



Vision Plan 2026

Compiled and Presented by Zoot Velasco

April 2023

With Assessment & Renewal Committee (ARC)

- Nina Coffenberry, GP ▪ Darleen Carpenter, GM
- Renee Rianda, GT ▪ Debi Stalder, PGP
- Sherry Farley, PGP ▪ Fran Neves, RS
- Francie Levy ▪ Sandra Firpo
- Joelle Dobrow ▪ Maria Elena Serna

Mission & Vision

The Native Daughters of the Golden West (NDGW) is a fraternal and patriotic organization founded on the principles of: Love of Home, Devotion to the Flag, Veneration of the Pioneers, and Faith in the Existence of God. We strive to improve the state of California through service to its citizens and landmarks. NDGW operates via three charitable foundations: NDGW Charitable Foundation Inc, NDGW Home, and NDGW Childrens Foundation.

Our History

The Order of Native Daughters of the Golden West was born in the historic mining city of Jackson at the Pioneer Hall on September 11, 1886 by Miss Lilly O. Reichling and a group of 20 women. Chosen for the first Parlor of the Order was the distinctive name of Ursula (meaning “The Bear” – suggestive of courage and strength). Tina L. Kane was named as the first President, and the charter list closed after thirty days with a membership of thirty-three. Charter Officers were installed March 7, 1887. Founding principles adopted were Love of Home, Devotion to the Flag of our Country, Veneration of the Pioneers of California, and an Abiding Faith in the Existence of God. By June 1887, seventeen Parlors were instituted.

Our Mission & Vision Statements were Revised at Our Strategic Planning Retreat.

