



# girl scouts in the heart of pennsylvania

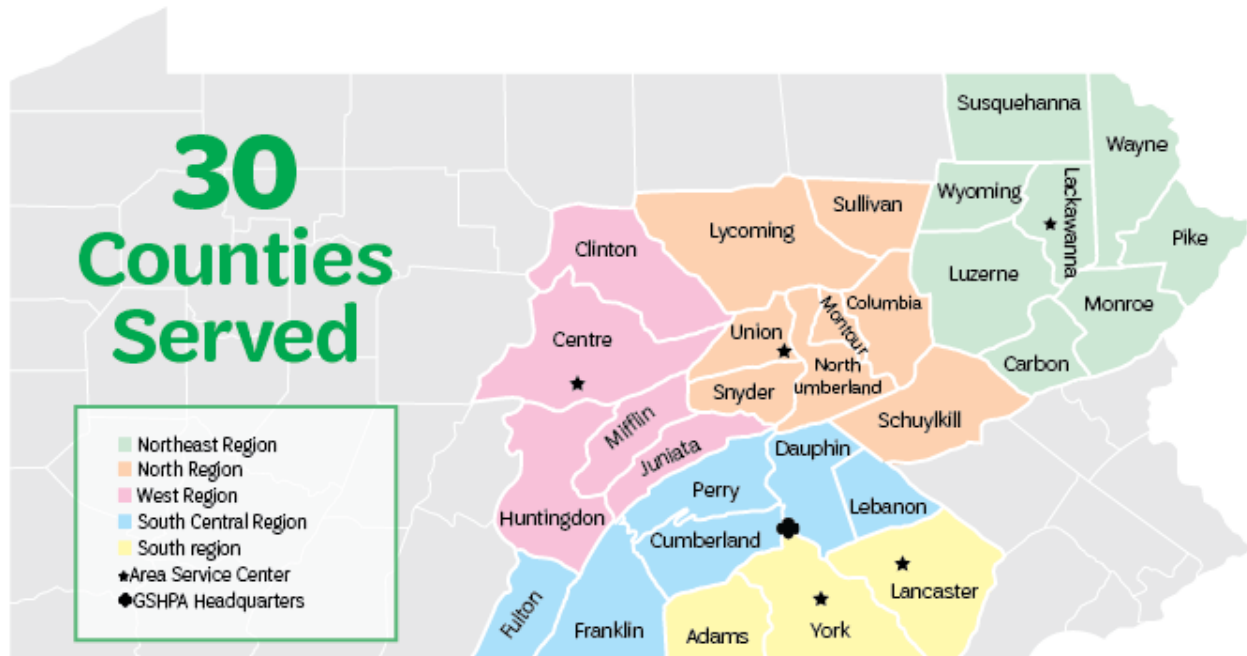
## Strategic Plan

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## **Introduction**

Girl Scouts in the Heart of Pennsylvania (GSHPA) is the local Council of the Girl Scouts USA. Covering a 30-county footprint that spans the central and northeastern parts of the Commonwealth, professional staff and an army of dedicated volunteers provide a girl scouting experience for more than 17,500 girls. The geography includes the shaded and labeled areas.



The GSHPA recently completed a property rationalization study and are beginning to implement the recommendations. Over a two-year period, the Long Range Property and Program Planning Committee evaluated utilization and financial sustainability of operating multiple camp properties and programs in the Council’s footprint. The Board of Directors voted on recommendations presented by the committee to redefine and restructure the manner in which property and programs are operated in support of GSHPA’s mission.

With that study complete, a high-performing senior leadership team in place, a stable Board of Directors, and positive financial position, the Council is positioned well to engage in a strategic planning process. CTY Consulting Group, LLC was engaged to facilitate the process and create the next strategic plan, covering fiscal years 2019 through 2021.

## **Overview of the Planning Process**

The planning process kicked off in February of 2018 with a series of interviews and focus groups. Interviewees included the senior leadership team and board members. Staff were provided the opportunity to participate in one of four focus groups. Individuals interviewed one-on-one include:

Joanne Bankos	Jen Bowermaster	Amy Brayford
Brendan Degenhart	Emily Gale	Melinda Ghilardi
Tony Hernandez	Stacey Irwin	Betsy Keefer
Stacy Klann	Kathy McCorkle	Jeshanah McLeod
Amy Mountain	Barb Taylor	Nancy Tulli
Deborah Vereen	Yvette Willson	

Focus group participation was offered to all staff. Participation was optional and occurred during one of four 45 minute sessions that started on the hour for four consecutive hours on February 13, 2018. Approximately 30 staff participated.

