



March 25, 2026

Dear Voting Member of the Corporation,

Please join us at the 19th Annual Meeting of Girl Scouts of West Central Florida beginning at **9:30 a.m. on Saturday, April 25 for the Candidate Meet and Greet**. The annual meeting starts at 10 a.m. This year's annual meeting will be **in-person at Hillsborough College – Brandon Campus at 10451 Nancy Watkins Drive, Tampa, Florida 33619**.

We will celebrate the successes of the past year, look to the year ahead, and elect and install our new At-Large Board of Directors, Girl Board Members and Board Development Committee Members. In addition, we will have a Local Delegate Feedback Session on three National Council Session Proposals. National Delegates will prepare tips for participating in this feedback session by April 3. The proposals are included in this packet.

We will provide light refreshments to include coffee/tea during the morning meeting. Water fountains are available so please bring your water bottle. Recommended attire is Girl Scout Uniform. For Girl Scouts, this includes your vest or sash. For adults, this includes navy or white attire with official Girl Scout pins and scarf (if available) or vest.

We ask that you complete the [online registration](#) form so we are prepared for quorum and refreshments. **Deadline to register is April 15**.

Enclosed please find the Annual Meeting Prep Packet.

### **Event Timeline - Saturday, April 25, 2026**

<b>9:00 a.m.</b>	<b>Delegate check-in opens</b>
<b>9:30 a.m.</b>	<b>Meet the Candidates</b>
<b>10:00 a.m.</b>	<b>19<sup>th</sup> Annual Meeting of Girl Scouts of West Central Florida</b>
<b>By 12:30 p.m.</b>	<b>Meeting Concludes</b>

Annual Meeting details are inside this packet, which includes:

- Official Notice of Annual Meeting – p. 3
- Location information and map – p. 4
- Standing Rules – p. 6
- Meeting Agenda – p. 7
- 2024 Annual Meeting Minutes – p. 8
- Election Slate – p. 17
- Candidate Bios – p. 18
- National Council Session Alert – p. 29



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- Delegate Substitution Form – p. 61

If you are a delegate and cannot attend the annual meeting, please complete the [Notice of Substitution of Delegate](#) form by April 15.

Your authorized alternate will be emailed with a request to bring identification (i.e., school ID, driver's license). He/she should also register at the link above. They will sign the Alternate Delegate Substitution Form onsite. Reminder: **deadline to complete the substitution and registration is April 15.**

We appreciate your participation to make this upcoming governance year a successful and productive one. We look forward to seeing you all there.

Yours in Girl Scouting,

A handwritten signature in black ink, appearing to read "Deirdre Dixon".

Dr. Deirdre Dixon  
President

CC: Mary Pat King, Chief Executive Officer  
Micheline Everett, President-Elect  
Marion Rich, Vice President of Governance  
Dr. Sue Ryan Goodman, Treasurer  
Stephen Ponzillo, Secretary  
Lynn Jackson Dorman, Board Development Committee Chair  
Anna Langley, Director of Governance & Executive Affairs

**Notice of Annual Meeting of  
Girl Scouts of West Central Florida, Inc.  
Saturday, April 25, 2026 at 9:30 AM**

In keeping with the Bylaws of the Girl Scouts of West Central Florida, Inc., an Annual Meeting will be held on Saturday, April 25, 2026 at 10:00 AM at **Hillsborough College – Brandon Campus, 10451 Nancy Watkins Drive, Tampa, Florida 33619.**

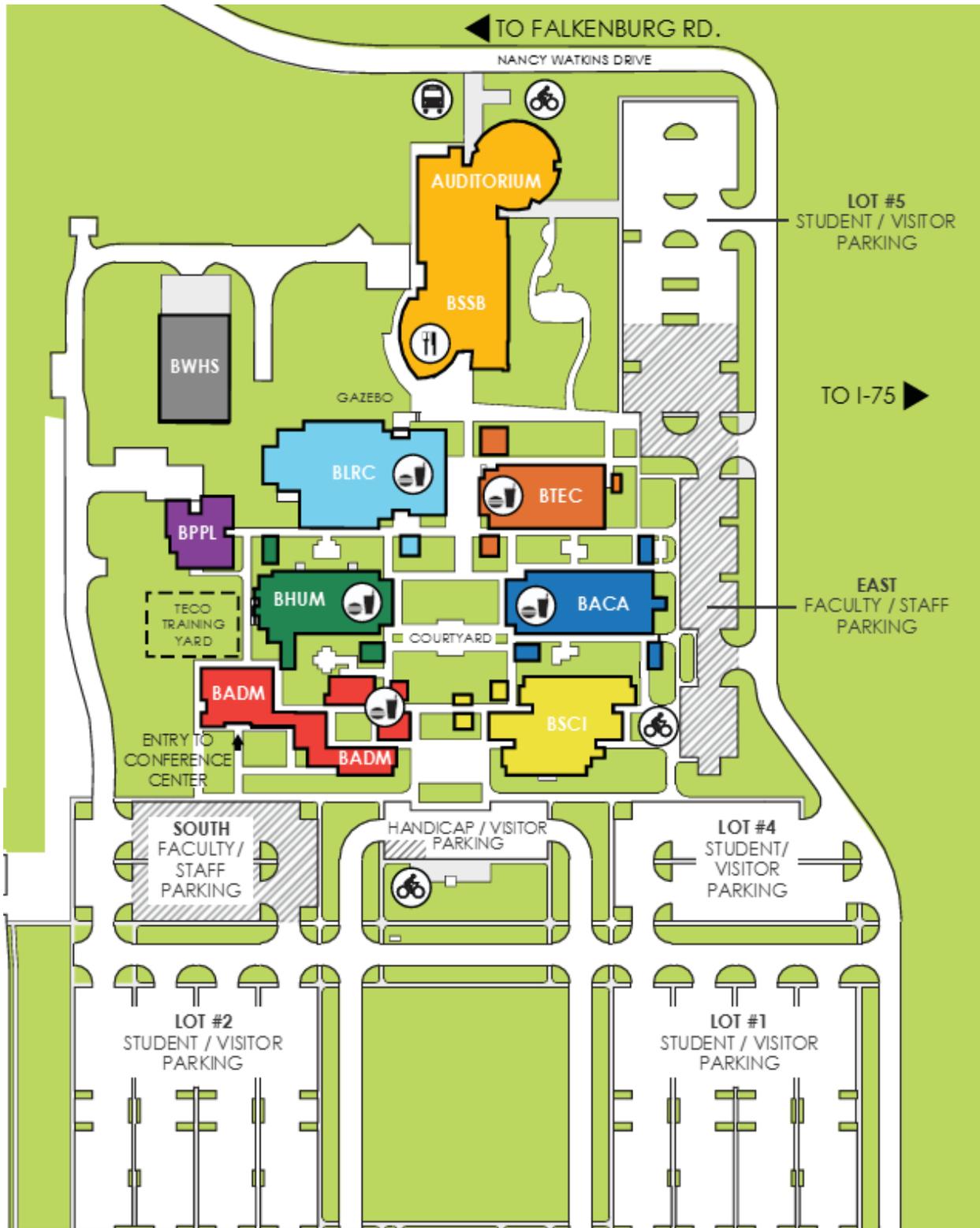
The voting members of the Council shall enable the corporation to continue its work by electing At-Large Board Members, Girl Board Members, and Board Development Committee Members.

The following is a schedule of key events taking place in conjunction with the Annual Meeting:

- 9:00 AM Delegate check-in for Annual Meeting begins
- 9:30 AM Meet the Candidates
- 9:45 AM Delegate check-in concludes
- 10:00 AM 19<sup>th</sup> Annual Meeting of Girl Scouts of West Central Florida, Inc.
- 12:30 PM Meeting concludes

Map of Hillsborough College – Brandon Campus





## **2026 Annual Meeting Standing Rules**

The following rules are the standing rules that will be presented for adoption at the 2026 Annual Meeting of the Girl Scouts of West Central Florida.

1. Only voting delegates or authorized alternates who have registered for the annual meeting are permitted to address the presiding officer or speak to the Council delegate body during General Session.
2. Upon recognition by the presiding officer, any voting delegate wishing to address the council delegate body shall identify themselves by name and Area or service unit, or if applicable, as a Board member or Board Development Committee Member, before speaking to the Council delegate body.
3. For voting matters, no speaker shall speak longer than two minutes on any discussion item. Timing of the two-minute period shall begin immediately following the required identification.
4. For voting matters, no speaker shall speak a second time on a discussion item until all other voting delegates wishing to speak a first time have done so.
5. All remarks shall be addressed to the presiding officer.
6. Mobile phones and devices shall be silenced during the meeting. Video cameras and recording equipment, other than that approved by the presiding officer, shall not be permitted in the meeting room.

These rules supplement the current edition of *Robert's Rules of Order Newly Revised*, the parliamentary authority for matters of procedure that are not specifically covered in the bylaws of Girl Scouts of West Central Florida.

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**NINETEENTH ANNUAL MEETING**  
**Saturday, April 25, 2026**

**9:30 a.m. – 12:30 p.m. – In Person**

**Tentative Agenda**

- Candidate Meet and Greet
- Welcome & Flag Ceremony
- Mission Moment
- Parliamentary Procedures
- Adoption of Standing Rules, Agenda and 2025 Annual Meeting Minutes
- Board Development Committee Report & Nominations
- Elections & Installation
- State of the Council
- National Council Session Proposal Feedback
- Rededication & Recognitions
- Celebration of High Awards & High School Graduates
- Adjournment

**GIRL SCOUTS OF WEST CENTRAL FLORIDA, INC.**  
**18<sup>th</sup> Annual Meeting**  
**April 26, 2025**

The 18<sup>th</sup> Annual Meeting of Girl Scouts of West Central Florida, Inc. was held at Feeding Tampa Bay at 3624 Causeway Blvd., Tampa, Florida 33619

**INTRODUCTIONS:** Cami Gibertini welcomed Girl Scout members and guests to the Annual Meeting.

**MISSION MOMENT:** Volunteer Appreciation month was celebrated by a parade of our Service Unit Managers carrying their posters representing their service units. Cami Gibertini thanked the Board of Directors and Governance Committees that were present. Other volunteers that were recognized include: Council Advisory Teams; trainers; program facilitators; high awards coaches; service unit team members; troop leaders and helpers; and National Council Delegates.

**OPENING FLAG CEREMONY:** Girl Scout media members Mia, London, Fatima and Khadija conducted the opening flag ceremony. Cami Gibertini led us in the pledge of allegiance to our flag. Girl Scouts from the audience performed the National Anthem. Cami led us in the Girl Scout Promise and Law. Afterwards, veterans and current military personnel were recognized.

**MISSION MOMENT:** Girl Scouts Zoie and Sydney shared their experiences at Girl Scout Day at the Capitol. Gratitude was expressed to girl scouts from Marion County and to Sal Ugo.

**CALL TO ORDER:** At 10:30 a.m., Cami Gibertini called the 18<sup>th</sup> Annual Meeting of Girl Scouts of West Central Florida to order.

Vice President of Governance Lynn Jackson Dorman was appointed as Teller and Timekeeper. Board Secretary, Stephen Ponzillo was appointed review of minutes.

**CREDENTIALS REPORT:** Lynn Dorman reported in order for the Girl Scouts of West Central Florida to conduct official business at an annual meeting, 25% of the voting members of the Council must be present, provided a majority of service units are represented.

There are 186 voting members of the Council, and at least 47 must be present to conduct business. There are 39 service units, and at least 20 must be represented by at least one delegate.

As of 10:00 a.m., there were at least 47 voting members present, and at least 20 service units present. Therefore, a quorum was established for the meeting.

**APPOINTMENT OF PARLIAMENTARIAN:** Cami introduced and appointed Jason Abellada as the parliamentarian for the meeting. Cami gave instructions on speaking, making a motion and voting.

**STANDING RULES:** There was no objection to the Standing Rules. The Standing Rules presented to each member were adopted.

**AGENDA:** There being no objection, the agenda was adopted.

**MINUTES:** The minutes from 2024 Annual Meeting were presented with the following corrections, under the Board Development Committee Report: Board of Directors Member at Large was changed from 2023-2025 to 2024-2026 and Board Development Committee was changed from 2023-2026 to 2024-2027.

There being no objection, the April 20, 2024 minutes were adopted with correction.

