

**Girl Scouts Nation's Capital must deliver a high-quality, fun leadership development program for girls through our dedicated volunteers.**

## **SUPPORT VOLUNTEERS**

### **Goals**

Improve and expand volunteer experiences in the delivery of fun, high quality program for girls.

- 1. Communication and training:** Implement an integrated communication and training strategy that provides our volunteers with the knowledge, skills and tools necessary to deliver high-quality program to girls.
- 2. Appreciation:** Create and implement a plan to consistently communicate the value of volunteers' contributions to the Council.
- 3. Short-term volunteer opportunities:** Develop and implement a process that supports the efficient and effective use of individuals and groups in short-term volunteer opportunities.
- 4. Customer satisfaction**
  - Achieve an average first customer contact resolution rate of 80% as measured through Volunteer Systems case management.
  - Earn a rating of satisfaction from a minimum of 75% of our volunteers responding to our annual customer survey.

### **Objectives and Tactics**

#### **1. Communication and training**

##### **Volunteer Communication**

- Concentrate on one follow up call to new troop leaders 6 weeks after starting for support and retention (MEM)
- Maintain three (3) new leader calls and integrate Product Program messages. (MEM)
- Develop a minimum of four information webinars focused on Foundational Girl Experiences for New Leaders or a specific level to boost relationship with council. (MEM)
- Deliver Virtual Troop Meetings from October - December by level to improve retention and net promoter score as well as to provide options for girls in risk categories. (MEM)
- Increase the percentage of troops accessing the Volunteer Toolkit by 5% so that a total of 54% all troops access Volunteer Toolkit by September 30, 2021. (AVD, MC, Mem)
- Inclusion: pilot a contract with KIT to potentially include training, consultation, and resources for volunteers and staff (or a combination thereof). (AVD)
- Create and assign a learning path targeted at new leaders by October 31, 2020. (AVD)

- Monitor implementation of the criminal background screening for new volunteers through Sterling Volunteers. (AVD)
- Leverage Rallyhood platform for audience-specific information sharing, collaboration and special event promotion, and registration for and by volunteers.
- Regularly communicate with educators regarding system and policy changes. (AVD)
- Review and revise as appropriate Council COVID-19 Response Guidelines a minimum of every six weeks. Communicate changes through monthly webinars and Rallyhood.
- Update *Volunteer Essentials* to reflect changes to the Council and GSUSA in the past year by August 30, 2021. (AVD)

#### Strengthen Service Units

- Establish new foundational trainings for Troop Organizer, Welcome Specialist, and Money Manager and add to gsLearn for assignment and follow through. (AVD, MEM)
- Rewrite New Leader Passport to include COVID response
- Rewrite Family Passport to include COVID Response
- By June 30, 2021, work with SU Manager Panel to develop metrics when a Service Unit needs to merge or divide; develop a communication plan.
- Proposed Realign Boundary Conversations to strengthen Service Units
  - Conversations to Merge Association 40 and 42
  - Conversations to Re-align boundaries in 40-1, 40-2, 40-3, 42-1, 42-3 and possibly 42-5 and 42-4
  - Conversations to Re-align boundaries in McLean, VA 50-12 and neighboring SUs to equalize
  - Conversations to Re-align boundaries in Arlington due to school district changes impacting: SU 60-2, 3, 4, 5, 6 and minimally to SU 60-1
- Secure consultation services with Kids Included Together for service unit team members. Consultation designed to help volunteers on a case by case basis identify techniques to include girls of all abilities in troops.

#### Volunteer Training Delivery

- Post trainings collected from adult educators on a monthly basis to event registration site and events calendar. (CC)
- Work with departments to identify, prioritize, and build a timeline for new online learning courses by June 30, 2021. (ALL)
- Build tutorials on Gold Award and Service unit positions by Aug 30, 2021. (AVD, PRO, MEM)
- Continue to collect data from volunteers for the purpose of updating training, either through survey collection, and/or targeted outreach. Focus on needs of returning vs. new leaders in order to further target training. (AVD)
- Continue to offer live (virtual and in-person) classes

- Support service unit managers by hosting their position specific training for a minimum of 30 managers by August 30, 2021. (AVD)
- Provide a minimum of 3,000 instances of live training by September 30, 2021.
- Deliver a minimum of 20 Cookout/ Campout classes that serve at least 400 volunteers by September 30, 2021. (AVD)
- Consolidate and organize volunteer training and resources in gsLearn to establish new “hub” of information. (AVD)
- AVD to provide virtual training delivery as needed to supplement educator shortfall due to aptitude with technology. (AVD)
- Remain aware of changes to the Safety Activity Checkpoints at the national level and work to incorporate updates by July 30, 2021. (AVD)

### Educator Recruitment and Engagement

- In an effort to recruit, train, and manage volunteer educators:
  - Convene ATMs at least twice a year to discuss goals and strategies as well as share information; at least one staff member attends all local educator meetings.
  - Support association training managers and service unit managers in the recruitment, onboarding, and education of Adult Educators. (AVD)
  - Identify at least 40 leads for potential educators using targeted personal outreach, data mining, and reports with an emphasis on recruiting tech-savvy and cookout and campout educators. (AVD)
  - Recruit 15 new adult educators of which at least five educators agree to teach at least one Cookout/Campout class by June 30, 2021. (AVD)
  - Support adult educators by hosting their position specific training for a minimum of 25 educators by August 30, 2021. (AVD)
  - Offer multiple virtual enrichment and professional development for educators to accommodate no Winter Weekend by December 31, 2020. (AVD)

