



2013-2015 Strategic Plan “Refresh”

Board Approved Goals for 2013-2015 with 2013-2015 Objectives

MEMBERSHIP

GOAL: Girl Scouts engages girls and adults of all backgrounds and all communities, offering flexible ways to belong to, and become part of, Girl Scouting.

1. **Objective:** Increase girl membership by 2% annually.
2. **Objective:** Increase participation of girls in grades 5-12 by 3% annually.
3. **Objective:** Mirror demographics by increasing geographic parity to attain a 10% minimum market share in each of the seven geographic regions, plus racial parity by 1.5% annually and ethnic parity by 1% annually council wide.
4. **Objective:** Strengthen all seven regional volunteer teams to include at least 50 active volunteers.
5. **Objective:** Achieve 73% adult member retention by September 30, 2015.
6. **Objective:** Increase new adult engagement by 2% annually.
7. **Objective:** Increase 18-29-year-old adult members by 10% annually.

PROGRAMS

GOAL: Girl Scout programs provide the premier, innovative leadership development experience for girls.

- 1. Objective: Attract girls in grades 5-12 with unique and diverse programs that meet these criteria:**
 - Half of council-sponsored programs focus on girls in grades 5-12 by year-end 2015.
 - Volunteers lead two programs per region annually.
- 2. Objective: Deliver at least two council-sponsored programs per year, based on each of the five focus areas that volunteers can duplicate and deliver regionally.**
- 3. Objective: Implement an evaluation process that incorporates Girl Scout Leadership Experience outcomes.**
- 4. Objective: Establish a baseline, and ensure that 65% of volunteers in direct support of girls have completed core training classes.**
- 5. Objective: Increase girl participation in the Girl Scout Cookie Program by 2.5% by strengthening the financial literacy focus area and providing year-round support for all program age levels.**
- 6. Objective: Provide resources to all girls to enable them to participate in community service and/or advocacy programs.**
- 7. Objective: Increase number of community partners delivering Girl Scout program by 25%.**

BRAND

GOAL: Brand Girl Scouts as the pre-eminent organization for girls.

- 1. Objective: Increase membership in underserved markets by educating the community and building awareness of the opportunities available in Girl Scouting.**
- 2. Objective: Develop and implement a system to monitor consistent messaging.**
- 3. Objective: Devise innovative methods to build the brand.**
- 4. Objective: Measure marketing success and return on investment.**
- 5. Objective: Enhance visibility by increasing participation in community entities (events, committees, organizations, projects and initiatives).**
- 6. Objective: Increase membership in the Girl Scout Alumnae Association (GSAA) and boost the members' engagement in Girl Scout activities.**

FUNDING

GOAL: Make Girl Scouts San Diego a top-tier choice for funding.

- 1. Objective: Support the Council's efforts in raising \$1,418,632 in revenue.**
- 2. Objective: Support the Board in an increase of \$105,000 in fundraising revenue.**
- 3. Objective: Raise \$100,000 in direct appeal revenue (doubling the current amount of \$50,000 raised in the end of year campaign).**
- 4. Objective: Generate \$75,000 in increased revenue from new and existing corporate partners.**
- 5. Objective: Recruit a minimum 100 members or \$100,000 in revenue through the Promise Circle (up from 80 members in 2011).**
- 6. Objective: Increase Legacy Circle Membership from 61 to 100 members.**

ORGANIZATIONAL IMPERATIVES

To realize these goals, Girl Scouts San Diego commits to the following organizational imperatives:

- 1. Objective: Establish and sustain leading-edge technology via these steps:**
 - Conduct annual technology needs assessment and implementation strategies.**
 - Deliver technology upgrades.**
 - Utilize technology in sync with the ways girls and young adults communicate.**
- 2. Objective: Provide and maintain council properties that support program via these steps:**
- 3. Objective: Ensure comprehensive oversight of the council's assets.**
- 4. Objective: Demonstrate staff excellence and high employee satisfaction.**
- 5. Objective: Adhere to the "12 Principles of Governance that Power Exceptional Boards" in order to achieve the council's vision, mission and strategic priorities, and build exceptional non-profit governance.**



Service Unit Team Function and Composition

The service unit team invites every girl into Girl Scouting and ensures troop leaders are providing quality programming that meets the needs of today's girls. Team members provide support and direction to troop leaders so that they feel supported and satisfied in their roles.