**BOARD DEVELOPMENT COMMITTEE REPORT:** Board Development Committee Chair LaKendria Robinson presented the following slate of candidates for Officers, Board of Directors at Large, Girl Board Members, Board Development Committee and National Council Delegates.

**Officers, 2025-2027**

Dr. Deirdre Dixon, President  
Michelene Everett, President-Elect  
Marion Rich, Vice President of Governance  
Dr. Sue Ryan Goodman, Treasurer  
Stephen Ponzillo, Secretary

**Memberd at Large, 2025-2027**

Courtney Paat  
LaKendria Robinson  
India Witte  
Nancy Millan  
Dr. Deborah Kish Stephan  
Sharon Docherty Danco  
Ashley Nessler

**Girl Member, 2025-2026**

Juliette Selman  
Chloe Waite

**Board Development Committee, 2025-2028**

Christie Bruner  
Lynn Jackson Dorman

**National Council Delegate, 2025-2028**

Dr. Deirdre Dixon, Slated President 2025-2027

Mary Pat, CEO

Kelly Sobotzak

Marcia Greensfelder

Amber Van Denzen Suarez

Manar Sarsour

Chloe Waite

Hope Brillhart

Olivia Bjarnason

Shea Polley

**National Council Alternate Delegate, 2025-2028**

Shannon Boyer

Laura Sokalski

**ELECTION:** Since no ballot was required in the bylaws for uncontested elections and no nominations from the floor were received, we proceeded with the acclamation of candidates who have no opponent. This is a form of a voice vote and means “enthusiastic approval” in Robert’s Rules. The chair declared the candidates for Officer, Board Members at Large, Girl Members, Board Development Committee and National Council Delegate elected to office by acclamation.

LaKendria announced the Board Development Committee continues to seek business and community leaders who can help us expand spheres of influence in support of Girl Scouts throughout our region. LaKendria also recognized the Board Development Committee for their hard work this year.

**MISSION MOMENT:** Cami recognized LaKendria Robinson for her work with NCAA’s impact on Tampa, specifically her work with the Final Four. LaKendria was able to give eight Girl Scouts the NCAA Women’s Final Four Press Pass experience. Two Press Pass team members, Shea and Fatima shared their experiences.

**STATE OF THE COUNCIL – PRESIDENT’S REPORT:**

Cami Gibertini recognized the Membership Sustainability Committee, led by Chair Stephen Ponzillo. Stephen led the Membership Sustainability Committee to launch two community advisory teams, in Lakeland and Ocala. These teams are instrumental in building the visibility, influence and financial resources necessary for growth in Lakeland and Ocala.

The Properties Committee was recognized for their insight and oversight during hurricane recovery:

- Camps fully reopened on January 7, 2025 and have already served 8,000 plus Girl Scouts.
- Gratitude was given to the AmeriCorps Team that spent six weeks with us to help camp restoration.
- Prioritizing deferred maintenance, land management improvements, and building new community partnerships to increase resources for Camp Wildwood.
- Tampa Bay Water awarded GSWCF a mini-grant for \$8,800 for Camp Wai Lani Water Conservation Academy.
- GSWCF received \$316,126 from Juvenil Welfare Board for Wai Lani:
  - Cabin Safety Improvements - \$171,832
  - Waterfront Renovations - \$125,000
  - Emergency Camp Transportation - \$19,294
- Received \$80,000 from Hillsborough County for paving at Camp Dorothy Thomas.
- Yurt Village coming to Camp Indian Echo.

The Executive leadership, Board of Directors and Governance Committees are committed to improve all four Camps. GSWCF spends more than \$3.5 million a year to operate the camps and more community support is needed for these camps.

Fund Development Committee chaired by Nancy Hutson, led a successful Women of Distinction event in March. More than 600 people attended and \$236,700 was raised, exceeding the net goal of \$150,000.

Cami celebrated the Board of Directors for their giving of nearly \$490,000 over the last two years.

### **STATE OF THE COUNCIL – TREASURER’S REPORT:**

Treasurer Michelene Everett began with a report of the audited financials beginning October 1, 2023 through September 30, 2024:

- Our total net operating revenues were approximately \$10.5 million, which was a 22% increase from prior year. This included 33% more fundraising support and 21% increase in program revenue, which includes cookie revenue.
- Our total operating expenses, which include salaries and camp maintenance, came in at approximately \$10.67 million. This is a 5% increase from prior year, which reflects increasing costs across most operating expenses.
- We had a net increase of \$1.49 million dollars, which was mostly due to growing investments. This helped us offset our operating deficit of \$128,602. This keeps us on track with our goal to achieve no operating deficit by next year.



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- We ended the year with zero debt and 10.9 months in reserves. Girl Scouts USA encourages councils to stay above 9 months of reserves.
- In February of 2025, our auditors completed their audit of Fiscal Year 2023-2024 and reported an “unmodified opinion,” which means our audit was clean with no material weakness identified during the audit. Our auditors also reported that GSWCF is a healthy organization with sufficient cash flow, investments and growing revenue streams – but cautioned us on our reliance on cookie revenue.

**Good News Reported from Michelene:**

- Total revenue is higher than pre-Covid to include fundraising.
- Staff streamlined and cut expenses.
- Closer to staff compensation goal to be comparable to similar sized nonprofits in region.
- GSWCF has an excellent program expense ratio at 82% which includes
  - Camp operations and maintenance
  - Volunteer training, development and support
  - Member recruitment and support
  - Programs (signature, STEM, Life Skills, Outdoor, Entrepreneur, High Awards, Community Troops).
- Our Finance Committee includes a mix of experts in critical areas including: accounting, investments, insurance, banking, risk management, legal, building maintenance and construction, running a business and nonprofit management.

**STATE OF THE COUNCIL – CEO’S REPORT:**

**Mary Pat King presented priorities in the Future - Designing a Girl Scout Council that is resilient through any storm:**

- Expect more hurricanes.
- Focus on member engagement, renewal and K-3 recruitment
- Simplify volunteer experience
- Diversity revenue
- Improve financial systems

**Challenge #1: Hurricanes**

- The impact exceeded \$2 million
- Canceled programs and lower program revenue for four months.
- Membership recruitment halted for 6-8 weeks during peak season
  - 2,000 fewer Girl Scouts registered by cookie season.

**Solutions:**

- Insurance claims and grants
- Build for storm resiliency
- Program back-up plans
- Emphasize pre-September 15 recruiting

**Challenge #2: Too Reliant on Cookies**

- 75% of Council Revenue from Product Sales
- MY24 cookie costs increased substantially
- MY25 anticipated increase in cookie and reward costs (tariffs)
- Higher costs equals lower revenue returned for council

**MY25 Cookie Season Results**

- Celebration of girls who participated exceeded goals
- 2,000 fewer registered Girl Scouts at start of cookies resulting in lower participation.
- Consumer hurricane and financial fatigue
- More booths available, but often not filled
- Negative media attention nationwide
- 13% under budgeted goal (11% decrease in cookies compared to prior year).
- Extra inventory – 12,000 cases

**Solutions:**

- Examine all aspects of product programs to simplify volunteer experience and realize savings, while keeping the Girl experience at the forefront of decisions.
- Create a cross-departmental plan for supporting cookies
- Launch “Cookies for Good” and leverage media promotion for future membership growth and support
  - Pallets to school districts
  - Pallets to nonprofit partners
  - Pallets pledged by donors and sponsors to increase Gifts of Caring to:
    - Feeding Tampa Bay
    - Second Harvest of Central Florida
    - Support the Troops
- Diversity and grow revenue across council.
  - New partners and sponsors like Buccaneers, TECO and Baycare.

**Other Challenges:**

- Membership dues increase may impact:
  - Member and volunteer renewal/acquisition
  - Community troop funding
  - Future revenue streams (i.e. Programs, Retail, Cookies, Camp)
- Investments are in turbulent market
- Economic uncertainty cause increased expenses and challenges revenue streams.

**Solution:**

- Strengthen Our Connections:
  - Invest in member/volunteer engagement and renewal.
  - Nurture school and community partnerships
  - Steward donors and sponsors
  - Generate more influence, visibility and funding
  - Be sisters to every Girl Scout

Total membership loss of 16% during a 6-week hurricane halt to recruitment is now only 6.99% down and continuing to grow.

MY26 is already looking brighter. We are currently 39% ahead of where we were last year and 53% more Girl Scouts have renewed already.

**Mission Moment:** Several of the Girl Scout Advisory Board members came to the front to share their process of planning and designing CSA Week.

**Cami Gibertini Tribute:** Mary Pat ended the CEO Report by having a special moment to celebrate Cami and all she has done for Girl Scouts over her term as Board President. Cami then shared a personal message to the Council.

**INSTALLATION:** Girl Board Members Jaidyn and Hafsa conducted the installation ceremony. All newly elected Officers, Board members, Girl Board members and Board Development Committee, and National Council Delegates came up to be recognized.

Jaidyn and Hafsa reflected and shared about their experience as Girl Board members.

Deirdre Dixon, newly installed Board President shared her reflections and hopes for her term as Board Chair.

Deirdre recognized retiring members of the Board of Directors, Board Development Committee, and Area Chairs.

**Outgoing Board Officers:**

- Cami Gibertini, President
- Lynn Jackson Dorman, Vice President of Governance

**Outgoing At-Large Board of Directors:**

- Kelly Dunne
- Vanessa Jones
- Vinnie Vaughn

**Outgoing Girl Board Members:**

- Hafsa B.
- Jaidyn F.

**Outgoing Board Development Committee Members:**

- Chair, LaKendria Robinson
- Past Chair, Michelle Bonner
- Lisa McGlynn
- Jule Salem
- Laura Sokalski

**Outgoing Area Chairs:**

- Area J – Amber Van Denzen Suarez

Service Units that achieved 100% Delegate participation will be sent their certificates within the next week. Current Area chairs were celebrated.

**REDEDICATION:** Outgoing Girl Board members Jaidyn and Hafsa led us in the rededication ceremony.

**Girl Scouts Recognized:**

- Daisy Circle members recognized – In 2024, Daisy Circle contributed nearly \$60,000.
- Lifetime Members
- CEO Girl Advisory Board
- Media Girls
- Color Guards
- Counselors in Training and Camp Interns
- High Awards Recipients – Gold, Silver or Bronze

**In Memoriam:** A moment of silence was taken to remember past Girl Scouts or past Women of Distinction:

- Marshelle Alexander
- Caroline Brewer
- Sabrina Canty-Hart
- Jane Deel
- Deacon Raymond Dever
- Cynthia (Cyndi) Doramus
- John Charles Feaster
- Margarita Gonzalez
- Mandy Kerley
- Audrey Petersen
- Misty Sullender
- Richard “Ziggy” Zagrodnik

Class of 2025 was called to the front to be celebrated.

Cami encouraged the Council in their Girl Scout journey.

Cami passed the gavel to new Board President Deirdre Dixon and declared the meeting adjourned.

**ADJOURNMENT:** The meeting adjourned at 12:19pm.

Submitted by:

*Anna Langley*

Anna Langley, Director of Governance  
and Executive Affairs

April 28, 2025

Date

Approved by (if minutes written by  
someone other than officer provided in  
bylaws):



Stephen Ponzillo, Secretary, as  
designated by President, Deirdre Dixon  
Date: 5/6/25

Adopted by the Board in the meeting of  
May 20, 2025



Deirdre Dixon, President

May 20, 2025  
Date

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**2026 Proposed Slate of Nominees**

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**BOARD OF DIRECTORS**

**Member at Large, 2026-2028**

Starr Linette Brookins  
Erica Cavanaugh  
Whitney Fox  
Nancy Hutson  
Joanne LeBlanc  
Jule Salem  
Kelly Williams-Puccio

**Girl Member, 2026-2027**

Natalie Kossoff  
Shea Polley

**BOARD DEVELOPMENT COMMITTEE**

**Member at Large, 2026-2029**

Tiffany Bray  
Rebecca Holly Marshall  
Kalley Rocca

## 2026 Proposed Slate Biographies

### BOARD OF DIRECTORS

#### Member at Large, 2026-2028

##### **Starr Linette Brookins, Esq.**



Starr Linette Brookins is an award-winning first-generation attorney, fourth generation Tampa native, and a true servant leader who has excelled in the courtroom, inspired in the classroom, and made a true difference in the Tampa Bay community. Not only is Ms. Brookins a tried-and-true trial attorney serving as a Partner & Business Unit Leader at Kelley Kronenberg, she also serves as a Hearing Officer with Hillsborough County. Having seen firsthand how the justice system can favor the fortunate and forget the fragile, Ms. Brookins has worked diligently to instill faith and confidence in the justice system by extending respect and humility to all who appear before her as a Hearing Officer and ensuring that they all feel heard, while also ensuring fidelity to the

rule of law.

