**Mission Advancement Markers Guidebook (COVID update)**

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

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Specifically, Mission Advancement Markers were developed to support councils, strengthen the movement, and determine which services GOTR HQ should provide to effectively advance the mission. This remains the intent even as we make adjustments during this challenging time. This document, **the Mission Advancement Marker Guidebook (COVID update)**, contains updated information to assist the organization during this unique time.

**How were Mission Advancement Markers adapted for COVID?**

Considerable thought, research, and input went intoselecting the original KPIs. Measures were tied directly to the strategic map and vetted through use and discussion with councils. To determine whether adjustments were needed during the pandemic and subsequent rebuilding, the Council Advisory Committee and HQ staff reviewed the strategic map and corresponding Mission Advancement Markers. The team concluded that three primary adjustments were needed:

* Measures that were aspirational are no longer appropriate during this time of impact and rebuilding. These are noted throughout. **2019 will be used as a benchmark to measure against as we rebuild.**
* Compounded growth measures are not relevant now or in the immediate future. They are shaded in the chart below and noted in the detailed explanation of each measure.
* Measures that were under development during 2019 can now be used if appropriate. As such, targets were added.

Recognizing both the value of the existing work and the need to not add additional work to the organization, the committee did not make any significant changes. Small updates were made and will be explained below in each section. Later this year HQ anticipates updates as the IDEA Commission identifies additional metrics to help us track progress to goals. Last, but not least, councils may want to track other metrics as it makes sense for their particular situation. We welcome sharing that information with your Regional person and sister councils.

**Mission Advancement Markers (COVID)**

|  |  |  |
| --- | --- | --- |
| **Marathon Goal** | **MAM Category** | **Mission Advancement Marker** |
| Strong and Thriving Councils | Financial Strength | Revenue |
| Reserves |
| % Contributed Income |
| Net program Revenue Per Girl |
| 3 Year Compounded Growth - revenue |
| Board Strength | Board Size |
| Board Diversity (new) |
| Board Financial Impact |
| Program Strength | GOTR Girls Served (temporary; formerly Market Share) |
| H&S Girls Served (temporary; formerly Saturation) |
| 3 Year Compounded Growth - girls served |
| Site Retention (resume Fall 2021) |
| Coach Retention (resume Fall 2021) |
| Inclusive, Relevant and Engaging | Program Impact | Participant Attendance |
| Virtual Coach Training Completion Rates |
| Value of the program (new) |
| Mirroring our Community | Participant race/ethnic diversity |
| Coach race/ethnic diversity |
| Known and Respected | Quality Reputation | Parent Net Promotor Score |
| Coach Net Promotor Score |

**Mission Advancement Markers – Strong and Thriving Councils**

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. What the organization is experiencing now reinforces the importance of strong councils.KPIs aligned with this marathon goal measure financial, board, and program strength.

**Financial Strength**

Financial strength allows for an appropriately sized and competitively paid staff team who ***can weather revenue variability without service impacts to the community***. The following KPIs are used to measure financial strength of councils during the pandemic and as we rebuild.

**MAM 1: Total Revenue**

Targets for Total Revenue were originally set by council tier and designed as long-term, aspirational targets that councils could build plans to achieve. Attainable and realistic, these goals had been surpassed by older councils and provided a strong foundation for the organization.

Due to the pandemic, councils must now strive to maintain total revenue by offsetting the loss of earned income with increased and new contributed income streams and government assistance. Recognizing this will be challenging**, the target has been adjusted to build revenue back to the council’s FY2019 total revenue**. Once councils achieve this milestone, the original targets will be used to resume mission expansion.

$750K

Tier 4 Council Goal

$1M

Tier 5 Council Goal

$100,000

Initial goal,

Councils < 5 years

$500K

Tier 3 Council Goal

$250,000

Minimum Benchmark,

all councils

**Council revenue potential depends on the size of the territory and age of the council. Goals are set by council tier. The minimum for all councils is $250,000 annually, 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. For example, a giveaway to all participants that would otherwise not have been given.**

**MAM 2: Reserves**

As seen during the pandemic, reserve funds protect from unforeseen events, allowing for continued operations regardless of a shortfall in revenue. Reserves are measured as the months that a council can continue to pay its operating expenses, given the amount of unrestricted assets available. Strong non-profit organizations budget for and set aside surpluses to build reserves.

