



Fall Delegate Council Meeting

October 16, 2025

girl scouts 
of eastern
pennsylvania

Wifi password: Welcome2GSEP



Welcome!

Jennifer Dempsey Fox, Board Treasurer



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:

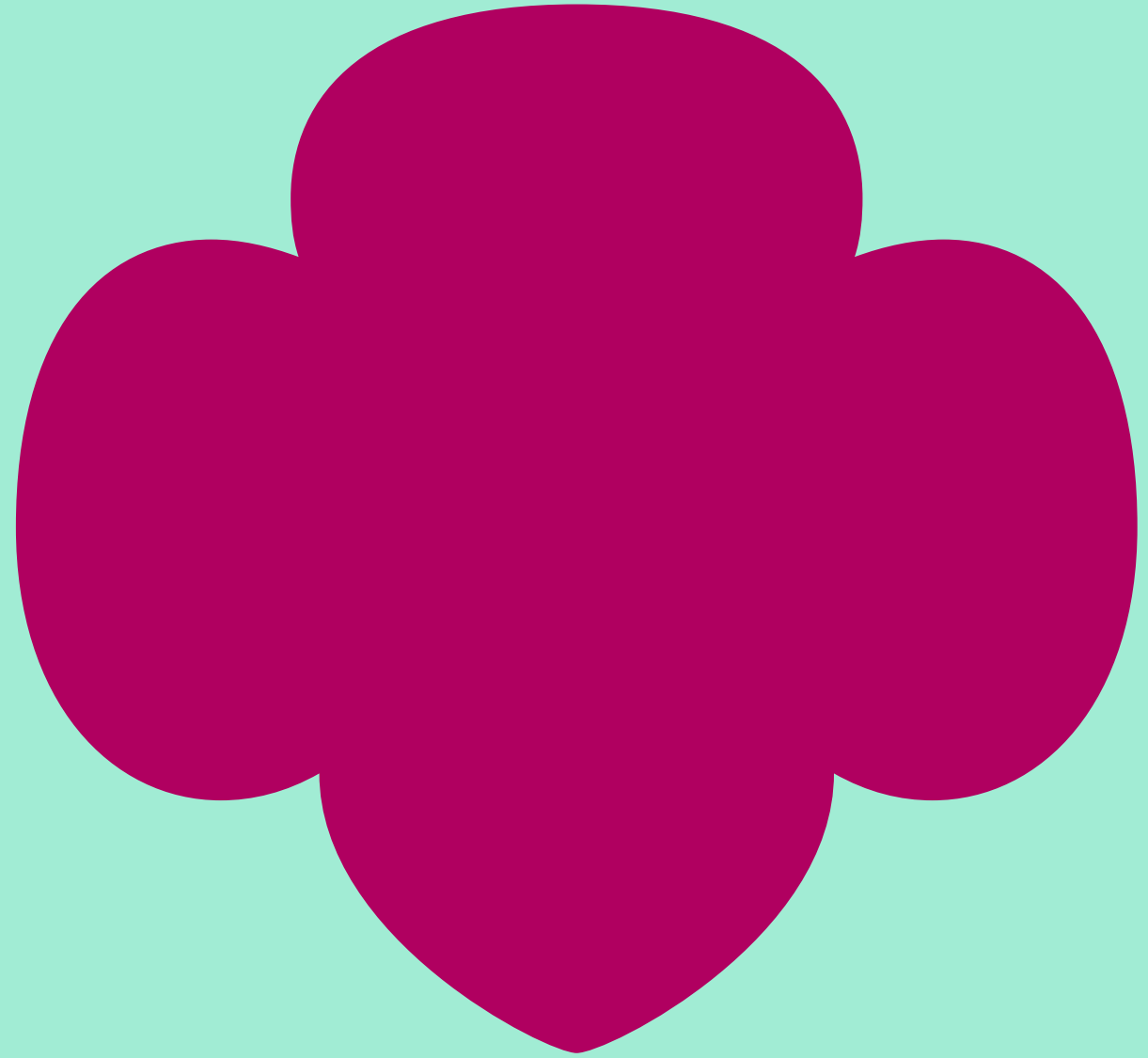
To serve God and my country,

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

Jen Fox

1

**Board of Directors & Girl
Advisors**

2

**Board Development
Committee Members**

3

Girl Delegates

4

**Service Unit Delegates &
Alternates**

5

**2026 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

Jen Fox

&

Kim Fraites-Dow





Board Development Committee Update

Deb Walters,
BDC Member

GSEP's Board Development Committee – GY25-26



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



Lorina Marshall-Blake - President of the Independence Blue Cross Foundation & Vice President of Community Affairs at Independence Blue Cross



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



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



Terri Boyer - Founding Director of the Anne Welsh McNulty Institute for Women's Leadership, Assistant Vice Provost, and Associate Professor at Villanova University



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



Kathryn Epps - 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

Revolutionize engagement

Easy, flexible, and accessible for all girls

Amplify impact

The trusted resource for girls' evolving needs

Secure tomorrow

Responsible stewards for future generations of girls





National Board Update



Reminder:
Add to
Calendar!



