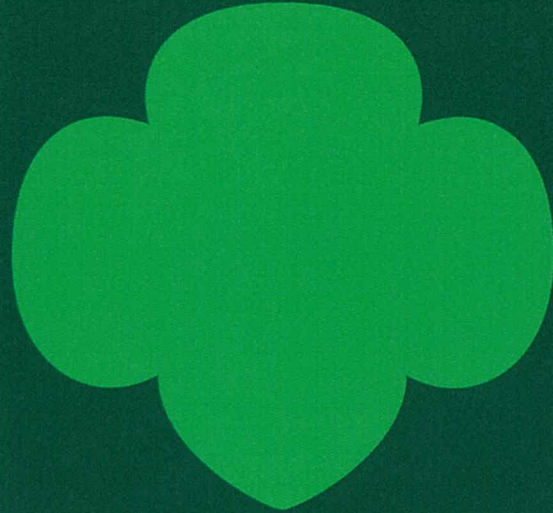


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Strategic Initiatives
Final Report
Draft for
GSNEO Board Of Directors
February 15, 2024



Strategic Initiative Process - Executive Summary



- The 2023 – 2026 Strategic Initiatives Process officially kicked off on November 16, 2023
- The subcommittees started their work immediately thereafter.
- The four committees focused on the four strategic priorities, and had a total of 30 individuals involved in the process, including 11 volunteers and community members, 8 board members, and 12 staff members.
- They met in over 23 meetings, for a total of 48 hours, and spent many additional hours outside of the formal meetings, researching critical items like threats, competitors, and opportunities.
- This work culminated in a current state and gap analysis. This research allowed the subcommittees to create focused vision statements, and strategic initiatives around each of our priorities.

Sub-Committee Deliverables



A five to ten slide PowerPoint output to share with the whole committee and to become the basis of the strategic plan.

Part 1 (Current State Analysis)- Where are we now with a narrative and statistics.

Part 2 (Gap Analysis) - Where do we want to be? Craft a statement here of a vision statement of ultimate goals for GSNEO, don't have to be obtainable in the short term but really the vision of what our best self is. Light on statistics, more about a narrative of our ideal self.

Part 3 (Brainstormed Initiatives/Areas of Focus)-

How will we know we are making progress toward Part 2 in the next three years?

Develop and list 3 to 5 measurable initiatives with due dates.

Rank them as to how the committee sees their importance.

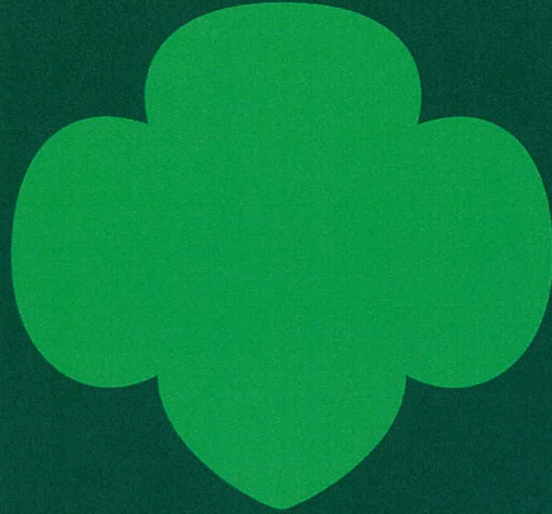
2024- 2026 Sub-Committee	Sub-Committee Team Members	
Attract New Members Management	Staff Lead- Emily Fein Staff – Bre Tischler, Missy Schreiner and Melanie Coleman	Board and Volunteers: Angelia Zielke, Alexis Foster, Jessica Gibbs, Chris Young , and Kathy Mook
Retain Existing Members / Operational Excellence	<ul style="list-style-type: none"> • Staff Lead- Lizbeth Kohler • Staff – Fallon Pulley, Megan Rybacyk 	Board and Volunteers: Karen Treboniak. Megan Foradori, Stephen Johnson, Dr. Jennifer Hazelwood Ugarte, Peggy Dietz , Cindy Skelton-Becker and Rebecca Gallant
Enhanced Financial Stability including Growing Revenue and Enterprise Risk Management	<ul style="list-style-type: none"> • Staff Lead- John Graves • Staff- Julie Weagraff 	Board and Volunteers: Judy Matsko, Craig Sutton
DEI/RJ and Talent and Culture	<ul style="list-style-type: none"> • Staff Lead-Jane Christyson • Staff- Lisa Maida, Julie Lampe 	Board and Volunteers: Una Lauricia, Angela Brake Ruth Coleman, Vivian Von Gruenigen and Marla Perez- Davis