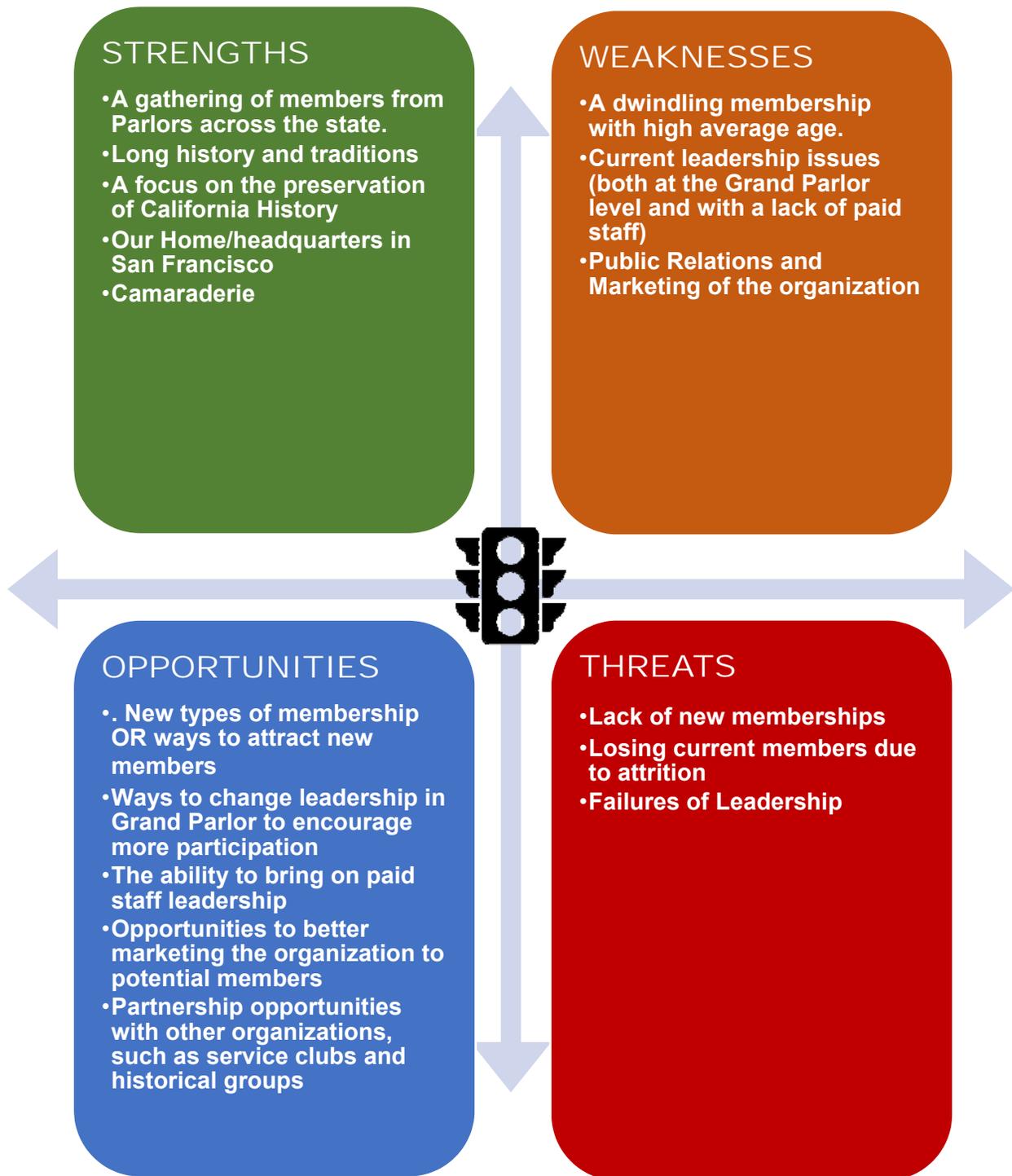
Mission

“To actively preserve California’s history and quality of life through education and community service.”

Vision

“NDGW would be a recognized leader in California with a membership that includes every California-born individual.”

SWOT



1. Infrastructure Goal: A SUSTAINABLE INFRASTRUCTURE TO MEET THE VISION

Year 1 Objectives:

- **Updating membership dues structure with higher dues and more perks of membership**
- **Better maintenance/upkeep and management of SF Home**
- **Create a Capital Campaign to raise the \$450,000 needed to hire an Executive Team**

Year 2 Objectives:

- **Creating a charitable society**
- **Build an endowment through a legacy society from older members by encouraging estate gifts to the organization.**

Year 3 Objectives:

- **Hiring an Executive Director and an Assistant**



Goals & Objectives

2. Program Goal: INCREASE MEMBERSHIP

Year 1 Objectives:

- **Change to allow legacy memberships of immediate family**
- **Looking at successful parlors as models for others**
- **Reach diverse groups by recruiting leaders from those groups, make them feel welcome/valued, and encourage them to recruit others.**
- **Increase marketing, digital presence, and physical presence in our communities.**

Year 2 Objectives:

- **Continue Marketing/PR efforts**
- **Study the idea of adding long-term residents (over 20 years & Grads of CA K-12 schools)**
- **Study ways to make NDGW appeal to younger members**
- **As we relax membership restrictions, we still make Parlors feel important and exclusive. Add benefits of membership.**

Year 3 Objectives:

- **Additional Membership Changes if applicable from the studies**
- **Add Mentorship opportunities**



Goals & Objectives

3. Leadership Goal: A SUSTAINABLE LEADERSHIP STRUCTURE TO MEET OUR VISION

Year 1 Objectives:

- Create regular and in-depth Training and Development for the board and prospective leaders.
- Create a leadership culture that makes people want to lead
- Take advantage of technology to reach more members about leadership
- Create a more dynamic structure for Grand Parlor– with more of the business being done by Zoom and Mail pre-convention, and more fun speakers/tours, etc. at the convention.

Year 2 Objectives:

- Education and encouragement to the membership at large about leadership roles
- Consider and study the idea of lengthening the GPP term from one-year to two-years for better consistency of leadership.
- Consider and study the idea of division of leadership in new ways.

Year 3 Objectives:

- Implement new ways of dividing leadership and GPP changes from study
- Work towards the hiring of a paid Executive Director and assistant (dependent upon membership/revenue increase- \$450K Minimum is needed)



Goals & Objectives

2026 3-Year Plan Budget

NDGW BUDGET	Year 0	Year 1	Year 2	Year 3
REVENUE	2022-23	2023-24	2024-25	2025-26
Carry-Over		\$ 13,709.44	\$ 66,688.13	\$ 173,245.84
CFIC (Fundraisers & Events)	\$ 42,996.56	\$ 42,996.56	\$ 51,595.88	\$ 61,915.05
Childrens Found (Donations)	\$ 74,918.75	\$ 74,918.75	\$ 89,902.50	\$ 107,883.00
NDGW Home				
Home Room Fees	\$ 65,024.00	\$ 78,028.80	\$ 81,930.24	\$ 86,026.75
Home Program	\$ 4,668.75	\$ 4,668.75	\$ 5,602.50	\$ 6,723.00
Home Donations	\$ 13,653.65	\$ 13,653.65	\$ 16,384.38	\$ 19,661.26
Home- Fundraisers & Events	\$ 13,575.41	\$ 13,575.41	\$ 16,290.50	\$ 19,548.59
Home- Admin Income	\$ 54,003.28	\$ 54,003.28	\$ 54,003.28	\$ 54,003.28
NDGW Home	\$ 150,925.09	\$ 163,929.89	\$ 174,210.89	\$ 185,962.88
Grand Parlor				
GP Membership Fees	\$ 116,378.26	\$ 182,400.00	\$ 243,936.00	\$ 304,920.00
GP Insurance Fee	\$ 42,377.50	\$ -	\$ -	\$ -
GP Investment Revenue	\$ 54,844.91	\$ 54,844.91	\$ 65,813.90	\$ 78,976.67
GP Other	\$ 9,850.76	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Grand Parlor	\$ 223,451.44	\$ 242,244.91	\$ 314,749.90	\$ 388,896.67
TOTAL REVENUE	\$ 492,291.84	\$ 537,799.55	\$ 697,147.29	\$ 917,903.44