Ms. Brookins is a devoted community leader and public servant. Currently, she serves as Immediate Past President of the Hillsborough Association for Women Lawyers; Immediate Past Chair of the Young Women of Promise Committee and a Past Board Member of The Athena Society; Past Vice President of the Guardian Ad Litem Foundation of Tampa Bay/Hero to A Child; a Teen Court volunteer Judge; a member of Ybor City's Rotary Club; a Board Member of The Regent and Tampa Jewish Family Services; a past member of The University of Tampa's Board of Counselors; and a member of Sigma Gamma Rho Sorority, Inc.

Ms. Brookins is a single mother, after having adopted a teenager who spent much of her life in foster care; she is the proud mom to her fur baby, Franklyn Theodore. Ms. Brookins enjoys spending her free time exploring the world through travel, baking, running, taking Pilates classes, as well as motivating and mentoring young women particularly those at risk or in the child welfare system, and encouraging them to show up in every room as their authentic selves and seeing their true worth.

### Why Girl Scouts?

As a military brat, the GS instilled in me a sense of normalcy and belonging despite having to relocate every other year. GS was an extension of my family and I want to ensure that every girl and young woman has that possibility to explore her self and to be empowered to lean into her development and leadership, knowing that nothing is off limits for her. Please see attached a few patches from when I served as a GS, when my mom was my troop leader.

### **Erica Cavanaugh**

Erica Cavanaugh serves as Vice President of Client Experience at Raymond James, where she leads strategic initiatives that enhance the client journey across the organization. Over the past 15+ years, she has held senior roles in marketing and operations across financial services, strategic consulting, ecommerce, and technology.

Originally from Charleston, South Carolina, Erica carries a deep appreciation for heritage, community, and the responsibility that comes with opportunity. Erica is drawn to Girl Scouts because its mission of courage, confidence and character aligns directly with her belief in expanding access to opportunity for girls of every background.

Erica earned her Bachelor of Science from New York University Stern School of Business and her MBA from Northwestern University Kellogg School of Management. She has been recognized as a Tampa Bay Business Journal 40 Under 40 honoree and has served as an adjunct instructor at USF teaching strategic management and decision-making to undergraduate seniors.



## **Whitney Fox**



Whitney Fox is a communications strategist and advocate who believes the future of any community is shaped by how boldly we invest in its youngest members. A proud Tampa Bay native and mother of two young daughters, she has dedicated her career to expanding opportunity for women and children. She has led messaging strategy, media engagement, and public narrative campaigns on behalf of organizations dedicated to supporting working families, including serving as Director of Communications at Moms First, a national nonprofit championing paid leave and affordable childcare. She previously held leadership roles at Visit St. Pete/Clearwater and the Pinellas Suncoast Transit Authority, and in 2024 ran one of the most competitive Congressional races in the country, fueled by her belief that empowered families build stronger communities. She brings experience in governance, fundraising, strategic storytelling, and coalition-building to her board service.

Whitney often says she wishes she had been a Girl Scout growing up. Watching her oldest daughter, Everly, join as a new Daisy has made her commitment to the mission deeply personal. She has seen firsthand how the program builds something lasting in young girls: the confidence to speak up, the kindness to show up for others, and the pride of earning a badge or counting change at a cookie booth as they help fund a field trip to a local museum or supplies for Pet Pal Animal Shelter. She has watched shy, soft-spoken girls find their voices through conversations about kindness and what it means to be a good citizen and friend. As a mother of two young girls, Whitney believes fiercely in creating spaces where girls are equipped to lead, explore, and thrive. She is committed to helping ensure that every girl across West Central Florida is prepared not just to participate in her community, but to lead it.

**Nancy Hutson**

Nancy Hutson is the co-founder of Full Stop Productions, Inc. and Full Stop Costume Studio, Inc, producing live shows, experiences and brand activations and designing and building costumes for brands including Warner Bros., NBCUniversal, Disney, Norwegian Cruise Lines, and Dollywood. She previously held executive leadership roles at Busch Gardens Tampa Bay, United Parks and Feld Entertainment, leading award-winning entertainment and large-scale events. Nancy and her teams have produced many award-winning shows and events including KaTonga, Iceploration, Kinetix, Howl-O-Scream, and Christmas Town for Busch Gardens Tampa and as associate producer for Disney on Ice and Trolls the Experience for Feld Entertainment. She has traveled globally and worked with international performers and production teams. Nancy has a BLS from the University of Tampa and an MS in Hospitality Management from USF and continues to serve as an adjunct faculty member at the University of South Florida, teaching Event Management. A lifelong Tampa Bay resident, Nancy is deeply committed to community service, youth development, and philanthropy. She is a member of the Temple Terrace Arts Council, Tampa Scholarships, Inc , Leadership Tampa Alumni and Chair of the Temple Terrace Centennial Committee. She and her husband, Mark, live in Temple Terrace where they raised three sons, aptly names after the Three Musketeers!



Why Girl Scouts: Although I only had a brief opportunity to be Brownie, I was fortunate enough to know many Women of Distinction over the last 20 years and by attending functions and volunteer opportunities, became more and more aware of the unique and amazing opportunity Girls Scouting is. I thoroughly enjoyed my prior board experience and gaining further understanding of how I can make a difference in the organization. The chance to be a mentor and be a resource for young women and support the mission of courage, confidence and character is something I am very passionate about and proud to be a part of. These core values resonate with me, as I feel they would with any woman in leadership! I am being more selective about the volunteer opportunities that I share my time with, with GSWCF being a top priority for me for the foreseeable future.

**Joanne LeBlanc**

Joanne LeBlanc is a Vice President at Colliers, a commercial real estate firm, and specializes in representing tenants to secure office space or renew leases in the Tampa Bay region. Joanne has been at the firm since 2008 and was honored as Businesswoman of the Year by the Tampa Bay Business Journal in 2025.



Joanne loves the Girl Scouts because she is active in her daughter’s Brownie troop where they get to have incredible experiences such as sleeping at NASA under Space Shuttle Atlantis which has orbited the Earth on 33 missions!

**Jule Salem**



Jule spent her formative years in Sarasota, FL before moving to Tampa to attend the University of South Florida where she received her Bachelors in Finance followed by a Master’s in Business Administration from the University of Tampa. She currently serves as Managing Director of Salem Solutions, a nationally recognized workforce management firm that specializes in call center staffing.

While in Sarasota, she actively participated in Girl Scouts and 4-H. She enjoyed equestrian sports where she won numerous awards in hunt seat equitation and jumping.

After receiving her undergraduate and graduate degrees, Jule’s interest in pursuing a career in business continued to grow while serving as a finance and accounting leader for Coca-Cola, Hovnananian Enterprises, XPO Logistics and Vastec. In 2012, she set out to build Salem Solutions with a focus on her vision of humanizing call center staffing and delivering exceptional solutions to both the clients and candidates they serve.

Concurrent to her role at Salem, Jule serves as CFO for Enable America, a non-profit whose mission is to increase employment for Veterans and individuals with disabilities. She is also a Board Member of the City of Tampa Mayor’s Alliance for Persons with Disabilities, as well as a member of the University of Tampa, Board of Fellows, St. Jude Children’s Research Hospital, American Staffing Association, HR Tampa, Tampa Bay Chamber and Staffing Industry Analysts.

Jule lives in Tampa with her husband, Richard, and their two dogs, Riley and Lilly.

**Kelly Williams-Puccio**



Kelly Williams-Puccio retired from Publix Super Markets in 2024 after 44 years of service. She began her Publix career in 1979 while still in high school. She spent more than half of her career in Human Resources including several years as Director of Associate Relations. Most recently, she served as Executive Director of Publix Charities. Kelly has a B.A. in Business Management from Florida Atlantic University.

Kelly is a graduate of Leadership Lakeland and the recipient of Publix’s Mr. George Community Service Award, Junior Achievement’s Bronze and Silver Awards, United Way of Central Florida’s Outstanding Philanthropist Award, and Girl Scouts of West Central Florida’s Appreciation Pin, Honor Pin, Heart of Gold Award and Thanks Badge.

Kelly currently serves on the Board of Directors for Publix Charities, Girl Scouts of West Central Florida, and the Leadership Lakeland Alumni Association, and on the Advisory Board for the Learning Resource Center. She also volunteers with the United Way as Vice Chair for a Community Investment Team and as a Reading Pal, mentoring kindergarteners each week. Her previous volunteer roles with GSWCF includes Troop Leader, Service Unit Manager and Area Association Chair.

**Why Girl Scouts?**

Girl Scouts provides girls with an opportunity to learn new things and explore their interests in a fun, supportive environment. I am passionate about ensuring that those opportunities are available to girls in our area.

## Girl Board Members, 2026-2027

### Natalie Kossoff



Natalie Kossoff is a Girl Scout Ambassador from Pasco County, Florida, and a junior at J.W. Mitchell High School. A dedicated Girl Scout and emerging leader, she actively participates in her service unit, Beautiful Waters, and is passionate about supporting younger Girl Scouts and strengthening the organization through volunteer service and leadership.

Natalie has earned both the Girl Scout Bronze and Silver Awards and frequently volunteers at recruitment and community events, where she enjoys sharing the opportunities and experiences Girl Scouts provides. She is committed to representing the voices and perspectives of girls across the council and hopes to continue growing as a leader while contributing to the organization's mission.

In addition to Girl Scouts, Natalie is active in her school and community. She serves as a Quartermaster in her high school band, a leadership role responsible for supporting operations and logistics. She is also involved in the National Honor Society and National English Honor Society and participates in Taekwondo leadership training and church music ministry.

### **Shea Polley**

Shea Polley is a junior at Bloomingdale Senior High School, a third-generation Girl Scout and third-generation Gold Award Girl Scout. She recently completed her Girl Scout Gold Award through The S.H.E.A. Project—Sea Turtles, Healing, Empowerment, and Awareness—which combined sea turtle conservation education with pediatric healing, raising nearly \$5,000 and delivering 81 Shell Buddy Boxes to children in cancer survivorship and their siblings at the Children’s Cancer Center.

For the past four years, Shea has served as a Page and Messenger in both the Florida House of Representatives and the Florida Senate, where she developed a deeper understanding of civic leadership, public policy, and service. She is a NOAA Ocean Guardian Youth Ambassador, a Gulf Youth Ambassador, and a recipient of a Jane Goodall Roots & Shoots grant in support of her conservation efforts. Shea has also volunteered as a Junior Camp Counselor at the Florida Aquarium, where she shares her passion for sea turtles and marine conservation. For the past 10 years, she has personally celebrated April 12 as Florida Sea Turtle Day and has submitted a formal proclamation to Governor Ron DeSantis requesting that the date be officially recognized statewide. In summer 2026, she will represent Girl Scouts of West Central Florida as a National Delegate, further expanding her leadership at the national level.



SHEA POLLEY

At Bloomingdale Senior High School, Shea serves as President of the Best Buddies chapter, promoting inclusion and friendship for students with intellectual and developmental disabilities. She is also a member of the varsity lacrosse and swim teams, balancing athletics, leadership, and service with dedication and discipline.

### **Why Girl Scouts?**

My third-generation Girl Scout legacy has shaped who I am in ways I never could have imagined when I first put on my Daisy vest and sold my first box of cookies. I grew up hearing stories about my grandmother and mom, and then I got to create my own — from washing an elephant at a sanctuary to standing in Savannah, Georgia, where Girl Scouts began, feeling connected to something bigger than myself. Along the way, I made lifelong friends, learned independence through camping and travel, and discovered that leadership is about showing up, doing the work, and taking responsibility when something needs to happen.

Girl Scouting builds girls of courage, confidence, and character, who make the world a better place.  
4610 Eisenhower Blvd. Tampa, FL 33634 | 1-800-881-4475 | gswcf.org

Through earning badges, I've gained real-life skills in financial literacy, public speaking, environmental conservation in action, teamwork, and entrepreneurship. Setting a goal to sell 10,000 boxes of cookies taught me perseverance and the power of understanding that every "no" just means "next." Completing my Gold Award focused on sea turtle conservation and pediatric healing helped me find my passion and turn it into meaningful impact for others.

