

Girl Scouts Carolinas Peaks to Piedmont Strategic Plan
Summary of FY 2019 Key Accomplishments and FY 2020 Key Next Steps
 October 1, 2018 - September 30, 2019

FY 2019 Key Accomplishments	FY 2020 Key Next Steps
1. GSCP2P will implement an inclusive marketing strategy that is both targeted and segmented, internal and external, focusing on the parents who are making the decisions for their children and conveying an accurate and inspiring brand promise. (National Strategy Alignment: Reach More Girls, Higher Impact, Funding, Brand; Priority Lead: Jaclyn Johnson)	
1a: Develop comprehensive advertising campaign across all social media platforms to ensure effective distribution of information to parents and volunteers. (Audience: members)	
<ul style="list-style-type: none"> • Increased P2P Facebook page likes by 522 as of 09/17/2019. • Increased P2P Event group membership by 332 between 09/17/2018 and 09/17/2019. • Encouraged membership engagement staff to create Facebook events for all their events and make P2P the co-host to increase both internal and external attendance and visibility. • Put all events on the council calendar. 	<ul style="list-style-type: none"> • Build our presence on Instagram and Twitter for 2019-2020 utilizing feedback from summer 2019 interns and fall 2019 intern. • Measure ROI from 2018-2019 events that utilized social media for promotion to see if that made a difference in event attendance.
1b: Develop comprehensive marketing plan to tell the Girl Scout story. (Audience: everyone)	
<ul style="list-style-type: none"> • Collected videos at the teen Lead the Way conference in September and also through the Media Girls applications. The fall intern will be making a compilation video and also social media posts with these videos. • Hired Meltwater for a six month trial to help us assess our digital footprint and be more efficient with distributing press releases and measuring our social media impact. 	<ul style="list-style-type: none"> • Continue to utilize Meltwater and evaluate their contribution in January to determine value in renewing the contract. • Continue to feature Girl Scout troop and individual stories on our P2P Blog, in the GIRL newsletter and on the P2P Facebook page.
1c: Utilize and expand current Media Girls program to include adults.	
<ul style="list-style-type: none"> • 2018-2019 Media Girls had a great year including a kickoff call, a tour of a news station, a tour of a radio station and a media panel/training. • Explored scheduling a newspaper tour but this generated no interest from the girls. • Hired three summer marketing interns who served as three extra members of our marketing team during the summer and worked to increase social media activity and engagement on our camp pages. • Hired a fall intern in September 2019 to work with the marketing team, continuing initiatives started this summer. 	<ul style="list-style-type: none"> • Media Girls program numbers are consistent (38 girls/applications last year and 35 this year). • Decided against designing a Media "Adults" program in favor of training and utilizing the parents of Media Girls should media outlets request adults to accompany the girls for interviews. This will be a better use of our time and resources. • Focusing our budgeted resources on semester interns throughout the year to increase social media visibility and engagement (one fall, one spring and three summer).
2. P2P will focus on creating meaningful and realistic volunteer opportunities for all volunteers, including the 19-29 year old demographic, while providing the needed tools and training for volunteers to implement and communicate the Girl Scout mission and program with both girls and parents. (National Strategy Alignment: Reach More Girls, Higher Impact; Priority Leads: Gayle Rose, Anne Watkins)	
2a: Educate and mentor new leaders in a progressive fashion so they learn but are not overwhelmed by the scope of the troop leader position.	
<ul style="list-style-type: none"> • Fall season of New Leader Onboarding is about 75% complete and improvements have been noticeable. • GSUSA will have new leader feedback from a national survey in December. • Adult retention improved from 70% to 76% and first-time member retention improved from 47% to 56%. 	<ul style="list-style-type: none"> • New Leader Onboarding will be reviewed and edited this winter. • The new gsLearn training software from GSUSA will be available for all volunteers this winter. This will offer more support to new leaders, expanded learning opportunities for all volunteers and a coordinated tracking system for completed training.
2b: Develop and implement volunteer education that is accessible, takes less time and covers all information needed by volunteers/troop leaders. Include training on discussing and meeting parents' expectations.	