EXPENSE	2022-23	2023-24	2024-25	2025-26
CFIC Expense	\$ 42,996.56	\$ 42,996.56	\$ 51,595.88	\$ 61,915.05
Childrens Found Expense	\$ 59,935.00	\$ 74,918.75	\$ 89,902.50	\$ 107,883.00
NDGW Home				
Home Overhead	\$ 78,363.95	\$ 78,363.95	\$ 81,498.51	\$ 84,758.45
Home Operations	\$ 69,884.70	\$ 69,884.70	\$ 72,680.09	\$ 75,587.29
Home Program	\$ 2,338.11	\$ 2,338.11	\$ 2,431.64	\$ 2,528.90
EIC/Pioneer Roster	\$ 516.78	\$ 516.78	\$ 537.45	\$ 558.94
NDGW Home	\$ 151,103.54	\$ 151,103.54	\$ 157,147.68	\$ 163,433.59
Grand Parlor				
GP Overhead	\$ 191,729.81	\$ 172,556.83	\$ 189,812.51	\$ 366,812.51
GP Operations	\$ 19,586.58	\$ 17,627.92	\$ 21,153.50	\$ 25,384.20
GP Committees	\$ 13,230.91	\$ 11,907.82	\$ 14,289.39	\$ 17,147.26
Grand Parlor	\$ 224,547.30	\$ 202,092.57	\$ 225,255.40	\$ 409,343.98
TOTAL EXPENSES	\$ 478,582.40	\$ 471,111.42	\$ 523,901.45	\$ 742,575.61

NET	\$ 13,709.44	\$ 66,688.13	\$ 173,245.84	\$ 175,327.82
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2026 3-Year Plan Budget Notes

Carry-Over	Net profits/deficit from previous year carried over (if any)
CFIC (Fundraisers & Events)	Total income will increase by 20% in year 2 due to increased membership and fees
Childrens Found (Donations)	Total income will increase by 20% in year 2 due to increased membership and fees
NDGW Home	
Home Room Fees	Room fees are too low and must be raised to achieve goals by at least 20%. On \$22 this is only \$3.30. They should be raised 5% each year after to stay up with inflation.
Home Program	With increases in membership this should go up in year 2 by 20%.
Home Donations	Will increase in year two due to new higher levels of membership
Home- Fundraisers & Events	Will increase in year two due to new higher levels of membership
Home- Admin Income	May stay flat and is not dependent on new blood
Grand Parlor Membership Fees	IS the key to the plan. Current fee is about \$51 with all included. Minimum fees should be \$65 (about the cost of a cup of Starbucks/month with other higher levels of giving. This is based on \$57 since \$8 is in another budget for the home.
GP Insurance Fee	This will go away once it is folded into the membership fee.
GP Investment Revenue	This should rise by 20% after year 2 with new membership and categories.
GP Other	This should be capped for easy bookkeeping at \$5,000
CFIC Expense	Balances with income
Childrens Found Expense	Balances with income
NDGW Home – Overhead, Operations & Committees	This should rise by 20% after year 2 with new membership and categories.
Grand Parlor Overhead	In year one GP should try to cut all expenses by 10% as revenue grows. Another key to this plan is creating a surplus that can be saved and used to hire a new director by year 3.
GP Operations & Committees	The plan allows for these to grow overtime as needed by as much as 20% after initial cuts are made in year 1.

2026 3-Year Plan Budget Notes

The first year will be the hardest- making the tough decisions every business must make to grow the mission:

- **Growing membership dues through increased fees that mirror the economic situation in proportion with perks for membership that show off your strengths and give value.**
- **Creating levels of giving that reward larger investors in the organization with recognition and awards.**
- **Cutting expenses where possible.**
- **Marketing the organization to potential new members and learning from Parlor successes.**
- **Saving for paid staff.**

If followed, by Year-2, small successes will grow into achievement by Year-3.