Most importantly, Girl Scouts taught me confidence. It taught me that my ideas matter, that my voice matters, and that young women can lead right now — not someday in the future. I want to serve on the Board because I believe girls deserve to see themselves represented at every level of leadership, and I am committed to helping create even more opportunities for girls to grow, lead, and thrive.

**BOARD DEVELOPMENT COMMITTEE**

**Member at Large, 2026-2029**

**Tiffany Bray**



Originally from Metro Detroit area of Michigan, Tiffany started her career in financial institutions directly exiting college. After a short while, she relocating to Florida and most recently in 2019 to Tampa with her husband and 3 daughters. While embracing her interest in finance and economics, she has spent 20 years working for large and small finance and insurance institutions in the Risk Management field. She has also grew her passion in the real estate industry helping individuals and families accomplish their home goals, as a Realtor and community outreach home advisor in the Tampa Bay Area. She has also been a Girl Scout mom and volunteer for the past 5 years. She kept the values she learned from being an early Girl Scout and continued community service engagement through the years.

I want to support the Girl Scouts of West Central Florida to continue my lifelong commitment to community service and connecting youth/families to resources. I'm passionate about helping shape programs that empower girls to become confident, engaged leaders in their own communities.

I'm also motivated by the chance to help expand access to leadership, financial literacy, and community building skills for girls across our region. These are the very same values that have shaped my own career in outreach and service. Serving on this committee would allow me to pour my experience, passion, and network into an organization that is already transforming the next generation of women leaders.

**Rebecca Holly Marshall, MD**

Dr. Rebecca Holly Marshall is the Medical Director of Primary Care at BayCare Medical Group and an experienced healthcare leader committed to improving community health and wellbeing. She brings expertise in clinical leadership, governance, and strategic planning.



Dr. Marshall holds a Bachelor of Science in Chemistry with a minor in Biology and earned her Medical Degree in Internal Medicine. In addition to her leadership role, she serves as the Internal Compliance Officer for BayCare Medical Group and contributes to several organizational committees focused on quality, best practices, and corporate responsibility.

She has extensive governance experience, including prior service on the Board of St. Anthony’s Hospital and leadership roles on multiple healthcare committees. Dr. Marshall was a Girl Scout in her youth and is passionate about supporting organizations that empower young people and promote health, leadership, and community engagement.

**Kalley Rocca**



Kalley Rocca is an employee benefits consultant and community leader based in Tampa Bay, with a strong passion for mentorship, leadership development, and service. She is actively involved in volunteer and board leadership roles that focus on building strong organizations and empowering future leaders. Girl Scouts resonates deeply with Kalley because it equips girls with confidence, decision-making skills, and a belief in their own potential at an early age, foundations she sees translate into lifelong leadership. Serving on the Board Development Committee is meaningful to her because it allows her to help strengthen the

organization behind the mission, ensuring Girl Scouts continues to develop capable, confident leaders for generations to come.



# 58th National Council Session Alert

January 2026

Dear delegates and alternates,

In July 2026, Girl Scouts from across our country and around the world will gather for the 58th National Council Session to conduct the important business of our Movement, using our democratic process to do so. For more than a century, delegates have come together to use their collective voices—to select leaders, discuss critical issues, and make decisions on topics which will shape the future direction of our Movement. The goal of the 58th National Council Session is to hold an inspiring, energizing gathering, where our discussions support our mission and strategy and help us align to bring the power of the Girl Scout Leadership Experience to more girls.

This 2023–2026 triennium, the National Board has invested heavily in our democratic process, conducting a Movement governance assessment with the support of the Movement Governance Advisory Team (MGAT). The group’s recommendations have shaped how the National Board engages with the National Council throughout the triennium. Together, we shaped the 2026–2029 Movement strategy and Vision 2030, which we shared during our June 2025 delegate engagement webinars, with recordings available on the [delegate website](#). We made bold decisions on the financial sustainability of our Movement at our first ever Special National Council Session. Most importantly, we spent time listening to each other and reflecting on critical research about what girls and families need—and those conversations have strengthened our decision-making.

While the benefits of technology mean we do not have to wait until our triennial convening to share our perspectives with each other, our in-person time has never been more valuable. The National Council Session Advisory Team (NCSAT)—composed of delegates, former delegates, and council leaders working on our collective behalf—has taken great care to review the discussion topics and proposals submitted, each considering what was urgent for the National Council to address now. This collective review was the foundation for their agenda recommendation for this NCS and for how to shape discussion topics throughout the triennium. This document outlines the discussion topics and proposals that will be held in

person at the 58th NCS and the council-originated submissions that were not placed on the agenda.

On behalf of the National Board, I want to express my thanks to the NCSAT and all councils who submitted items for consideration, provided feedback on council submissions, and are supporting the preparation of delegate education over the coming months. We are grateful to our National Council delegates and alternates for the time and thoughtful consideration you bring to this important Movement leadership role.

Collectively and collaboratively, I know that we will create a strong future for Girl Scouting.

Noorain F. Khan  
National President  
Girl Scouts of the USA

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## Executive Summary

Following the NCSAT's recommendation, the National Board has placed the following proposals and discussion topics on the 58th National Council Session (NCS) Agenda:

### Discussion Topics

1. Amplify Impact: Building Connection with Our Communities
2. Revolutionize Engagement: Girl Scouts Her Way

### Proposals (in alphabetical order by proposal title)

1. Girl Scout Highest Awards Solicitation of Contributions, submitted by Girl Scouts of Eastern Pennsylvania
2. Membership Dues and Procedures for Registration, submitted by Girl Scouts of Greater Chicago and Northwest Indiana
3. Preservation of Girl Scout Leadership Experience Relating to the Entrepreneurship Program, submitted by Girl Scouts of Kansas Heartland

To provide context around our Movement governance process and principles, this document includes a summary of the Movement Governance Advisory Team's (MGAT) governance recommendations.

The development of the NCS agenda is a collaborative process between council delegations and the National Board. The overview of the NCS Agenda Influencing Process explains how submissions were developed, submitted, and evaluated.

For each discussion topic, there are descriptions of the discussion. Delegates will receive information, provide input, and receive a "report back" from each discussion topic. For each proposal, you will find: The proposal itself, the rationale and assessment of the financial implications of the proposal provided by the originating council, the recommendation of the National Council Session Advisory Team, and the National Board's position on the proposal. Girl Scouts of the USA's Constitution requires the inclusion of the National Board's perspective on each proposal. The rationale for the discussion topics and proposals that were not placed on the agenda are also included.

During October and November 2025, delegates provided input on draft standing rules for our meeting. The latest version is included, along with a summary of the main changes made as a result of delegate input.

To enable delegates and alternates to plan, a schedule of delegate training and engagement opportunities is available on the Girl Scouts Delegate Website to support their preparation,

including registration links for the sessions. All sessions will be recorded and posted on the GSUSA Delegate Website.

In accordance with the GSUSA Constitution, the NCS Workbook and call to meeting will be mailed or delivered electronically not less than 60 days before the session. The NCS Workbook will include the slate of nominees for the National Board and National Board Development Committee, and the NCS meeting schedule.

## MGAT Governance Recommendations

Anticipating a need for a holistic governance assessment and to build on the findings from the *Democratic Voice and Delegate Voice* discussion topic during the 56th NCS, the National Board established MGAT to conduct a thorough assessment of Movement governance, specifically the National Council, and make recommendations to improve the effectiveness of our governance structure and practices. The feedback gathered from delegates through the 56th NCS discussion topic, as well as from delegate engagement sessions in April through August 2024, served as valuable input to MGAT's assessment.

The advisory team, made up of members from across the Movement, concluded that Girl Scouting is best served by optimizing its existing delegate based, representative governance model and focusing on ensuring Movement governance processes and tools align with future needs.

MGAT's recommendations aimed to optimize and improve Movement governance:

- 1. Engagement of the National Council (delegates and alternates) in decision-influencing and decision-making throughout the triennium, versus "once in a triennium" at a National Council Session (NCS).***

Recognizing that our National Council must be more agile and responsive throughout the triennium, National Council delegates need more frequent engagement to ensure access to information and an opportunity to give and receive feedback. A three-year delegate engagement cycle was developed including discussion opportunities between the National Council and the National Board and GSUSA management, as well as an annual, interactive State of the Movement webinar.

- 2. Communication and Partnership between the National Board and National Council***

Communication between the National Board and National Council must allow for two-way dialogue, enable delegates to make informed decisions for the good of our Movement, and provide an authentic opportunity for delegate decision-influencing.

### 3. *Clarity of Expectations for Delegates and of the Support They Can Expect from Councils and GSUSA*

Clear, consistent delegate and alternate position descriptions, recruitment processes, onboarding processes, and education support delegates in understanding their role as Movement leaders and the time commitment and training required, ensuring that they are as prepared and knowledgeable as each individual can be. The more consistent delegate support is across councils, the more consistent the National Council delegate experience will be.

### 4. *Support for Councils in Optimizing Core Governance Practices*

Recognizing that local councils have a critical role in Girl Scouts' interdependent governance model (Movement and local councils together), and that strong governance supports and collectively accelerates our Movement strategy, the team developed a fourth recommendation to support council governance. The team identified core governance practices, aligned to our shared council charters: Movement mindset, leadership partnership, and representation and accountability. To support these practices, the team recommended providing councils with a variety of tools and proven practices, which they may implement or adapt based on local needs and resources. The ability to tailor processes to support local circumstances is a strength of our federated model, which offers many examples of good practices to be shared.

These recommendations did not require constitutional changes and have been implemented by the National Board in collaboration with the National Council throughout the 2023–2026 triennium. They stemmed from a visionary goal to ensure that our Movement's governance fosters and sustains future growth. Success measures for each recommendation were established and will be monitored throughout this triennium and the next to assess impact and any need for further change.

While the outcomes of some initiatives cannot be thoroughly evaluated until a triennial cycle is complete, early indications are that delegate engagement and preparedness have been strengthened, as has the level of two-way communication and partnership between the National Council and National Board.

## **NCS Agenda Influencing Process**

MGAT was specifically tasked with considering feedback from the 56th National Council Session (July 2023) to recommend an optimal proposal process aligned with our Constitution. The 58th NCS Agenda Influencing Process was approved by the National Board in December 2024 and was shared with council leadership in January 2025 and delegates in February 2025.

## Desired Outcomes

1. Develop understanding among councils and delegates that decision-influencing (discussion topics) and decision-making (proposals) are equally important components of the agenda.
2. Ensure greater access and transparency in developing discussion topics and proposals.
3. Ensure National Council delegates are informed of the agenda influencing process and have an opportunity to participate through their council.

## Differences between Discussion Topics and Proposals

The National Council provides guidance to the National Board in two ways, through discussion topics and proposals.

### Differences between Discussion Topics and Proposals



**Discussion topics\*** are opportunities for delegates and alternates to influence **future National Board\*\*** or National Council action.

- Conversation(s) about topics important to the future of our Movement that enable us to get delegate input earlier
- Topics shaped by NCS Agenda Influencing Process, GSUSA, or National Board
- Held virtually throughout the triennium or at a National Council Session (NCS)
- Less structure, more input for future actions



**Proposals** are opportunities for delegates to deliberate and take **immediate** action through a vote

- Formal education and deliberation (hearing varied viewpoints) before taking action
- Submitted by the National Board or through the NCS Agenda Influencing Process by local councils
- The National Council must be formally "in session" to take action
- Decision-making is structured

\*Discussion topics fulfill delegates' role to give "guidance to the National Board upon general lines of direction of the Movement and program." - Article V., Sec. 2, GSUSA Constitution  
Alternate delegates (those prepared to serve should a vacancy occur) may participate in discussion topics; alternate delegates may not discuss or vote on proposals.

\*\*National Board uses decision influencing input gathered in discussion topics to inform decision making or to shape recommendations it provides to the National Council.

## Authority and Roles

The National Board has the authority to set the NCS agenda (*Blue Book of Basic Documents 2024*, Constitution of Girl Scouts of the USA, Article VI) guided by the principle that the agenda be of Movement-wide relevance and impact.

Councils, including delegates working through their councils in partnership with council leadership, have an important role in influencing the agenda by submitting and/or supporting discussion topics and proposals.