<ul style="list-style-type: none"> • The new leader onboarding document, Leader's Guide to Success, has a section added that reviews how to interact with families and how to build a troop committee. *gsLearn statistics will be available in 2020. • A new Family Connection Guide was mailed to all Daisy and Brownie families that included how to support the troop. 	<ul style="list-style-type: none"> • Expand the Family Initiative by sending a monthly Family e-newsletter. Review the benefits of mailing the Family Guide. • Offer leader training on gsLearn to expand education on utilizing family in troop activities.

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<p>2c Note: The following replaces 2c and 2d with revised language to clarify the process while honoring the full intent of the original initiative (see GSCP2P Strategy Recap V.1). For questions, refer to the Priority Team Leaders.</p> <p>c) Increase volunteer opportunities beyond troop leadership by establishing a comprehensive Volunteer Program Plan to include components of Planning, Recruitment and Placement, Orienting and Training, Supervising and Recognizing and Evaluation.</p> <p>A. Establish core team to launch work with common visioning, monitor cross-functional teams to ensure work is progressing, address obstacles and track timelines.</p> <p>B. Establish eight cross-functional teams, including volunteers, with one team for each part of the volunteer cycle.</p> <p>1. Planning and Development (Lead: Anne Watkins)</p> <p>2. Leadership Support (Lead: Lane Cook)</p> <p>3. Outreach (Lead: to be determined)</p> <p>4. Onboarding & Supervision (Lead: Crystal Johnson)</p> <p>5. Effective Training (Lead: Gayle Rose)</p> <p>6. Tracking and Evaluation (Lead: Lydia Doll)</p> <p>7. Resource Allocation (Lead: Salem Smith-Shupp)</p> <p>8. Partnering to Extend Reach (Lead: Leslie Richards)</p> <p>C. Each team will review two modules of Hands-On Volunteer Management materials to understand the overview of the volunteer program cycle and the role of the team's assigned process component.</p> <p>D. Each team will plan work for assigned process component utilizing the needs and motivations for each category of the following six volunteer categories:</p> <p>1. Skills-based volunteering</p> <p>2. Corporate volunteering</p> <p>3. Youth & Family engagement</p> <p>4. Schools & Community requirements</p> <p>5. Campaigns & Days of Service</p> <p>6. Episodic/Short Term Volunteering</p>	
<ul style="list-style-type: none"> • In February, 2019, P2P began the process of becoming a certified Service Enterprise organization. Service Enterprise certification is a process developed by the national Points of Light Foundation to help non-profits become volunteer-centric and volunteer-focused to expand the organizational capacity. • The process of certification is a 2 year process. A core team of staff were trained in the process in February and March and have begun the work of culture change leading to greater volunteer engagement. P2P completed the initial surveying work and received an assessment of our current state of volunteer engagement. • Eight categories of volunteer engagement have been identified to complete for the certification: Planning & Development, Leadership Support, Resource Allocation, Tracking & Evaluation, Outreach, Effective Training, Onboarding & Supervision and Partnering to Extend Reach. 	<ul style="list-style-type: none"> • Build the teams for each category to include volunteers to complete the work for each category. • On target to complete the certification process within 2 years. The work will increase volunteer engagement and volunteer satisfaction for all volunteers.
<p>3. P2P will build and implement critical resource development initiatives while sustainably aligning the budget with likely membership fluctuations and potential decline. (National Strategy Alignment: Funding; Priority Leads: Sabrina Simpson, Anne Watkins)</p>	
<p>3a: Develop a plan to convert volunteers to donors.</p>	
<ul style="list-style-type: none"> • SEI work is continuing. All current members are solicited at least once a year for donations. 	<ul style="list-style-type: none"> • Develop realistic metrics based upon Giving USA trends by February 2020. • Use these metrics for a growth plan to be launched at 2020 Annual meeting. • The plan will be volunteer-run. This initiative will be a joint work plan with the GS 2030 Initiative. (See 3c and 3d)

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3b: Train staff and volunteers to promote volunteer opportunities, recruit volunteers and how to encourage or ask volunteers to donate both time and money.	