Once a paid professional director is hired in Year 3, more marketing and fundraising should continue to increase, and new goals can be set.



Priorities: Membership & Dues

Infrastructure: More money is needed to succeed. However, a budget is not a goal but a byproduct of great plans and objectives. In the case of NDGW, higher budgets come from higher dues and more people paying them- members. The organization must both raise dues and bring in new members. The alternative is disaster.

The problems plaguing NDGW are no different than other service clubs:

- A lack of new members as “the old ways” seem out of step in a digital world.
- A crisis of leadership. Dwindling ranks mean fewer leaders stepping up.

What makes NDGW more vulnerable than most is a dues structure that is not in line with the economy of 2023. At a time when a cup of coffee at Starbucks is over \$5.50, NDGW must have a dues structure in line with the economy. Minimum dues for any organization should have a baseline of at least the cost of one cup of coffee/each month, affordable by any income, or \$65/annually. Most organizations charge more than twice that amount for their lowest dues.

To make such a change palatable to the membership, NDGW leaders must consider restructuring and repackaging dues to include perks that make membership more attractive to current and prospective members.

Membership: Initially, my reaction as your consultant was to do nothing about opening membership. There is not a complete consensus on changes to membership. If there is no consensus, the best action is no action. However, no matter what you do (including nothing), as many as 25% of members will be angry and may leave. Doing nothing runs the risk of this being the last generation of the Order. The main threat is members dying or leaving before new members can replace them. Again, this is a threat to all service clubs internationally.

Broadening membership (even in small ways that are most agreeable to current members) and making dues more substantial in what people get for those dues and what they give can transform the organization.

What perks can be added for membership? Some benefits, used by only a few, make it more appetizing for all. Could there be more levels? A Founders Circle of higher givers with higher perks or awards for giving? A Legacy Society for those who leave part of their estate for the organization? (Growing endowment is also crucial.)

With higher dues and more members, the organization can fix the issues with the home in San Francisco, increase marketing, and hire paid staff. Leadership can be better trained, and design Grand Parlors to be more fun and exciting.

Without fixing the membership/dues issue, the organization will go under. Many members point out ways the membership could grow with better marketing, opening membership in small ways or large, and changing how people can get more involved with the leadership of parlors.

Priorities: LEADERSHIP

Dwindling membership means dwindling leadership. There are communication issues both internally and externally. Fund development, planning, and management need attention only after membership is addressed. Once membership is fixed with a healthy dues structure, the organization can work on:

- Increase marketing, digital presence, and physical presence in our communities. In individual interviews and focus groups this showed up as a large priority. There are model parlors showing how to attract new members. There should be more attention to what these Parlors do to be successful.
- Expand training and onboarding our Parlor and Grand Parlor leaders.
- While relaxing some membership restrictions leaders still need to make Parlors feel important and exclusive.
- Focus groups and interviews made a point of asking for more mentorship opportunities.
- Reach diverse groups by recruiting leaders, make them feel welcome/valued, and encourage them to recruit others.
- Build an endowment from older members by encouraging estate gifts to the organization. The Baby Boomer generation will be the last to give such assistance as newer generations give differently online. Those older organizations with large endowments can survive losses in memberships better than those who don't have endowments.





CONCLUSION

We have all the data we need for success. We know what is wrong and how to fix it. Some of the things listed in this report may seem evident to some stakeholders. However, they must be identified, and a consensus reached. Remember that a consultant compiled this report, but every element of the report reflects your thoughts, ideas, and formula for success. Moving forward, it will not be the plan of the Grand President. It will be the plan of everyone with a stake in this organization. Success only has one enemy, and that is apathy.

If this plan is thrown in a drawer and forgotten, so will be the goals and objectives. Keep it as a living document. Use the budget and timelines to keep operating board members and committees on track. Revisit the plan quarterly and annually. With diligence comes success.

Charge on!



Evaluation Report 2023

Compiled and Presented by Zoot Velasco

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PURPOSE

The findings of this comprehensive evaluation of NDGW provide a snapshot of where the organization is today. It is a starting point for a strategic planning process to set the vision for where NDGW will go over the next three years. We cannot map out where to go without knowing where we are starting. The evaluation will help inform the SWOT (Strengths, Weaknesses, Opportunities, & Threats) analysis done previously. SWOT is a tool to help an organization build on strengths and overcome weaknesses while taking advantage of opportunities and mitigating threats in the planning process.



