



Fall Delegate Council Meeting

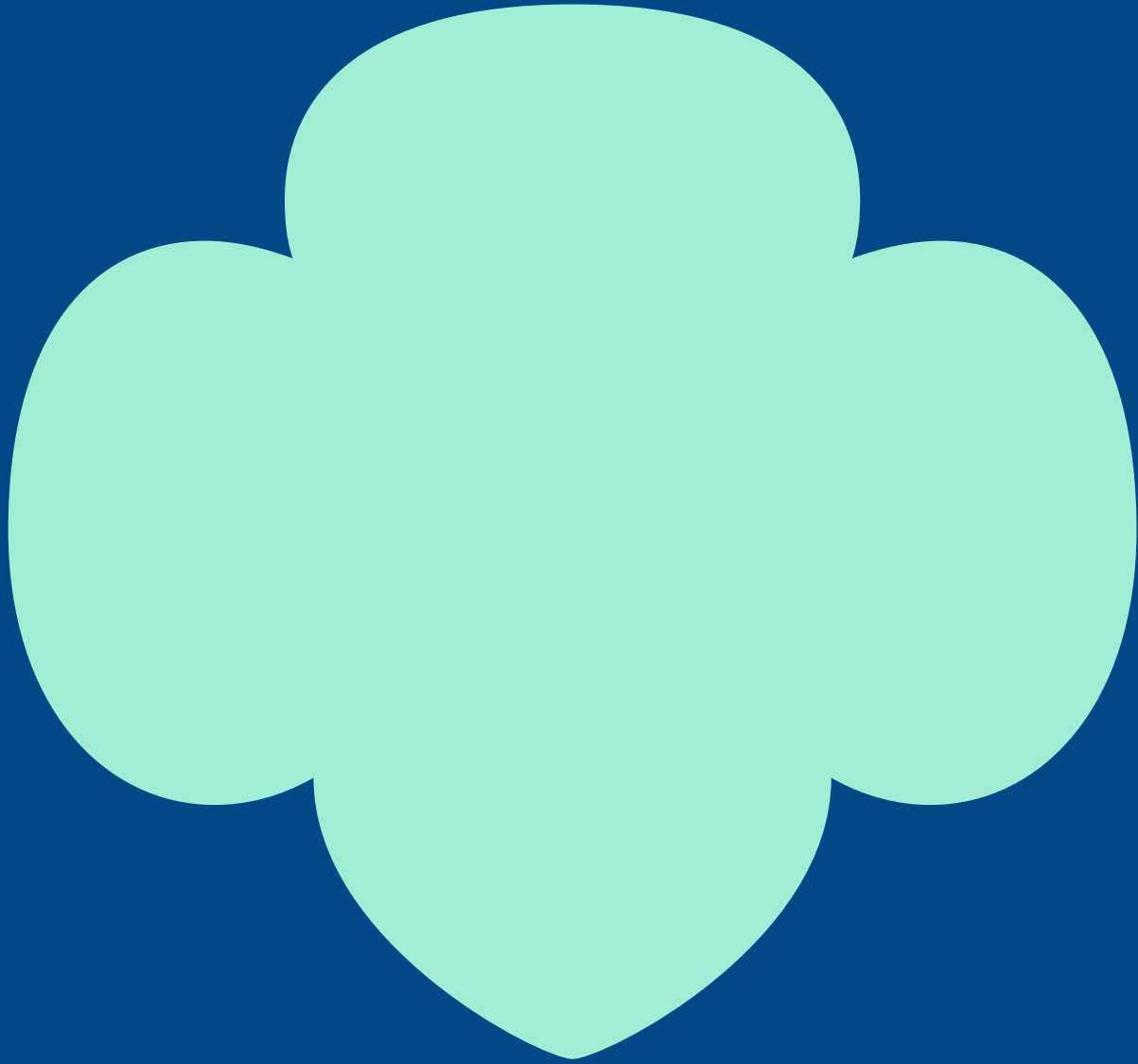
October 15, 2024

girl scouts 
of eastern
pennsylvania



Welcome!

Nicole LeVine, *Board Chair*



Opening Ceremony

The Pledge of Allegiance

I pledge allegiance
to the flag
of the United States of America
and to the republic,
for which it stands,
one nation, under God, indivisible,
with liberty and justice for all.





Girl Scout Promise

On my honor, I will try:

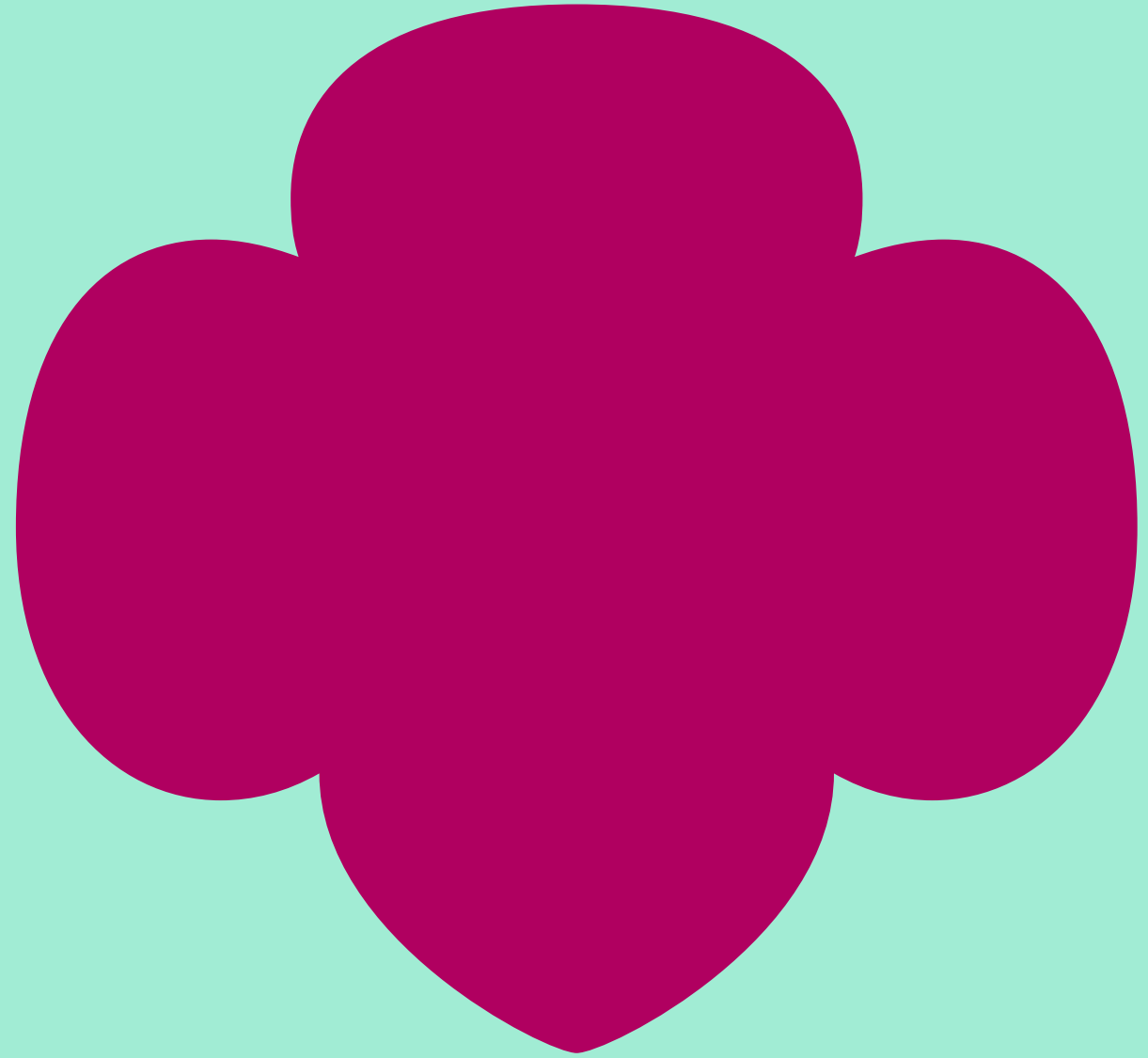
To serve God and my country,

To help people at all times,

And to live by the Girl Scout Law.

Girl Scout Law

*I will do my best to be
honest and fair,
friendly and helpful,
considerate and caring,
courageous and strong, and
responsible for what I say and do,
and to
respect myself and others,
respect authority,
use resources wisely,
make the world a better place, and
be a sister to every Girl Scout.*





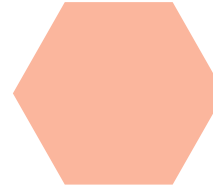
Mission Moment

Introductions

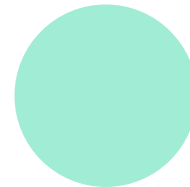
Nicole LeVine



Board of Directors & Girl
Advisors



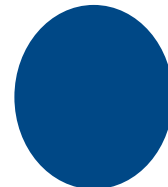
Board Development
Committee Members



Girl Delegates



Service Unit Delegates &
Alternates



2023 National Council
Session Delegation

The duties of the Delegate Council members are to:

Elect Members of the Board of Directors, Officers of the Board of Directors, Board Development Committee Chair, Board Development Committee Members-at Large, Girl Advisors, Girl Delegates, and the Delegates to the National Council of GSUSA.

Approve Amendments to the Bylaws and to the Articles of Incorporation.

Take all other actions requiring a vote of the Council and conduct other business which may come before the Council.

Determine the general direction of Girl Scouting within the jurisdiction of the Council by responding to reports and information from the Board of Directors.

Pinning Ceremony

Nicole LeVine

&

Kim Fraites-Dow





Board Development Committee Update

Joann Gonzalez-Generals,
BDC Member

GSEP's Board Development Committee – GY24-25



Debbie O'Brien, Chair, -
Senior VP & Market
Manager at Bank of America



Anne Baum - President, Lehigh
Valley Reilly Children's Hospital



Joann Gonzalez-Generals - Director of
the Upward Bound Program, University
of Pennsylvania



Miriam Shou - Partner, Consulting
Cyber, Risk and Regulatory Data
and Technology, PwC



Laura Azzalina- Director of
Community Banking for
Firsttrust Bank



Michele Box- Director,
Structure Credit Executive
for Bank of America



Sandy Faust -
Administrative Mental Health
Case Manager at Service
Access & Management



Kathryn Epps Roberson
- President & CEO of the
Fund for the School
District of Philadelphia-



