



***California International  
Order of the Rainbow  
for Girls (CA I.O.R.G.)***

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**Strategic Plan**  
***2014 – 2019***



**The Unforgettable Unicorns of 2015  
in California  
International Order of the Rainbow for Girls**

***Building California Rainbow for Future Generations***

**Dana Regier, Supreme Deputy**

**Lauren Hicks, GWA 2015**

## Executive Summary

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The Strategic Plan for the California International Order of the Rainbow for Girls (IORG) is intended as a supporting part of the overall California Grand Lodge, Free and Accepted Masons Strategic Plan. The Plan, in its entirety, is California IORG's outline for the systems improvements that will enable IORG to continue and strengthen California's nationally recognized organization.

California IORG's strategic management and planning emphasis is to sustain and build membership within the state and around the world by emphasizing the attributes of the organization. The goals and objectives that articulate specific direction for achieving excellence in all areas of our organization. IORG will continue to successfully address the ongoing challenges that face the organization and take advantage of opportunities to train our girls and adults in order to maximize our success in the future. IORG will maintain communications with past and present members and involve them in activities such as the Leadership Team, the Public Relations Team and the California IORG Alumni Association. IORG's focus on attracting new members will be enhanced by improved internal and external communication using various avenues, including the use of technology.

This plan was developed with the direct assistance of those who are, and have been in the past involved by the organization. Through the Strategic Planning process, participants were asked to assist in shaping the future of the organization by ensuring that CA IORG is around for future generations.

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## ***Vision/Mission***

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### **“Rainbow Gets Girls Ready for Life”\***

- Vision** We are an organization that recognizes the value of building strong young women and offers a developmental program that:
- Builds character;
  - Teaches Leadership;
  - Promotes service;
  - Values long-lasting friendships; and
  - Provides a safe and secure environment.

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- Mission** IORG builds a foundation for life for young women by:
- Promoting leadership;
  - Encouraging service;
  - Building character; and
  - Developing friendships
- ...all while having fun!

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*\*The original slogan derived from the input of California Rainbow Girls, adults and alumni was “IORG – It’s a way of life” but was changed following the release of the Supreme Assembly membership campaign in July 2008.*

## **Organizational Description**

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### **Background**

*"IORG - Service, Leadership, Sisterhood .... An organization where girls grow into leaders"*

The International Order of the Rainbow for Girls (IORG) is a nonprofit, fraternal youth organization for girls between the ages of 11-20. Founded in 1922 in Oklahoma, IORG is a non-discriminatory organization, open to all girls regardless of their religious belief.

IORG provides an environment where young girls gain self-confidence and self-respect while emphasizing patriotism, love, and service to others. It is not a religion, cult or secret order. Nor is it connected with any other group using "rainbow" in their name or logo.

IORG teaches responsibility, leadership skills, public speaking, planning and organizational skills, self respect and confidence, patriotism, and service within a safe, fun family environment. IORG values the importance of education and makes college scholarships available to our members. Additionally, IORG offers opportunities for girls to meet service hour requirements for schools.

IORG has an active membership of 10,026 girls worldwide, 7,375 of whom are in the United States. IORG also has over one million alumni.

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### **91 Years of Service in California**

The first assembly in California was comprised of 55 girls and was instituted by the Worthy Grand Matron in 1923 in San Francisco. Over the decades, membership has fallen. At its peak in 1966, membership in California totaled 17,026 girls. By 1989, membership had fallen to 3,726 and has continued to decline to its present state of 788.

Despite the decline in membership, CA IORG has continued to be at the forefront in raising money for their state service projects. Since 2001, CA IORG has raised over \$1,473,688.70 towards the various service projects chosen by the Grand Worthy Advisors each year. In addition, beginning at Grand Assembly 2007 and continuing annually during our Grand Assembly session, California Rainbow girls and adults have donated over 859 pints of blood, saving 2,577 lives!

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# Values/Principles

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The following is a direct result of the input obtained through the Strategic Planning survey. CA IORG acknowledges the essential role of each member of the organization, both girls and adults, past and present, in carrying out the mission and is guided by shared values and priorities as illustrated below.

