



Strategic Plan 2022-2024

Prepared June 30, 2021 by GSCP2P Staff:

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Agenda

Girl Scout Mission

Strategic Team Vision

Membership Trends

Strategic Plan





GIRL SCOUT MISSION

Our Mission



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





STRATEGIC TEAM VISION

Our Vision

For Girl Scouts Carolinas Peaks to Piedmont

Girl Scouts Carolinas Peaks to Piedmont offers relevant and meaningful experiences to a membership body that accurately reflects the diverse world in which it operates.

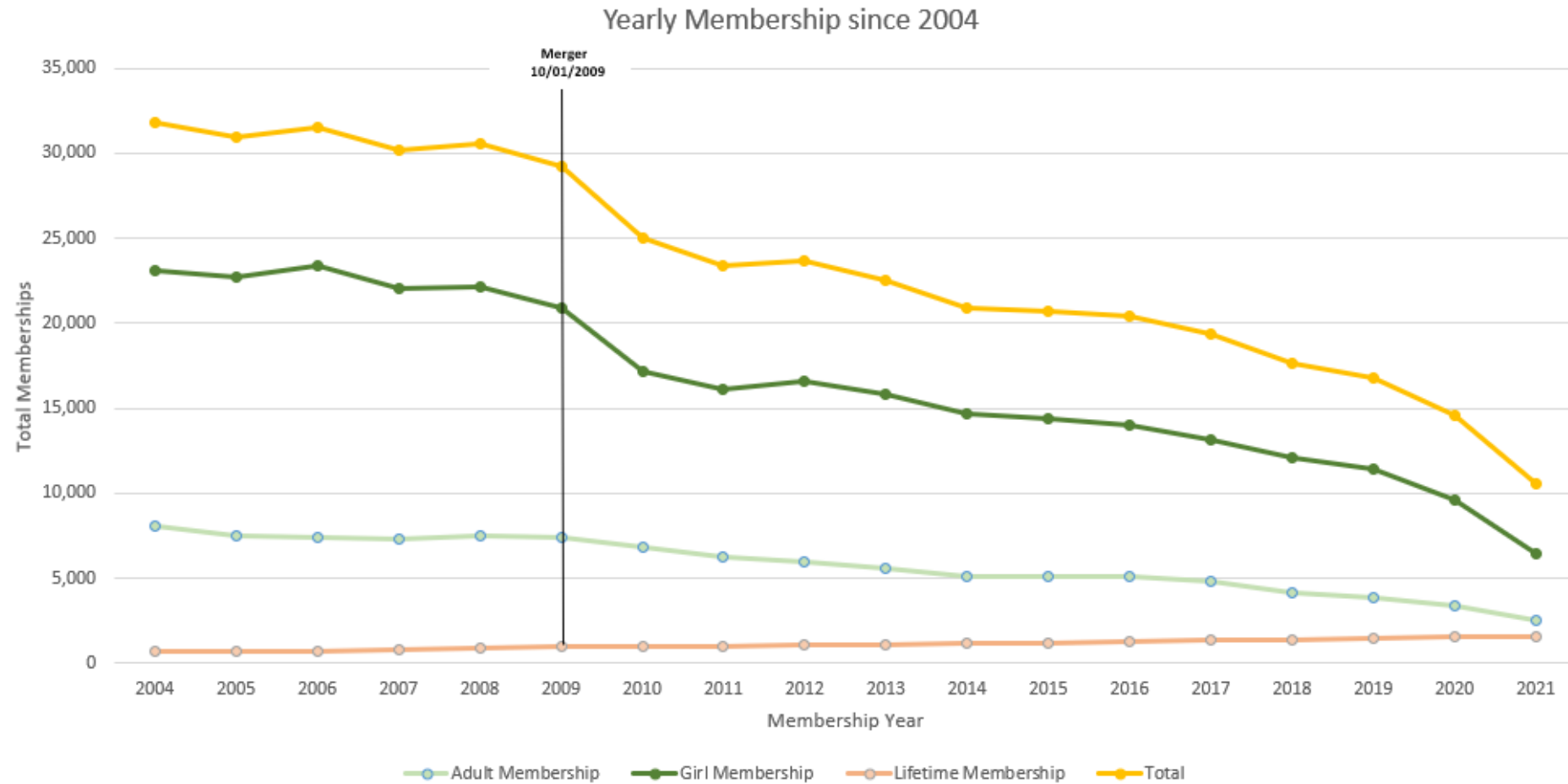
Strategic Plan Objective

Use innovative, relevant, data driven means to begin to regrow our membership by extending our mission to girls within our footprint with diversity, inclusion, relevance and simplicity as our guiding principles. Achievements will be evaluated using membership data and ongoing feedback from volunteers and staff.





GIRL SCOUTS CAROLINAS PEAKS TO PIEDMONT MEMBERSHIP TRENDS



Total Membership for 4 Merged Councils 2004	31,816
Total Current Membership 2021	<u>10,560</u>
Total Decline	21,256

Strategic Plan 2022-2024

Objective:

Use innovative, relevant, data driven means to begin to regrow our membership by extending our mission to girls within our footprint with diversity, inclusion, relevance and simplicity as our guiding principles. Achievements will be evaluated using membership data and ongoing feedback from staff and volunteers.



**Membership and
Marketing
Priority**

**Girl Program
Development
Priority**

**Volunteer
Engagement
Priority**

**Strategic
Partnerships
Priority**

**Diversity,
Equity,
Inclusion and
Racial Justice
Priority**

Membership and Marketing

Planning Team Members: Salem Smith-Shupp, Natalie Bell, Megan Wiet, Bonnie Macumber

Statement: Grow Girl Scout membership by appealing to current and potential Girl Scout families through increased brand awareness, visibility and community support.