During the pandemic, councils may be depleting reserves to maintain operations and have had to adjust expenses to not completely deplete reserves. Ideally, councils maintain 6-9 months of reserves; with 3 months as a minimum level. As councils rebuild, it will be important to budget for surpluses to increase reserves back to target levels.

12 months

One season councils

6 – 9 months

Two season councils

3 months

Initial benchmark, all councils

**A council’s reserves are calculated as follows: 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 3: Contributed Income**

With reduced program registration income due to school closures, contributed income is more vital than ever before. It is anticipated that contributed income will increase as a percent of total revenue but will still vary widely depending upon the council’s fundraising history. The targets remain as originally set. To balance accessibility with financial sustainability, councils should have a minimum of 30% contributed income, excluding in-kind revenue and a maximum of 70% contributed income.

70% Contributed Income; Maximum benchmark,

all councils

30% Contributed Income; Minimum benchmark,

all councils

**This percentage is calculated 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 4: Net Registration Fee Per Girl**

Program registration income is a council’s primary earned income source and to “***mirror the community”***, councils serve girls from all socioeconomic levels. Optimizing this program revenue is critical to sustainability and this KPI blends full pay, partial pay, and unpaid registrations into a metric that measures the effectiveness of optimizing earned revenue.

During the pandemic, we are not using this metric as a Mission Advancement Marker. Each council and community is being impacted differently, making it challenging to set appropriate targets. The measure itself is still effective in helping to understand how the registration and scholarship structure impacts a council.

Councils can find the net registration fee in the Event Statistics report within RacePlanner. It will also be calculated using the data submitted during midseason reporting and posted along with poverty rates on the Council Portal each season under *Operations > Reporting > KPI > Socioeconomic Data*.

**MAM 5: 3-Year Compounded Annual Revenue Growth Rate (CAGR)**

During the pandemic, growth has been negative across all councils. As we rebound, the growth rate will be exponentially large. In both situations, the measure is meaningless and as such will not be used until the organization stabilizes.

As an organization dedicated to building a world where every girl knows and activates her limitless potential, we know opportunity remains. If we are not growing revenue, we cannot serve more girls, add staff, increase wages, expand access, or take on any new initiatives or improve existing operations. Revenue growth is fuel for increased mission impact as well as continuous improvement. With 12 million girls age 8 – 13, we know there is limitless potential to serve, therefore growth is an important measure to track.

**Board Strength**

Council success is directly related to leadership strength, and the Board of Directors is a critical component of leadership strength. According to BoardSource, a board’s composition directly impacts how a board leads(1)  as the experiences and skills of the members help shape the strategy and direction of the organization. Board KPI measures have been updated and now include two composition measures: board size and board diversity, and the financial impact measure has been replaced with a participation measure.

**MAM 6: 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) that help to 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 8 board members with the ideal between 12 and 15, the 2017 average for all non-profits. This goal remains as is during the pandemic.

12 -15 members

All councils

8 members

Minimum benchmark, all councils

**Information on council boards is collected through My Contacts within RacePlanner. Councils must keep board member contact information up to date. Reports are run seasonally to evaluate this data.**

(1)[BoardSource: Leading With Intent. 2017. Leadingwithintent.org](https://boardsource.org/research-critical-issues/nonprofit-sector-research/)

**MAM 7: Board Diversity (new)**

It is important that our organization builds strong, diverse boards in terms of skill sets, experiences, demographics, networks, and geography. Councils want their boards to represent and ***mirror the community,*** therefore this is the long-term, aspirational target. Short-term targets will be set by individual boards after assessing where they are to goal. A worksheet template is on the Council Portal under *Board > Board of Directors > Recruitment Resources > Sample Diversity Worksheet* to assist in assessing the board. As the organization’s IDEA work expands, councils can anticipate further guidance.

