



Board of Directors Meeting

Tuesday, September 25, 2018



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.

- Consent Agenda
- Opening Comments & Retreat Plans





2019 Plan of Work & Budget

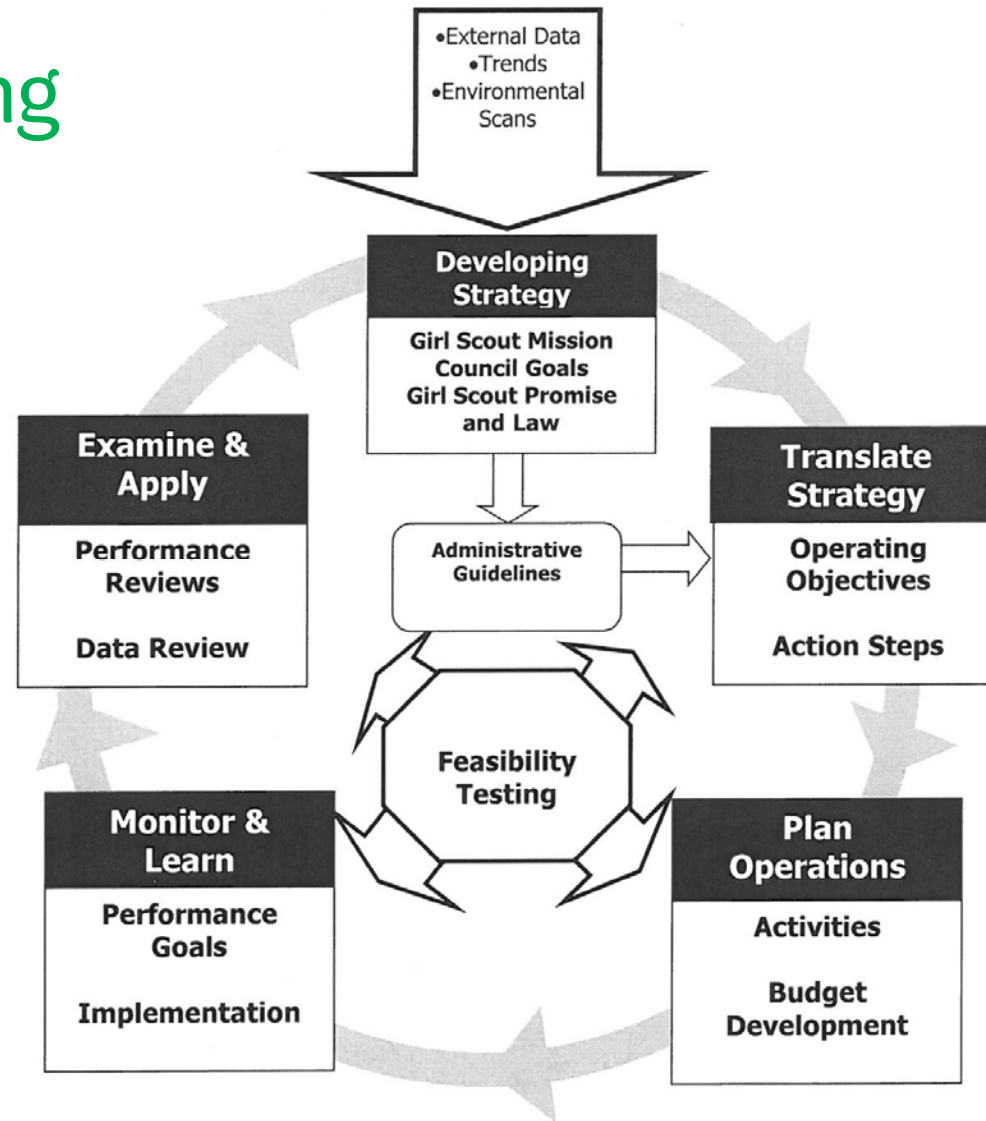


2019 Plan of Work & Budget

- Formal process for planning
- Credible projections of revenue and expenses
- Separate capital and operational
- Project cash flows
- Sources must be higher than Uses
- Reserves above 6 months
- Asset replacement
- Risk to financial condition
- Board expenses