Strategies to Achieve Priority

1. Using data to drive existing and new methods to recruit and retain girls and adults
2. Expanding volunteer engagement in recruitment and retention
3. Social media market research, segmentation and messaging

Impact: Implement tactics to demonstrate 10,000 girl members and 65% girl retention by MY 2024.

Also see Resource Development goals 1, 2 and 3.



Membership and Marketing - Potential Impact

ADULT	New	Reregistered	Total	Percent Retention
2021	378	3,731	4,109	74.80%
2022	1,000	3,123	4,123	76.00%
2023	1,250	3,175	4,425	77.01%
2024	1,450	3,496	4,946	79.01%
Total Adult Growth 2021-2024				837
Percent Adult Growth 2021-2024				20.37%

GIRL	New	Reregistered	Total	Percent Retention
2021	1,125	5,451	6,576	56.80%
2022	3,320	3,913	7,233	59.50%
2023	4,117	4,499	8,616	62.20%
2024	4,400	5,600	10,000	65.00%
Total Girl Growth 2021-2024				3,424
Percent Girl Growth 2021-2024				52.07%

Total GSCP2P Membership Growth 2021-2024				4,261
Percent Total Membership Growth 2021-2024				39.88%

Impact: Implement tactics to demonstrate 10,000 girl members and 65% girl retention by MY 2024.

Membership and Marketing - Feedback

We need to get out in TV, newspapers, radio as much as possible- not just during cookie season, but all year long promoting what Girl Scouts do. Check on those public service announcement opportunities to gain publicity. Continue to work on a year-round communication strategy.

-GSCP2P Media Girl

Very good...had a lot of good suggestions.

-GSCP2P Volunteer

Great goal!

-GSCP2P Volunteer

Keeping the girls and families we have engaged and happy should bring more girls in.

-GSCP2P Volunteer

Girl Program Development

Planning Team Members: Molly Miller, Sandra Abrams, Tonia Davis, Emily Diehl, Valerie King

Statement: Increase girl participation through innovative programming.

