



Volunteer Essentials

2023-2024 Edition

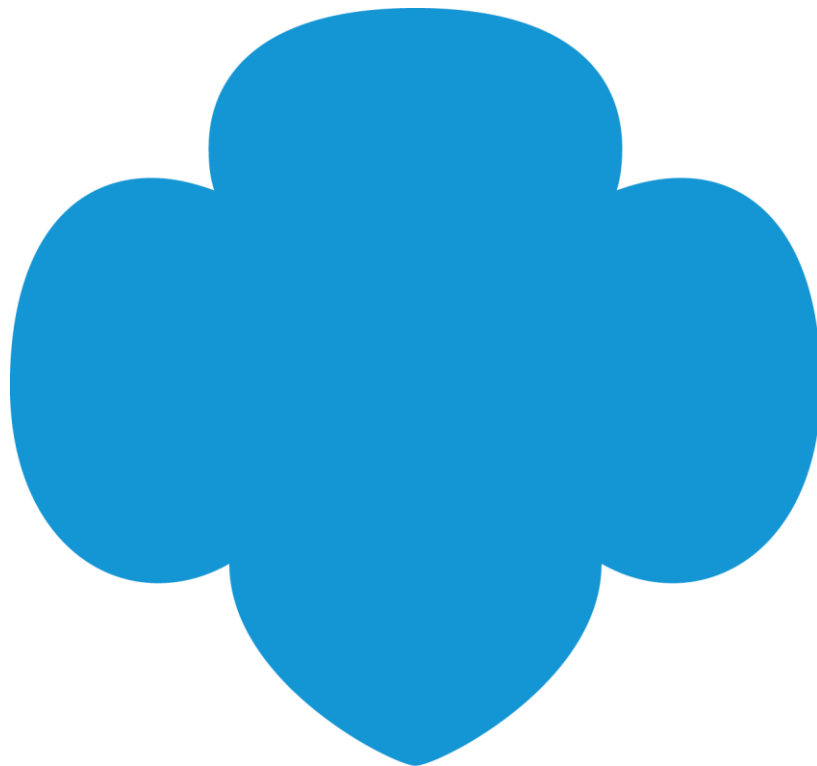


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Welcome! Adventures Ahead!

You're her hero—and ours too! Thanks to you, girls will learn to listen to their hearts, think on their feet, and raise their voices for what they believe in. From all of us at Girl Scouts, thank you for sharing your time and talents as a Girl Scout volunteer!

As a Girl Scout volunteer, you are a community-builder, mentor, champion of fun, and a role model for what it means to lead with your heart. And because of you, Girl Scouts of all ages will have the opportunity to discover that a little imagination can go a long way as they chase their dreams, explore the world around them, take action to improve their communities, and make the world a better place.

Whether you're supporting them through their Girl Scout experience, guiding them as they choose the way they will run their Girl Scout Cookie business, or encouraging them as they raise their voices on issues, they care about most, you'll be their cheerleader, guide, and mentor as they develop essential life skills and gain the confidence they will rely on throughout their lives. The best part of this experience is while you're teaching them important life lessons and setting them up for happy, successful lives, you'll grow too! Because when you embrace leadership in all forms and show girls what it means to be resilient and strong, they learn, grow, and thrive. Before you know it, you'll be trying to keep up with your unstoppable troop. Imagine the excitement, the impact, and the memories that will be made—those are the moments you'll enjoy as a Girl Scout volunteer.

Thank you and welcome, we're glad you're here!

What's Inside?

This guide is designed to support busy, on-the-go troop volunteers. Inside you will find details and information to help you get started on your newest adventure—being an awesome leader for girls. We recommend that you begin by browsing the sections below and come back throughout the year to find answers to your questions as they arise. Ready to get started? Let's go!

- [All About Girl Scouts](#)
- [Troop Management](#)
- [Troop Finances](#)
- [Engaging Girls](#)
- [Creating a Safe Space for Girls](#)
- [Engaging Families](#)
- [Girl Scout Product Programs](#)
- [Additional Resources and Support](#)

New troop leader? We've got you covered. Check out the [New Leader's Guide to Success](#), a resource designed especially for you. Plus, staff and volunteer coaches are ready to help throughout your first year and beyond!

Help Desk

Contact Information:

Email: helpdesk@gshom.org

Phone: 800-497-2688

Five Regional Centers to Serve You!

Jackson Regional Center & Shop

4403 Francis Street

Jackson, MI 49203

Phone: 517-784-8543 | Fax: 517-784-9553

Kalamazoo Regional Center & Shop

601 W Maple Street Kalamazoo, MI 49008

Phone: 269-343-1516 | Fax: 269-492-1439

Lansing Regional Center & Shop at Wacousta

13287 Wacousta Road Grand Ledge, MI 48837

Phone: 517-699-9400 | Fax: 517-699-9405

Saginaw Regional Center & Shop

5470 Davis Road

Saginaw, MI 48604

Phone: 989-799-9565 | Fax: 989-799-1450

Ann Arbor Regional Center & Shop

1641 Plymouth Rd Ann Arbor, MI 48105

Phone: 734-714-5140 | Fax: 734-714-3037

Girl Scouts Heart of Michigan Social Media Accounts



@girlscoutsgshom



/GSHOM



@gshom



/girlscoutsgshom

All About Girl Scouts

At Girl Scouts, girls' dreams are our dreams and Girl Scouts is where girls see the limitless possibilities ahead, because they are encouraged to aim for the stars and reach them! Whether she's making a new friend on the playground, raising her hand in class, starting her own nonprofit, or advocating for climate change or social justice, a Girl Scout builds a better world—just as Girl Scouts have been doing for over a century. With programs in every zip code, coast-to-coast and around the globe, every girl can find her place in Girl Scouts and start creating the world she wants to see.

Girl Scout Volunteers

Girl Scout volunteers are a dynamic and diverse group. Whether you're a recent college graduate, parent, retiree, or really, anyone with a sense of curiosity and adventure (of any gender, who is 18 years or older and has passed Girl Scouts Heart of Michigan's screening process), your unique skills and experiences have the power to change girls' lives. With you as their mentor, girls will grow and thrive.

Girl Scout members and volunteers are united by the values in the [Girl Scout Promise and Law](#) and their shared commitment to embrace leadership in all forms. Each member agrees to follow Girl Scouts safety guidelines and pay annual membership dues. Volunteers and adults also have the option to purchase a [Lifetime membership](#).

Girl Scout Grade Levels

Girls can join the fun at any point from kindergarten through twelfth grade. Girl Scouts six grade levels are:

- [Girl Scout Daisy](#) (grades K-1)
- [Girl Scout Brownie](#) (grades 2-3)
- [Girl Scout Junior](#) (grades 4-5)
- [Girl Scout Cadette](#) (grades 6-8)
- [Girl Scout Senior](#) (grades 9-10)
- [Girl Scout Ambassador](#) (grades 11-12)

The Girl Scout Leadership Experience (GSLE)

The Girl Scout Leadership Experience provides the foundation for all we do. It is the core of our program and encompasses everything from our Promise and Law to our badges, activities, and Journeys. And at the center of it all are the girls. At Girl Scouts, everything centers around the girl, [it's what makes Girl Scouts truly unique](#). Our program is designed by, with, and for girls. With a focus on girl-led programming and activities, girls have the opportunity to take on leadership roles and learn-by-doing in a safe, fun, and cooperative environment.

Although girls may start building their leadership skills in school and on sports teams, [research shows](#) that the courage, confidence, and character girls develop as Girl Scouts stay with them throughout their lives. Our program and outcomes are based in research and our studies show that Girl Scouting has a measurable positive impact on girls. In fact, we can proudly say Girl

Scouts are almost 10% more likely, than non-Girl Scouts, to have positive expectations about their future based on our studies. We encourage you to learn more about our program and outcomes as you [check out our studies and in-depth research](#) for insights and information.

The Girl Scout Leadership Experience has been purposefully designed to include a variety of fun and challenging activities to help girls learn, grow, and thrive. And at the base of it all are three keys and three processes. See the 15 Outcomes chart that follows this discussion.

What girls *do* in Girl Scouting all fit within our three keys: **Discover**, **Connect**, and **Take Action**.

- **Discover.** When Girl Scouts take part in fun and exciting badge activities, earn a Girl Scout Journey award, go camping, or attend an amazing Girl Scout program or event, you are helping them *discover* who they are, what they care about, and where their talents lie.
- **Connect.** When Girl Scouts collaborate with others—including the members and leaders of their troop, Girl Scouts from their local community, or community partners and experts—they *connect* and expand their horizons. This helps them care about, support, inspire, and team up with others both locally and globally.
- **Take Action.** When girls deepen their relationship with the world around them, they're eager to *take action* to improve the local community and the greater global community and make the world a better place.

So how do we *do* it? The Girl Scout Leadership Experience draws on three unique processes—**Girl-led**, **Learning by Doing**, and **Cooperative Learning**—that encourage girls to try new things, write their own stories, and develop the skills and confidence to say, “I know I can do this!”

- **Girl-led.** Girl Scouts take the lead, no matter their age. From selecting the badges they'll pursue to how they'll organize an activity; Girl Scouts have the chance to follow their dreams and grow their skills—and gain the confidence that comes with that.
- **Learning-by-Doing.** Hands-on activities are fun for Girl Scouts of any age, but they also help them feel empowered to shape their own experience. Girl Scouts unlock their “I got this” attitude as they discover they can always dust themselves off and try again when things don't go according to plan.
- **Cooperative Learning.** There's power in having a tight-knit group of friends who will learn with you, grow with you, and always cheer you on. Girl Scouts see firsthand that teamwork, respect, and collaboration can fuel them through any challenge that comes their way.

As a volunteer, you'll draw on these **three processes** as you lead girls of any age. And naturally, girl-led at the Daisy level will look very different from girl-led at the Ambassador level. What is most important is that your Girl Scouts make decisions about the activities they will do *together* and make choices as their doing the activities *together*. As girls learn from their successful, and not so successful tries, they gain confidence. All girls should have the opportunity to lead within their peer group. By the time girls are Cadettes, Seniors, and Ambassadors, they will be using the leadership skills they've developed to take on more ownership of their activities, mentor younger Girl Scouts, and take action to make the world a better place.

One last tip about following these processes. Girl Scouting **isn't** a to-do list, so please don't feel that checking activities off a list is more important than tuning in to what interests girls and sparks their imaginations. Projects don't have to come out perfectly—in fact, it's a valuable learning experience when they don't—Girl Scouts don't have to fill their vests and sashes with badges. What matters most is the fun and learning that takes place as they make experiences their own, so don't be afraid to [step back and let your girls take the lead](#).

Reflection

Was a badge-earning activity a resounding success? Or was it derailed by something your troop hadn't factored in? No matter the activity's outcome, you can amplify its impact by encouraging your girls to reflect on their latest endeavor.

Reflection is the necessary debrief that reinforces what girls learned. As your Girl Scouts explore the what's and why's, they'll make meaningful connections between the activity at hand and future challenges that come their way. In other words, reflection gives girls the confidence boost they need to pick themselves up, try again, and succeed.

Keep in mind that reflection does not need to be a formal process, but you can kick-start the conversation with three simple questions: What? So what? and Now what?

What? Go over the “what” of the activity. For example, ask:

- What did we do today?
- What part was your favorite?
- If we did it again, what would you want to do differently and what would you want to repeat?

So what? Next, move to the “so what.” You might ask:

- So, what did you learn by doing this activity?
- So, what did you learn about yourself?
- So, what did you learn about your community (or environment, school, or others) that you didn't know before?

Last, review the now what. Say something like:

- Now that we've done this, what would you like to do next?
- Now that you know this about yourselves, what would you like to try next?
- Now that we've completed this Take Action™ project, what do you think we should do next to make sure it continues?

This form of reflection, or whatever style of reflection you choose to use with your girls, is a powerful component of the Girl Scout Leadership Experience that helps girls to carry these lessons with them for the rest of their lives.

The 15 Outcomes of The Girl Scout Leadership Experience

Discover	1. Girls develop a strong sense of self.
	2. Girls develop positive values.
	3. Girls gain practical life skills.
	4. Girls seek challenges in the world.
	5. Girls develop critical thinking.
Connect	1. Girls develop healthy relationships.
	2. Girls promote cooperation and team-building.
	3. Girls can resolve conflicts.
	4. Girls advance diversity in a multicultural world.
	5. Girls feel connected to their communities, locally and globally.
Take Action	1. Girls can identify community needs.
	2. Girls are resourceful problem solvers.
	3. Girls advocate for themselves and others.
	4. Girls educate and inspire others to act.
	5. Girls feel empowered to make a difference in the world.

Progression

Although program elements—like outdoor expeditions or entrepreneurial ventures—align across all grade levels, Girl Scout Brownies and Juniors won't be doing the same activities as Girl Scout Seniors and Ambassadors. But with your support, they will get there!

Girl Scout programming is designed to be progressive and it's what makes Girl Scouting fun and effective! By building on the knowledge and skills they gain year after year, your girls' confidence will grow exponentially, and they'll be eager to try new things and take on new challenges. As a volunteer, you will cultivate a [supportive, nonjudgmental space](#) where your Girl Scouts can test their skills and be unafraid to fail.

Keep in mind that progression drives success for your troop. In the following links, we've outlined some suggestions that will help you determine when your girls are ready for their next [outdoor challenge](#), their [next troop trip](#), or their next cookie-selling challenge.

Inclusion

Girl Scouts has a strong commitment to diversity and inclusion, and we welcome and embrace girls of all abilities and backgrounds into our wonderful sisterhood.

Inclusion is at the core of who we are; it's about being a sister to every Girl Scout and celebrating our unique strengths. Part of the important work you will do includes modeling friendship and kindness for your girls and showing them what it means to practice empathy. Through equal treatment, you can nurture an inclusive troop environment.

When scheduling, planning, and carrying out activities, carefully consider the needs of all girls involved, including school schedules, family needs, financial constraints, religious holidays, and the accessibility of appropriate transportation and meeting places.

The Girl Scout Program: National Program Pillars & More

[Girl Scouts four Program Pillars](#)—STEM, Life Skills, Outdoors, and Entrepreneurship—form the foundation of the Girl Scout program and work together to build girls' curiosity, kindness, and can-do spirit. In fact, every aspect of our program, and every Girl Scout adventure, can be traced back to one of our four program pillars.

STEM. (Science, Technology, Engineering, and Math). Girls are naturally curious and have a strong desire to help others. Whether they're building a robot, developing a video game, or studying the stars, Girl Scouts become better problem-solvers and critical thinkers through STEM and gain the confidence to turn their ideas into breakthrough inventions to help others.

Life Skills. Girl Scouts life skills programming includes a mix of practical skills, tools, and activities that foster positive values in girls like financial literacy, civic engagement, and community service. Skills that help them discover that they have what it takes to raise their voices as community advocates, make smart decisions about their finances, and form strong, healthy relationships—skills that inspire them to accept challenges and overcome obstacles, now and always.