FY 24 Strategic Objectives				
FY 24 GSUSA Objectives	1 Attract New Members	2 Retain Existing Members	3 Grow Revenue	4 Strengthen Technology
Key Themes	Transformation & Innovation	Excellence of the Girl & Volunteer Experience	Revenue Diversification	Stabilization & Enhancements
KPIs	<ul style="list-style-type: none"> New Member Growth 	<ul style="list-style-type: none"> Member Retention 	<ul style="list-style-type: none"> Number & Scale of Donor Gifts Number & Size of Licenses Improved ROI 	<ul style="list-style-type: none"> Vs 2.0 Uptime Digital Cookie Uptime
Key Outcomes	<ul style="list-style-type: none"> Deeper understanding of non-members and market potential (who, what, how) Relevant value proposition and brand positioning New membership and delivery/engagement models to test 	<ul style="list-style-type: none"> Simplified program delivery Impactful and inclusive programming Positive cookie experience 	<ul style="list-style-type: none"> Increased financial and philanthropic support, including pipeline growth and stewardship of new and existing donors Deeper relationships with large-scale royalty partners 	<ul style="list-style-type: none"> VS 2.0 platform reliability Successful single Digital Cookie platform experience Alignment between GSUSA and Councils on future state tech roadmap for member and volunteer experience
	5	Continue Foundational Work		
	DEI/RJ	Operational Excellence	Brand	Talent & Culture
			Financial Health	ERM

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**Strategic Initiatives:
Attract New Members**

February 15, 2024



Current State Analysis



- Demographic membership data (girl and adult)
- Brand marketing
- GSUSA marketing and recruitment strategies
 - Gap strategy vs. saturation strategy
- Membership recruitment cycles (fall, winter, and spring campaigns)
- Current processes for recruitment events
- Current processes for lead generation and conversion
- Experimental recruitment efforts by GSUSA and other councils
 - Daisy Drop Box, starter troop models

Jessica

Through our current state analysis, we reviewed the following:

- Both girl and adult demographic membership data –including race, age, ethnicity, urbanicity and income
- Brand marketing – which included GSNEO’s relationship with GSUSA, the commitment to brand representation and recognition, and the implementation of campaigns at the local level
- We looked at GSUSA marketing and recruitment strategies and explored the philosophies of gap strategies vs. saturation strategies. Gap strategies are ways that we work to recruit in communities where Girl Scouts have been historically under-represented and may include being clear about the basics of Girl Scouts and building community relationships. Saturation strategies are used in communities with high market share that are likely already familiar with Girl Scouts.

- We discussed the 18-month membership recruitment cycle and campaign timing, including fall, winter, and spring campaigns.
- We shared current processes for membership recruitment events.
- We reviewed data and current processes for lead generation and conversion, including conversation rates for leads from various sources
- And we learned about experimental recruitment efforts happening around the country by GSUSA and other councils
 - This included pilots like the Daisy Drop Box and starter troop models

This information can all be found on our shared Teams folders.

Environmental Scan

- Akron Zoo
- Boys and Girls Club
- Cuyahoga Valley Railroad
- FIRST Robotics
- Girls on the Run
- Soccer Club (Local)
- YMCA
- 4-H



Jessica

Our team completed the environmental scan by researching the organizations shown on the slide.

Some organizations were more focused on youth recruitment, while others were focused on volunteer recruitment. A few organizations brought learnings for both youth and volunteer engagement.

Highlights from the environmental scan included shorter series or session-based experiences, opportunities for families, and strong collaborations with schools and corporations.

Attract New Members Vision



We envision a vibrant and inclusive community where every girl can discover her potential and become a confident leader, while making friends and having fun. We'll deliver this through strategic collaboration and passionate volunteers who are engaged, dedicated, and inspired to make a lasting impact on the lives of girls.



Alexis

Based on the information we reviewed, here's our vision statement for attracting new members:

"We envision a vibrant and inclusive community where every girl can discover her potential and become a confident leader, while making friends and having fun. We'll deliver this through strategic collaboration and passionate volunteers who are engaged, dedicated, and inspired to make a lasting impact on the lives of girls."

We thought it was important to include three key audiences in our vision statement – girls, volunteers, and community collaborators. You'll see these highlighted in our suggested initiatives.

Proposed Initiatives



- 1. GSNEO membership will reflect the population of Northeast Ohio**
Continue to elevate relationships, partnerships, and efforts within the Black Community to increase percentage of Black girls served by 2% annually
- 2. Explore and expand program delivery models beyond the troop experience.**
Develop and test at least 3 delivery models (girls and adults) that attract new girl members sustainably.

Develop and test new delivery models for volunteers
- 3. Leverage current members (girls and volunteers) and recent alum to recruit new girls and volunteers.**

Develop or refresh at least one initiative annually
- 4. Focus on strategic collaboration to enhance recruitment of girls and volunteers**

Develop criteria for high quality collaborations, then identify and meet with at least 8 organizational prospects (2 per quarter) annually.
- 5. Make the volunteer experience approachable for prospective volunteers**

Develop a multi-year campaign with intentional resources to highlight the benefits and answer questions about volunteering for GSNEO in a variety of roles



Alexis

Here are the proposed initiatives.

- **GSNEO membership will reflect the population of Northeast Ohio**
We know that this is likely a continuing goal from the DEI committee, and we agree that it is essential for attracting new members and critical to our work of being an inclusive organization.
- **Explore and expand program delivery models beyond the troop experience.**
Throughout our discussions, we talked about a variety of ways that this could be explored and tested; including staff and volunteer-led starter troops, programmatic series and special interest groups, leveraging program events, offering family events, and capitalizing on shifts to our properties including Dream Labs and the STEM Center of Excellence.

