

# Strategic Initiatives 2021-2023

The Girl Scouts of North East Ohio's (GSNEO) strategic process officially kicked off with six sub-committees in early 2021. These subcommittees mirrored the six areas of focus Girl Scouts of America (GSUSA) identified for the Girl Scout Movement for 2021-2023. This ensures proper alignment between the Girl Scout councils and the national organization. The committees had a total of 14 volunteers, seven board members, and 14 staff members. They met in over 25 meetings, and spent many hours researching threats/competitors, weaknesses, strengths, and opportunities. The discussions culminated in full current state and gap analysis that led to these created, focused vision statements and strategic initiatives around each of our priorities.

## Vision Statements



### Reach & Retain More Girls

GSNEO's promise to girls and their families is to provide all girls in the council's footprint the foundational Girl Experience. By leveraging partnerships and focusing on engaging marginalized communities, **we will offer varied, well-rounded experiences through supportive adult relationships in a girl-led, hands-on, shared learning environment.**



### Transform the Volunteer Experience

GSNEO's promise to volunteers is to provide a diverse array of volunteer opportunities that are flexible and welcoming; **offer the support they need, when they need it, in a way that fits their busy lives;** and provide an experience where they feel connected to the power of the mission and thrive in a culture of appreciation.



### Reimagine Revenue Sources

GSNEO will build **an organization-wide culture of philanthropy with strong, diverse revenue streams and revenue streams less dependent on product sales.** To accomplish this, we will increase visibility of GSNEO in the philanthropic community; grow individual giving; increase the pipeline of planned gifts; execute capital campaigns on an ongoing basis; grow property rentals by outside groups substantially and expand program revenue.



## Relevant Brand

GSNEO is recognized as **the go-to organization for championing girls' ambition from K-12 and creating a talent pipeline for innovation and technology industries in Northeast Ohio.** We will fulfill this vision by focusing on the following experiences and communication efforts: Highlighting STEM interest and achievements within local troops as a leading metric compared to other pillars; clarifying and communicating girls' interests in activities compared to parents' expectations; and continuing to build relationships with local businesses to be recognized as a pipeline of talent.



## Effective Operations

GSNEO **will maximize its use of resources to provide the most effective organization** by: Continuing to refine our business processes and develop a more efficient and effective staff structure; improve the infrastructure to efficiently support Movement goals; maintain or reduce management costs as a percentage of total costs and plan annual capital improvements budget, and annual debt repayments so that they may be funded without reducing operating reserves.



## Equity

GSNEO's commitment to diversity, equity, inclusion, and access is the shared responsibility of our members. **We are committed to provide an inclusive environment for all girls regardless of their socio-economic status, color of their skin, or other factors that contribute to inequity in the world today.** We envision an organization where: All girls are free to be themselves; diversity, equity, inclusion, and access drive decision-making and policy creation across our council jurisdiction; diverse board members, staff, and girl and adult members are actively recruited, retained, and supported; and we have collaborative external partnerships to support the needs of our members by creating a safe environment which promotes inclusivity.

***For more detailed information on the Strategic Initiatives process please go to <https://www.gsneo.org/strategy>***

### Our Mission

Girl Scouting builds girls of courage, confidence, and character, who make the world a better place.

### Who We Are

Girl Scouts of North East Ohio serves over 23,500 girls in grades K-12 and 9,000 adult volunteers in 18 counties in Northeast Ohio. We are the preeminent leadership development organization for girls. And with programs throughout the region, Girl Scouts offers every girl a chance to practice a lifetime of leadership, adventure, and success.