Outdoors. Girl Scouts has been building girls' outdoor confidence and skills for over one hundred years through a variety of outdoor adventures like camping and nature focused badges that inspire them to spend time outdoors and develop a lifelong appreciation of nature. An appreciation that sparks girls' desire to take action as environmental stewards in their community and across the globe.

Entrepreneurship. Starting with Girl Scouts iconic Girl Scout Cookie Program and growing to include the fall product program and a series of entrepreneurship badges, this pillar instills and nurtures an entrepreneurial mindset and fuels girls' curiosity and confidence as they learn the essentials of running their own businesses and how to think like entrepreneurs.

Important Differences: Journeys and Badges

Journeys and badges are designed to give girls different leadership-building experiences, all while having fun!

- **Journeys** are multi-session leadership experiences through which girls explore topics such as bullying, media literacy, or environmental stewardship. They'll do hands-on activities, connect with experts, and take the reins on age-appropriate Take Action projects. Because of their leadership focus, Journeys are also a prerequisite for Girl Scouts highest awards, the Bronze, Silver, and Gold Awards.
- **Badges** are about skill building. When a Girl Scout earns a badge, it shows that she's learned a new skill, such as how to make a healthy snack, build and test a toy race car, or take great digital photos. Badges may even spark an interest at school or plant the seed for a future career.

If they choose, your Girl Scouts can pursue badges and Journey awards in the same year. If they do choose to take this approach, encourage them to find the connections between the two to magnify their Girl Scout experience. While you're having fun, keep in mind that the quality of a girl's experience and the skills and pride she gains from earning Journey awards and skill-building badges far outweigh the quantity of badges she earns.

As a volunteer, you don't have to be the expert in any badge or Journey topic. In fact, when you show that you're not afraid to fail and willing to try something new, you are modeling what it is to be a Girl Scout. Our badge and Journey requirements are structured so your girls can learn new skills without you having to be an expert in all the assorted topics, including STEM.

Important Differences: Community Service and Take Action Projects

As your Girl Scouts look for meaningful ways to give back to their community, you can help sharpen their problem-solving skills and expand their definition of doing good by discussing community service and Take Action projects. [Both projects serve essential needs, but at different levels.](#)

- When a Girl Scout performs **community service**, she is responding to an immediate need in a one-off, "doing for" capacity. In other words, she is making an impact right now.
- Through **Take Action/service learning**, girls explore the root causes of a community need and address it in a lasting way; they truly make the world—or their part of it—a better place.

If your troop members want to pursue their Bronze, Silver, or Gold Award, they'll develop a Take Action project on an issue that's close to their hearts. To make Take Action projects even more impactful for your Girl Scouts, set time aside for them to reflect on their projects. When they take time to internalize the lessons they've learned, they're more likely to find success in their future projects—or anything else they put their minds to.

Traditions, Ceremonies, and Special Girl Scout Days

Time-honored traditions and ceremonies unite Girl Scout sisters, and the millions of Girl Scout alums who came before them—around the country and around the globe—and remind girls how far their fellow trailblazers have come and just how far they'll go.

A few of those extra special days, when you will want to turn up the celebrations, include:

- Juliette Gordon Low's birthday or Founder's Day, October 31, marks the birth in 1860 of [Girl Scouts of the USA founder Juliette Gordon Low](#) in Savannah, Georgia.
- [World Thinking Day](#), February 22, celebrates international friendship. It is an opportunity for Girl Scouts and Girl Guides to connect with each other and explore a common theme around the world.
- Girl Scouts' birthday, March 12, commemorates the day in 1912 when Juliette Gordon Low officially registered the organization's first eighteen girl members in Savannah, Georgia.

So, whether they're working on a new badge, making new friends, or closing meetings with a friendship circle, your troop won't want to miss out on Girl Scouts' treasured [traditions, ceremonies, and special Girl Scout days](#).

Highest Awards

The Girl Scout Bronze, Silver, and Gold Awards honor girls who become forces for good and create a lasting impact in their communities, nationally and around the world.

As your Girl Scouts discover the power of their voices, they'll want to take on an issue that is close to their hearts and meaningful to them. Encourage them to turn their ideas into reality by pursuing Girl Scouts' highest awards.

- [The Girl Scout Bronze Award](#) can be earned by Juniors. The prerequisite is completion of one Junior Journey and the associated Take Action project. The Bronze Award is earned by the group.
- [The Girl Scout Silver Award](#) can be earned by Cadettes. The prerequisite is completion of one Cadette Journey and the associated Take Action project. The Silver Award can be earned by an individual girl or by a small group.
- [The Girl Scout Gold Award](#) can be earned by Seniors and Ambassadors who have completed either two Girl Scout Senior/Ambassador level Journeys and the associated Take Action project or earned the Silver Award and completed one Senior/Ambassador level Journey.

Did you know that a Gold Award Girl Scout is entitled to enlist at a higher paygrade when she joins the U.S. military? A Gold Award Girl Scout's achievements also prime her for the fast track when it comes to college admissions and make her an outstanding candidate for academic scholarships and other financial awards.

Girl Scouts are eligible to earn any recognition at the grade level in which they are registered. Any Girl Scout is eligible to earn the Girl Scout Gold Award even if she joined Girl Scouts for the first time in high school.

Ask Girl Scouts Heart of Michigan about Girl Scout Gold Award Girl Scouts in your community and how they're doing their part to make the world a better place. For inspiration, consider inviting a local Gold Award Girl Scout to speak to your troop about how she took the lead and made a difference. You'll be inspired when you see and hear what girls can accomplish when

they take the lead—and by the confidence, grit, problem-solving, time and project management, and team-building expertise they gain while doing so!

Girl Scout Travel and Destinations

Girl Scouts encourages girls to try new things and see the world with fresh eyes, both inside and outside of their usual troop meetings. As COVID-19-related travel restrictions are lifted across the globe and you and your troop feel safe doing so, you may be excited to travel and explore the world as a troop.

Traveling as a Girl Scout is a more engaging experience than traveling with family, school, or other groups because [girls take the lead](#). They'll make important decisions about where to go, what to do, and take increasing responsibility for the planning of their trips. During this process, they will also build their organizational and management skills—skills that will benefit them throughout their lives.

Girl Scout travel is built on a [progression of activities](#), so girls are set up for success. Daisies and Brownies start with field trips and progress to day trips, overnights, and weekend trips. Juniors can take their adventures farther with longer regional trips. And Cadettes, Seniors, and Ambassadors can travel the United States and then the world. There are even opportunities for older girls to travel independently by joining trips their council organizes or participating in GSUSA's travel program, [Destinations](#).

Planning Troop Adventures

Contact Girl Scouts Heart of Michigan as soon as you start thinking about planning a trip to find out more about their approval process for overnight and extended travel. There are trip training modules in gsLearn, which you can enter through your account in gshom.org. You will need to complete a [Troop Trip and Activity Application](#) if the troop is spending the night at a non-Girl Scouts Heart of Michigan facility, travel over 50 miles one way, or doing a high risk activity.

Not sure where to begin? Check out the [Girl Scout Guide to U.S. Travel](#). This resource is designed for Juniors and older Girl Scouts who want to take extended trips—that is, longer than a weekend—but also features tips and tools for budding explorers who are just getting started with field trips and overnights.

Once girls have mastered planning and embarking upon trips in the United States, they might be ready for a global travel adventure! Global trips usually take a few years to plan, and the [Girl Scout Global Travel Toolkit](#) can walk you through the entire process.

Safety First

If you're planning any kind of trip—from a short field trip to an overseas expedition—the “Trip and Travel” section of *Safety Activity Checkpoints* is your go-to resource for safety. You may also have to complete the Troop Trip and Activity Form. Be sure to follow all the basic safety guidelines, like the buddy system and first aid requirements, in addition to the specific guidelines for travel. You'll also want to refer to the COVID-19 guidelines in *Safety Activity Checkpoints* as well as any COVID-19 guidelines for your destination. You will [learn more about how to use and follow Girl Scouts Safety Activity Checkpoints](#) in the next section.

Note that extended travel (more than three nights) is not covered under the basic Girl Scout insurance plan and will require additional coverage.

Travel and Girl Scout Program Connections

It's easy to connect eye-opening travel opportunities to the leadership training and skill building your girls are doing in Girl Scouts! When it's safe to travel together, girls can use their creativity to connect any leadership Journey theme into an idea for travel. For example, girls learn where their food comes from in the *Sow What?* Journey. That would connect well with a trip focusing on sustainable agriculture and sampling tasty foods!

There are abundant opportunities to build real skills through earning badges too. The most obvious example is the Senior Traveler badge, but there are plenty more, such as Eco Camper, New Cuisines, Coding for Good, and, of course, all the financial badges that help girls budget and earn money for their trips.

Want to include Girl Scout traditions in your trip? Look no farther than the [Juliette Gordon Low Birthplace](#) in Savannah, Georgia! Your girls also have the chance to deepen their connections to Girl Scouts around the world by visiting one of the WAGGGS (World Association of Girl Guides and Girl Scouts) [World Centers](#), which offer low-cost accommodations and special programs in five locations around the world.

And if your troop is looking to stay closer to home this year? Ask Girl Scouts Heart of Michigan about our camps and other facilities that can be rented out.

As your Girl Scouts excitedly plan their next trip, remember to limit your role to facilitating the girls' brainstorming and planning, never doing the work for them. Share your ideas and insights, ask tough questions when you have to, and support all their decisions with enthusiasm and encouragement!

Elements of a Foundational Girl Scout Experience

across all delivery models

SETTING



All-Girl Environment/
Group of Girls



The 3 Girl Scout Processes



Encouragement and Support to Continue



Safe Space



Consistent, Supportive Adults/Volunteers



Family Engagement and Participation



ACTIVITIES

Meet regularly, variety of purposeful one or more core content



Girl Scout National Program



Outdoor



Product Program



Take Action, Community Service



Field Trip, Outing or Event



Traditions

Troop Management

Leadership is more than “being in charge” or having a title; it’s recognizing that you are part of a team and understanding that team’s needs and interests. Here’s how you’ll do that with your troop!

Your Role as a Girl Scout Volunteer

The Girl Scout Leadership Experience is based on three keys—discover, connect, and take action—but it’s not just for your troop. As a Girl Scout leader, you will embark on your own leadership journey as you help girls develop the leadership skills they’ll use to make the world a better place. Here are a few basic concepts that outline what leadership means in Girl Scouting.

Leadership is teaching your Girl Scouts:

- That they can do and be anything!
- That they are decision makers and should own their decisions.
- How to live the Girl Scout Law by modeling it for them.

As a leader, see yourself as a coach who:

- Advises, discusses, and cheers on your troop, not as a teacher with a planned lesson or activity but as a mentor and coach.
- Ensures each member understands and can carry out their responsibilities within the troop.
- Encourages Girl Scouts to build their skills and their ethics.
- Gives more responsibilities to the girls as they grow and develop.

It is important to remember that:

- You cannot know everything that your Girl Scouts might ever want to learn.
- You’ll explore and learn alongside your girls and grow your confidence in the process.
- You’re not expected to know everything about Girl Scouting, but you should know where to go for information—and to ask for help when you need it.

Your Responsibilities as a Girl Scout Volunteer

Your responsibilities as a Girl Scout volunteer include:

- Accepting the [Girl Scout Promise and Law](#).
- Understanding and coaching Girl Scouts Three Keys to Leadership—discover, connect, and take action—that are the basis of the Girl Scout Leadership Experience.
- Sharing your knowledge, experience, and skills with a positive and flexible approach.
- Working in a partnership with your Girl Scouts so that their activities are girl-led and that they learn by doing, individually and as a group. You’ll also partner with other volunteers and Girl Scouts Heart of Michigan staff for support and guidance.
- Organizing fun, interactive, girl-led activities that address relevant issues and match girls’ interests and needs.

- Providing guidance and information regarding Girl Scout group meetings with troop families on a regular and ongoing basis through a variety of tools, including email, phone calls, newsletters, blogs, other forms of social media, and any other method you choose.
- Processing and completing registration forms and other paperwork, such as permission slips.
- Communicating effectively and delivering clear, organized, and vibrant presentations or information to an individual or the group.
- Overseeing with honesty, integrity, and careful record-keeping the funds that girls raise.
- Maintaining a close connection to your volunteer support team as well as Girl Scouts Heart of Michigan.
- Facilitating a safe experience for every Girl Scout.

Planning for Your First Troop Meeting

Depending on the ages of your girls, you might take the lead in guiding the structure and experiences of your troop—from how and when meetings are held to how the troop communicates, from steering girl-led activities to setting financial expectations. You'll make these decisions collaboratively with your volunteer team or co-leader, as well as with input from the girls and their parents and caregivers.

Use the questions below to guide your conversations with your troop committee volunteers or co-leader before discussing these topics with parents and caregivers.

- When will we meet and for how long? How frequently should we schedule troop meetings?
- Where will we meet? Your meeting space should be somewhere safe, clean, and secure that allows all girls to participate. Some great meeting space ideas include schools, places of worship, libraries, and community centers. If working with teens, consider meeting at coffee shops, bookstores, or another place they enjoy.
- Which components of the uniform will families need to purchase? Which uniform components will the troop provide for each girl?
- Will our troop be a single-grade level or [facilitated as a multi-level troop](#) with girls of many grade levels combined into one troop? If multi-level, how will we make sure they each get an age-appropriate experience?
- How will we keep troop activities and decisions girl-led? Use the Volunteer Toolkit to help you through this process by exploring options for activities and reviewing the meeting plans and resource lists.
- How often are we going to communicate with troop families? Which channels will we use to keep families in the loop? Effective communication [will help set expectations](#) and clarify parent/ caregiver responsibilities.
- Will our troop charge dues, use product program proceeds, and/or charge per activity? How much money will we need to cover supplies and activities? What should our financial plan look like?

Choosing a Meeting Place

What makes a great meeting space? It depends on your troop, but here are a few considerations as you visit potential locations:

- **Cost.** Ideally, the space should be free to use.
- **Size.** Make sure the space is large enough for the whole group and all planned activities.
- **Availability.** Be sure the space is available for the day and the entire length of time you want to meet.
- **Resources.** Ask if tables and chairs come with the room and ensure that the lighting is adequate. A bonus would be a cubby of some sort where you could store supplies or a safe outdoor space for activities.
- **Safety.** Potential spaces must be safe, secure, clean, properly ventilated, heated (or cooled, depending on your location), free from hazards, and have at least two exits that are well-marked and fully functional. Also be sure first-aid equipment is on hand.
- **Facilities.** It goes without saying, but make sure that toilets are sanitary and accessible.
- **Communication-Friendly.** Check for cell reception in the potential space and whether Wi-Fi is available.
- **Allergen-Free.** Ensure that pet dander and other common allergens won't bother susceptible girls during meetings.
- **Accessibility.** Your space should accommodate girls with disabilities as well as parents with disabilities who may come to meetings.

Need a few talking points to get the conversation started? Try...

“I'm a Girl Scout volunteer with a group of [number of girls] girls. We're doing lots of great things for girls and for the community, like [something your group is doing] and [something else your troop is doing]. We're all about leadership—the kind that girls use in their daily lives and the kind that makes our community better. We'd love to hold our meetings here because [reason why you'd like to meet there].”