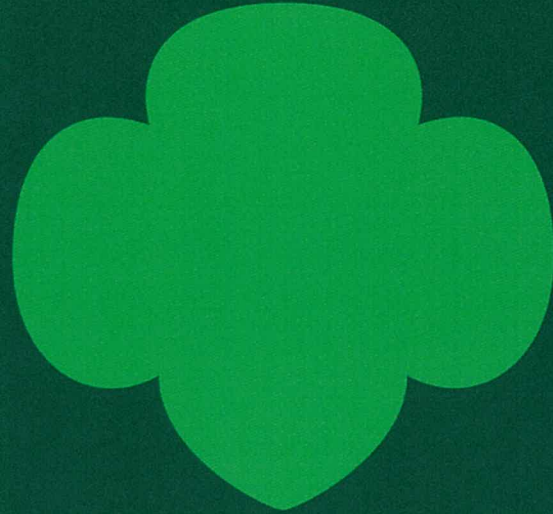
Leverage current members (girls and volunteers) and recent alum to recruit new girls and volunteers

- Our members are our greatest strength. This initiative seeks to develop training that ensures volunteers understand our recruitment process and encourages volunteers and girls to ask others to join.
 - We think there's opportunity to better engage lifetime members and explore a deeper engagement with older girl members and our newest graduates through gap year programs (for example, internships, workstudy, and AmeriCorps opportunities that might help us expand our program delivery models).
 - It also includes sharing our brand story and the full realization of the Media Girl program.
-
- **Focus on strategic collaboration to enhance recruitment of girls and volunteers**
 - Collaboration is the key to success. By identifying criteria for high quality collaboration, staff will be able to work to enhance existing relationships and seek those most beneficial to the goals of the organization.
 - Examples of groups/organizations may include schools, corporations, and like-minded groups such as women's organizations, civic groups, and expert niche interest groups.
 - **Make the volunteer experience approachable for prospective volunteers**
 - Sometimes deciding to become a Girl Scout volunteer can feel overwhelming. And, not everyone wants to be a troop leader. We suggest developing a multi-year campaign with intentional and dedicated resources for recruiting volunteers. By highlighting diverse ways to engage, answering basic FAQs before signing up, and highlighting the benefits, our goal is to engage more volunteers in a variety for roles.

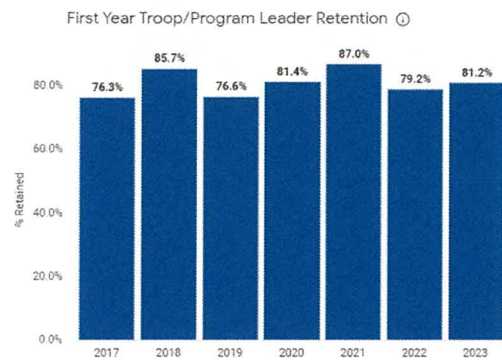
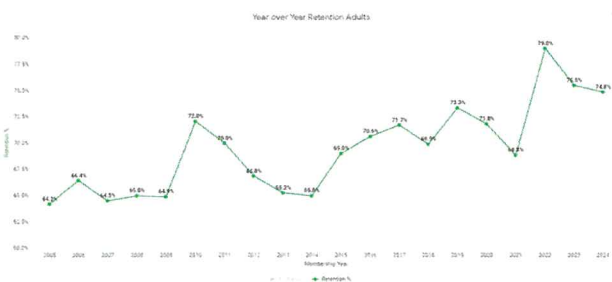
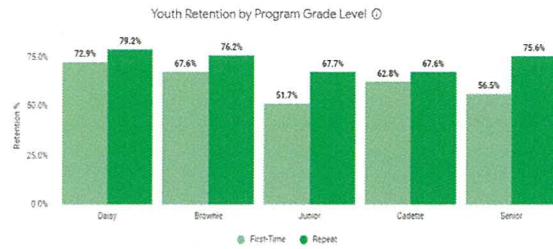
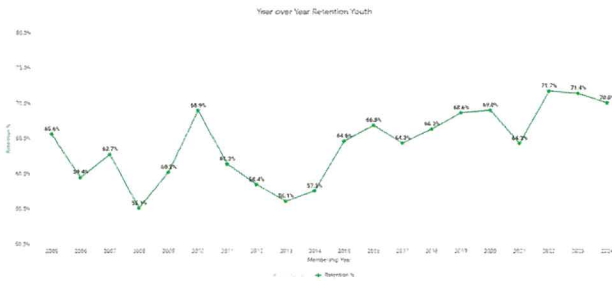


**Strategic Initiatives:
Retain Existing Members
& Operational Excellence**

Sub-Committee Final Recap




Current State - Retention



Steve

Last year MY23 we were 4th in large council (out of 18) and 19th overall out of 112 councils and currently we are 6 in large councils and 18 overall.

Volunteer Experience Simplification



Time

Simplify the experience

Provide simple, easy to use tools to enhance the volunteer experience and offer a simple entry point to the Girl Scout Leadership Experience.