<ul style="list-style-type: none"> • Staff needs assessment in editing stage and poised for November 2019 launch. • Eight categories (stages) of work have been identified to meet SEI certification. 	<ul style="list-style-type: none"> • Launch staff needs assessment. • Train staff on SEI process. • Edit volunteer needs assessment. • Meet Episodic Volunteer (STEM) Grant criteria.
3c: Review the use of our camps. Realign pricing and use policies to utilize our properties most effectively.	
<ul style="list-style-type: none"> • New CFO used budget process to better understand camp budget. • Meeting day of week and time established for GS 2030 Initiative. • Volunteers were solicited at Service Team Volunteer Conference in August. 	<ul style="list-style-type: none"> • Engage special group within GS 2030 Initiative to focus on camp. • Begin budgeting review between CFO and Director of Volunteer Experience in March 2020, one month prior to council budgeting to include current findings from GS 2030 Initiative.
3d: Establish a cross functional group that reviews the purpose and effectiveness of expenditures to maximize the use of our funds. Examples of items to review include: 1) Should we reduce advertising to have more marketing funds? 2) What is the right staff size? Could salary money be used for other purposes, or are more staff needed? 3) Do we need as much office space as we have, or would home based offices and smaller common facilities be more effective?	
<ul style="list-style-type: none"> • Executive Team spent time reviewing other areas of the budget in addition to their own, asked questions and made suggestions during the 2020 Budget Process. • Paper Cut reporting has increased understanding of our printing costs. 	<ul style="list-style-type: none"> • Extend budget review to Budget Managers as a group for their input and assessment. • Extend budget review to Finance Committee prior to final budget for their input and assessment.
3e: Establish a program that will develop volunteers in a way that can increase their alignment with Girl Scouts so that donation or involvement in fundraising is a natural progression.	
<ul style="list-style-type: none"> • SEI work is continuing. • All current members are solicited at least once a year for donations. 	<ul style="list-style-type: none"> • Develop realistic metrics based upon Giving USA trends by February 2020. • Use these metrics for a growth plan to be launched at 2020 Annual meeting. • The plan will be volunteer-run. This initiative will be a joint work plan with the GS 2030 Initiative. (See 3c and 3d)
3f: Review methods to repackage our products and services to improve income and cash flow. This includes pricing of products, developing monthly fees for packages of services, and selling products or services for combined prices.	
<ul style="list-style-type: none"> • Established team • Established Evaluation Methodology for new proposals. • Initial work done on format for idea submission and awaiting review by team. 	<ul style="list-style-type: none"> • Reconvene initial repackaging team to summarize findings to share with GS 2030 Initiative. • Engage special group within GS 2030 Initiative to focus on products and services.
4. P2P will emphasize building partnerships with community groups for both resource development and program opportunities for its members (girls, adults and volunteers). (National Strategy Alignment: Reach More Girls, Higher Impact, Funding; Priority Lead: Anne Watkins)	
4a: Develop comprehensive marketing materials for Community Partners that are accessible to all staff, volunteers and potential community partners.	
<ul style="list-style-type: none"> • A core team will meet in December 2019 or January 2020 to set timeline for work and develop a plan of work for this initiative. 	<ul style="list-style-type: none"> • Review current system. Assemble team to develop new plan.
4b: Leverage deeper, detailed data from our community connections to drive business decisions.	
<ul style="list-style-type: none"> • Research is underway on corporate trends in partnering to understand corporate motivators to connect with non-profits. 	<ul style="list-style-type: none"> • Continue researching trends.
4c: Develop plan for offering advertising opportunities in our media. Staff will need to be trained in plan and protocols to respond to inquiries. Marketing will need to develop processing protocols.	
<ul style="list-style-type: none"> • Work on this goal will begin once the overarching work of 4a is complete. 	<ul style="list-style-type: none"> • Assemble team to develop plan. Include volunteers on team.

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5. P2P will align its staff members' needs for training, communication, evaluation and compensation with the realities of today's competitive workforce. (National Strategy Alignment: Reach More Girls, Higher Impact, Operations, Funding; Priority Lead Team: Kimberly Richards)	
5a: Continue to conduct at least three Gallup Q12 surveys annually and have individual supervisors create engagement goals and initiatives specific to their teams to improve clarity of work assignments, duties, overall communication, feedback and coaching.	