Tactical Planning Process



Sources & Uses



2019 Budgeted Statement of Sources and Uses

Document 2

	12-Months ended 09/30/2018 <u>(estimated actual)</u>	12-Months ended 09/30/2019 <u>(budget)</u>
SOURCES:		
Operating Revenues (unrestricted)	\$12,117,469	\$12,307,162
Donor Restricted Funds (Grants & Toledo United Way)	<u>\$462,000</u>	<u>\$474,808</u>
	<u>\$12,579,469</u>	<u>\$12,781,970</u>
Funds released from restriction:		
Grant funds released from previous year	\$44,900	\$148,335
Asset Replacement Fund - Capital purchases	\$320,250	\$497,400
Pension Reserves	\$708,636	\$708,636
Technology Reserves	<u>\$123,600</u>	<u>\$0</u>
Total Sources	<u>\$13,776,855</u>	<u>\$14,136,341</u>
USES:		
Operating Expenses	\$12,535,460	\$12,760,614
Obligation to Frozen Pension Plans	<u>\$708,636</u>	<u>\$708,636</u>
	<u>\$13,244,096</u>	<u>\$13,469,250</u>
Increases to restricted funds:		
Operating Reserve (1)	\$0	\$169,691
Asset Replacement (2)	\$212,509	\$0
Capital fund	<u>\$320,250</u>	<u>\$497,400</u>
Total Uses	<u>\$13,776,855</u>	<u>\$14,136,341</u>
TOTAL SOURCES MINUS USES:	<u><u>\$0</u></u>	<u><u>\$0</u></u>

Note: Operating Expenses do not include depreciation expense.

- (1) Operating Reserve is projected to be \$9,439,600 at 9/30/2018, a 9.2 month reserve at the 2018/2019 budget level. An Operating Reserve is a GSUSA Charter requirement.
- (2) 2018 Depreciation will be \$892,000. The current balance of the Asset Replacement Fund is \$5,014,900. Depreciation will be funded at 26% at 9/30/2018.
- (3) At 9/30/2018 the balance in the Pension Reserve will be \$2,862,900 and would represent plan funding at the current level for an additional 4 years. The NGSCR is not expected to be fully funded until the year 2024.

Cost Center Budget

Recruitment & Registration of Girls		\$0	\$2,861,887
350 – Recruitment of Girls	To extend Girl Scout membership to 11,000 new girls through volunteer-led pathways, leveraging the full Girl Scout portfolio.	\$0	\$1,120,603
351 – Direct Service to Girls	To provide progressive Girl Scout leadership experience through in-school, after school and other series pathway to ensure 8,300 girls have access to the Girl Scout program in communities where barriers to participation exist.	\$0	\$912,592
359 – Retention of Girls	To develop and implement a comprehensive retention plan, resulting in 69% of girls (21,541) being retained through volunteer led pathways for the membership year.	\$0	\$828,692
Volunteer Management		\$600	\$2,384,862
360 – Volunteer Recruitment	To recruit 4,222 adult volunteers to support new girls in a variety of Girl Scout pathways.	\$0	\$643,545
361 – Troop & Service Unit Support	To develop and execute a comprehensive community plan to support the troop experience by preparing and engaging volunteers to implement a high quality Girl Scout Leadership Experience with girls, resulting in a troop retention rate of 69% for girls and 67% for adults.	\$600	\$1,460,104
362 – Volunteer HR Processes	To provide quality customer service through volunteer human resources, customer care and processes related to both.	\$0	\$281,213
TOTALS		\$12,781,970	\$12,760,614