## **2. Appreciation**

- Support the Council Recognition Panel and Association Recognition Committees on the completion of at least 900 approved adult recognition packets by August 31, 2021. (AVD)
- Conduct annual training for adult recognitions volunteers by September 30, 2021.
- Recognize the efforts of administrative volunteers through at least two events, including Annual Meeting and Camp Getaway in summer of 2021. (AVD)

## **3. Short-term Volunteer Opportunities**

- Continue marketing volunteer roles from each department through Volunteer Match and our website. (AVD, Mem, Camp, PRO)
- Work with student and affinity groups to offer at least 20 virtual or in-person events to deliver Girl Scout programming by July 31, 2021. (AVD, PRO)

- Work with corporate funders to deliver at least 4 “host and coach” model events (virtual or in-person) where events are mainly planned and delivered by employees of sponsoring organizations by September 30, 2021. (AVD)
- Re-engage previous episodic volunteers and maintain relationships with incoming volunteers. (AVD, PRO)
- Support grant-funded programming that focuses on employee engagement and episodic volunteer-led delivery of programs
- Match volunteers with virtual program delivery opportunities:
  - Develop repository for existing virtual templates of troop meetings and program events including badge and journey offerings by October 30, 2020. (PRO, AVD, CAMP, MEM)

#### **4. Customer Satisfaction**

- Achieve an average resolution time of four business hours for cases closed by the Customer Care Department. (CC)
- Strive for 95% of cases created each month use the naming conventions and format standards. (CC)
- Provide quarterly, or as needed, Case Management training to staff. (CC)
- Update case management training resources by November 1, 2020 to distribute to all staff with transition to VS 2.0
- Execute smooth transition from Personify to GSUSA’s alternative event registration platform in March 2021. (CC)

### **SUSTAIN MEMBERSHIP**

#### **Goals**

Meet the needs of volunteers to ensure the recruitment and retention of both girls and adults.

- 1. Girl Membership:** Achieve membership of 63,000 girls by FY’21 with annual progress toward this goal.
- 2. Troop affiliation:** Maintain a minimum of 85% troop affiliation with the goal to increase the number of troop-affiliated to 49,000 in 2021.
- 3. Girl and adult retention:** Achieve and maintain girl retention of 70% and adult retention of 75% with the goal to increase the number of retained girls to 36,050 (70% of 51,500) and adults to 20,250 (including lifetime members) by 2021.
- 4. Underserved markets:** Continue to recruit and retain girls and adults including those from all geographic communities, minority groups, varying economic levels, and all abilities.
  - Increase market share in Title 1 schools from 6.2% (10,865 girls) to 7.2% (12,594 girls) by FY’21.
  - Retain and recruit Hispanic girls in troops to increase to 9% of membership or 4,840 girls.

#### **Objectives and Tactics**

##### **1. Girl Membership**

- Achieve girl membership of 55,000 by July 31, 2021. The Council will achieve the following girl registration milestones:
  - October 31, 2020           41,250 (75%)
  - December 31, 2020       46,750 (85%)
  - July 31, 2021               55,000 (100%)

**2. Troop affiliation**

- Maintain a minimum of 85% troop affiliation with the goal to increase the number of troop-affiliated girls by 1% to 49,182 by June 30, 2021. (MEM)
- Form and recruit 300 new troops by March 31, 2021 to reach 3,000 new girls in traditional markets. (MEM)

**3. Girl and adult retention**

- For MY'21, increase girl EB renewal 1% to 32,850 from 32,500 by June 30, 2021. (MEM)
- Assess Spring Renewal “Early Bird” incentives. Create two timed incentives to improve number of troops and girls renewing before May 31<sup>st</sup>. (MEM)
  - Integrate the Zoom annual fee as a potential incentive.
- Retain 95% first year troop leaders through support calls and webinars compared to 90% retention the previous year in 2020. (MEM)
- Hold virtual events, troop meetings, in-person events (if deemed safe) to retain 70% of girls from MY20. (MEM)
  - Deliver Virtual Troop Meetings from October to December by level to improve retention and net promoter score as well as to provide options for girls in retention risk categories.

**4. Underserved markets**

Hispanic Recruitment Initiative

Execute a strategy to raise Girl Scout awareness, gain interest and commitment in the Hispanic community. (MEM)

- Host virtual *Encuentro* conferences to focus on girls in grades 6-10 by June 2021 to serve 30 girls in Arlington area. (MEM)
- Recruit 20 new troops from primarily Hispanic schools with specific targets in Sterling, Manassas, and Herndon, Virginia and Gaithersburg, Maryland by July 2020.
- Hold two twilight events in Manassas and Woodbridge to recruit 20 new Latina Girl Scouts
- Hold a summer Camp Amistad (50 girls) focused on Hispanic girls at Algonkian Park
- Spring Camp (25 girls): 4 days April 12-15, 2020, South Arlington/Alexandria site, focused on Hispanic girls
- Hold Summer Camp Funshine at Herndon UMC or local park (25 girls from Herndon/Reston area)
- Hold Spring camp in Germantown/Gaithersburg area to serve 50 girls
- Hold 8 samplers in Montgomery County to serve 45 girls in Hispanic Community

- Hold 3 Middle school Series either in person or virtual to serve 25 Latina 6<sup>th</sup> –8<sup>th</sup> graders
- Hold 5 5<sup>th</sup> grade series to serve 25 Latinas in short term programs in Montgomery County
- Hold 2 Winter Break Events to serve 25 Latina girls in Montgomery County

#### Asian Recruitment Initiative

Execute a strategy to raise Girl Scout awareness; gain interest and commitment in the Asian Community.

- Create Troop Organizer task force to focus on Troop recruitment in the Asian Community
- Hold Spring Camp (25 girls): four (4) days April 12-15, 2020, Vienna site to serve Asian community
- Hold Spring Camp Primavera at Crowell, no buses to serve 30 girls in Asian Community from Centreville, Annandale

#### African American Recruitment Initiative

Execute a strategy to raise Girl Scout awareness; gain interest and commitment in the African American Community.