Each service unit team organizes itself to support the unique needs of the volunteers in their particular community. Flexibility in the positions is sometimes necessary; the manager, team members and membership staff should always reach a clear agreement on the tasks each person will perform.

Service unit team positions

Note: Starred positions are highly recommended for effective service unit operations and required to be eligible for the President's Award. Additional positions listed will help with supporting Girl Scouts in the community and delegating work in the service unit.

★ Service Unit Manager:	Manages the work of the whole service unit; appoints service unit team members and leaders; sees that troops and groups are organized, registered, and supported; conducts service unit leader and service unit team meetings; ensures that all necessary paperwork is completed in an efficient and timely manner; delegates work for service unit; recognizes adult volunteer efforts
★ Registrar:	Ensures registrations are complete and accurate; maintains records of troops and schools with girls registered; assists troop leaders and parents with online registration questions; coordinates service unit's membership renewal campaign
★ Treasurer:	Handles service unit finances and completes financial reports; delivers monthly financial reports at service unit meetings; helps troops open bank accounts; collects annual troop financial reports; completes annual service unit financial reports and sends to council office
★ Activity Consultant:	Approves or disapproves overnights; helps leaders plan outdoor program and camping trips; offers outdoor mini-training and encourages outdoor training; promotes camp; maintains all troops' activity records; may organize service unit encampment
★ Membership Organizer/ Lead Membership Organizer	Helps set up and conduct organizational meetings at schools and community functions; acts as a contact with schools, leaders and parents; recruits leaders and organizes new troops/groups; may conduct new leader orientations as directed by the service unit manager; places girls in troops or maintains waiting lists of girls by program age level; lead membership organizer oversees recruitment efforts in the service unit and assists other membership organizers and membership development coordinator

★Service Unit Cookie Coordinator:	Works with council cookie sale area manager; completes all appropriate paperwork; trains troop cookie manager, coordinates booth sales in service unit; acts as clearing- house for cookies
★Fall Product Sale Coordinator:	Works with council fall product sale area manager; trains troop fall sale managers; completes all appropriate paperwork; prepares fall product sale final report for service unit
★Council Delegate:	Represents service unit at annual assembly meetings; collects feedback from girls and volunteers to relay to council executives and board members
Recognitions Chair:	Coordinates application procedures for adult recognitions; submits requests for board-approved adult recognitions; ensures that adult recognition event is held at least annually; facilitates community sponsored recognition of Girl Scout volunteers; ensures all leaders understand recognitions application procedures
Community Liaison/ Public Relations Representative:	Develops and implements a public relations plan for the service unit, including activities such as girls marching in local parades and setting up Girl Scout exhibits in community locations to recruit new leaders and girls
SHARE Coordinator:	Works with council fund development staff member; ensures SHARE Annual Giving campaign is implemented; sets goals with service unit team and membership staff; supervises and trains others who may give SHARE presentations to community organizations and parents
Secretary:	Contacts leaders about meetings; handles correspondence; prepares notices; orders supplies; may produce meeting minutes, produce and distribute service unit newsletter, or manage email communications
Training Coordinator:	Supports troop/group leaders by consulting, advising and answering questions regarding training classes, Girl Scout progression, and training requirements
Encampment Director:	Coordinates single-level/multi-level camping trip for the entire service unit (can be activity consultant or event director)
Event Director:	Directs and coordinates special service unit activities such as a skills day, badge workshop, Thinking Day, Brownie Fun Day, etc.
Librarian:	Keeps track of books and service unit resources checked out; maintains inventory; encourages use



Service Unit Manager (SUM)

Position Description

Reports to: Volunteer Support Coordinator

Term: 1 year - may be reappointed annually by Volunteer Support Coordinator. Maximum 3 year term.