Deb Walters - Retired
Pennridge School District
Teacher

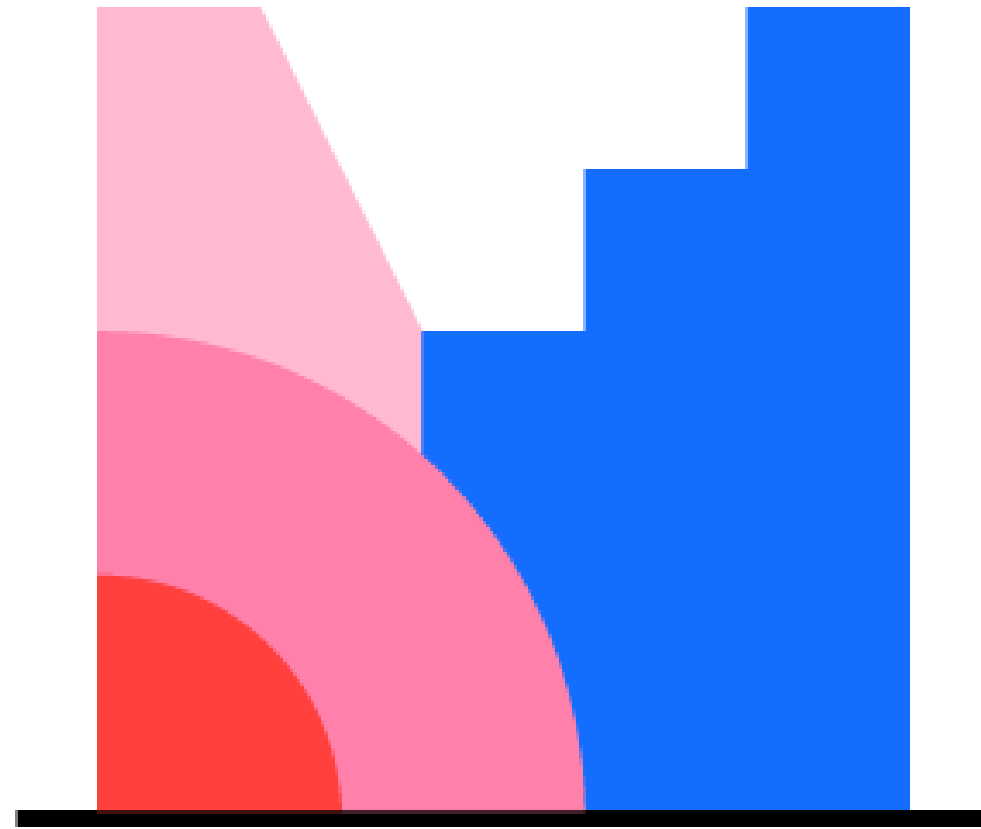


Work of the “BDC”

- Cultivating and maintaining an engaged, diverse Board
- Ensuring a full slate of candidates:
 - Board of Directors, including officers
 - Board Development Committee
 - Girl Advisors & Girl Delegates
- Orient & educate the Board
- Every 3 years, selecting a slate of candidates to represent GSEP at the National Council Session (NCS)



National Governance Update



Mentimeter

<https://www.menti.com/alkbvp8pjpxq>



Noorain F. Khan
National President
Girl Scouts of the USA

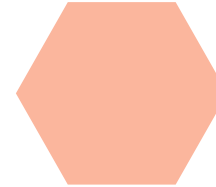
Special 57th National Council Session

*GSEP's 2023 NCS
Delegation*

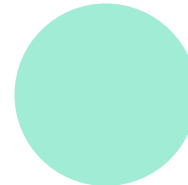
GSUSA's preparation for the Special 57th National Council Session



National Research on Girls & Families



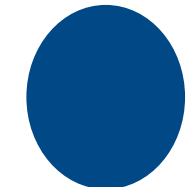
NCS Delegate Education & Feedback Webinars on that Research (Apr – July)



Webinars on the “State of the Movement” (*incl. finances*) (Sept)



Upcoming Delegate forums



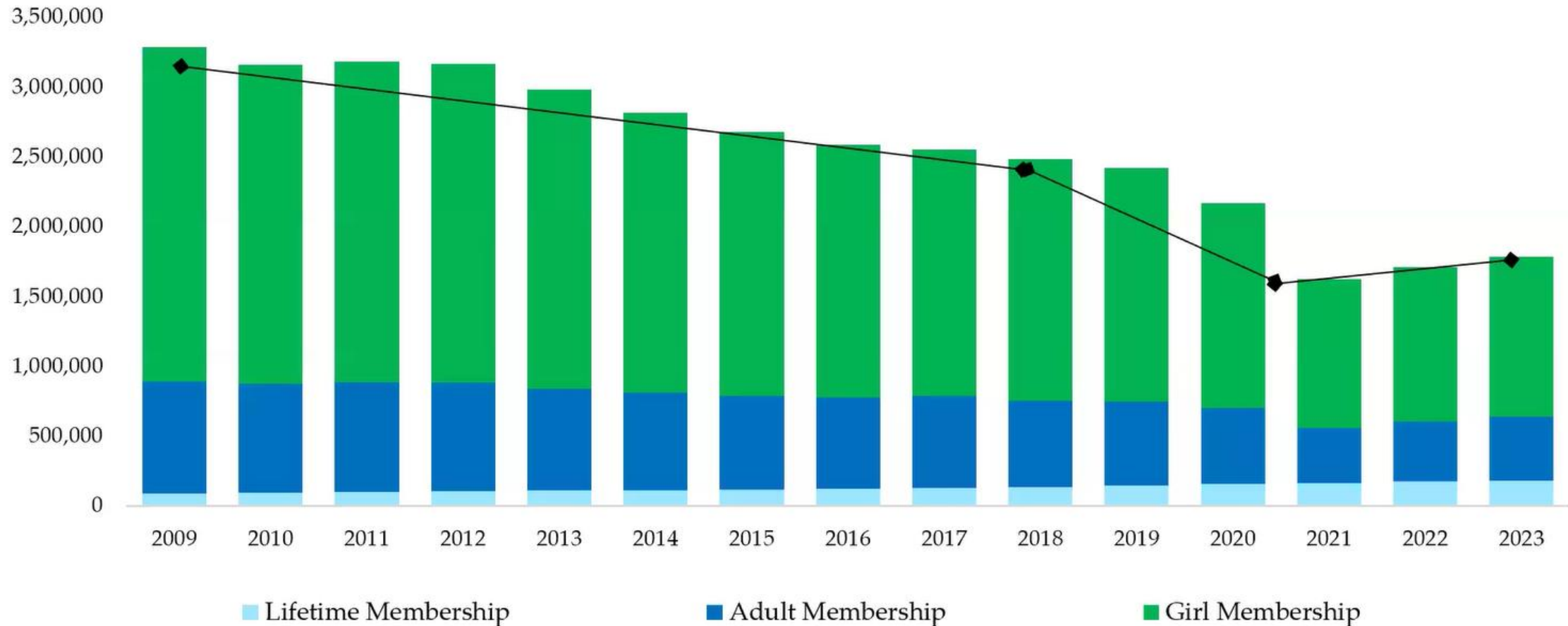
Special National Council Session – October 19

You Are Part of GSUSA

- Being part of Girl Scouts means being part of a global Movement much bigger than each council
- The federated model allows economies of scale, sharing of best practices, technology support under the "Better Together" framework, and more

