

**Girl Scouts of Utah
National Strategic Network Alignment – The Local Opportunity
Adopted by GSU Board on June 7, 2017**

National Strategic Objective	<p><i>Reach more GIRLS</i> <i>Reach and serve more girls from all communities</i></p>
Local Council Strategy Statement	<p>In Utah, we will reach 9,000 girl member milestone in MY 2020 (GSU Centennial) through increased investment in the following:</p> <ul style="list-style-type: none"> • Programs to recruit target (most-likely to join) girls • Maintain high retention rates while growing • Secure three <u>strategic</u> outreach partnerships that enable us to reach girls in currently underserved populations.
Initiatives	<p>INITIATIVE 1: Invest in strategic lead-generation and conversion efforts that leverage the Salesforce system and operating model to grow girl membership at the rate of 500 “net new” girls per year.</p> <p>INITIATIVE 2: Develop a three-year Marketing Strategy to meet the girl membership goals and to ensure that the Girl Scout membership reflects the demographic make-up of our council population. Incorporate “Troop Type” membership opportunities into girl and adult recruitment efforts, designed to help “crack the code” on increased troop formation</p> <p>INITIATIVE 3: Build a scale-able field-based Member Development Team (“Sales”) in support of the CEI Operating Model that leverages the key learnings from the initial pilot.</p> <p>INITIATIVE 4: Establish clear definition of “Strategic Partner” through which we will reach more girls and demonstrate consistent positive program outcomes. Create innovative ways through partnership to build the girl-led troop experience beyond the “Traditional” parent-organized troop.</p>

National Strategic Objective	Higher IMPACT <i>Deliver consistent, quality, outcome-driven girl program</i>
Local Council Strategy Statement	Deliver the Girl Scout Program in ways that: <ul style="list-style-type: none"> • Ensure local understanding of and engagement in scouting for girl • Build capacity in adults to facilitate girl-led experiences through age progression • Demonstrate the desired national outcomes within local girls served • Create high advocacy of the program value within local members’ spheres of influence
Girl Experience / Girl Program Initiatives	INITIATIVE 1: Develop a meaningful, consistent and credible method to evaluate GSU program delivery: A) How effective are individual programs at delivering content promised in Pillars: STEM, Life Skills, Entrepreneurship and Outdoor? B) How effectively do girls in the program reach desired Girl Scout outcomes based upon their total experience?
	INITIATIVE 2: Update current Program Delivery Structure to serve 9,000 girls and beyond, and to meet other goals of reaching more girls.
	INITIATIVE 3: Develop a plan to increase the length of time girls in Utah stay involved in Girl Scouting. This initiative does not begin until Year 3 as it is based upon successful completion of other Higher Impact initiatives listed above.
Volunteer / Adult Leader Experience Initiatives	INITIATIVE 1: Create a Volunteer Service Program within the council with the purpose that the volunteer experience is positive and consistent throughout the network, and that new opportunities are created for community members and alumnae to participate beyond Troop Leader. This can include “episodic” volunteers and mentors.
	INITIATIVE 2: Establish “Troop Types” designed to help “crack to code” on increased Troop Formation; define adult leadership roles and experiences unique to each type and define “Troop Success” for each type; identify appropriate staffing model for “Troop Support” (proactive coaching and resource vs. inbound response of Member Support)
	INITIATIVE 3: Continue to invest in the “New Troop Leader” experience initiative, committed to the “freshman success” for all new Troop Leadership regardless of the Troop Type.

National Strategic Objective	<i>Increased INVESTMENTS</i> <i>Increase society's investment in girls</i>
Local Council Strategy Statement	Build a new council-level funding model that supports growth in Cookie Program revenue while simultaneously attracts new sponsorship and philanthropic support, engaging the community to “match” the girls’ efforts. Successfully grow community donations to \$1million annual income within five years (by FY 2022).
Initiatives	INITIATIVE 1: Build an effective and sustained fundraising department and program. Invest in strategies to drive fundraising revenues to \$600K by FY 2020. Grow in ways that enable rapid growth in philanthropic and corporate support in next triennium (aka, don’t be short-sighted for sustained giving)
	INITIATIVE 2. Reduce or eliminate Camp Cloud Rim mortgage debt.
	INITIATIVE 3: Identify opportunities for increased cookie revenue based upon (a) large market size “cookie buyer demand” and (b) increased girl members “cookie suppliers”.
	INITIATIVE 4. Identify Capital needs and facility plan for next triennium (2021-2024)
	INITIATIVE 5: Identify opportunity for public funding. Develop plans of action for funding opportunities that fall within this triennium.