2026 Girl Scout Convention
July 20-25
Washington, DC







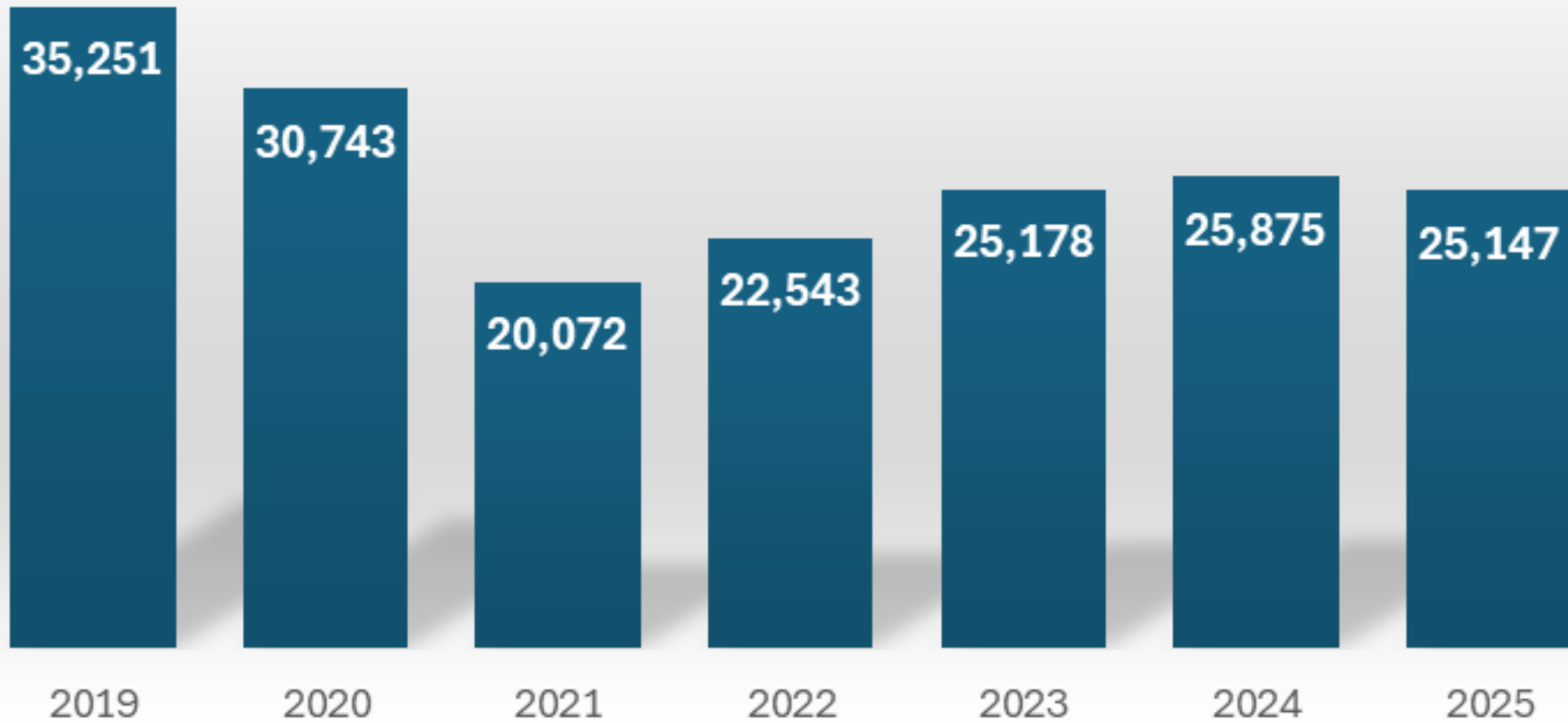
Questions so far?