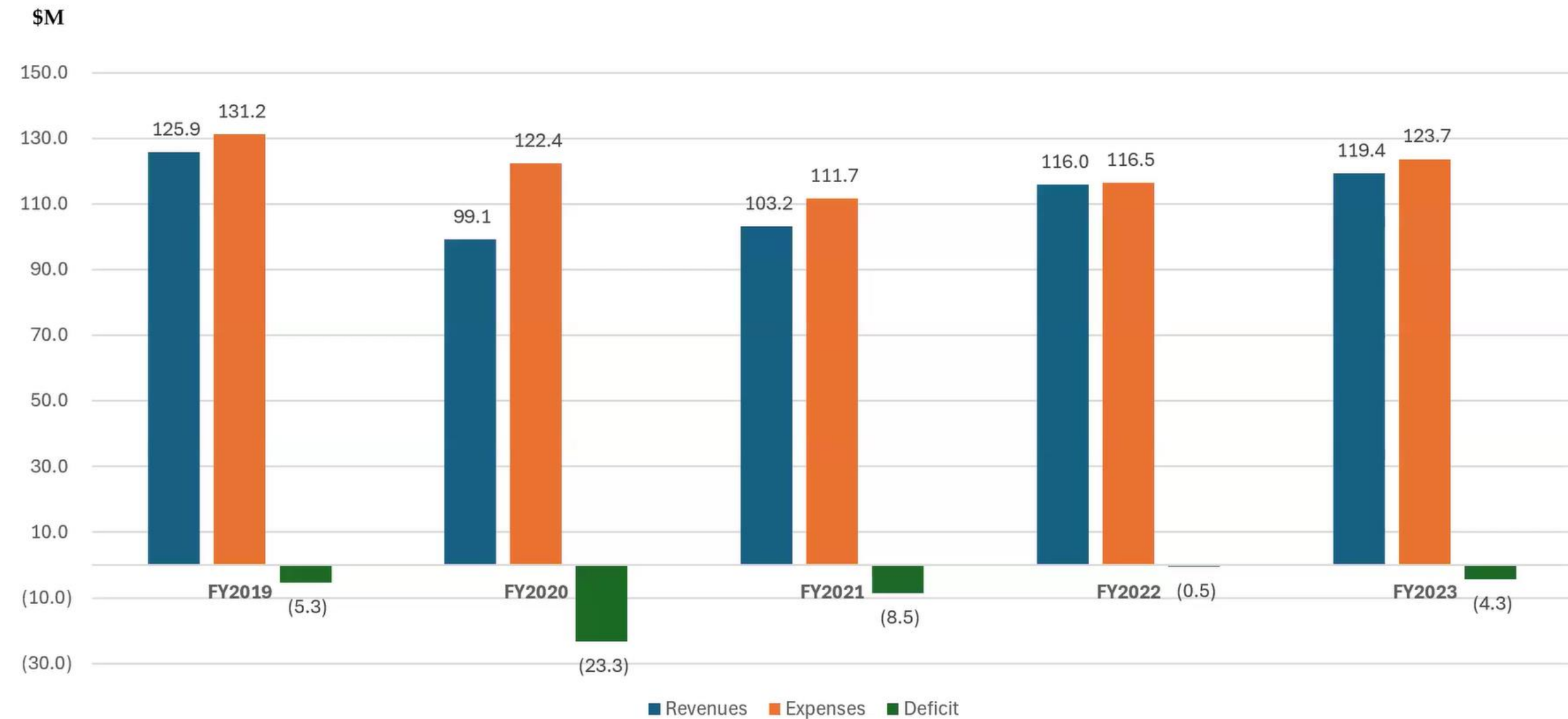


Membership Decline Over the Last 15 Years



GSUSA Revenue and Expenses: FY19–FY23

To continue to serve girls and volunteers, GSUSA has taken on a deficit budget.



FY23 resulted in
an operating
deficit of \$(4.4)M

2023 Statement of Activities

	2023	2022
Operating revenue:		
Membership dues (32.4%)	\$ 38.7	\$ 37.0
GSM gross profit and royalties (25%)	29.9	29.2
Contributed income (21%)	24.9	28.6
Contributed income - in-kind	1.3	
Training & Meeting Revenue	9.2	5.7
Investment income Allocation	7.3	7.3
Software maintenance	5.4	5.6
Other	2.6	2.6
	119.3	116.0
Operating Expenses:		
Program Services		
Comprehensive council support	46.8	41.7
Girl program development & adult learning opportunities	43.7	40.8
Brand marketing & external engagement	20.4	20.3
Total program services	110.9	102.8
Supporting Services		
Fundraising	4.0	4.4
Management & general	8.8	9.2
Total supporting services	12.8	13.6
Total operating expenses	123.7	116.4
Deficiency of revenue over operating expense	(4.4)	(0.4)
Non-operating gains(losses)	10.3	(36.9)
Change in net assets	\$ 5.9	\$ (37.3)

Building on the FY25 Proposed Budget, we developed pro forma views of FY26 through FY29. These are “baseline” views that do not reflect the impact of any additive dues revenue

	FY24 Forecast	FY25 Budget	FY26 Proforma	FY27 Proforma	FY28 Proforma	FY29 Proforma
Members	1,806,747	1,835,000	1,857,020	1,923,832	2,014,722	2,114,798
Organic Growth rate		1.6%	1.2%	1.2%	1.2%	1.2%
Speedboat Growth		18,000	44,000	67,000	75,000	80,000
Speedboat Growth Rate		1.0%	2.4%	3.5%	3.7%	3.8%
Total Members		1,853,000	1,901,020	1,990,832	2,089,722	2,194,798
Total Growth Rate		2.6%	3.6%	4.7%	4.9%	5.0%
\$M						
<u>Operating Revenue</u>						
Membership Dues	39.0	40.3	41.4	43.3	45.5	47.8
GSM - Merchandise (GP)	20.9	21.4	21.6	21.9	22.1	22.4
GSM - Royalties National and Regional	4.2	4.5	5.3	6.1	7.0	8.1
GSM - Product Program	7.2	7.3	7.4	7.6	7.7	7.9
Contributed Income	24.0	26.5	27.8	29.2	30.7	32.2
Other Income	5.0	4.5	4.5	4.5	4.5	4.5
Total Revenues	100.3	104.4	108.1	112.6	117.5	122.9
<u>Operating Expenses</u>						
Personnel	(52.0)	(52.9)	(55.0)	(57.2)	(59.5)	(61.9)
Non-personnel	(44.2)	(52.5)	(55.7)	(57.4)	(59.1)	(60.9)
Restricted Expenses	(9.1)	(9.5)	(9.5)	(9.5)	(9.5)	(9.5)
Total Expenses	(105.2)	(114.9)	(120.3)	(124.1)	(128.1)	(132.3)
Net Operating Income	(4.9)	(10.5)	(12.2)	(11.5)	(10.6)	(9.4)

These pro forma views reflect the following assumptions:

- Organic Membership Growth
- Additive Membership Growth derived from Speedboat investments
- Revenue Growth rates (all per annum):
 - Membership – tied to growth rates
 - Merchandise – 1.6%
 - Royalties – 16% (on average)
 - Product Program – 2%
 - Contributed Income – 5%
- Expense Growth rates (all per annum):
 - Personnel – 4%
 - Non-Personnel – 3% plus speedboat costs

Key Takeaway: Net operating losses start to improve by FY27, but achievement of break-even remains out of reach

Given net operating income, after layering on non-operating, capital expenditures, book-to-cash adjustments and debt repayment, negative cash flows average close to \$14M per yar.