Function: Serves as point person to council; oversees the volunteers and girls of an assigned geographic area to ensure their recruitment, support, and the delivery of quality programming.

Competencies

- Leadership experience and supportive team-player able to work with people of diverse cultures, abilities, personalities, ages, backgrounds.
- Strong organizational skills; able to prioritize multiple tasks.
- Effective oral and written communication skills. Serves as a positive role model to team members, leaders and girls.
- Knowledgeable and enthusiastic resource for members and non-members to learn more about Girl Scouts.
- Able to delegate tasks and responsibilities.
- Meeting facilitation skills; comfortable speaking before local members.
- Computer/internet access and proficiency.
- Conflict resolution/mediation skills, training, aptitude.
- Manages confidential, sensitive matters.

Expectations

- Honor and live by the Girl Scout Law.
- Facilitate regularly scheduled service unit team and leader meetings.
- Maintain communication with team and staff.
- Oversee work, progress, and welfare of SU team members, troop leaders, volunteers, and girls.
- Assist in recruiting and supporting team positions.
- Restrict membership data/email distribution for Girl Scout use.
- Ensure service unit supports year round recruitment and renewal efforts to reach membership goals.
- Collaborate with Volunteer Support Coordinator to develop succession plan for all team positions; inspire job sharing/shadowing/mentoring where applicable.
- Promote council and regional events, programs, activities and campaigns.
- Collaborate with Volunteer Support Coordinator about conflict resolution strategies within the service unit and community
- Collaborate with Membership Development Coordinator on recruitment strategies.

Requirements

- Be a registered Girl Scout member in good standing with current volunteer paperwork and background clearance on file.
- Take self-study training for the position prior to assuming duties, and accept responsibilities and duties outlined.
- Review self-study guides for all SU team positions.
- Attend annual SU Manager Roundtable; encouraged to attend all SU team position roundtables or ensure team member attends.
- Affirm that the Girl Scout movement actively seeks members of every racial, ethnic, religious and socioeconomic group.
- Accept and promote Girl Scouts of the USA and Girl Scouts, San Diego-Imperial Council policies, procedures and guidelines.

Troop # _____ SU # _____

Name _____

Street Address _____

City, Zip _____

Phone # _____

Cell Phone # _____

E-Mail _____

Girl Scout Law

I will do my best to be honest and fair, friendly and helpful, considerate and caring, courageous and strong, and responsible for what I say and do, and to respect myself and others, respect authority, use resources wisely, make the world a better place, and be a sister to every Girl Scout.

This agreement must be signed and returned to membership staff.

I have read and understand the responsibilities of this position. I am a registered Girl Scout member in good standing and agree to do my best to uphold my responsibilities as volunteer Service Unit Manager. I recognize this is a volunteer position and will not expect or accept any monetary compensation. If for any reason I cannot fulfill my tasks as detailed here, I will inform my volunteer support coordinator immediately.

Signature _____

Supervisor _____

Date _____

Thank you for volunteering!

Girl Scout Recruitment Tools

Helping to grow the service unit and involve girls in Girl Scouting is an important aspect of the service unit manager position. With the help of your membership organizers (MOs) and your council membership development coordinator (MDC), you can help ensure that all interested girls have the chance to participate and benefit from the Girl Scout program. Service units (SUs) often hold recruitment activities to invite new girls and volunteers to join one of the many Girl Scout Pathways.

Pathways are nationally consistent yet flexible ways that girls and adults participate. They represent a national membership strategy for recruiting and retaining more members. Using pathways, we can deliver the Girl Scout Leadership Experience (GSLE) to more girls and match volunteers to girls.

Guiding principles of membership

A quality Girl Scout experience should:

- Commitment to build future leaders
- Engage girls from all backgrounds in grades K–12
- Serve every girl for the longest duration possible
- Reach the greatest number of girls possible
- Offer flexible ways for girls to belong
- Align volunteers to support girl participation

You can find more information about pathways, including troops, camps and other membership options, at www.sdgirlscouts.org/pathways.