The National Board chartered the NCS Advisory Team ("NCSAT") to advise the board on submitted discussion topics and proposals for a regular National Council Session. The NCSAT,

comprising representatives from across the Movement, partners with councils to provide feedback on draft agenda items and to make agenda recommendations to the National Board. The NCSAT is also charged with advising on delegate education to prepare for National Council Sessions and evaluating the effectiveness of NCS convenings.

### 15% Council Submission Threshold

The Constitution states that proposals submitted to the National Board by at least 15% of chartered councils (17 councils in the current triennium)<sup>1</sup> shall be deemed by the National Board to “relate to matters which should properly be acted upon by the National Council” and shall therefore be placed on the agenda for the next NCS. Proposals that amend the GSUSA Constitution and discussion topics fall outside this requirement even if they are submitted by at least 15% of chartered councils. Placement of these items on the NCS agenda is at the discretion of the National Board.

### Delegate Education

Delegate input into formal National Council deliberations as well as delegate dialogue throughout the triennium is critical to sustaining effective and efficient governance. Education and training about the NCS agenda influencing process was shared directly with delegates via the delegate website, as well as by council leaders and delegate liaisons. An [on-demand delegate training video](#) was posted to the Girl Scout Delegate Website in February 2025, and councils were provided with resources to provide local training to their own boards and delegations.

### Four Steps to Submit NCS Agenda Items

A four-step process for discussion topic and proposal origination and review was used:

1. Open Comment and Collaboration Period (April 7–May 14, 2025)
2. Refining Final Drafts (May 15–30, 2025)
3. Final Submission (May 30, 2025)
4. Council Review and Support Period (June 1–June 30, 2025)

### Four-Step NCS Agenda Influencing Process

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<sup>1</sup> Girl Scouts of the USA Constitution, Article VI.1.b, *Blue Book of Basic Documents*, 2025.

**1 Open Comment and Collaboration Period** (*April 7-May 14*)  
Councils share, through a dedicated workspace, draft discussion topics and proposals for feedback and input from other councils  
Process enables:

- Identification of duplicative or operational agenda items
- Feedback from councils, NCSAT, & Board Office to enhance final submissions
- Identification of discussion topics and proposals that can be addressed outside of NCS 58

**2 Refining Final Drafts** (*May 15-30*)  
Originating Councils finalize submissions based on comments and collaboration from across the Movement and post to centralized portal

**3 Final Submission** (*May 30, 2025*)  
Originating councils submit final discussion topics and proposals. After this date, council-originated proposals may not be amended

**4 Council Review and Support Period** (*June 1-June 30*)  
Councils have 30 days to review discussion topics and proposals  
Councils indicate reaction for all submissions, with rationale, on a single survey, indicating:

1. Support putting the item on the agenda
2. Do not support putting the item on the agenda
3. No opinion

## Council Participation in NCS Agenda Influencing Process

The NCS Agenda Influencing Process was well received by councils and delegates for its increased transparency and accessibility to all councils.

Council participation in the Council Review and Support period was strong—69% of councils submitted Council Support Surveys by the June 30 deadline and a further 7% of councils submitted additional feedback after the survey deadline. The design of the survey, which allowed councils to indicate whether they supported, did not support, or had no opinion on whether to place an item on the agenda, provided data not available in previous triennia. This input was invaluable to the NCSAT and the National Board in its consideration of submitted agenda items. For future triennia, councils are strongly encouraged to fully utilize the “open comment and collaboration” as well as “refining final drafts” periods, as these steps provide the opportunity to get feedback on proposals as well as gather additional information which may better shape the proposal’s language in the final submission.

## NCSAT and National Board Review

The National Council Session Advisory Team carefully reviewed submitted proposals and discussion topics, along with the responses to the Council Support Surveys, providing guidance and recommendations to the National Board.

## NCS Advisory Team Review

The NCSAT recommended that discussion topics be future-focused and aligned to our Vision 2030 Movement Strategy's three strategic pillars: Revolutionize Engagement, Amplify Impact, and Secure Tomorrow. Many of the council-originated discussion topics and proposal submissions, while aligned to this framework, focused on operational issues better addressed by individual councils or through GSUSA management actions, rather than on the strategic questions facing our Movement. The NCSAT felt strongly that the National Council Session should focus its time together as a delegate body on conversations around strategic questions and matters of urgency and importance. The themes raised in many of the submitted discussion topics and proposals will be used to shape these conversations.

The NCSAT emphasized that the shift to triennium-long delegate engagement means that the 58th NCS is not the only time a discussion topic can be held with delegates. The NCSAT encouraged the board to continue to hold delegate engagement opportunities and discussion topics prior to, during, and following NCS to strengthen the implementation of our Movement strategy and achieve Vision 2030.

Some of the council-submitted proposals were noted as being highly operational by both the NCSAT and in the feedback shared by councils in the Council Support Surveys. In addition, some of the proposals were within the board's authority. Therefore, the NCSAT recommended that the board act on several of the proposals in advance of the 58th NCS to reserve time on the agenda for strategic and future-focused discussion topics.

The NCSAT thoroughly reviewed the proposals requiring constitutional amendments and the input received from councils through the Council Support Survey. They found that none of these proposals addressed urgent, Movement-wide issues. The themes raised in many submissions did connect to the three pillars of Vision 2030 strategy, and the NCSAT recommended that delegate input to inform future action through discussion topics—either during NCS, or at other points in the triennium—would be a more valuable use of delegate time and input.

## National Board Review

The National Board reviewed the submissions of all councils, the Council Support Survey input, and the NCSAT recommendations. Under the GSUSA Constitution, the National Board has the responsibility for the NCS agenda. The board looked at the agenda holistically, taking the most pressing needs of the Movement into account when determining the highest priority agenda items. The National Board can also generate proposals or discussion topics to gather more delegate input or to prompt delegate action on a critical issue. At this time, the National Board is not placing any board-originated proposals on the NCS agenda.

## Board Action on Submitted Proposals

The National Board can also respond to delegate feedback, partner with the councils submitting proposals, and decide to take action on a proposal in advance of the National Council Session. The National Board aligned with the NCSAT's guidance that where there was strong support for a proposal across the Movement, the board should consider partnering with the submitting councils to take action. This enables the National Council to focus its time at NCS on agenda topics where delegate deliberation is needed to take action or where discussion will inform future Movement strategy and action.

Through collaboration with the councils submitting proposals, the board determined that taking action on two of the council-submitted proposals in advance of NCS was in the best interest of the Movement and an efficient and effective National Council Session. The National Board welcomes this collaboration with councils and the opportunity to efficiently address proposals that have broad support from our Movement, are aligned with Movement strategy, and are appropriate for proactive action.

## National Board Approval

The National Board approved the 58th NCS Agenda, including two discussion topics designed to gather delegate input on Vision 2030 and three proposals that were submitted by at least 15% of chartered councils.

## The Agenda

### Discussion Topics

The National Board agreed with the NCS Advisory Team's recommendations that time at NCS be focused on strategic questions which have Movement-wide impact. The board also welcomed the NCSAT guidance, aligned to the Movement Governance Advisory Team recommendations, that they maintain the cadence of delegate engagement throughout the triennium—identifying topics of importance to the Movement where delegate input will strengthen our strategy and its execution.

### Discussion Topic Prior to the 58th NCS

#### *Secure Tomorrow*

Noting the number of discussion topics and proposals suggested by councils that related to funding our Movement, the National Board held delegate webinars for the first discussion topic on the Secure Tomorrow pillar of Vision 2030 in December 2025. Themes related to securing tomorrow were raised during the membership dues conversations in the fall of 2024, when delegates asked the board to explore all sources of revenue, and in the following council-originated discussion topics and proposals.

- A New Vision for Girl Scout Philanthropy
- Hardship Relief for Councils
- How GSUSA can Help Troops Diversify Revenue Streams
- Revenue Sharing from Licensing Royalties
- Girl Scout Highest Awards Solicitation of Contributions
- Membership Dues and Procedures for Registration
- Preservation of Girl Scout Leadership Experience Relating to the Entrepreneurship Program

The December 2025 discussion topic webinars gathered delegate input on GSUSA’s licensing and philanthropy strategies in support of Vision 2030. Delegates provided valuable feedback that will inform these strategies going forward. After the sessions, GSUSA shared additional information on these efforts in response to the discussion. The board will continue to evaluate opportunities throughout the triennium where additional discussion topics on Securing Tomorrow will support our shared work.

#### Discussion Topics Placed on the 58th NCS Agenda

Two discussion topics were placed on the NCS agenda—*Revolutionize Engagement: Girl Scouts Her Way* and *Amplify Impact: Building Connections with Our Communities*. Prior to being together in Washington, DC, delegates and alternates will engage in two different discussion topics held in a “series” of multiple sessions to build understanding and share input, with the discussion evolving from session to session. Both discussion topics will also continue at the in-person 58th National Council Session. Discussion topics, as recommended by the Movement Governance Advisory Team, are an important decision-influencing process for National Council delegates, which include the sharing of information, the opportunity for inquiry about the topic and then, after the sessions, reporting back to delegates on how the input is influencing future actions (information + inquiry + reporting back = decision influencing). At each of the discussion topic sessions leading up to and during the National Council Session, delegates will learn more about the work underway at GSUSA and in partnership with councils, and provide real-time input to shape our next steps as we deliver on [Vision 2030](#).

#### **A. *Revolutionize Engagement: Girl Scouts Her Way***

This discussion topic engages the delegate body in critical Movement conversations about “why and how” we need to evolve the ways girls and families can increase access to Girl Scouting for all girls. Councils originated multiple discussion topics and proposal ideas that addressed themes about how we attract and retain members. The board, with input from the NCSAT and GSUSA management, has incorporated these themes into a discussion topic, including themes from the following council-originated agenda items:

- Amending the Credentials Section to Allow Girls Age Five to be Members Discussion Topic
- Proposal to Establish a National Pilot for Daisy Sprouts

When delegates discussed our Movement strategy in the summer of 2024, they shared related feedback on supporting families, girls, and volunteers. This discussion topic will build from those sessions. During this discussion topic, we will share research findings on how current and prospective families want to see our offerings develop, discuss how we can make joining and staying in Girls Scouts easier, collect input to influence national pilot programs, and inform a robust discussion at NCS of how we revolutionize engagement to ensure a thriving future for our Movement.

### ***B. Amplify Impact: Building Connections with Our Communities***

The National Board and NCS Advisory Team agreed that the discussion topics and proposals suggested by councils raised important questions about inclusivity, how we live our Girl Scout values, and how we ensure that we are welcoming to all girls and their families. The National Board, working in collaboration with GSUSA management, crafted a discussion topic that allows delegates to address these topics holistically and comprehensively. Agenda item ideas submitted by councils that align to the *Amplify Impact* discussion topic include:

- Advancing Inclusivity Discussion Topic
- Inclusivity in Girl Scouting Discussion Topic
- Proposal to Amend the Preamble of the Constitution to Add ‘Inclusivity’ to ‘Diversity, Pluralism, and Anti-Racism’
- Proposal to Expand the Definition of Girl Scout in the Membership Requirements Section of the Credentials

At the same time, in response to delegate input into the Movement strategy discussions throughout 2024, we know that communicating the value of the Girl Scout experience to today’s families is a priority. This discussion topic will explore what we have learned families—including families already involved and those yet to join—are seeking from their experience with us and where consistency and flexibility enhance it; discuss how our Girl Scout values underpin that experience and where this may create unintended barriers; and what support our members need to promote and deliver the Girl Scout experience in their communities.

### **Discussion Topics Not Placed on the 58th NCS Agenda**

While the *Establishing a National Girl Trust Index* and *GSUSA Alumni Engagement* discussion topics have not been placed on the 58th NCS Agenda as submitted and are not strongly connected to the *Revolutionize Engagement* and *Amplify Impact* discussion topics, the National

Board will continue to evaluate opportunities to discuss the themes raised in them with the National Council throughout the triennium.

## Proposals

The National Board evaluated all council-submitted proposals, informed by NCSAT guidance as well as feedback provided by councils and delegates via the Council Support Surveys. Five proposals were submitted by at least 15% of chartered councils. Three of these proposals have been included on the 58th NCS Agenda, and two have been addressed through National Board action. Informed by feedback provided by delegates, the Council Support Surveys, and the NCS Advisory Team, the National Board determined that the other proposals submitted by councils did not address urgent issues facing the Movement that necessitated discussion at the 58th National Council Session.