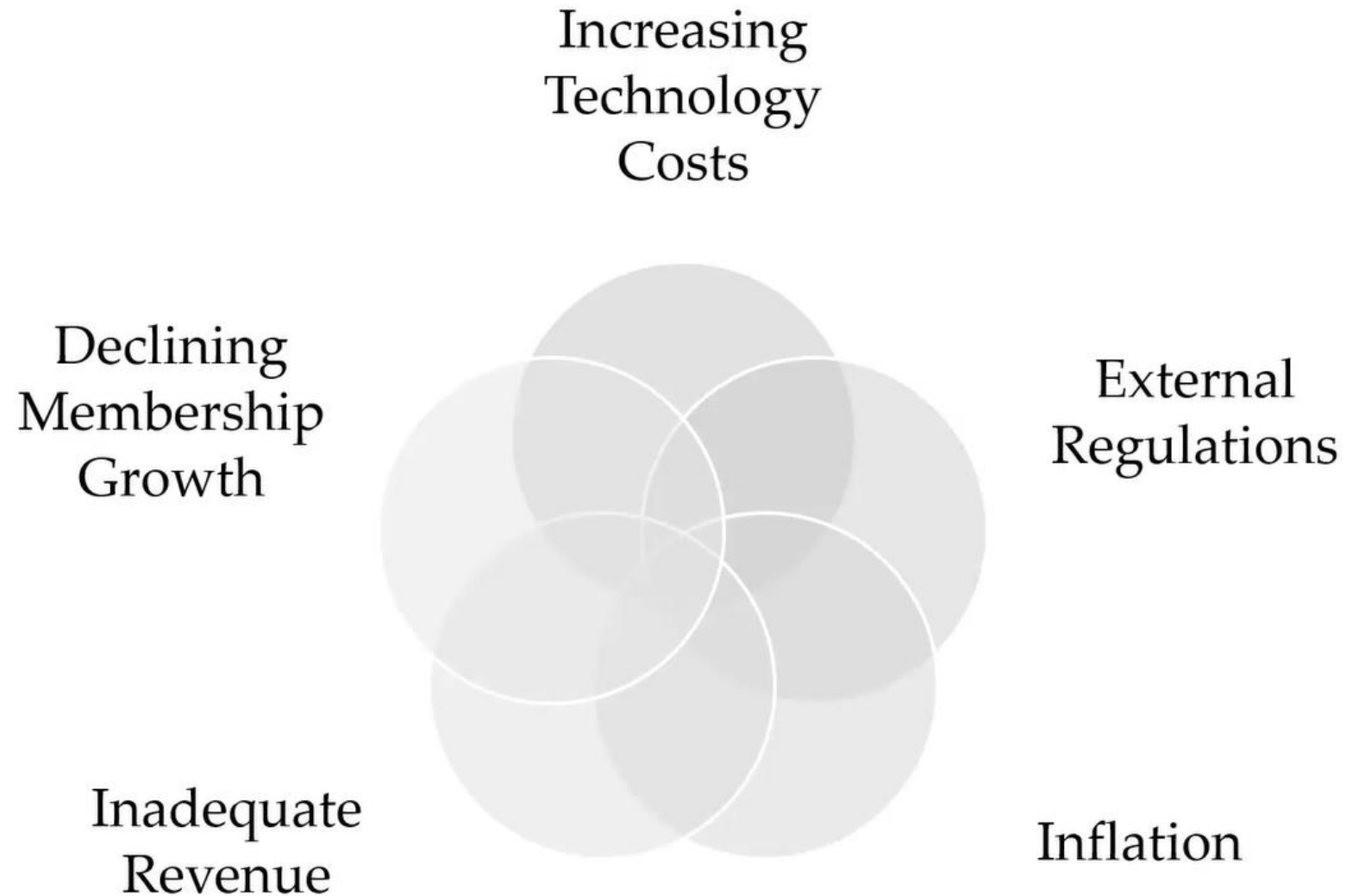
	FY24	FY25	FY26	FY27	FY28	FY29
	Forecast	Budget	Proforma	Proforma	Proforma	Proforma
Net Operating Income	(4.9)	(10.5)	(12.2)	(11.5)	(10.6)	(9.4)
		-				
Total Non-operating	(1.6)	(0.3)	(0.3)	(0.3)	(0.3)	(0.3)
Capital spending	(6.6)	(6.1)	(6.1)	(6.1)	(6.1)	(6.1)
Net book to cash adjustments	5.6	5.0	5.0	5.0	5.0	5.0
Cash Flow before debt repayment	(7.5)	(11.8)	(13.6)	(12.9)	(12.0)	(10.8)
Loan principal	(3.0)	(3.0)	(3.0)	(3.0)	(1.0)	-
Cash Flow post debt repayment	(10.5)	(14.8)	(16.6)	(15.9)	(13.0)	(10.8)
		-				
Liquidity	96.0	92.6	76.9	61.8	49.5	39.2
Monthly Expense Rate	(8.8)	(9.6)	(10.0)	(10.3)	(10.7)	(11.0)
# of months reserve	12.0	10.6	7.7	6.0	4.6	3.6

(10.8)