- Increase recruitment of black/African American girls by 1% over MY 19.
- Register 3 new troops from Ward 7 and 8 (SU 40-3); Register 4 new troops in Northeast DC (SU 40-2); Register 12 new troops in central and southern Prince George's County (SU 22-1, 22-6, 21-11, 21-14, 21-6, 21-3) with volunteer leadership from identified diverse community by July 31, 2021.
- Increase the number of girls participating in troops from Title One schools from Washington, DC, Alexandria City and Prince George's County by 10% to over 2000 girls from 1836 girls in MY 19.
- Increase retention and Early Bird in Service Units 40-2, 40-3, 42-1, 42-3, 21-14, 21-6, 21-3, 21-11, 22-1 by 2% in these predominately black/African American Service Units.
- Strengthen appointments at the Service Unit Team Level through recruitment of five (5) new black/African American SU Managers: Recruit 10 new troop organizers and improve diversity in 25% of our Service Unit teams overall.
- Hold three Bring a Friend events in fall to recruit 40 new girls in southern Prince George's County.
- Hold 5 Series to serve Middle and High schoolers from Prince George's in a short-term experience.
- Hold a Prince George's Winter camp to serve 30 girls.
- Hold a VIRTUAL SPRING CAMP to serve 25 girls from Prince George's County.
- Hold 16 K-5 sampler (130 girls), predominantly in Black/African American and Title I communities: Oct: 2 programs, Nov: 4 programs, Dec: 2 programs, Jan-Feb: 4 programs, March-April: 4 programs in South East DC.
- Hold 5 MS/HS Series (50 girls): Jan-March, serving Black/African American and Title I communities in South East DC.
- Spring Camp (25 girls): 4 days April 12-15, 2020, SE DC site, serving predominantly

Black/African American girls in Title I communities.

- Spring Camp (30 girls): 4 days April 12-15, 2020, Ward 4 site (NW DC), serving predominantly Black/African American girls in Title I communities.

#### Inclusion and Low Income Initiative

- Shenandoah area:
  - Provide Girl Scout program for four (4) partners, Girls Inc of Washington County, Hagerstown YMCA, Boys and Girls Club of the Eastern Panhandle and Oak Tree Village from October 2020 through June 2021 to serve 100 girls.
  - Provide Girl Scout summer program for eight (8) partners, Girls Inc of Washington County, Hagerstown YMCA, Robert Johnson Center, Boys and Girls Club of Washington County, Boys and Girls Club of the Eastern Panhandle, Boys and Girls Club Frederick County, Frederick County Parks and Recreation, and Kids Club of Northern Shenandoah at 15 sites throughout Area 3 from June 1, 2021 through August 15, 2021 to serve 200 girls
  - Will hold 2 Family Day event in a rural, low income community in October and April 2020 to serve 15 girls.
  - Will provide Virtual Samplers to targeted audiences throughout Area 3 from September 15, 2020 through May 15, 2020 to register 100 girls.
- Fairfax Area:
  - Hold 8 “in person” or virtual series to serve 45 girls in Bailey’s Crossroads and Route 1 corridor.
- Montgomery County Area:
  - Hold Spring camp (25 girls) to serve low income areas of Silver Spring.
  - Hold 10 series to serve 50 girls in low income areas of Montgomery County.

### **DELIVER HIGH-QUALITY PROGRAM**

#### **Goals**

Provide access to programs that are fun, can be done with friends and reflect girl and parent interests.

#### **1. Girl Scout Leadership Experience**

- Ensure that girls receive the full benefit of the Girl Scout Leadership Experience by retaining 55% of girls for three years or more by FY’21.
- Signature Events: Pending safety standards are in place, including with Council partners, collaborate with legacy community stakeholders to organize and implement legacy programs virtually and/or in-person (such as Nutcracker at Warner Theater, World Thinking Day event(s) at Trinity Washington University, NASM, In Your Honor to serve 2,000 members Council-wide. (PRO)
  - Develop a cohesive social media package for Signature Events to promote the value of the programs to members. (PRO, PR)

#### **2. Program Development Focus:** Develop and implement high-quality program aligned with GSUSA’s four program pillars: outdoors, STEM, entrepreneurship and life skills.

Outdoors: Expand girl participation in outdoor programming.

- Develop and implement a plan to increase troop participation in outdoor programming.
- Develop and implement a long-range Council property plan that supports the delivery of high-quality outdoor program experiences.

Science Technology Engineering Math (STEM): Develop and implement a plan to establish partnerships with organizations and companies with STEM expertise to support STEM program delivery.

Entrepreneurship: Support the participation of a minimum of 50,300 girls in the Fall Product and Cookie sales annually.

Life Skills: Create and implement a plan to support the delivery of college and career preparation program experiences for girls.

- 3. Evaluation**: Create a consistent evaluation plan to measure the quality and impact of troop and Council programming.

## **Objectives & Tactics**

### **1. Girl Scout Leadership Experience**

Support local and regional volunteer-led program delivery to comply with Council COVID-19 Response Guidelines which limit the number of people who can attend Girl Scout in-person gatherings.

- Develop repository in gsLearn for existing virtual templates of troop meetings and program events including badge and journey offerings by October 30, 2020. (PRO, AVD)
- Develop and implement a business process to collect and promote all virtual girl program offerings by departments and GSUSA. Goal is to provide a central calendar and/or location for members to reference. (COO, ALL)
- Promote use of Council camps for troop meetings and overnight camping.

