



Winter Delegate Council Meeting

January 14, 2025

girlscouts 
of eastern
pennsylvania



Welcome!

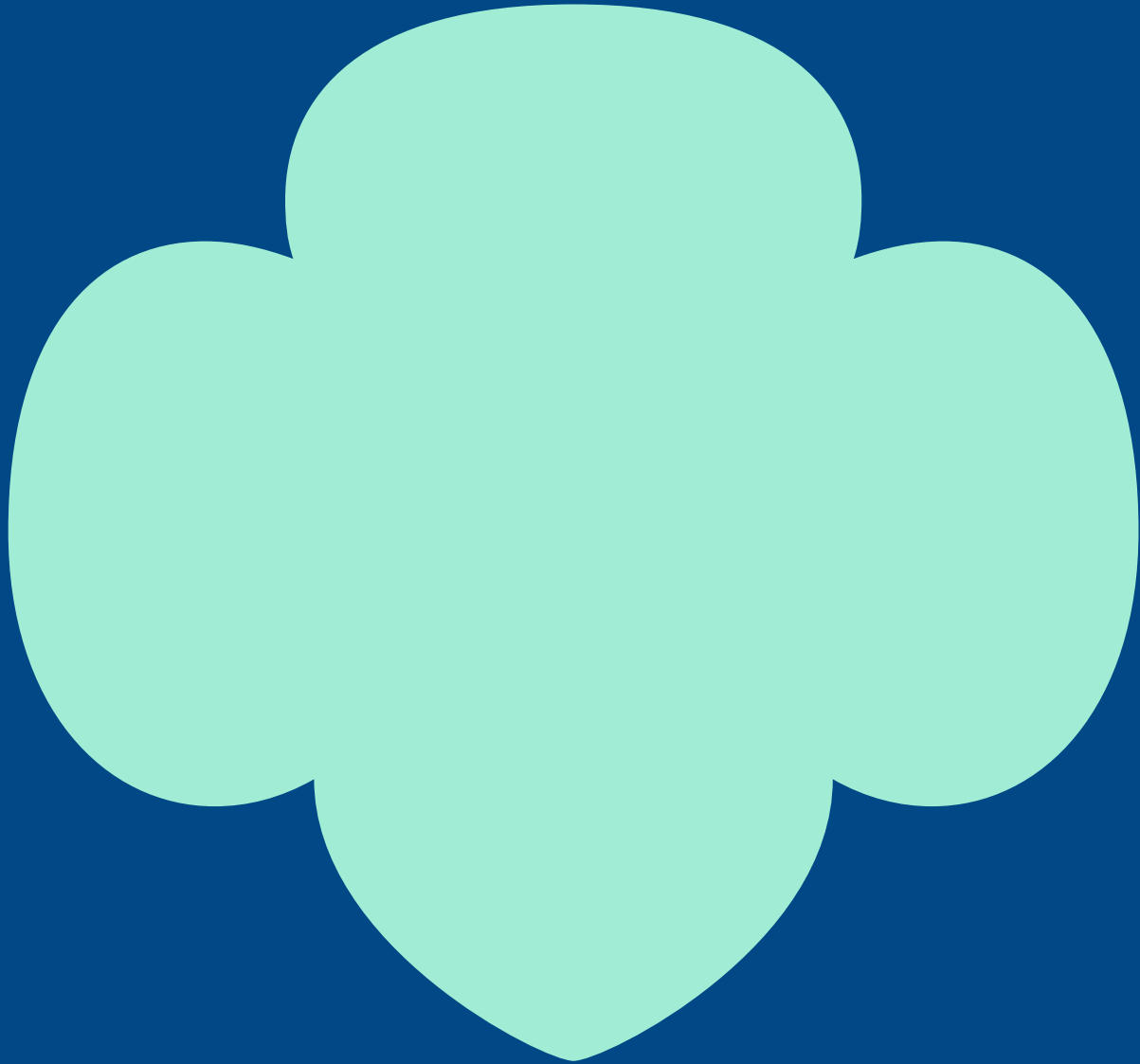
Nicole LeVine
Board Chair

To prep for our Strategy Café discussions:

*Please add your county in front of your name
on your Zoom screen*

(for example: Lehigh-Carla

If you are a girl member: G-Lehigh-Carla)



MISSION MOMENTS

National Governance Update

Nicole LeVine & Kim Fraites-Dow



Special 57th NCS

October 19, 2024



Girl Scout Membership Dues

- \$45 annual dues for **girls** in MY26
 - *(starting with Early Bird/Spring Renewal this April)*
- \$65 annual dues in MY27
- \$30 annual dues for **adults** in MY26

These increases are investments in our Movement's future:

- These dues increases will play a crucial role in strengthening our ability to serve our current community of families and will also help us reach new families.
- *GSEP will continue to offer financial aid to any new or returning member who requires and asks for help.*





