

Board of Directors Meeting

Saturday, May 2, 2026
9-10 a.m. at Shelly Ridge

Mission Moment

Board Chair Nicole LeVine thanked the Girl Advisors for their service and for sharing their perspectives and opinions with the Board during the past year. She also presented them with a token of appreciation.

Management Report

CEO Kim Fraites-Dow first shared that Board Chair Nicole LeVine will be receiving *Philadelphia Magazine's* Trailblazer Award at their luncheon in June.

GSEP's current membership figures are slightly behind year-over-year. This decrease reflects the national trend. The Spring Renewal campaign for MY27 kicked off on April 1. The current renewal numbers are also down from last year at this time, but the Council has a number of raffles to ensure interest throughout the spring. The annual girl membership fee for MY27 will now be \$65, so staff are taking steps to ensure that the financial aid process is transparent and accessible. Camp registrations continue to increase, and we are at 89% toward goal (about the same as last year at this time).

Chief Marketing Officer Stacey Moyers shared the final figures from the 2026 Cookie Program. The Council reached 95% of our goal, which was the expectation after reforecasting due to the bad winter weather in the beginning.

The new GSUSA brand and membership campaign "Find What's Within" was presented. This is the consumer-facing message and was created to be a long-term campaign. Ms. Moyers showed the [video](#) that will be promoted on YouTube and other streaming networks starting this month. The campaign is built on research showing personal development and well-being as the most important facets for families and girls. The messaging centers on the belief that every girl already has power within her; Girl Scouts creates the space, support, and sisterhood to help her discover and grow it.

Chief Advancement Officer Gina Range reported on Take the Lead-Berks and Take the Lead-Lehigh Valley. Although all three Take the Lead events did not quite reach the overall collective goal, attendees definitely enjoyed all the celebrations. Plus, more than \$100,000 for camperships was raised.

Chief Financial Officer Mike Vanic offered a financial update. We closed Q2 with a gap in the budget, mainly due to the Cookie Program not reaching 100% of the initial goal. The staff are currently working on the forecast for Q3 and Q4 to close that gap and end with a surplus. Plus, building the FY27 budget will begin next month.

GSEP's 3-Year Strategic Plan

CEO Kim Fraites-Dow reminded the Board that work on the new strategic plan began last summer by reviewing and incorporating concepts from GSUSA's new five-year strategic plan. Those foundational ideas are to 1) revolutionize engagement (by making Girl Scouts easy, flexible, and accessible for all girls); 2) amplify impact (Girl Scouts becomes the trusted resource for girls' evolving needs); and 3) secure tomorrow (Girl Scouts are the responsible stewards for future generations of girls).

This five-year plan (called "Vision 2030") has annual plans and objectives included in it. In MY26, the overarching strategic objective is "more girls and families choose Girl Scouts as the place to learn, grow, and connect." The supporting objectives are:

- Increased diversity in Girl Scouting (e.g., GSUSA is partnering with GSEP on scaling up Calling All Girl Bosses and sharing our curriculum with other Councils)
- Expanded ways to experience Girl Scouting (e.g., GSUSA is piloting new programs with Councils)
- Compelling and widely understood value proposition (e.g., the new marketing and branding campaign, which is rooted in research)
- Financial stability enabling a strong Movement (e.g., the dues increase was part of GSUSA's stabilization strategy as well as selling the Edith Macy Conference Center and three floors of the national headquarters in Manhattan).

GSEP staff have been working on creating the Council's strategic plan for FY27-FY29 for the past nine months. Using GSUSA's overarching strategic objective ("more girls and families choose Girl Scouts as the place to learn, grow, and connect") as the foundation, GSEP created five supporting strategic objectives for our Council:

- 1) Grow Membership (which is reflective of the communities we serve)
- 2) Elevate Program Quality (to offer consistent, best-in-class experiences)
- 3) Diversity Revenue Streams (to achieve sustainable, mission-aligned funding)
- 4) Invest in People (specifically in the areas of leadership, accountability, and culture)
- 5) Improve Member Experience (e.g., to simplify systems and enhance service)

The final piece of the presentation was a graphic showing how GSEP's three-year objectives and initiatives support GSUSA's Vision 2030 program. The staff and Senior Management Team developed a three-year sequencing and prioritization plan so that this work becomes achievable, measurable, and successful.

The Board voted unanimously to approve the FY27-FY29 Strategic Plan.

Board Chair's Remarks

Nicole LeVine thanked:

- Stephanie Kosta for connecting GSEP with American Airlines, which hosted a "Women in Aviation" Day for 200+ girls at the Philadelphia Airport last month
- Judy Freyer for attending the First-ival on January 31 at PECO, celebrating the first commercially baked Girl Scout Cookie sale (as part of the city's celebration of our country's semiquincentennial)
- Stephanie Kosta, Kathy Killian, Christy Barnhart, Fusun Bubernack, Stephanie Sherry, and Ellen Iobst for attending one of the three Cookies & Cocktails events (and to Kathy and Stephanie S. for hosting the events in Philadelphia and the Lehigh Valley)

- All the Board members who attended the Take the Leads
 - Philadelphia: Fari Azad, Diana Cortes, A.J. Jordan, Joann Gonzalez-Generals, Stephanie Kosta, and Debbie O'Brien
 - Kathy Killian for co-chairing and Lorina Marshall-Blake for being the campership auctioneer and Sydney Vance for being the Girl Coordinator
 - Berks County: Christy Barnhart for her company's presenting sponsorship and Bunmi Ojikutu
 - Lehigh Valley: Girl Advisor Makena Seng for serving as the Emcee.

Nicole also congratulated:

- Lorina Marshall-Blake on her retirement and also for receiving a number of accolades this winter and spring from various community organizations
- Christy Barnhart on her promotion
- Stephanie Sherry on her new job with her company

Finally, she reminded the group of the upcoming Silver and Gold Awards ceremonies at the end of May and invited the Board members to join her and Kim at either or both of the events.

Adjournment

The meeting was adjourned at 10:01 a.m.