Becoming a member or volunteer is as simple as we can make it.

There are simple checklist that set clear expectations and a guide for next steps.

Volunteer positions descriptions are easy to find and easy to understand. GSNEO

Resources all are streamlined and sorted by audience.

Troop Year Plans: Print & digital resources for supporting troops to onboard and transition to grade levels.

- Daisy-Ambassador (13 year plans)
- Multi-level troop year plans: K-5 and 6-12.

Onboarding

Streamline onboarding

Create easy to access, concise training content for new troop leaders so they feel fully prepared for their volunteer experience.

Leader onboarding training: gsLearn modules plus in person scripts and presentations.

- What Girls Do (Daisy-Junior)
- Your First Troop Meeting
- Family Engagement
- Cookie Program Overview
- Girl Scout Leadership Experience
- What Girl Scouts Do (Cadette-Ambassador)
- Troop Safety
- Troop Finance Management

“Live” GSNEO training available in-person or via Zoom.

Support

Align resources and define support

Centralize support and tools across all platforms available to volunteers, so they receive consistent and meaningful support throughout their experience.

Collaboration with the Program and Volunteer Committee to define the support volunteers need and provide foundational products.

Work at GSNEO to get resources down to the volunteers hands

- STEM Capacity-Building Guide
- Program Strategy Data Tool and Cookbook
- Training Cookbook
- 2024-2026 Safety Activity Checkpoints and Volunteer Essentials
- Self-Service knowledge platform on web
- Rallyhood usage increases for volunteers and caregivers

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Steve

We’ve bucketed our action into three categories. This slide shows what is available now (much of which we launched in 2023) and what is coming this year. As we move into planning for 2025 and 2026 we will likely continue to think of these buckets because things that will not change over night and will require GSUSA and councils to take a hard look at how we do things.

Time-simplify the experience provide simple, easy to use tools to enhance the volunteer experience and offer a simple entry point to the Girl Scout Leadership Experience.

Last year we introduced troop year plans which are print and digital resources for supporting troops to onboard and transition to a new grade level. While all of the amazing choices still exist in our badge and award portfolio, the troop year plans give recommendations that are based in supporting variety of topics that Sarah mentioned combined with our some of our most popular badges and award that support the GSLE.

There are 13 troop year plans and this year we are adding multi-level troop year plans for K-5 and 6-12.

Daisy Dropbox pilot currently going for 14 councils, raise your hand if you are a part of that pilot? More information coming in the new year about next steps for FY25 expansion.

Onboarding: Create easy to access, concise training content for new troop leaders so they feel fully prepared for their volunteer experience making the experience consistent across the country. We have seen a spike in gsLearn adoption in response to our new leader onboarding series. This also goes beyond gsLearn, it's about overall training and onboarding. We know that councils are still offering some in-person training. We have provided scripts and presentations that align with the gsLearn content for new leader onboarding.

Now available:

We will be setting our focus on support to returning leaders.

Support, this is the category you will see grow as our 2025 and 2026 plans become solidified. Here we want to align resources by centralizing support and tools across all platforms available to volunteers, so they receive consistent and meaningful support throughout their experience. You will hear us talking more about VTK here in the future as we improve the customer experience there.

Now available:

STEM Capacity building guide

Program data tool and cookbook, this is a guide for annual program planning at the council level. We will be updating this resource this spring but the current version is now available on gsConnect to guide annual planning. The data tool also guides data based decision making in that space.

In progress-we will release a training cookbook that lays out training best practices, what is available from GSUSA and what we recommend councils develop.

Updates to Safety Activity Checkpoints and Volunteer Essentials. The changes coming in the spring of 2024 are updates but we are looking to a more major overhaul for 2026.

Building for the Future



GSNEO STEM Center and DreamLab coming soon!



Cindy

Change is the only constant – Adapt at the speed of change.



		<u>MY2012</u>	<u>MY2024</u>
Troops in GSNEO		2,651	1,613
Average Troop Size:		15 girls	10 girls
Program materials:		books	online
GS Membership:		\$12	\$25
Daisy Vest:		\$16.25	\$23.00
Number of Volunteer:		7,752	7,255
Cookie Price per box:		\$3.50	\$6
Cookies:		Thank U Berry Munch	Girl Scout S'mores®



Cindy

Over the past 112 years, Girl Scouts has continued to evolve...with the main goal to meet every girl where they are. Sometimes that comes in the form of updated program materials, uniform pieces and our delivery model. For instance, in the last 12 years, we've updated our membership cost, added (and subtracted) new members, increased the price of cookies and seen our volunteer-led model shift...

Adapt at the speed of change. Sliding membership, fewer volunteers, more technology, inflation, and demand for unique programming.

Visionary Statement

We envision GSNEO as a community organization where every girl thrives. Our commitment to member retention means sustainable and streamlined processes, for personalized and engaging experiences, fostering lasting connections.