Stuck and need additional support? Contact Girl Scouts Heart of Michigan or your service unit support team for help with a troop meeting place.

Virtual Meetings

If your group or troop can't meet in person or hold a traditional meeting, there are many ways to bring the power of Girl Scouting home! Meeting virtually can be a fun and engaging option for your troop.

[Before setting up a virtual meeting](#), you'll want to:

- Partner with troop families to make sure the girls are safe online.
- Select a meeting platform that allows families who may not have internet access to call in.

- [Think about logistics](#). Work with the girls to set up ground rules; consider how you will incorporate in-person meeting traditions in your virtual space and how you'll keep meetings on track.
- Talk with families on [how to keep activities girl-led](#) if your girls will be completing them from home.

And don't worry if your girls want to use a web or social platform you're not as familiar with, because you'll learn alongside them! For more tips on successful virtual meetings, check out [Tips, Tools, and Ideas for Planning a Great Virtual Meeting](#).

Girl Scout Troop Size

The troop size “sweet spot” is large enough to provide an interactive and cooperative learning environment and small enough to encourage individual development. Though the ideal troop size is 12 girls, we recommend that groups be no fewer and no larger than:

- Girl Scout Daisies: 5–12 girls
- Girl Scout Brownies: 10–20 girls
- Girl Scout Juniors 10–25 girls
- Girl Scout Cadettes: 5–25 girls
- Girl Scout Seniors: 5–30 girls
- Girl Scout Ambassadors: 5–30 girls

A Girl Scout troop/group must have a minimum of five girls and two approved adult volunteers. Be sure to double-check the [volunteer-to-girl ratio table](#) below to make sure you have the right number of adults present for group meetings, events, travel, and camping. Adults and girls registering in groups of fewer than five girls and two approved, unrelated adult volunteers, at least one of whom is female, will be registered as individual Girl Scouts to accurately reflect their status and program experience. Individual girls are always welcome to participate in Girl Scout activities and events.

Knowing How Many Volunteers You Need

From troop meetings to camping weekends and cookie booths, adult volunteers must always be present to ensure Girl Scouts have fun and stay safe, no matter their grade level. If you are not sure about the number of adults you will need for your activity, the following chart breaks down the minimum number of volunteers needed to supervise a specific number of Girl Scouts.

Girl Scouts Volunteer-to-Girl Ratios	Group Meetings		Events, Travel, and Camping	
	Two unrelated volunteers (at least one of whom is female) for up to this number of girls:	One additional volunteer to each additional:	Two unrelated volunteers (at least one of whom is female) for up to this number of girls:	One additional volunteer to each additional:
Girl Scout Daises (Grades K-1)	12	1-6	6	1-4
Girl Scout Brownies (Grades 2-3)	20	1-8	12	1-6
Girl Scout Juniors (Grades 4-5)	25	1-10	16	1-8
Girl Scout Cadettes (Grades 6-8)	25	1-12	20	1-10
Girl Scout Seniors (Grades 9-10)	30	1-15	24	1-12
Girl Scout Ambassadors (Grades 11-12)	30	1-15	24	1-12

Safety in Girl Scouting

The emotional and physical safety and well-being of Girl Scouts is our top priority. *Safety Activity Checkpoints* outlines the Safety Standards and Guidelines used in Girl Scouting, which apply to all Girl Scout activities. All volunteers should review the *Safety Activity Checkpoints* manual when planning activities with girls in order to manage safety and risk in Girl Scout-sanctioned activities.

For current COVID-19 guidelines, check Girl Scouts Heart of Michigan's version of *Safety Activity Checkpoints*.

In *Safety Activity Checkpoints*, you will find:

- Girl Scouts Safety Standards and Guidelines, which apply to all Girl Scout activities, including requirements for adult supervision, permission slips, preparation, field trips and overnight trips, and other vital information.
- Activities that are not permitted by Girl Scouts of the USA and actions that girls and volunteers should not take.
- Policies surrounding chartered aircraft trips and aviation.

- First aid and overall health information.
- Standards for well-being and inclusivity along with ways to include Girl Scouts with disabilities and ways to ensure girls' emotional safety.
- Individual safety activity checkpoints for specific activities—such as camping, internet use, and water sports that provide activity-specific safety information.

The document is laid out in three primary sections, Safety Standards and Guidelines, Activities at a Glance, and individual safety activity checkpoint pages.

- **Girl Scouts' Activities at a Glance** table provides a quick look at the safety standards for that activity with a focus on two critical points to keep in mind when considering and planning activities for you troop:
 - age-appropriate activities and participation by grade level, and
 - whether prior approval from Girl Scouts Heart of Michigan is required before girls participate in a specific activity.
- **Individual Safety Activity Checkpoint** pages provide activity-specific safety measures and guidance on the individual activities that troops and girls may choose participate in.

Registering Girls and Adults in Girl Scouting

Every participant (girl or adult) in Girl Scouting must register and become a member of Girl Scouts of the USA (GSUSA). GSUSA membership dues are valid for one year. Membership dues cannot be transferred to another member and are not refundable.

Preregistration for the upcoming membership year occurs in the spring. Girls are encouraged to register early to avoid the fall rush. Early registration allows for uninterrupted receipt of forms and materials from Girl Scouts Heart of Michigan, helps girls and GSHOM plan ahead, and gets girls excited about all the great things they want to do as Girl Scouts next year. A Girl Scout's grade level is determined by the current membership year beginning October 1.

[Lifetime membership](#) is available to anyone who accepts the principles and beliefs of the Girl Scout Promise and Law, pays the one-time lifetime membership fee, and is at least 18 years old (or a high school graduate or equivalent). Volunteers with ten or more years of service can become lifetime members at the discounted young alum rate.

Adding New Girls to Your Troop

Growing your troop is a great way to share the power of the Girl Scout experience and [there are many ways to get the word out](#), like hanging posters at your girl's school, using social media to reach families in your community, or including your troop in Girl Scouts Heart of Michigan's Opportunity Catalog or Troop Catalog. For assistance or questions contact helpdesk@gshom.org or call 800-497-2688.

Creating an Atmosphere of Acceptance and Inclusion

Girl Scouts is for every girl, and that's why we embrace girls of all abilities and backgrounds with a specific and positive philosophy of inclusion that benefits everyone. Each girl—regardless of socioeconomic status, race, ethnicity, physical or cognitive ability, sexual orientation, primary

language, or religion—is an equal and valued member of the group, and groups reflect the diversity of the community.

We believe inclusion is an approach and an attitude, rather than a set of guidelines. Inclusion is about belonging, all girls being offered the same opportunities with respect, dignity, and celebration of their unique strengths. It's about being a sister to every Girl Scout. You're accepting and inclusive when you:

- Welcome every girl and focus on building community.
- Emphasize cooperation instead of competition.
- Provide a safe and socially comfortable environment for girls.
- Teach respect for, understanding of, and dignity toward all girls and their families.
- Actively reach out to girls and families who are traditionally excluded or marginalized.
- Foster a sense of belonging to community as a respected and valued peer.
- Honor the intrinsic value of each person's life.

If you have questions about accommodating an individual girl, please reach out to Girl Scouts Heart of Michigan at helpdesk@gshom.org or 800-497-2688.

As you think about where, when, and how often to meet with your group, consider the needs, resources, safety, and beliefs of all members and potential members. Include the special needs of any members who have disabilities or whose parents or caregivers have disabilities. But please, do not rely on visual cues to inform you of a disability; approximately 20 percent of the U.S. population has a disability—that's one in five people of every socioeconomic status, race, ethnicity, and religion.

If you want to find out what a girl with a disability needs to make her Girl Scout experience successful, simply ask her or her parent or caregiver. If you are open and honest, they'll likely respond in kind, [creating an atmosphere that enriches everyone](#).

It's important for all girls to be rewarded based on their best efforts—not on the completion of a task. Give any girl the opportunity to do her best and she will! Sometimes that means changing a few rules or approaching an activity in a more creative way. Here are some examples of ways to modify activities:

- Invite a girl to complete an activity after she has observed others doing it.
- If you are visiting a museum to view a sculpture, find out if a girl who is blind might be given permission to touch the pieces.
- If an activity requires running, a girl who is unable to run could be asked to walk or do another physical movement.

Focus on a person's abilities—on what she can do rather than on what she cannot. In that spirit, use people-first language that puts the person before the disability.

Say:	Instead of:
She has a learning disability.	She is learning disabled.
She has a developmental delay.	She is mentally retarded; she is slow.
She uses a wheelchair.	She is wheelchair bound.

When interacting with a girl (or parent/caregiver) with a disability, consider these tips:

- When talking to a girl with a disability, speak directly to her, not through a family member or friend.
- It's okay to offer assistance to a girl with a disability but wait until your offer is accepted before you begin to help. Listen closely to any instructions the person may have.
- Leaning on a girl's wheelchair is invading her space and is considered annoying and rude.
- When speaking to a girl who is deaf and using an interpreter, speak to the girl, not to the interpreter.
- When speaking for more than a few minutes to a girl who uses a wheelchair, place yourself at eye level.
- When greeting a girl with a visual disability, always identify yourself and others. You might say, "Hi, it's Sheryl. Tara is on my right, and Chris is on my left."

Registering Girls with Cognitive Disabilities

Girls with cognitive disabilities can be registered as closely as possible to their chronological ages. They wear the uniform of that grade level. Make any adaptations for the girl to ongoing activities of the grade level to which the group belongs. Young women with cognitive disorders may choose to retain their girl membership through their twenty-first year, and then move into an adult membership category.

Getting Support for Your Troop

Just as your Girl Scouts rally around each other for support, you will also have a dedicated Girl Scout support team, consisting of Girl Scouts Heart of Michigan staff and passionate volunteers like you. Your support team, called a service unit, is ready to offer local learning opportunities and advice as well as [answer your questions](#) about the Girl Scout program, working with girls, product sales, and much more.

Before you hold your first troop meeting with girls, consider the support and people resources you'll need to cultivate an energizing troop experience. Parents, friends, family, and other members of the community have their own unique strengths and can provide time, experience, and ideas to a troop, so get them involved from the very beginning as part of your volunteer troop team. This team is made up of troop leaders (like you) and troop committee volunteers.

Your [troop committee volunteers](#) are the extra set of eyes, ears, and hands that help the troop safely explore the world around them. Depending on your troop's needs, they can play a more

active role—for instance, someone can step up as a dedicated troop treasurer—or simply provide an occasional helping hand when you need to keep a meeting activity on track.

If a parent or caregiver isn't sure if they can commit to a committee or co-leader role, encourage them to try [volunteering in a smaller capacity](#) that matches their skill set. Just like your young Girl Scouts, once troop parents and caregivers discover they can succeed in their volunteer role, they'll feel empowered to volunteer again.

Troop Management Tools and Resources

From toolkits and guides to regular contact with experienced individuals, you'll have all the support you need to be a Girl Scout volunteer. Here's a list of some important resources you'll want to check out.

The Volunteer Toolkit



Girl Scouts Volunteer Toolkit (VTK)

The Volunteer Toolkit is a customizable planning tool where you can find suggested meeting plans for most badges, access activity guides and badge requirements, track your Girl Scouts' achievements, and so much more. With inspiring ideas so you can engage your troop in a mix of activities all year long, it's the digital planning assistant that will help you power a fun-filled—and organized—Girl Scout year. Be sure to look for helpful icons to identify activity focus areas like the evergreen icon which tells you the activity can be taken outside or the globe icon which lets you know you can bring a global perspective to the activity. You'll find the Volunteer Toolkit in the left menu bar under My GS / My Account. VTK is accessible on any desktop, tablet, or mobile device.

With the Volunteer Toolkit, girls and leaders can explore meeting topics and program activities together and follow the fun as they plan their Girl Scout year. Using the Volunteer Toolkit:

Troop Leaders can:

- Plan the troop's calendar year and meeting schedule.
- Email parents/caregivers with one click.
- View the troop roster, renew girls' memberships, and update girls' contact information.
- View meeting plans for Journeys and badges, including suggested tracks for multi-level groups (K-5 and 6-12).
- Customize meeting agendas to fit your troop.
- Explore individual meeting plans that show a breakdown of every step, including a list of materials needed, editable time allotments for each activity within a meeting, and printable meeting aids.
- Record attendance at meetings and their troop's badge and Journey achievements.
- Add Girl Scouts Heart of Michigan or custom events to the troop's calendar.

- Submit troop finance reports.
- Easily locate both national and Girl Scouts Heart of Michigan resources, such as *Safety Activity Checkpoints*.

Parents and Caregivers can:

- View the troop’s meeting schedule and individual meeting plans to stay up to date on the badges and Journeys the troop is working on.
- Renew their memberships and update their contact information.
- View their Girl Scout’s attendance and achievements.
- See upcoming events the troop is planning or attending.
- Easily locate both national and Girl Scouts Heart of Michigan resources.
- View the troop’s finance report.

Get started by visiting: www.gshom.org

Additional Tools and Resources

The Girl’s Guide to Girl Scouting. What does it mean to be a Girl Scout? You’ll find it all in *The Girl’s Guide to Girl Scouting*. These grade level-specific binders will break it down for your girls. It’s part handbook, part badge book, and 100 percent fun!

<https://www.girlscoutshop.com/GSHOM>

Safety Activity Checkpoints. Safety is paramount in Girl Scouting, and *Safety Activity Checkpoints* contains everything you need to know to help keep your girls safe during a variety of exciting activities outside of their regular Girl Scout troop meetings.

Tips for Troop Leaders. When you’re looking for real-world advice from fellow troop leaders who've been there, [this volunteer-to-volunteer resource](#) on the Girl Scouts of the USA website has what you need for a successful troop year.

Girl Scout Volunteers in Your Community. Remember that Girl Scout support team we mentioned? You’ll find them in your service unit! Troops are organized geographically into service units or communities. You’ll find a local network of fellow leaders and administrative volunteers [ready to offer tips and advice](#) to help you succeed in your volunteer role.

Customer Care Contacts. Questions? Need help resolving an issue? We’ve got you! Reach out anytime by either clicking on the “Contact Us” form at www.gshom.org or email helpdesk@gshom.org. During business hours 10 a.m.-5 p.m. you can reach a customer experience specialist by calling 800-497-2688.

Take Advantage of Learning Opportunities

We know that when you have the knowledge and skills you need to manage your girls, both you and your troop will thrive. Discover required and optional learning opportunities in gsLearn, which can be found in your account on gshom.org; there you will find Grade Level Essentials, Badge instructions, Special Patch programs, and other topics that will help you grow your skills and confidence.

Know How Much You are Appreciated

What begins with Girl Scouts speaking up at a troop meeting can go all the way to speaking in front of their city council for a cause they champion—and they will have your support to thank for that. Your volunteer role makes a powerful difference. Thank you for all you do.

Just as you'll receive support throughout your volunteer experience, when you reach the end of the term you signed up for, you'll talk with your support team about the positive parts of your experience as well as the challenges you faced, and you'll discuss whether you want to return to this position or try something new. The end of your troop year, camp season, overseas trip, or series/event session is just the beginning of your next adventure with Girl Scouts!

