

FY27-29 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, **FY27-FY29 Mission Advancement Marker Guidebook**, contains updated and new categories, indicators, and targets aligned with the FY27-FY29 GOTR HQ strategic map.

Councils can use the updated **FY27 MAM Workbook** as an assessment and planning tool. This resource is available on the [Council Portal](#) under *Operations > Planning and Mission Advancement Markers > Mission Advancement Marker Guide & Workbook*).

Girls on the Run FY2027-2029 Strategic Map

Our Compass	Maintain a culture of belonging that honors our core values while scaling the organization					
Vision	Girls on the Run empowers girls to know and activate their limitless potential					
Marathon Goals	Girls, families, and communities have access to meaningful experiences through GOTR programs, events, and resources. <i>By 2029, over a million people access GOTR each year</i>		Our council network is strong and growing. <i>By 2029, councils have served 3.5 million girls through core programming</i>		Our organization is recognized, respected, and trusted as the national leader in PA-based PYD programming for girls. <i>By 2029, external research validates GOTR's strong brand reputation</i>	
Strategic Imperatives	PROGRAM Support core program growth and develop offerings that expand reach, increase access and influence the societal ecosystem	PEOPLE & CULTURE Attract, support, and retain strong staff and volunteer leadership to ensure operational excellence, efficiency, connection, and belonging	COUNCIL NETWORK Provide strategic support and resources to strengthen councils, minimize risk, and propel growth	RISK Identify and manage enterprise risks by standardizing processes, strengthening oversight, and planning for contingencies to mitigate potential impacts.	REVENUE Drive contributed and earned revenue to expand reach while maintaining financial health	TECHNOLOGY Leverage current and emerging technology to enhance council support, optimize operational efficiency and drive strategic decision making
FY27 HQ Measures	Engage 19,000 new coaches and increase overall coach retention to 50% to serve 190,000 girls through core programs	Launch new middle school opportunity	\$8.2M in revenue	Strengthen impact by increasing staff and coach training completion rates to 80%	Pilot at least one emerging technology solution and demonstrate a clear use case for scaling.	National Marketing and Communications strategies lead to a 10% increase in website sessions, 5% increase in website conversions, and a 5% social engagement rate.
						FY27 external brand study conducted with unaided awareness increasing to 4%, aided awareness to 50%, and NPS score of 75+

What Mission Advancement Markers Are — and Aren't

Mission Advancement Markers are:

- Tools to gather insight and guide decision-making
- Indicators of a council's health and sustainability
- A way to assess progress and identify opportunities
- Measures of performance

Mission Advancement Markers are not:

- A grading or ranking system
- A complete picture of a council on their own

Councils get the most value from Mission Advancement Markers when they use them as planning tools and discussion starters, with staff and with the board, rather than as a report card.

What's New with the FY27-FY29 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. With the release of the FY2027-FY2029 GOTR HQ strategic map, GOTR HQ has reassessed the MAMs to determine which indicators and targets remain relevant, and which need to be adjusted, added, or removed.

The FY24-FY26 MAMs had four categories. For FY27-FY29, the previous Program Strength, Impact, and Reputation category splits into three distinct categories: Program Strength, Program Access and Impact, and Reputation. While the category of Representation and Experience has been retired, its indicators remain and have been redistributed across Leadership and People, and Program Access and Impact. This results in five categories for FY27-FY29: **Financial Strength, Leadership and People, Program Strength, Program Access and Impact, and Reputation.**

Below are the adjustments per category for FY27-FY29:

Financial Strength

- **Revenue Growth:** targets are unchanged (10–15% developing, 3–6% developed), but the basis for determining whether a council is developing or developed has changed from fixed dollar thresholds by tier to the 75th percentile of total revenue less in-kind for a council's population tier.
- **Fee Coverage Ratio** is a new indicator. It measures how much of a council's program costs are covered by registration fee revenue, calculated by dividing the council's full-price registration fee by its total cost per girl. Councils should use it to assess whether their current fee structure is keeping pace with program costs and to intentionally adjust their fee and financial assistance structure as needed.

There is no change to **Contributed Income** or **Reserves**.