→

Average FY26-FY29 of \$14M per annum

Trends That Impact Expenses

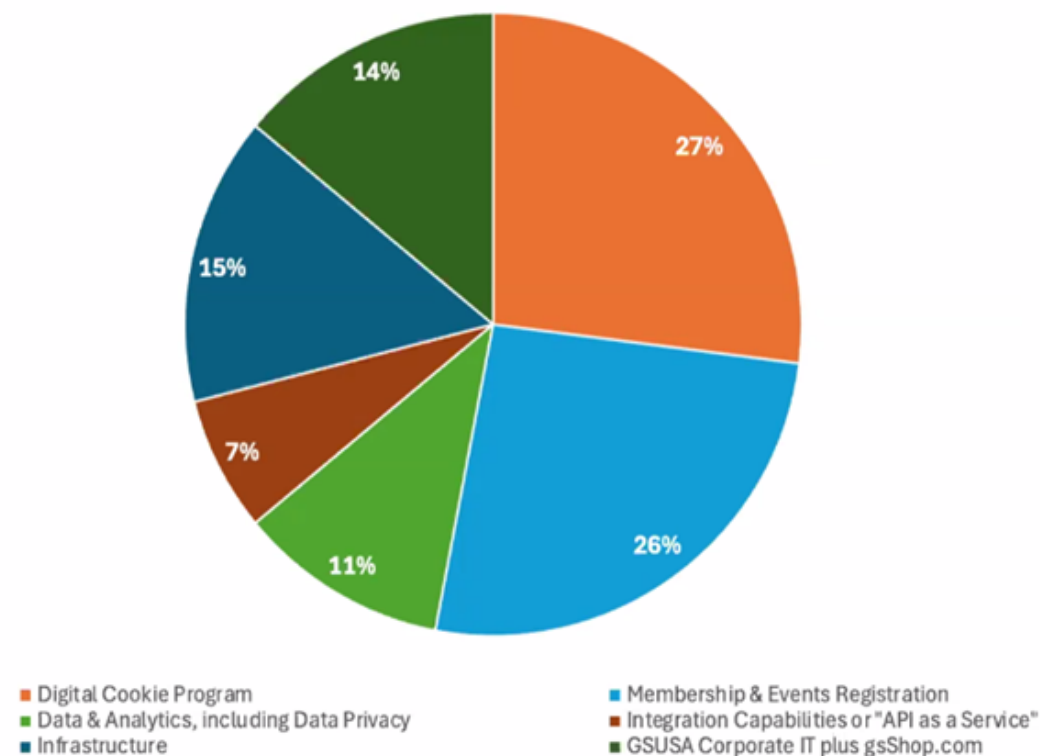


GSUSA Technology Spend

- GSUSA technology spend is concentrated on delivering service to councils.
- 86% of GSUSA technology spend is dedicated to support the councils on delivering programs.

- Digital Cookie Program (27%)
- Membership & Events Registration (26%)
includes VTK, gsEvents, and GirlScouts.org
- Data Analytics and Data Privacy (11%)
- Integration Capabilities or “API as a Service” (7%)
- Infrastructure (15%)
includes Cybersecurity, Networks, and Storage
- GirlScoutShop.com and GSUSA Corporate IT (14%)

GSUSA Technology Budget Allocation
FY2025



Overarching Strategic Objective:
More girls and families choose Girl Scouts as
the place to learn, grow, and connect.

Supporting Strategic Objectives:

- Increased diversity in Girl Scouting
- Dynamic ways of belonging and engaging
- Compelling and widely understood value proposition
- Financial stability enabling a strong Movement



Examples of Key Infrastructure and Technology Cost Drivers



Fixed Costs

- Insurance
- Credit card processing fees
- Debt service
- Occupancy costs for HQ
- Professional service fees for audits
- Data privacy compliance
- Macy and Birthplace property operations



Movement Investments

- Girl Scout Experience Box
- Gold Award Scholarship
- Single Digital Cookie platform
- V.S.2.0
- Data & Analytics capabilities
- Property strategy
- API as a Service



Program & Council Support

- Program development
- Movement marketing campaigns and paid media
- Global work, WAGGGS
- GSM operations
- Movement alignment, including convention/NCS and Leadership Summits
- Council trainings



Membership Dues Modeling Approach

Our approach to modeling membership dues increases reflects our intent to solve for our stated objectives while staying dynamic and responding to feedback from Delegates, Council Board Chairs & CEOs, as well as the GSUSA Board of Directors. All of it is intended to better serve our current and future Girl Scouts.

Invest in Girl Scouting's Transformational Agenda

- Provide GSUSA with incremental annual revenue to aggressively pursue transformational initiatives that grow membership and revenue, so that more girls can join and fully engage in Girl Scouting

Invest in Councils & Financial Aid

- For a sustained period of time, provide councils with revenue support to align and execute on the Movement strategy, including support of financial assistance for members, so that all girls can join

Balance Attrition Risk with Our True Market Value

- Price points that are comparable with our peer group and are better aligned with our market value
- Avoid 'sticker-shock' connected with a large increase that could negatively impact current members participation or future Girl Scouts from joining
- Create shared understanding of the importance of ongoing dues evaluation
- Represent in our pricing a meaningful difference between girl and adult members