If you're ready for more opportunities, be sure to let your Girl Scouts Heart of Michigan support team know how you'd like to be a part of girls' lives in the future—whether in the same position or in other, flexible ways. Are you ready to organize a series or event? Take a trip? Work with girls at camp? Work with a troop of girls as a yearlong volunteer? Share your skills at a Girl Scouts Heart of Michigan regional center, working behind the scenes? The possibilities are endless and can be tailored to fit your skills and interests.

Volunteer Appreciation



Without our passionate and dedicated volunteers, there would be no Girl Scouting. That's why we celebrate National Volunteer Month every April and turn up the party as we ring in National Girl Scout Leader's Day on April 22.

Girl Scouts also celebrates National Volunteer Week, which falls during the third week of April. What can we say, we love our volunteers!

Girl Scout Participation in Activities with Other Scouting Organizations

The decision by Boy Scouts of America (BSA) to open the Boy Scout program to girls has fundamentally altered the nature of the relationship between BSA and Girl Scouts nationally and locally. Local relationships between BSA and Girl Scout councils that have led to partnerships and joint activities in the past may now create certain risks or challenges for Girl Scouts. For this reason, councils are encouraged to avoid joint recruiting and/or joint participation in community events or activities.

Marketplace Confusion

To protect the integrity of the Girl Scout brand and reinforce our programming as unique, girl-only, and best in class, we must ensure that we take care that the activities in which girls participate are exclusive to the Girl Scout program, are safe and girl-led, and are conducted under the appropriate supervision of Girl Scouts.

Protecting Use of Girl Scout Materials

Girl Scout materials are intended for the exclusive use of Girl Scouts and are protected as the intellectual property of Girl Scouts of the USA. Materials include but are not limited to: Girl Scout logo, tag lines, and/or program and badge requirements.

Troop Finances

With your guidance, your Girl Scouts will learn money skills that will serve them throughout their lives. Your Girl Scout troop will plan and finance its own activities, and you'll coach your girls as they earn and manage troop funds. Troop activities are powered by proceeds earned through council-sponsored product program activities (such as the Girl Scout Cookie Program), group money-earning activities (Girl Scouts Heart of Michigan approved, of course), and any dues your troop may charge.

Remember that all funds collected, raised, earned, or otherwise received in the name of and for the benefit of Girl Scouting belong to the troop and must be used for the purposes of Girl Scouting. Funds are administered through the troop and do not belong to individuals.

Juliette Finances: Juliettes will not open a bank account as troops are required to do. Instead, funds will be held by GSHOM and Juliettes will receive a GSHOM credit. Juliettes can raise funds by participating in the Treats & Reads and Cookie product programs. The GSHOM credit earned by a Juliette can be used to pay for her uniform, pins, patches, recognitions, Source programs and events, and membership registration dues. For questions regarding fundraising for Bronze, Silver, and Gold award projects, connect with awards@gshom.org.

Who pays for Girl Scouting?

The girl's family typically pays for annual membership registration dues, troop dues, uniform and insignia, transportation, resident or day camp fees. Each family is encouraged to support Family Partnership, the Cookie and Treats & Reads product programs. These programs help to fund the troop.

The troop treasury may pay for: materials for troop programs, supplies and equipment for basic troop operation, all required trainings for troop adults, pins, patches and recognitions awarded by the troop, expenses related to outings, campouts, and trips. The troop is encouraged to vote to set aside funds to pay for a portion or all of the annual membership registration dues.

Troop Dues and Activity Fees

Policy

Girls must never be excluded from Girl Scouting because they have not paid troop dues. Girls cannot be discriminated against based on their family's ability to pay or their level of participation in product programs.

The girls, with adult troop leaders' guidance, decide if the troop will collect troop dues, and if so, how much they will be. Girls bring the troop dues to the meeting. This helps them learn responsibility, and helps them to see where the money comes from for their activities. If troop dues do not cover all the costs involved in troop activities, troops may collect program fees from families for girls to participate.

Troop dues should be kept as low as possible so girls are able to pay their share. Dues are determined based on the troop's estimated annual budget. If the amount turns out to be too high or too low, the girls should be allowed to decide to change the amount of weekly dues.

Girls should receive the best program that the troop can afford each year. Be careful about saving money for activities several years away. In today's mobile society, troop membership changes continuously. If the current troop program is hindered in order to save money for the future, the girls do not receive the full benefit of Girl Scouting now. It is entirely appropriate to save some money to be used to re-register the troop members for the next year, and to carry the troop through the fall.

Parents/guardians have a right to know what happens to troop money. Troop treasury records should be available to parents at any time. They must be kept up to date and accurate. Parents also need to know that once money is received by the troop treasury, it no longer belongs to individual girls.

Establishing a Troop Account

Policy

All troops are required to have a troop checking account. All monies received in the name of the troop must be deposited in the troop checking account. Troops/Groups and Service Units must use the council Federal Tax ID number for opening all bank accounts.

No matter how much your troop plans to save or spend, you'll need a safe place to deposit your troop dues, product program proceeds, and other funds. If you've stepped up to lead an existing troop, you may inherit a checking account, but with a new troop, you'll want to open a new bank account.

Here are a few helpful tips you can take to the bank:

- Be sure to find a bank that has free checking and low fees.
- Designate a "troop treasurer," that is, one person who is responsible for troop funds and for keeping a daily account of expenditures.
- Ensure your account comes with a debit card that you can use during activities or trips. These transactions are easier to track at the end of the year.
- Be prepared and make sure another troop volunteer has a debit card for the troop account in case the main card is lost.

- Handle a lost troop debit card the same way you would a personal debit card: cancel it immediately.
- Keep troop funds in the bank before an activity or trip and pay for as many items as possible in advance of your departure.

Opening an Account

Service Unit Managers and/or Girl Scouts Heart of Michigan staff may recommend banks that troops can use. The Service Unit will work with Girl Scouts Heart of Michigan staff to designate banks. Girl Scout troop accounts **must** be opened under Girl Scouts Heart of Michigan’s name and tax identification number/EIN.

- All accounts must be named “GSHOM Troop # ____.”
- Accounts remain the property of Girl Scouts Heart of Michigan; therefore individual names or addresses cannot be printed on the checks
- Troop accounts require the names and signatures of at least two and up to three registered and unrelated adults, one of which may be a member of the Service Unit Team.
- Any adult that handles funds for a Girl Scout troop must submit to a background check.
- Any adult that handles funds for a Girl Scout troop must register as a member of Girl Scouts Heart of Michigan including troop leader, co-leader, treasurer, product program manager and any troop committee member who will handle funds (the registration fee can be paid for with troop funds).
- The Authorization to Open and Hold a Troop/Unit Bank Account form is available from the troop support specialist for your Girl Scout Service Unit. Once completed, one copy must be sent to the address listed on the bottom of the form.
- Troop accounts are not to have credit cards but debit cards are acceptable.
- Once you get a troop account an ACH form must be completed—and submitted.

Leader Financial Responsibilities

As a troop leader, you are responsible for all of the financial activities of the troop. You are **required** to keep accurate records, submit reports on time and maintain the troop checking account. Here are some tips to help you in this important role:

- Each troop must turn in an Authorization to Open and Hold a Troop/Unit Bank Account form at the time of opening the account and any time there are changes in the signees.
- Save receipts for all purchases. We suggest keeping them in a large manila envelope labeled with the current membership year so they are available when it comes time to submit the Annual Troop Financial Report.
- Save all bank statements, deposit slips and cancelled checks or the duplicate copies.
- Annual Troop Financial Reports (including annual troop financial report, detailed cash report, and latest bank statement) **must** be submitted by June 15 each year.
- Troop financial records are randomly selected by Girl Scouts Heart of Michigan for auditing three times a year. Troop leaders will be notified by mail if their troop records have been selected for audit and are required to submit the requested information within the timeframe specified in the letter.

Do's and Don'ts for Your Troop Checkbook

- DO** record every transaction in the detailed cash report **as soon as it occurs**, and calculate the balance so that you always have an accurate record.
- DO** use the electronic checkbook register form provided with the Annual Troop Finance Report, as it will calculate the register balance and update the Annual Troop Finance Report as entries are made.
- DO** reconcile the checkbook upon receiving the monthly bank statement. Keep **all** bank statements for three years.
- DO** make sure your deposits for the product programs equal the amount of product sold.
- DO** keep the girls informed of the account balance and the income and expenses. When the girls are mature enough, involve them with balancing the checkbook. This teaches them valuable lessons in money management.
- DON'T** write checks out for "Cash" or endorse checks to yourself. This is a big "red flag" when the accounts are monitored.
- DON'T** round-up your check, or write a check for more than the amount of the purchase. This is also a "red flag."
- DON'T** allow parents to be late with payments for the product programs.
- DON'T** pay for parent's outstanding monies for product program from troop funds.
- DO** complete and return the Outstanding Money Report along with the signed Permission and Responsibility Forms, as well as, any receipts signed by the parent/guardian who has not fulfilled their agreement for participation in the product program.
- DON'T** ever use your own personal money to pay for troop activities and **NEVER** use troop funds for personal expenses. All troop activities must be paid for out of troop funds.

Disbanding Troops and Unused Troop Funds

When a troop disbands, a Disbanded Troop Checklist must be completed by the troop leader and copies turned in to the Service Unit Manager and Troop Support Specialist.

- Funds may only be spent by girls in troops that are registered for the current Girl Scout year. Troops are encouraged to donate unused fund to Girl Scouts Heart of Michigan to support our camps or financial aid for our girls.
- A portion of troop funds should be transferred to the troop that a girl member will join once the troop has disbanded.
- All remaining troop funds must be submitted to the Troop Support Specialist for deposit into the Troop Treasuries Held account at Girl Scouts Heart of Michigan. This money will be prorated and available on request for girls who decide to re-register and join another troop or become a Juliette after the troop has deposited the remaining troop funds.
- Remaining funds, in any form, may never be distributed to girls, families or volunteers.
- Verify all outstanding checks have cleared the troop bank account.
- Close the troop bank account.

- Complete the Annual Troop Finance Report and complete the Disbanded Troop Checklist.

Closing the Troop Account

When closing a troop account, be sure all checks and other debits have cleared the account before you close it. Remember, you may have to close the account in person. Turn remaining funds over to a Girl Scouts Heart of Michigan staff member.

Collections

Policy

Girl Scouts Heart of Michigan Council will pursue collection of all delinquent accounts and non-collectible checks received for goods and services rendered to Girl Scouts Heart of Michigan and/or its sub-units to the fullest extent of the law.

Any Girl Scouts Heart of Michigan operational volunteer who has outstanding debts to Girl Scouts Heart of Michigan and/or its' sub-units for products or services rendered, non-collectible checks, or has embezzled or misappropriated Girl Scout funds which require external collection procedures will be permanently released of all volunteer responsibilities.

Any Girl Scouts Heart of Michigan operational volunteer who writes a check from their troop/group or Service Unit account that is returned for any reason is personally responsible for all fees and charges associated with that check. This includes debit card transactions. Troop/group or Service Unit funds cannot be used to satisfy the fees or charges. An operational volunteer may be removed from the troop/group or Service Unit account for writing insufficient funds checks. Other action may also be taken in regards to the volunteer's appointed position.

Money-Earning Basics for Troops

Troops flex their financial muscles in two distinct ways:

The Girl Scout Cookie Program and Treats and Reads (authorized product sales such as magazines, or nuts and candy) organized by Girl Scouts Heart of Michigan. All girl members are eligible to participate in two council-sponsored product program activities each year with volunteer supervision—the Girl Scout Cookie Program and Treats and Reads. Please remember, volunteers and Girl Scout staff don't sell cookies and other products—girls do.

Group money-earning activities organized by the troop (not by Girl Scouts Heart of Michigan) that are planned and carried out by girls (in partnership with volunteers) and that earn money for the group.

Participation Guidance

Girls' participation in both council-sponsored product program activities and group money-earning projects is based on the following:

- Voluntary participation.
- Written permission of each girl's parent or guardian.

- An understanding of (and ability to explain clearly to others) why the money is needed.
- An understanding that money earning should not exceed what the group needs to support its program activities.
- Observance of local ordinances related to involvement of children in money-earning activities as well as health and safety laws.
- Vigilance in protecting the personal safety of each girl.
- Arrangements for safeguarding the money.

Additional Guidelines

Policy

Girl Scout troops/groups may NOT earn money with product demonstration parties, raffles, drawings, games of chance, the direct solicitation of cash, the sale or endorsement of commercial products or participating in the sale of alcohol in any manner.

Keep these specific guidelines—some of which are required by the Internal Revenue Service—in mind to ensure that sales are conducted with legal and financial integrity.

- **All rewards earned by girls through the product program activities must support Girl Scout program experiences** (such as camp, travel, and program events, but not scholarships or financial credits toward outside organizations).
- **Rewards are based on sales ranges** set by Girl Scouts Heart of Michigan and may not be based on a dollar-per-dollar calculation.
- **Troops are encouraged to participate in council product programs as their primary money-earning activity**; any group money earning shouldn't compete with the Girl Scout Cookie Program and Treats and Reads.
- **Obtain written approval from Girl Scouts Heart of Michigan before a group money-earning event**; Submit a [*Money-Earning Application*](#) to a staff member at least one month prior to the event.
- **Girl Scouts discourages the use of games of chance.** Any activity which could be considered a game of chance (raffles, contests, bingo) must be approved by Girl Scouts Heart of Michigan and be conducted in compliance with all local and state laws.
- **Girl Scouts' Blue Book policy forbids girls from the direct solicitation of cash.** Girls can collect partial payment toward the purchase of a package of Girl Scout Cookies and other Girl Scout-authorized products through participation in council-approved product program donation programs.
- **Girl Scouts forbids product demonstration parties** where the use of the Girl Scout trademark increases revenue for another business, such as in-home product parties. Any business using the Girl Scout trademark or other Girl Scout intellectual property must seek authorization from GSUSA.
- **Group money-earning activities need to be suited to the ages and abilities of the girls** and consistent with the principles of the Girl Scout Leadership Experience.

- **Money earned is for Girl Scout activities and is not to be retained by individuals.** Girls can, however, be awarded incentives and/or may earn credits from their Girl Scout product programs. Funds acquired through group money-earning projects must be reported and accounted for by the group according to Girl Scouts Heart of Michigan procedures.

Policy

The income from troop money-earning activities never becomes the property of individual members—girls or adults.

Troop funds belong to the troop as a whole and not to individual members of the troop and should not be prorated by girl. However, Cadette, Senior and Ambassador Girl Scouts may designate money earned by individuals for special activities such as a trip or service project. At the end of the program year, or upon completion of the activity, this record-keeping system must be dissolved into the troop treasury from which it was generated.

Sample Money-Earning Activities

Miscellaneous Activities

- Bake sales
- Car washes
- Garage sales
- Recycling collections (ie., cans/ bottles)

Food/Meal Events

- Lunch box auction (prepared lunch or meal auctioned off)
- Themed meals, like a high tea or a build-your-own-taco bar, related to activities girls are planning; for instance, if girls are earning money for travel, they could tie the meal to their destination.
- Arts & Crafts exhibits/sales

Service(s)

- Service-a-thon (people sponsor a girl doing service and funds go to support a trip or other activity)
- Babysitting for holiday (New Year's Eve) or Girl Scouts Heart of Michigan events
- Raking leaves, weeding, cutting grass, shoveling snow, walking pets
- Cooking class or other specialty class

The Girl Scout Cookie Program and Treats and Reads are designed to unleash entrepreneurial potential in your girls. From there, your troop may decide to earn additional funds on its own.