Program Kits: Continue to update and promote program resource kits to support the delivery of programming to 15,000 girls by September 30, 2021. Additionally, encourage awareness of program kits by supporting display opportunities for a total audience of 1,000 members. (PRO)

Program Partners: Train and recognize five (5) new Program Partners as well as maintain relationships with 75 existing partners, to serve a minimum of 7,000 members by September 30, 2021. Hold two webinars or meet and greets (April and August 2021) for Council Program Partners, in addition to offering multiple display opportunities for Program Partners. (PRO)

- Encourage Program Partners to achieve Premier Program Partner standard, with a target of inviting a minimum of three partners to become Premier Partners.
- Post Program Partner events weekly to events calendar. (CC)
- Pending safety standards are in place, secure commitment from five Program Partners to hold “Girl Scout Day” events, including large-scale experiences with Spy Museum, Hillwood Estates & Gardens, and Nationals baseball.



- Consider a social media strategy for promoting key Girl Scout Days to members.
- Recruit a minimum of four Program Partners representing outlying areas and/or one of the four program pillars.
- Maintain visibility for Program Partner events and Program Partners. (PRO, MC, AVD)

Religious Recognitions: Continue to increase publicity and awareness of religious recognitions with goal of 1,200 My Promise, My Faith recognitions sold in shop. (PRO)

Higher Awards: A minimum of 1,200 girls will earn the Silver Award, Gold Award and Silver Trefoil. (PRO)

- Leverage the momentum of the “Girls the World Needs” campaign and GSUSA’s renewed highest awards progression packaging, to support more girls going on to earn a highest award, with a target of 200 Gold Award Girl Scouts.
- Continue to support girls and volunteers on the GoGold 2.0 Online web portal and promote the GiveCampus crowdsourcing tool and other methods to further simplify the Gold Award process for Girl Scout teens. (PRO)
- Hold a minimum of two trainings for Gold Award Panel members to encourage consistency in proposal decisions. On-board at least three new members during the year. (PRO)
- Develop resources or trainings to educate adults (parents, leaders and general volunteers) on the Gold Award process and how best to prepare and support girls in pursuing the award. (PRO, AVD)
- Increase the availability and awareness of Gold Award Workshops by finalizing and offering consistent online workshop module. (PRO)
- Execute campaign to maximize Gold Award visibility, including implementing at least four virtual Conversations of Consequence by September 30, 2021.
- Execute campaign to maximize Precious Medals (including Gold Award) visibility.
  - Develop "Girls the World Needs" 3.0 campaign. Accelerate distribution on social media in September, thereafter quarterly. (MC)

Archives: Manage Council Archives and History Program Centers in Frederick County, Maryland and Winchester, Virginia. (PRO)

- Deliver archives and history programs in person and/or virtually to 200 girls and 50 adults in FY’21, including curricula that supports the Council’s history and the Girl Scout traditions. (PRO)
- Pending safety standards are in place, hold two to four additional experiences in which Girl Scout history is integrated into current girl programs and adult trainings. (PRO, AVD)

Other Council Programs: Provide additional 35,000 girl experiences through Council patch programs, Gold Award workshops, badges, and other opportunities.

- Maintain availability of STEM workshops, virtually or in-person, for Girl Scout Juniors – especially those without prior STEM experience – in the critical 4<sup>th</sup> and 5<sup>th</sup> grade window where girls often get disinterested or feel unsupported in pursuing STEM. Target is to serve at least 100 girls. (PP)
- Provide opportunities for at least 1,200 Girl Scouts to experience a Cookie University Program, by hosting a central virtual Cookie Convention event and supporting volunteers hosting Cookie University Programs for their troop or service unit communities. Goal is a greater per girl average for participants in these programs as compared to the Council PGA. (PP, PRO)
- Develop a schedule of “live” offerings with a focus on the September to March time frame (includes product program series, Archives and History programming, Conversations of Consequence, National Program Portfolio workshops, and other similar virtual programs.) (PRO)

GSUSA Programs: Support the national Girl Scout movement by working with GSUSA, especially the Policy & Advocacy Office in DC, to identify Council members to represent the efforts of Girl Scouts, locally and nation-wide. (PRO, PR, CAMP, MEM)

## 2. Program Development Focus

### Outdoors

- Council will serve a minimum of 38,000 (20% reduction) girls and adults on Council properties in FY'21 through the following programs: troop camping, core camps, service unit encampments, sleep-away, day and evening camps, high adventure, day events, and training. Additional support materials added to include virtual opportunities as well as relevant COVID-19 Response Guidelines.

Troop Based Outdoor Programming: Develop and implement programming that will enhance the outdoor/camping experiences for new troop leaders and girls as well as provide intentional programming opportunities for girls at all levels. Work with Service Units who have lower outdoor participation to identify and address barriers.

- Implement completed Nation’s Capital Explore Camp patch program which includes eight camp-specific activities and patches and one main patch focused on the eight basic outdoor skills.
- Host an outdoor skills day at Camp Aquasco to introduce girls and leaders to the new Explore Camp Patch Program by May 2021.
- Continue to promote the system for troop leaders to request Earth Defender Program materials and facilitator guidebook from the Equipment Center with a goal to serve a minimum of 500 girls by November 30, 2020.
- Host a minimum of six COVID-19 Response Guidelines Q & A sessions for volunteers to increase the comfort and knowledge of troops camping.
- Review needs and make up to \$25,000 investment in capital equipment at camp to support troops camping and high adventure programs.

- Plan for implementation of virtual girl experiences and engagement focused on Explore Camp patch programs, outdoor and environmental badges, high adventure, and the Girl Cookie program.

Core Camps: Spring 2021 plan and execute a minimum of six (6) teen Girl Scout-run Core Camps.