Leadership and People

- **Leadership Strength and Representation** replaces Board Size.
- **Council Staff Experience** has moved into this category from the former Representation and Experience category. The target is unchanged.

There are no changes to **Board Financial Participation** or **Competitive Council Director Salary**.

Program Strength

- **Girls Served Growth:** the previous “build back to 2019” methodology has been retired. All councils now grow at 7–14% annually.
- **Returning Site %** is new to this category. **Returning Site %** is a planning metric, while **Site Retention** (now in Reputation, see below) is a relationship-health metric. Councils should look at both together.
- **Participant Attendance** has been removed as a Mission Advancement Marker. Other indicators provide a stronger signal of program quality.

Program Access and Impact *New Category Name*

- This **new** category replaces **Representation** and includes participant and coach diversity. Staff and board diversity are now captured in the **Leadership Strength and Representation** MAM within the Leadership and People category.
- **Coach Training Completion Rate** has moved into this category from the former Program Strength, Impact, and Reputation category. The targets of 80% initial completion rate with a long-term target of 100% completion rate remain the same.

There is no change to **Participant Experience**.

Reputation *New Category*

- This is a new standalone category, split out from the former combined Program Strength, Impact, and Reputation category.
- **Site Retention**: Newly updated to calculate site retention seasonally rather than annually. Sites in a single season are compared to data in the full year following that season to determine whether they are retained within a year following the assessment season. As part of these changes, the naming conventions for retention will also be updated to reflect the season that is being measured. More details on these changes are below in the Site Retention section.
- **Coach and Caregiver Net Promoter Score (NPS)** moved here as well. The target NPS for each remains >70.

Mission Advancement Markers

Marathon Goal #1: Girls, families and communities have access to meaningful experiences through GOTR programs, events and resources.

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.

Program Access and Impact

MAM #1: Participant Experience

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 for these two items will be combined 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).

MAM #2: 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 participants' race/ethnicity with the race/ethnicity of girls in the same age range in each community.

Given the complexity of this calculation, GOTR HQ assists each season in determining how the diversity of council participants mirrors that of each council's community. While councils will analyze progress across all census race/ethnicity categories, for simplicity, this indicator measures progress for the two groupings: 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](#) under *Operations > Planning and Mission Advancement Markers > MAM Reports*. Note: In the Program Diversity Worksheet, the yellow tab is Census Data, and the green tab(s) are the specific MAM +/- 3% calculations. 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 #3: Coach Race/Ethnic Diversity Ratio

As the organization continues to serve a more diverse set of participants, councils must also evaluate progress toward increasing the racial and ethnic diversity of their volunteers. Councils use census data to measure the racial/ethnic diversity of coaches relative to the racial and ethnic composition **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](#) under *Operations > Planning and Mission Advancement Markers > MAM Reports*.

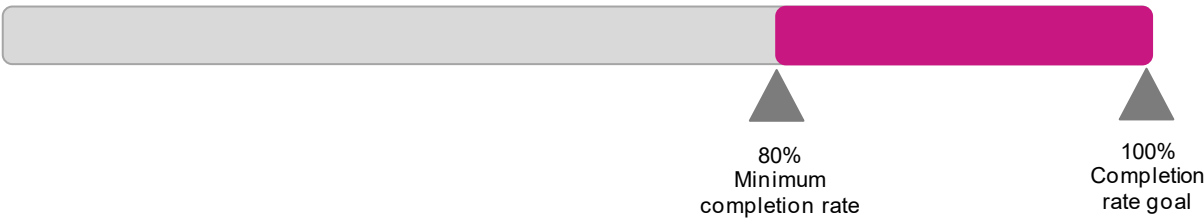
Improving the diversity of coaches often starts with increasing the diversity of staff and board members. Board and staff diversity is now assessed through the Diversity of Identity component of Leadership Strength and Representation MAM in the Leadership and People category, rather than tracked as a separate organization-wide target. Councils are encouraged to develop strategies that strengthen this representation in ways that are meaningful to their communities.