Policy

Girl Scouts (girls or adults) are not allowed, when identifying themselves as Girl Scouts (such as wearing a uniform, a sash or vest, official pins, and so on) or as part of a Girl Scout activity to solicit money on behalf of another organization or individuals.

No fundraising for other organizations. This includes raising funds in events like Relay for Life, Hunger Walks, or bell ringing for Salvation Army. You and your troop/group can, however, support another organization through take-action projects or by making a donation from your troop/group's account.

Policy

Girl Scout troops and Service Units may not solicit funds from foundations, United Ways, or other entities, including businesses or organizations that require 501(c) (3) documentation.

Girl Scout Service Units may conduct money-earning projects. The same policies and procedures apply for these money-earning projects as for a troop. Money-earning applications must be submitted in advance to your troop support specialist, using this same form and instructions.

Help Your Troop Reach Its Financial Goals

We get it—there's something exciting about opening that first case of Girl Scout Cookies. However, before your girls take part in all the cookie program fun, it's important they have a clear plan and purpose for their product program activities. As a volunteer, you have the opportunity to facilitate girl-led financial planning, which may include the following steps for the girls:

1. **Set goals for money-earning activities.** What do girls hope to accomplish through this activity? In addition to earning money, what skills do they hope to build? What leadership opportunities present themselves?
2. **Create a budget.** Use a budget worksheet that includes both expenses (the cost of supplies, admission to events, travel, and so on) and available income (the group's account balance, projected cookie proceeds, and so on).
3. **Determine how much the group needs to earn.** Subtract expenses from available income to determine how much money your group needs to earn.
4. **Make a plan.** The group can brainstorm and make decisions about its financial plans. Will cookie and other product programs—if approached proactively and energetically—earn enough money to meet the group's goals? If not, which group money-earning activities might offset the difference? Will more than one group money-earning activity be necessary to achieve the group's financial goals? In this planning stage, engage the girls through the Girl Scout processes (girl-led, learning by doing, and cooperative learning) and consider the value of any potential activity. Have them weigh feasibility, implementation, and safety factors.
5. **Write it out.** Once the group has decided on its financial plan, describe it in writing. If the plan involves a group money-earning activity, fill out an application for approval from Girl Scouts Heart of Michigan and submit it along with the budget worksheet the girls created.

Remember. It's great for girls to have opportunities like the Girl Scout Cookie Program to earn funds that help them fulfill their goals. As a volunteer, try to help girls balance the money earning they do with opportunities to enjoy other activities that have less emphasis on earning and spending money. Take Action projects, for example, may not always require girls to spend a lot of money!

Financial Management and Product Program Abilities by Grade Level

As with other Girl Scout activities, girls build their financial and sales savvy as they get older. Every girl will be different, but here you'll find some examples of the abilities and opportunities for progression of girls at each grade level.

Girl Scout Daisies

- The group volunteer handles money, keeps financial records, and does all group budgeting.
- Parents/caregivers may decide they will contribute to the cost of activities.
- Girls can participate in Girl Scout Cookie Program activities and other council-sponsored product programs.
- Daisies are always paired with a volunteer when selling anything. Girls do the asking and deliver the product, but volunteers handle the money and keep the girls safe.
- Girls should be given the opportunity to practice identifying money and counting back change with an adult during each transaction.

Girl Scout Brownies

- The group volunteer handles money, keeps financial records, and shares some of the group budgeting responsibilities.
- Girls discuss the cost of activities (supplies, fees, transportation, rentals, and so on) with guidance from their volunteer(s).
- Girls set goals for and participate in council-sponsored product programs.
- Girls may decide to pay dues to contribute to the cost of activities.

Girl Scout Juniors

- The group volunteer retains overall responsibility for long-term budgeting and record keeping, but shares or delegates all other financial responsibilities.
- Girls set goals for and participate in council-sponsored product programs.
- Girls decide on group dues, if any. Dues are collected by girls and recorded by a group treasurer selected by the girls.
- Girls budget for the short-term needs of the group based on their plans and income from the group dues.
- Girls budget for more long-term activities, such as overnight trips, group camping, and special events.
- Girls budget for Take Action projects including the Girl Scout Bronze Award if they are pursuing it.

Girl Scout Cadettes, Seniors, and Ambassadors

- Girls estimate costs based on plans.
- Girls determine the amount of group dues, if any, and the scope of money-earning projects.
- Girls set goals for and participate in council-sponsored product programs.
- Girls carry out budgeting, planning, and group money-earning programs.
- Girls budget for extended travel, Take Action projects, and leadership projects.
- Girls may be involved in seeking donations for Take Action projects with Girl Scouts Heart of Michigan approval.
- Girls keep their own financial records and give reports to parents and group volunteers.
- Girls budget for Take Action projects, including the Girl Scout Silver or Girl Scout Gold Awards, if they are pursuing them.

Sponsorship of Girl Scout Troops

Troop sponsorship is a voluntary agreement between a Girl Scout troop and a local entity such as a local business, school, place of worship, community group or person. Sponsorship is open to supporters whose aims and objectives are compatible with the Girl Scout Promise and Law. The primary purpose of securing a sponsor is to gain support for the Girl Scout program within the community.

What a Girl Scout Troop May Do for the Sponsor

- Keep the sponsor informed of Girl Scout activities and needs
- Perform one or more service projects for the sponsor
- Recognize and publicize the sponsor's contributions to the troop
- A certificate is available for the troop to customize and present to the sponsor in appreciation of their support
- Nominate the sponsor for a Friend of Girl Scouting award

What the Sponsor May Do for the Troop

- Provide appropriate meeting space
- Consult and/or assist troops with program activities
- Help troops find necessary adult leadership
- Donations over \$200 must be coordinated with GSHOM Fund Development Department
- Provide resources for troop activities and events
- Provide or suggest service project opportunities for the troop
- Offer other means of support including supplies, equipment, membership fees, dues, or in-kind materials

The Troop Sponsorship Agreement

The Troop Sponsorship Agreement form must be completed and signed by both the sponsor and the troop leader (follow the Troop Sponsorship Agreement Instructions). Completed copies of the form must be provided to the troop, the sponsor and to your troop support specialist. Girl Scouts Heart of Michigan is a nonprofit 501(c) (3) tax-exempt organization. Troops, groups or other entities are not included under this nonprofit status and direct donations of any amount directly to troops/groups/service units are not tax-deductible.

Project Sponsorship

A project can be any experience, activity, opportunity, or event that is **planned by girls** in partnership with adults that furthers the Girl Scout Leadership Experience of the girls involved. The primary purpose of project sponsorship is to secure the commitment and involvement of a community entity in a joint venture that will provide greater opportunities for girls to develop skills in their area of interest. Projects may include: the "take action" segment of an age-level Journey; a Bronze, Silver or Gold Award planned by a troop or individual; high adventure experiences requiring special instruction and equipment; trips; environmental impact projects; etc.

Project sponsorship offers positive visibility and identity in the community. It gives the sponsor the chance to interact with and benefit local youth. Projects are limited only by the energies, enthusiasm and imagination of their initiators.

Working with Sponsors and Other Organizations

Local sponsors can help councils power innovative programs for Girl Scouts. Community organizations, businesses, religious organizations, and individuals may be sponsors and may provide group meeting places, volunteer their time, offer in-kind donations, provide activity materials, or loan equipment. Encourage your girls to celebrate a sponsor's contribution to the troop by sending thank-you cards, inviting the sponsor to a meeting or ceremony, or working together on a Take Action project.

For information on working with a sponsor, consult Girls Scouts Heart of Michigan, which can give you guidance on the availability of sponsors, recruiting guidelines, and any council policies or practices that must be followed. Girl Scouts Heart of Michigan may already have relationships with certain organizations or may know of some reasons not to collaborate with certain organizations.

When collaborating with any other organization, keep these additional guidelines in mind:

Avoid fundraising for other organizations. Girl Scouts are not allowed to solicit money on behalf of another organization when identifying themselves as Girl Scouts by wearing a uniform, a sash or vest, official pins, and so on. This includes participating in a walkathon or telethon while in uniform. However, you and your group can support another organization through Take Action projects. Girl Scouts as individuals are able to participate in whatever events they choose as long as they are not wearing anything that officially identifies them as Girl Scouts.

Steer clear of political fundraisers. When in an official Girl Scout capacity or in any way identifying yourselves as Girl Scouts, your group may not participate, directly or indirectly, in any political campaign or work on behalf of or in opposition to a candidate for public office. Letter-writing campaigns are not allowed, nor is participating in a political rally, circulating a petition, or carrying a political banner.

Be respectful when collaborating with religious organizations. Girl Scout groups must respect the opinions and practices of religious partners, but no girl should be required to take part in any religious observance or practice of the sponsoring group.

Avoid selling or endorsing commercial products. A commercial product is any product sold at a retail location. Since 1939, girls and volunteers have not been allowed to endorse, provide a testimonial for, or sell such products.

Fundraising

Solicitation of Gifts

“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 or 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. In addition, girls must abide by their own council's policies and procedures with regard to this matter. The National CEO in consultation with the National Board Chair may give permission to raise money in times of a major national or international emergency, with prior written notice to the National Board. Councils will be notified of this action in writing.

GSUSA Policy from the Blue Book of Basic Documents 2022, Solicitation of Contributions, page 20.

Fundraising – Supports Girl Scouts Heart of Michigan

Fundraising is the responsibility of adults. Fundraising involves appealing to the public to contribute funds to support the overall program and activities of the organization. We look to the community for contributions through individuals, foundations, local businesses, program income through product program, and United Ways. The goal of Fund Development in Girl Scouts Heart of Michigan is to diversify and increase income generated with a broad-based adult effort, which will support current and long-term fiscal stability. Methods used for adult-generated fund development include but are not limited to: Annual Giving Campaign, Family Partnership, Financial Assistance/Campership Funding, Foundations and Grants, Honor and Memorial Gifts, Planned Giving, Gifts-In-Kind, United Way, and Special Events.

Donations to Troops/Groups/Service Units

Policy

Girl Scouts Heart of Michigan is the only authorized entity to receive contributions, regardless of value, form or designated use that requires a 501(c) (3) number. Girl Scouts Heart of Michigan is a tax-exempt entity, incorporated in the state and designated as a 501(c) (3) organization and operates in compliance with the State of Michigan's License to Solicit Charitable Contributions. Troops/groups and Service Units are sub-units of Girl Scouts Heart of Michigan and do not have 501(c) (3) status. Gifts made directly to troops/groups or Service Units are not tax deductible.

Donations and Contributions

Funds received may be designated for a specific purpose at the council level or for use by a Service Unit.

Policy

Products, services, or gift items may not be solicited for the purpose of generating income for a troop/group or Service Unit. Donations to support troop or service unit activities should be requested from small, local and independently owned community businesses. Large, multi-unit companies, groups and organizations or their local branches may not be solicited. Mass solicitation is not allowed. Acceptance of contributions is not allowed where the council tax ID number, IRS determination letter or letterhead request is required. Girls may not engage in the direct solicitation of goods or services. Donations over \$200 must be coordinated with the GSHOM Fund Development Department

Grants

Policy

Grants and United Way requests for funds are not allowed by troops, groups, Service Units, adult volunteers and girls.

Opportunities for grant funding are to be referred to the Fund Development Department.

Corporate Girl Scouts Heart of Michigan Volunteer Awards

Many companies provide charitable contributions to non-profit organizations where employees volunteer their time. Guidelines vary by company and most often require that the Girl Scouts Heart of Michigan CEO sign all applications for awards of this nature. Corporate volunteer rewards contributions are acknowledged, accepted, and utilized by the incorporated organization.

Store Loyalty Rewards

Retail stores sometimes encourage collecting paid receipts for items purchased at their stores and rebate a portion of the submitted receipts to groups or organizations. Troops are able to participate in this type of program if store rebate program rules do not require 501(c) (3) status for the troop. Troops need to keep a copy of receipts for troop purchases made through the troop account. Troops or girls should not actively promote or advertise shopping at any specific store. Follow the guidelines for Money-Earning Projects.

Fundraising and Tax Exemption

Overview

Council 501(c) (3) Status as related to Tax Exemption for Michigan Sales Tax
Girl Scouts Heart of Michigan is a corporation that has 501(c) (3) non-profit status as determined by the Internal Revenue Service of the United States Government. This status exempts Girl Scouts Heart of Michigan from federal income taxes. This status also requires Girl Scouts Heart of Michigan to be audited and complete file an IRS form 990 on an annual basis.

Policy

Troops/Groups and Service Units do not have 501(c)(3) non-profit corporation status

Troops/Groups and Service Units are subordinate units of the Girl Scout Council and are the property of the Girl Scout Council. All assets (both cash and physical) held by Girl Scout Troops/Groups and Units are owned by the Girl Scout Council. Troops are subject to sales and use taxes at the state level. Girl Scout Troops/Groups and Service Units of Girl Scouts Heart of Michigan Council will pay sales tax on all purchases including those made in any Council Shop.

There are two distinct taxing authorities in this situation. The Internal Revenue Service (IRS) is the taxing authority of the Federal government, and the Michigan Department of Treasury is the

taxing authority of the State government. The IRS allows council and troop level exemption of federal income taxes. As a result, troops are allowed to use Girl Scouts Heart of Michigan's 501(c) (3) number when opening bank accounts for their troops. The Michigan Department of Treasury allows exemption of income taxes at the council and troop level. Troops are once again in compliance when opening a bank account. The Sales and Use division of the Michigan Department of Treasury does not allow exemption at the troop level. Some cities and counties have taxing authorities, and the council is often subject to those taxes as well.

Troops/Groups and Service Units must use the council Federal Tax ID number for opening all bank accounts. This allows the bank to report interest income earned by Troops/ Groups and Service Units to the IRS. Troop/Group and Service Unit Bank accounts are exempt from paying Federal income tax on interest income when they use the council tax ID number to identify the Troop/Group or Service Unit bank account as owned Girl Scouts Heart of Michigan.

Michigan Sales Tax

Girl Scout Troops/Groups or Service Units may not use the Council Federal Tax Identification number to obtain exemption from State of Michigan Sales Tax. State of Michigan Law grants sales tax exemption only to 501(c) (3) organizations. **Troops/Groups and Service Units do not have 501(c) (3) non-profit corporation status.** Troop leaders and other volunteers must not ask for or use a sales tax exemption for purchases made for the Troop/ Group or Service Unit.

Federal Tax ID or EIN Numbers

Girl Scouts Heart of Michigan Council Troop/ Groups and Service Units do not need and should not apply for a tax ID or Employer Identification Number (EIN). Having an EIN or tax ID number does not grant or imply tax exempt status. If you have an EIN send a letter requesting the closing of your account to: Internal Revenue Service, Attn: EO Entity, Mail Stop 6273, Ogden, Utah 84201 or fax it to 801-620-3249. State the reason you wish to close the account. If you have a copy of the EIN assignment notice that was issued include that when you write. Include legal name of entity, the EIN and the mailing address.