Cost Center Budget

305 - Camp	To provide progressive Girl Scout leadership experiences through the camp pathway that will enable girls to grow toward the council goals – resident camp, TAC camp, council day camps and one-day summer events.	\$605,884	\$908,637
320 – Product Sales	To implement an integrated product sales plan (Fall & Cookie Sales) to meet council net revenue goals in order to carry out the Girl Scout leadership experience. Resulting in net revenue of \$9,304,407	\$9,508,334	\$1,071,892
310 – Property Management (Camp Properties)	To manage council properties and related assets to meet the program needs of the council and to ensure compliance with health and safety standards.	\$78,280	\$969,627

Line Item Budget



2019 Line Item Budget

Document 4

Ver. 9/10/18

	Projected		Comparison	Comparison
	12-Month Actual 10/1/17 - 09/30/18	12-Month Budget 10/1/18 - 9/30/19		
Revenues				
Contributions	\$464,000	\$487,000	\$23,000	5.0%
Grants - Non-Government	\$402,000	\$406,000	\$4,000	1.0%
United Way	\$679,588	\$591,104	-\$88,484	-13.0%
Fundraising Events	\$119,505	\$88,942	-\$30,563	-25.6%
Cookie Sales - Net	\$8,606,760	\$8,810,649	\$203,889	2.4%
Nut Sales - Net	\$697,647	\$697,685	\$38	0.0%
Retail Sales - Net	\$316,500	\$407,200	\$90,700	28.7%
Program Services	\$863,793	\$872,051	\$8,258	1.0%
Investment Income - Net	\$319,315	\$415,939	\$96,624	30.3%
Miscellaneous Income	\$110,361	\$5,400	-\$104,961	-95.1%
Total Revenues	\$12,579,469	\$12,781,970	\$202,501	1.6%
Expenses				
Salaries	\$6,521,414	\$6,806,056	\$284,642	4.4%
Benefits	\$1,308,642	\$1,292,616	-\$16,026	-1.2%
Payroll Taxes	\$592,414	\$617,892	\$25,478	4.3%
Professional Services	\$561,140	\$650,176	\$89,036	15.9%
Supplies	\$994,645	\$1,054,712	\$60,067	6.0%
Communications	\$131,126	\$129,266	-\$1,860	-1.4%
Postage & Shipping	\$45,964	\$54,640	\$8,676	18.9%
Occupancy	\$672,186	\$646,365	-\$25,821	-3.8%
Equipment, Repairs, & Maintenance	\$105,419	\$134,406	\$28,987	27.5%
Printing & Publications	\$175,577	\$104,237	-\$71,340	-40.6%
Travel & Vehicle Expenses	\$294,899	\$268,821	-\$26,078	-8.8%
Staff Development	\$54,172	\$37,782	-\$16,390	-30.3%
Financial Assistance	\$550,775	\$478,838	-\$71,937	-13.1%
Insurance	\$255,431	\$245,925	-\$9,506	-3.7%
Miscellaneous Expense	\$271,656	\$238,882	-\$32,774	-12.1%
Total Expenses	\$12,535,460	\$12,760,614	\$225,154	1.8%
Net	\$44,009	\$21,356	-\$22,653	