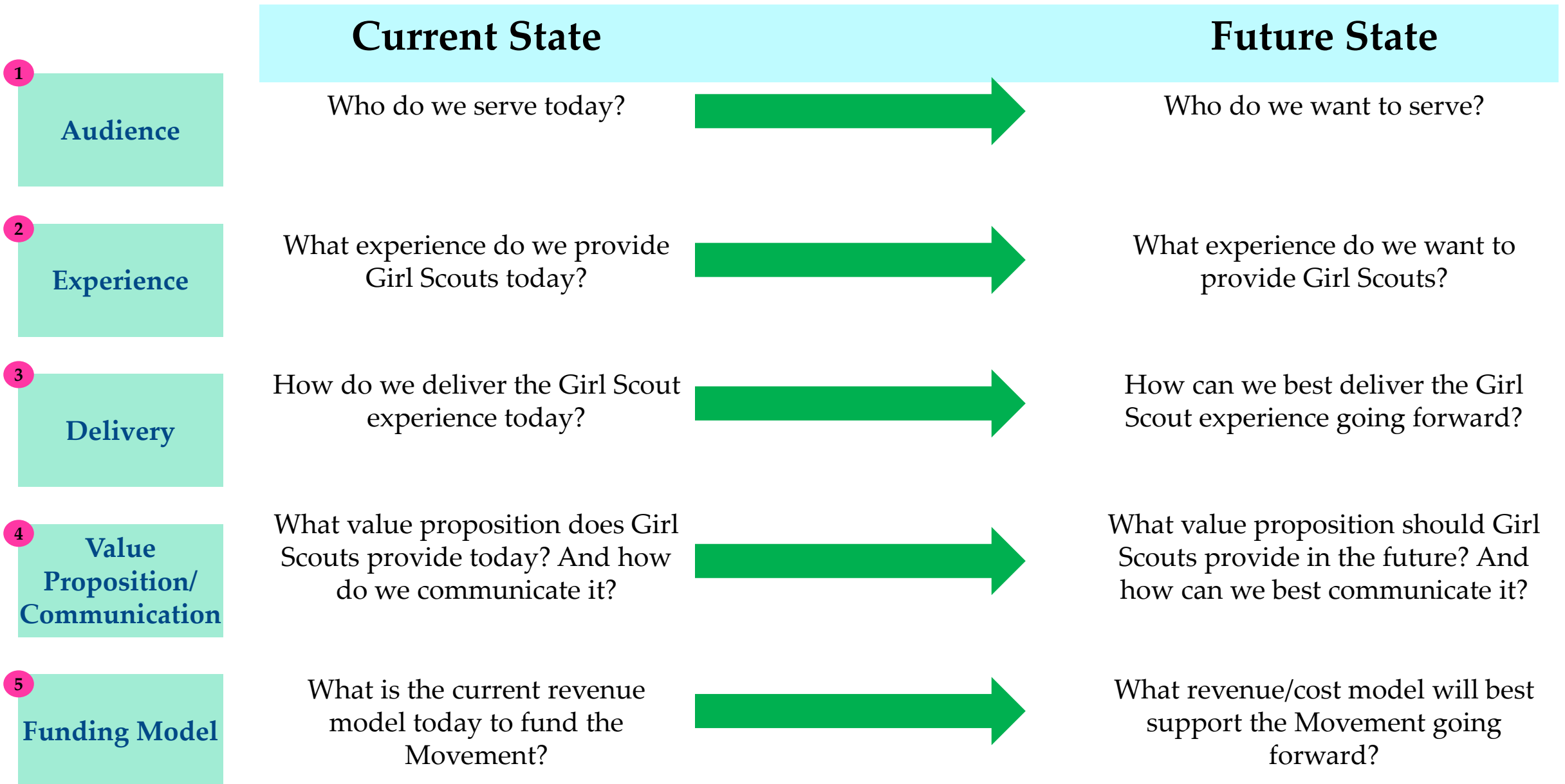
Proposal Timeline

- **Draft proposals due to GSUSA April 7-May 14 for initial review & feedback**
- **Final draft of proposals due to GSUSA by May 30**
- **All Councils will have the opportunity to review all submitted proposals June 1-30**