* Service Units must adhere to the same guidelines and policies as troops do for their treasury/events/accounts/ money-earning projects.

Engaging Girls

Creating the kind of environment in which girls are unafraid to try new things and to be who they want to be starts with you! By meeting your girls where they are, you'll help them develop the leadership skills they'll use today and in the future.

Understanding Healthy Development in Girls

It sounds simple, but just being attentive to what girls are experiencing as they mature is a big help to them—and to you, as you guide and mentor them! You'll experience different joys and challenges with each Girl Scout level, but here are some guidelines for meeting girls' needs and abilities at different grade levels, you'll also find these listed in the adult guide of each leadership Journey.

Girl Scout Daisies	
At the Girl Scout Daisy level (kindergarten and first grades), girls...	This means...
Have loads of energy and need to run, walk, and play outside.	<i>They'll enjoy going on nature walks and outdoor scavenger hunts.</i>
Are great builders and budding artists, though they are still developing their fine motor skills.	<i>Encouraging them to express themselves and their creativity by making things with their hands. Girls may need assistance holding scissors, cutting in a straight line, and so on.</i>
Love to move and dance.	<i>They might especially enjoy marching like a penguin, dancing like a dolphin, or acting out how they might care for animals in the jungle.</i>
Are concrete thinkers and focused on the here and now.	<i>Showing instead of telling, for example, about how animals are cared for. Plan visits to animal shelters, farms, or zoos; meet care providers, or make a creative bird feeder.</i>
Are only beginning to learn about basic number concepts, time, and money.	<i>You'll want to take opportunities to count out supplies together—and, perhaps, the legs on a caterpillar!</i>
Are just beginning to write and spell, and they don't always have the words for what they're thinking or feeling.	<i>That having girls draw a picture of something they are trying to communicate is easier and more meaningful for them.</i>
Know how to follow simple directions and respond well to recognition for doing so.	<i>Being specific and offering only one direction at a time. Acknowledge when girls have followed directions well to increase their motivation to listen and follow again.</i>

Girl Scout Brownies

At the Girl Scout Brownie level (second and third grades), girls...	<i>This means...</i>
Have loads of energy and need to run, walk, and play outside.	<i>Taking your session activities outside whenever possible.</i>
Are social and enjoy working in groups.	<i>Allowing girls to team up in small or large groups for art projects and performances.</i>
Want to help others and appreciate being given individual responsibilities for a task.	<i>Letting girls lead, direct, and help out in activities whenever possible. Allow girls as a group to make decisions about individual roles and responsibilities.</i>
Are concrete thinkers and focused on the here and now.	<i>Doing more than just reading to girls about the Brownie Elf's adventures. Ask girls questions to gauge their understanding and allow them to role play their own pretend visit to a new country.</i>
Need clear directions and structure and like knowing what to expect.	<i>Offering only one direction at a time. Also, have girls create the schedule and flow of your get-togethers and share those at the start.</i>
Are becoming comfortable with basic number concepts, time, money, and distance.	<i>Offering support only when needed. Allow girls to set schedules for meetings or performances, count out money for a trip, and so on.</i>
Are continuing to develop their fine motor skills and can tie shoes, use basic tools, begin to sew, and the like.	<i>Encouraging girls to express themselves and their creativity by making things with their hands. Girls may need some assistance, however, holding scissors, threading needs, and so on.</i>
Love to act in plays, create music, and dance.	<i>Girls might like to create a play about welcoming a new girl to their school or to tell a story through dance or creative movement.</i>
Know how to follow rules, listen well, and appreciate recognition of a job well done.	<i>Acknowledging when the girls have listened or followed the directions well, which will increase their motivation to listen and follow again.</i>

Girl Scout Juniors

At the Girl Scout Junior level (fourth and fifth grades), girls...	<i>This means...</i>
Want to make decisions and express their opinions.	<i>Whenever possible, allowing girls to make decisions and express their opinions through guided discussion and active reflection activities. Also, have girls set rules for listening to others' opinions and offering assistance in decision making.</i>
Are social and enjoy working in groups.	<i>Allowing girls to team up in small or large groups for art projects, performances, and written activities.</i>
Are aware of expectations and sensitive to the judgments of others.	<i>Although it's okay to have expectations, the expectation is not perfection! Share your own mistakes and what you learned from them and be sure to create an environment where girls can be comfortable sharing theirs.</i>
Are concerned about equity and fairness.	<i>Not shying away from discussing why rules are in place and having girls develop their own rules for their group.</i>
Are beginning to think abstractly and critically and are capable of flexible thought. Juniors can consider more than one perspective as well as the feelings and attitudes of another.	<i>Asking girls to explain why they made a decision, to share their visions of their roles in the future, and to challenge their own and others' perspectives.</i>
Have strong fine and gross motor skills and coordination.	<i>Engaging girls in moving their minds and their bodies. Allow girls to express themselves through the written word, choreography, and so on.</i>
Love to act in plays, create music, and dance.	<i>Girls might like to tell a story through playwriting, playing an instrument, or choreographing a dance.</i>
May be starting puberty, which means beginning breast development, skin changes, and weight changes. Some may be getting their periods.	<i>Being sensitive to girls' changing bodies, possible discomfort over these changes, and their desire for more information. Create an environment that acknowledges and celebrates this transition as healthy and normal for girls.</i>

Girl Scout Cadettes

At the Girl Scout Cadette level (sixth, seventh, and eighth grades), girls...	<i>This means...</i>
<p>Are going through puberty, including changes in their skin, body shape, and weight. They're also starting their menstrual cycles and have occasional shifts in mood.</p>	<p><i>Being sensitive to the many changes Cadettes are undergoing and acknowledging that these changes are as normal as growing taller! Girls need time to adapt to their changing bodies, and their feelings about their bodies may not keep up. Reinforce that, as with everything else, people go through puberty in different ways and at different times.</i></p>
<p>Are starting to spend more time in peer groups than with their families and are very concerned about friends and relationships with others their age.</p>	<p><i>That girls will enjoy teaming up in small or large groups for art projects, performances, and written activities as well as tackling relationship issues through both artistic endeavors and Take Action projects.</i></p>
<p>Can be very self-conscious, wanting to be like everyone else but fearing they are unique in their thoughts and feelings.</p>	<p><i>Encouraging girls to share, but only when they are ready. At this age, they may be more comfortable sharing a piece of artwork or a fictional story than their own words. Throughout the activities, highlight and discuss differences as positive, interesting, and beautiful.</i></p>
<p>Are beginning to navigate their increasing independence and expectations from adults at school and at home.</p>	<p><i>Trusting girls to plan and make key decisions and allowing them to experience "fun failure," which is learning from trying something new and making mistakes.</i></p>

Girl Scout Seniors

At the Girl Scout Senior level (ninth and tenth grades), girls...	<i>This means...</i>
Are beginning to clarify their own values, consider alternative points of view on controversial issues, and see multiple aspects of a situation.	<i>Asking girls to explain the reasoning behind their decisions. Engage girls in role-play and performances, where others can watch and offer alternative solutions.</i>
Have strong problem-solving and critical thinking skills and are able to plan and reflect on their own learning experiences.	<i>Girls are more than able to go beyond community service to develop projects that will create sustainable solutions in their communities. Be sure to have girls plan and follow up on these experiences through written and discussion-based reflective activities.</i>
Spend more time in peer groups than with their families and are very concerned about friends and relationships with others their age.	<i>That girls will enjoy teaming up in small or large groups for art projects, performances, and written activities. They'll also want to tackle relationship issues through both artistic endeavors and Take Action projects. Alter the makeup of groups with each activity so that girls interact with those they might not usually pair up with.</i>
Frequently enjoy expressing their individuality.	<i>Encouraging girls to express their individuality in their dress, creative expression, and thinking. Remind girls frequently that there isn't just one way to look, feel, think, or act. Assist girls in coming up with new ways of expressing their individuality.</i>
Feel they have lots of responsibilities and pressures—from home, school, peers, work, and other sources.	<i>Acknowledging girls' pressures and sharing how stress can limit health, creativity, and productivity. Help girls release stress through creative expression, movement, and more traditional stress-reduction techniques.</i>
Are continuing to navigate their increasing independence and expectations from adults at school and at home.	<i>Trusting girls to plan and make key decisions, allowing them to experience "fun failure," which is learning from trying something new and making mistakes.</i>

Girl Scout Ambassadors

At the Girl Scout Ambassador level (eleventh and twelfth grades), girls...	<i>This means...</i>
Can see the complexity of situations and controversial issues—they understand that problems often have no clear solution and that varying points of view may each have merit.	<i>Inviting girls to develop stories as a group and then individually create endings that they later discuss and share.</i>
Have strong problem-solving and critical thinking skills and can adapt logical thinking to real-life situations. Ambassadors recognize and incorporate practical limitations to solutions.	<i>Girls are more than able to go beyond community service to develop projects that will create sustainable solutions in their communities. Be sure to have girls plan and follow up on these experiences through written and discussion-based reflective activities.</i>
Spend more time with peers than with their families and are very concerned about friends and relationships with others their age.	<i>Girls will enjoy teaming up in small or large groups for art projects, performances, and written activities. They'll also want to tackle relationship issues through artistic endeavors and Take Action projects. Alter the makeup of groups with each activity so that girls interact with those they might not usually pair up with.</i>
Frequently enjoy expressing their individuality.	<i>Encouraging girls to express their individuality in their dress, creative expression, and thinking. Remind girls frequently that there isn't just one way to look, feel, think, or act. Assist girls in coming up with new ways of expressing their individuality.</i>
Feel they have lots of responsibilities and pressures—from home, school, peers, work, and other sources.	<i>Acknowledging girls' pressures and sharing how stress can limit health, creativity, and productivity. Help girls release stress through creative expression, movement, and more traditional stress-reduction techniques.</i>
Are continuing to navigate their increasing independence and expectations from adults—at school and at home—and are looking to their futures.	<i>Trusting girls to plan and make key decisions, allowing them to experience “fun failure,” which is learning from trying something new and making mistakes.</i>

Creating a Safe Space for Girls

A safe space is where girls feel that they can be themselves, without explanation or judgment. As a volunteer, the environment you create is just as important as the activities girls do—it's the key to developing the sort of group that girls want to be part of! Cultivate a space where confidentiality is respected, and girls can express their true selves.

Recognize and Support Each Girl

You're a role model and a mentor to your girls. Since you play an important role in their lives, they need to know that you consider each of them an important person too. They can weather a poor meeting place or an activity that flops, but they cannot endure being ignored or rejected.

- Give a shout-out when you see girls trying their best, not just when they've had a clear success.
- Emphasize the positive qualities that make each girl worthy and unique.
- Be generous with praise and stingy with rebuke.
- Help your girls find ways to show acceptance of and support for one another.

Promote Fairness

Girls are sensitive to injustice. They forgive mistakes if they are sure you are trying to be fair. They look for fairness in how responsibilities are shared, in handling of disagreements, and in your responses to performance and accomplishment.

- When possible, ask the girls what they think is fair before decisions are made.
- Explain your reasoning and show why you did something.
- Be willing to apologize if needed.
- Try to see that responsibilities as well as the chances for feeling important are equally divided.
- Help girls explore and decide for themselves the fair ways of solving problems, carrying out activities, and responding to behavior and accomplishments.

Build Trust

Girls need your belief in them and your support when they try new things. You'll also need to show them that you won't betray their confidence.

- Show girls you trust them to think for themselves and use their own judgment.
- Encourage them to make the important decisions in the group.
- Give them assistance in correcting their own mistakes.
- Support girls in trusting one another—let them see firsthand how trust can be built, lost, regained, and strengthened.

Inspire Open Communication

Girls want someone who will listen to what they think, feel, and want to do. They like having someone they can talk to about the important things happening in their lives.

- Listen to the girls. Respond with words and actions.
- Speak your mind openly when you are happy or concerned about something and encourage girls to do the same.
- Leave the door open for girls to seek advice, share ideas and feelings, and propose plans or improvements.
- Help girls see how open communication can result in action, discovery, better understanding of self and others, and a more comfortable climate for fun and accomplishment.

Managing Conflict

Conflicts and disagreements are an inevitable part of life, but if handled constructively, they show girls that they can overcome their differences, exercise diplomacy, and improve their communication and relationships. Respecting others and being a sister to every Girl Scout means that shouting, verbal abuse, or physical confrontations are never warranted and cannot be tolerated in the Girl Scout environment.

When a conflict arises between girls or a girl and a volunteer, get those involved to sit down together and [talk calmly in a nonjudgmental manner](#), keeping in mind that each party may need some time—a few days or a week—to calm down before being able to do this. Talking in this way might feel uncomfortable and difficult now, but it lays the groundwork for working well together in the future. Whatever you do, do not spread your complaint around to others—that won't help the situation and causes only embarrassment and anger.

You'll also find conflict resolution activities in some of the Journeys, such as the Amaze Journey for Cadettes or the Mission Sisterhood Journey for Seniors.

If a conflict persists, be sure you explain the matter to your volunteer support team. If the supervisor cannot resolve the issues satisfactorily (or if the problem involves the supervisor), the issue can be taken to the next level of supervision and, ultimately, to Girl Scouts Heart of Michigan if you need extra help.

Communicating Effectively with Girls of Any Age

Make sure your words and intentions create connection with the girls. Keep in mind how important the following attitudes are.

Listen. Listening to girls, as opposed to telling them what to think, feel, or do (no “you should”) is the first step in building a trusting relationship and helping them take ownership of their Girl Scout experience.

Be Honest. If you're not comfortable with a topic or activity, it's OK to say so. No one expects you to be an expert on every topic. Ask for alternatives or seek out volunteers with the required expertise. Owning up to mistakes—and apologizing for them—goes a long way with girls.

Be Open to Real Issues. Outside of Girl Scouts, girls may be dealing with issues like relationships, peer pressure, school, money, drugs, and other serious topics. When you don't

know, listen. Also seek help from Girl Scouts Heart of Michigan if you need assistance or more information than you currently have.

Show Respect. Girls often say that their best experiences were the ones where adults treated them as equal partners. Being spoken to as young adults reinforces that their opinions matter and that they deserve respect.

Offer Options. Girls' needs and interests change and being flexible shows them that you respect them and their busy lives. Be ready with age-appropriate guidance and parameters no matter what the girls choose to do.

Stay Current. Show your girls that you're interested in their world by asking them about the TV shows and movies they like; the books, magazines, or blogs they read; the social media influencers they follow; and the music they listen to.

Remember LUTE: Listen, Understand, Tolerate, and Empathize. Try using the LUTE method to thoughtfully respond when a girl is upset, angry, or confused.

Listen. Hear her out, ask for details, and reflect back what you hear; try “What happened next?” or “What did she say?”

Understand. Show that you understand where she's coming from with comments such as, “So what I hear you saying is...” or “I understand why you're unhappy,” or “Your feelings are hurt; mine would be, too.”