MAM #4: 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 new 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 by new coaches for online and in-person training, and once achieved, councils should strive for 100% completion rate. Substitute and junior coaches are not included in this calculation. GOTR HQ measures and will post council completion rates each season on the [Council Portal](#) under *Operations > Planning and Mission Advancement Markers > MAM Reports*.



Marathon Goal #2: Our council network is strong and growing.

Marathon Goal #2 focuses on the internal strength of the council network itself: the financial resources, leadership, and operational capacity a council needs to sustain its work and grow its reach. This marathon goal is measured across three areas of council operations: Financial Strength, Leadership and People, and Program Strength. Together, these categories reflect whether a council is financially sound, well-led, and operationally strong enough to serve more girls over time.

Financial Strength

MAM #5: Revenue Growth

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 in the organization. With more than 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.

Councils are considered either “developing” or “developed”, and the annual revenue growth target depends on the category: developing councils should grow revenue 10–15% and developed councils should grow revenue by 3–6%.

What has changed for FY27 is the basis for determining whether a council is “developing” or “developed.” Previously, this distinction was based on fixed, aspirational revenue thresholds by population tier (for example, \$100,000 for Tier 1 or \$250,000 for Tier 2). To keep pace with our evolving environment, we are updating our thresholds to align with today’s operational data.

Starting in FY27, the benchmark is a council’s annual revenue relative to the 75th percentile of total revenue less in-kind for its population tier. Councils at or above the 75th percentile for their tier are considered “developed” and should plan to grow revenue 3–6% annually. Councils below the 75th percentile are considered “developing” and should plan to grow revenue 10–15% annually. See **Mission Advancement Marker Revenue Targets by Tier** table below for the current benchmark by tier.

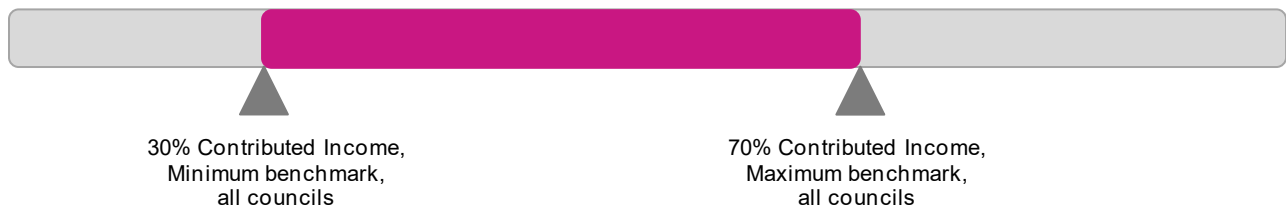
Total Income less In-Kind	
Population Tier	75th Percentile
5	\$ 432,571
4	\$ 250,725
3	\$ 122,919
2	\$ 82,489
1	\$ 22,675

Council revenue potential depends on a council's territory, age, and population tier. For FY27, GOTR HQ benchmarks revenue goals against the 75th percentile of revenue for each population tier, rather than a fixed-dollar threshold. When calculating revenue for this measure, exclude in-kind revenue from non-essential items. “Non-essential items” include anything a council would not normally have purchased — for example, a giveaway item provided to all participants.

MAM #6: Contributed Income

Contributed income is a vital component of total revenue. Each council's need for contributed income will vary widely depending on the community's socioeconomic landscape. 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, steady earned income, councils should have no more than 70% of their income from contributed sources. 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.

Councils that rely heavily on contributed income are more exposed to shifts in the funding environment (for example, if foundations, businesses, or individual donors pull back on giving). Councils with a low reliance on contributed income, and a correspondingly high reliance on earned income, are more exposed to enrollment headwinds — if girls and teams do not register at expected levels, these councils can feel the impact quickly.



GOTR HQ calculates this percentage as $(\text{Total Contributed Income} - \text{In-Kind}) \div (\text{Total Revenue} - \text{In-Kind})$. Councils can use the Fee Coverage Ratio, along with Census and Living Wage data, to determine the appropriate full-price registration fee and scholarship structure for their community and the corresponding level of contributed income needed to support those in need.