Line Item vs. Cost Center



2019 Line Item Budget

Document 4

Ver. 9/10/18

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2019 Cost Center Budget

Document 3

CODE	DESCRIPTION	REVENUE	EXPENSE
Administrative		\$420,414	\$2,191,930
100 - Corporate Management & Governance	To provide corporate management systems and fulfill corporate responsibilities and to provide support to the board of directors.	\$0	\$280,091
110 - Business Operations-Risk Related	To ensure the organization, its members, employees and assets are protected.	\$0	\$267,038
120 - Finance	To manage the council's investments.	\$418,339	\$371,933
130 - Human Resources	To manage staff human resources and development to provide a qualified staff.	\$0	\$232,510
140 - IT & Communications	To manage information technology and internal communications systems for the organization.	\$0	\$525,905
310 - Property Management	To manage council administrative properties and related assets to meet the administrative needs of the council and to ensure compliance with health and safety standards.	\$2,075	\$514,453
Marketing, PR & Communications		\$0	\$447,170
150 - Marketing, PR & Communications	To develop and implement a communications plan to communicate to all audiences within the council (girls, adults, volunteers, and the community).	\$0	\$447,170
Fund Development		\$1,569,046	\$541,377
200 - Fund Development	To raise \$1,569,046 through diversified funding sources: \$487,000 in contributions, \$402,000 in grants, \$591,104 from United Ways, and \$88,942 from Special Events.	\$1,569,046	\$541,377
Research & Development		\$0	\$175,068
369 - Evaluation & Research	To ensure program effectiveness, provide reports, input paper membership registrations, and monitor key performance metrics.	\$0	\$175,068
Program Service Delivery		\$10,791,910	\$4,158,320
300 - Program Pathways Support	To provide program resources to support progressive Girl Scout leadership experiences through all Girl Scout pathways.	\$7,615	\$220,426
301 - STEM	To provide progressive beyond the troop events that support girls' exposure to STEM related fields and topics in order to strengthen program effectiveness results, role model the program processes, and remove barriers for girls pursuing STEM careers and topics.	\$37,253	\$144,464
302 - Life Skills	To provide progressive beyond the troop events that support girls' exposure to building life skills in order to strengthen program effectiveness results, model the program processes, and continue Girl Scout traditions.	\$82,879	\$228,189
303 - Entrepreneurship	To provide progressive beyond the troop events that support girls' development of entrepreneurial skills in order to strengthen program effectiveness results, role model the program processes, and build future entrepreneurial leaders.	\$5,300	\$65,802

Budget Notes



The notes below are written to address the variances in our 2018-2019 budget compared to the 2017-2018 budgeted revenue and expenses.

REVENUES	
Contributions	Contribution revenue for 2018-2019 is budgeted at \$487,000 as compared to a budget of \$464,000 in 2017-2018 and \$280,000 greater than the year-end projection for this year. Through our work with the capital campaign consultants, we are incorporating a major gifts program into the overall fund development plan in preparation for the capital campaign. A major gifts campaign will increase individual contributions and address the current gap in our annual fund.
United Way	The projected United Way funding for the next year has been reduced by \$88,484 over the current budget. United Ways are seeing declines in the contributions they receive. The Greater Cincinnati United Way will be changing the focus of the allocations they provide which may result in a decline in the funding we receive.
Fund Raising Events	Special event revenue is budgeted below last year's budget, but significantly higher than the projected year-end figure of \$46,500. A new event is being launched in the Dayton region in 2019 to attract new dollars and raise visibility for Girl Scouts of Western Ohio in response to our marketplace competition.
Cookie Sale	We are budgeting for only a small increase in the per girl average sales for 2019, which will result in a small increase over the current year.
Retail Sales	We are budgeting a small increase in "in-store" sales and expect to continue to see the trend of growing eCommerce sales. The eCommerce sales reflect lower cost of goods sold and lower shipping costs.
Program Services	There will be a small increase in the fee for council-sponsored summer day and resident camps plus some additional one day summer events. There are also slight increases in some of the year round program events.
Miscellaneous Income	The 2017-2018 budgeted revenue on this line reflects the expected funds from GSUSA – \$102,500 to supplement membership financial assistance in the first year of the membership fee increase.
EXPENSES	
Salaries	An average 3% increase has been budgeted for eligible staff. There are several minor changes to the organizational chart and as we have historically, the budget reflects a "full house".
Benefits	We will see a small "decrease" in medical benefit costs with all other employee benefits costs remaining as they were for the 2017-2018 budget. The cost of Girl Scouts of Western Ohio's 403(b) contribution and match are also reflected in this line item. Since staff related costs are budgeted conservatively there is a conservative assumption that all positions are filled and that all new staff will take the health benefits.
Payroll Taxes	The increase in this line item mirrors the slight increase in staff costs.
Professional Services	Professional services includes a number of more detailed line items – legal fees, professional consultants for program activities, computer/technical consultants, evaluation services. Each of these line items will have small increases – computer/technical consultant expenses, with our focus on improved communication and process through the use of technology, has been "bumped" \$59,000 to allow the continued expansion of those capabilities. The overall increase in this line item is \$89,000.