Tolerate. You can tolerate the feelings that she just can't handle right now on her own. Let her know that you're there to listen and accept how she is feeling about the situation. Say something like: “Try talking to me about it. I'll listen,” or “I know you're mad—talking it out helps,” or “I can handle it—say whatever you want to.”

Empathize. Let her know you can imagine feeling what she's feeling with comments such as, “I'm sure that really hurts” or “I can imagine how painful this is for you.”

Addressing the Needs of Older Girls

Let these simple tips guide you when working with teenage girls:

- Think of yourself as a “guide on the side”—a partner, a coach, or a mentor, not a “leader.”
- Ask girls what rules they need for safety and what group agreements they need to be a good team. When girls take the lead in establishing group rules, they're more likely to stick to them.
- Understand that girls need time to talk, unwind, and have fun together.
- Ask what they think and what they want to do.
- Encourage girls to speak their minds.
- Provide structure, but don't micromanage.

- Give everyone a voice in the group—understanding that “speaking up” may look different for each girl. For some girls, it might mean sharing their ideas in front of the entire group; for others it could mean submitting a written response or contributing as part of a group.
- Treat girls like partners.
- Don’t repeat what’s said in the group to anyone outside of it (unless necessary for a girl’s safety). See “Report Concerns” below to understand the guard rails.

When Sensitive Topics Come Up

It’s an amazing feeling when your Girl Scouts put their trust in you—and when they do, they may come to you with some of the issues they are facing such as bullying, peer pressure, dating, athletic and academic performance, and more. Some of these issues may be considered sensitive by families who may have opinions or input about how, and whether, Girl Scouts should cover these topics with their girls.

Girl Scouts welcomes and serves girls and families from a wide spectrum of faiths and cultures. When girls wish to participate in discussions or activities that could be considered sensitive—even for some—put the topic on hold until you have spoken with the parents and received guidance from Girl Scouts Heart of Michigan.

When Girl Scout activities involve sensitive issues, your role is that of a caring adult volunteer who can help girls acquire skills and knowledge in a supportive atmosphere, not someone who advocates a particular position.

Girl Scouts of the USA does not take a position or develop materials on issues relating to human sexuality, birth control, or abortion. We feel our role is to help girls develop self-confidence and good decision-making skills that will help them make wise choices in all areas of their lives. We believe parents and caregivers, along with schools and faith communities, are the primary sources of information on these topics.

Girl Scouts Heart of Michigan’s stance on Social Issues and Religion can be found here:

<https://www.gshom.org/en/discover/about/social-issues-and-religion-.html>

Parents/caregivers make all decisions regarding their girl’s participation in Girl Scout program that may be of a sensitive nature. As a volunteer leader, you must get written parental permission for any locally planned program offering that could be considered sensitive. The Parent Permission-Sensitive Issues can be found [here](#). Included on the permission form should be the topic of the activity, any specific content that might create controversy, and any action steps the girls will take when the activity is complete. Be sure to have a form for each girl and keep the forms on hand in case a problem arises. For activities not sponsored by Girl Scouts, find out in advance (from organizers or other volunteers who may be familiar with the content) what will be presented, and follow Girl Scouts Heart of Michigan’s guidelines for obtaining written permission.

Report Concerns

There may be times when you worry about the health and well-being of girls in your group. Alcohol, drugs, sex, bullying, abuse, depression, and eating disorders are some of the issues girls may encounter. You are on the frontlines of girls' lives which places you in a unique position to identify a situation in which a girl may need help. If you believe a girl is at risk of hurting herself or others, your role is to promptly bring that information to her parent/caregiver or Girl Scouts Heart of Michigan so she can get the expert assistance she needs. Your concern about a girl's well-being and safety is taken seriously and Girl Scouts Heart of Michigan will guide you in addressing these concerns.

Here are a few signs that could indicate a girl needs expert help:

- Marked changes in behavior or personality (for example, unusual moodiness, aggressiveness, or sensitivity).
- Declining academic performance and/or inability to concentrate.
- Withdrawal from school, family activities, or friendships.
- Fatigue, apathy, or loss of interest in previously enjoyed activities.
- Sleep disturbances.
- Increased secretiveness.
- Deterioration in appearance and personal hygiene.
- Eating extremes, unexplained weight loss, distorted body image.
- Tendency toward perfectionism.
- Giving away prized possessions; preoccupation with the subject of death.
- Unexplained injuries such as bruises, burns, or fractures.
- Avoidance of eye contact or physical contact.
- Excessive fearfulness or distrust of adults.
- Abusive behavior toward other children, especially younger ones.

Contact a staff member at Girl Scouts Heart of Michigan to find out how to refer the girl and her parent/guardian to experts at school or in the community. Share your concern with the girl's family, if this is feasible.

Child abuse and neglect are unlawful acts. It is against Girl Scouts Heart of Michigan's policy for any volunteer, male or female, to physically, sexually, or mentally abuse or neglect any girl member.

All states require certain professionals and institutions to report suspected child abuse. Failure to report suspected child abuse can result in criminal and civil liability. All states require the report to be made to some type of law enforcement authority or child protection agency. Reporting to a parent or relative will not satisfy the reporter's legal duty under the statutes.

In accordance with this policy, Girl Scouts Heart of Michigan will neither condone nor tolerate:

- Infliction of physically abusive behavior or bodily injury upon girl members;

- Physical neglect of girl members, including failure to provide adequate safety measures, care and supervision in relation to Girl Scout activities;
- Emotional maltreatment of girl members, including verbal abuse and/or verbal attacks; or
- Excessive restraint.

Any volunteer who suspects that any of the above named situations exist or who suspects that a member has been subjected to abusive conduct or neglect, either within or outside the council, should make a report to his or her immediate supervisor, the Chief Executive Officer or the Chief Executive Officer's designee. A telephone report will be made to the Department of Health and Human Services/Child Protective Services and a follow-up written report will be filed if requested by that agency.

Following a timely and thorough investigation of any allegations of child abuse, the offending volunteer may be subject to disciplinary action that can include dismissal. Local laws that are more stringent than Girl Scout policies always supersede these policies.

Engaging Families

You want your Girl Scouts to have fun, be inspired, take risks, and learn about themselves and the world—that's why you're a Girl Scout troop leader or troop volunteer! Parents and caregivers want the same thing for their girls but getting families to pitch in and play an active role in the troop while also enhancing the experience for their girl and themselves can be tricky for many volunteers. It doesn't have to be this way.

Kick the Year Off Right by Engaging Parents and Other Caregivers

When families step up and play an active part in troop life, your troop can shine its brightest! Plus, girls feel a special sense of pride when their families take part and show interest in the things they are doing.

What Is a Parent and Caregiver Meeting?

It's the first meeting you have to start each troop year—whether you are a new or returning troop, it's valuable for all troops.

Why Hold a Meeting? [Kicking off each year with a parent and caregiver meeting](#) sets the troop up for success. Outlining clear expectations, building a team, and engaging parents in the Girl Scout experience is a great way to start off on the right foot. When parents are involved, leaders have support, the troop has a plan, and girls' benefit! The meeting helps:

- Families understand what Girl Scouting can do for their girl.
- Families and leaders identify ways they will work as a team to support the troop.
- Families and leaders agree about what the troop pays for and what families pay for individually.
- You fill key troop positions—you never know which parent will make an awesome assistant leader or troop cookie manager.
- Families know how the troop will communicate things like upcoming events or schedule changes.
- Families learn about uniforms, books, and other important basics.

For even more tips on working with troop families, check out [Girl Scouts' Tips for Troop Leaders](#) hub.

How to Keep Parents and Caregivers Engaged

Make the Ask(s). The main reason people don't take action is because they were never asked to in the first place. That's why hearing one out of three Girl Scout parents say no one had communicated expectations around involvement with their girl's troop is so troubling. Parents may have many talents, but they're certainly not mind readers. If you're nervous about getting turned down, don't be. Sure, a few parents might be unable to lend a hand, but the helpers you do get will be worth their weight in gold. And just because someone wasn't available a month or two ago doesn't mean they won't be free to help now. Loop back, follow up, and ask again!

Make Sense of “Why.” Explain that not only does the whole troop benefit with extra help from parents and other caregivers, but also that girls feel a special sense of pride in seeing their own family member step up and take a leadership role. Getting involved can strengthen the caregiver/girl bond and is a meaningful way to show daughters that they are a priority in their parents’ lives.

Make It Quick and Easy. Everybody’s got a full plate these days, so instead of starting conversations with a list of tasks or responsibilities that parents and other caregivers could take on (which can be intimidating), ask how much time each week they might be able to dedicate to the troop, then go from there. For instance, if a troop mom or dad has 15 minutes each week to spare, they could organize and manage the calendar for troop snacks and carpools. If a grandparent has one to two hours, they could assist with leading the troop through a specific badge on a topic they’re already comfortable with.

Make Family Part of the Formula. While Girl Scout programming is always focused on the girls themselves, it’s important and helpful to open up a few events to their families throughout the year. Inviting the whole crew to celebrate her accomplishments in Girl Scouting—whether at a holiday open house, a bridging ceremony, or a fun “reverse meeting” where girls take the role of leaders and guide the adults, including caregivers, through an activity—will help parents better understand the value of Girl Scouts and they’ll be more likely to invest their time and talents to the troop.

That said, there’s no need to wait for a special event to engage families in their girls’ Girl Scout life. Keep communication lines open throughout the year—whether it’s through your troop’s social media page, personal emails, or in-person chats—to keep parents in the loop on what the girls are doing and learning during each meeting and encourage them to let their daughters “be the experts” at home, explaining or teaching the new skills they’ve learned. You can get everyone in on the fun and keep Girl Scouts strong at home by sharing the family badge guides on the Volunteer Toolkit with parents and caregivers.

Girl Scout Product Programs

Learning to think like an entrepreneur? Developing business smarts? Getting to know customers and building lasting relationships? There's so much more to that box of Thin Mints®.

Whether girls participate in the Girl Scout Cookie Program or the Girl Scout Fall Product Program (or both!), everything your Girl Scouts learn prepares them to take on the world. Plus, Girl Scout Cookie proceeds stay in your local community to power amazing year-round experiences—experiences that broaden girls' worlds and spark their sense of wonder.

Five Essential Skills

Girl Scouts as young as five develop five essential skills through the Girl Scout Cookie Program—skills that will help them be successful today and throughout their lives:

- **Goal Setting.** Girls learn to create a plan to reach their goals.
- **Decision Making.** Girls learn to make decisions on their own and as a team.
- **Money Management.** Girls learn to create a budget and handle money.
- **People Skills.** Girls find their voice and up their confidence through customer interactions that build relationships.
- **Business Ethics.** Girls learn to act responsibly and honestly, both in business and in life.

But building their business know-how isn't just tied to the cookies themselves! Girl Scouts at any level can continue honing their entrepreneurial skills by earning the [Cookie Business badges](#), [Cookie Entrepreneur Family Pin](#), and the [Financial Literacy badges](#) year over year.

Before your cookie bosses open shop, be sure to check out these [helpful troop leader resources](#) that will empower you to:

- Manage your troop's funds.
- Learn how girls participate in money earning.
- Discover how your troop can reach its financial goals.
- Plan activities to help her earn cookie pins and badges
- Understand just how much your girls are capable of by grade level and [how their entrepreneurial skills progress](#).

Girl Scout Cookie History

What started with Girl Scouts selling home-baked cookies to raise money grew into enlisting professional bakers in 1936 to handle the growing demand—and the rest is history. [Explore Girl Scout Cookie History](#) to find out how cookies have helped build generations of female entrepreneurs and leaders who make the world a better place.

Where Cookie Proceeds Go

After paying for the cost of cookies and materials, [Girl Scout Cookie proceeds stay local](#) and help councils provide Girl Scout programs in science, technology, engineering, and math (STEM), the outdoors, life skills, entrepreneurship, and more—in camps, through leadership training, and

multiple other ways. A portion of the proceeds is directly managed by girls, and it's up to them to decide how to invest their troop's share of the earnings.

Girl Scouts Heart of Michigan will provide a breakdown of how cookie program proceeds support Girl Scout activities locally. Please share this information with girls and their families so everyone understands that product program sales make it possible for Girl Scouts Heart of Michigan to serve girls.

Troop members share in the proceeds from a successful product program; proceeds are not distributed to individual girl members. Girls, however, may be eligible for rewards and credits that they put toward council-sponsored camps, programs, and Girl Scout swag. The council plan for rewards applies equally to all girls participating in the product program activity. Visit the cookie section [Cookie page](#) of Girl Scouts Heart of Michigan's website for more information about individual rewards and troop proceeds locally.

The [Girl Scout Blue Book of Basic Documents](#) specifies that:

“All money and other assets, including property, that are raised, earned, or otherwise received in the name of and for the benefit of Girl Scouting must be held and authorized by a Girl Scout council or Girl Scouts of the USA. Such money and other assets must be used for the purposes of Girl Scouting.”

“Ownership of Assets,” *Blue Book of Basic Documents*

Making s'mores under the stars, creating a lasting impact in your community, or ordering supplies for an eye-opening STEM project—there are limitless ways to put troop proceeds toward dynamic Girl Scout experiences! There are a few things, however, that don't qualify for “purposes of Girl Scouting,” for instance, using troop proceeds to purchase memberships in or uniforms for another organization. We encourage all councils to remind their volunteers of this policy in order to protect the all-girl environment and to avoid diversion of Girl Scout funds.

Girl Scouts Heart of Michigan's Role

When you are set up for success, you are better able to set up your girls for success! That's why every year, Girl Scouts Heart of Michigan provides trainings, guidelines, and procedures for conducting the Girl Scout Cookie Program and fall product program and determines how the proceeds and product rewards system will be managed. Check the [cookie section](#) of Girl Scouts Heart of Michigan's website to find the answers you need as well as local trainings and resources.

Each council also selects the vendors of its choice to provide the products for their product programs. Two commercial bakers are licensed by Girl Scouts of the USA to produce Girl Scout Cookies: [Little Brownie Bakers](#) and [ABC Bakers](#). You can also [Meet the Cookies](#) and find additional info on cookie varieties, including nutritional details.

Councils also work with vendors to offer magazine subscriptions, nut and candy products, and more for the fall product program. These companies are [Ashdon Farms](#), [Trophy Nut](#), and [M2 Media Group](#). Each provides online tools and activities for girls to download. Magazine selection and sales may take place online—check with Girl Scouts Heart of Michigan for more details.

Your Role

You play an exciting role in giving your Girl Scouts opportunities to practice the five skills as they learn how to think like entrepreneurs. Some of the things you'll do include:

- Get girls excited about the opportunities to support the troop (but allowing their participation to be voluntary).
- Support both [competitive and apprehensive cookie bosses](#), helping all your girls set meaningful goals for themselves.
- [Fostering partnerships with each Girl Scout's family](#) to ensure cookie season success, whatever that may look like for her, will help you build a positive partnership with girls and families, and the [Cookie Entrepreneur Family pin](#) is designed to help families support girls' growth at home.