The Strategic Planning Committee met for a full day retreat on March 3, 2018. Topics included:

- Living the mission
- SWOT Analysis
- Strategic Discussions in growth, community awareness, and volunteer recruitment/engagement

Additional input was solicited from external perspectives via focus groups. GSHPA engaged coLAB to conduct girl-led focus groups. Four girl focus groups were conducted in Scranton, Lancaster and two in State College with a total of forty participants. Feedback was aggregated and a report produced. CoLab also reviewed data provided by the Girl Scout Research Institute through the annual Girl Voices Survey. This survey is conducted annually and represents well over 2,000 girl members opinions around topics such as troop experience to council wide activities. CTY Consulting Group conducted five focus groups with adult troop leaders, volunteers and parents in State College, Scranton, Lancaster, Shamokin Dam, and Harrisburg with a total of 31 participants.

Following the gathering of all input, the strategic imperatives and goals were drafted and presented to the Strategic Planning Committee at the next half day meeting on May 5, 2018. The bulk of the time in that meeting was spent focused on brainstorming ideas for objectives.

The Oversight Team met throughout the process to keep the process on track and make sure all perspectives were considered.

### **Mission Statement**

*Girl Scouting builds girls of courage, confidence, and character, who make the world a better place.*

### **Vision Statement**

On My Honor, I will try:

- to serve God and my country,
- to help people at all times,
- and to live by the Girl Scout Law.

### **Values Statement**

I will do my best to be

honest and fair,  
friendly and helpful,  
considerate and caring,  
courageous and strong, and  
responsible for what I say and do,

and to

respect myself and others,  
respect authority,  
use resources wisely,  
make the world a better place,  
and be a sister to every Girl Scout.

### **Strategic Conclusions**

Strategic Conclusions serve as the backdrop to the planning process. Based on the internal and external interviews, the strategic conclusions were formulated to guide the planning process as valued feedback from the market. These themes served as one of multiple inputs to the creation of the plan.

1. The GSHPA has a solid reputation in the market.
2. A significant challenge for the Girl Scouts internally is balancing the heritage and the memories with the need to progress beyond the traditional view of the organization.
3. A significant challenge for the Girl Scouts externally is changing the perception from the three little c's (cookies, camp and crafts) to the big C's (Courage, Confidence and Character).
4. GSHPA has strengthened management and the Board of Directors and stabilized membership over the past 2 years.

5. All staff and Board are dedicated to the mission.
6. The involvement of young women in college or young professionals that are GS alumni would be beneficial to the organization.
7. The revenue streams need to be diversified to ensure a sustainable business model in the future.
8. The senior leadership team is well respected and solid.
9. Staff turnover is an issue that causes disruption of program delivery.
10. Becoming a volunteer is not an easy process.
11. The Boy Scouts allowing girls to join is viewed as a threat in some markets.

## **Strategic Imperatives, Goals & Objectives**

### **Strategic Imperative #1: Recruit and Retain the Best and the Brightest Volunteers & Staff**

#### **Goal #1: Create a Rewarding Volunteer Experience Driven by Staff, Volunteers & Girls**

##### **Objective #1**

Develop and implement a simple, easy to navigate volunteer signup process.

##### **Objective #2**

Develop and implement an effective onboarding process that provides new volunteers with the support, education, and expectations necessary to be successfully engaged.

##### **Objective #3**

Develop and implement a robust and meaningful volunteer recognition program to support local, service unit and Council-wide appreciation efforts.

##### **Objective #4**

Develop and implement an effective communication methodology with volunteers to ensure consistent, regular communication that covers a variety of critical topics.

##### **Objective #5**

Create volunteer opportunities targeted to college age and young professional Girl Scout alumni.

#### **Goal #2: Improve Staff Retention**

##### **Objective #6**

Assess staff satisfaction and engagement biannually, track scores to identify trends.

Objective #7

Develop employee engagement strategies to address identified opportunities.

Objective #8

Annually develop and execute an individual development plan for each staff member.

Objective #9

Create a staff led recognition program to be utilized across the Council.

Objective #10

Annually review the benefits plan and look for opportunities to enhance the benefits package.

Objective #11

Develop a regular communication with staff to recognize local and Council-wide successes.

**Goal #3: Increase Leadership Visibility**

Objective #12

Develop and implement a formal schedule to ensure members of the senior leadership team visit at least 4 girl events per year.

Objective #13

Leverage technology to introduce staff and members of the Board of Directors through video vignettes.

Objective #14

Encourage local service units to invite members of the Board of Directors to participate in local events or activities.

**Strategic Imperative #2: Invest in Troop Support**

**Goal #4: Implement Processes to Ensure the Delivery of Council Programming is of High Quality**

Objective #15

Develop and implement an easy to access and use assessment tool designed to solicit and report feedback regarding programs.

Objective #16

Utilize feedback from girls and volunteers to develop high quality, hands-on, progressive programs to meet the needs of girls where they are and the needs of the local market.