**MAM 8: Board Financial Impact**

Board member participation in fundraising is critical as donors and funders are influenced by board leadership in assuring 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-driven contributed income (i.e. the gifts board members are responsible for securing). In 2019, Girls on the Run began tracking the ‘give/get’ of council boards through the Annual Financial Summary Report. Post-pandemic, a baseline measure will be established to inform future board give/get annual goals. You can find a Give/Get template that can be adapted for your council on the Council Portal under *Board > Board of Directors > Board Fundraising Resources*. Until that benchmark is established, the target for this KPI is 100% participation of each board member.

**Program Strength**

A ‘strong and thriving’ council broadly serves the community and experiences high retention with stakeholders. 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 girls served, it is also about how well they are served, or rather, the quality of program delivery. Based on this, the measures of program strength balance measurement of reach with those of retention.

**MAM 9: Girls on the Run Girls Served**

Market share measures what percent 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, as all councils have the ability to offer programming each season whether they choose to or not.

**Ratio calculation = Spring 2021 girls served/Spring 2019 girls served. Goal = ratio close to 100% or above!**

Given the impact of the pandemic on programming, market share has fallen across the board. As such, we are suspending the use of market share and returning to the measure of girls served while councils rebuild. During this time, councils will ***use spring and fall 2019 girls served as a benchmark***.

Once councils are back to the 2019 baseline, the KPI will revert back to the market share goal. Market share targets are set by tier as the size of the territory does impact the potential market share. Targets are based on successful councils’ outcomes. As one might expect, smaller communities have the potential for greater market share. When ready, councils can find market share data on the Council Portal at *Operations > Reporting > KPI > Market Share*.

**GOTR Market Share Goal by Tier**

**Tier 1**

15% +

**Tier 2**

12 – 15%

**Tier 3**

10 – 12%

**Tier 4**

8 – 10%

**Tier 5**

6 – 8%

**MAM 10: Heart & Sole Girls Served**

Like the prior Girls on the Run metric, the measurement for Heart & Sole will be girls served using 2019 as a benchmark. Until councils can deliver at school sites, school saturation is a meaningless measure. Once schools are back in session, saturation and ultimately, market share could return as measures.

Saturation is calculated by dividing the number of middle schools being served by the total number of middle schools in the territory. Councils self-report this data during mid-season reporting and HQ compiles results for the entire organization. We are continuing to track saturation during this time but are not using it as a KPI.

**Heart & Sole Saturation Goal by Tier**

**Tier 1 - 3**

25% +

**Tier 4**

15 – 25%

10 – 15%

**Tier 5**

**MAM 11: 3 Year Compounded Annual Growth Rate (CAGR) – Girls Served**

During the pandemic, all councils are serving fewer girls translating to negative growth rates. On the other hand, as councils rebound, growth rates will be exponentially large. In both situations, the measure is meaningless and as such will not be used until the organization stabilizes.

A strong compounded annual growth rate indicates strong program demand and council success in servicing that demand. Strong growth leads to increasing numbers of girls served and subsequently a strong market share, an identified indicator of program strength. Historically, the three-year compounded growth rate of girls served has been used as a measure because it smooths the variability of growth that can happen in a single season. We anticipate using this measure again once the organization has rebounded and stabilized.

**MAM 12: Site Retention**

Site retention is a measure that both highlights and supports quality program delivery. Strong site retention indicates strength of the program and the results of intentional relationship-building to establish a positive reputation at each 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.

Council site retention data is found within RacePlanner *> My Sites > Reports > Site Utilization*. It is measured by looking at season over season changes. Existing analysis on site retention does not indicate differences based on age, tier or other council descriptors. As such, there is one KPI target for all councils. **Councils should strive for a minimum site retention of 70% and once achieved, 80% or greater. This metric will not be used until schools re-open and we begin to rebuild.**

80% participant site retention

70% participant site retention

**We also recommend using the same Site Utilization report to set goals for and track resurrected sites. Additional site reports in RacePlanner help councils identify sites with previous seasons so strategies can be built to resurrect sites and help identify vulnerable sites so councils can be proactive in stewarding sites before losing them. These reports enable councils to build strategies that increase site retention.**

**MAM 13: Coach Retention**

**Not relevant during the pandemic, this measure will be used again starting Fall 2021.** The pandemic provided an opportunity to engage new coaches and councils will want to measure success in keeping those coaches moving forward. Coach retention indicates volunteer connection to, and satisfaction with, our organization; coaches who have good experiences with the program and feel valued, stay connected and are “retained” season over season. Coach retention benefits are comparable to site retention benefits; strong coach retention improves operational efficiencies of the council, increases program quality delivery, and helps the council serve more girls.