- Recruit and train one new host troop by October 2020 to plan and deliver an introductory core camp for Daisies and Brownies in spring 2021.
- Update the Core Camp Host Troop Manual to use as a supplement to Core Camp Host Troop training by October 1, 2020. to include COVID-19
- Working closely with Core Camp directors, schedule a minimum of two check in calls with members of the Camping Department to review and address COVID-19 Response safety procedures.

#### May Flather- 90 Celebration

Celebrate milestone with a series of girl program events including a core camp and sleep away camp to highlight the camp history to be completed by August 2021.

- Spring/summer- host a core camp or camporee focusing on CMF history and high adventure
- Sleep Away Camp- highlight the history of the camp throughout the summer.
- Create a virtual program highlighting the history of camp May Flather
- Offer donor opportunity to support capital improvements to May Flather; target is \$90,000 (CAMP, DEV)

#### Sleep –Away Camp

Offering program opportunities for 3,000 girls in grades K-11 at four Sleep-Away Camps during the summer of 2021.

- Modify capacity, program deliver, health and sanitation processes, and procedures to reflect industry response guidelines to COVID-19.
- Engage families with a minimum of two parent information webinars, with one being a virtual campout before camp; a minimum of two family focused weekend programs during camp season.
- Design and delivery of camp brochure. (CAMP, PR)
- Provide a minimum of 2 family focused weekend programs during the summer sleep-away camp season.
- Direct mail to promote sleep away camp registration- December. (CAMP, PR)
- Develop SFMC messaging on summer camps throughout the year.
- Online registration assistance. (CAMP, CC)
- Ensure all camps meet state and county codes with a focus on COVID-19 guidelines. (CAMP)

- Update current health, sanitation and communicable disease protocols to incorporate COVID-19 policies and procedures

### Staff Recruitment and Training

Hire and train a minimum of 165 seasonal staff; 225 is full employment. (CAMP, HR)

- Develop a cross department recruitment strategy to increase the number of American staff hires from 33% to no more than 50% of total seasonal staff hires. (CAMP, HR)
  - Build internship and recruitment relationships with a minimum of two colleges with the goal of increasing American candidates.
  - Look at the possibility of recruiting from within and hiring junior staff to support specialty areas but not act as ratio.
  - Design virtual staff recruitment materials to be used across social media platforms as well as virtual career and recruitment fairs.
  - Leverage the Girl Scout alumnae and recent grads. Email graduating seniors, teen troop leaders, and service unit staff.
- Develop resource materials that will assist the seasonal camp directors as well as help create consistency across all for sleep-away camps.
  - Develop a Camp Director Manual
  - Budget support materials
  - County, State, and GSUSA Safety Guidelines
  - Staff hiring and interview process
  - Sample paperwork
- Train a minimum of one person at each camp to deal with mental health issues and youth trauma informed care.

### Volunteer-led Day and Evening Camps

Support the overall planning and execution of a minimum of 20 volunteer-led day camps to deliver camp programming to 2,000 girls during the summer of 2021.

- Design and delivery of camp brochure. (CAMP, PR)
- Direct mail to promote sleep away camp registration in December. (CAMP, PR)
- Develop SFMC messaging on summer camps throughout the year. (CAMP, PR)
- Online registration assistance. (CAMP, CC)
- Modify capacity, program delivery, health and sanitation processes, and procedures to reflect industry response guidelines to COVID-19. (CAMP)
  - Attend quarterly Maryland Youth Camp Safety Council meetings.

### Volunteer Day and Evening Camp Director Support

Continue to develop additional support materials that will assist the leadership teams at our Volunteer-Led Day and Evening Camp programs and help ensure the future sustainability of volunteer run camps.

- Hold at least one New Director Training for incoming directors by May 2021.
- Continue to develop the Day & Evening Camp Director Manual and other administrative support materials for day and evening camp leadership teams

- Develop and implement a new required Money Manager leadership team position for Day and Evening Camps
  - By October 2020, develop a Day & Evening Camp Money Manager Appointment Letter and a Volunteer Systems Camp Money Manager volunteer role.
- Require directors to participate in monthly calls and check-in surveys to help ensure staff are alerted to any issues that could ultimately affect the overall operation of the camp.
- Connect directors with their local service unit managers so that camps and volunteer opportunities at camps may be promoted directly to the service unit.

High Adventure:

Increase access to Council-owned high adventure opportunities for girl and adult members by providing additional facilitator training and activity days.

- Develop and implement a plan by November 1, 2020 to resume High Adventure program offerings of archery, sling shot, and tomahawks at Council camps.
- Offer an in-person or virtual high adventure facilitator enrichment training covering High Adventure in the era of COVID-19 for all current Nation's Capital facilitators by December 31, 2020. (CAMP, AVD)
- Support local volunteer educators and camping staff to host a minimum of *ten* (10) high adventure classes with an average enrollment of 75% by September 30, 2021. (CAMP, AVD)\*
  - Offer a minimum of two kayak training sessions using the newly developed Council's own model. (CAMP)\*
- Replicate the Council's in-house kayak training for canoeing by sending a group of Council-selected volunteers through an American Canoe Association Canoe Instructor course to become educators.
- Continue implementation of the High Adventure Apprentice program by offering at least one archery certification course and one slingshot certification course for teen Girl Scouts by April 2021. Support skill development of trained apprentices by providing opportunities to shadow experienced adult high adventure instructors.
- Offer challenge course opportunities at Camps Crowell and White Rock a minimum of five (5) weekends in the spring of FY'21 for service unit and troop use. Continue to fulfill 100% of challenge course requests for service unit encampments. (CAMP)
- Provide troops access to virtual high adventure experiences in three areas: archery, climbing, and trail running.
- By December 30, 2020 complete the comprehensive inventory of all high adventure equipment that includes a long-range maintenance and replacement plan. (CAMP)