Historical Timetable of Membership Dues Changes

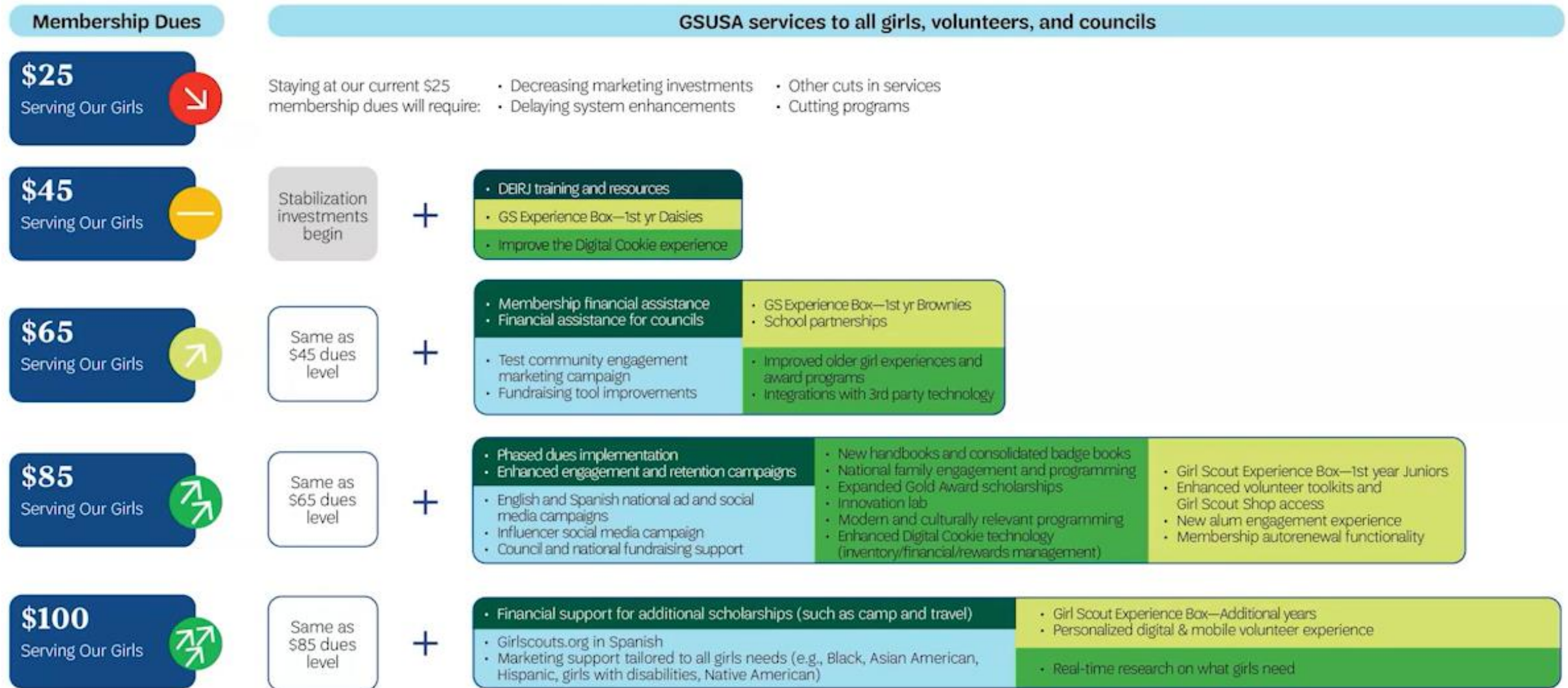
National Council Meeting Date	Amount	Effective Date	Time from last dues change	% of dues change
1915	\$0.25	Instituted		
1921	\$0.50		6 years	100%
1947	\$1.00		26 years	100%
1969	\$2.00	September 1971	22 years	100%
1978	\$3.00	September 1979	8 years	50%
1984	\$4.00	October 1986	7 years	33%
1990	\$6.00	October 1992	6 years	50%
1996	\$7.00	October 1997	5 years	17%
2002	\$10.00	October 2003	6 years	43%
2008	\$12.00	October 2009	6 years	20%


2012 (NBOD only)	\$15	October 2014	6 years	25%
2016 (NBOD only)	\$25	October 2017	3 years	67%




We must invest in girls. Our choice is now.

Girl Scouting must invest today to better serve our current members and to reach girls who are currently missing out on the Girl Scout experience. These are a few examples of initiatives that would be possible with an increase in national dues:



 Amplify the value and impact of Girl Scouting—and why girls should join and donors should invest

 Engage all communities so that every girl who wants to join Girl Scouts can

 Ensure the girl experience is fun, welcoming, and relevant

 Simplify and make the volunteer experience more rewarding

Summary of Recommendations

1. Price Points:
 - Girl: \$85 Annual / \$119 Extended Year
 - Adult: \$45 Annual / \$63 Extended Year
2. Council revenue support for a period of five years on girl membership revenue only:
 - 32% at price point at \$85 and above
 - 30% at price point between \$75-84
 - 25% at price point between \$65-74
 - 0% at price point below \$65
3. With the approval of girl membership dues of \$65 or more, creation of a membership dues scholarship support fund of up to \$5M
 - Councils to apply for funds if their incremental cost of financial assistance is more than the revenue support provided
4. With the approval of girl membership dues of \$85 or more, implementation of a 20% discount on girl membership dues in year one (FY2026) and a 10% discount in year two (FY2027)

Council Revenue Support

Annual council revenue support for a period of five years on girl membership revenue only

		Price Point		\$	65.00	\$	70.00	\$	75.00	\$	80.00	\$	85.00	\$	90.00	\$	95.00
		Revenue Support %age			25%		25%		30%		30%		32%		32%		32%
Council Size	Average Girl Count	Illustrative Annual Revenues															
Small	4,000	\$	65,000	\$	70,000	\$	90,000	\$	96,000	\$	108,800	\$	115,200	\$	121,600		
Medium	7,000	\$	113,750	\$	122,500	\$	157,500	\$	168,000	\$	190,400	\$	201,600	\$	212,800		
Large	15,000	\$	243,750	\$	262,500	\$	337,500	\$	360,000	\$	408,000	\$	432,000	\$	456,000		

Scholarship Support Fund

**PLUS, additional support for membership dues scholarship
with the approval of girl membership dues of \$65 or more
via the creation of a membership dues
scholarship support fund of \$5M.**

Phased-in Dues

PLUS, a phase in of the new dues with the approval of girl membership dues of \$85 or more

In every scenario at \$85 or above, BOTH annual council assistance and membership dues scholarship funds are in place.

Delegate Approved Girl Membership Dues	\$ 85.00	\$ 90.00	\$ 95.00	\$ 100.00
MY2026 (20% discount)	\$ 68.00	\$ 72.00	\$ 76.00	\$ 80.00
MY2027 (10% discount)	\$ 77.00	\$ 81.00	\$ 86.00	\$ 90.00
MY2028 (no discount)	\$ 85.00	\$ 90.00	\$ 95.00	\$ 100.00

The two proposals:

1. Girl members pay annual dues of \$ [amount to be determined by National Council]. **

the National Board will recommend that **\$85 [fill the blank] for annual girl membership dues, effective for Membership Year 2026. This includes a suggested graduated/step-up plan of:

- ◆ Girl Membership dues for Membership Year 2026 would be \$68.
- ◆ Girl Membership dues for Membership Year 2027 would be \$77.
- ◆ Girl Membership dues for Membership Year 2028 would be \$85.