BACKGROUND

NDGW formed The Assessment and Renewal Committee (ARC) to focus on strategic planning and change needed to stay relevant. This past January, NDGW engaged Zoot Velasco, MBA, CFRE (hereafter referred to as Zoot) as NDGW's consultant. Zoot has 35 years of experience in community organizations, with 23 years leading organizations regularly growing capacity. He has raised \$35M as a certified fundraiser and quadrupled his last organization during the recession. As a nonprofit expert, he has led the Gianneschi Center for Nonprofit Research at California State University Fullerton, written two books on the subject, teaches at three universities/colleges, and consults for many organizations.

NDGW, like all service organizations, has had to rethink its strategies due to new external forces, primarily the internet, and generational changes in how service clubs are perceived in the digital age. This strategic plan will be the next phase in this process.

METHODOLOGY

This evaluation report was compiled from the raw data of:

- **Microsoft Member Survey, designed by Zoot and ARC, and given to a broad sampling of NDGW members. Over 1300 members were sent the survey through an email list. Three hundred eleven responded, providing a (23.6% sample size) considered above average for a statistical sample (10% is considered a good sample size for an online survey).**
- **ARC Members held nine separate focus groups, including parlors, events, and non-member focus groups (such as online through Nextdoor.)**
- **ARC Members interviewed key stakeholders in NDGW and kept notes.**
- **After conducting these surveys, focus groups, and interviews, ARC, with Zoot, re-evaluated a SWOT done earlier in light of findings from the new material.**

From these sources and conversations, Zoot compiled this report, edited by ARC, generated for strategic planning in April. More than ten percent of the overall membership and many key stakeholders were consulted in this effort.

FOCUS AREAS

We focused on some key areas needed to assess our current state:

1. **Mission. Do members consider our mission statement to be the best representation of our mission?**
2. **How do members feel we are doing as an organization?**
3. **What is the organization doing well? What are things we should hold sacred and should not be changed?**
4. **What things in the organization need improvement?**
5. **Should changes be made to membership? Should membership be expanded to grow the organization?**
6. **What is the best representation of our Strengths, Weaknesses, Opportunities, and Threats (SWOT) to help us as we move forward?**

1. Mission Statement

Best practices of mission statements show they are most effective when they can be easily remembered and used as a talking point for an organization.

Two versions of our mission statement were given to study participants:

A. Our Current Mission Statement:

“The mission of the Native Daughters of the Golden West, as one of the oldest associations of diverse California-born leaders, is to preserve California’s history and better the quality of life through active participation in education and community service.”

B. The same, but made more concise:

“To preserve California’s cultural history and quality of life through education and community service.”

C. Study participants were asked if there was another version they preferred or anything that should be added or subtracted.

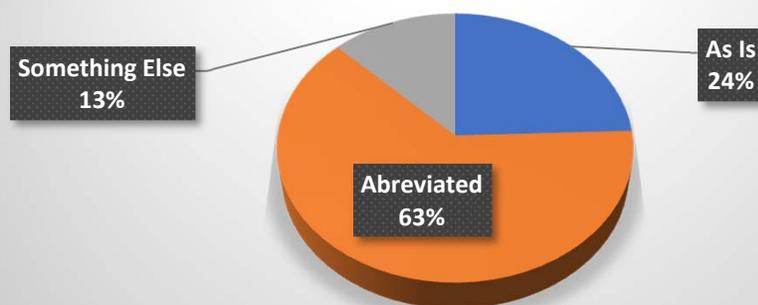
Of 311 responses to our survey (24% responding):

- 196 (63%) preferred a more truncated version of the mission statement, making it easier to remember and use as a passionate talking point for the organization.
- 76 (24%) preferred the mission statement as is.

The vast majority (about 90%) felt that the mission statement (as is or made more concise) represents the mission well. This thought echoed in our focus groups.

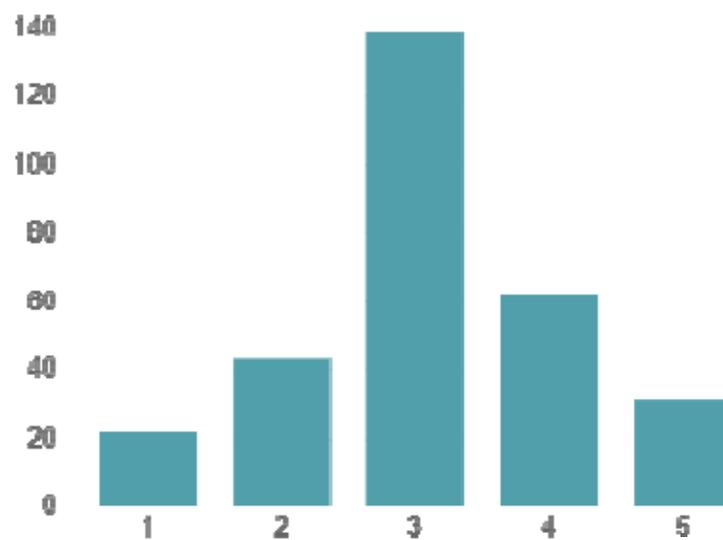
Recommendation: Consider the abbreviated version as a universal talking point when recruiting other members. Use the abbreviated version prominently on web pages and materials.

