



2009 CORE AND ENABLING PROCESS REPORT

Core/Service Delivery Processes

Area of Work/ Purpose	Work to Date: We Have Developed and Begun Implementation Of
<p><u>Service Delivery System:</u> Provide a service delivery system and structure that increases service delivery capacity and flexibility, to effectively organize girls & manage adults to deliver the Girl Scout program throughout the four council regions.</p>	<ol style="list-style-type: none"> 1. New service unit and volunteer support-focused service delivery staff structure, including new volunteer human resources and adult recruiter positions. 2. Consistent, new service unit volunteer service team staff structure, including new leader consultant position. 3. An integrated planning and management process that links volunteer service unit planning with staff planning, and the volunteer survey-based service delivery and program priorities. 4. Work collaboratively with volunteers to develop individual service team coaching plans that support volunteer – developed service unit plans and individual volunteer development. 5. Consistent, accessible, user-friendly volunteer communication and coaching supports, including council wide e-newsletters for each volunteer position, and a monthly, program focused newsletter for leaders. <i>(Take the Lead)</i> 6. Established volunteer service teams in all service units, increasing overall percentage of service team members.
<p><u>Volunteer management:</u> Develop a system to welcome, screen, appoint, train, support, and recognize diverse adults, that values and develops the contributions of each volunteer, such that volunteers are well- prepared to support the delivery of the Girl Scout program to girls.</p>	<ol style="list-style-type: none"> 1. Consistent volunteer management components and procedures 2. Comprehensive volunteer policies and procedures 3. Revised service team job descriptions, trainings, and coaching plans 4. Documented paid staff training in implementation of volunteer management design, policies, and procedures. 5. Unified on-line application and screening process. 6. Consistent processes for volunteer application and placement processes, and processes to address financial concerns and other screening or performance issues with volunteers. 7. Consistent development and delivery of monthly service unit coaching topics and resources through service unit manager roundtables 8. Developed, documented and implemented consistent procedures and resources for addressing financial concerns and other common volunteer issues. 9. Established Volunteer Issues tracking system to monitor trends in volunteer issues and data related to resolution of issues. 10. Decreased average time required to complete volunteer application process by 2 days (average) through systematic evaluation of process and increased process design efficiencies.

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<p><u>Research and Evaluation:</u> To provide research-based data and analysis of program, service delivery, and organizational activities, along with external research findings, to assess effectiveness of current organizational work and guide the development of future plans.</p>	<ol style="list-style-type: none"> 1. Consistent program evaluation indicators, measured in troops & at camp. 2. Consistent service delivery/organizational effectiveness indicators, measured among sampled adults. 3. Paid staff training in use of organizational effectiveness research findings as a basis for their performance goals. The findings also informed the development of the council's operational plans (and budget). 4. Senior managers training in use of consistent approaches to outcomes evaluation. 5. The first region-wide <i>positive</i> youth development research findings, based on Search Institute's <i>Attitudes & Behaviors Survey of 6300 youth</i> released by a coalition of Girl Scouts, YMCA, Boys Scouts and Boys & Girls Club. The findings helped establish the region's 1st community-wide benchmark for <i>positive</i> youth development in southwest Ohio (and No. Kentucky). 6. Development and implementation of consistent program effectiveness survey evaluations (and items) for all educational outreach program activities.
<p><u>Program:</u> Develop an integrated plan to provide program resources, support, and activities that support the council goals, Girl Scout leadership development program model, and strategic priorities.</p>	<ol style="list-style-type: none"> 1. Training and educational supports to ensure consistent staff and volunteer understanding of Girl Scout Leadership program. 2. Consistent criteria for council sponsored program opportunities, based on program outcomes, program design components, and focus on volunteer support. 3. Portfolio of high quality program opportunities (based on initial criteria), with established evaluation criteria for future assessment. 4. Consistent program policies and procedures 5. Consistent communication of program information through volunteer resource disc / guide and other communication vehicles. 6. Developed and began implementation of outcomes driven program activities using program project charters to document program activity purpose, outcomes, activities, volunteer support, cost/resources required, program evaluation items and outcomes survey results.
<p><u>Membership:</u> Develop and implement plans to recruit girls and adults to Girl Scouts through a variety of pathways, ensure year round recruitment plans include girls and adults from diverse backgrounds and educate the community through consistent messaging and community involvement</p>	<ol style="list-style-type: none"> 1. Council-wide and regional goals for 2008-2009 membership year, including consistent goals related to market share, minority membership, and adult recruitment 2. Comprehensive council-wide recruitment plan with consistent subsidiary plans for each region, and individual staff membership plans and goals. 3. Documented, consistent membership staff training in planning, community development, and customized girl and adult recruitment methods. 4. Adult Recruitment—all regions have been trained and are piloting the recruitment of corporate adults to lead 8 week troops in schools. 5. Developed and implanted a membership campaign that focused on service unit volunteer involvement in recruitment and early, in-person recruitment in every elementary school (during first 6 weeks of school year) which has resulted in an 11.3% (or 3654 girls) ahead of 2008 at 12/31.

