

STRATEGIC PLANNING



2014/2017 STRATEGIC PLAN, GSCTX BOARD OF DIRECTORS APPROVED SEPTEMBER 27, 2014

THE KEY TO SUCCESS IS MASTERY OF A LEARNING-BASED PROCESS FOR CREATING WINNING STRATEGIES AND ADAPTING THOSE STRATEGIES AS THE ENVIRONMENT CHANGES.



GIRL SCOUTS OF CENTRAL TEXAS STRATEGIC PLAN 2014-2017

Increase public revenue to 21% of total revenue and improve quality of overall programs and services

Strategic Priority	Overview Statement	3-year Measurements of Success
Council Cohesion	<ul style="list-style-type: none"> Promote and provide strong council-wide leadership, programs, and communication that fosters unity among Council volunteers, girls, parents and employees resulting in highly engaged stakeholders across all areas and functions of the Council. 	<ul style="list-style-type: none"> Adult (volunteer) & girl retention Employee satisfaction (Gallop Employee Engagement survey)
Membership	<ul style="list-style-type: none"> Increase and diversify membership and retention through all programs levels and adult volunteers. 	<ul style="list-style-type: none"> Girl & adult membership growth Girl & adult retention
Programs	<ul style="list-style-type: none"> Deliver a fun, high-quality, relevant, and innovative Girl Scout Leadership Experience (GSLE) to develop girls who want to change the world. Execute Master Property Plan to repair and renew Council camps, service centers and scout houses. 	<ul style="list-style-type: none"> Girl membership growth Girl retention Membership usage of camps (year-round and resident)
Resource Development	<ul style="list-style-type: none"> Diversify funding sources, enhance fundraising strategies, and improve overall execution of fundraising activities in order to decrease reliance on product sales. Execute Master Property Plan capital campaign [\$500K (incremental to annual fundraising budget) per MPP phase] 	<ul style="list-style-type: none"> % Public contributions from 16% in 2014 to 21% in 2017 Establish and grow cash reserves \$500K per MPP phase (% public contribution increases 4 % points)
Volunteer Leadership, Training & Support	<ul style="list-style-type: none"> Improve the overall volunteer experience - recruit, train, retain - to support a quality GSLE and membership growth. 	<ul style="list-style-type: none"> Adult membership growth Adult (volunteer) retention

GSCTX VISIONARY STATEMENT 2018-2020

- Deliver a quality Girl Scout Leadership Experience to the girls of Central Texas
- GSCTX will be externally recognized:
 - By Girl Scouts - as a high-performing council in the areas of STEM and one other focus area
 - By Parents - as the premiere girl leadership development organization for girls in Central Texas providing diverse and differentiated programming
 - By Girls - as the program of choice for the pursuit of their goals and dreams
 - By the Community - as the expert on girls in Central Texas
- Fiscal vision: Begin October, 2020 with \$4M operating cash (includes a \$2M true cash reserve)