Strategies to Achieve Priority

1. Empowering girls through innovative program and expanded technology strategies
2. Develop programs for ease of accessibility for parents/guardians and girls
3. Increase cookie program knowledge and participation

Impact: Increase camp and other Girl Scout program attendance by 15% over the next three years. Increase number of girls participating in product program by 25% over the next three years.

Also see Resource Development goals 2 and 3.



Girl Program Development - Feedback

Having more girl programming/badge workshops at camp is a great idea. It's a win-win- girls get to come to camp and see it (and hopefully want to come back for other programs/summer camp), plus they are earning badges and gives the leader a break from badge planning.

-GSCP2P Girl/C.I.T. (Counselor in Training)

What do girls like to do in 2021 and beyond? The new badges are really good- and letting the leaders know that girls can work on badges and programs with other girls and other troop members even if the rest of the troop doesn't want to do that.

-GSCP2P Volunteer

Would love to hear from the girls directly and develop programs that THEY want and need- this would incorporate well with a Girl Advisory Board.

-GSCP2P Volunteer

Volunteer Engagement

Planning Team Members: Danis Smith, Alexis Braca, Jan Hager, Susan Shoemaker, Kim Stikeleather, Crystal Taylor

Statement: Support membership and programming through a volunteer program that results in growth while ensuring excellence in the GSCP2P volunteer experience.

Strategies to Achieve Priority

1. Establish and implement an effective episodic volunteer program
2. Empower more volunteers to be a leader within our organization
3. Re-establish an adult training/development department that is volunteer driven and informed
4. Continue to develop our adult recognitions into a robust plan that allows us to recognize all volunteers year round

Impact: Add 500 episodic volunteers to our organization by 2024. Increase volunteer participation in leadership roles by 75%. 75% of volunteers complete at least one training on their learning path each year.

Also see Resource Development goals 2 and 3.

Volunteer Engagement – Possible Impact

Possible Increase of Volunteers in Leadership Roles

Membership Year	Volunteers in Leadership Roles	Anticipated Increase
2021	233	
2022	350	50%
2023	408	75%
2024	466	100%
2025	699	200%

Impact: Add 500 episodic volunteers to our organization by 2024. Increase volunteer participation in leadership roles by 75%. 75% of volunteers complete at least one training on their learning path each year.

Volunteer Engagement – Feedback

Thank you! Volunteers have not been used - there was nothing for some to do, so they stopped helping here and went somewhere else. It is time to get them back and give them a job to do. And seek new ones. With training offered.

-GSCP2P Volunteer

This is starting to develop more in our council and it is great to see.

-GSCP2P Volunteer

Also see Resource Development goals 1, 2 and 3.

STRATEGIC PLAN PRIORITIES

Strategic Partnerships

Planning Team Members: Lydia Doll, Brittney Holder, Veronica Abrams, Crystal Taylor

Statement: Girl Scouts Carolinas Peaks to Piedmont will pursue partnerships with individuals and organizations that enable us to expand our membership, programmatic and financial reach.

Strategies to Achieve Priority:

1. Leverage existing connections to build meaningful new relationships
2. Execute a year-round Community Relations Plan that touches the entire GSCP2P footprint and supports overall membership strategy
3. Enhance existing Community Partner Program so that it offers robust, mutually beneficial partnership opportunities to participants which leads to a 100% increase in partnership revenue and realizes cross-functional benefits to GSCP2P
4. Engaging expanded alum and community support for our council

Impact: Girl Scouts is represented in community and civic organizations across our 40-county footprint by 2024. Create and cultivate at least one active alum group in each service area that is actively involved in girl recruitment.

Strategic Partnerships - Feedback

I liked this priority and think that we could build those strategic partnerships so the community can help us tell others what Girl Scouts are doing. Also a great resource for girls when going to do Bronze/Silver/Gold Award projects.

-GSCP2P Media Girl

Great idea!

-GSCP2P Volunteer

This one sounds like a plan to get folks back involved! Yeah!

-GSCP2P Volunteer

Excellent!