MY26
Setting the Stage

Kim Fraites-Dow,
CEO

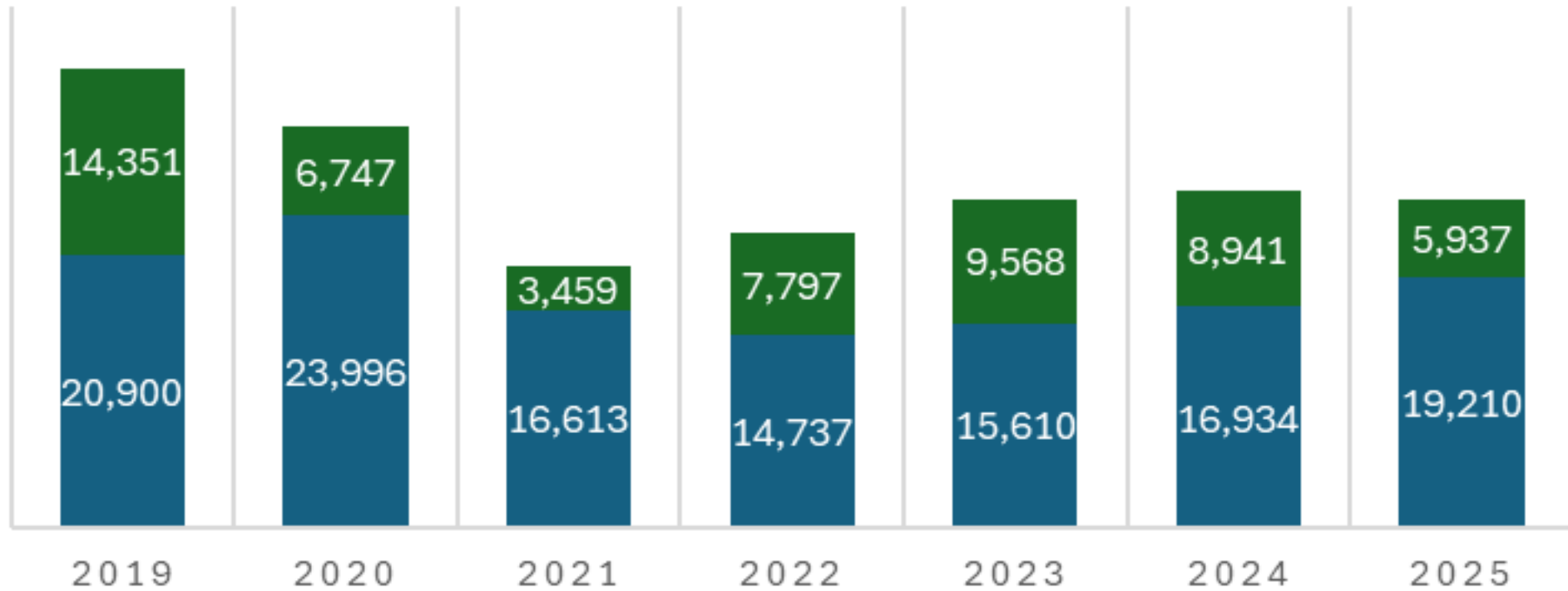


Total Girls By Year

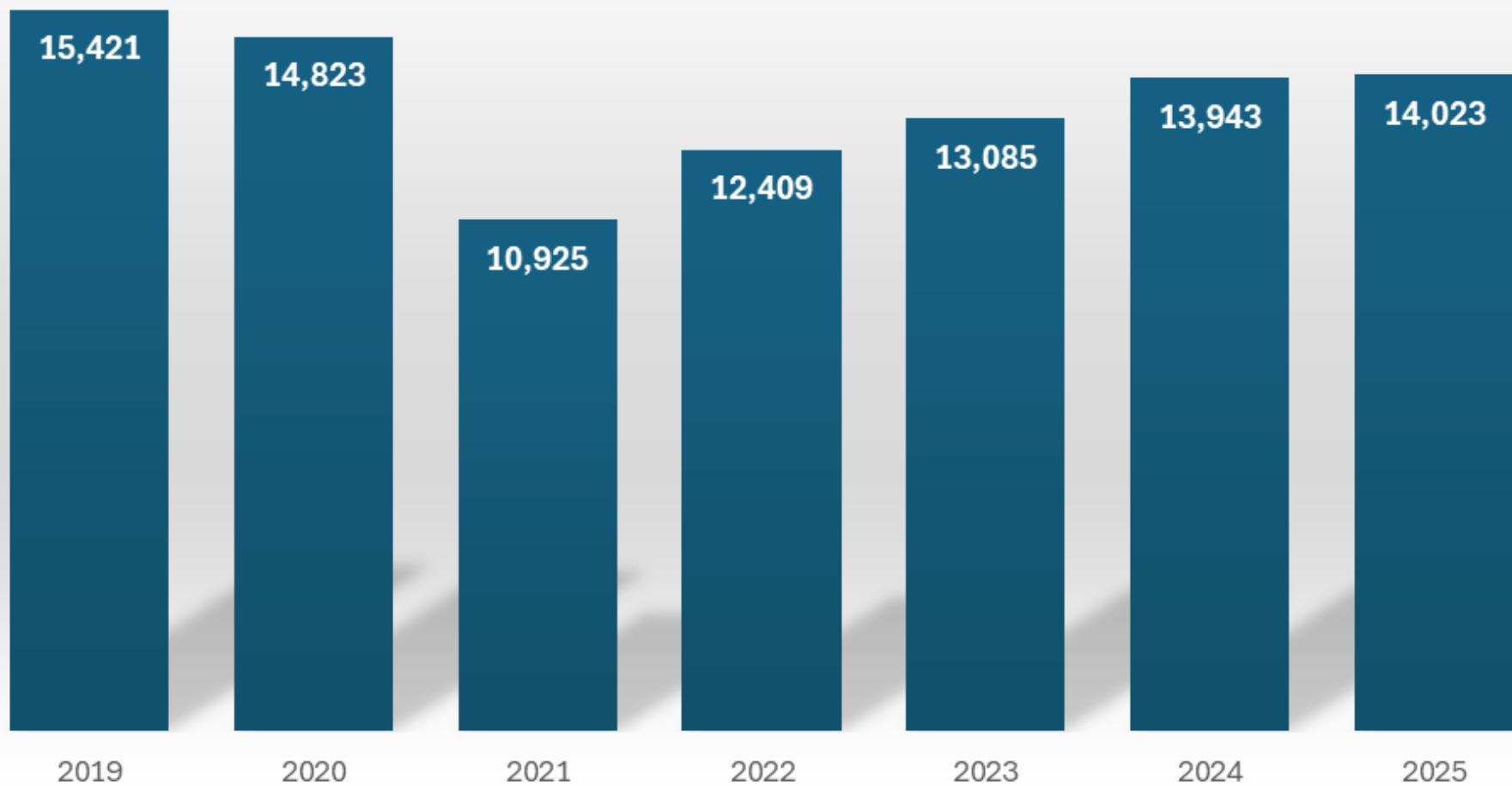


TOTAL GIRLS RENEWED OR NEW

■ Renewed ■ New

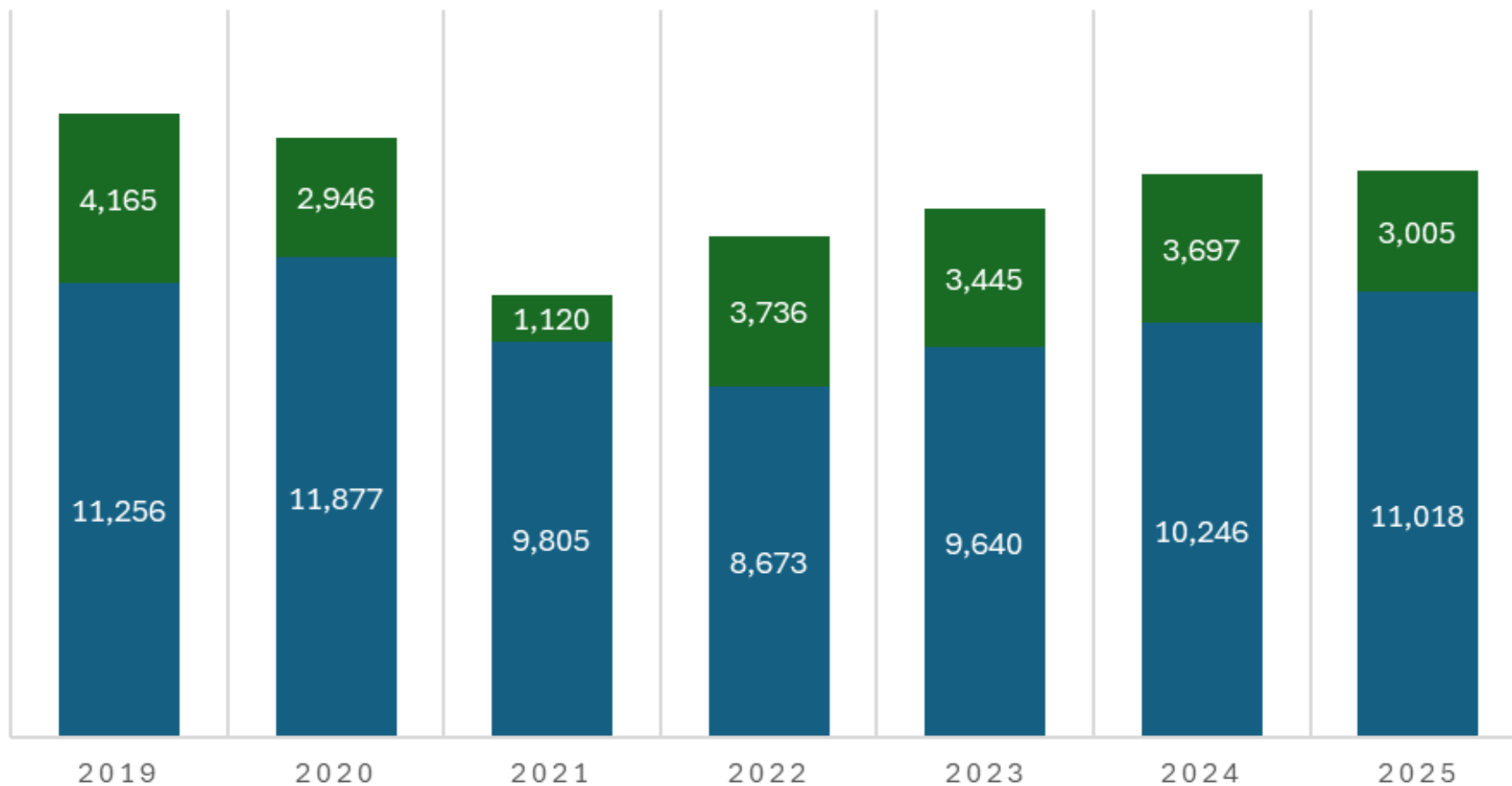


Total Adults By Year