Volunteer recruitment techniques

The best recruitment approach is a personal one, and the best recruiter is another volunteer. Here are some tried-and-true techniques:

- **Word-of-mouth networks.** These networks include volunteers, volunteer coordinators, other organizations, community organizations, and other people (e.g. teachers, ministers).
- **Personal contact.** This involves speaking before groups or to individuals who may have the background, knowledge or interest you are looking for. You may feel volunteers are difficult to find, but it's only because they haven't been asked.
- **Use of media.** The following media are ranked on the basis of their anticipated impact on successful recruitment efforts:
 - Social media: Consider creating SU pages on various social media platforms (must be council approved) to share upcoming events and activities with your community.
 - Newspapers: Consider established dailies as well as community papers.

- Posters and fliers: Aimed at target groups, these media can take various creative formats, such as bookmarks given out at public libraries or inserts distributed with telephone or gas bills.
- Exhibits: These are information and displays on Girl Scouting in public areas (e.g., shopping centers, carnivals, banks, restaurants, stores).

Year-round service unit recruitment tips

- Encourage troops to have their girls (dressed in uniform) perform activities at their school (ushering, pledge of allegiance, flag ceremonies, award assemblies, etc.)
- Make recruitment efforts (back-to-school nights, parent information meetings, street festivals) more personal by having active Girl Scouts talk about their experiences and share the most exciting things their troop has done.
- Have current Girl Scouts invite their friends and classmates to SU events.
- Maintain a presence in your area: Flier local businesses and gathering spots, encourage troops to participate in community events in uniform, etc.
- Recruit bilingual adults onto to the SU team to help with ESL volunteers.
- Get to know the troops stats. Know what troops are at your schools and where there are gaps so you know where you should place girls and volunteers!
- Be creative and think outside the box! Feel free to design your own recruitment activities that work for your community.

You can find more recruitment events for your SU at (www.sdgirlscouts.org/SUrecruitment OR whatever perm link is) and ideas to share with your troops at (www.sdgirlscouts.org/trooprecruitment OR whatever perm link is).

Pathways to leadership – volunteer process

New troop volunteers can begin their pathway to leadership right away. When you meet or hear from a potential troop volunteer, please connect them with an MO or MDC so they can complete their background check and essential trainings. Find more information at www.sdgirlscouts.org/volunteer.



Service Unit Recruitment Ideas

Why hold a service unit recruitment event?

Think of your favorite Girl Scout memory — maybe watching your girls come out of their shells at their first Daisy meeting, or maybe when they earned their Gold Award and you realized how much they'd grown. Don't all girls and volunteers deserve those experiences?

Girl Scouting offers so many opportunities to learn and grow, and we want that feeling to be available to everyone! By helping to grow Girl Scouts, you help build girls of courage, confidence, and character who make the world — and your community — a better place. Recruitment is also part of the President's Award criteria. If you have your sights on that honor, you'll want to start planning!

There are 30,000 girl members in Girl Scouts San Diego ... and at least another 200,000 girls who are just waiting for a chance to join! Whether you are participating in the Spring Membership Campaign or simply want to help girls in your community get involved, there are tons of ways to help build Girl Scout membership. Remember: Your service unit, fellow volunteers, and your council membership development coordinator (MDC) are here to help. They can share ideas and help you get materials you'll need for a successful event.

Recruitment ideas include:

Songfest

Invite non-members to learn some favorite Girl Scout campfire songs — no flames required! This is a great event to hold outside at a park or at a Girl Scout property. Create songbooks so all attendees can sing along. Share fun and interactive snacks, like s'mores or ants on a log. Set up an information booth where adults can learn about joining. Invite a service unit membership organizer (MO) or your MDC to attend and help organize new troops. Collect names and contact information for everyone who attends and share this list with your MO or membership staff member.