2. Adult members pay annual dues of \$ [amount to be determined by National Council]. **

** The National Board will recommend that **\$45** [fill the blank] for annual adult membership dues, effective for Membership Year 2026.

'Fill in the Blank'

Advantages of Making a “Fill-in-the-Blank” Motion

1. Unlimited Choices
2. Multiple, Not Binary
3. Efficiency
4. Collaboration

Delegate Education

- ‘Quick Guide to Fill in the Blank’ Video sent to delegates with call to meeting
- Supporting delegate website post with information on the process
- 3 x Parliamentary Procedure Training Sessions delivered by GSUSA’s Parliamentarian where delegates will practice using the method

Other FAQs

1. How does this potential change lifetime membership?

- *It does not. The prices for lifetime membership stays the same for now.*

2. Has GSUSA looked at selling the National HQ in Manhattan?

- *They have reduced costs as much as possible. Our National CEO has stated that the National Board will be doing a deep dive into the real estate situation and will determine the best path forward by December 2025.*

3. Has the National Board made a commitment not to raise dues by another 25% if the proposals do not pass?

- *They have not stated this, one way or the other.*

4. \$85 per year = \$7 per month.

- *Yes, we know that's not a question, but it does reframe some of our thoughts about the suggested amount... Is Girl Scout membership worth \$7 a month?*

Strategy Café discussions

WHAT DO YOU THINK???

The two proposals:

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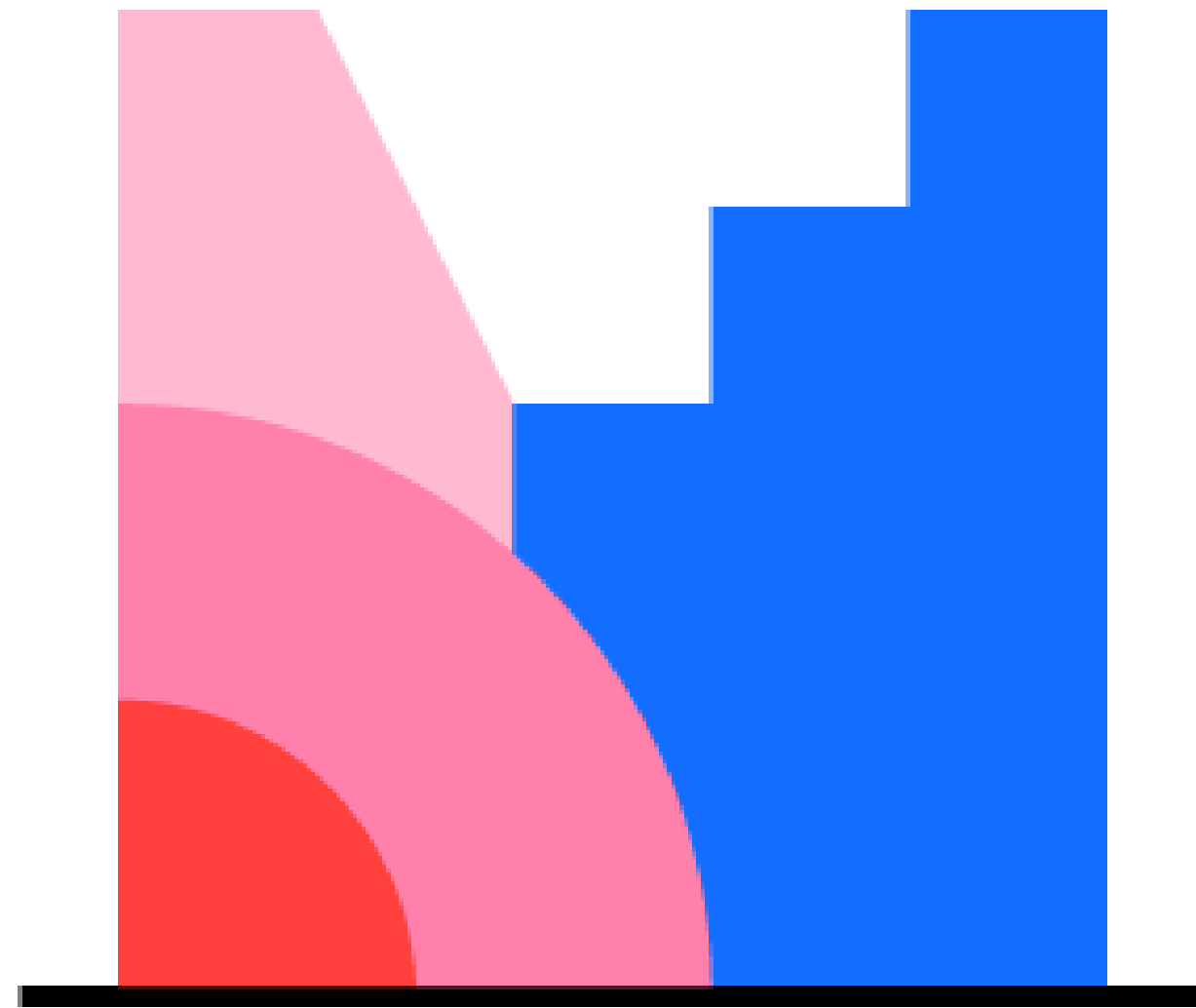
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Large Group Report-Outs



Mentimeter

Final Remarks

Nicole LeVine



The 57th Special National Council Session: **12 noon on Saturday, October 19**

Registration is required, but the event is free and all interested members are welcome!



<https://www.girlscouts.org/en/members/for-girl-scouts/national-council-session-convention.html>

2026 National Council Session

July 20-25, 2026

Washington, D.C.



Join us for
Girl Scout Governance
on a NATIONAL level!

Check out what our girls had to say
about their 2023 NCS experience:



An opportunity just for girls in GSEP Governance:

Troop PA



Save the date: **February 3, 2025**
(will travel to Harrisburg)

- A chance to meet state legislators from our footprint
- Tour the State Capitol building
- Meet sister Girl Scouts from across the Commonwealth!

Thank you!

*See you over Zoom on
January 14
for the
Winter Delegate Council
Meeting.*

