

# Winter Delegate Council Meeting

*January 22, 2024*

**girl scouts**   
of eastern  
pennsylvania





**Welcome!**

Nicole LeVine  
*Board Chair*



# Mission Moment



**Ketorah B.**  
*Girl Delegate*



**Gelina C.**  
*Girl Delegate*

# Troop PA & Women in STEM

November 13

~ Harrisburg ~















***More Mission Moments?***





# CEO Conference

*Las Vegas*

October 2023



# GSUSA FY24 Strategic Objectives



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





# 2026 National Council Session



Washington, D.C.  
*July 20-25, 2026*







**GSEP's Board  
Committees**

## 2023-2024 Board Committee Assignments *(as of Jan 2024)*

	<b>Executive</b>	<b>HR</b>	<b>Board Development</b>	<b>Property</b>	<b>Finance/Audit</b>	<b>IT Strategy</b>	<b>Community Excellence</b>
<b>SMT</b>	<u>Kim</u>	<u>Sophia &amp; Angela</u>	<u>Carla</u>	<u>Sophia &amp; DJ</u>	<u>Mike V.</u>	<u>Mike P.</u>	<u>Cecily, Meg, Stacey</u>
<b>BOARD</b>	<b>Nicole LeVine, Chair</b> Susan Mucciarone, First Vice Chair Ann Donley, Vice Chair Loraine Ballard Morrill, Vice Chair Marlene Beers, Treasurer Joann Gonzalez-Generals, Secretary Jen Fox, Chair Designee Stephanie Kosta, Chair Designee	<b>Shelley Smith, Chair</b> Allison Green Johnson Alison Snyder	<b>Debble O'Brien, Chair</b> Anne Baum Joann Gonzalez-Generals Miriam Shou	<b>Ellen Iobst, Chair</b> Fusun Bubernack Ann Donley Mary Beth Biddle	<b>Rick Perkins, Chair</b> Ann Donley Jen Fox Judy Freyer Marlene Beers	<b>Fusun Bubernack, Chair</b> Rick Perkins	<b>Terri Boyer, Chair (Reg. 2)</b> Stephanie Kosta (Reg. 1 & 2) Joanne McFall (Reg. 1 & 2) Kathy Killian (Reg. 1) Dr. Bunmi Ojikutu (Reg. 2) Ashley Russo (Reg. 3)
<b>NON-BOARD</b>	N/A	Harris Bock	Laura Azzalina Michele Box Sandy Faust Kathryn Epps Roberson Deb Walters	Stacy Broad Debbi Zvanut	Harris Bock Mike Lessig Rob Young	Kelly Lyman Fari Azad	
	<b>DEI Subcommittee</b>		<b>Girl Governance Subcommittee</b>		<b>Investment/ Pension Subcommittee</b>		
	<u>Kim</u>		<u>Carla</u>		<u>Mike V.</u>		
	<i>Shelley Smith, Chair</i> <i>Stephanie Kosta</i>		<b>Miriam Shou, Chair</b> Joann Gonzalez-Generals Kathy Killian		<b>Judy Freyer, Chair</b> Rick Perkins		
			Michele Box Deb Walters		Maryellen Reilly Jill Steinberg Kristen Stevenson		



# 2023-2024 Governance Year Calendar of Board & Board Committee Meetings

## May 2023

- **Board**
  - Property
  - Investment/Pension

## June 2023

- **Board**
  - IT Strategy
  - HR
  - Finance/Audit
  - *Joint: Finance, Property & Investment*

## July 2023

- Board Development

## August 2023

- **Board Retreat**
  - IT Strategy
  - Investment/Pension

## September 2023

- **Board**
  - Board Development
  - Finance/Audit
  - Community Excellence

## October 2023

- Property
- Girl Governance
- Community Excellence
- HR
- Investment/Pension

## November 2023

- **Board**
  - Board Development
  - HR
  - Finance/Audit
  - IT Strategy

## December 2023

- Property
- Community Excellence

## January 2024

- **Board**
  - Finance/Audit
  - Investment/Pension
  - Board Development
  - Property