ADULT MEMBERSHIP RENEWED OR NEW

■ Renewed ■ New



MY26 Key Lenses

- 1. Improve the Member Experience**
- 2. Grow Membership**

MY26 Girl Membership Goals

Girl Goal Total: 26,400

Renewed Girls in Troops: 16,732

New Girls in Troops: 4,493

Girls in Community Troops: 550

Girls in Series: 3,750



Camp Wood Haven

Pine Grove, PA 17963

Located alongside the hiking trails of the Appalachian Mountains
and 20 minutes from the beautiful sights of Lancaster.





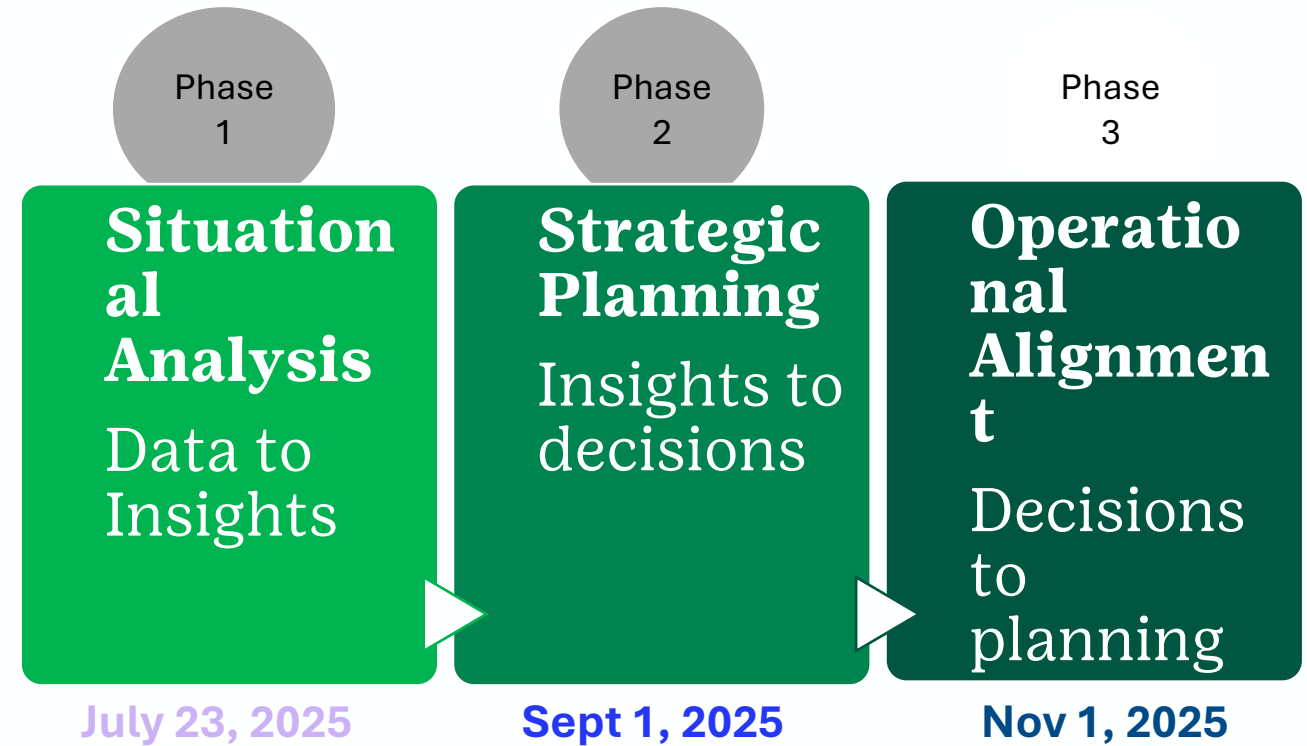
Strategy Café
Discussion:

Strategic Planning

Kim Fraites-Dow,
CEO



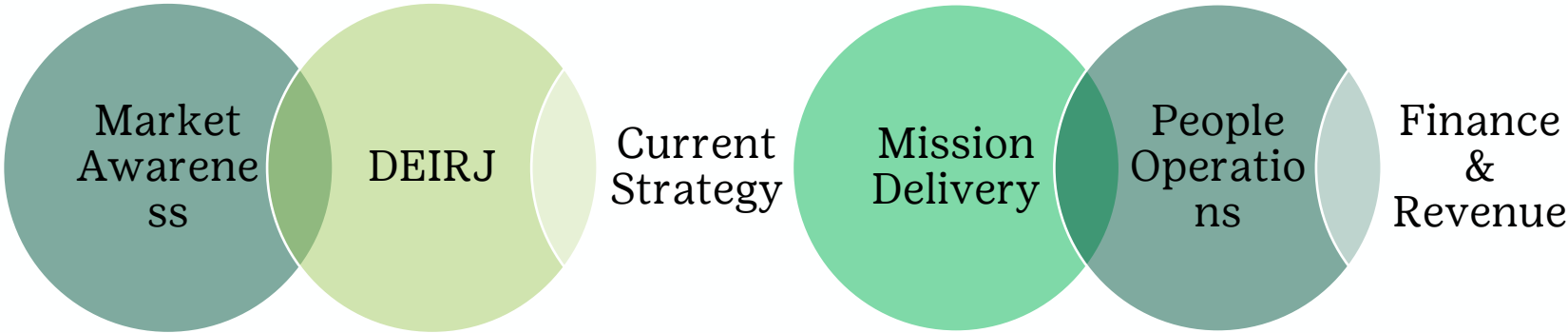
Strategic Planning



Execution of Plan:
January 1, 2026



Phase 1 – Situational Analysis



Phase 1 Objective: Understand the true state of your council and engage multiple stakeholder groups in building insights within each body of work.

Phase 1 Deliverables: Create cross-functional teams for each of the bodies of work listed above. These teams utilize the toolkit guides to elevate from data to insights. Each team creates a Final Insight Report to be presented to the strategic planning team.

Phase 1 Conditions for Success:

Building cross functional teams to dive into this data provides diverse perspectives that will critically enrich outcomes and understanding of your current state.

Final Insight Report

- Narrative
- Team Info
- Key Data
- SWOT
- Implications
- Imperatives
- Big Questions



Phase 2 – Strategic Planning

- Insight reporting and synthesis groundwork
- Group SWOT, vision, objectives, gap analysis, key focus areas, leadership message
- Refine vision, objectives, and key focus areas
- FULL STAFF – Ideation, assessment, and prioritization of initiatives
- Finalize 3-year plan, set KPI's, prepare for operationalization



Girl Scouts of
Eastern Pennsylvania

Strategic Synthesis Summary

Grounded in mission. Guided
by data. Growing for the
future.