### Proposals Addressed by Board Action

Aligned with the NCSAT's recommendation, the National Board determined that the following proposals had strong support across the Movement and that the Movement would benefit from action ahead of the National Council Session. The National Board partnered with the submitting councils to ensure that its action supported the intent of the council-submitted proposal and addressed the concerns raised by councils in the Council Support Surveys. In both instances, the submitting councils agreed that the board's action sufficiently addressed the intent and concerns raised by the proposal and chose to withdraw the submission. Because the board will take action to implement the following proposals in advance of NCS, they will not be placed on the 58th National Council Session Agenda.

The National Board welcomes this collaboration to address council concerns in a manner that allows us to collectively use our National Council Session as efficiently and effectively as possible.

#### **A. Establishment of a National Pilot Program for Daisy Sprouts**

##### **Submitted by Girl Scouts of Western New York**

This proposal directed the establishment of a pilot for a Daisy Sprout program for pre-Kindergarten youth ages four to five. The pilot process will evaluate existing Pre-K programs within and beyond the Movement to develop council pilots for Pre-K girls and families. Councils who opposed the proposal's inclusion on the agenda were concerned with two main issues: That the proposal was operational and as such it did not require National Council deliberation and that required participation in the pilot or a national program could negatively impact their capacity to deliver existing programming. As participation in the pilot would be optional and the data gained from the pilot will inform any potential future programming, the

National Board agreed that data from a pilot would be beneficial to the Movement to inform future decisions on programming.

The National Board took action to request that GSUSA staff, in partnership with councils, establish a national Daisy Sprouts pilot.

**B. Task Group to Research Equity in Distribution of GSUSA Gold Award Scholarships and to Look into Other Types of Scholarships That Could Be Available to Girl Scouts**

**Submitted by Girl Scouts of Greater Chicago and Northwest Indiana**

This proposal directed the establishment of a task group of volunteers and staff charged with examining the current criteria for GSUSA Gold Award scholarship distribution and making recommendations for an equitable distribution structure, and to research and develop other scholarship opportunities. The board will establish a Task Group that builds on GSUSA's current four-year Gold Award scholarship research study to make recommendations for any evolution or changes to the current scholarship system and search engine before the 2029 NCS. Councils who opposed the proposal's inclusion on the agenda were concerned with two main issues: that the proposal was operational and as such did not require National Council deliberation, and that the potential findings of the Task Group could negatively impact the GSUSA Gold Award scholarship program. As the Task Group would analyze data from the current research study and would include representation from diverse community members from across the Movement, the board felt confident that the Task Group's recommendations would be informed by rigorous data analysis and diverse perspectives, providing valuable input into future program planning.

The National Board took action to request that GSUSA staff, in partnership with councils, establish the GSUSA Gold Award Scholarship Task Group.

*Proposals Placed on the 58th NCS Agenda*

**A. Girl Scout Highest Awards Solicitation of Contributions**

**Submitted by Girl Scouts of Eastern Pennsylvania**

*List of all councils that submitted this proposal is posted on the [delegate website](#).*

**Proposal**

To amend the Policies of GSUSA as follows: Update the first paragraph of the Solicitation of Contributions part of the Policies section of the *Blue Book of Basic Documents* on page 20 by inserting the bolded, green wording and deleting the strike-through text as follows:

Current Wording	Proposed Amendment	If adopted, will read
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<p>Adult members in their Girl Scout capacities may not solicit financial contributions for purposes other than Girl Scouting. Adults may engage in combined fundraising efforts authorized by the Girl Scout council and in which the local council is a beneficiary. Girl members may not engage in any direct solicitation for money except for Girl Scout Seniors and Ambassadors, who may solicit philanthropic donations to their councils of cash or in-kind goods for Girl Scout Gold Award projects, provided they have secured prior written permission from their council's Chief Executive Officer, Chief Development Officer, or their designee.</p> <p>In addition, girls must abide by their own council's policies and procedures with regard to this matter.</p>	<p>Adult members in their Girl Scout capacities may not solicit financial contributions for purposes other than Girl Scouting. Adults may engage in combined fundraising efforts authorized by the Girl Scout council and in which the local council is a beneficiary. Girl members may not engage in any direct solicitation for money except <del>girl members for Girl Scout Seniors and Ambassadors</del> <u>girl members for Girl Scout Seniors and Ambassadors</u> who may solicit philanthropic donations to their councils of cash or in-kind goods for Girl Scout <u>Bronze, Silver, and Gold Award</u> projects, provided they have secured prior written permission from their council's Chief Executive Officer, Chief Development Officer, or their designee.</p> <p>In addition, girls must abide by their own council's policies and procedures with regard to this matter.</p>	<p>Adult members in their Girl Scout capacities may not solicit financial contributions for purposes other than Girl Scouting. Adults may engage in combined fundraising efforts authorized by the Girl Scout council and in which the local council is a beneficiary. Girl members may not engage in any direct solicitation for money except girl members may solicit philanthropic donations to their councils of cash or in-kind goods for Girl Scout Bronze, Silver, and Gold Award projects, provided they have secured prior written permission from their council's Chief Executive Officer, Chief Development Officer, or their designee.</p> <p>In addition, girls must abide by their own council's policies and procedures with regard to this matter.</p>
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**Rationale Submitted by Originating Council**

*What is the issue the discussion topic or proposal is trying to address?*

Currently, only Girl Scout Seniors and Ambassadors may request donations for their Gold Award projects, excluding Silver and Bronze Awards. This restricts access to resources that could support meaningful community partnerships and limits the potential impact of Highest Award projects.

This proposal specifically expands access to those working on a Highest Award (Bronze, Silver, or Gold Award). This preserves important safeguards around solicitation while broadening the accessibility of our Highest Awards.

*Are there other ways to address this issue?*

Some councils might have created local exceptions or workarounds, but a unified national policy would help ensure fairness, reduce confusion, and eliminate barriers for all Girl Scouts eligible to achieve the Highest Award.

This proposal aims to level the playing field by giving all Girl Scouts working towards their Highest Awards equal opportunity to partner with their communities and secure the support needed for impactful, long-lasting projects.

*How does this proposal improve Movement governance or policy? OR How does this discussion topic inform Movement strategy?*

This proposal improves the Movement's policy by increasing equity and accessibility for all Higher Award project execution. It helps to empower all eligible Girl Scouts with the same tools to execute meaningful, well-resourced projects (while maintaining council oversight).

*Does this agenda item have Movement-wide significance? Does it apply to all councils?*

Yes, this will apply to all councils and help enhance consistency in the implementation of Highest Awards across the country. This would create a clear national standard that maintains required council oversight to safeguard against the risk of over-solicitation.

Additionally, this could potentially lead to a positive Movement branding by increasing the visibility and possible impact of the Highest Awards. This could help enable more ambitious, visible, and high-impact projects at *all* Highest Award levels. Bronze and Silver Award projects with access to appropriate funding have the potential to elevate the visibility and value of Girl Scouting across communities.

*Is this agenda item time-sensitive? What happens if it is not addressed at NCS 58?*

Yes, many girls plan and begin their Higher Awards year-round. Clarifying this policy at the 58th NCS would ensure that future Girl Scouts interested in pursuing the Bronze and Silver Awards are fully supported in delivering projects that reflect the values and mission of Girl Scouting.

Without updated national guidance, Bronze and Silver Award candidates may continue to face barriers to success.

**Financial Impact Statement Submitted by Originating Council**

There is no direct financial cost to councils or the national organization. Allowing more girls to seek approved contributions could lead to increased community engagement and potentially greater visibility for Girl Scouts in local communities. Councils would continue to monitor and approve fundraising, mitigating the risk of over-solicitation to donors.

This change could lead to increased community engagement and visibility of Bronze, Silver, and Gold Award projects, while maintaining donor trust and mitigating the risk of over-solicitation.

**Recommendation of the NCSAT**

The NCSAT recommended board action on this proposal in advance of the 58th NCS.

**Recommendation of the National Board**

The National Board carefully reviewed input from the council support survey and concluded that while the proposal had a lot of support from across the Movement, there are also many councils concerned that this policy change would create significant administrative burdens which could divert staff time from efforts to support and grow membership, as well as create volunteer confusion about when money earning or fundraising rules applied. Therefore, the board remains neutral on this proposal and welcomes the opportunity to learn more from delegate education and deliberation.

**B. Membership Dues and Procedures for Registration**

**Submitted by Girl Scouts of Greater Chicago and Northwest Indiana**

*List of all councils that submitted this proposal is posted on the [delegate website](#).*

**Proposal**

To amend the Credentials Section of the Blue Book of Basic Documents, Membership Dues and Procedures for Registration as follows:

Current Wording	Proposed Amendment	If adopted, will read
The National Board of Directors must obtain approval from the National Council whenever a planned dues increase will result in dues increasing more than a total of 25% in any one triennium.	The National Board of Directors must obtain approval from the National Council whenever a planned dues increase will result in dues increasing more than a total of <del>25</del> 15% in any one triennium.	The National Board of Directors must obtain approval from the National Council whenever a planned dues increase will result in dues increasing more than a total of 15% in any one triennium.

**Rationale Submitted by Originating Council**

1. *What is the issue the discussion topic or proposal is trying to address?*

25% of the upcoming \$65 dues is a much larger dollar amount than was 25% of the \$25 dues amount when this was first proposed in 2020.

2. *Are there other ways to address this issue?*

The issue of limiting the dues increases within each triennium gives the National Board the opportunity to react to financial conditions without consulting the National Council, however when this proposal was created, we could not have predicted the level of dues increase needed to make our national organization whole. The thoughtful and robust discussions and debate which resulted from the Special Session allowed the National Council and the National Board to reach an agreed-upon dues increase, and those discussions should happen regularly.

Discussions such as this are essential to maintain the partnership between the National Board and the National Council, and therefore should happen on a regular basis, potentially at every National Council Session, if needed. Amending the 25% level to 15% we feel allows enough leeway for the National Board to keep up with inflation, while reinforcing the importance of the National Council in making the tougher decision should another large increase in National Dues be necessary.

3. *How does this proposal improve Movement governance or policy? OR How does this discussion topic inform Movement strategy?*

Membership Dues increases should be reasonable and gradual to keep pace with inflation. Large dues increases would be best appropriately debated by the membership.

4. *Does this agenda item have Movement-wide significance? Does it apply to all councils?*

Yes. And Yes

5. *Is this agenda item time-sensitive? What happens if it is not addressed at NCS 58?*

Yes, this saves the additional cost of holding another Special Session, while moderating the level of dues increase the National Board can impose between sessions of the National Council.

### **Financial Impact Statement Submitted by Originating Council**

This proposal revises the guardrails on the National Board to increase dues without consulting the National Council but would also allow for robust discussion on finances and membership dues at each triennial National Council session as needed.

### **Recommendation of the NCSAT**

The NCSAT, while not indicating agreement with the proposal's intention, recommended that the National Board consider taking action in advance of NCS. The NCSAT did, however, recognize that the board may not be able to take such action given its fiduciary duties.

### **Recommendation of the National Board**

The board does not recommend adoption of this proposal. The National Council already debated and took action on this matter at the 2020 National Council Session, where the 25% dues increase threshold was set. At that same NCS, in partnership with the NCS Advisory Team and its Dues Sub-Group, the National Council passed related proposals for a dues-setting process that would best meet the needs of our Movement and the girls we serve. These proposals clarified the shared responsibility for setting membership dues by the National Board and National Council, and established requirements for the National Board to seek delegate and council input prior to any membership dues increase. These measures codified the National Board's commitment to seeking input from councils and delegates on the scope and purpose of any potential membership dues changes, and to report back to delegates and councils on their decisions and their impact.

The board demonstrated its commitment to the spirit and letter of these requirements when, in 2024, it undertook extensive engagement with delegates and councils on our Movement strategy and how it should be funded. The board has continued these discussions through the *Secure Tomorrow* discussion topic held in December 2025 and subsequent report backs to delegates.

As financial stewards and fiduciaries of the organization, with responsibility to act on the Movement's behalf, the National Board must retain the authority to make economic decisions on behalf of the organization informed by delegate input to address the circumstances at the time. Dues increases are only contemplated after careful consideration of the need and impact. The National Board believes that the existing threshold set by the National Council in 2020 remains appropriate and that reducing that limit would unnecessarily hinder the organization's ability to meet future challenges.

