



## Important GSWW Update

Hello, Girl Scouts of Western Washington Membership—

Through various council configurations, Girl Scouts has been operating across western Washington for generations. What we're enduring now is the kind of cataclysmic setback that many of us never thought we'd experience personally, that we'd only read about in history books. In many ways, the reality of what we're living is devastating.

[As I've shared in past communications,](#) COVID-19 has and will continue to have major impacts across GSWW's revenue streams. While we're working to mitigate those effects, we must be realistic. I've had to look through a lens of sustainability for our organization to make incredibly difficult decisions: what is the work that needs to be done now and in the immediate future for us to keep providing core opportunities to girls, families, and volunteers? My painful but strategic answer is that we have to significantly focus allocation of our resources while we're continuing to offer activities and opportunities through [Girl Scouts at Home](#). However, bringing members into Girl Scouts and forming troops isn't our work right now—GSUSA even stresses that this is not the time to ask girls and volunteers to join Girl Scouts.

Consequently, we're consolidating our leadership and service delivery structure. These changes were driven from a strategic service delivery perspective with first-round input from managers and executive leadership, and final decisions made by me with knowledge and support of the Board Executive Committee. Here are the facts:

- There are 85 positions impacted in some way. (There were 4 changes from the total of 81 previously reported; these were in vacancies and shifts from full to part-time.):
  - 29 eliminated
  - 35 put on the category of unemployment called stand-by
  - 7 reduced to part-time
  - 14 vacancies that won't be filled
- The shifts in strategic focus are impacting the following teams, which also have the most staff and are seeing the largest reductions:
  - Camp
  - Membership
  - Member Support
- The following teams are also incurring reductions significant to their operation:
  - Finance/Financial Assistance
  - Girl Experience & Program
  - IT
  - People & Culture
  - Philanthropy & Marketing
  - Product Program
  - Retail
- The entire list was analyzed by our Chief People & Culture Officer to guard against implicit bias toward any group or location.
- These changes take effect April 10. The staff have been and will continue to be in contact with their volunteers regarding transition plans.
- I'm continuing to work with the Executive Team and managers on a revised organizational chart, which we'll share as soon as it's available. We're also working through how responsibilities, projects, and programs will evolve and, in some cases, stop. Given the significant reduction in staff, we simply can't support the scope and depth of work previously underway.

As CEO, I want you to know that I recognize that "staff reduction" isn't a business term. The expertise, program and institutional knowledge this represents is beyond value. These individuals are our colleagues, friends, and partners to our volunteers; for some, they are family members. To have to go through this in this social distancing way,

without even being able to come together for comfort or venting, is making it so much worse. Please know that we're doing our utmost to support our coworkers as much as we can, following HR best practices and newly available COVID-19 resources. I also ask you to understand that, since these are personnel matters, it would be inappropriate for us to share the level of detail that some may like to know.

We're still working through these changes and are committed to keeping our members informed as we develop our new way of work. As we do, we know you—our girls, families, and volunteers—are counting on us. We're counting on each other. Together, we'll get through this challenging time to carry forward our mission of building girls of courage, confidence, and character to make the world a better place.

Take good care,  
Megan Ferland, CEO