



Leadership for the Future: 2016 – 2019 Strategic Plan

Adopted by the Board of Directors: March 28, 2016

2016 – 2019 Strategic Learning and Planning Process

In 2015, the Girl Scouts of Eastern Pennsylvania (GSEP) launched a strategic learning and planning process to set the direction for the organization's future. GSEP engaged its community throughout the process to gather ideas about priorities and approaches. The result is a plan that is designed to strengthen GSEP's leadership position while enhancing leadership opportunities for girls.

The strategic learning and planning process included:

- Interviews with volunteers, partners, alumnae, and supporters
- Online surveys of community members and volunteers, the staff, and the Board of Directors
- Focus groups of volunteers, supporters, and alumnae
- All staff planning session to review key findings and craft responsive strategies
- Environmental scan of local and national trends and promising practices
- Visioning and goal-setting sessions with GSEP's Strategic Learning and Planning Committee and Board of Directors

What we heard:

- We have a passionate community of girls, volunteers and supporters.
- We have opportunities to strengthen our leadership development focus for girls – to offer experiences and a community unlike any other organization or program.
- We need to ensure the highest quality of programming and experiences for girls and volunteers to enhance our impact, which will position us to increase the number of people that we serve. Focus on quality, and growth will happen.
- We need to invest in the internal strength of GSEP – in its people and processes – to enhance the impacts we have on individual girls and in our communities.

Our thanks to all who shared with us their ideas, questions, and support throughout the learning and planning process. We look forward to communicating about our progress and achievements.



Mission

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

Guiding Principles of Girl Scouts of Eastern Pennsylvania

Leadership	We are dedicated to building girl leadership, and this dedication powers and guides all of our efforts.
Community	We are a diverse and dynamic community that is bound together by a shared belief that by building girls of courage, confidence, and character, the world will be a better place.
Service	Volunteers are the backbone of Girl Scouting, and we cultivate a culture of service at every level of our organization, which is reflected in our girls, staff, and volunteers.
Inclusion	We seek to create inclusive experiences and processes, recognizing that our organization and our impacts will be strengthened by engaging a full range of individuals and perspectives.
Respect	We build trust and show respect for each other, our partners, and all that we do by leading and interacting with empathy, honesty, and courage.
Integrity	We expect the best from our girls, our volunteers, and our staff. We are thoughtful and transparent in our processes, communications, and decisions.
Innovation	We continually seek and encourage new ideas that will ensure the relevance of the Girl Scout experience, and that will translate into positive impacts for everyone.

Vision for Girl Scouts of Eastern Pennsylvania

We will be known as the premier leadership organization for girls that is driven by an engaged community of volunteers, members, alumnae, partners, and staff, and supported by an organizational culture of service, learning, and growth.



Our Strategic Goals for 2016 – 2019

The Strategic Plan for 2016 – 2019 will guide our efforts to build **leadership for the future** by strengthening our organization and the opportunities we offer girls, volunteers, and the community. GSEP identified five strategic goals with the input of our community that will direct our efforts and investments.

I. Our Organization	Build a learning and growing culture that enhances the contributions of the GSEP staff and leadership.
II. Communications	Advance a clear message and build community around GSEP programs, experiences, and impacts.
III. Girl Experience	Position GSEP as the premier organization for girls to build leadership, confidence, independence, and community.
IV. Volunteer Experience	Position GSEP as a rewarding and sought-after volunteer experience.
V. Financial Sustainability and Revenue Enhancement	Optimize revenue sources and uses.

Goal I: Our Organization

Build a learning and growing culture that enhances the contributions of the GSEP staff and leadership.

Key Objectives

1. Promote an organizational **culture** that reflects the GSEP guiding principles; a culture that is inspiring, cohesive, and supportive of the Girl Scouts mission
2. Invest in **staff and leadership** development
3. Improve **cross-team collaboration** and communication
4. Build GSEP's **adaptive capacity**

Strategic Initiatives

- **Culture:** Articulate the desired organizational culture, and implement an organizational culture change process to align everyone with it
- **Staff:** Invest in staff development and training initiatives (individual and collective with a focus on professional development, team-building, and customer service), update recruitment and on-boarding processes, conduct at least annual performance and job description reviews, and improve employee recognition, incentive, and celebration opportunities; invest in supervisory and management trainings for those in leadership positions
- **Leadership:** Identify the development needs of the Board of Directors in terms of recruitment, orientation, and ongoing engagement and support, and implement a plan to address those needs
- **Cross-team collaboration:** Produce and implement an internal communications plan that promotes transparency, clarity, and consistent communications to connect all departments to each other and to gather continual input and ideas from all staff
- **Adaptive capacity:** Build GSEP's capacity to assess and respond to emerging opportunities and challenges, and to manage change at all levels by investing in change management skills and processes

Measures of Success

- Improved staff satisfaction and retention; become known as a best place to work
- Improved cross-team collaboration and communication
- Improved ability to manage change and adapt to emerging opportunities and challenges

Goal II: Communications

Advance a clear message and build community around GSEP programs, experiences, and impacts.

