

The notes below are written to address the variances in our 2020-2021 budget compared to the 2019-2020 budgeted revenue and expenses.

REVENUES	
Contributions	Contributions for 2020-2021 are budgeted at \$343,000 which is an increase over the 2019-2020 projected year-end. The 2019-2020 contributed revenue was significantly impacted by COVID; fundraising efforts were paused for several months and redirected to the cookie program. The 2020-2021 revenue increase reflects a 12-month plan and includes digital fundraising components to accommodate for ongoing restrictions related to COVID.
Grants - Non-Government	Budgeted grant revenue for 2020-2021 is \$283,000, a 20% increase over the 2019-2020 projected year-end. Grant funding was significantly impacted from COVID in 2019-20 with reduced award amounts, deferred decisions, and direct declines. The increase in 2021 reflects pending decisions on deferred proposals and new funding opportunities related to our virtual engagement opportunities.
United Way	Girl Scouts of Western Ohio currently receives allocations from 14 United Way agencies throughout our council area. The 2020-2021 budget reflects a 19% expected reduction in allocations over the 2019-2020 awards. United Way campaigns across the country continue to see funding shrink resulting in the reduction of funds to be allocated. Revenue from United Way agencies at year-end 2015 was just short of \$900,000.
Fund Raising Events	Special event revenue decreased by 15% compared to the 2019-2020 projected year-end. All special events in 2020-2021 will be virtual; revenue projections are conservative since this is the first year for virtual events for GSWO. Staff is collaborating with other councils across the country and colleagues in the local markets to monitor and implement virtual event best practices as these are developed and tested.
Cookie Sale	The 15.6% decrease in the cookie sale reflects a 10% drop in girl sellers, based on membership projections and a drop (7%) in the number of cookies sold per girl based on the likely caution of parents and troop leaders. We anticipate significant impact to the way in which the cookie sale will be carried out and additional reductions may be necessary, depending upon virus trends.
Nut Sale	The nut sale reflects a 22% drop in girls participating based on membership projections and concerns about parent and troop leader “overload” in the fall.
Retail Sales	The projected retail sales for the 2019-2020 year will miss budget by 38% – a reflection of the 4-month closure of our retail stores. During this period revenue was received from merchandise sales processed by GSUSA for consumers in our region and from our own on-line sales. The number of retail stores has been reduced from 4 to 3 and ways of promoting “virtual stores” are being tested. The projected membership shortfall will negatively impact this line item.
Program Services	Program services fees reflect more than a 200% increase primarily based on the cancellation of all spring programming and most summer camp options in 2020. This amount is still below “normal” because of differences in the fees for online programming offered in the fall and winter. This budget assumes that we will be able to offer in-person programming by spring and summer 2021.
Investment Income	Investment Income is budgeted based on the income from the most recent 12 months actual revenue.

Other Revenue	For the 2020-2021 budget year, this account which primarily reflects discounts on merchandise purchases, will show our expected forgiveness of the PPP Loan. While we expect to receive 100 percent forgiveness of the loan, we have conservatively budgeted for 95 percent forgiveness - \$1,250,000. Funding of \$1,315,800 was received in May 2019. We expect to complete the application for forgiveness in October 2020.
EXPENSES	
Salaries	This spring 3 full-time and 1 part-time staff position were eliminated in the Retail and Business Support areas. Our 2020-2021 budget has a full staff in all remaining positions for the Fall Quarter's recruitment period but shows a possible reduction in positions if fall targets are not met. This line item may be further reduced as key drivers are impacted.
Benefits	This line includes, medical and dental insurance, life and disability insurance, employer 401(k) plan contributions, and the HRA contingency fund. The 2019/2020 year was our first year of "self-funding" the medical and dental plans and as other organizations see large increases in these lines this coming year, we anticipate these expenses staying "flat". For the 2020-2021 year we will begin to "self-fund" short-term disability. In 2020 we moved our employee retirement fund from a 403(b) plan managed by Mutual of America to a 401(k) plan managed by T. Rowe Price. This change has enhanced the program for employees with only moderate cost impact to council and provided advisory support to staff.
Payroll Taxes	These lines fluctuate with the staff expense. We expect a refund for Worker's Compensation in for 2019-2020 year.
Professional Services	Professional Services includes our audits, legal fees, computer & IT consultants, and program and program professional services, among others. With our camps closed this spring and summer we drastically reduced our requirement for these program related services. The classification of our software licenses was changed to the Equipment, Repairs & Maintenance line item.
Supplies	The variance between the actual expected costs on this line for 2019-2020 versus the budget for 2020-2021 directly reflects the opening of camps in 2022 and increased direct programming this spring and summer.
Communication	Data and voice communication are included here, and we expect to have a continued need for robust technology which includes Verizon "Hot Spots" as we take or deliver service to volunteers and girls into communities.
Occupancy	With building and properties closed across council for many months we had reduced costs in 2020 on all utility lines, pool supplies and maintenance costs. This line item also includes rent of the Toledo service center.
Equipment, Repairs & Maintenance	This line item increased due to a reclassification of software licenses as well as the cost of equipment maintenance and rental. The continuing cost of our Salesforce platform and the cost for Zoom licenses and Rallyhood licenses have been added for the 2020/2021 year. Zoom licenses for each troop and Rallyhood will add to our tools to reach volunteers and girls virtually.
Printing & Publications	Printing costs were below budget in 2020 due to the office closures, and we transitioned several publications online for additional savings. Advertising costs have been increased in 2021 to compensate for reduced in person recruitment opportunities and extended recruitment campaigns due to pandemic impacts.
Travel & Vehicle Expenses	Mileage and travel expenses for staff were cut drastically between March and September. This increase reflects a projected travel increase in the third and fourth quarters of 2021.

Staff Development	Staff Development includes both large group training managed internally for all staff as well as conferences provided by GSUSA and other sponsors. The pandemic has resulted in the cancellation of many of these events since March. We have budgeted \$40,000 for DEI related trainings.
Financial Assistance	We anticipate additional requests for financial assistance for Girl Scout membership and for attendance at our program events,
Insurance	This line is always budgeted with the assistance of our Insurance Agent. The final quote will not be received until late September. The increased cost of our coverage reflects claims across the county due to floods, forest fires, tornadoes, hurricanes, etc.
Other Expense	Other Expense includes the costs of background checks for staff and volunteers, bank fees, credit card processing fees, bad debt, licensing fees, and various membership fees. Our reduced operations this spring and summer resulted in lowering our cost for background checks for staff and volunteers in 2020.

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