Capital Budget

LOCATION	ITEM	2019	Previous Years
Cincinnati Girl Scout Center			
	Air Conditioners/Furnaces (1 per year)		\$18,000
	Renovations to Alarm System - New Vendor	\$20,000	
	Replace Gutters & Downspouts - Rear of Building	\$3,000	
	Repairs to Fire Suppression System	\$3,000	
	Total	\$26,000	\$18,000
Dayton Girl Scout Center			
	Heat Pump Replacement (1 per year)	\$10,000	\$10,000
	Roof Repairs	\$7,500	
	Paint Exterior Window Trim		\$8,000
	Renovations to Alarm System - New Vendor	\$20,000	
	Total	\$37,500	\$18,000
Toledo Girl Scout Center			
	Cooling Tower Replacement (Contingent on continuing ownership)		\$20,000
	Total	\$0	\$20,000
Administrative Offices			
Council-wide	Laptops (40 x \$1000)	\$40,000	
	Desktops (15 x \$750)	\$12,000	
	Switches	\$3,000	
	Total	\$55,000	\$0
Camp Butterworth			
Ranger Residence	Central A/C	\$8,500	
Freedom Lodge	Ejector Pump	\$6,500	
Friendship Lodge	Powerwash & Seal		\$3,500
	Rotating Repairs	\$4,000	
Bath Houses/Shelters	Rotating Roof Replacement	\$4,000	
	Refrigerators	\$1,000	
Tent Units	Replace Tent Platforms (as needed)	\$12,000	
Camp-wide	Tractor (less proceeds of sale of used parts & equipment)	\$30,000	
	Total	\$66,000	\$3,500
Camp Libbey			
Ranger Residence	Roof	\$8,500	
	A/C	\$4,500	
Linden House	Water Heater	\$2,500	
Selected Shower Houses	Paint	\$2,000	
	Chimney Repair	\$5,000	
Tent Units	Rotating Repairs	\$12,000	
Shelter Houses	Rotating Roof Replacement	\$5,000	
Environmental Center	Furnace Replacement		\$6,000
Pool	Paint Bottom Only	\$8,000	
Lift Station	Grinder Pump	\$10,000	
Camp-wide	Tree Removal	\$2,500	
	Total	\$60,000	\$6,000
Greenville Little House			
	Water Heater		\$2,500
	Tree Trimming/Landscaping/Replace Flagpole		\$10,000
	Interior Painting	\$4,500	
	Total	\$4,500	\$12,500

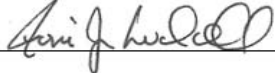
Monitoring Report



Board Monitoring Report: 2.4 September 2018

2.4 Financial Planning/Budgeting

I hereby present my monitoring report on Executive Limitations Policy 2.4, "Financial Planning/Budgeting" according to the schedule set out. I certify that the information contained in this report is true, and represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.

Signed: , CEO

Date: 9/14/18

Policy	CEO Interpretation	Compliance will be demonstrated when...	Evidence of Compliance
Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.	<p>"Fiscal year" = October 1-September 30. The CEO's interpretation of this monitoring report is that we are monitoring the policy for the budget being presented for the upcoming year, in this case the 2019 plan and budget.</p> <p>"A material deviation of financial planning from board priorities" = the resources are applied in such a way that movement is not being made toward the Ends according to the priority specified by the board.</p> <p>"Fiscal jeopardy" = any activity that would damage the financial health of the organization and would result in any fiscal year ending with insufficient liquid or near liquid assets to sustain normal operations, before depreciation.</p> <p>"Multi-year plan" = a plan that encompasses more than one calendar year.</p>	Annual operating plan and budget demonstrates allocation of resources toward means that support Council Ends.	<p>The allocation of resources to achieve the Ends is provided in the 2019 budget presentation to the board, specifically in the cost center budget.</p> <p>Budget documents show sufficient revenue projections to cover operating expenses during the fiscal year.</p> <p>Tactical plan integrates service unit plans.</p>



Questions?