Given the complexities of life and the demands of volunteering, retaining coaches is harder than retaining sites. Coach retention can be influenced by site retention and should be evaluated in conjunction with it.

Based on current council performance, a minimum coach retention target is 40% and once achieved, 50% or greater is the goal for all councils. Coach retention is found within RacePlanner *> My People > Reports > Coach Utilization*. While coach retention can be calculated in different ways, this KPI is calculated using like season over like season (e.g. coaches retained from fall 2020 to fall 2021) to minimize the effect sites may have on retention.

50% coach retention

40% coach retention

**Councils with low coach retention should also look at the “resurrected coach %”. Resurrected coaches are those coaches who have taken a season or more off but have remained connected to the organization and have returned to volunteer in the current season.**

**Mission Advancement Markers – Inclusive, Relevant and Engaging**

To be inclusive, relevant and engaging ensures that Girls on the Run is having a transformational impact on the lives of the girls it serves. It is best assessed by KPIs that measure program impact and how well a council mirrors the community it serves.Strong program impact enables council sustainability while ensuring the organization is achieving its mission.

**Program Impact**

The longitudinal study of Girls on the Run conducted by Dr. Maureen Weiss demonstrated the importance of delivering the program as intended. Due to the rigor of the study, its results are the most appropriate measures of impact to share with stakeholders, but the organization also needs measures used across the network season over season to ensure we are delivering as intended and having an impact. HQ worked with councils on standardized end-of-season surveys to collect data from coaches and parents and asuccessful pilot with 39 councils led to the new measure “Value of the Program”. This measure will be used in conjunction with the two KPIs that measure “delivering the program as intended”: participant attendance rate and the percent of coaches completing online training.

**MAM 14: Participant Attendance**

Strong attendance ensures strong participant engagement, and that dosage of the learning objectives is high enough to ensure impact. Minimum attendance for Girls on the Run and Heart & Sole is determined as 16 of 20 lessons, or 80%. During the pandemic, the program was reduced to 8 weeks (16 lessons). Regardless of program length, 80% will be used as the participant attendance metric.

Councils on RacePlanner can easily track attendance and receive feedback from coaches via the Attendance App.

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

>80% participant attendance

All councils

**MAM 15: Virtual Coach Training Completion Rates**

Delivering the program as intended requires well-trained coaches who understand the curricula as well as key organizational policies and procedures. With the use of the GOTR Learning Academy in National Coach Training, virtual training completion rates are recorded and used as a program impact KPI. Council age or territory size does not impact completion rates, therefore all councils have the same target goal – 70% minimum completion rates with a goal of 80% or more. Long-term, this completion rate target should be above 90%. This goal has not changed during the pandemic and will remain the same going forward. HQ will continue to get coach and council feedback as we seek to improve training completion rates.

HQ will post council completion rates each season on the Council Portal at *Operations > Reporting > KPI*.

80%

Completion rate goal

70%

Minimum completion rate

**MAM 16: Value of the Program**

HQ worked with councils to standardize end-of-season surveys of coaches and parents. From that work, a new measure “Value of the Program” was identified. This measure will be based on parent/guardian agreement with the statement “Girls on the Run has been a valuable experience for my child” The organizational target is a “top box” score> 90%. “Top box” combines the groups that answer “agree” and “strongly agree”.

90%

“Top Box”

**Mirroring the Community**

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, great effort has been taken by councils and HQ to ensure that the organization mirrors the distinct communities it serves. A variety of reports and measures have been created by HQ to help councils measure outcomes. These measures and targets are unchanged from the original release of Mission Advancement Markers.