## February 2024

- Girl Governance
- Board Development
- HR
- Community Excellence

## March 2024

- **Board**
  - Board Development
  - Finance/Audit
  - Property

## April 2024

- HR
- Community Excellence
- Finance/Audit

## May 2024

- **Board**
  - Investment/Pension
  - HR
  - Property



**Community Excellence  
Committee**

*Terri Boyer, Chair*





**Community  
Excellence  
Committee:  
Charge & Purpose**





# Community Excellence Committee Members



Terri Boyer, *Chair*



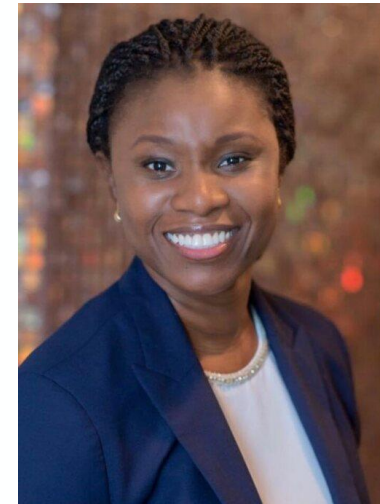
Kathy Killian



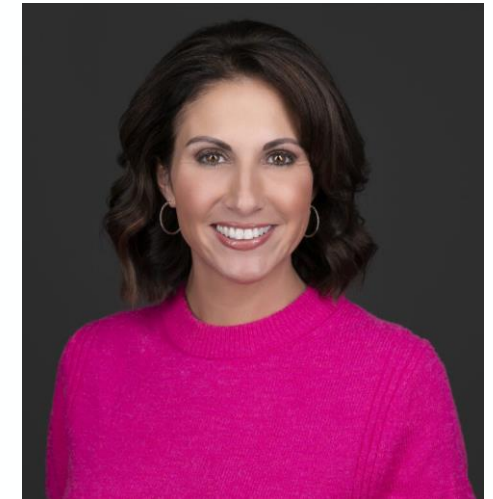
Stephanie Kosta



Joanne McFall



Bunmi Ojikutu



Ashley Russo

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*Staff Liaisons:* Cecily Macy, Chief Development Officer; Stacey Moyers, Chief Marketing Officer; Meg Moloney, Consultant





**Key  
Projects/Initiatives  
*in*  
MY24**

## Work Plan for MY24

Q1:

- Spheres of Influence exercise with follow-up on key priorities, to address/support gaps in Regions
- 2024 Cookie Program and Summer Camp Support

Q2:

- GSEP revenue drivers (Retail, Print Shop, Camp)
- Analysis of program attendance (did fall engagement match membership distribution)

Q3:

- Program Fundraising Priorities



Questions?



**Human Resources Committee**  
*Shelley Smith, Chair*



# HR Committee Members



Shelley Smith,  
*Chair*



Harris Bock  
*(non-Board volunteer)*



Allison Green Johnson



Alison Snyder

*Staff liaisons:* Sophia Lee, CAEO, & Angela Stoffere, Director of HR





# HR Committee Charge & Purpose

**Charge:** The Human Resources (HR) Committee will provide HR expertise for performance evaluations, compensation, employment policies, and other topics as needed.

**Responsibilities:**

- Serves as a resource for the HR team and the CEO
- Provide guidance to staff and review HR-related topics/issues on behalf of the board as needed
- Review promotions/raises and annual senior team compensation/bonus recommendations for advance vetting
- Review HR-related policies
- Review and discuss the CEO annual performance assessment conducted by the Board Chair. This includes an overview of the CEO's self-assessment and rating as well as input from the CEO's direct reports and Board members
- Review/discuss management reviews (the CEO's direct reports) and recommendations for compensation increases and bonuses

**Key  
Projects/Initiatives  
*in*  
MY24**

- CEO Annual Performance Appraisal
- Personnel Update
- DEI
- Succession Planning
- Talent Management
- Top Ten Council HR Trends
- Employee Handbook Review & Updates
- HRC Annual Work Plan





Questions?