Key Objectives

1. Ensure the content of all communications advances **consistent**, timely, and comprehensive messages and information with a consistent look and feel
2. Ensure information is easily **accessible and clear** to all stakeholders
3. Position Girl Scouts as a **leadership** experience for girls by highlighting impacts in communities
4. Strengthen **connections** to the Girl Scouts community for all stakeholders through targeted and unifying communications

Strategic Initiatives

- **Consistency:** Train and continually update all staff on tools and messages for external communications; implement processes for ensuring clear, wide-reaching, and consistent communications about policies, procedures, plans, changes, and impacts
- **Accessibility and clarity:** Review and streamline external communications and internal processes to implement standard tools across GSEP that are supported by clear staff roles and responsibilities
- **Leadership:** Define and communicate a unifying strategy across and beyond the Girl Scouts community by emphasizing leadership, community service, and stories of individual and group impacts in external communications and public relations
- **Connections:** Develop communications mechanisms to build community among all stakeholders with a particular focus on engaging alumnae, partner organizations, and supporters

Measures of Success

- Communications assessment that indicates cohesive and consistent external and internal messaging
- Increased stakeholder satisfaction
- Improved external understanding of the impact and purpose of Girl Scouts
- Increased involvement of and support from alumnae and supporters
- Improved ability to resolve member questions and concerns

Goal III: Girl Experience

Position GSEP as the premier organization for girls to build leadership, confidence, independence, and community.

Key Objectives

1. Create, facilitate, and ensure consistently **positive experiences** for girls
2. Develop **feedback and learning** mechanisms that capture and communicate about impacts, lessons learned, and new ideas for programs and approaches

Strategic Initiatives

- **Positive experiences:**
 - Create a program steering committee composed of girls and volunteers to provide guidance about program approaches and improvements to: 1) ensure excellent and relevant programming for girls, 2) fill gaps in programming, 3) adapt to changing demographics and interests
 - Evaluate all trainings and program offerings to ensure they offer quality leadership development, new experiences, and opportunities to tie to the broader Girl Scouts community and movement
 - Empower volunteers through training and guidance to emphasize leadership development in programming
 - Explore and develop partnerships with schools and community organizations for joint and complementary programming opportunities that align with GSEP focus and priorities
- **Feedback and learning:**
 - Develop an annual girl experience survey to guide and communicate about continual improvements
 - Design and implement mechanisms to gather continual input to ensure consistently positive experiences for girls and their parents
 - Communicate about continual improvement processes and outcomes

Measures of Success

- Improved perception of GSEP as the premier leadership development organization for girls
- Cohesive and high quality programming for girls
- Improved satisfaction among girls and their parents
- Improved responsiveness to community ideas

Goal IV: Volunteer Experience

Position GSEP as a rewarding and sought-after volunteer experience.

Key Objectives

1. Improve and streamline all volunteer **processes**
2. Review and update all volunteer communications and trainings to set clear **expectations**
3. Improve accessibility of information and **resources**
4. Ensure the **staff** is structured to provide volunteers with optimal support, and promote the concept that all staff are responsible for supporting membership and volunteers
5. Ensure consistently high quality experiences for girls and their parents by ensuring consistently high quality **performance** from volunteers

Strategic Initiatives

- **Processes:** Review and update structures and processes to recruit, place, train, and support volunteers, including how Service Units are organized, the use of quality control and feedback mechanisms, the implementation of the Customer Engagement Initiative (CEI), the use of technology, and the development of a volunteer peer-to-peer network; communicate widely and clearly about the process and outcomes
- **Expectations:** Clearly communicate what is expected of volunteers and what they can expect from GSEP through written communications and trainings
- **Resources:** Review all systems and processes to identify how to improve accessibility of information and resources, including online resources, increased staff presence in communities, flexible hours of service and retail stores, and easy access to staff support
- **Staff:** Conduct an assessment of the staff structure and make appropriate changes to ensure optimal support for volunteer recruitment, performance, and retention; train and orient all staff to be responsive to volunteer needs
- **Volunteer performance:**
 - Develop an annual volunteer experience survey to guide and communicate about continual improvements
 - Design and implement mechanisms to gather continual input to ensure consistently positive experiences for volunteers

Measures of Success

- Improved satisfaction, retention, and performance of volunteers
- Improved experience of girls and parents

Goal V: Financial Sustainability and Revenue Enhancement

Optimize revenue sources and uses.

Key Objectives

1. Conduct an **analysis** of all revenue and expenses to ensure the budget, business model, and staff structure are aligned with the mission and GSEP priorities
2. Explore new **earned income** ideas
3. Explore new models and approaches for **product sales**
4. Enhance institutional and individual **donor development**
5. Complete the **capital campaign** and ensure it positions GSEP for long-term stability
6. **Communicate** with the GSEP community about revenue and fundraising

Strategic Initiatives

- **Analysis:** Analyze how money is spent, raised, and earned, including an analysis of the fee structure and effects on membership and programs, and explore a potential reorganization to streamline and consolidate fees
- **Earned income:** Identify new initiatives with potential and scale-back areas that are not effective; explore off-season camp and facilities rentals, increased retail hours and opportunities, and other initiatives
- **Product sales:** Frame cookie sales as a girl-led business and leadership opportunity to emphasize alignment with the mission and to ensure the sales process is perceived positively and not as burdensome
- **Donor development:** Build on current donor development efforts, and explore opportunities for fundraising partnerships
- **Capital campaign:** Complete the capital campaign, and connect it with ongoing donor development to position GSEP for long-term sustainability
- **Communications:** Communicate with all levels of the GSEP community (staff, delegates, volunteers, parents, supporters) about the business model, allocations, progress, and plans

Measures of Success

- Completed assessment of revenue and expenses, and reorganization and reallocation of fees, staff, and resources, as appropriate
- Increased revenue from new sources resulting in decreased dependence on product sales
- Updated communications and outreach to support product sales
- Successful completion of the capital campaign while maintaining the strength of core operating fundraising