**MAM 17: Participant Race and Ethnic Diversity Ratio**

Councils use census data to evaluate progress towards meeting the goal of mirroring the community. To do that, participant race/ethnicity is compared to the race/ethnicity ***of girls in the age range*** for each community.

Given the complexity of this calculation, HQ assists each season by 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, the KPI 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/35% people of color, then a council serving 32 – 38% girls of color would be in the range for “mirroring” the community. Councils can find these reports on the Council Portal *Operations > Reporting > KPI*.

**When assessing the diversity of EACH ethnicity, the target is also to be 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 – 23%.**

**MAM 18: Coach Race and Ethnic Diversity**

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

Given the complexity of this calculation, HQ calculates this data on behalf of councils each season as well. While the organization serves a diverse group of participants that closely mirrors the U.S. population, engaging 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 mirroring is achieved, success will be based on year over year improvement measured by a decreasing gap between actual diversity of coaches and the diversity of adults living in the community.

Councils can find these reports on the Council Portal *Operations > Reporting > KPI*.

**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 KPI that will be tracked at the organization level. Councils are encouraged to set their own strategies and metrics appropriate to their situation.**

**Mission Advancement Markers – Known and Respected**

To ensure that the organization is known and respected requires intentional and strategic work to position Girls on the Run as a leader in the field while increasing brand awareness and favorability. Showcasing the longitudinal study, leveraging national partner capabilities, and strategically building relationships within the field of youth development are examples of initiatives undertaken by HQ to achieve this goal and a brand study is conducted every few years to measure progress.

In addition to HQ’s work, 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 measure that helps us measure our reputation. Respondents answer the question how likely they are to recommend the program using a scale of 0 (not at all likely) to 10 (very likely). Respondents are grouped in 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

**Net Promoter Calculation = (# of Promoters - # of Detractors)/# of respondents) \* 100**

Since 2018, work has been underway to develop an appropriate national evaluation process using feedback from coaches and parents. A group of pilot councils worked with the programming team to evaluate and standardize survey questions and create a process for implementation. Despite COVID, a successful Fall 2020 pilot with 39 councils led to establishing the target measurement for the Parent and Coach Net Promoter Scores. HQ will expand the pilot this spring and begin work to rollout the process across the network.

**MAM 19: Parent Net Promoter Score**

[Excellent net promoter scores](https://www.retently.com/blog/good-net-promoter-score/) are ones between 70 and 100. In the Fall 2020 end-of-season survey for parents the net promoter score = 84. In the most recent national brand study, the parent net promoter score = 68. The goal for both council and national parent net promoter scores is >70.

NPS > 70

**MAM 20: Coach Net Promoter Score**

In the Fall 2020 end-of-season survey for coaches the net promoter score = 83. In the most recent broader national brand study, the parent net promoter score = 82. The goal for both council and national coach net promoter scores is>80.

NPS > 80

**Resources Available**

**Recorded Webinars (Available on the GOTR Learning Academy. Recorded in 2019)**

Introducing Mission Advancement Markers

KPI: Strong and Thriving Councils

KPI: Inclusive, Relevant and Engaging

**Data Tables and Analyses (Available on the Council Portal: *Operations>Reporting & KPIs*)**

Market Share

Race/Ethnic Diversity

Socioeconomic (poverty rates; net program revenue per girl)

Compounded Annual Growth Rates (revenue; girls served)