MAM #7: Fee Coverage Ratio

The Fee Coverage Ratio helps councils understand how much of their program costs are covered by registration fee revenue.

1. Calculate your **Total Cost Per Girl** = (Fixed costs + Variable costs) ÷ Total Girls Served
2. Calculate your **Fee Coverage Ratio** = Full-Price Reg Fee ÷ Total Cost Per Girl

The result of this calculation will be a decimal. **A higher ratio means the fee covers a larger share of costs.**

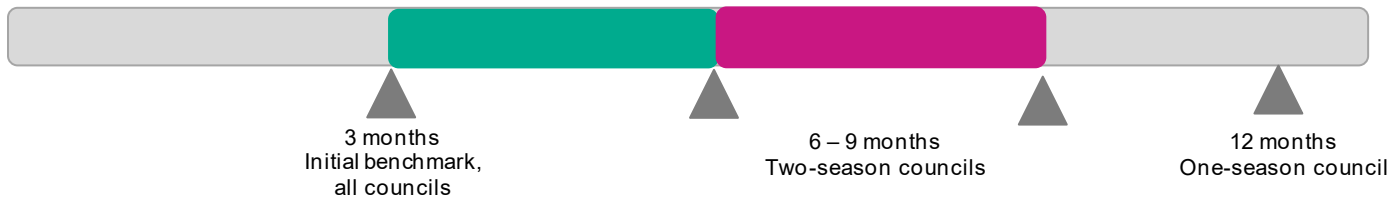
There is no set target or range for this indicator in FY27. Instead, councils should use it to assess their current fee structure and intentionally adjust as needed. Councils should not adjust their registration fee without also reviewing their financial assistance structure, as the goal is to strengthen earned income while keeping the program accessible to all girls.

The fee coverage ratio can signal several things: program sustainability at the current fee level, a council's capacity to invest in growth (staff, office space, benefits), and the financial flexibility available to support financial assistance. Local context also matters: councils serve different communities with different needs, so fee coverage ratios should not be compared directly across councils, even within the same tier.

For more details and a worked example, see the [Registration Fee and Financial Assistance Guidance](#) on the Council Portal.

MAM #8: Reserves

Reserve funds protect councils from unforeseen events, such as natural disasters or global pandemics, and allow continued operations even in the event of a revenue shortfall. GOTR HQ measures reserves as the months that a council can continue to pay its operating expenses, assuming no additional revenue is 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 6 to 9 months of reserves, while councils that host one season per year need 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.



GOTR HQ calculates a council's reserves as: $\text{Reserves} = \frac{\text{Unrestricted Assets (or Equity)}}{\text{Monthly Expenses}}$

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.

Leadership and People

MAM #9: Leadership Strength and Representation

This Mission Advancement Marker has two components: **Leadership Strength** and **Leadership Representation**. Strong leadership is essential to organizational sustainability, effective governance, and long-term growth. Councils are most successful when their leaders bring both the expertise needed to oversee the organization and the perspectives needed to understand and serve their communities.

Leadership Strength assesses whether the board collectively possesses the expertise needed to effectively lead and support the council, across six competency areas: finance and accounting, legal and risk, fund development, human resources, public relations, and youth development/programs. For each area, councils assess whether that expertise is present on the board on a scale of yes/some/no, with “some” counting as representation. Competencies may be represented by one or more board members and do not require a specific professional title or credential. The goal is to ensure the board has the knowledge and experience needed to provide effective oversight and fulfill its governance responsibilities.

Leadership Representation looks at the board and staff together and assesses whether the council has the representation needed to reflect and connect with its community and constituents, across six areas: geographic, socioeconomic, program engagement (e.g., experience or perspective from coaches or participants), diversity of identity, community connections (e.g., K-12, nonprofit sector, or funder relationships), and generational representation. These are scored on a scale of yes/no.

Not every area of representation will be equally important for every council. Councils should first assess which types of representation are meaningful for their specific community and context and then assess whether that representation is present. For example, a council serving a large territory may need geographic representation from rural, suburban, and urban areas; a large, city-based council may instead need representation across various neighborhoods rather than a rural/suburban/urban split.