SWOT Overview

Strengths:

- Iconic brand, shared mission & values
 - Large network, properties, and financial discipline
 - Strong HR, badges system, and full K–12 pipeline
 - Inspiring stories of girl achievement & leadership
-

Weaknesses:

- Complex systems; inconsistent customer service
 - Gaps in volunteer and member diversity
 - Limited revenue diversification
 - Communication breakdowns from staff to families
 - High turnover and cultural inconsistencies
-

Opportunities & Threats

Opportunities:

- Data-driven decision-making
 - Strategic partnerships & fundraising alignment
 - Outreach to Latinx and diverse communities
 - Modern technology & staff training
 - Brand storytelling and focus on older girls
 - Proactive planning & stronger grants pipeline
-

Threats:

- Financial & safety risk management
 - Political & social climate
 - Rising costs and volunteer dependence
 - Recruiting and retaining diverse, skilled staff
-

Common Themes

- Customer Service Mindset – clarity, consistency, responsiveness
- Staff Development – training, accountability, retention
- Volunteer Dependence – consistency & recognition
- Revenue Diversification – beyond cookies
- Data & Tech Leverage – accuracy and insight
- Brand Storytelling – shift from scarcity to strength (asset framing)
- Risk Awareness – safety, financial, reputational

Vision & Value Proposition

Vision:

A world in which girls are confident, understand their worth, and have the skills to thrive.

Value Proposition:

Life Ready—for Today and Tomorrow.

Girl Scouting provides girls with the skills to navigate life with purpose and joy — discovering interests, building confidence, and becoming agents of change.

Three-Year Vision of Success

- Best-in-class, equitable program experiences
- Families as ambassadors and advocates
- Membership reflects community demographics
- Strengthened fundraising and sustainable revenue model
- Diverse, well-trained, accountable staff
- Clear succession planning and leadership development
- Culture of clarity, purpose, and pride

Program Experience Framework

Today: Inconsistent quality, troop-by-troop variability

Tomorrow: Unified, high-quality Girl Scout experience

6 Core Experiences:

1. Traditions (Badges, Awards, Patches)
2. Product Program
3. Community Service / Take Action
4. Outdoors & Camping
5. Troop Trips & Events
6. Leadership & Older Girl Focus

How:

- Strong volunteer & staff training
- Quality checks (drop-ins)
- 6 alignment points across all troops

Communications Shift

**Today: Discover – Connect – Take Action (Girl-Led,
Learn by Doing, Cooperative Learning)**

Tomorrow: Life Ready—for Today and Tomorrow

Position Girl Scouts as:

- The antidote to isolation and screen fatigue
- A builder of real-world confidence, connection & belonging
- A trusted path for lifelong skills and leadership

Revenue Model Evolution

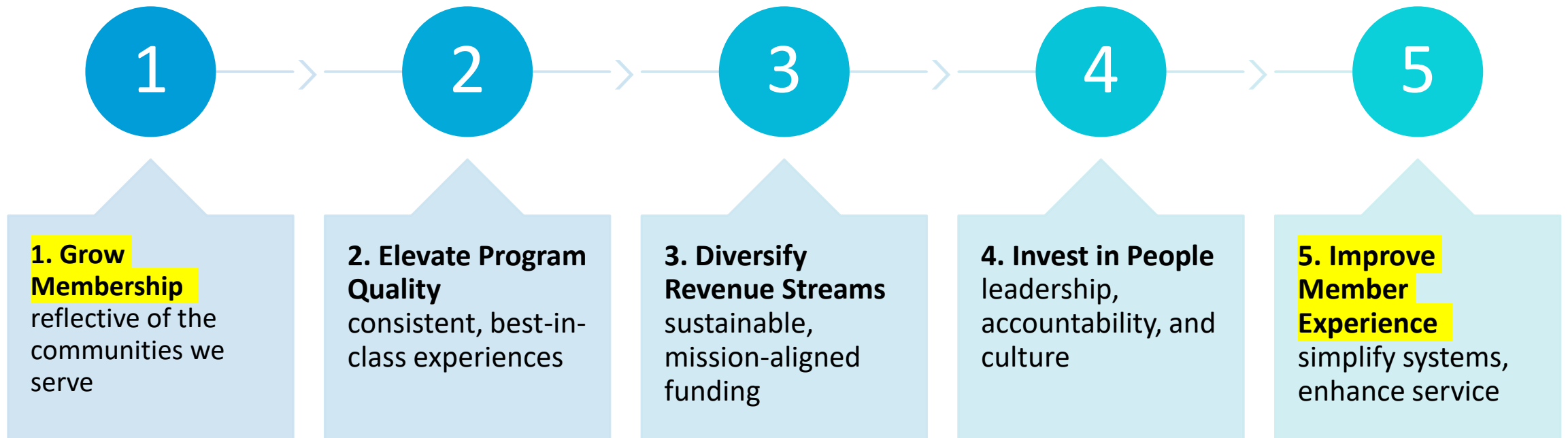
Current:

- 90% earned / 10% contributed
- 75% of earned = Product Program

Future Goal:

- 80% earned / 20% contributed
- Earned: 70% product + 10% camp, retail, rentals
- Contributed: grants, individual giving, transformation gifts

Top 5 Strategic Objectives



Core Strategic Shifts



From → To



Fragmented, reactive planning → Proactive, data-informed strategy



Overreliance on cookies → Balanced, diversified funding



Volunteer inconsistency → Supported, trained, accountable network



Internal operations focus → Customer & mission delivery focus



“Lacking relevance” narrative → Pride in purpose & measurable impact

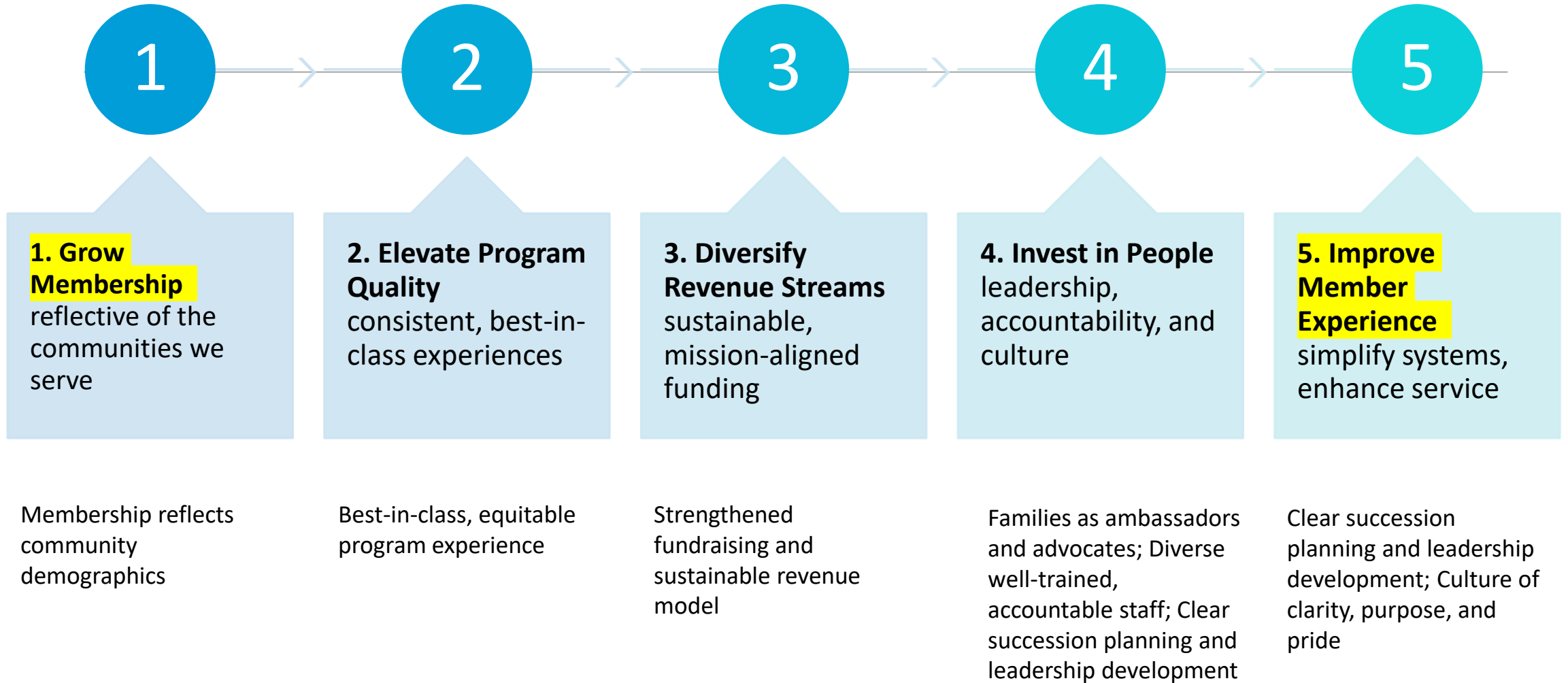
Closing Thought

“Girl Scouts have what girls need today — space to connect, grow, and find joy in who they are becoming.”



Small Group Breakout Discussions

Top 5 Strategic Objectives





Large Group Report-Outs

Final Remarks

Jen Fox



October 9 –
November 9



FALL

PRODUCT

PROGRAM

BRAVE.
FIERCE. FUN!

An opportunity just for girls in GSEP Governance:



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

Winter Delegate Council Meeting

****NEW DATE****

February 10, 2026



**Thank You
&
Peace Out,
Girl Scouts!**