-GSCP2P Volunteer

Yes – women-owned businesses, women who have leadership positions in their companies and careers are such valuable resources. My older girl troop invited a female bank manager to talk to them about money, banking, credit and planning for their future and they loved it.

-GSCP2P Volunteer

Diversity, Equity, Inclusion and Racial Justice

Planning Team Members: Gillian Humphrey, Kaydee Tiemann, Hannah Dewalt

Statement: Create a culture of belonging that actively engages all underserved communities within our council footprint and beyond. The term “underserved communities” refers to populations sharing a particular characteristic, as well as geographic locations, that have been systematically denied a full opportunity to participate in aspects of economic, social and civic life, such as Black, Latinx, Indigenous and Native American, Asian Americans, Pacific Islanders and other persons of color, members of religious minorities, LGBTQ+, persons with disabilities and persons otherwise affected by persistent poverty or inequality. Girl Scouts Peaks to Piedmont stands to benefit greatly from the rich diversity of the persons who comprise our council’s membership.

Diversity, Equity, Inclusion and Racial Justice continued...

Strategies to Achieve Priority

1. Staff- Examine the goal of creating equitable environments. Build intentional and authentic connections to our underserved communities. Focus on how our organization benefits the community. Be mindful of the needs of the community by addressing barriers to access while planning.
2. Girl- Engage and recruit girls in underrepresented areas, with a flexible pathways model, including (but not limited to) diverse equity troops, Girl Scout programming, sessions at camp, traditional troops and short-term focused Girl Scout opportunities and events.
3. Adult- Engage and recruit adults by enriching communities with opportunities.

Impact: Increased girl membership; Increased product sales; Volunteer development (convert girl support teams into volunteers) for existing equity troops; Community development in keeping with the mission of Girl Scouts; Increased adult membership and community building; Growth in community partnerships and collaborations.

Also see Resource Development goals 1, 2 and 3 .

Diversity, Equity, Inclusion and Racial Justice - Feedback

We should be as inclusive as possible to get people in the door.

-GSCP2P Girl/C.I.T. (Counselor in Training)

I think this is great at a more global level, but that at the more local level we need to provide more training and encouragement.

-GSCP2P Volunteer

Yes, we always strive to do this (at least in all my years) and yet we have fallen down in the past. So, we need to keep at it. Times are changing and we need to keep working hard to be open to everyone - no matter what. I wish I had a good idea on how to do this....I will keep thinking.

-GSCP2P Volunteer

This is a big reason I believe we have lost a significant amount of our membership. We are not reaching the underserved communities, especially in our rural areas.

Actionable and measureable steps should be taken to reach out to these communities.