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## Values

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The core values of IORG according to the survey results are as follows

- ✓ Poise
- ✓ Communication
- ✓ Good morals/character
- ✓ Service
- ✓ Patriotism
- ✓ Leadership
- ✓ Fidelity
- ✓ Friendship
- ✓ Integrity
- ✓ Respect

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The following comprise the guiding principles of CA IORG and are an integral part of the foundation of the overall strategic plan:

## Principles

- ✓ *Create a strong future:* By creating and communicating a shared vision and managing change through collaboration, others will be encouraged and will foster others in maintaining and increasing and continuing leadership roles. We will commit ourselves to an ongoing development as an organization, a clear set of priorities that reflect the goals and mission of the organization and those of its sponsoring bodies.
- ✓ *Involve the entire organization:* We will share a common vision and gain perspective on each others roles within the organization. Educate members, leaders and perspective members on our projects and share our best practices both internally and externally. We will be responsible for identifying resources, information and support needed to assess and address relevant situations for the purpose of improving the overall organization.
- ✓ *Collaborative role modeling:* We will promote leadership, empowerment and trust among members and leaders. We will encourage members and leaders by building bridges between projects and taking the initiative to be part of a team. Members and leaders will be responsible for creating an environment with open communications and with a non-judgmental approach. We will

## Values/Principles, *Continued*

provide constructive feedback at the conclusion of a meeting, project or event. We will conduct ourselves and our activities with the focus on learning, identifying gaps and showing areas of improvement. We will encourage and support each other on all meetings, projects and events.

- ✓ *Build on individual commitment:* We will serve as role models and make a personal commitment to I.O.R.G., with a focus on meeting the needs of the membership and leaders and not on the specific person. We will take the initiative to do what is right and be responsible to follow through. We will encourage mentoring across the organization – leader to leader, leader to member, member to member, member to prospective member. We will be direct, relevant and respectful of each other.
  
  - ✓ *Take steps to sustain and build the organization:* We will make use of all levels of communication, technology and organizational training to sustain current members and leaders and reach out to prospective members and leaders. We will identify, clarify and update procedures, tools and training. We will establish priorities and seek assistance as needed. We will acknowledge and learn from successes and set backs and reassess when necessary. We will participate in self-assessment and project assessment in an effort to continually improve the organization as a whole.
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# Internal/External Assessments

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## Strategy

CA IORG recognized that input regarding the internal and external assessments of the organization was essential in formulating the strategic plan. To address this need, surveys regarding the organization were distributed utilizing Survey Monkey, a web based information gathering system, and was linked to the CA IORG website in an effort to access all girls and adults that have ever been involved with the organization. In all, over 500 surveys were completed and together with the state Leadership Team, the Public Relations Team used the information contained in the surveys to develop the organizations “key attributes.” Analysis obtained through the surveys showed that input was received from every age group of active Rainbow Girls, as well as from affiliated and non-affiliated adult leadership, Grand Officers, Past Grand Officers, Past Worthy Advisors, Majority Members, Advisory Board Members, Pledge Girls and parents.

## Internal Assessment

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Through the results of the survey, as well as through a series of discussions within the Public Relations Team, the Leadership Team and the Supreme Deputy, an assessment of the internal factors facing CA IORG was completed. The results are as follows:

✓Key Attributes – The following identifies the qualities of CA IORG that support achievement of our mission. The key attributes are the organizational qualities deemed most important to accomplishing CA IORG’s mission and were a pivotal factor in developing the vision, and the goals and objectives in support of that vision.

- Sisterhood
- Tradition
- Poise
- Confidence
- Life skills (“foundation for life”)
- Leadership training
- Service
- Fun

✓Needed Improvements: Based upon the results of the strategic planning survey, the following are the top suggested improvements for the organization:

- Better communication at all levels
  - Girls need to make more of the decisions/be more a part of the decision making process
  - The organization needs to improve its image (Rainbow vs. IORG)
  - Get the organization more widely known
  - Membership – Membership – Membership
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## ***Internal/External Assessments***, Continued

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✓Top priorities: The following are the top priorities for IORG according to the survey results:

- Build membership/sustain membership
  - Utilize Technology
  - Enhance IORGs reputation, visibility and influence
  - Maximize service opportunities
  - Improve internal and external communications
  - Empowering alumni
  - Have fun
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### **Conclusion**

The assessment process has been invaluable. CA IORG leadership and members worked diligently to distribute surveys and ensure that anyone that has even been involved with the organization was given the opportunity to provide input. This included the identification of the various internal and external factors affecting CA IORG and its mission. These factors, along with the mission and vision, were the basis for the development of CA IORGs goals and objectives.