**Science, Technology, Engineering, Math (STEM)**

- Pending safety standards are in place, including with Council partners, collaborate with NASM to host a Girl Scout Day at the National Air & Space Museum. Anticipated spring 2021. (PRO)
- Maintain availability of STEM workshops, virtually or in-person, for Girl Scout Juniors – especially those without prior STEM experience – in the critical 4th and 5th grade window where girls often get disinterested or feel unsupported in pursuing STEM. Target is to serve at least 100 girls. (PRO)
- Leverage social media to provide further awareness of grant partnerships and opportunities.
- Expand robotics programs throughout the Council by September 30, 2021. These opportunities may include partner-delivered virtual experiences. (PRO)
  - Leverage social media to ensure more people have access to robotics event registration
- Develop and implement program opportunities to support the delivery of STEM programming in the outdoors, as it relates to the new National program content. (CAMP, PRO)
  - Based on funding streams, develop related outdoor STEM programs and opportunities.

### **Entrepreneurship**

Product Program Milestones: Product Programs will generate a net revenue of \$12,550,000.00 in FY'21 with participation of a minimum of 47,000 girls across both programs for a 1.3% increase. (PP)

- Fall Product Program- achieve a net revenue of \$ 850,000.00. Expand girl participation to 11,000 girls for a 2.4% increase. (PP)
- Cookie Program – achieve a net revenue of \$11,700,000 by selling 4,000,000. Expand girl participation to 36,000 girls for a 2.3% increase. (PP)

### **Fall Product:**

- Heavily promote M2 Media to encourage troop and girl participation, especially for Girl Delivery, to maximize a contactless delivery process, in defense of the unknown Covid19 impact in September. (PP)
- Host virtual Fall Product service unit fall product chairs' training to prepare volunteers for the season, with tips and guidance on maximizing participation. (PP)
- Expand the philanthropic reward concept, by adding the Smithsonian National Zoo to support the “Enrichment of Animal Life” through the animal care and wellness programs which provide physically and mentally stimulating toys, activities and environments for the animals. (PP)

- To promote participation in the Fall Product program, develop, market, and deliver a series of virtual girl program experiences between September 8 and October 21, 2020. (PRO, PP)

### **Cookie Program:**

#### Training and Program

- Create and assign a Cookie learning path on gsLearn for troop cookie managers with a completion by December 14, 2020. Complete module edits and updates by November 1, 2020. (PP/AVD)
- Prepare promotional videos, utilizing the Top 15 Cookie Sellers, for a campaign “For Girls, By Girls” by preparing their own videos for a marketing campaign to engage girls through social media, to increase participation (PP, MC)
- Identify opportunities to incorporate and promote GSUSA’s new Cookie Entrepreneur Family Engagement Pin directly to families! (PRO/PP)
  - Develop, market, and deliver a series of virtual girl program experiences focused on the five skills and the family entrepreneur pin beginning in November 2020. (PRO,PP)
- Provide opportunities for at least 1,200 Girl Scouts to experience a Cookie University Program, by hosting a central virtual Cookie Convention event and supporting volunteers hosting Cookie University Programs in for their troop or service unit communities. Goal is a greater per girl average for participants in these programs as compared to the Council PGA. (PRO/PP)
- Develop, market, and deliver a series of virtual girl program experiences focused on the five skills and the family entrepreneur pin beginning in November 2020. (PRO,PP)

#### Booth Procurement

Prepare and execute a mitigation plan if access to booth locations and customer comfort impact the viability of our current cookie booth model.

- Begin the cookie booth procurement process earlier in the year.
- Contact property management companies of past booth sale locations to request in-kind donation of access to empty storefronts during the 2021 Girl Scout Cookie public sales.
- Reach out to SU Cookie Booth Coordinators for a virtual conversation around booth procurement. As of early July, Walmart is not allowing solicitation. (PP)

#### Gift of Caring/Hometown Heroes:

Conduct a pilot of the Capital Cookies Care (CCC), via GiveCampus platform, to support troops’ promotion of their sale.

- Develop a “CCC Agreement” for troops with interest in the pilot, where they commit to engagement by the entire troop and consistent social media promotion.
- Troops that would like to be in the pilot, would need to do the following in the set-up phase:
  - Provide the name of the troops’ chosen Hometown Hero recipient
  - Identify the troop’s Hometown Hero goal (in dollars)
  - Provide a video, with girls, explaining the choice of their HH. At the very least, they must Provide a troop picture
  - Commit to picking up the needed inventory to fulfill the donation.
  - Deliver and have the Notice of Donation signed by the recipient and returned to the Product Program Staff within 2 weeks of the end of the program.

### **Life Skills**

- Provide support to the CEO for program planning, delivery, and implementation of *Virtual Camp CEO, Resilient Together* to serve 50 teen girls and 30 mentors in October of 2020. (BO, CEO, CAMP)
- Support regional teen groups in delivery of robust opportunities that meet the interests of girls in grades 6-12 through quarterly emails, teen Rally posts, or in-person visits to meetings and events. (PRO)
  - Develop a process for Teen Groups to request Girl Experience representatives at their meetings and/or events.
  - Create a toolkit for Teen Groups to use to incorporate Council-level messaging on Girl Experience topics into their local programs.
  - Provide support and opportunities for groups to connect with each other.
- Secure 50-60 office placements for the Council’s historic Congressional Aide program. Explore enhancing the program and further preparing girls to be aides by providing additional related skill-building workshops on topics such as resume writing, networking, and advocacy. (PRO)
- Continue to support events and resources around college preparation, career exploration and other programs related to building life skills. (PRO, AVD)
  - Includes college preparation and career exploration webinars hosted by Program Partners.