Karen

1. GSNEO Retention of Girls and Volunteers is in the Top 10 in USA



- Utilize the Media Girl Program, expand and grow to tell our stories
- Offer excellent Customer Service
- Leverage Properties
- Leverage partnerships
- Retain troops/youth in flux: Bridging Troops (particularly J/C/S); leadership changes; moves/retiring groups;
- Increase awareness/marketing of the highest awards and scholarships
- Support of multi-level troops (leads to customer experience as well)
 - national program portfolio
 - GSNEO-sponsored program

Measures –

- GSNEO Girl/Adult retention rate (and by program level)
- Highest award participant rate

Steve

This may be our BOHG – but we think we are up to the challenge!

2. Delivery/Utilization of Foundational Girl Scout Experience (FGSE)



Making sure everything centers around the girl: Activities are girl-led, which gives girls the opportunity to take on leadership roles and learn by doing in a cooperative learning environment.

- Educate volunteers with proper learning modules (age-level characteristics, troop fundamentals, FGSE, GSLE etc.)
- Support volunteers by providing resources needed to implement
- Year-round culture of appreciation to recognize/support/award volunteers

Measures –

- Voices survey – Volunteers indicate they feel appreciated* does not drop below 80%
- Girls experiencing 2 or more components of GSLE increase from 85 to at least 90%
- By 2026, live training driven by GSNEO, facilitated by/to volunteers – increase hours from:
 - 6930 hours in MY23 received to 15,000 hours received annually in MY2026.
 - 725 trainer hours in MY23 delivered to 1,500 trainer hours delivered annually in MY2026.
 - ___ hours offered in MY23 to ___ hours offered live annually in MY2026.
 - Consider the "volunteers say they get the training they need" metric also

Megan

3. Information/User Experience



Creating a semi-seamless customer experience for stakeholders; enhance collaboration of the information experience.

- Information transfer to members/stakeholders
- Volunteers/Caregivers know where to find information
- Define primary resource for each audience

Measures –

- Launch Self Self-service (knowledge base) to help answer customers 24/7 by Fall 2025 and analyze usage
- User Experience Audit/Communication survey by Spring 2025
 - To determine measurements/additional tactics
- Gsneo.org: use web analytics and determine member activity & acceptance by Spring 2025
- Rallyhood Adoption rate, use MY2024 as a benchmark.
 - Make the primary resource for member/volunteer information and collaboration Rallyhood
 - Is there a way to measure or gauge those leaving other platforms?
 - Staff is using Rallyhood as the primary method to communicate with existing volunteers via social media and website for by MY25

Rebecca

4. Property Utilization



Reserving properties internally/externally; planning for new facility openings, systems and process for effective operations & implementation, Programs for members

- Operationalizing the STEM Center
 - Open Spring 2025, Start Reservations Fall 2025
- Operationalizing DreamLAB
- Expand Property rental
- Property renovations

Measures –

- Internal and external process/system/staffing for renting or reserving STEM Center by Fall 2025
- DreamLAB to replace the Lorain County SC by end of 2025 - systems and process in place by End of 2026

Cindy

5. Explore and expand program delivery models beyond the SU/troop experience.



Participation models to inform membership on different ways to participate in Girl Scouts.

- Start-up troops, Volunteer Advisory committees, Staff-led experiences, Specialized volunteers
- Cultivating Senior/Ambassador Girls and graduating girls to volunteer
 - Gathering more information on their experience, scholarships
 - Reach out to the volunteers of these groups to guide them to next opportunity
- Partnership program experiences: Badge Boss, Community Partners, Collaborative Partners

Measures –

- By 2026 explore, pilot, and evaluate at least 5 program models outside of the troop/SU model

Jen H U

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Strategic Initiatives- Enhanced
Financial Stability including
Growing Revenue and
Enterprise Risk Management



Current State



- Annual public support for operations - \$1.2M
- STEM Center Campaign increased donor pipeline
- Individuals are 67% of STEM Center donors
- Legislative advocacy secured STEM Center and operating support from the State of Ohio
- Outside groups can access STEM Center on school days once open.
- Fund development department – 5.5 FTE and contractors for STEM Center campaign and legislative advocacy.



Future State



- \$2 million annually in public support for the operating fund
- Enhanced Culture of Philanthropy among Staff, Board Members, and Volunteers leverages relationships and secures funding
- STEM Center generates \$300,000 annually from outside groups
- Major Gifts/Planned Giving position soon
- Grant position added in mid-2026



- An experienced major gifts staff member should be able to raise their salary or more in the first year, and ***eventually should raise 5 times their salary***. The most effective way to grow Planned Gifts is through major gift cultivation. When major gift donors develop a deeper relationship with GSNEO, their trust level with the organization grows, and ***they are two to three times more likely to consider a Planned Gift***

- An additional grants staff person will enable GSNEO to significantly increase the number of grants submitted and in turn secure more grant funding from corporate and private foundations, as well as government sources; comparable local nonprofits like Boys & Girls Clubs have at least 3 full-time grant positions

- Success in major gift fundraising hinges on ***building trust and forging long-lasting partnerships*** with donors, foundations, and other entities. By nurturing these long-term relationships, they ensure continued support over an extended period of time

- Adding key positions to the fund development team will positively impact our efforts in donor cultivation, stewardship, and retention. These are critical elements in expanding the donor base and increasing the average gift size.