Ice cream social or tea

Flyer your school, community center, etc. to invite girls and families to a free ice cream social. Bring Girl Scout books for families to check out, along with display photo boards and girl uniforms to show off troop memories and accomplishments. Lead girls in a quick craft, such as making fancy paper hats for their tea or creating a memorable SWAP. Allow girls and adults to socialize while enjoying their ice cream or tea, then gather everyone into program age levels. Speak about your Girl Scout experience and answer questions, then let adults discuss volunteering and forming troops. Collect names and contact information for everyone who attends and share this list with your MO or membership staff member.

These are only a few ideas. Feel free to be creative, think outside the box, and design recruitment activities that work for your community. You might also try community service projects, a beach luau or anything else you can imagine!

Troop Recruitment Ideas

There are 30,000 girl members in Girl Scouts San Diego ... and at least another 200,000 girls who are just waiting for a chance to join! Whether you are participating in the spring membership campaign or simply want to help girls in your community get involved, there are tons of ways to help grow Girl Scouts. Remember: Your service unit, fellow volunteers, and membership development coordinator (MDC) are here to help. They can share ideas and help you get the materials you'll need for a successful event.

Recruitment ideas include:

Parent/Guardian Information Night

Help start a new troop in your area. Flyer your school, community center or faith institution to invite interested girls and their families to an information night. Create posters or trifold featuring photos of favorite troop activities to display at the meeting and be prepared to speak about all the fun you've had in Girl Scouts. Plan a fun activity to show the other girls while adult members talk to parents about their experience with Girl Scouting and encourage them to volunteer.

Bring-A-Buddy

Make any field trip a Bring-A-Buddy event! Each girl can invite a friend (or two) to accompany the troop on an activity — fun options include a museum visit, an outdoor adventure day, a swimming trip, etc. Make time before or after the activity to speak about Girl Scouting and share information about joining or forming troops. Ask your MDC where you can get special "Bring a Buddy" patches for you and your guests.

Journey Day

Distribute flyers or personally invite interested girls and their families to work on a Journey with your troop. Daisies can learn to plant a flower at their very own Garden Party (*Welcome to the Daisy Garden*, adult book p. 72), Brownies might create SWAPS and learn about the Brownie Elf Adventure (*Brownie Quest*, adult book p. 85), Juniors can plan a *GET MOVING!* sleepover — use your imagination! At the end of the meeting, discuss how girls can continue in Girl Scouting and talk to adults about volunteering.

These are only a few ideas. You might also try strawberry picking or a family picnic. Be creative, think outside the box, and design recruitment activities that work for your community!

Guide for Easy Annual Troop Renewal

- Suggest to the girls that part of their cookie money be used for registration fees. If girls agree, parents and guardians will only need to sign the troop roster, and the leader can complete registration for all members online prior to Sept. 29 each year.
- Have troops hold an informational meeting to guide parents through the online registration process.
- Remember, troop registration consists of a minimum of five girls and two adults.
- Position codes for volunteers are very important. Volunteers must update their position codes each year. When registration is completed, ensure all adults have designated their position codes.
- Leaders should view troop management regularly to ensure all members are registered appropriately.
- If financial assistance for a new girl or adult member please submit [Opportunity Fund Application for Registration](#) with a paper registration form.
- The service unit registrar and treasurer should be made aware of any changes in leadership or possibility of disbandment. Any team member who becomes aware of a possible disbandment situation with a troop needs to notify the rest of the team and the volunteer support coordinator.
- Hold a registration event at a service unit meeting. Consider inviting staff for troubleshooting.

Ten tips for resolving conflict

Adapted from the National Conflict Resolution Center

1. Talk to each other in person.
2. Talk privately in a neutral place.
3. Assume you can fix the problem. Be creative and flexible.
4. Use “I” statements to explain your side of the conflict.
5. Blaming is not useful in solving problems. Look forward.
6. Focus on behavior, not personality. You don’t have to like each other to address a specific problem.
7. Listen without interrupting or reacting. The other person will be more likely to extend the same courtesy to you.
8. Try to hear the needs behind the complaints. What is really driving the dispute?
9. Avoid each other’s “hot buttons.”
10. Look for joint solutions that require both of you to act.

