MEMO

girl scouts
building girls of courage
confidence and character

Date: June 12, 2014

To: Board of Directors

From: Roni Luckenbill, CEO

Subject: Volunteer Systems Project Overview

Imagine a world where girls and volunteers join Girl Scouts with ease. New volunteers are recruited and complete the process to become a leader in a matter of days instead of weeks. Volunteers receive the support they need when they need it. Girl and volunteer retention is on the rise. That time is here!

The Volunteer Systems Project focuses on ensuring that we have aligned people, processes and systems to more effectively ensure both recruitment (sales) and retention (service) functions are providing a quality, customer centric, and consistent experience resulting in girl and volunteer membership growth.

The challenges that Girl Scouting faces:

Research has clearly shown that our volunteers are struggling both in the time we require of them and the complex nature of what we are asking them to do. In addition, they don't always feel connected to our mission or know that they are making a difference in girls' lives. As a national Movement, we have lost volunteer membership for the past decade. Our immediate goal is to build toward greater customer satisfaction to the point that our volunteers become loyal to our organization and mission over the long term. To do this, we must overcome several customer pain points:

1. Council staff processes and technology are not aligned for the most effective recruitment or customer service.
2. Inconsistent communications with members result in a lack of long term engagement.
3. Time commitment required of troop leaders is too onerous. The average American volunteers for less than 100 hours per year. In Girl Scouts, we know that the number of hours required is over 200.

The proposed solution:

The Volunteer Systems Project, initiated by Girl Scouts of the USA (GSUSA) this year, aims to improve the overall experience of councils, volunteers, and parents/guardians. It consists of a three-part execution: onboarding through use of Salesforce, enhanced web platform, and a digital volunteer toolkit. GSUSA is rolling out this implementation in waves, with a small number of councils in each cohort. Girl Scouts of Western Ohio is in the second cohort and will go live in November 2014 with Salesforce. The new web platform and volunteer toolkit will be rolled out at approximately the same timeframe.

The changes that we are executing are about the long-term sustainability of Girl Scouts. The Movement has seen a declining volunteer base for the past decade; we need to evolve. During the past two years, the Movement as a whole has acknowledged the importance of becoming more customer-centric. For the first time, GSUSA is investing in shared tools and technology that will empower us to dramatically improve the volunteer experience. From joining and getting oriented, to managing a troop and renewing membership – being a volunteer will be easier, more manageable, and more enjoyable.

While the greatest benefit is to our volunteers and potential volunteers, our staff will also benefit from the efficiencies enabled by these digital tools. They will spend less time on manual and administrative processes and more time focused on our mission. An enhanced volunteer experience will mean higher recruitment and retention rates, which will mean that we can serve more girls. By giving volunteers the information and resources that they need, when and how they need it, we're promoting the delivery of a more consistent, higher-quality and more relevant program. This results in an enhanced Girl Scout Leadership Experience.

Benefits to volunteers:

1. Joining Girl Scouts as a volunteer is faster and easier. The process, from signing up to being appointed to a troop, is expected to take one week, rather than 4-6 weeks.
2. Girl Scouting will reach out to volunteers throughout the year, to ensure that they are having a good experience and to offer assistance.
3. Renewing membership will be faster and easier.
4. Volunteers are projected to get the information and resources they need, when they need it, and in a way that makes sense for their life (from hundreds of pages of content, to one digital application).
5. The volunteer toolkit will make managing a troop, preparing for and leading meetings, and connecting with other volunteers dramatically easier. Volunteers can also use the toolkit to communicate a girl's progress and experiences to her parents, and ask for their involvement in activities and trips.
6. Volunteers can find the content they need on the website, can more easily search for events and forms, and can access across devices (smart phone, tablet, and computer).

How we will measure success:

The overarching goal of this project is to ensure that more girls are having a great experience in Girl Scouts, delivered by a growing number of well prepared and supported volunteers. There are three types of measures that we will use to ensure that we are achieving success. The first assesses the volunteer's experiences, the second looks at membership results, and the third identifies business efficiencies. In each of these areas, we will need to consistently collect, assess, and share data both at the council and national level. The ability to compare results among councils is critical, to allow for best practice identification and expansion.

The idea, over time, is to be able to assess at what point in the process it is that potential volunteers seem to lose interest in Girl Scouts. Is it once they get an introduction to Girl Scouting or when they get a volunteer assignment? Or perhaps it is in the renewal process that they are getting stuck? Alternatively, we may be successful in turning the expected number of leads into volunteers, however, once they start working with a troop there is a mismatch between what they expected to do in Girl Scouting and what they are asked to do and that is what is driving volunteers away. There is much groundwork to do before we have all the pieces in place to allow us to make these assessments.

The business case for this initiative:

The proof of concept council, which did the original testing of this initiative, has reported the following data:

- The volunteer leads they generated realized a "close ratio" improvement from 1:10 prior to this work to 1:3 after implementation.
- Conversion time from volunteer initial inquiry to completed onboarding improved from 4-6 weeks to 7 days.
- There was improved compliance with background checks and orientation.
- Key service unit leadership positions were filled earlier in the program year:
  - Service Unit Manager: 69% in August 2012 vs 83% in August 2013
  - Service Unit Cookie Manager: 65% in August 2012 vs 91% in August 2013
- There was a significant increase in utilization of online leader resources.
- Personalized email communications employed through the volunteer project increased open rate 100-200% vs prior benchmark of 23.6%.

Cost of this project:

In summary, it is estimated that annual costs will net at about $110,000 more than we are currently spending, with first year startup costs being a little higher. My plan, unless I hear otherwise from the board, is to allocate up to $400,000 to be spent through December 2016, from the sale of Camp Myeerah, to support the technology and systems upgrades needed. By the end of December 2016, we will be building these costs into our operating budget. (You will recall that we previously agreed to allocate up to $500,000 from the Camp Myeerah sale to the improvements at Camp Woodhaven.) This move will allow us to make much needed improvements in our technology, while holding our Asset Replacement Fund at its current level. We will be seeking capacity building grants which, if received, will offset the funds required.

We will provide the board with a brief demonstration of these tools at the June board meeting. I anticipate that you will be as excited about the possibilities as we are.