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## Goals, Objectives, Outcomes and Measures

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**Introduction** Based on the mission, vision, and internal/external assessments, CA IORG has committed to the following seven strategic goals that include specific outcomes, objectives and measures. Please note that this section is under continual development and will have items added and deleted as necessary.

No.	Goal	Outcome	Objective	Performance Measure	Anticipated Completion Date
1.	<b>Build membership/sustain membership</b>	Organizational sustainability	1.1: Increase membership in California to 1,000 girls	Supreme Deputy's Membership Project  California Grand Assembly Annual Membership Report	Grand Assembly 2015
			1.2: Promote Pledge along with CA IORG as the first stage of Rainbow	California Grand Assembly Membership Report  California Pledge Membership Report	Ongoing
			1.3 Maximize opportunities for the Mighty Membership Team to provide tools and assistance to California assemblies in maintaining and increasing membership	California Grand Assembly Membership Report	

**Goals, Objectives, Outcomes and Measures**, Continued

No.	Goal	Outcome	Objective	Performance Measure	Anticipated Completion Date
2.	<b>Incorporate fun in assembly activities</b>	Increase and sustain membership	2.1: Ensure assemblies are balancing fun projects with service projects	Have fun projects reported through line officer reports	Annually at Grand Assembly through 2019
			2.2: POG articles, Facebook, Instagram and other social media posts that show assemblies and Pledge Groups having fun while doing service, fundraisers or other assembly activities	The number of fun projects that appear in POG articles  Have Worthy Associate Advisors report successful fun activities at the PR Team meeting at Grand Assembly	Grand Assembly 2015
			2.3: Social Media Posts weekly showing California Rainbow Girls and Pledge Girls having fun at service projects, fundraisers and other assembly activities	Social Media “likes” and followers on individual posts and page  Visuals of activities at the PR Team Booth at Grand Assembly	Ongoing through Grand Assembly 2015

**Goals, Objectives, Outcomes and Measures.** Continued

No.	Goal	Outcome	Objective	Performance Measure	Anticipated Completion Date
3.	<b>Maximize Service Opportunities</b>	Increase community visibility; promote membership; strengthen overall organizational mission	3.1: Assist assemblies, secure more visibility in the community by branding Rainbow through shirts, banners, and other uniformed promotion materials	Community recognition through newspaper articles, media coverage at assembly events and invitation to participate in civic events such as flag presentations at City Council meetings, parade participation, etc.	Ongoing through Grand Assembly 2019
			3.2: Provide instructions on how to register with the California Governor and First Lady Service Awards to recognize service of members 9-14 years of age	Recognition by the Governor and First Lady through a certificate for service to communities throughout California  Grand Service Report at Grand Assembly each year	PR Presentation at Grand Assembly 2015
			3.3: Provide instructions on how to register for Presidential Service Awards to recognize service of girls and adults (no age limit)	Recognition by the President of the United States of outstanding service via certificate and bronze, silver and gold service awards	PR Presentation at Grand Assembly 2015

**Goals, Objectives, Outcomes and Measures**, Continued

No.	Goal	Outcome	Objective	Performance Measure	Anticipated Completion Date
4.	<b>Improve Internal and External Communication</b>	Improve overall coordination internally and increase visibility externally	4.1: Increase information and resources on the CA IORG website	Better accessibility to information and resources needed by members, adults and parents	Ongoing through Grand Assembly 2019
			4.2: Assist the Jurisdictional Alumni Representative in establishing and maintaining e-mail and social media groups for California Rainbow Alumni	Increased participation of majority members; increased membership of former members' daughters; additional resources for assembly Advisory Board members	Ongoing through Grand Assembly 2019
			4.3: Assist assemblies in increasing visibility in the community by offering PR tools, products and services to promote IORG	PR kit templates available on website or via email, design and sales of CA IORG shirts, printing of business cards and other IORG promotional materials  Provide technical assistance to Advisory Boards and Girls on outreach ideas and use of PR materials	Ongoing through Grand Assembly 2019

**Goals, Objectives, Outcomes and Measures**, Continued

No.	Goal	Outcome	Objective	Performance Measure	Anticipated Completion Date
5.	<b>Enhance IORGs reputation, visibility and influence</b>	Strengthen existing membership and increase potential for new membership	5.1: Work with assembly Worthy Associate Advisors on PR tools available and how to use them	Increased local media coverage of service and fun projects; increased public visibility of IORG  Grand Assembly Membership Report	Ongoing through Grand Assembly 2015
			5.2. Engage adults in training on the value of marketing and branding of IORG and Pledge	Articles in local newspapers; news coverage of events  Increased awareness and understanding on the use of marketing in building and sustaining CA IORG  Grand Assembly Membership Report	Ongoing through Grand Assembly 2015
			5.4 Utilizing the Supreme Assembly marketing campaign	Utilize counter on the website	Ongoing through Grand Assembly 2019
			5.5 Track Make a Difference Month Assembly Participation and service hours	Submit Make A Difference Month application and attachments for national recognition	Ongoing through Grand Assembly 2019