The target is to have 12 of 12 categories represented (six leadership strength competencies and six representation areas). Councils will assess and report this annually through a council survey.

1. Council maintains board competency across key governance areas. Score on a scale of yes/some/no. "Some" counts as represented.	
Required competencies (6 categories):	
Finance/Accounting	HR/Talent
Legal & Risk	PR/Marketing
Fund Development	Youth development/Programs

2. Council reviews leadership representation compared to communities served or represented in territory. Score on a scale of yes/no.	
Community Representation (6 categories):	Which could include:
Geographic Representation	Urban, suburban, rural communities and other distinct neighborhoods
Socioeconomic Experience	Communities of varied income levels or access
Program Engagement	Caregivers, alumni, coaches, site or district administration

Diversity of Identity	Lived experiences or race/ethnicity, social identities
Community Connections	Community groups, K-12/Education, government or faith-based networks
Generational Representation	Life or career stages

MAM #10: Board Financial Participation

Board member participation in fundraising is critical, as board leadership 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 council's financial strength. The best measure is the percentage of board members who participate in give/get goals.

The resources on the Council Portal's [Individual Donors fundraising page](#) can support board members' give/get goals and be adapted for your council.

MAM #11: 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](#), then reference the National Candid Report on the Council Portal based on their state and the size of their council budget. Councils may also want to visit the [living wage data*](#) 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 set targets to 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.**

MAM #12: 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 distributes the Council Staff Experience Survey 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. The benchmark target score is >5.49 out of 6.

Beginning in FY27, councils with five or more employees may receive their own council-specific Council Staff Experience Survey report. Even so, these councils should continue to use the global (organization-wide) score as their official mission advancement marker, as a subset of five or more responses is not yet a large enough sample to set a reliable, council-specific target.

Program Strength

MAM #13: Girls Served Growth

Serving more girls is at the heart of our mission — the more girls we reach, the greater our collective impact. Girls Served Growth measures the year-over-year change in the number of girls served through Girls on the Run and Heart & Sole programming and is a core indicator of a council's reach and growth within its community. GOTR HQ uses the following targets to guide council-level growth:

- Annual growth rate for all councils of 7 - 14%
- The long-term target is for councils to reach their market share. Market share measures the percentage of girls in a territory who 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 are available on the [Council Portal](#) under *Operations > Planning Mission Advancement Markers and Planning > MAM Reports*.

MAM #14: Returning Site %

Returning Site % reflects the site stages a council is running in a given season: returning sites, new sites, and reengaged sites (previously referred to as “resurrected” sites). A healthy program is built on a strong base of returning sites, balanced with a mix of new and reengaged sites to drive growth.

- New Sites: sites that have never hosted the program before the current season
- Returning Sites: sites that have also hosted within the past year
- Reengaged Sites: sites that have hosted before, but not within the past year

The initial target is 70% returning sites, with a healthy range of 70–85%. Councils should not aim for the highest possible returning site percentage, as percentages above this range leave little room for the new and reengaged sites needed to grow. Instead, councils should assess the stages of their various sites to plan intentionally: how much growth they are trying to drive, and how they are growing it (new sites, reengaged sites, or both).

The right mix of site stages will look different for every council. A newer council will likely need a higher proportion of new sites as it builds its base; a council expanding into new territory will likely see a higher share of new sites due to the geographic growth.

Returning Site % is a planning metric and can signal trust and operational effectiveness in a council's site relationships. GOTR HQ is also developing a custom report in Pinwheel to help councils see their full site stage mix, including which specific sites fall into each category.

Marathon Goal #3: Our organization is recognized, respected, and trusted as the national leader in PA-based PYD programming.

A strong and thriving council broadly serves the community and retains key constituents. The program grows as more people see its 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 program-strength metrics balance the measurement of reach with that of retention.