### **C. Preservation of Girl Scout Leadership Experience Relating to the Entrepreneurship Program**

#### **Originated by Girl Scouts of Kansas Heartland**

*List of all councils that submitted this proposal is posted on the [delegate website](#).*

#### **Proposal**

To amend the GIRL SCOUT TRADEMARK section of the *Blue Book of Basic Documents* as follows:

**Policies of Girl Scouts of the United States of America**

**Endorsements/Trademark/ Marketing/Internet Sales**

Current Wording	Proposed Amendment	If adopted, will read
<p>GIRL SCOUT TRADEMARK</p> <p>Every product sold in connection with a Girl Scout council-sponsored product sale shall bear the Girl Scout name and service mark, either on the product or on its packaging. Every item bearing any of the registered Girl Scout names, logos, or marks purchased or developed for resale,<sup>2</sup> including items to be sold in council-sponsored product sales, shall be purchased (1) from a GSUSA-licensed vendor, (2) from Girl Scout Merchandise, or (3) produced with prior approval from GSUSA when items are not readily available from a licensed supplier. Every item bearing the Girl Scout name and service mark, including items for resale or non-resale<sup>3</sup> by councils, shall conform to the Girl Scout Brand Standards published by GSUSA. Items used for both resale and non-resale shall adhere to the stipulations stated above for resale items.</p>	<p>GIRL SCOUT TRADEMARK</p> <p>Every product sold in connection with a Girl Scout council-sponsored product sale shall bear the Girl Scout name and service mark, either on the product or on its packaging. Every item bearing any of the registered Girl Scout names, logos, or marks purchased or developed for resale,<sup>2</sup> including items to be sold in council-sponsored product sales, shall be purchased (1) from a GSUSA-licensed vendor, (2) from Girl Scout Merchandise, or (3) produced with prior approval from GSUSA when items are not readily available from a licensed supplier. Every item bearing the Girl Scout name and service mark, including items for resale or non-resale<sup>3</sup> by councils, shall conform to the Girl Scout Brand Standards published by GSUSA. Items used for both resale and non-resale shall adhere to the stipulations stated above for resale items.</p>	<p>GIRL SCOUT TRADEMARK</p> <p>Every product sold in connection with a Girl Scout council-sponsored product sale shall bear the Girl Scout name and service mark, either on the product or on its packaging. Every item bearing any of the registered Girl Scout names, logos, or marks purchased or developed for resale,<sup>2</sup> including items to be sold in council-sponsored product sales, shall be purchased (1) from a GSUSA-licensed vendor, (2) from Girl Scout Merchandise, or (3) produced with prior approval from GSUSA when items are not readily available from a licensed supplier. Every item bearing the Girl Scout name and service mark, including items for resale or non-resale<sup>3</sup> by councils, shall conform to the Girl Scout Brand Standards published by GSUSA. Items used for both resale and non-resale shall adhere to the stipulations stated above for resale items.</p>
<p><sup>2</sup> “Resale” is defined as any item resold or given away in connection with an event for which a fee, price, or admission is paid.</p>	<p><u>GSUSA, along with its alliances and relationships with corporations and businesses, shall not sell, license or otherwise provide for sale any food product</u></p>	<p>GSUSA, along with its alliances and relationships with corporations and businesses, shall not sell, license or otherwise provide for sale any food product</p>

<p>This includes, but is not limited to, product sales.  <sup>3</sup> “Non-resale” is defined as any item provided, consumed, or used for the promotion and delivery of Girl Scouts program. This includes items given as donor recognitions.</p>	<p><u>bearing the Girl Scout name or service mark when related to the flavors, branding, or likeness of Girl Scout Cookies during the designated entrepreneurship program sales period of any Girl Scout council.</u></p> <hr/> <p><sup>2</sup> “Resale” is defined as any item resold or given away in connection with an event for which a fee, price, or admission is paid. This includes, but is not limited to, product sales.  <sup>3</sup> “Non-resale” is defined as any item provided, consumed, or used for the promotion and delivery of Girl Scouts program. This includes items given as donor recognitions.</p>	<p>bearing the Girl Scout name or service mark when related to the flavors, branding, or likeness of Girl Scout Cookies during the designated entrepreneurship program sales period of any Girl Scout council.</p> <hr/> <p><sup>2</sup> “Resale” is defined as any item resold or given away in connection with an event for which a fee, price, or admission is paid. This includes, but is not limited to, product sales.  <sup>3</sup> “Non-resale” is defined as any item provided, consumed, or used for the promotion and delivery of Girl Scouts program. This includes items given as donor recognitions.</p>
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**Rationale Submitted by Originating Council**

1. *What is the issue the discussion topic or proposal is trying to address?*

Girl Scout youth participating in the Entrepreneurship Program, as an element of the acclaimed Girl Scout Leadership Experience, are experiencing undue competition from GSUSA and their relationship with corporations and businesses. GSUSA is receiving royalties from food products sold by retailers during the same time period as Girl Scout youth are selling products as a part of the Entrepreneurship Program. Girl Scout youth are put into situations with consumers whereby the youth are expected to answer questions or respond to comments about Girl Scout cookie-inspired products and the cost comparison to Girl Scout cookies.

Girl Scout councils and their established alliances with businesses in local jurisdictions are experiencing competition from GSUSA and their relationship with corporations and businesses when Girl Scout cookie-inspired food products are promoted, especially during the Entrepreneurship Program sale.

GSUSA is not upholding the guiding principles of cause-related marketing (*Blue Book*, page 19) which includes “• program activities will be enriched; and • the integrity and financial well-being of GSUSA and Girl Scout councils will be maintained or enriched”.

GSUSA is receiving financial gain by producing commercial competition with the girl entrepreneurship program to the detriment of the girl program and councils, and GSUSA is reducing the financial well-being of the councils through competition of Council’s local marketing partnerships. GSUSA’s commercial competition is not upholding the Girl Scout Law as it is not fair or being a sister to the girls or councils. Furthermore, the competition from GSUSA creates barriers to Councils for meeting the CRITERIA AND STANDARDS FOR AN EFFECTIVE GIRL SCOUT COUNCIL (*Blue Book*, Mission Delivery, Standards 1 and 3, page 29) as the Girl Scout Leadership Experience positive girl outcomes are diminished, and creates barriers to meeting the needs and interests of girls in the jurisdiction.

2. *Are there other ways to address this issue?*

An alternative way to address this issue is for Girl Scouts of the United States to provide an equal revenue share of royalties gained through cookies and other food products to councils, so councils can meet the needs of the girls. The royalties could be divided equally by the total number of councils participating in the entrepreneurship program plus GSUSA. Consumers currently have a misperception that they are contributing to local Girl Scouts when purchasing Girl Scout cookie flavor-inspired products.

3. *How does this proposal improve Movement governance or policy? OR How does this discussion topic inform Movement strategy?*

This proposal strengthens policy by protecting the financial stability of individual councils while fully promoting the Girl Scout Leadership Experience.

[This] is directly related to the Movement strategy of financial stability for GSUSA and all councils.

4. *Does this agenda item have Movement-wide significance? Does it apply to all councils?*

This proposal has Movement-wide significance as it protects the Girl Scout Leadership Experience provided locally through the Entrepreneurship Program.

5. *Is this agenda item time-sensitive? What happens if it is not addressed at NCS 58?*

This proposal needs to be addressed at the NCS 58 as council financial stability has been greatly impacted due to the GSUSA membership dues increases for which councils are paying financial assistance for girls to participate in Girl Scouting while trying to maintain quality Girl Scout Leadership Experience programs; GSUSA continues to increase the commercialized competition

for girl cookie, nut and candy sales; national consumer trends include lowered cookie and snack sales as a part of what is referred to as the “Ozempic Effect” for weight-loss; and girls at cookie booths have to provide customers the reason why purchasing a package of Girl Scout cookies is more beneficial than purchasing a cookie-inspired product.

### **Financial Impact Statement Submitted by Originating Council**

The potential financial impact to GSUSA and councils has not been determined and cannot be projected as increased details of royalty agreements have not been made public.

GSUSA’s 990 through 9/30/2023 indicated \$10,353,004 in royalties received during the fiscal year and commission expenses of \$1,038,901. The 990 through 9/30/2022 indicated \$10,579,898 in royalties received. The 990 through 9/30/2021 indicated \$9,605,776 in royalties received. There is no break-out of what royalties are secured through food related products or sales occurring specific times of the year.

The financial impact on councils is directly related to reduced/strained local partnerships and the reduction in girls’ product sales. This financial impact is difficult to quantify across all councils.

An actual example of future potential negative financial impact to a local council is through competition created by the national partnerships with Andy’s Frozen Custard and Wendy’s for frozen ice cream shake products. The direct competition is with a local partnership where Thin Mint cookies are purchased from the council and are used in a restaurant shake. The competing national partnerships resulted in lowered local restaurant sales contributing to future lowered cookie sales through the council and reduced local Girl Scout marketing. The national competition also created ill-will that the council had to navigate by detailing the partnership entered into by GSUSA.

### **Recommendation of the NCSAT**

The NCS Advisory Team considered this an operational proposal related to complex contract law which would require significant delegate education to ensure that delegates were able to make informed decisions during the NCS. The NCS Advisory Team did not recommend placement on the 58th NCS Agenda.

### **Recommendation of the National Board**

GSUSA is committed to ensuring financial stability for our Movement. This includes supporting our entrepreneurial programs, which largely generate the revenues that support local Girl Scout troops and councils *and* National licensing product revenue that fund national program resources, which in turn are used to support the Movement overall.

The proposal would jeopardize the cookie and fall product programs, negatively impacting each council, Girl Scouting's brand strength, and ultimately the Movement the proposal seeks to protect.

In making its recommendation, the National Board carefully reviewed the Council Support Survey and the recommendation of the NCS Advisory Team. The council survey revealed that more councils opposed the proposal's inclusion on the NCS agenda than supported it (the proposal did meet the minimum number of votes requiring it to be addressed at or in advance of on the NCS agenda).

Given these and other legal and economic risks detailed below, the board opposes the proposal.

There are several consequences to restricting licensing, but perhaps the most damaging, is that it weakens our Movement's ability to stop others from profiting from our valuable Girl Scout name, including cookie trademarks.

Limiting trademark licensing creates perceived gaps in the marketplace that invite copycats and infringers to exploit "unclaimed" product categories. By remaining active in multiple product categories, including food and beverage, GSUSA preserves the strength and enforceability of its trademarks. Through licensing, GSUSA has extended its rights beyond cookies, allowing us to challenge infringers in adjacent food categories and prevent misuse of our iconic brands. Exiting the food and beverage market would reduce the reach and strength of our trademarks, making them harder and more costly to defend over time. To effectively protect our marks from commercial exploitation, GSUSA must retain the freedom to use and license them. Expanding the reach of our trademarks—not shrinking it—is the most effective way to maintain control across channels and categories.

Also, as written, the proposal could be interpreted to prevent GSUSA from licensing cookie names to our bakers, which would in turn prevent bakers from selling Girl Scout Cookies and product program items to councils. Ironically, the very program the proposal aims to protect could be put at risk. These risks were shared with the originating council before the 58th NCS Agenda was finalized. Additionally, this proposal relates to complex areas of contract and Intellectual Property (IP) law, which GSUSA's legal team carefully drafts based on deep knowledge and experience in this area of the law to ensure the Movement's interests are protected. In addition to potentially prohibiting the cookie program, the proposal's open-ended language invites amendments that could introduce unintended legal consequences. Drafting legal contract language through the National Council debate introduces significant risk for the organization and should not take place on the NCS floor.

The proposal directs GSUSA and its partners to, "not sell, license or otherwise provide for sale any food product bearing the Girl Scout name or service mark when related to the flavors,

branding, or likeness of Girl Scout Cookies during the designated entrepreneurship program sales period of any Girl Scout council.” As GSUSA shared in its “[report back](#)” to delegates on the December 2025 Secure Tomorrow Discussion topic, this proposal would severely limit GSUSA’s ability to license food and beverage products *at any time*. GSUSA works with the companies that manufacture the licensed products—and retailers ultimately control the timing of product sales. It is impractical and unrealistic to expect that GSUSA can negotiate sales-timing restrictions with a licensee and any attempt to do so would severely curtail GSUSA’s ability to find licensing partners willing to operate under restrictions that conflict with their market realities, unintentionally forcing us to exit this market. Furthermore, this language is broad enough that it could also negatively affect fundraising efforts such as cause-related marketing partnerships (e.g., “When you buy X, \$Y benefits GSUSA or council”) with food-industry partners, where the Girl Scout name is used to designate Girl Scouts as the beneficiary of a product sale. This would further limit GSUSA’s ability to secure opportunities that directly support the movement.