**Goals, Objectives, Outcomes and Measures**, Continued

No.	Goal	Outcome	Objective	Performance Measure	Anticipated Completion Date
			5.6 Assist assemblies with opportunities for visibility in their local community	Recognition in community  Positive identification of Rainbow logo and reputation in the community  Increased awareness of Rainbow involvement from community leaders	Ongoing through Grand Assembly 2019

**Goals, Objectives, Outcomes and Measures**, Continued

No.	Goal	Outcome	Objective	Performance Measure	Anticipated Completion Date
6.	<b>Utilize Technology</b>	Improve internal and external communication and increase visibility to potential new members	6.1: Maximize the use of the CA IORG website and other social media as a method of communicating to members	Counter on website  Number of followers and/or “likes” on IORG associated social media sites	Ongoing through Grand Assembly 2019
			6.2: Provide training and instruction for assemblies on creating and using assembly websites and social media sites	Number of followers on social media sites  Grand Assembly Membership report  Increased presence of IORG on the web and other social media sites	Ongoing through Grand Assembly 2019
			6.3: Increase California IORG use of the Supreme Assembly website	Number of California assemblies/girls/adults participating in the Rocking Rainbow Girl and other challenges listed on the Supreme website	Ongoing through Grand Assembly 2019
			6.4 Establish a strong social media base, including administration, organizational policy and results tracking	Number of California Assemblies and individual Rainbow Girls and Adults posting on IORG associated social media site	Ongoing through Grand Assembly 2019

**Goals, Objectives, Outcomes and Measures**, Continued

No.	Goal	Outcome	Objective	Performance Measure	Anticipated Completion Date
7.	<b>Empower Alumni</b>	Strengthen and sustain the overall organization; increase membership and organizational visibility	7.1: Create a CA IORG Alumni Roster	A comprehensive Alumni roster	Ongoing through Grand Assembly 2019
			7.2: Convene a CA IORG Alumni Meeting	Jurisdictional Alumni Report  Grand Assembly membership Report  Increased alumni participation in assembly events	Last OV 2015/Grand Assembly 2015
			7.3: Recognize CA IORG Alumni as a resource	Increase assembly adult participation; provide Advisory Board resources; open new assemblies	Ongoing through Grand Assembly 2019
			7.4 Create a recognized California IORG Alumni Foundation	Increased alumni participation at assembly events	Grand Assembly 2015
			7.5 Awareness and support of Supreme IORG Alumni Association from California Alumni	Increased membership of California Alumni and alumni Adults in IORG Alumni Association	Ongoing through Grand Assembly 2019

## **Conclusion**

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CA IORG recognizes that young women will be involved in several organizations during their teenage years, all requiring commitment of time and resources. CA IORG also realizes that our organization is not the only service organization available for young women to join. In order to sustain IORG in California, CA IORG realizes that a process of continuous improvement and subsequent change is vital to the survival of this organization.

The strategic management process has resulted in a plan that will be managed over time. Through active use, this plan will yield data with which CA IORG can make informed decisions and recruit new members by demonstrating the benefits the organization offers. Supported by data, CA IORG is prepared to amend this plan to meet the changing needs of young women as necessary.

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## **Appendix A – Methodology**

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### **Initial Steps**

The endeavor to develop a strategic plan for CA IORG began at the request of the Grand Lodge of California, Free and Accepted Masons in 2005. It was followed by extensive discussion among the Public Relations Team and the Supreme Deputy, as well with the Grand Executive Committee, the State Leadership team and the State Mighty Membership Team. The initial discussions included systems thinking, opportunities for change, and continuous improvement. The group's goals included inspiring enthusiasm in the organization, ensuring organizational sustainability, and gaining a commitment among past and present members to not let this valuable organization cease to exist in California.