GSUSA's Strategic Plan

Kim Fraites-Dow, CEO

Movement Strategy: 5 Key Focus Areas



GSUSA FY 25 Strategic Objectives: Building for Today, Tomorrow and the Future

FY 25 Strategic Objectives

	1	2	3	4	5
	Attract New Members	Retain Existing Members	Grow Revenue	Strengthen Technology	Advance Core Capabilities
Key Themes	<ul style="list-style-type: none"> Innovation & Execution Being Part of our Communities 	<ul style="list-style-type: none"> Excellence of the Girl & Volunteer Experience Inclusive & Equitable Experiences 	<ul style="list-style-type: none"> Revenue growth that complements council and girl experience, while also expanding brand clarity 	<ul style="list-style-type: none"> Enhancements & Innovation 	<ul style="list-style-type: none"> DEIRJ Operational Excellence Brand Clarity Talent & Culture Financial Health ERM
Key Outcomes	<ul style="list-style-type: none"> New membership and delivery/engagement models in testing phase National activation of Girl Scout Experience Box 	<ul style="list-style-type: none"> Increased training, tools, and processes to simplify the volunteer experience Reduced barriers to participation in Girl Scout programming Cookie experience strengthened for girls and volunteers 	<ul style="list-style-type: none"> Increased financial and philanthropic support, including pipeline growth and stewardship of new and existing donors Deeper relationships and impact for Movement with large-scale royalty partners Enhance the retail experience via personalization and service 	<ul style="list-style-type: none"> VS 2.0 platform reliability Successful Digital Cookie platform experience Alignment between GSUSA and councils on future state tech roadmap for member and volunteer experience 	<ul style="list-style-type: none"> See detailed outcomes on slide 2



GSUSA FY 25 Strategic Objectives: Continued

5 Advance Core Capabilities	Key Outcomes
DEIRJ	<p>Movement Alignment</p> <ul style="list-style-type: none"> ▪ Standards in how we collectively measure progress ▪ Increased consistency in our DEIRJ voice and communication <p>Strengthening Core Capabilities</p> <ul style="list-style-type: none"> ▪ Unifying models for enfoldng DEIRJ into practices & procedures
Operational Excellence	<p>Movement Collaboration & Role Clarity</p> <ul style="list-style-type: none"> ▪ Agreement on “Core, Better Together, and On Your Own” across disciplines <p>Movement Governance</p> <ul style="list-style-type: none"> ▪ Actions defined to impact our governance model's efficiency and effectiveness, enabling consistent delivery across the Movement (simplified policies and procedures) <p>Enhanced Data Infrastructure</p> <ul style="list-style-type: none"> ▪ Targeted member acquisition capabilities and marketing optimization
Brand Clarity	<ul style="list-style-type: none"> ▪ Consistent brand messaging and positioning, and integrated planning across the Movement ▪ A growing pool of available prospects to continue to nurture, while improving brand clarity and consistency with members and non-members
Talent & Culture	<p>Strategic Talent Model Execution</p> <ul style="list-style-type: none"> ▪ Enhanced talent acquisition strategy, aligned performance-driven culture, optimized total rewards strategy, and elevated talent assessment strategy
Financial Health	<p>Transparency & Prudent Financial Stewardship</p> <ul style="list-style-type: none"> ▪ Meaningful YOY improvement to financial KPIs ▪ Development of operating reserves policy and targets
ERM	<p>Embedding Risk Aware Culture & Decision Making</p> <ul style="list-style-type: none"> ▪ ERM tools and resources shared with councils ▪ Creation of cross functional internal risk ambassador group ▪ Risk reports to the Board consistently result in actionable discussion



DRAFT

Overarching Strategic Objective:
More girls and families choose Girl Scouts

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

Increased diversity in Girl Scouting

Current State

Limited community engagement

Diverse communities are not choosing to join Girl Scouts.
Staff are not always reflective of community demographics.

1

Insufficient practices & expectations

Expectations historically set by Girl Scouts do not support consistent practice of behaviors, by staff and volunteers, that will serve diverse audiences.

2

Dated program content

Program content feels unbalanced and may not foster a sense of belonging and inclusivity for all girls.

3

Lack of trust within diverse communities

Lack of partners who have trusted relationships in communities.

4

Future State

Strong community engagement

Diverse communities feel welcome, included and a sense of belonging. Staff are reflective of community demographics. Diverse communities are choosing Girl Scouts. Girl Scouting cultivates a stronger connection to one's identity, and deeper understanding of others' culture.

1

Intentional investment in staff and volunteers

Staff and volunteers are able to support diverse audiences with agility.

2

Modern and inclusive programming

Content is inclusive, relevant and reflects cultural diversity.

3

Partnering to build trust

Girl Scouts has developed a network of strong community partners who have trusted relationships in their communities.

4



Dynamic ways of belonging and engaging

Current State

Lack of clear engagement strategies for key audiences

Alumni, family, pre-K, K-5, older girl.

1

Membership feels exclusive/binary

Membership requirement limits access to experiences and can make Girl Scouts appear exclusive/binary.

2

Do not have diversified program delivery models

Troop model is complex, time consuming, inconsistently experienced, and does not always match what families and girls are looking for.