-GSCP2P Volunteer

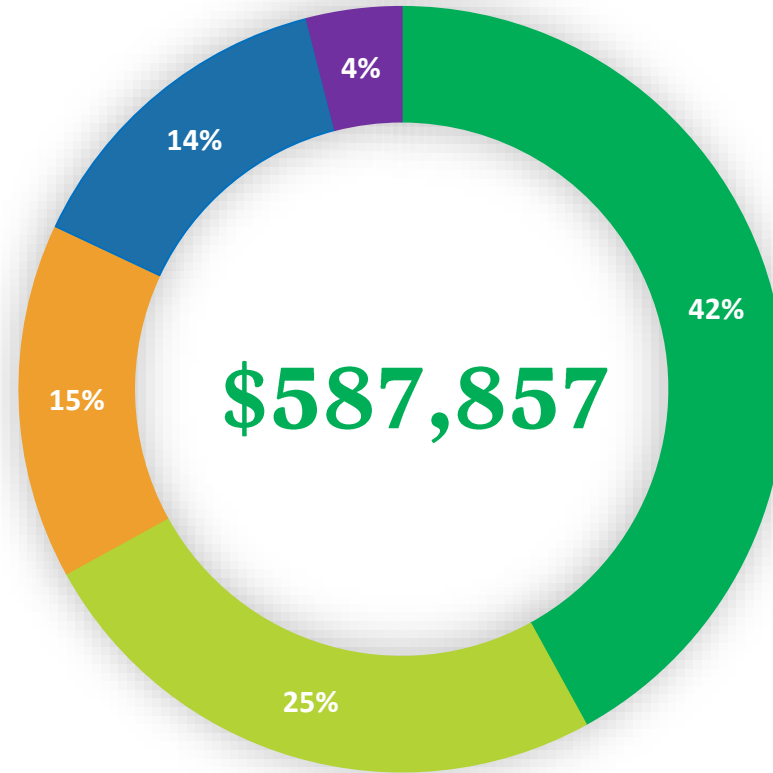
Resource Development Vision



Be the leading organization
for investing in the future of
girls throughout central and
western North Carolina



2019-2020 Source of Contributions – GSCP2P



 Individuals  United Way Allocations  Foundations  Bequests  Corporations

Resource Development Plan 2022-2024

Objective:

Support membership growth, programming and telling the Girl Scout story through deepening relationships that result in revenue growth while ensuring excellence in the Girl Scouts Carolinas Peaks to Piedmont donor experience.



Establish an understanding of the value and importance of fundraising within GSCP2P



Diversify and increase funding revenue to provide financial stability within GSCP2P



Increase public awareness of Girl Scouts through fundraising events and alum engagement

1. Establish an understanding of the value and importance of fundraising within GSCP2P.

Develop a clear and compelling case for support. Get beyond Girl Scout Cookies and reach a broader audience.

Provide community-specific appeals that highlight how Girl Scouts influences girls and our community and how a girls network of local support is integral to the success of our council

Create a clear and concise communication plan with donor-centric messaging to external and internal audience that provides impact stories from girls and alums

Update Resource Development pages of the GSCP2P website

Build strong support and engagement in fundraising from Board of Directors, staff and volunteers through education and training

2. Diversify and increase funding revenue to provide financial stability within GSCP2P.

Relationship-based fundraising

Internal conversion of event attendees, volunteers, members, families and alums and by becoming the best in donor retention

Heavy fundraising focus on individuals. Also, look at corporations/foundations to secure unrestricted dollars.

Segmented communication and stewardship strategy so we are targeting different types of donors with messaging

Establish Family Partnership to solicit and increase revenue from families of girl members, alums and volunteers

Fine-tune the grants process and continue submitting grant requests

3. Increase public awareness of Girl Scouts through fundraising events and alum engagement.

Feed the pipeline of donors and reach a broader audience

Host donor appreciation events for our giving circles

Focus on alum engagement events to keep alums connected to our council and Girl Scouts

Assess Women of Distinction Event and think about other possibilities due to the COVID pivot

Plan “Badge Bash”/Alum & Supporters Camp for alums and adults in 2022-2023 to bring “troop of friends” to camp

Marketing and Communications Plan 2022-2024

Objective:

Support membership growth, programming and telling the Girl Scout story with efforts that result in visibility and engagement while ensuring excellence in the Girl Scouts Carolinas Peaks to Piedmont customer experience.



Grow Girl Scout membership by appealing to potential Girl Scout families through increased brand awareness, visibility and community support.

Increase girl participation through innovative programming.

Support membership and programming through a volunteer program that results in growth while ensuring excellence in the GSCP2P volunteer experience.

Pursue partnerships with individuals and organizations that enable us to expand our membership, programmatic and financial reach.

Create a culture of belonging that actively engages all underserved communities within our council footprint and beyond.