Motion

That the Board accepts the monitoring report for Policy 2.4 as reasonable interpretation and in compliance.



Capital Campaign Important Dates

Donor Prospect Rating Events:

Cincinnati Office: Tuesday, October 9, 5:30 – 7 pm

Dayton Office: Monday, October 15, 5:30 – 7 pm

Toledo Office: Wednesday, October 24, 5:30 – 7 pm

Girl Scout Council Site Visits:

Girl Scouts Arizona Cactus-Pine (Phoenix): November 14-15, 2018

Girl Scouts of Northeast Texas (Dallas): December 4-5, 2018

Girl Scouts of Western Oklahoma (Oklahoma City): December 5-6, 2018



- Fund Development Task Group





Girl Scouts of Western Ohio is honored to bring icon, trailblazer, and history maker, Dr. Mae Jemison, to Sinclair Community College in Dayton on September 26, 2019 for “An Evening With Mae Jemison.”

We invite you to join us for an intimate conversation with Mae, where she will share her journey, her triumphs, and the obstacles she overcame to become the first African-American woman in space. Mae will cover a wide range of topics during this event, including her story and life-changing advice for up-and-coming female professionals about how to succeed in the workforce.

Serving six years as a NASA astronaut, Dr. Jemison is an icon of both the women’s rights and civil rights movement, inducted into both the National Women’s Hall of Fame (1993) and the International Space Hall of Fame (2004). After NASA, she began teaching at universities like Dartmouth College and Cornell University and founded research groups to continue the development of scientific knowledge. Since 2012, she has led the 100 Year Starship project, which researches ways to design and fund a spacecraft to take humans to another star within 100 years. She is a doctor, a dancer, an astronaut and holds nine doctorate degrees in the humanities, science, and engineering.

As a revolutionary female professional working in medicine, engineering, and space science, Mae embodies the G.I.R.L (Go-Getter, Innovator, Risk-Taker, and Leader) spirit that is at the center of the Girl Scout Leadership Experience.





What is new with Girl Scouts & STEM

September 25, 2018



Girl Scout Leadership Experience

- 3 Program Processes:
 - **Girl Led, Experiential Learning, Cooperative Learning**
- **+**
- **Discover; Connect; Take Action**
- **= 5 Outcomes:**
 - Develops a strong **sense of self**
 - Displays **positive values**
 - Seeks **challenges and learns** from setbacks
 - Forms and **maintains healthy relationships**
 - Learns to **identify and solve problems** in her community



Girl Scout Leadership Experience

The Foundation of the Girl Scout Leadership Experience



The Result? A lifetime of leadership!



Why STEM?

- 57% of college graduates are women, 60% of masters degrees are earned by women* and nearly half of the work force in the U.S. is comprised of women*.
- However women only account for 20% of bachelor's degrees in engineering, computer science, and physics*
- 25% of STEM positions are held by women.*

**United States Department of Education. 2010, *United States Department of labor 2009, *National Foundation of Science 2008, United States Department of Labor 2009*



Girls ARE interested in STEM

- 74% of high school girls across the country are interested in the fields and subjects of STEM.
- Girls interested in STEM like to understand how things work, solve problems, and do hands-on activities and ask questions.
- Girls want to help people and make a difference in the world.
- Girls who are interested in STEM are likely to have had greater exposure to STEM fields than girls who are not interested in STEM.



What's New with the Girl Scouts and STEM?

GSUSA – New Badges and Journeys

- Cybersecurity
- Robotics
- Space Science Explorer
- Bugs!
- Mechanical Engineering
- Think Like an Engineer
- Think Like a Citizen Scientist
- Netiquette
- Digital Movie Maker
- Website Designer



What's New with the Girl Scouts and STEM?

Girl Scouts of Western Ohio Air Camp 2018



What's New with the Girl Scouts and STEM?