Revenue and Staffing at High Target Councils



Girl Scouts NE Texas

Girl Scouts River Valleys

- Fund Development Staffing
(FTEs)

8 positions

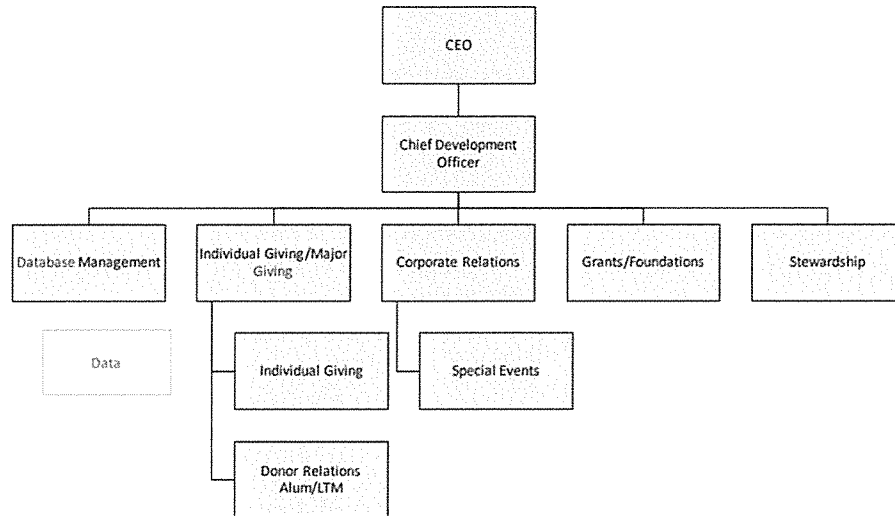
8 positions

-
- Funds Raised

\$3M+

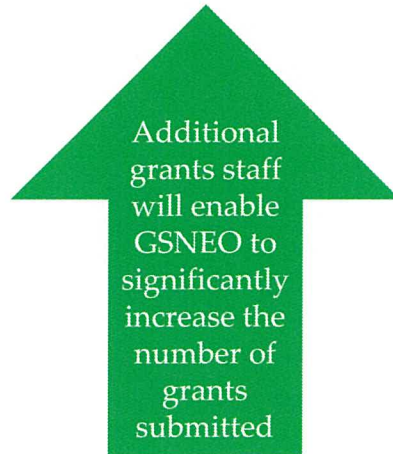
\$3M+

Recommended Fund Development Department Staffing (Girl Scouts of the USA)
High Target Council – Revenue \$2 million and above – 9+ FTE



Rationale for hiring a Major Gifts & Planned Giving position and Grants position

Major gifts staff should be able to raise their salary or more in the first year and *eventually should raise 5 times their salary*



Realize the potential for long-lasting, impactful relationships with foundations and major donors

Vision Statement



We strive to be a beacon of innovation and adaptability in fundraising and resource generation to provide a future where every Girl Scout can unleash her full potential.

Plan To Reach \$2 Million



KPIs - \$2,000,000 in Annual Giving

	ye 2025	ye 2026	ye 2027
FD Staff FTE to Add	1	0.5	
Total New FD Staff	1	1.5	2
Cost of Staff 1	\$100K	\$103K	\$106K
Cost of Staff 2		\$40K	\$80K
Revenue Increase - Staff 1	\$100K	\$250K	\$500K
Revenue Increase - Staff 2		50K	200K
Annual Appeal Increase	25K	50K	100K
Total Revenue Increase	\$125K	\$350K	\$800K

STEM Center Revenue from Outside Sources



KPIs

- Complete Construction by April 2025
- Complete the following by September 2025
 - Plan to deliver programming to outside groups
 - Program grant solicitation plan
 - Fee schedule for outside groups
- Generate \$150K in program revenues in FY 2026
- Generate \$300K in program revenues in FY 2027