MY22 Marketing and Communications Campaign Calendar

CAMPAIGNS	CAMPAIGN SCHEDULES											
	Month One September	Month Two October	Month Three November	Month Four December	Month Five January	Month Six February	Month Seven March	Month Eight April	Month Nine May	Month Ten June	Month Eleven July	Month Twelve August
Virtual Programs												
Community Partner Programs												
Council-Sponsored Girl Programs												
Council-Sponsored Adult Trainings												
General Retail												
Girl Stories- Gold Award posts, #FeelGoodFriday and #TroopTuesday												
Fall Recruitment												
Girl Scouts Love State Parks Weekend												
A.W.E.S.O.M.E. events												
Free Troop Leader Membership												
Fall Product Program												
Spanish Heritage Month												
International Day of the Girl/Girls Change The World												
Add-A-Friend												
Good Turn for Goodwill												
Summer Camp												
Black Friday												
Cyber Monday												
Giving Tuesday												
Year-End Resource Development Appeal												
Winter Daisy Recruitment												
Girl Scout Cookies												
Adult Recognitions												
Walk About Week												
GSCP2P Annual Meeting												
National Girl Scout Cookie Weekend												
Girl Scout Week												
Girl Scout Sunday												
Spring Renewal												
Highest Awards- Ceremony												
Extended Year Membership												
Weekend of Service												
Volunteer Appreciation												
Bridging Week												
Destinations												
Juneteenth												
National S'mores Day												

1. Grow Girl Scout membership by appealing to potential Girl Scout families through increased brand awareness, visibility and community support.

Generate recruitment specifically through www.BeAGirlScout.org/join to measure ROI on billboards, radio, television, digital targeting, etc.

Year-round recruitment support through print media

Maintain website calendar, homepage, banners, social media sites, etc. and keep monthly engagement statistics

Launch Google Ad grants

Maintain a robust social media presence, including introduction of TikTok

Media Girls program

Highlight girl stories through our blog and social media (#GoGold, #FeelGoodFriday, #TroopTuesday, etc.)

Utilize Pam Cook, communications consultant

2. Increase girl participation through innovative programming.

Increase cookie knowledge and participation through publications like Cookie Connection, e-mails to membership, social media posts, cookie program contests/campaigns, etc.

Maintain council online calendar

Create Facebook events for council-sponsored programs

Share all events to Facebook Events group

External marketing for cookie program (Community Troop support, Grubhub, etc.)

Create digital program guide for our website (interactive that links to calendar)

Media Girls program as a troop/group experience for girls

Summer camp and troop camp promotion

3. Support membership and programming through a volunteer program that results in growth while ensuring excellence in the GSCP2P volunteer experience.

Continue creating and sending Today's Tips weekly e-mail to all members

A.W.E.S.O.M.E event marketing support

Support creation, editing and posting/printing of resources such as Volunteer Essentials, new leader training materials, etc.

Create and promote toolkits for Girl Scout initiatives (Bridging, Girl Scout Week, Weekend of Service, etc.)

Promote all adult trainings and enrichments (Monday Mini's, New Leader Enrichments, Leader Lounge monthly events, First Aid/CPR, etc.) through Today's Tips, social media posts, Facebook events, online calendar, etc.

Promotion of Ed Whitmire scholarship for adult learning

Service Unit Quarterly e-mails to service team members

4. Girl Scouts Carolinas Peaks to Piedmont will pursue partnerships with individuals and organizations that enable us to expand our membership, programmatic and financial reach.

Launch and utilize Tokify, GSUSA's volunteer opportunity catalog, on our website

Maintain and build Community Partner page (Caspio)

Revamp community partner marketing packages and contracts

Support all Resource Development initiatives such as Juliette Gordon Low birthday appeal, year-end mailing, "Girl Scout Cookie Breaks," summer newsletter, Women of Distinction events, etc.

5. Create a culture of belonging that actively engages all underserved communities within our council footprint and beyond.

Ensure there is diversity in all our marketing and communications

Ensure there is diversity on our Media Girls team

Support Community Troops and their participation in the Girl Scout Cookie Program

Be mindful of the needs of the community by addressing barriers to access while marketing programs

Promotion of Campership scholarships

Promotion of financial assistance for girl and adult membership

Promotion of Ed Whitmire scholarship for adult learning

GIRL SCOUTS CAROLINAS PEAKS TO PIEDMONT



THANK YOU