**Property Committee**  
*Ellen Iobst, Chair*





# Property Committee Members



Mary Beth Biddle



Stacy Broad  
*(non-Board volunteer)*



Fusun Bubernack



Ellen Iobst, *Chair*



Ann Donley



Debbi Zvanut  
*(non-Board volunteer)*

*Staff liaisons:* Sophia Lee, CAEO,  
& DJ Gable, Director of Property



## Property Committee Charge & Purpose

**Charge:** The Property Committee provides strategic direction and advice to the Board and GSEP management/staff regarding the **short and long-term development, stewardship and use of leased and owned Council properties.**

GSEP Properties include Shelly Ridge Service Center and Camp Shelly Ridge; Valley Forge Service Center and Camp; Jane Seltzer Service Center; Camp Laughing Waters; Camp Wood Haven; Camp Mosey Wood; and Camp Mountain House.

### **Responsibilities:**

- Service Center direction
- Developing long-range property assessments
- Developing utilization and maintenance plans
- Working with constituent groups
- Review management's plans



**Key  
Projects/Initiatives  
in  
MY24**

- **Laughing Waters** – conservation easement
- **Mountain House** – new Girl Program Center (build or renovate)
- **Shelly Ridge** – explore possibility of access project
- **Wood Haven** – new pool
- **Valley Forge** – new low ropes course