Mission Statements



2. In the survey, we asked the question: From 1-5 STARS (One being worst and five being best), how are we doing as an organization?

There was a consensus here with an average rating of 3.12 and the vast majority of members winding up in the middle, as the chart below shows:

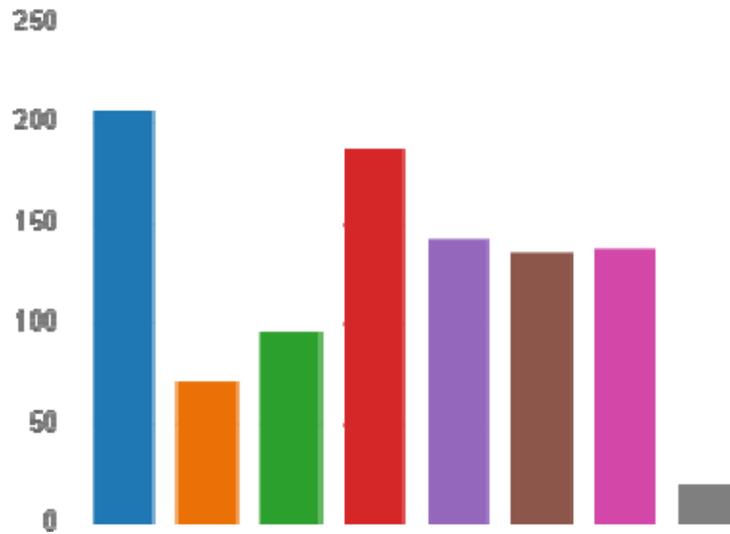


This result can be interpreted as membership feeling that the organization's current state is neither great nor bad. The devil is in the details. As we find in later questions, there may not be a consensus on how to fix issues.

3. Which do you think we are doing well and is important not to change?

Choices given were:

• Preserving California History	206	(66%)
• Grand Parlor Annual Meeting	71	(25%)
• Parlor Meetings	96	(31%)
• Preserving and using the NDGW Home in SF	187	(60%)
• Childrens Foundation	141	(45%)
• Charitable Programs & CFIC (State programs)	135	(43%)
• Local community service (beyond charitable programs)	137	(44%)
• Nothing	20	(6%)



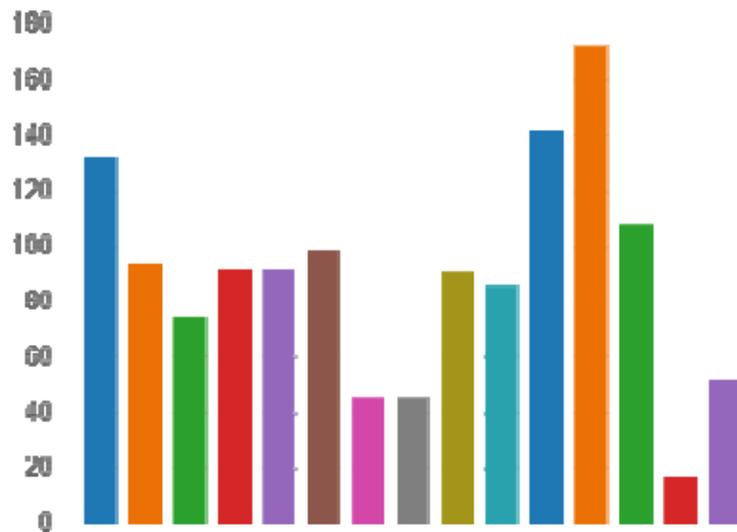
It is apparent from this that Preserving California History and the San Francisco Home are the most important sacred issues to members. Charitable, local, and state programs, including the Children’s Foundation and CFIC, are also important.

In the focus groups, *Camaraderie* and *Ritual* also came up as important sacred issues. These were not part of the survey options.