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<p><u>Training:</u> To develop and implement plans for implementation of the council training policy, registration of trainings and adult recognition, to provide consistent, accessible support for Girl Scout volunteers.</p>	<ol style="list-style-type: none"> 1. Training policies and procedures –2 required trainings: Girl Scout FUNdamentals & age level job training 2. Content and format for Girl Scout Fundamentals (in home study and classroom formats) to orient all Girl Scout volunteers to the program design and organizational values, structure, and history. 3. Consistent content and format for all age level trainings (home study and classroom) to prepare troop leaders to deliver the Girl Scout leadership experience to girls 4. Consistent content or system developed for implantation of Red Cross First Aid / CPR on-line and classroom options. 5. Consistent content and delivery of Basic Camp and Lodge Certification. 6. Development of an annual cycle of paid staff service delivery trainings.
<p><u>Property Management:</u> Develop an integrated property management plan that will ensure that council property is maintained to protect the health and safety of users, support the delivery of the Girl Scout program, and managed using fiscally sound processes.</p>	<ol style="list-style-type: none"> 1. Comprehensive portfolio of facilities and equipment available at each property. (in process; 2008- inventory of camp buildings and equipment; 2009 / 2010 – train property staff in development and implementation of complete portfolio, including facility assessment and development of replacement schedule) 2. Consistent standards for property maintenance and management. (2008 – establishment of basic standards; 2009 – development of documented standards and related criteria; development of documented maintenance processes) 3. Camp property camper usage procedures, fees and standards. (i.e. What to expect at each camp) 4. Development of property portfolio for each camp that includes: <ol style="list-style-type: none"> a. Legal documents – copies (deeds, easements, etc.) b. Description of property features and structures c. Facility / unit descriptions d. Asset schedule and replacement schedule e. List of blueprints f. Pictures

Enabling Processes

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<p><u>Human Resources:</u> Develop the framework and methodology of the council's human resource philosophy, policies, and business practices.</p>	<ol style="list-style-type: none"> 1. Consistent, centralized hiring processes have been documented, mapped, and communicated, and includes camp hires 2. Consistent, revised position descriptions have been created for all staff positions. 3. Personnel files have been centralized and organized to meet legal requirements and include central tracking and management of time records for all employees 4. Comprehensive new hire orientation has been documented and implemented within all regions 5. Integrated performance management process has been centralized and tracked
<p><u>Business Services:</u> Develop and lead an integrated business services plan to be implemented within regions and that will result in a council-wide, coordinated effort to support customer services and business operations for Girl Scouts of Western Ohio.</p>	<ol style="list-style-type: none"> 1. Relevant business processes developed and implemented throughout council, including the support of new software for membership registration, event scheduling, financial management, product sale reporting, and council retail management. 2. Centralized processes developed and documented for retail management and inventory controls. 3. Consistent structure chart and job descriptions developed for all business staff positions and implemented throughout council operations, including the reallocation of staff resources and responsibilities. 4. Business equipment leases analyzed and renegotiated, resulting in cost savings and updated, efficient equipment.
<p><u>Finance Management:</u> Develop and lead integrated financial management processes which will be implemented throughout the council.</p>	<ol style="list-style-type: none"> 1. Development of internal controls and financial procedures, including centralized payroll and payables processes. 2. Cash receipts processes documented and communicated in regional offices, including consistent tracking and management of product sales receipts and accounts receivable. 3. Centralized tracking and management of United Way and grant revenues. 4. Finance software implemented, account numbers identified, and consistent reporting established. 5. Long and short-term investments managed centrally and tracked monthly. 6. Management of the council's annual budget process, including capital, operating and other fund budgets, providing forecasts, data evaluation, and interpretation.

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<p><u>Communications:</u> Develop and lead an integrated communication and marketing plan to be implemented within regions and that will result in a council-wide, coordinated effort to communicate effectively to all constituent groups within Girl Scouts of Western Ohio. The plan will maximize attraction and understanding of the Girl Scout program and mission.</p>	<ol style="list-style-type: none"> 1. Council communications plan developed and communicated to include key messages, target audiences, methods of communication, strategies, and timelines. 2. Targeted membership and product sales public relations campaigns developed and communicated. 3. Crisis management communication plans initiated and documented for critical risk areas including camp and the cookie sale. 4. Electronic newsletters produced with each functional group monthly and disseminated to volunteers to include targeted messages. 5. Council Facebook account launched with over 700 fans registered. 6. Ongoing communication vehicles developed and disseminated including the Volunteer Resource manual, the annual report, volunteer and parent newsletters, camp brochure, and recruitment materials. 7. Television public service announcement developed and distributed.
<p><u>Fund Development:</u> Develop and lead an integrated fund development plan to be implemented within regions and that will result in a council-wide, coordinated campaign to achieve specific revenue goals for Girl Scouts of Western Ohio. Plan will be comprehensive and address the annual, foundation, corporate, and planned giving revenue needs of the council for 3-5 years.</p>	<ol style="list-style-type: none"> 1. Fund development plan developed and communicated with priority on annual campaign. 2. Comprehensive United Way report compiled to provide overall picture of United Way funding and to facilitate centralized reporting and tracking. 3. Goals for the annual campaign and grant funding were established by region and campaign. 4. Grant reporting and tracking centralized and coordinated throughout the council. 5. Plans established for the 2010 Woman of Distinction reception and Hall of Fame luncheon with sponsorship opportunities.
<p><u>Product Sales:</u> Develop and implement a coordinated business plan for the cookie sale and fall product sale that will meet projected revenue goals.</p>	<ol style="list-style-type: none"> 1. Cookie sale business plans have been developed and implemented. 2. Fall product sales business plans have been developed. 3. New cookie sale software implemented. 4. Cookie sale business processes documented and consistently implemented throughout council.
<p><u>Technology:</u> Develop strategies, plans, and policies for council-wide information technology.</p>	<ol style="list-style-type: none"> 1. CES Personify (registration and event scheduling) software implemented and business processes documented and communicated. 2. Point of sale software implemented and business processes documented. 3. Upgrades to regional computer infrastructure included shared drives, firewalls installed at all four offices, virtual private network connections established, servers connected in all four regions, new domain created for council, exchange installed and mailboxes migrated. 4. Password protection and back-up processes documented and implemented.