Initiatives

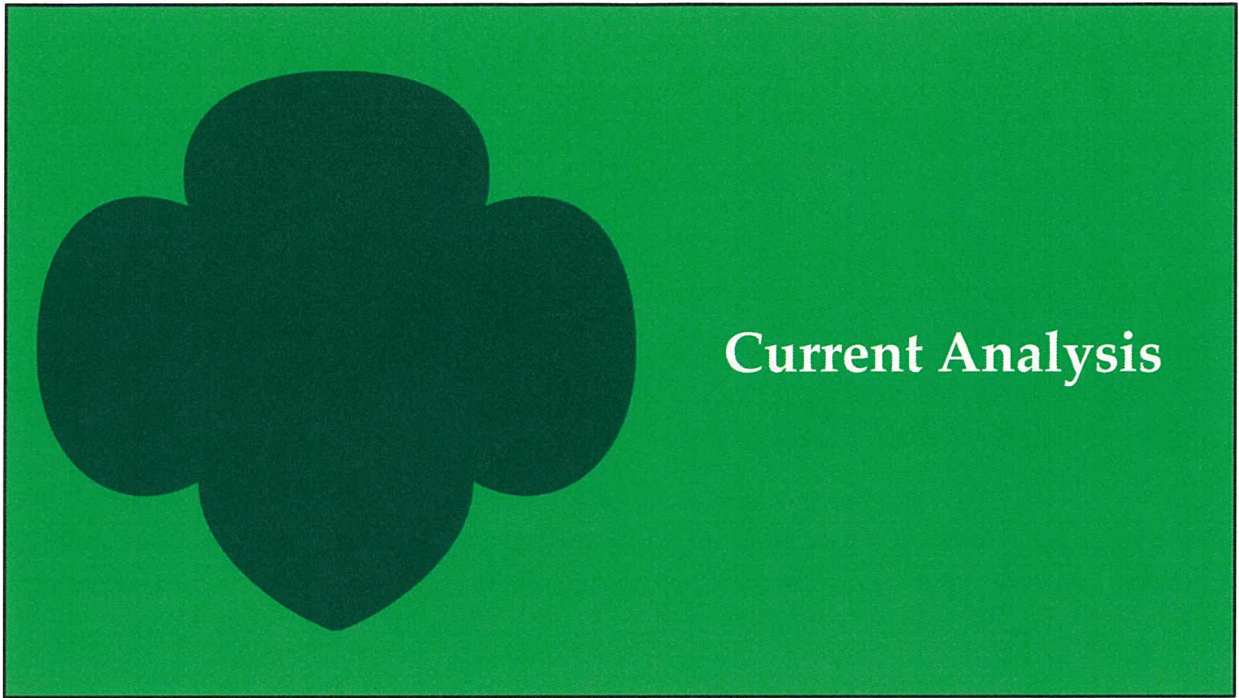


1. Build operating model (programs, registration, marketing etc.) for soft launch spring of 2025 for Girl Scout use and outside group launch fall of 2025 , with a goal of \$300,000 annually by 2026.
2. Enhance the Culture of Philanthropy among Staff, Board Members, and Volunteers, leverage relationships and secure funding from a variety of new and existing sources. Grow total earned income to \$2 million in public support by the above and adding staff, namely major gifts in 2025, grant funding in 2026.

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Strategic Initiatives
DEI/RJ Talent Subcommittee





Initiatives from Sub-Committees

DEI/RJ Initiatives from the Last Process – We reviewed and refocused



1. Close the gap in unreported racial/ethnic data 2% annually for members.
2. Create a Board staff/operational volunteers/membership that represents the communities we serve. Over three years, close the gap between our council and our current footprint by 5% for board, increase diverse operational volunteers by 3%, staff by 3%, and diverse membership by 3%.
- ~~3. Evaluate programs to measure effectiveness unique and higher barriers to participation which may include transportation, internet access, and volunteer support.~~
- ~~4. Implement Social Justice Seeker with the Board (100%), staff (100%) and other training as apparent or necessary. Successfully launch Social Justice Seeker with a goal of 2,000 GSNEO member participants annually.~~
- ~~5. Launch a Cultural Audit that evaluates investment policy, employee handbook, and policies and procedures to ensure we embrace diversity, equity and inclusion by December 2022.~~

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As a committee we looked at the initiatives from last time

We felt 3 – 5 had largely been either dismissed or implemented and are now firmly part of our operations

We felt 1 and 2 still needed significant effort

2021 to 2023 Strategic Initiatives Some wins, some work yet to do



Create a Board Staff and Girl Membership that represents our community.

Goals were met or exceeded Staff and Board, Girl Membership continues to lag.

POPULATION

19%
2%
8%
63%
8%

GIRL MEMBERSHIP

6% Black /African American
1% Asian
7% Multiple /Other
86% White
8% LatinX Ethnicity

This slide further illuminates the ongoing need.

There is still a significant difference in terms of population in the GSNEO Council footprint and audience served when you look at the Black girl population.

This where the committee decided to continue to focus.

The Importance of Belonging

Girls

Are good! Just keep doing what we are doing.

Caregivers

52% of caregivers have meaningful friendships with other adults.

Troop Leaders

57% of troop leaders said they are confident that if they raised a concern Girl Scouts would listen and address it.

57% of troop leaders said in Girl Scouts they receive support for working with diverse groups.

53% of troop leaders said their opinions seem to count in Girl Scouts.