Western Ohio – STEM Partnerships

- Robotics Teams
- Girls Discover STEM event (every region)
- Armstrong Air and Space Museum Event
- Girls Coding Series – Tata
- STEM Career Exploration – Lexis Nexis and AstraZenica
- Design It – Build It!
- Cardboard Regatta



& more to come!

Questions?



GSWO Marketplace position update

 **Unleash Strong.** Be a Girl Scout!





Print Advertising

We are running Unleash Strong-themed print ads in parent magazines in each media market. Print ads targeting parents of girls K-5 to run in September, October, and November issues.

Print Advertising



girl scouts
of western ohio

TROOPS ARE FORMING NOW!

gsw.org/join

**UNLEASH STRONG!
BE A GIRL SCOUT.**



girl scouts
of western ohio

**UNLEASH STRONG!
BE A GIRL SCOUT.**

gsw.org/join



Television Advertising

New: Running 30-second PSA Lifetime of Leadership-themed spot from GSUSA specifically targeting mothers (aged 25-45).

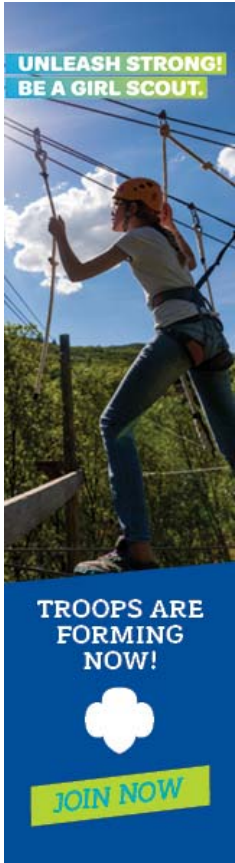




Digital Advertising GSUSA + GSWO


- GSUSA: GSWO was selected as one of 35 pilot councils to launch a first-ever GSUSA digital ad campaign, running July through October 2018.
- GSWO: Expanding from 7-month to 10-month targeted digital marketing campaign (retargeting, display ads, and mobile geo-fencing) as well as expanding geographies to combat marketplace competition and complement GSUSA digital advertising efforts.

GSWO Digital Collateral



**UNLEASH STRONG!
BE A GIRL SCOUT.**

TROOPS ARE FORMING NOW!



JOIN NOW



JOIN NOW

**UNLEASH STRONG!
BE A GIRL SCOUT.**

TROOPS ARE FORMING NOW!



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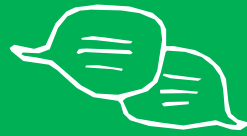


JOIN NOW 

**UNLEASH STRONG!
BE A GIRL SCOUT.**

Learn More

 888.350.5090



Social Posts

Each week, we're sharing 4-6 Fall Recruitment specific posts on Facebook and Twitter, in addition to existing Marketplace Competition posts that are going up regularly on Facebook, Twitter, and Instagram. They're a mix of images from GSUSA and images we've created at GSWO, and we are testing which ones have better results on different platforms.

GSWO Social Media Imagery



We're not stopping until **every girl** is prepared to **empower herself** for a lifetime of **leadership, success, and adventure.**



Become a Girl Scout and Discover Your Superpowers!



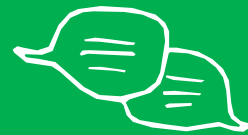
Themed Troop Formation Night Materials

These materials have helped us to **stand out** and to tell the **story of Girl Scouts** to Parents and Girls

- Girl Scouts tablecloth
- Table top Daisy, Brownie, & Junior standee with petals and badges
- Girl Scout Superhero Mask
- Girl Scout Superhero Cape, trefoil sticker, booklet
- Standing banner
- Family Guide
- Coloring Sheets – Girl Scout DNA, Superhero, G.I.R.L.
- Girl Scout Age Level – What can I do in Girl Scouts?



Questions?



Thank you!

- How did we work?
- Items for Next Agenda
- Adjournment

UNLEASH STRONG!
BE A GIRL SCOUT.

Troops are forming!

JOIN NOW