<ul style="list-style-type: none"> • Gallup Surveys were completed and results analyzed and distributed in October, February and June. • Results show an increase in engagement score from 3.95 in October 2018 to 3.99 in July 2019. Initial score in September 2017 was 3.6. Growth of .1 in a one-year period is considered significant. Our July 2018 overall score was 4.02. We saw a slight decline after Reduction In Force in August 2018, but have seen growth since then. • Engagement results and focused content are shared with leadership on a regular basis. • Reflective engagement questions have been added to the performance review and an engagement goal was added to supervisors performance management for FY20 goal setting. 	<ul style="list-style-type: none"> • Conduct Q12 surveys in October, February and June. • CHRO will analyze results of each survey and share team-specific results with Directors/VPs/Chief Officers. • Each supervisor will work with their teams to develop action plans/initiatives to improve targeted engagement questions. • Engagement will continually be a focus at leadership team meetings. • CHRO and CEO will meet with individual supervisors to discuss/encourage engagement efforts annually. • Engagement goal is added to supervisors performance management plan and review.
5b: Benchmark our compensation and benefit offerings against available survey data, including the North Carolina Center for Nonprofits, regional data and available data from GSUSA. Determine our level of parity and develop a multi-year strategy to achieve desired parity.	
<ul style="list-style-type: none"> • Salary study was conducted resulting in new grades and ranges approved by the Board. • Results have been shared with staff. • Three year plan developed to move staff toward appropriate progress in their grades. 	<ul style="list-style-type: none"> • Budget for upcoming year will include money to reach targeted movement to established ranges for each position.
5c: Develop and deploy merit-based increase system aligned with goal achievement.	
<ul style="list-style-type: none"> • Measurable goals with performance indicators were set for staff and are the basis for the performance review score. • Developed an additional supervisor's snapshot score which will be paired with the performance review score to determine merit increases and grade progression. • Budget includes fixed amount for merit/grade progression increases for first time since council merger in 2009. 	<ul style="list-style-type: none"> • Ensure budget includes appropriate funding for merit increases. CHRO will review all performance evaluations and establish metric to apply established budget. • Merit increases will be given effective January2020 for the performance of the prior fiscal year.
6. P2P will look to Girl Scout alum to lead the way for today's Girl Scout members creating mutually beneficial volunteer, professional development, and philanthropic opportunities. (National Strategy Alignment: Reach More Girls, Higher Impact, Funding; Priority Lead: Salem Smith-Shupp)	
6a: Develop programs and training for older girl members about lifetime membership, the college life badge and ongoing community service through volunteering with Girl Scouts after high school.	
<ul style="list-style-type: none"> • Concentrated on communication with graduating seniors. • Mailed a letter (which included a post-graduation survey) from a GS alum (current UNC-Greensboro student) encouraging involvement with Girl Scouts past high school. Sent a follow-up email. • Planned social media posts to encourage lifetime membership and involvement past high school. • Received information from 5% of graduating seniors. Re-branded Daisy Circle as a young alum association. 	<ul style="list-style-type: none"> • Continue to communicate with graduating seniors. • Create plans and events to utilize Daisy Circle as the way to keep young alums connected to Girl Scouts. • Explore opportunities to connect Girl Scout Alum professional women with current Girl Scout Cadettes, Seniors and Ambassadors.
6b: Develop social media plans and virtual and face-to-face networking opportunities for alum that can allow alum to self-identify, increase our contact with them and help them learn to identify and recruit more alum.	
<ul style="list-style-type: none"> • Developed a simple alum information form which was used at community and agency fairs to identify Girl Scout alums. • Held 2 Women of Distinction events which included Girl Scout alum honorees and attendees. 127 attendees at events. 	<ul style="list-style-type: none"> • Explore opportunities to connect Girl Scout Alum professional women with current Girl Scout Cadettes, Senior and Ambassadors. • Utilize GSUSA's alum toolkit to help with identification of alums. • Continue Women of Distinction events and find ways to market to more Girl Scout alums.