*A number of other capital projects are also being worked on this year....*

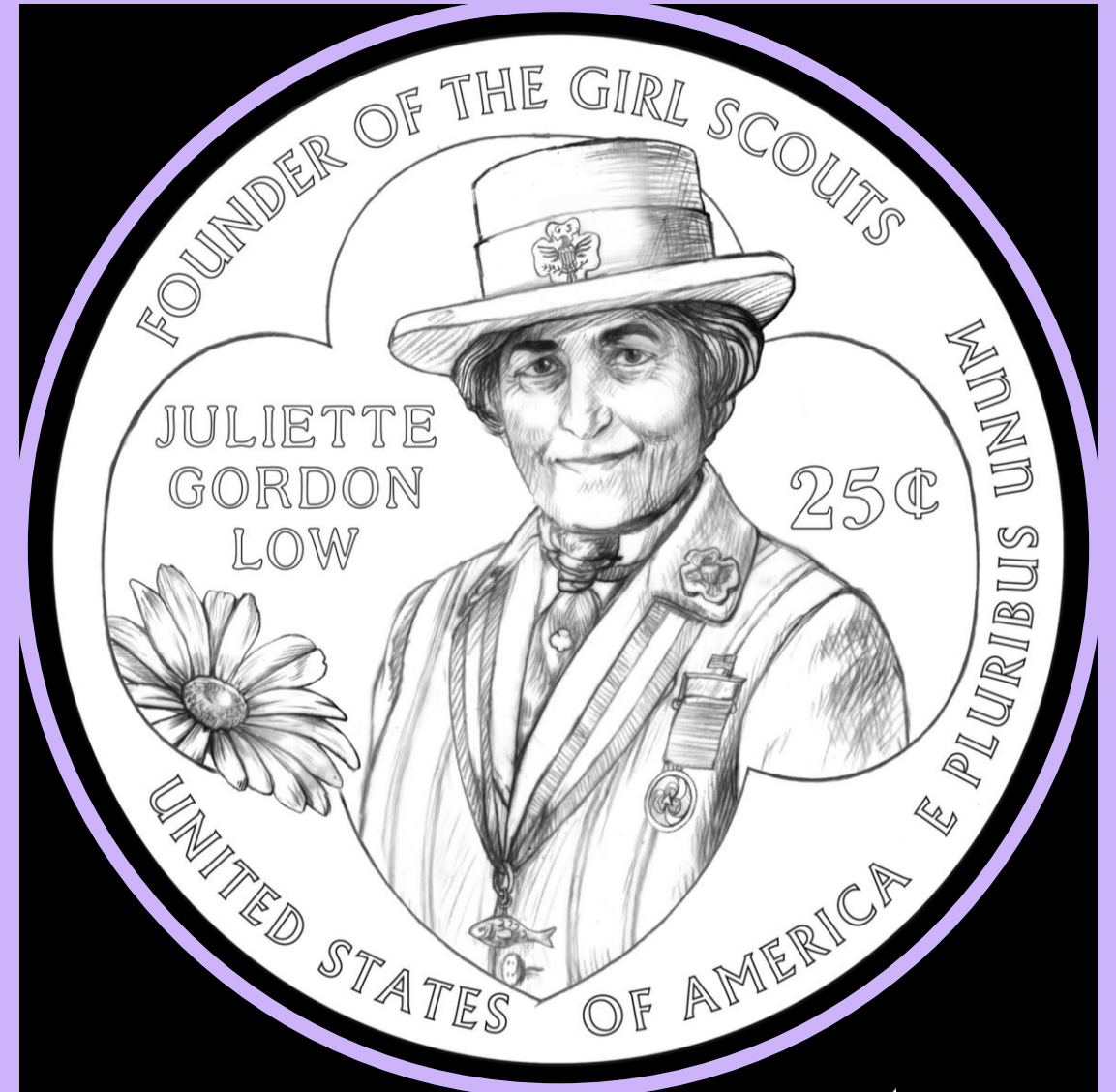


Questions?



## Finance/Audit Committee

*Rick Perkins, Chair*



*Potential design of the new quarter featuring our Founder*

# Finance & Audit Committee Members



Marlene Beers,  
*Treasurer*



Harris Bock  
*(non-Board volunteer)*



Ann Donley



Rick Perkins,  
*Chair*



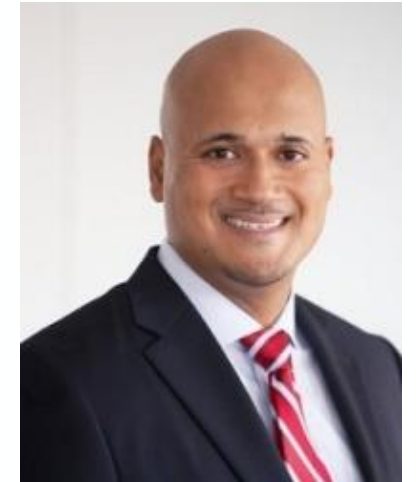
Jennifer Dempsey Fox



Judy Freyer



Mike Lessig  
*(non-Board volunteer)*



Rob Young  
*(non-Board volunteer)*

*Staff liaison: Mike Vanic, CFO*





# Finance/Audit Committee Charge & Purpose

## **Charge:**

The Committee is responsible for oversight of GSEP's financial performance against its strategic goals and recommending major investments and programs to the board. The Committee is responsible for oversight of GSEP's financial reporting, disclosures and independent audit firm.

## **Responsibilities:**

- Bring expertise regarding appropriate financial benchmarks, trends, and changes.
- Provide financial oversight and assess the effectiveness of council use of financial resources.
- Review and monitor the council's income stream and business investments and make sure they support the council's current and future funding and reserve requirements.
- Provide guidance regarding acquisition, disposition, management, and maintenance of council's properties and other assets.
- Oversee fiscal year-end audits, including the selection and annual assessment of an independent audit firm.
- Review and approve the internal controls and financial policies developed by management.
- Provide oversight on guidelines and policies with respect to enterprise risk management.
- Review adequacy of insurance program, including renewal coverage, terms, and costs
- Review and approve annually the Investment Committee's recommended board designated fund draw rate for operations.

**Meeting Calendar:** The Committee meets 6 times throughout the course of the year.

**Staff Liaison:** Michael Vanic, Chief Financial Officer

**Key  
Projects/Initiatives  
in  
MY24**

***Finance priority matters for current year***

1. Review year-to-date operating results at each meeting
2. Balance sheet position
3. Fiscal year operating budget review and approval
4. Fiscal year capital budget review and approval
5. Fiscal year forecast review
6. Final Cookie program status
7. Cash position and forecast
8. Calling All Girl Bosses program review and approval

***Audit priority matters for current year***

1. Review fiscal year Governance calendar
2. Review Whistleblower policy and activity
3. Review 403(b) retirement plan audit
4. Review proposed fiscal year end audit plan with the auditors
5. Review and approval of audited financial statements
6. Review and approval of Form 990 tax return



Questions?