National Strategic Objective	Effective OPERATIONS <i>Operate like one business moving in one direction</i>
Local Council Strategy Statement	Establish a customer-centric council environment that operates effectively in order to make: <ul style="list-style-type: none"> • Girl Scouts a great place to work (internal customers) • Girl Scouts a great place to serve and contribute (external customers)
Internal Customer Initiatives	INITIATIVE 1: Reshape Executive Team and Director levels.
	INITIATIVE 2: Make Girl Scouts a place that people choose to work – and stay!
External Customer Initiatives	INITIATIVE 1: Establish meaningful and consistent methods of incorporating customer feedback into annual and triennial operational improvement in <u>customer service</u> , <u>policies and procedures</u> and <u>program effectiveness</u> .
	INITIATIVE 2. Improve our ability to incorporate technology into the customer experience.
	INITIATIVE 3: Re-envision the Girl Scout Cookie program in Utah.

National Strategic Objective	<p>Stronger BRAND <i>Act like one movement: Speak with one voice, supported by our champions</i></p>
Local Council Strategy Statement	<p>By the Girl Scouts of Utah centennial celebration (2020), through intentional, integrated and effective strategic communications, be in a position to solidify GSU as THE definitive or “go-to” girl development organization in our state.</p>
Initiatives	<p>INITIATIVE 1: Translate the outcome of the 2016 family research into specific lead-generation and member engagement communications activities.</p>
	<p>INITIATIVE 2: Acknowledging that the voice of the members is our strongest marketing tool, equip and leverage the member network to tell a positive GS story that supports the definitive position.</p>
	<p>INITIATIVE 3: Develop 3-year plan to change perception and increase awareness of GSU to address key findings from Jan 2017 survey.</p>
	<p>INITIATIVE 4: Identify and engage local GS alumnae in the centennial.</p>
	<p>INITIATIVE 5. Develop strategy for Legislative Relations to solidify Girl Scouts’ position as THE definitive advocate for girls in Utah.</p>
	<p>INITIATIVE 7: Increase the stature and visibility of the GSU Board of Directors to reinforce the definitive positioning of the organization.</p>

National Strategic Objective	<i>Culture of Girl Scouts</i>
Local Council Strategy Statement	<p>Strengthen and transform our council culture so that we embody the Girl Scout DNA, brand essence, Promise and Law, and program values in everything we say and do.</p> <p>Work, communicate, gather and support in ways that draw people to the Girl Scout movement.</p> <p>Be intentional that every constituent chooses to be a part of the Girl Scout movement.</p>
Initiatives	<p>INITIATIVE 1: Build a workplace and council culture in which innovation that improves the customer experience and our ability to meet the strategic goals is encouraged and awarded. <u>Be comfortable with change</u>, taking risks, and learning when things don't happen as planned. Be confident in <u>accountability</u> and <u>performance-based work</u>.</p> <p>Transform the workplace and council culture from making decisions based upon traditions, rules, “what we’ve always done”, and emotion to being able to <u>make decisions based upon data and management skill</u>. Data-driven decision making requires <u>seeking relevant data</u>, <u>taking time and having methods for analysis</u>, <u>coming together to review, discuss and evaluate the data</u>, and being <u>confident in making calculated risks</u> without knowing the concrete outcome.</p> <p>INITIATIVE 2: Evaluate options to reshape the layout, tone, and environment of the three office properties in ways that <u>change and reinforce desired cultural changes for staff, volunteers and girls</u>.</p> <p>INITIATIVE 3: <u>Develop cultural awareness</u> so that people choose to join, volunteer with, donate to, and work at Girl Scouts. Build an ethic that we are all customers at one time or another: members, volunteers, prospective members, donors, Board, workplace colleagues. Continue to <u>break down silos</u> between departments and teams, between volunteers and staff. Continue to build understanding that the staff organization is there to support the volunteer network.</p> <p>INITIATIVE 4: Celebrate the Girl Scouts values in the workplace, with our donors and our members. Continue to build trust to call upon <u>the Girl Scouts skills that we train others to use</u> into our daily work.</p>