Objective #17

Establish satisfaction measures for each program, target all programs to have a minimum 85% satisfaction measure by year three.

Objective #18

Continue to identify, create and implement at least one additional theme for local mobile programming.

**Goal #5: Establish Mechanisms to Support Troop Leaders Driven by Staff and Volunteers**

Objective #19

Research, identify, and implement opportunities to reduce the financial burden on troop leaders, specifically develop a program to reduce the membership fees volunteers pay annually.

Objective #20

Establish a formal troop leader mentor program and virtual communities for troop leaders to interact.

Objective #21

Develop and provide a protocol and guidance as necessary to effectively deal with girl behavioral issues.

Objective #22

Develop a series of instructional videos to help educate and prepare volunteers.

Objective #23

Develop a multimedia and multifaceted library of resources for volunteers to utilize in order to better support the completion of GSLE program materials, such as badges.

Objective #24

Create and rollout a mobile store that sells the most popular items needed by troops and visits each region semi-annually.

## **Goal #6: Continually Improve the Member Experience**

### Objective #25

Establish targets and measure case closure rates for all staff.

### Objective #26

Establish GSHPA service standards internally and externally and educate all staff around what this means to their role.

## **Strategic Imperative #3: Steadily Increase Membership**

### **Goal #7: Achieve Membership Growth and Retention Goals**

#### Objective #27

Grow total membership 1% year over year for three years, with 50% coming from underserved communities.

#### Objective #28

Grow retention across Girl Scout grade levels to meet national and/or mid-Atlantic benchmarks.

### **Goal #8: Understand the Demographics and Needs in Each Region in Order to Deliver Programs to Meet the Needs of Targeted Markets**

#### Objective #29

Develop and implement a process to regularly review the Girl Scout Research Institute (GSRI) data and identify opportunities for new or enhanced programming.

#### Objective #30

Establish program offerings that are multilingual and deliver those programs to targeted markets.

#### Objective #31

Ensure that program offerings are culturally appropriate and inclusive and delivered by staff and volunteers that are culturally competent.

#### Objective #32

Develop and implement sustainable infrastructure to support targeted growth markets.



Objective #33

Leverage local resources and partnerships with colleges and universities to provide programmatic space.

**Goal #9: Implement Girl Scout Programming that Creates a Sense of Adventure and a Progression of Experiences**

Objective #34

Utilizing existing GSUSA materials, define what adventure and progression is and establish measures.

Objective #35

Create an incentive-based, troop leader system for creating a progressive, adventure-based troop experience for girls.

Objective #36

As current programs are improved, or new programs created, identify opportunities to maximize the utilization of currently owned camps.

Objective #37

Identify external park, camp options and strategic partner programming.

**Strategic Imperative #4: Develop a Financially Sustainable Business Model**

**Goal #10: Increase Regional Awareness Among Key Stakeholders**

Objective #38

Develop core messages and specific messages for stakeholder groups (girls and parents, volunteers, government entities, and corporate partners/foundations) and regularly deliver messages in a variety of communication mediums to the identified GSHPA key stakeholders.

Objective #39

Develop and implement a strategy to engage with regional business communities to recognize/honor successful Girl Scout alumni.

Objective #40

Develop a Council-wide community service project or day of service to be celebrated in every community at the same time.

Objective #41

Establish and maintain a database of all local media outlets in the GSHPA service area to utilize for Council level press releases.

Objective #42

Refine and elevate the implementation and promotion of the Gold Award Girl Scout initiative, to emphasize girl-earners' accomplishments and increase market awareness of the Gold Award distinction.

**Goal #11: Increase Local Awareness Among Key Stakeholders**

Objective #43

Provide all volunteers and girls with inexpensive, Girl Scout branded, clothing and other functional items used in everyday life (e.g. water bottles, popsockets).

Objective #44

Develop training and strategy for local troops to utilize when contacting the media or posting items on social media.

Objective #45

Establish a volunteer position in each service unit to be responsible for public relations and pushing out communication to local media outlets.

**Goal #12: Develop, Grow and Strengthen Revenue Streams**

Objective #46

Grow the Juliette Gordon Low Society (JGL) by securing five new legacy commitments per year for three years.

Objective #47

Target philanthropic giving to be \$900,000 per year for 3 years.

Objective #48

Grow the annual individual giving campaign 10% per year for three years.

Objective #49

Grow the EITC funding and annual corporate giving campaign by 8% per year for three years.

Objective #50

Increase foundational support by 5% per year for three years.

Objective #51

Establish sponsorship opportunities for current and new programs and secure at least three new sponsors for each per year for three years.

Objective #52

Establish programs to incentivize at least 14,750 girls to participate in troop cookie sales.

Objective #53

Implement a strategy to remove GSHPA from the GSUSA pension plan.