For assistance with resolving and managing conflicts, please contact your volunteer support coordinator.



Girl Scout Membership Staff Support

Who should you contact? We're both ready to hear about any concern you may have and can expedite on your behalf, but this is how our two positions support you best:

Volunteer Support Coordinator (VSC) can help you with:

VSC primary focus is the retention and support of existing girl/adult members and troops

- Membership renewal campaigns – local and national
- Service unit manager appointment/orientation/training/support
- Service unit team structure/orientation/training/support
- Service unit meeting ideas/resources/presentations
- Service unit S.H.A.R.E. goal setting
- Collaborate with service unit team to achieve President's Award
- Point person to troubleshoot for volunteers in her service area
- Forms/procedures/guidelines – local and national
- Leader/member support
- Troop management ideas
- Troop money-management and money-earning projects
- Financial reports audit/process education
- Conflict resolution – team/troop/parent/girl
- Disbanding troops reorganization or placement of continuing girls
- Recognitions and awards information and questions
- ... and other Girl Scout "stuff" 😊

Membership Development Coordinator (MDC) can help you with:

MDC primary focus is the recruitment of new girl and adult members

- Membership recruitment campaigns – local and national
- Appointment of membership organizer and/or recruitment team
- Membership organizer and/or recruitment team structure/orientation/training/support
- Recruitment strategies/membership goals
- Recruitment ideas/materials/flyers for membership campaigns and various recruitment events
- Form new troops
- Place girls in new and existing troops; i.e. new girls and girls from disbanded troops
- New leader/assistant leader orientation and welcome email to service unit
- Information on various adult/girl membership options; eg. troops, co-ops, independents
- Building community partnerships with other organizations in your community
- Presentations to groups/organizations about the Girl Scout Mission and volunteer opportunities
- ... and other Girl Scout "stuff" 😊



Tips for boosting service unit meeting attendance

1. Arrange for greeters to say hello to everyone as they arrive and to help newcomers meet people, find their folders and seats, etc.
2. Make the agenda visually exciting. Use graphics and/or colored paper. Leave some blank space for writing notes.
3. Open with a workshop to give leaders ideas of things they can do with their girls; bridging, ceremonies or service project ideas.
4. Feature a theme at each meeting (i.e., teach a different knot or give out a new recipe). Incorporate it into your agendas, recognitions, ceremonies ... everything you can think of! Also consider adopting a running theme to use throughout the year.
5. Have door prizes; nothing fancy or expensive, just fun or thematic.
6. Show people you appreciate that they made your meeting a priority. Reward them for being on time with a small gift, candy, a special sticker on their name tag or other token. To applaud those who stay the whole time, have a "bitter ender" drawing ... or have troops make centerpieces to raffle off (winners must be present). A little recognition goes a long way!
7. Make and/or hand out SWAPS; provide a name tag or friendship tie on which they can wear or pin it.
8. Say thank you! Affirm to leaders that what they are doing is important and how much you appreciate their making the extra effort to provide the best program experience for girls.
9. Assign "Girl Scout sisters" or "leader buddies" who call each other to see how things are going, remind one another about the meeting, and carpool together.
10. Encourage volunteers to be proactive. Ask them to invite new leaders to meetings, activities and events. Have them call people who don't attend to find out why they didn't show — do they need a ride, baby sitter, someone to sit next to?
11. Invite guest speakers to share their areas of expertise.
12. Schedule and organize meetings efficiently:
 - o Distribute a calendar of upcoming meeting dates during your first SU meeting. Also hand out at new leader orientations and with registration materials for returning leaders.
 - o Each time you gather, include the date of the next one on the bottom of your agenda.
 - o Maintain a consistent schedule: the same place, time and day (e.g., the third Monday of the month)
 - o Have event registration deadlines coincide with service unit meetings.
 - o Publicize upcoming meetings through newsletters, social media, website, emails and postcards.
 - o Contact leaders and assistants leaders directly to remind them to attend; encourage them to send someone to represent their troop if they can't.
13. Keep meetings interactive and informative so they'll be well-attended and fun!