, program relevance, and quality |
| Council Staff Experience | Having engaged and equipped people helps our organization operate to its full potential |
| Participant Experience | The participant experience ensures retention, satisfaction, reputation, quality, and impact. |

**Resources Available**

**Data Tables and Analyses**

Available on the [Council Portal](https://gotr.sharepoint.com/sites/Council-Portal/SitePages/Mission%20Advancement%20Markers%20and%20Planning.aspx): *Operations > Mission Advancement Markers and Planning > MAM Spreadsheets*

* Market Share; Race/Ethnic Diversity; Socioeconomic (poverty rates; net program revenue per girl); Compounded Annual Growth Rates (revenue; girls served); National Averages; Site Retention

**Workbooks and Templates**

MAM Workbook for All Tiers- Available on the [Council Portal](https://gotr.sharepoint.com/sites/Council-Portal/SitePages/Mission%20Advancement%20Markers%20and%20Planning.aspx): *Operations > Mission Advancement Markers and Planning > Mission Advancement Marker Guide & Workbook*

Financial Ratio Workbook- Available on the [Council Portal:](https://gotr.sharepoint.com/sites/Council-Portal/SitePages/Finance.aspx) Finance

**Council Portal Resources/Toolkits**

Council Leadership Initiative

Candid Report (state and budget salary)

Board Recruitment Resources

Strategic Planning Guide

GOTR Census (council network salary benchmarking)

**Websites**

[data.census.gov](https://data.census.gov/cedsci/)

[Leadingwithintent.org](https://leadingwithintent.org/)

[Livingwage.mit.edu](https://livingwage.mit.edu/)

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