Reputation

MAM #15: Site Retention

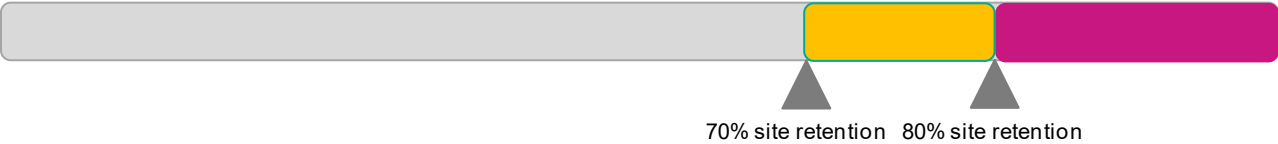
Site retention is a measurement that both highlights and supports quality program delivery. Effective site retention indicates the strength of the program and the establishment of a positive reputation, which is usually the result of intentional relationship-building with key contacts at the site. The 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.

Starting in FY27, the methodology for calculating site retention has been enhanced to be more accurate and match industry standards. Previously, retention was calculated annually by looking at the 18-month period prior to the past year and comparing it to the two most recent seasons. Going forward, retention is calculated seasonally: a site or coach is counted as retained if they return within one year of the measured season.

As part of these enhancements, the naming conventions for retention will also be updated to reflect the season that is being measured. For example, in fall 2026, when the FY27 Mission Advancement Markers take effect, a council's site retention score will reflect sites engaged in Fall 2025, not Fall 2026, since GOTR HQ will not know whether Fall 2026 sites return until Fall 2027. Councils' FY27 Mission Advancement Marker worksheets will clearly label which season's cohort the retention score reflects. This change is only in naming convention, not in data availability.

Councils can find these reports on the [Council Portal](#) under *Operations > Planning and Mission Advancement Markers > MAM Reports*.

GOTR HQ is also developing a custom report in Pinwheel to help councils see their full site retention, including which specific sites fall into each category. Existing analyses of site retention do not indicate differences by age, tier, or other council descriptors. As such, there is not one target for all councils. Councils should strive for a minimum site retention of 70% and, once achieved, 80% or greater.



Reviewing key Pinwheel reports enables councils to gather the data needed to successfully manage all aspects of the program, including sites. Use the [Key Pinwheel Report Catalog: Program Management](#) resource to learn about some of the many useful reports available to support program planning and management.

MAM #16: Caregiver Net Promoter Score & MAM #17: 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 rate their likelihood of recommending the program on 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 range between 70 and 100. The target score for both Caregivers and Coaches 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.

Mission Advancement Marker Targets

MAM Category	Indicator	Targets
Financial Strength	Revenue Growth	Developing councils = 10 – 15% Developed councils = 3 – 6% <i>Benchmark revenue to 75th percentile of population tier</i>
	% Contributed Income	30% - 70%
	Fee Coverage Ratio	Assess and intentionally adjust full-price registration fees and scholarship structures to strengthen earned income and improve fee coverage.
	Reserves	6-9 months (two-season council) 12 months (one-season council)
Leadership & People	Leadership Strength & Representation	Maintain leadership expertise and community representation needed for governance, growth, and sustainability. Target is 12 of 12 categories represented.
	Board Financial Participation	100% participation
	Competitive CD Compensation	Pay above the living wage, then work towards median salary for state and budget size using the National Candid Report. <i>(Independent/Sub councils only)</i>
	Council Staff Experience	≥ 5.49, via Council Staff Experience Survey
Program Strength	Girls Served Growth	Annual growth rate of 7-14%
	Returning Site %	Initial target = 70%, Healthy range = 70-85% Maintain a strong returning-site foundation (70%+) while balancing growth through new and reengaged sites.
Program Access and Impact	Participant Experience	Sum of mean scores for 2 items is equal to or greater than 7.25
	Participant Race/Ethnic Diversity	+/- 3% for people of color within the community
	Coach Race/Ethnic Diversity	+/- 3% for people of color within the community
	Coach Training Completion Rates	80% initial, 100% long-term target
Reputation	Site Retention	70% initial, 80% target
	Caregiver Net Promoter Score	NPS>70
	Coach Net Promoter Score	NPS>70

Why These Mission Advancement Markers?

