

Girl Scouts of Chesapeake Bay Council Strategic Framework 2025 - 2028

Our Vision: (What we aspire to)	<i>To provide a high impact Girl Scout Leadership Experience (GSLE) by offering relevant top tier programming and experiences, blended with tradition, across the Delmarva Peninsula to inspire, prepare, and empower girls to change their community, their state, and the world.</i>
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Our Mission: (Why you exist, What you do)	<i>To build girls of courage, confidence, and character, who make the world a better place.</i>
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Our Values: (What you stand for)	<p>Stewardship - We are committed to using our resources wisely to ensure the sustainability of our Council.</p> <p>Empowerment - We are an organization driven by the empowerment of our board, staff, and membership. We are guided by courage and strength while always remaining respectful to authority, ourselves, and others.</p> <p>Inclusivity - We are committed to embracing the diversity of our Council and being a sister to every Girl Scout. We strive to be considerate and caring by embracing the value of the unique backgrounds and perspectives of our membership, board, and staff.</p> <p>Service - We are committed to being a girl-led organization dedicated to the service of our membership and our community to make the world a better place.</p> <p>Transparency - We believe in being responsible for what we say and do. We recognize the need for transparent operations and communications as well as an environment of honesty and fairness to foster and maintain trust and confidence within our relationships.</p> <p>Collaboration - We, the staff, board, and membership, commit to being friendly and helpful while working together as a team.</p>
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Strategies: The critical, high-level areas you focus on to achieve your long-term goals, outcomes, and overall mission	People Engage and support volunteers and staff, while growing membership and a stakeholder base, who are empowered, respected, accountable and committed to our mission and values.	Programs Provide a high impact Girl Scout Leadership Experience (GSLE), as reflected in the 4 Pillars, by offering relevant top tier programming and experiences.	Collaboration Through transparent communications, Council will foster understanding, knowledge, and confidence among stakeholders to fully participate in and collaborate with the Council.	Financial Sustainability Council will maintain revenues, expenses, and reserves that ensure robust program stability and long-term sustainability.
Outcomes: The large statements describing what you want to accomplish.	Attract, develop, and retain diverse staff, volunteers, and girls reflective of all geographic areas and all segments of population and geographic areas. Build and maintain a culture of respect between board, staff, and all levels of membership. Increase presence of staff in Southern region of the Council.	Ensure camps are revitalized, reimaged, well maintained, and used. Provide creative, quality/top tier events, programs, and opportunities that meet girls' needs and interests offered throughout our geographic footprint. Provide a variety of meaningful program opportunities related to the GSLE that engage and support older girls. Increase availability of outdoor and traditional programming.	Improve marketing & communications so girls, families, and volunteers have access to information about GSCB. Increase members' understanding of the roles and responsibilities of board, staff, and volunteers of the Council. Prioritize and adhere to our governance system. Build mutually beneficial relationships and program opportunities with community program partners.	Operate in ways that ensure the long-term financial stability of GSCB. Expand diversity of revenue sources. Enhance transparency and financial reporting.
Initiatives/Programs: The specific activities you engage in through which you implement your strategies and achieve outcomes.	Analyze present demographics of staff, volunteers, and girls to identify areas for focused retention/growth efforts.	Review and update property strategic plan to reflect current state, desired uses, desired outcomes, and financial requirements.	Conduct website review, identify potential improvements, and implement changes to increase user-friendliness and information access.	Build financial reserves.

Initiatives/Programs: The specific activities you engage in through which you implement your strategies and achieve outcomes.	Develop and implement a comprehensive, year-round girl and volunteer recruitment campaign plan.	Evaluate current and new program offerings and ensure their availability throughout the Council's geographic footprint.	Identify potential community partnership opportunities in all territories of the Council.	Establish financial metrics to measure and communicate financial health.
	Measure and analyze stakeholders' satisfaction and engagement.	Evaluate camp satisfaction and diversify and prioritize camp experiences/opportunities.	Evaluate current communications and develop a consistent communication plan, to include a calendar, for all levels of Council communication.	Optimize cost management.
	Increase staff presence and engagement throughout the Council's entire geographic area.		Evaluate current marketing and develop a consistent marketing plan, to include a calendar, for all levels of external Council communication.	Strengthen fundraising and donor engagement.
			Develop process for soliciting stakeholder feedback to inform organizational priorities.	Increase level of corporate sponsorship.
				Establish processes and procedures for informing membership about financial health of GSCB.
Enablers: The conditions/resources that need to be in place for an organization to achieve its outcomes and deliver its initiatives/programs.	GSCB recruits, trains, and retains diverse and talented leadership, staff, and volunteers.			
	GSCB has a sustainable revenue model that supports facilities, operations, and programs.			
	GSCB has a network of partnerships that support, enhance, and expand the capacity of the organization.			
	GSCB has the organizational infrastructure to support all aspects of its governance and operations.			
	GSCB has affordable, well-maintained facilities that accommodate programs and attract girls.			
Stakeholders: Collaborators, participants, and partners who have an interest in or benefit from our initiatives/programs and contribute to accomplishing the mission, strategies, and outcomes.	Girls			
	Caregivers			
	Volunteers			
	Employees			
	Board Members			
	Funders			
	Sponsors			
	Community Partners			