**Investment/Pension  
Subcommittee**

*Judy Freyer, Chair*



# Investment/Pension Subcommittee Members



Judy Freyer,  
*Chair*



Rick Perkins



Maryellen Reilly  
*(non-Board volunteer)*



Jill Steinberg  
*(non-Board volunteer)*



Kristen Stevenson  
*(non-Board volunteer)*

*Staff liaison: Mike Vanic, CFO*





# Investment Subcommittee Charge & Purpose

## **Charge:**

The Investment Sub-committee is an oversight committee that sets direction and provides guidance for investment-related activities of GSEP. The Sub-committee does not actively perform investing activities but provides the required supervision of the external investment managers/advisors in carrying out the council's investment policies.

## **Responsibilities:**

- Functions as a sub-committee of the Finance/Audit Committee
- Review investment performance and developments and report on them to the Finance/Audit Committee
- Work with investment advisor to formulate investment strategies to maximize returns while aligning with the council's mission, risk tolerance and long-term financial goals.
- Review current investment portfolios and performance.
- Develop and recommend investment policies and objectives.
- Develop an asset allocation for each portfolio.
- Select and recommend external investment managers and review their performance on a regular basis.
- Recommend to the Finance/Audit Committee the rate of the board designated fund draw that is incorporated into the annual operating budget.

**Meeting Calendar:** The Sub-Committee meets quarterly throughout the year.

**Staff Liaison:** Michael Vanic, Chief Financial Officer

**External Investment Manager:** Vanguard Institutional Advisory Services

**Key  
Projects/Initiatives  
*in*  
MY24**

- **Review investment portfolio performance quarterly**
- **Supervision of external investment managers/advisors**
- **Establish investment policies and objectives**
- **Revise investment policy statements and objectives**
- **Stewardship of investment accounts to ensure current and future ability to fund annual capital needs and major projects**



Questions?



**IT Strategy Committee**  
*Fusun Bubernack, Chair*



# IT Strategy Committee Members



Fari Azad  
*(non-Board volunteer)*



Kelly Lyman  
*(non-Board volunteer)*



Rick Perkins

Fusun Bubernack,  
*Chair*



*Staff liaison:* Mike Pompey, CITO



# IT Strategy Committee Charge & Purpose

## **IT Strategy/Governance**

- Ensure alignment between the Council's IT Strategies and the broader mission and goals of GSEP
- Ensure compliance with legal and regulatory requirements related to IT
- Monitor the performance and impact of IT investments in achieving the mission and goals of GSEP

## **Risk Management/Cybersecurity**

- Identify, assess, and implement strategies to mitigate IT-related risks and vulnerabilities
- Provide oversight of organization's cyber-security posture
- Periodically review and assess the effectiveness of IT controls

## **Emerging Technologies**

- Assess the potential impact of new technologies on GSEP operations and mission
- Ensure that staff and stakeholders are informed about IT Policies and best practices



# Key Projects/Initiatives *in* MY24

## **Security/Risk/Governance**

- Enhancing security posture with additional security platforms and processes
- 3<sup>rd</sup> party security assessments and penetration tests

## **Infrastructure**

- Upgrading/updating network infrastructure at camp locations
- Expanding internet capacity and speed at all locations

## **Data & Business Intelligence**

- Piloting automated data and reporting solutions for volunteers and SUMs
- Addition of Business Intelligence Analyst to GSEP Data and Evaluation team

## **Technology Pilots**

- Mobile based communication platform for Volunteers, SUMs, Troops
- Piloting automated Troop Financial Reporting via Adobe E-Sign
- Piloting SMS/Mobile communication platforms
- Piloting new camp/facility rental platform and experience



Questions?

# Board Chair's Closing Remarks

Nicole LeVine



Wishing you a  
successful  
Cookie Program!







PC



VF



WH



MH

# Registration for Summer Camp 2024 is now OPEN!



MW



LW



SR





## Reminder:

**March 19** – Spring  
Delegate Council Meeting  
*(hybrid)*

**May 4** – Annual Meeting  
@ Shelly Ridge





# Thank you!