4. What things in the organization need improvement?

Choices given were:

• Grand Parlor Annual Meeting: Leg/resolutions	132 (42%)
• Grand Parlor administration	94 (30%)
• State-level budgets	75 (24%)
• Books of the Order	92 (30%)
• Parlor Meetings	92 (30%)
• Native Daughters Home	99 (32%)
• Childrens Foundation	46 (15%)
• Charitable Programs & CFIC	46 (15%)
• Fundraising	91((29%)
• Committee structure	86 (28%)
• Membership	142 (46%)
• Better marketing	172 (55%)
• Board development/training	108 (35%)
• Nothing	17 (5%)
• Other things not listed	52 (17%)



4. What things in the organization need improvement? (Continued)

On this question, there was little agreement. The most significant, 42%, are unhappy with the Grand Parlor Annual Meeting structure.

The most significant consensus in focus groups, especially at the parlor level, was opening membership. We did that question separately in the survey. (More on that soon.)

There is much discussion on changes at the Grand Parlor/leadership level among interviews, focus groups, and comments. Here are some words that represent these feelings:

- We need an Executive Director educated in nonprofit management... Consider better staff skills
- Better marketing
- Our accounts need to be more transparent and descriptive and ACCURATE. (perception problem or an actual problem?)
- Consider 2-year terms for board members so the learning curve and completion of tasks can be accomplished... (others ask for 4-year terms.)
- NDGW only seems to raise money by holding events, teas, and luncheons. All this requires a lot of work and planning. And often, there is very little bang for your buck! (under-performing fundraising events are a common problem for organizations)
- The hierarchy of past grand presidents making most decisions must stop. Any innovative ideas are always shot down by the few at the top who are uninterested in change. Just because we "always do it one way" doesn't mean we have to continue... (From another comment) There's a lot of great things our parlors are doing, but there is no visibility. If more people could see all we do, they'd want to be part of NDGW. It is important to also have more fun and educational events for members. (Communication issues?)
- It is boring at meetings. Not very diverse. Not welcoming. (Diversity came up often, as did having more for members to do and making meetings more fun)
- If membership continues to decline, even after implementing changes, maybe merging with NSGW should be considered to keep these fraternal organizations alive. (This relationship often came up as a possible solution to many things)
- A plan for the home should be created and designed to be self-sustaining with repairs and upkeep.
- Some fund development suggestions:
 - Our Parlor raises funds by doing paid volunteer work at our local Elections office when there is a state election going on. We pool the monies earned to contribute to our local Parlor. I would rather do this than plan an event. (Earned income)
 - Our Santa Cruz Parlor is very lucky because a past member left us a monthly fee that is managed and we don't have to raise money just to pay our rent. (Build Endowment)
 - Better mindset... What happened to the 'SISTERLY LOVE' we used to have?

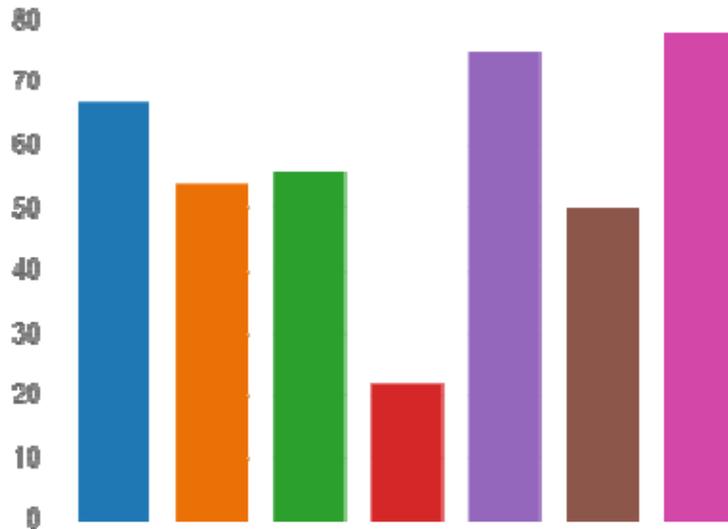
As we analyze the results, it seems evident that leadership, marketing/communication, and membership need the most attention to create positive change. Still, it will make many unhappy if it significantly changes.

5. Should changes be made to membership? Should membership be expanded to grow the organization?

The question was asked by survey: If we were to open the membership, what would be acceptable to you?

Choices were:

- Allowing US citizen/CA resident of over 20 years 67 (22%)
- Allowing US citizen/CA resident of over 10 years 54 (17%)
- Allowing US citizen/CA resident of over 5 years 56 (18%)
- Allowing all Non-California-born members with restrictions 22 (7%)
- Allowing a close relative of a members (legacy members) 75 (24%)
- Open with no restrictions on membership 50 (16%)
- I would not open membership at all 78 (25%)



What is most striking here is the lack of consensus. While 25% of membership strongly want NO change at all (and even go so far as to say in comments they would leave if membership changed), 75% voted for multiple categories of change and were just as strong in their comments.