The National Board also recognizes that restricting our licensing program undermines our ability to deliver on Vision 2030. Licensing supports the strategic pillars of Vision 2030, such as Amplify Impact and Secure Tomorrow. It is not just a revenue stream; it is a brand-building strategy that strengthens awareness of Girl Scouting and generates resources for the Movement. Today, GSUSA’s licensing program currently contributes approximately \$5 million in revenue annually which GSUSA reinvests into programs available to every girl in our Movement, including updating our programs for girls, the Girl Scout Experience Box, national recruitment campaigns, and operational and program support to every council, including support for our Movement’s entrepreneurship programs. Imposing permanent licensing restrictions through the *Blue Book* prevents flexibility in how we use licensing to support our Movement strategy for future growth. As shared in [response to questions](#) raised in the December 2025 *Secure Tomorrow* discussion topic, while GSUSA continues to pursue licensing partnerships with non-food brands, these arrangements are more complex, harder to secure, and unlikely to generate enough revenue to replace lost food and beverage-based partnerships.

Also, the proposal rationale assumes the availability of Girl Scout Cookie-inspired food and beverage products undermines troop cookie sales. As we shared in the [report out](#) of the recent independent market research, licensed products actually *increase* brand awareness and positively influence consumers’ decision to buy Girl Scout Cookies. The data does not support that there is a negative correlation between licensing revenue and cookie sales. Additionally, the originating council has not provided any evidence to support the claim that licensed product sales reduce troop cookie sales. In contrast, GSUSA routinely conducts market research to assess the impact of licensing, and this research indicates a positive correlation between licensed

products and cookie purchases. Research found that respondents who were aware and/or purchasing Girl Scout licensed products, *regardless of category*, had stronger brand connection and behaviors and are more likely to buy Girl Scout Cookies in the future. Therefore, removing GSUSA's ability to license these products may harm girl's cookie sales and lower awareness of Girl Scouts' mission among the public. The board appreciates that troops may experience challenges while selling cookies, including instances when customers comment on our licensed products. However, the research data doesn't support the claim that anecdotal cookie booth experiences reflect a national trend.

The proposal could also create immediate contractual exposure. GSUSA has binding agreements with food and beverage licensees, and a blanket prohibition would likely conflict with these obligations. This could create contractual risks, including the possibility that licensees assert claims or remedies which GSUSA would need to manage, including damage to GSUSA's reputation as a reliable partner. Licensing relationships take months or years to develop, and licensees invest significant resources in these collaborations to create not only the product but a fully integrated marketing campaign that marries the best of each brand. A pause or early termination, even if temporary, could discredit GSUSA in the marketplace, making future licensing opportunities, whether in food or non-food, more difficult to secure.

The intellectual property (IP) GSUSA owns in cookie-related names and flavors is a significant asset for the Movement—in terms of the general public's awareness of our organization, and as a community-based source of revenue. This proposal prevents GSUSA from using this asset to support our shared mission and, as worded, jeopardizes the Movement from operating the cookie and fall product programs and other relationships. The complexities of IP and contract law mean that amending the proposal during NCS debate presents significant risk for the Movement. Therefore, the National Board recommends that delegates reject the proposal.

#### *Proposals not placed on the 58th National Council Session Agenda*

##### **Recommendation of the NCSAT**

The NCSAT recommended not placing any other submitted proposals on the 58th NCS Agenda. The NCSAT concluded that these proposals did not directly address urgent issues of Movement-wide significance.

##### **Recommendation of the National Board**

The board aligned with the NCSAT's recommendation and also noted that several proposal themes would benefit from robust delegate conversation and could therefore be incorporated into discussion topics before, during and following the 58th NCS.

The board determined not to place the following proposals on the 58th NCS Agenda (in alphabetical order by proposal title). The full proposals are posted on the delegate website for your reference.

- A. [A Proposal to Prohibit GSUSA from Promoting, Advocating, or Discouraging the Discussion of Proposals that Will Be Voted on at NCS or Special Sessions Outside of the Educational Trainings/Opportunities Offered to All Delegates](#), submitted by Girl Scouts Heart of Michigan
- B. [Amend the Timing of a Special National Council Session Notification](#), submitted by Girl Scouts of South Carolina Mountains to Midlands
- C. [Amendment to the Preamble of the Constitution to Add “Inclusivity” to ‘Diversity, Pluralism, and Anti-Racism,’](#) submitted by Girl Scouts of Greater New York
- D. [Change to the Procedures for Non-Issuance or Revocation of Charters](#), submitted by Girl Scouts of Greater Chicago and Northwest Indiana
- E. [Constitutional Amendment to Change Delegate Minimum Age to Thirteen \(13\) Years](#), submitted by Girl Scouts of Greater Atlanta
- F. [Expand the Definition of Girl Scout in the Membership Requirements Section of the Credentials](#), submitted by Girl Scouts of Western Washington
- G. [Prioritizing Girls’ Physical and Mental Health](#), submitted by Girl Scouts of Central Indiana
- H. [Spirituality and GSUSA](#), submitted by Girl Scouts of Greater Chicago and Northwest Indiana
- I. [Voting for Any Dues Increase Must Be Done During an In-Person National Council Session](#), submitted by Girl Scouts Heart of Michigan

## Standing Rules

### Introduction

The NCSAT solicited delegate input on the draft standing rules and appreciates the comments provided. Delegate feedback was reviewed by the NCS Advisory Team, and the revised rules were reviewed by the NCS parliamentarian.

### Amendments

- Delegates asked whether amendments to correct grammar, spelling, and punctuation that change the meaning and interpretation of a proposal should be allowed.
- Standing rule 2.c provides this clarification.

### Debate

- Delegates sought to ensure sufficient opportunity to debate motions, including proposals, before the making of a motion to close debate (previous question).
- Standing rule 3.e provides this clarification.

### National Member Comfort

- Delegates sought clarification around the rule prohibiting delegates from wearing products with fragrances, specifically about how such a rule would be monitored and enforced.
- Standing rule 7.b was edited to remove the rule about fragrances. Under standing rule 7.a, delegates may address the ushers regarding matters of comfort, including sensitivity to strongly scented fragrances.

Delegate education on parliamentary procedure and the ability to practice debating and voting will be included in the parliamentary procedure webinars. In addition, the *Delegate Workbook*, to be published in late Spring, will include processes and procedures for participating in the National Council Session.

The National Council formally accepts the standing rules by vote at the National Council Session in July.

## Proposed Standing Rules

### 1. Credentials

- a. Credentials must be worn and easily visible at all times.
- b. Delegates may give their credentials to someone else only when they are permanently leaving the National Council Session, and only after completing a delegate change form at the Credentials Registration Desk.

### 2. Amendments

- a. Before being introduced on the floor, amendments to proposals must be submitted in writing on the form provided.
- b. No amendment to a proposal may be introduced until at least two National Council Members have spoken in favor of the proposal and two National Council Members have spoken in opposition to the proposal.
- c. Amendments to correct grammar and spelling or to correct punctuation that does not change the meaning of a sentence are out of order. The CEO and National Board Chair may make any such necessary changes.

### 3. Debate

- a. National Council Members recognized to speak must first self-identify by saying their name and council, USA Girl Scouts Overseas, or position. If applicable, the Member must also state the number of the motion form submitted.
- b. Each National Council Member may speak two times on each motion, following self-identification, for up to two minutes each time.
- c. The following groups are each limited to four speeches on the same side of a motion: (1) the past presidents, (2) the National Board and National Board Development Committee, and (3) each council.
- d. If no National Council Member is seeking recognition to speak on one side of a motion, debate will be closed, and a vote will be taken.
- e. A National Council Member may not move the Previous Question on any motion until at least four National Council Members have spoken in debate on that motion.
- f. A National Council Member moving the Previous Question must do so immediately after self-identification and may not do so after first making comments in debate.
- g. If the National Council Session recesses while a motion is on the floor, all microphone debate queues shall be cleared at the start of the recess and reopened by a presiding officer following the recess. National Council Members may not reserve a place in a queue during the recess and may rejoin a queue only after a presiding officer states that the queues are open.

#### 4. Voting

- a. Electronic voting shall be the default voting method, but the presiding officer shall have discretion to use other voting methods (e.g., unanimous consent, voice, hands, standing, and ballot) to expedite business.
- b. National Council Members may vote on a proposal only from their seat but may vote on any other motion while standing in line to speak.
- c. National Council Members who leave the meeting room must give their electronic voting device to an usher. They may not take their electronic voting device from the room or leave it at their seat.

#### 5. Nominations and Elections

- a. National Council Members making a nomination from the floor shall state only the name of the nominee and the position for which the individual is nominated.
- b. Nominations are not debatable.
- c. Printed biographical information for nominees from the floor is the responsibility of the individual making the nomination and may be provided to National Council Members on the floor of the National Council Session only if:

- i. at least 1,500 copies of the information are delivered to the Washington Convention Center at least 48 hours before the published start time of the meeting at which the election will occur; and
    - ii. the information is in the same format and length as the information in the Workbook for individuals nominated by the National Board Development Committee.
  - d. After the opening ceremony, ushers will distribute any printed biographical information for nominees from the floor at a time when the National Council Session is in recess by placing it on each National Council Member’s seat. Printed information shall not be distributed at any other time.
  - e. Write-in votes are not permitted.
  - f. For any election that includes a nominee from the floor, the tellers and presiding officer shall report only the name of the individual elected, not the number of the votes received. Complete results of any such election shall be reported in the minutes of the National Council Session and posted in the Registration Area.
6. Minutes
- a. The National Board of Directors is the 2026 National Council Session Minutes Approval Committee, authorized to approve and distribute the minutes of the National Council Session.
7. National Council Member Comfort
- a. Questions and remarks related to delegate comfort shall be addressed to the ushers, not the presiding officer.
  - b. Objects that obstruct a delegate’s ability to see the stage shall not be displayed in the meeting room.
8. Electronic Devices
- a. Electronic devices must be silenced, and no National Council Member shall use any electronic device to make a video or audio recording of any part of the National Council Session, except as authorized by the GSUSA National Board.

## Thank You

GSUSA, the NCS Advisory Team, and the National Board appreciate the effort that so many members of our Movement dedicated to developing these discussion topics and proposals, as well as their engagement in our democratic process. Engaging in important dialogue through the delegate website, delegate education sessions, and when NCS convenes in July 2026 will actively shape the way forward.

Girl Scouts of West Central Florida, Inc.  
**NOTICE OF SUBSTITUTION OF DELEGATE**

Service Unit Delegate or Area Delegate,

If you cannot attend the Annual Meeting, please follow the steps below to allow an alternate to vote on your behalf. Contact and confirm the alternate is available to take your place. Then, complete this [fillable form here](#).

An alternate delegate will not have the ability to vote during the annual meeting unless this delegate substitution form is completed by both parties on or before Apr. 15 at 4:00 p.m. The Alternate must bring identification for onsite signing of the form below, which will include verification that the fillable form was completed prior to the deadline

**NOTICE OF SUBSTITUTION OF DELEGATE**

**DATE:** \_\_\_\_\_

**AREA ASSOC. (A-K):** \_\_\_\_\_

**SERVICE UNIT:** \_\_\_\_\_

**DELEGATE NAME:  
(WHO CANNOT ATTEND)** \_\_\_\_\_

**ALTERNATE NAME:  
(WHO WILL SUB IN)** \_\_\_\_\_

**ALTERNATE EMAIL:** \_\_\_\_\_

**ALTERNATE PHONE:** \_\_\_\_\_

The duly elected Alternate for the Service Unit/Area Association named above will, for the purposes of voting and otherwise representing this Service Unit/Area at the Annual Meeting of the Girl Scouts of West Central Florida, serve in the place of the delegate named above.

**Delegate's Electronic Request Form Received on:** \_\_\_\_\_  
Date/Governance Manager Signature

**Alternate's signature:** \_\_\_\_\_