

Girl Scouts in the Heart of Pennsylvania

# Strategic Plan

Oct. 1, 2015 – Sept. 30, 2018

Adopted by the Board of Directors on November 6, 2014

# Today's Presenters

- Carolyn Warman, Board Chair
- Lisa Watson, Board Member & Chair of the Strategic Planning Committee
- Jane Ransom, President & CEO

# Why a Strategic Plan Now?

- As a council we are facing opportunities and challenges.
- In light of them, what is the best way to use our limited resources?
- A well-researched multi-year plan is needed to assure that we use our resources wisely and effectively.

# Opportunities

- We have worked our way to financial stability
- Demand for our outdoor programs is growing
- Confusion around accountability issues within the council has declined markedly
- New generations of parents and volunteers
- Donor support for the council is growing

# What we aspire to

- Building greater membership of girls and volunteers
- Always keeping our focus on the most effective programming for girls
- Cultivating stronger partnerships between staff and volunteers
- Improving quality Girl Scout activities
- Continuing to meet our responsibilities for external financial commitments (e.g., pension plan)

# Critical Issues Studied

- Membership
- Program Delivery
- Volunteer-Staff Partnership
- Finance

# Planning Methodology

- Stakeholder inquiry
  - Surveyed volunteers and parents
  - Discussed findings with delegates
- Data analysis
  - Membership trends by age, county, income
  - Census data
  - Financial forecasts
  - Research on generational trends

# Vision, Mission, Customers

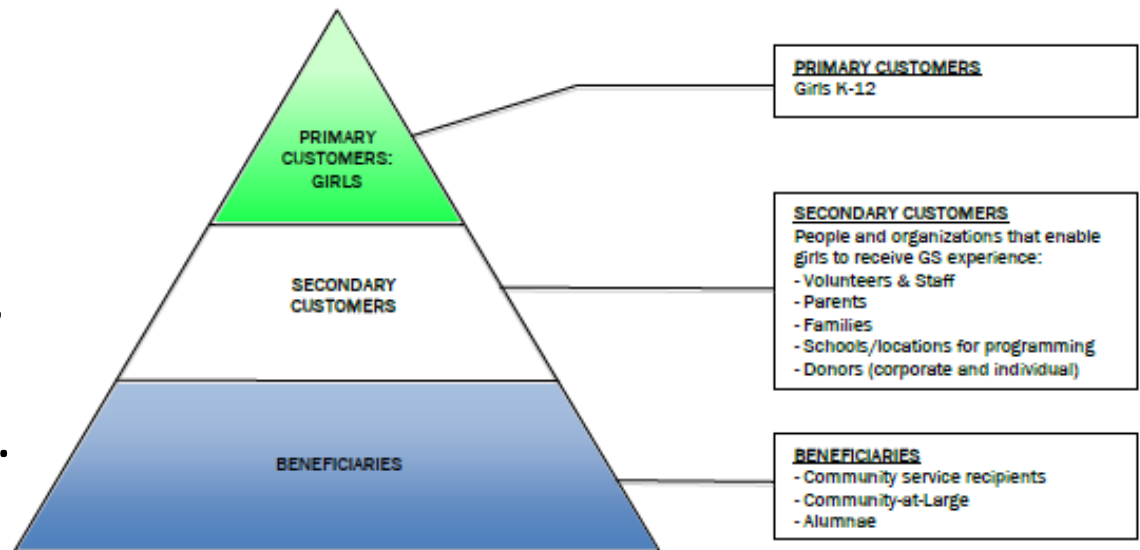
- **Vision**: Preparing and inspiring generations of girls to become leaders instilled with the values of the Girl Scout Promise and Law.
- **Mission**: Girl Scouts builds girls of courage, confidence and character, who make the world a better place
- **Overall Goal for FY16-FY18**: Within three years eight percent of the girls within the GSHPA footprint will be members of our council for at least 2-3 years and will receive Girl Scout programs of consistently high quality.



# Vision, Mission, Customers, Cont'd

- Customer Focus:

- GSHPA has multiple customers and beneficiaries, including girls, parents, volunteers, donors and the community at-large.



- Our primary customer is girls, grades K-12.

Strategic Goal #1: Offer a consistent, high quality Girl Scout experience to the girls we serve.

- **Strategic Objectives**

- Assure that girls receive a well-rounded, outcome-based Girl Scout leadership experience which includes:
  - A Journey
  - An outdoor experience
  - Use of Girls Guide to Girl Scouts with appropriate awards
  - Participation in Cookie Sale
  - Participation in a GSHPA signature program

## Strategic Goal #1 *(continued)*

- Continue developing outdoor programs and signature programs as distinctive GSHPA offerings
- Advance Girl Scout Teams as GSHPA's short-term, flexible Girl Scout experience
- Make a multi-year commitment, with a \$250,000 annual expense budget, to providing outreach programs to low income girls where we determine the best opportunities to have a positive impact
- Establish an annual program evaluation system

Strategic Goal #2: Increase the market share of girls in our membership.

- **Strategic Objectives**

- Focus recruitment resources on
  - K-5 age group
  - Geographic areas with largest markets of available girls

## Strategic Goal #2 *(continued)*

- Improve membership diversity through recruitment focus in geographic areas with largest markets of available girls
- Assure that program delivery is consistent

Strategic Goal #3: Strengthen teamwork between volunteers and staff in order to improve the quality of program delivery to girls.

## Strategic Objectives

- Continue implementing the “Community” model which makes
  - working with girls the primary responsibility of volunteers
  - supporting volunteers and administration of the primary responsibilities of staff

## Strategic Goal #3 *(continued)*

- Align with the needs and expectations of new generations of volunteers by embracing digital tools for troop and volunteer management
- Review GSHPA's governance structure and assure that it is meeting our needs

Strategic Goal #4: Align resources with membership goals and invest strategically to reach them.

## Strategic Objectives

- Results of current operations (i.e., minus pension liability) will break even by FY18.
- Make strategic investments in support of achieving membership goals:
  - Marketing
  - Program Evaluation
  - Technology-driven troop and volunteer management tools
  - Planned Giving
  - Renovations for Harrisburg headquarters building
  - Outreach to low income girls



## Strategic Goal #4 *(continued)*

- Research potential sources of new revenue
  - Property-based passive revenue (windmills, solar, etc.)
  - Council program fee
  - Non-troop girl participation in cookie sale
- Completely implement our Camp Development Plan and evaluate future needs in FY17-FY18

# Discussion

- Clarifying questions?
- As a delegate, what changes do you believe we might need to make in order to implement these strategies?
- What might you see happening within the council as we do the work to align with the strategic goals we've adopted?
- Is there anything that would have to change for you in order to fully support the four strategic goals we've shared with you today?

Thank You!