5. Should changes be made to membership? Should membership be expanded to grow the organization? (Continued)

In focus groups at the parlor level, where members seem to be much more involved in leadership there was much more consensus that change is needed in membership. "Open membership" was a common refrain.

Should the leadership decide to open membership, there seemed to be a strong consensus against allowing non-Californians into the ranks. The safest change by the survey would be allowing close family members (legacy members) into the Order with 1 in 4 members agreeing to this. 1 out of 5 surveyed would open it to any Californian over 20 years of age. Many comments stressed the importance of members being US citizens. Many comments are passionate about diversifying membership, particularly among Hispanic and Native peoples from California.

Membership comments echoed in focus groups many times include:

A. Members who want no changes and think the problem is only in how the group is marketed or how Parlors are run:

- What's the point of allowing Non-California born people into the "Native Daughters" organization? I would probably drop my membership.
- I think the open membership is a ploy to expand membership. Before we expand NDGW, we need to figure out why women are not interested in joining. Fix that problem first.
- I'm for having Native Sons and Daughters joining together, however that may not fly. I am a member of both groups."
- As a 5th Gen, I appreciate the military exemption as I was born in NE due to my Dad's service in the USAF.
- Children of natives only, not other relatives to include grandchildren.
- Native Born Only. Less Grand Parlor and Less Parlor business meetings
- It seems like a dying order - literally and figuratively. People keep talking about being open to change, but then we can only think about it for the next 2-3 years. I'm grateful covid forced the option to allow people to attend via zoom. It's hard enough to find a couple hours here and there for meetings - let alone add more commute time traveling to and from a meeting. It's near impossible for working or younger people to want to be part of things the way things are done now. And watching all the internal bickering doesn't inspire me to want to put the effort into learning "the right way" to do things.
- Members that live outside of California should be encouraged to provide a greater financial assistance to the Order, since they are not actively participating in Parlor.
- I would wait to open membership until new meeting structures have been developed. There is no point in trying to add new/younger people if the old ways are just going to turn them off. Modernize meetings first, then look for new members.
- To gain more members, we need to make California born people know we exist. If we put ourselves out to the public, we would gain new members. I think we should encourage young people to join. Maybe each parlor should have opportunities for working people to attend a meeting. Mid-week, mid-day, meetings are not good for younger people. Maybe even once a quarter to have an evening meeting.

5. Should changes be made to membership? Should membership be expanded to grow the organization? (Continued)

B. Some suggest opening to members who have lived in California for a long time (suggestions range from 5-25 years) and children of members:

- I'm not sure why we would want to open membership beyond California-born individuals. If it's because our numbers are dwindling, it seems there would be other/better ways to increase interest and membership. I feel it would diminish/dilute our unique identity and we would become too similar to other organizations. What would set us apart? Personally, I was proud to join a special group of individuals with nativity in common. That being said, I did check the box to allow residents of over 20 years, because if we must open membership in order to survive perhaps that would allow growth among people who have fully embraced their "new" home.
- Allowing members who may not have been born here but spent most of their lives growing up in California. I have friends who arrived right after birth.

C. Some suggest dropping "Native" if opening membership:

- NATIVE Daughters is a definition, not a random word choice; however, much as I am proud of my heritage, I believe the mission is more important in today's world. If the purpose is to grow enough to advance our mission, then change the name of the organization and keep the mission. (Daughters of The Golden West dropping Native)
- It is the mission that is important, not where the members are born. Current policy excludes a lot of excellent people with strong interests in California history and preservation, as well as having skills the Native Daughters can benefit from. Both "Native" and "Daughters" in the name need updating...

D. People for more open membership have some great points too:

- NDGW membership should be about a potential member's love of California and its history. It should not be about where they were born or previously lived.
- I deeply love that this group is about and for people born in California. I think adding outreach to multiple nonwhite native-born communities could make for a more active and vibrant organization. I personally love California history and to hear families stories at the events are the highlight for me as a member.
- Regarding no-restrictions, they should be United States Citizens.
- Yes.....without change in several areas of this Order, we are doomed to self destruction. Open the doors!... The organization will not survive if current restrictions remain in place.
- Updating use of technology. Young people will not come without easy use of these kinds of things... Our biggest failure is we do not promote our Order.
- Allowing U.S. citizen with continuous California residence over 25 years
- I would have a difficult time supporting the "legacy" membership idea. That seems elitist. I would like to see the NDGW become more inclusive and diverse - more representative of the California today than the California of the past. Thanks for listening.