National Averages

**Worksheets and Templates (Available on the Council Portal: *Operations>Reporting & KPIs*)**

KPI Worksheet

Financial Ratio Calculator

Board Impact Tracking Worksheet

**Websites**

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

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

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

**Mission Advancement Marker Targets**

|  |  |  |  |
| --- | --- | --- | --- |
| **Marathon Goal** | **Category** | **Indicator** | **COVID-19 Targets** |
| **Strong and Thriving Councils** | **Financial Strength** | Total Revenue | Build back to FY19 revenue and then set tiered revenue targets |
| Reserves | Two season councils = 6 – 9 months  One season council = 12 months |
| % Contrib. Income | 30 – 70% |
| **Board Strength** | Board Size | Minimum of 8  Goal = 12 - 15 |
| Board Diversity | Mirror community |
| Board Financial Impact (new) | 100% board participation in give/get |
| **Program Strength** | Girls on the Run  Girls Served | Build back to spring 2019 and fall 2019 girls served numbers |
| Heart & Sole  Girls Served | Build back to spring 2019 and fall 2019 girls served numbers |
| Site Retention | Resume beginning fall 2021  Initial goal = 70%  Target goal = 80% |
| Coach Retention | Resume beginning fall 2021  Initial goal = 40%  Target goal = 50% |
| **Inclusive, Relevant and Engaging** | **Program Impact** | Attendance | 80% |
| Virtual Training Completion Rates | Initial goal = 70%  Target goal = 80% |
|  | Value of the Program (new) | Top box score> 90% "Girls on the Run has been a valuable experience for my girl." |
| **Mirroring the Community** | Participant Race/Ethnic Diversity | Within +/- 3% of percentage for people of color within community |
| Coach Race/Ethnic Diversity | Within +/- 3% of percentage for people of color within community |
| **Known and Respected** | **Quality Reputation** | Parent Net Promoter Score (new) | NPS> 65 |
| Coach Net Promoter Score (new) | NPS> 80 |

**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 using the original KPI targets based on tier.

|  |  |  |  |
| --- | --- | --- | --- |
| **Marathon Goal** | **Category** | **Indicator** | **Target** |
| **Strong and Thriving Councils** | **Financial Strength** | Total Revenue | Tier 1 = $250,000  Tier 2 = $250,000  Tier 3 = $500,000  Tier 4 = $750,000  Tier 5 = $1,000,000 |
| **Program Strength** | Girls on the Run Market Share | Tier 1: 15%+  Tier 2: 12 – 15%  Tier 3: 10 – 12%  Tier 4: 8 – 10%  Tier 5: 6 – 8% |
| Heart & Sole  School Saturation | Tier 1 – 3: 25%+  Tier 4: 15 – 25%  Tier 5: 10 – 15% |

**Original Mission Advancement Markers**

|  |  |  |  |
| --- | --- | --- | --- |
| **Marathon Goal** | **Category** | **Indicator** | **Rationale** |
| **Strong and Thriving Councils** | **Financial Strength** | Total Revenue | Total revenue indicates financial strength; Financial strength leads to stability |
| Reserves | Reserves ensure stability and capacity building |
| % Contributed Income | Diverse revenue streams lead to stability |
| Net Program Revenue per Girl | Net program revenue recognizes the impact of full pay and financial assistance participants for a healthy socio-economic balance within a council’s community |
| 3 Year Compounded Revenue Growth | Continued growth indicates a strong, thriving council |
| **Board Strength** | Board Size | Strong boards have a minimum number of members to ensure effectiveness |
| Board Financial Impact | Successful non-profit organizations have defined give/get expectations and board members committed to fundraising |
| **Program Strength** | Girls on the Run Market Share | Strong market share indicates program strength, implying relevance and engagement in the community |
| Heart & Sole  School Saturation | Strong school saturation indicates program strength, implying relevance and engagement in the community |
| 3-Year CAGR of  Girls Served | A growing organization is expanding its relevance and community engagement |
| Site Retention | Strong retention indicates recognized value. Retained sites increase market share and growth. |
| Coach Retention | Coach retention indicates strong volunteer practices and connectedness. |
| **Inclusive, Relevant and Engaging** | **Program Impact** | Attendance | Attendance ensures program impact, indicates relevance, quality and engagement |
| Virtual Training Coach Completion Rates | Trained coaches ensure program is delivered as intended and feel well supported and equipped |
| **Mirroring the Community** | Participant Race/Ethnic Diversity | Mirroring the community ensures relevance, accessibility and inclusion |
| Coach Race/Ethnic Diversity | Diverse coaches increase inclusion, program relevance and quality |
| **Known and Respected** | **Quality Reputation** | Parent Net Promoter Score | Parent 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 |