Marathon Goal	Category	Indicator	Rationale
Our council network is strong and growing	Financial Strength	Revenue Growth	Continued growth year-over-year indicates a strong, thriving council
		% Contributed Income	Diverse revenue streams lead to stability
		Fee Coverage Ratio	A strong fee coverage ratio signals a sustainable program model — one with the capacity to invest in growth and maintain financial assistance for families who need it.
		Reserves	Reserves ensure stability and capacity building
	Leadership & People	Leadership Strength and Representation	A board and staff with the right expertise and representation are better equipped to govern effectively, support fundraising, and guide the council's growth and sustainability.
		Board Financial Impact	Successful non-profit organizations have defined give/get expectations, and 100% of board members are committed to fundraising
		Council Director Competitive Salary	Council success is related to leadership strength. Councils should offer competitive salaries to attract and retain diverse, qualified council directors who exemplify the core leadership competencies required for the position.
		Council Staff Experience	Having engaged and equipped people helps our organization operate to its full potential.
	Program Strength	Girls Served Growth	A growing organization is expanding its relevance and community engagement
		Returning Site %	A healthy mix of returning, new, and reengaged sites signals trust and operational effectiveness, while ensuring the council has room to grow.
Girls, families, and communities have access to meaningful experiences through GOTR programs, events, and resources	Program Access and Impact	Participant Experience	The participant experience ensures retention, satisfaction, reputation, quality, and impact.
		Participant Race/Ethnic Diversity	Mirroring the community ensures relevance, accessibility, and inclusion
		Coach Race/Ethnic Diversity	Diverse coaches increase inclusion, program relevance, and quality
		Coach Training Completion Rate	Trained coaches deliver the program as intended and feel well supported and equipped
Our organization is recognized, respected, and trusted as the national leader in PA-based PYD programming	Reputation	Site Retention	Strong retention indicates recognized value. Retained sites increase market share and growth.
		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

Using Mission Advancement Markers Together

No single mission advancement marker tells the whole story of a council's health. Because each MAM offers only one piece of the picture, councils get the most value by looking at MAMs in combination, as trends over time and in relationship to one another, rather than assessing each one individually.

For example:

- **Girls Served Growth** and **Coach Training Completion Rate**: Strong girls served growth is good news, but if coach training completion rates are declining at the same time, it may signal the council is growing faster than its operational capacity to support and train coaches.
- **Girls Served Growth** and **Participant Experience**: Growth is a positive sign, but it should be considered alongside participant experience to confirm the council is maintaining program quality while it grows.

Councils are encouraged to use pairings like these to guide conversations with staff and boards. Helpful discussion questions include:

- What relationships stand out between our MAMs?
- Which pairings help explain our council's current performance?
- Which pairings would be most useful to discuss with staff and board members right now?

Consider integrating this kind of discussion into existing touchpoints, such as end-of-season debriefs, budget and staffing planning, board meetings, and strategic planning conversations, rather than treating it as an additional task.

Resources Available

Data Tables and Analyses

Available on the [Council Portal](#): *Operations > Planning and Mission Advancement Markers > MAM Reports*:

- Site Retention
- Program Market Share
- Council Reserves
- Council EOS Survey MAMs
- Compounded Annual Growth Rates (revenue; girls served)
- New Coach Training Completion
- Program Diversity
- Adult Volunteer Diversity
- Socioeconomic (poverty rates; net program revenue per girl)
- Council Financial Reviews

Workbooks and Templates

MAM Workbook for All Tiers - Available on the [Council Portal](#): *Operations > Planning and Mission Advancement Markers > Mission Advancement Marker Guide & Workbook*

Financial Ratio Workbook - Available on the [Council Portal](#): Finance

Registration Fee and Financial Assistance Guidance - Available on the Council Portal: *Operations > Planning and Mission Advancement Markers > Registration Fee Guidance*

Council Portal Resources/Toolkits

Council Leadership Initiative (*Council Portal > Operations > Human Resources*)

Candid Report (*Council Portal > Operations > Human Resources*)

[Board Recruitment Resources](#)

Strategic Planning Guide (*Council Portal > Operations > Planning & Mission Advancement*)

GOTR Census (GOTR Learning Academy)

Websites

data.census.gov

Leadingwithintent.org

Livingwage.mit.edu