## **INVEST IN GIRLS**

### **Goals**

Grow our funding so all girls have access to a fun, high-quality program.

- 1. Financial Assistance:** Provide a minimum of \$500,000 in specific financial assistance to girls and adults annually.
- 2. Development Revenue:** Raise a minimum of \$2 million annually.
  - Raise \$1,050,000 million from annual giving campaigns including SHARE and major gifts.
  - Raise \$950,000 from corporations and foundations with active Board engagement.



- Raise a minimum of \$100,000 of revenue through the newly established annual golf classic.
  - Secure a commitment to Juliette Low Legacy Society from a minimum of ten individuals annually.
- 3. Alumnae Engagement:** Develop and implement an alumnae engagement plan with initial focus on GSUSA lifetime members and Gold Award Girl Scouts.
- 4. Financial Future**
- Establish strategies to further diversify the Council’s donors and revenue streams.
  - Establish strategies that will enable us to grow our operating reserves to six (6) months on a consistent annual basis.

## **Objectives & Tactics**

### **1. Financial Assistance:**

- In FY’21, the Council will distribute up to \$750,000 in financial assistance to support participation of girls and adults in Girl Scouting. (FIN)
- Explore integration of program grants and troop loans into existing financial assistance database to create consistent and efficient reporting process. (MEM, PRO, FIN)

### **2. Development Revenue**

#### **Annual Giving Campaign:**

Goal: \$1,050,000 Goal (\$700,000 SHARE and \$350,000 Major Gifts)

- **SHARE**
  - Maximize social media and Council- branded crowdfunding platform to increase giving. (DEV)
- **Individual Major Gifts**
  - Cultivate major donors and major door prospects in a high-touch way through the pandemic including one-on-one calls with CEO and senior development staff, virtual townhall, etc. (DEV)
  - Based on research, target and solicit major donors to secure five-year commitments. (DEV)
  - Working with the Board President, Major Gifts Chair and the CEO, use best efforts to ensure that the board members are giving and getting a minimum of \$500,000 of the Council’s budget. (DEV)
  - Secure \$90,000 for capital improvements to May Flather. (DEV)
  - Secure funding to support new Zoom platform expense. (DEV)

#### **Corporations and Foundations:**

Goal: \$950,000

- With the active engagement of the board, research, cultivate and solicit two new prospects from board members annually. (DEV)
- Identify and solicit independent family foundations. (DEV)
- Increase the pipeline by adding five new or lapsed donors annually. (DEV)
- Secure funding to support Council operations and girl program delivery. (DEV)

Juliette Low Legacy Society:

- Recruit a minimum of eight new members in FY'21. (DEV)
- Develop and implement a solicit plan that focuses primarily on members of the board who are not members of JLLS. Additionally, create JLLS blogs that feature JLLS members. (DEV)

Annual Golf Classic:

Work with the Golf Committee to raise a minimum of \$100,000 from the event by building off the success of the FY'21 Golf Classic. (DEV)

**3. Alumnae Engagement**

**4. Financial Future**

**ONGOING OPERATIONS**

**Objectives and Tactics**

**Business Operations**

- Continued planning, support and administration for Council office spaces as we progress through Covid-19 re-entry phases.
- Continued administration of ongoing leases and vendors to include physical office spaces and ongoing maintenance.
- Research, prepare and manage the RFP process for our copiers lease that will expire in 12/21.
- Collaborate and implement funds of tenant allowance for DC office at a rate of 20% this year for a phase 2 completion.
- Continued management of the Equipment Center with best practices to support volunteers, girls and staff within budget limitations.
- Support logistics for Council participation in the virtual National Council session in October 2020.

**Customer Care**

- Support participation in Product Program
  - Assume responsibility for tier 1 cookie emails, calls; begin creating cases in Volunteer Systems
  - Develop and implement a phone-a-thon to troops who do not place initial orders in the Cookie Program
- Provide operator coverage for the Council's main line.
- Manage vendor relationships
  - GoTo Webinar on behalf of all Council departments

- Manage Zoom platform requests and fees for troops
- Manage event registrations and campsite reservations

### **Finance**

- Maintain Accounting Policies and Procedures to ensure internal controls are up-to-date and effective. Implement appropriate internal controls where necessary. (FIN)
- Continue to develop and monitor financial projections that look historically at financial results and provide financial forecasts through FY'23. (FIN)
- Continue to follow a month end close schedule that produces financial statements at the end of the following month. (eg: October 2020 will close by November 30, 2020) (FIN)
- Ensure the annual Financial Statement Audit is completed by the end of January following the end of the 2020 fiscal year. (FIN)
- Ensure the Form 990 form is completed and filed by March following the completion of the financial audit. (FIN)
- Ensure the 403(b) Employee Retirement Plan audit is completed by June. (FIN)-
- Ensure the Form 5500 is completed and filed by July following the retirement plan audit. (FIN)

### **Human Resources**

- Recruitment to maintain staffing levels which include 118 regular staff and 350 seasonal/part time staff; ongoing.
- Increase the Council's outreach to include diversity, disability and inclusion platforms, community colleges, universities and colleges, 25 job boards with a national reach to attract more candidates; ongoing.
- Positions filled through an open, competitive recruitment process. The HR department evaluates applicant's qualifications and the top candidates forwarded to the appropriate manager for interview and selection. Emphasis is on equal employment opportunities and continuation of the development of a staff with great diversity; ongoing.
- Train hiring managers on Diversity, Disability and Inclusion.
- Secure 5 interns through our unpaid internship program – summer 2021; implement in FY'21.
- Develop job-specific orientation checklist for new hires to ensure thorough and comprehensive knowledge of job and responsibilities; November 2020.
- Ensure compliance with Federal, State and local employment law and practices; ongoing.
- Continue annual evaluation process through Catalytic Coaching to entire Council Staff; October 2020.
- Administration of Council Benefit plans, which include - health insurance, life, disability insurance and pre-tax retirement savings. Benefits reviewed annually with a focus on providing the best employee options while containing Council costs; ongoing.