3

Overdependency on volunteers

Operating model is over-dependent on volunteers and the volunteer experience is complex and time consuming

4

Future State

Clear and interconnected engagement strategies that support growth

Girl Scouts is the go-to girl expert for families, top choice activity for K-5 families, and place to be for middle and high school girls. Alumni network renowned for systematically opening doors and giving back to the Movement.

1

Families don't need to find Girl Scouts. Girl Scouts finds them.

Girl Scouts works authentically within communities to co-create experiences that are welcoming and accessible (at any age/ stage).

2

Families choose from a variety of experience models

Girl Scouts fits seamlessly into a family's life. No matter where (or for how long) you participate in Girl Scouts, you get a quality, consistent experience that exceeds expectations.

3

Leading Girl Scouts is easy, fun, and rewarding

Girl Scouts is the best organization to work with. Leaders / facilitators are a diversified mix of paid and volunteer community members who participate in a variety of ways. It's simple to find short-, medium-, or long-term facilitation opportunities.

4

Compelling and widely understood value proposition

Current State

Girl Scouts is not well understood

Unclear vision and value proposition as we have tried to offer something for everyone. Positive brand sentiment among public does not translate to participation due to lack of clarity around what Girl Scouts does. Primarily known for cookie, rest of Girl Scout program is not visible and understood in the community.

Limited community engagement

Many communities don't know us and/or trust us.

Unclear cause positioning

Hard to fundraise nationally on a significant level, as Girl Scouts is not positioned as a cause organization today.

1

2

3

Future State

Girl Scouts is viewed as vital – you don't want to be without us

Girl Scouting is viewed as a competitive advantage for girls and women to be successful in their lives. We have a clear and laser focused vision and value proposition. Girl Scouts are viewed as making a positive impact in the world.

Communities choose us

Girl Scouts' program is known, trusted, understood, impactful and visible. Girl Scouts is viewed as a value-add to all communities.

Girl Scouts is viewed as solving a critical problem facing girls

Donors, funders, partners and alumni have a clear understanding of Girl Scouts' impact.

Girl Scouts is at the top of every donor, funder, and cause marketing list for investment in girls. Alumni begin supporting Girl Scouts early and seek out a lifetime relationship with the organization. Every door opens to Girl Scouts for proactive philanthropy.

1

2

3

Financial stability enabling a strong Movement

Current State

Operating models not sustainable

GSUSA and Councils lack revenue diversity and clearly defined service portfolios that are self-sustaining.

1

Inflexible, opaque funding model

Lack of shared understanding and incentives alignment across the Movement. Governance requirements limit options and make us slow to move.

2

Missed fundraising opportunities

Lack of shared approach and Movement-wide collaboration.

3

Inefficiencies and risk in critical business areas

Inability to control major Cookie components. Cost to maintain current technology is growing, and we need enhanced functionality. Untapped licensing potential.

4

Future State

Integrated, sustainable operating model

Integrated Movement operating model with diversified revenue, clear and self-sustaining service portfolios, and shared services, with the ability to make investment allocations to drive growth.

1

Adaptable, transparent funding model

Movement-wide shared understanding of funding model, accountabilities, and shared incentives. Governance framework allows us to test new approaches and implement changes efficiently.

2

Culture of philanthropy

Fundraising tools and processes in place to support Movement-wide collaboration. Donors receive clear 'why Girl Scouts' message, success metrics, and reports.

3

Strategic partnerships and control of critical business areas

Ownership of critical Cookie elements. Technology meets user needs and is supported by sustainable business model. Strong partnerships, including licensing, reflect Girl Scouts' full value.

4

GSEP insights into our strategic plan



MARKET AWARENESS

Community Perception:

- How familiar are potential customers with GS? What are their positive & negative perceptions?

Competitive Analysis:

- Who are our key competitors? What are their strengths & weaknesses?

Market Trends:

- What are some emerging trends that may impact awareness of GS? How can those trends be leveraged to enhance GS visibility?

CURRENT STRATEGY

- What are GSEP's strengths?
- What are GSEP's weaknesses?
- What are some opportunities GSEP needs to pursue?
- What are some threats that GSEP needs to be aware of?

Strategy Café discussions

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Large Group Report-Outs

Closing Remarks

Nicole LeVine



Good luck!

Have fun!



Camp!



- **Early Bird pricing ends TOMORROW!**
- **Open Houses at all Day Camps and Resident Camps** start in late February and continue through June
 - 3 Open Houses at each property
 - *Check out pages 11 & 13 in the Camp Guide*



Applications for Girl Delegate and Girl Advisor
to the Board for Governance Year 2025-2026

DUE in 9 days!

Spring Delegate Council Meeting

March 19 at 6:30 pm
In-person @ SR OR Zoom





Save the Date:

May 3

**Annual Meeting
@ Shelly Ridge**



Peace out,
Girl Scouts!