Service Unit Volunteers

68% of service unit volunteers said their opinions seem to count in Girl Scouts

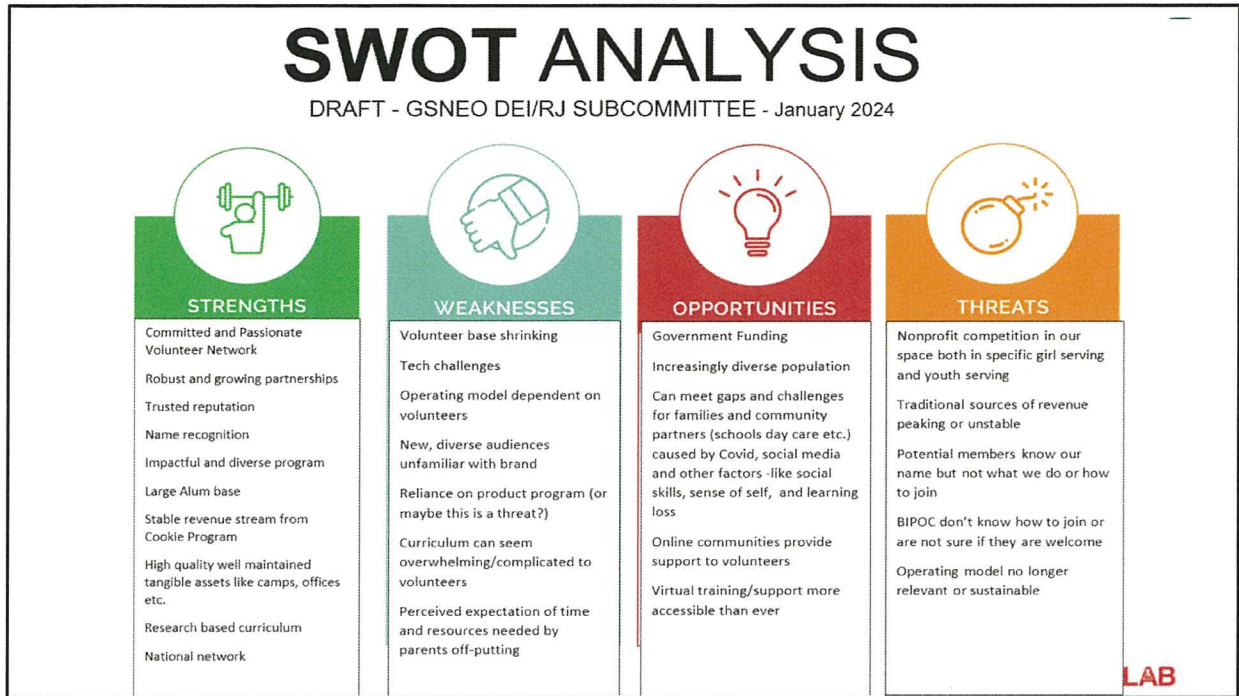
The committee reviewed the Voices Count Survey information and was drawn to the factors that create a sense of belonging

This index seemed to be important when compared to the “Leaver” data , particularly when you look at recruitment and retention of underserved groups . In our analysis of the data, it seemed clear that we are able to create that feeling of belonging in our girl members but lag in some key areas that create the feeling of belonging in important in other groups.

Although there is work to do with Caregivers and Service Unit Volunteers, the committee choose Troop leaders as a specific area of concentration as there aren’t troops without leadership.

SWOT ANALYSIS

DRAFT - GSNEO DEI/RJ SUBCOMMITTEE - January 2024



As committee we also did a SWOT Analysis to help us refine our focus and understand other factors that may impact our work.

Vision Statement



GSNEO continues to create lasting positive change, through the power of inclusion and by breaking down barriers, ensuring equal access, and fostering a culture of respect and belonging. Members will be recognized as champions of justice, equality, and unity in their communities and beyond.

Initiatives



1. Support a new delivery model to increase African American girl members, as this group represents the most underserved membership audience. Fund and expand the current Community Outreach model beyond Cleveland and Akron. Continue to track barriers and modify approach. Engage at least 400 girls in year one, 500 in year two and 600 in year three. Investigate strategies for sustainable funding. (Annually, December 2026)

2. Improve and increase the number of partnerships, at least 5 new partners per year that support or enhance GSNEO's ability to attract and retain African American members to facilitate programming. Special emphasis on school, community, neighborhood, and government relationships. Be strategic in the partners chosen to maximize opportunities to meet population parity goals. (Annually, December 2026)

These are in order of importance

Initiatives (Cont.)



3. Track the indices and show 2% growth annually from “Voices Count” regarding “belonging.” Emphasize the elements of belonging and implement actions for improvement. Namely, these indices are:

- **57% of troop leaders said they are confident that if they raised a concern Girl Scouts would listen and address it.**
- **57% of troop leaders said in Girl Scouts they receive support for working with diverse groups.**
- **53% of troop leaders said their opinions seem to count in Girl Scouts.**

(Annually, December 2026)

4. Create membership that represents the communities we serve, focusing on girl membership and operational volunteers. Over three years, close the gap in African American operational volunteers and girl membership by 3% annually. Work to reduce the percent of unreported racial/ethnicity data 2 % annually for members. (December 2026)

Strategic Initiatives - Timeline and Methodology



September 2023	Brief Volunteer Chair, Confirm Structure and Goals, Recruit GSNEO Staff. Create and populate a TEAMS site for committee use.
October 2023	Recruit Volunteers, Train, Set Kickoff Meeting for November; Update Resources Bank
November 16, 2023	Kickoff meeting
November 2023 – February 20, 2024	Committee Meetings
February 21	GSNEO Board Meeting – Give Draft Report to Board
March 2024	Subcommittee heads Combine, Finalize Initiatives . Communicate with committee. Create Final Draft for Last round of Comments via Email. Draft Two-page Summary
April	Distribute Two Page Summary to Members at Annual Meeting. Add additional Information to GSNEO Website as Needed.

QUESTIONS?



THANK
YOU!