- Work in partnership with Finance to ensure that the 403(b) Retirement Plan for Employees has an accurate and timely filed audit of the FY' 20 plan year; October 2020.
- Conduct Employee Satisfaction Survey; February 2021.
- Develop a professional development library and in-house training schedule for all staff at all levels; ongoing.
- Develop Employee Engagement Committee to provide employee engagement activities for all locations throughout the council; ongoing.
- Electronic/automated Personnel filing system
- Complete automation of our payroll process to include documents, electronic signatures and maintenance.
- Provide HR Metrics to assist in evaluating onboarding and termination; quarterly.

### **Information Services**

- For FY21 the Council will execute several network upgrades included in the FY'21 Capital Budget:
  - Upgrade virtual server
  - Upgrade disaster recovery and backup capabilities
  - Upgrade firewalls in all offices
- Information Services will support development of a Council wide telework policy
- Information Services will continue to manage relationship with third party managed service provider, the Newberry Group.
- Develop a long-term human resource strategy for internal and external support of the Information Service function.

### **Marketing and Communication**

- Create Brand Identity Center with marketing resources for volunteers. Distribute through Web and Rally. (MC, AVD)
- Develop strategy to reactivate Social Media Channels (Facebook, Instagram, LinkedIn and Twitter). Each channel needs specific strategy and regular postings. Monitor reactions from volunteers.
- Develop campaign on social and in media for the Fall Product and the Cookie Sale. How to Promote the "touchless" sales options. Work with Product Program on innovative media assets and exposure to increase sales. Reimagine product program contest (Bling your booth) to encourage troop participation
- Maintain relationship with media outlets in the DMV. Submit press releases on Girl Scout experiences.
- Produce high-quality publications: *Annual Report*, *The Insider*, *Award Yearbook*, *Camp brochure* and marketing materials: recruitment flyers and posters, Dashboard, Council Fact Sheet Program flyers, WOD program, invitations that establish Girl Scouts as the preferred organization for girls.
- Prepare scripts and presentations for CEO at external and council wide events.

- Maintain Council website to ensure on average 30,000 monthly visitors.
- Create videos for: Officer's Award, Cookie Program, Gold Award
- Increase followers by 9.3% to 15,552 by December 2021.
- Increase followers by 16% to 4,586.64 by December 2021.
- Continue to develop G.I.R.L. Squad. Modify the program to give a smaller group of Girl Scouts year-round access to Instagram. Foster a Girl Scout community.
- Develop a more interactive way to bring both Sudden Service Troops, Girl Advisory Board members, as well as the Teen Media Spokesperson into social media assets.

### **Property**

- By May 2021, create the next annual capital budget to provide camp property maintenance in support of long-term strategic planning. (Finance, Camping)
- By June 2021, ensure all safety inspections are completed at each camp property. (Finance, Camping)
- By June 2021, ensure all camp properties are ready for summer camping program. (Finance, Camping)
- By September 2021 provide funding requirements and cost analysis to Development for new capital projects. (Camping, Finance, Development)
  - As needed, provide expertise to Development in their effort to raise \$90,000 for capital improvements to May Flather.
- By September 2021, support programs on camp properties. (Camping, Finance)
- By October 2021, ensure completion of all Capital Projects for FY '21.

### **Retail Operations**

- Retail Operations to achieve a budgeted revenue income of \$725,000 in FY'21 from two sources, brick and mortar retail shops and the eCommerce shop revenue.
- Generate retail sales of at least \$1,900,000
  - Brick and Mortar Retail Shops
    - Achieve a budgeted net income of \$450,000
    - Generate retail sales of \$1,100,000
    - Maintain a minimum gross profit of 40.0%
  - eCommerce Online Shop (GSUSA Revenue Share)
    - Achieve a revenue income of \$275,000
    - Gross online sales potential \$800,000
    - Maintain a minimum gross profit of 34%
- Prepare to participate in three signature sales opportunities; Cookie KO, Annual Meeting and August KO. Look to adapt a virtual selling presence at these events.
- Research the viability of a Shop presence at additional smaller offsite events
- Establish a virtual shop platform for new virtual events.

- My Girl Scout Kit (Starter Kit) – Promote Kits year-round that include resource materials to support the GSLE. *Track LY vs. TY vs. Girl Membership* (RO/MEM)
- Bridging Kits – Promote throughout Membership / compare regularly in FY21 to FY20 and FY19’s debut year.
- Evaluate Shop schedules seasonally to adapt/support volunteer needs and to better maximize ROI.
- Target summer Campers and out of council visitors to increase summer revenue and work flow
  - Tweak Camp Care Bag processes to increase sales (RO/CAMP/CC/PR)
    - Marketing blurbs via brochure/social medial/constant contact/direct mailings
  - Update Online Shop with GS Nation’s Capital “souvenirs”
- Communicate Shop (Retail Operations) News quarterly or as needed on Rallyhood, Troop Edition, and other PR venues. News/Updates to include; schedules, Seasonal Shops, promotions and events year-round to support volunteers. (RO/PR/PRO)
- Membership Early Bird Incentive - Consult and supply support in regard to EB Coupon. Advertise, redeem, provide customer support, and provide stats monthly/EOY. (RO, MEM)
- Enhance marketing strategies to promote merchandise/promotions and track sales. (RO/PR)