From these discussions, the Public Relations Team has added additional positions to the team to ensure active Rainbow Girl participation through the current and Jr. Past Grand Worthy Associate Advisor, as well as participation from the northern and southern parts of the state, the Jurisdictional Alumni Representative, the Chairperson of Past Grand Officers, the California Rainbow website committee and the Chairperson for Social Media. In addition, the State Leadership Team was also invited to participate in discussions. The strategic management process was initiated to unite common interests, analyze issues of concern, and build a team actively pursuing innovative ideas and ideals. In 2014, the PR Team released an updated Strategic Plan Survey and collected data to update the goals and objectives set forth in this strategic plan. These concepts are actively being reinforced and communicated to the membership, adult advisors, parents and alumni through workshops at the Rainbow Universities and PR Team Representative assigned assemblies throughout the state.

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### **Organizational Participation**

Although the effort was spearheaded by the Public Relations Team, input was sought by the Leadership Team, the Grand Executive Committee, the Grand Deputies, Grand Officers, Past Grand Officers, Past Worthy Advisors, Majority Members, Advisory Board Members, active Rainbow Girls, Pledge girls, parents and members of our supporting Masonic organizations. This was accomplished through discussions with the various groups, as well through the distribution of the updated 2014 Strategic Plan survey was created utilizing the Survey Monkey website and was distributed via hard copy form, through links on the CA IORG website, and postings on social media. The Public Relations Team then combined the updated input and analysis, with the ongoing priorities of the organization and the Grand Lodge of California to refine all aspects of the plan.

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**Vision/Mission** Establishing CA IORG’s conceptual destination, or mission and vision, was an integral part of the strategic planning process. Throughout the survey and throughout discussions, the focus was always on the prime objective of identifying where CA IORG is now and where it should be in the future.

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**Values** The Public Relations Team agreed that it was important to understand that values reflect the culture and attitude of an organization. Values were discussed extensively during meetings, via e-mail conversations and were reflected in the formation of the survey questions.

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## **Appendix B—Implementation**

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**Timeline** The CA IORG Strategic Plan outlines a total of seven goals with associated objectives that will be implemented over a five year period. The plan will be re-evaluated on an annual basis and will be updated as need to reflect the current priorities and status of the organization.

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**Team Concept** Each objective will be accomplished by an assigned team consisting of a team leader and the necessary number of team members and disciplines to assist with the accomplishment of the goal. Each team will develop a project charter for its assigned objective and standard operating procedures to document the team's roles, responsibilities, reporting, etc. The Public Relations Team will sponsor each team and provide support and leadership in order to effectively accomplish the goals and objectives.

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**Tracking Goals and Objectives** Monitoring Objective-Based Team Projects – This Plan will generate a large number of cross-functional teams throughout the CA IORG organization to accomplish the goals and objectives. Development and support for the teams will be provided by the sponsor (Public Relations). A database will also be developed and maintained to monitor and track the teams accomplishments, as well as to analyze progress and recommend Strategic Plan changes to the Supreme Deputy on a continuous basis.

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## **Appendix B—Implementation, Continued**

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- Other Tools**
- ✓ Monthly Conference calls of the Public Relations Team – These meetings will be used to monitor, track and update the implementation of this Plan. During these meetings, team representatives will report their progress.
  - ✓ Annual Grand Assembly Meetings – These meeting will be held to assess the accomplishments of this Plan and initiate course corrections as needed.
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**Plan Review**

CA IORG expects that this Plan will change and evolve as more knowledge and experience is gained from obtaining our goals. Accordingly, the Plan will be continuously monitored and updated at a minimum of annually or more often if deemed necessary.

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## **Acknowledgements**

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This document would not have been possible if not for the hard work and dedication of California Rainbow Girls, Adults and Alumni. Thank you for your interest and contributions in ensuring that California Rainbow continues to grow and create young women that will be our leaders of tomorrow.

The California Public Relations Team would like to also specifically recognize the following people for their contributions and support throughout the strategic planning effort:

- Mrs. Dana Regier, Supreme Deputy
- Mrs. Sara Lee Martin, Supreme Confidential Observer, Past Supreme Inspector in California, and Member of the House of Gold
- The members of the California Rainbow Grand Executive Committee
- The California Rainbow Website Committee
- The California Rainbow Leadership Team
- The Area Grand Deputies and Grand Deputies
- The Mother Advisors, Advisory Board Members and Rainbow parents
- The California Pledge Director, Pledge Mothers and Pledge parents
- California Rainbow Alumni
- The “Unforgettable” Rainbow Girls of California – Past and Present

### ***The 2014-2015 California Public Relations Team:***

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*Deborah Winn*  
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