Not only can girls sell individually, both in-person and using the online tools provided by each vendor, they can also participate in group booth sales during product programs. Girl Scouts Heart of Michigan has additional guidance and processes to market and ensure every booth is in a safe and appropriate location.

As your Girl Scouts grow, your role will evolve from a hands-on one to providing oversight and support where needed. No matter their ages, remember that volunteers and parents/caregivers do not sell the product. Your role is to encourage your girls and let their entrepreneurial spirit soar. Learning by doing is exactly how your girls develop the business savvy and communication skills that will [empower them to reach any goals they set for themselves](#).

Another critical task for each troop is to establish a clear accounting system for all proceeds and product during the programs. It's up to you to make sure that money is spent wisely, that excellent records are kept (remember to keep copies of all receipts in a binder or folder), and that all product is tracked. For older girls, your job is to oversee their work as they learn to keep impeccable records. Be sure to attend product program orientation or training so you are aware of the systems and helpful tools available.

The Girl Scout Cookie Program and the fall product program can be exhilarating and busy times during the troop year, but you're never alone in your efforts! You can reach out to your service unit product program manager when you're feeling stuck, or you can [build a cookie team](#) to provide the support your troop needs.

Product Program Safety

Safety is the top priority while selling Girl Scout Cookies and other products. Volunteers, families, and girls should be familiar with and practice the safety guidelines outlined in local program resources as well as those available in the [troop leader resources](#) section of girlscoutcookies.org and in *Safety Activity Checkpoints*.

Selling Cookies Online

Will your troop use the Digital Cookie® platform to manage its cookie business? Check the specific guidelines provided by each cookie vendor before participating. Before girls begin selling

online, they should partner with their troop leader and families to learn how to safely run their business online.

A few more online safety practices to keep in mind:

- The Girl Scout Cookie Program is a girl-led program; a Girl Scout should always lead online marketing and sales efforts, with the supervision of her parent or caregiver.
- Girl Scouts engaging in online sales and marketing must review and apply the [Digital Marketing Tips for Cookie Entrepreneurs and Their Families](#).
- Girls, volunteers and parents must review and adhere to the [Girl Scout Internet Safety Pledge](#), the [Digital Cookie Pledge](#), the [Supplemental Safety Tips for Online Marketing](#), and Girl Scouts' *Safety Activity Checkpoints* for Computer and Internet Use and Cookie and Product Sales (with the exception that they may share beyond friends and family).
- Girl sales links should never be posted to resale sites (Craigslist, eBay, Facebook Marketplace etc.).
- Girls must adhere to all terms and conditions on Digital Cookie and Smart Cookie platforms. For copies of terms and conditions, please contact GSUSA, ABC, or M2 as needed.
- Girl Scouts of the USA reserves the right to remove or disable the link for any reason including violation of guidance, inventory fulfillment issues, safety issues, or if sales and marketing activity goes viral and otherwise creates unanticipated disruption.

Additionally, families, girls, and volunteers should contact and collaborate with their councils and Girl Scouts of the USA in advance on any national news media opportunities tied to girls online marketing and sales efforts.

The Buddy System

Using the buddy system, the troop is divided into teams of two. Each Girl Scout is responsible for staying with her buddy at all times, warning her buddy of danger, giving her buddy immediate assistance if safe to do so, and seeking help if needed. Girls are encouraged to stay near the group or buddy with another team of two so that in the event someone is injured, one person cares for the patient while two others seek help.

Preparing for Your Girl Scout Cookie Booth

Cookie booths—that is, cookie pop-up sales in areas with lots of foot traffic—are a fun way for Girl Scouts to connect with their community and practice their sales pitch with new customers. Booth locations must be approved by councils, facilitated within council jurisdiction, and participants must follow all council guidelines with regard to setting up, running, and taking down a booth.

Please check your local COVID-19 guidelines for any restrictions on booth locations and other safety considerations, or [consider a virtual cookie booth](#) or [virtual cookie rally](#) if it makes sense for your troop.

Create a great cookie booth experience for your Girl Scouts by:

- Using your best judgment in setting up cookie booths in locations that will be open, accessible, and safe for all Girl Scouts and potential customers.
- Choosing a high traffic area—this could be your local supermarket, mall, or park—where you’ll maximize the number of visitors to your booth.
- Checking out your booth site ahead of the sale. Talk to business owners in the area so they’ll know what to expect. Find out what security measures are in place—these may include lights for evening sales and whether a security camera watches the booth area—and where the nearest bathrooms are located.
- Respecting the surrounding businesses by making sure your booth isn’t blocking a store entrance or exit.

Encouraging your Girl Scouts to unleash their creativity—and work on their advertising skills—to make colorful signs and booth decorations that potential customers can’t resist! Remind girls to be polite and to have their sales pitch ready for interested customers.

And keep in mind:

- A minimum of two volunteers (at least one of whom is a registered Girl Scout volunteer with the required background check), and one Girl Scout should be present at the booth at all times. With two or more volunteers, you’ll have adequate booth coverage if the girls need to be accompanied to the restroom.
- If your Daisies are still learning how to make correct change, help them handle money as needed. But remember that girls make all sales at the booth!
- Changing your cookie booth hours or location? Keep your customers in the loop and update your baker’s Digital Cookie or Smart Cookie system with the new details. All scheduled booths are available on the Cookie Finder App ([IOS](#) or [Android](#)).
- Certain locations may be inappropriate for younger Girl Scouts based on the standards of your local community, may negatively impact the cookie program experience for girls, and/or may negatively impact our brand in your community. For additional clarity, girls should not sell in or in front of establishments that they themselves cannot legally patronize.
- Additionally, with respect to marijuana dispensaries, we have been steadfastly combating the unauthorized uses of the Girl Scout trademark by the cannabis community, which has been marketing—without our authorization—certain cannabis products under our youth-appelling brand. We are continuing to aggressively fight these unauthorized uses of the Girl Scout brand and hope that our councils and volunteers will join Girl Scouts of the USA’s efforts by discouraging cookie booth locations at such locations.

For more tips to make your booth a success, check out our [Cookie Booth Essentials](#). For additional information about setting up a booth and safety and security suggestions, consult Girl Scouts Heart of Michigan guidelines.

Cookie Donation Programs

Cookies also help girls make a big impact in their community! Girl Scouts Heart of Michigan has an established cookie donation program where customers can purchase cookies that will be donated to an organization by Girl Scouts Heart of Michigan. Cookie donations are not only a great talking point for girls to share with their customers—they're also a thoughtful way to show girls how cookies can help them give back.

With cookie donations, remember that:

- All cookie donation programs must be approved by Girl Scouts Heart of Michigan.
- Donated cookies must stay within the council jurisdiction unless your council has the approval from other council jurisdictions.
- Donated products cannot be resold and must be used in a responsible and ethical way.
- Donated products are used in a way that does not undermine the work of councils or jeopardize the integrity of the Girl Scout brand.

Handling Product Complaints

Girl Scout Cookies are well loved and for good reason—it has always been the practice of Girl Scout councils and the bakers to guarantee customer satisfaction with their delicious cookies. If a customer is not satisfied with the quality of their cookies for some reason, they can contact the baker via the phone number printed on the side of the cookie package. Troops should notify Girl Scouts Heart of Michigan if they are aware of any customer dissatisfaction.

Recognizing Cookie Sellers in the Media

Focusing on entrepreneurial outcomes has always been the focus of the Girl Scout Cookie Program. The cookie program has never been about and does not focus on individual girls' sales results.

- There are many impressive cookie bosses throughout the United States, and the Girl Scout organization will continue to recognize dynamic cookie entrepreneurs for various achievements tied to the Girl Scout Cookie Program and through their participation in Girl Scouts.
- Girl Scouts of the USA does not currently track the top seller(s) of Girl Scout Cookies on a national level and does not identify a specific Girl Scout as the number one or “record-breaking” national cookie seller.
- Girl Scout councils should not reference such girls as “top sellers” in the media. Doing so detracts from the essence of the Girl Scout Cookie Program, which is based on offering girls important experiences in entrepreneurship, business, and finance from a young age as well as providing girls and local Girl Scout councils with the funds necessary to power amazing experiences and opportunities for Girl Scouts year-round.

Girl Scout Heart of Michigan Volunteer Policies

An operational volunteer performs specific functions over a period of time, on a regular schedule, such as but not limited to a troop Leader, a member of the service unit management team, a day camp volunteer, an adult learning facilitator, etc. She/he works with the staff to reach the Girl Scouts Heart of Michigan's goals and objectives and to forward the Girl Scout Movement.

These policies apply to all adults serving in appointed operational volunteer positions in Girl Scouts Heart of Michigan. These policies are ongoing and subject to review and revision by the Girl Scouts Heart of Michigan Board of Trustees (last updated August 2015). Volunteers found to be violating Girl Scouts Heart of Michigan policies will be dismissed.

Affirmative Action for Volunteers

Girl Scouts Heart of Michigan does not discriminate {or “condone discrimination”, “condone harassment”, etc.} of an otherwise qualified adult on the basis of race, color, ethnicity, creed, gender, national origin, age, disability, height, weight, marital status, citizenship, sexual orientation, sexual expression or any other classification protected by federal, state or local law.” In addition, to ensure full equality of opportunity in all operations and activities of the organization, affirmative action policies and procedures shall be utilized in the recruitment, selection, training, placement, and recognition of volunteers. Special emphasis shall be placed upon securing representation of underrepresented population groups.

Membership Registration

All girls and adults participating in the Girl Scout Movement shall be registered as members with Girl Scouts of the United States of America and individually pay the annual membership dues, or other applicable membership dues, except those adults who are lifetime members or who are working in a temporary advisory or consultative capacity. —*Blue Book of Basic Documents 2017*

Recruitment

The recruitment process consists of a number of methods to attract qualified volunteers who will be matched to appropriate open or newly created positions. Written position descriptions that define specific responsibilities and clarify expectations will be completed prior to recruitment and used in the search.

Each prospective volunteer will be required to:

- Enroll online;
- undergo a criminal background check; and
- participate in a formal interview; prior to selection.

Selection

Each volunteer is selected on the basis of ability to perform the volunteer position, volunteer and council need, ability and willingness to attend training, and qualifications for membership in the Girl Scout movement.

Criminal Background Screening

Criminal background investigations through Verified Volunteers (which include National Terror Watch Lists, County Criminal History checks, and Sex Offenders Registry checks) will be conducted prior to selecting volunteers. Such investigations will be conducted regardless of the position sought and without regard to race, ethnicity, color, creed, gender, national origin, age, disability, height, weight, marital status, citizenship or any other characteristic protected by federal, state or local law. Each staff member/volunteer, as a condition of continued service, consents to future criminal background investigations every three years of service. No prospective staff member/volunteer will be permitted to work with a minor until the criminal background investigation is complete.

For the purposes of this policy, the term “volunteer” will be defined as any person applying for or currently serving in the following capacities:

- Leaders and Co-Leaders

- Troop Committee Members, anyone who routinely attends troop/group meetings and activities

- Troop Treasurer and anyone who handles finances

- Product program volunteers

- Drivers of children who are not their own

- Any adult who volunteers at camp with girls present

- Adults chaperoning an overnight or camping trip

- Adult Education Trainers

- Day Camp Adult Volunteers

- Mackinac Island Scout Service Program Volunteer Director and Volunteers

- Service Unit Managers and Service Unit Management Team Members

- Board Members

- Volunteers on the Members Advisory Committee

- Nominating Committee Members

- National Council Delegates/Alternates (girls excepted)

Automatic disqualification or termination of any persons covered under this policy will occur whenever it is found that she/he has committed a crime against a child or dependent adult, has been convicted of driving while intoxicated or under the influence in the past ten years, has committed any violent crime in the past ten years or has been convicted of a felony in the last ten years.

The Chief Executive Officer shall have the absolute and exclusive discretion to make decisions for any other questionable behavior or criminal offenses, regardless of whether the crime is classified as a felony or as a misdemeanor.

Volunteers are required to report to Girl Scouts Heart of Michigan any convictions that occur while serving as an appointed operational volunteer for Girl Scouts Heart of Michigan.

Membership

All volunteers participating in the Girl Scout movement shall meet Girl Scouts of the USA membership standards, be registered through Girl Scouts Heart of Michigan as members of the

Girl Scout Movement, and shall agree to abide by the policies and principles of Girl Scouts of the USA and the Girl Scouts Heart of Michigan.

An appointed operational volunteer should not serve concurrently as a member of the Board of Trustees for Girl Scouts Heart of Michigan.

Conflict of Interest

A conflict of interest exists when the interests or concerns of any operational volunteer member or any member of their family or any party, group, or organization in which the operational volunteer is actively involved may be seen as competing with the interests or concerns of Girl Scouts Heart of Michigan.

Operational volunteer members or any member of their family, acting individually, or on behalf of any group, organization or business to which they have allegiance or obligation should not utilize their position at Girl Scouts Heart of Michigan for personal, professional, political, or monetary gain.

Operational volunteers should not use for personal advantage or for the advantage of any private business or other business organizations confidential information or material acquired in the discharge of their duties (such as rosters, mailing lists, telephone directories, database information volunteers may have access to and the like).

Neither operational volunteers nor any member of their family should accept any gift, entertainment, services, loans, or promises of future benefits from any person who personally or whose employer might benefit or appear to benefit because of the operational volunteer's connection to Girl Scouts Heart of Michigan.

Placement

Every attempt will be made to place volunteers in positions that meet both their needs and the needs of Girl Scouts Heart of Michigan. In instances where this is not possible, the needs of Girl Scouts Heart of Michigan will take precedence over the needs of the individual. Individuals not placed in a position for which they applied may be recommended for other positions, and they may request reassignment. Girl Scouts Heart of Michigan may reassign volunteers at any time.

Appointment

Operational volunteers shall be appointed for a term not to exceed one membership year (see "Reappointment" for additional information). All operational volunteers shall abide by the ethics expressed in the Girl Scout Promise and Law and sign an agreement for the position(s) that they are fulfilling each membership year of appointment. Either party may terminate the agreement at any time during the term of appointment. Being appointed as a volunteer in any capacity with Girl Scouts Heart of Michigan is an honor and privilege. Therefore, Girl Scouts Heart of Michigan retains the right to appoint volunteers at its sole discretion.

Training

Training will ensure that each appointed volunteer has the knowledge and skill needed to be successful in her or his work. Failure to complete required training may result in removal from the position or not being reappointed. All volunteers will receive basic training for their position

and some positions have required training(s). Each appointed volunteer is provided with an overview of the Girl Scout purpose and organization, Girl Scouts Heart of Michigan information, and the support systems available to help them with their service.

Supervision and Performance Appraisal

Supervision should include periodic verbal and written performance evaluation based upon position expectations outlined in the Volunteer Agreement and Position Description. Each operational volunteer will have an annual review and appraisal of their performance. The performance appraisal should include a review of the volunteer's position responsibilities. It should also include a discussion of any suggestions that the volunteer may have concerning the position or project. The performance appraisal session should also be utilized as an opportunity to ascertain the mutual interest of Girl Scouts Heart of Michigan and volunteer in the volunteer's continued service in her or his position. It shall be the responsibility of the supervisor to schedule and conduct the performance appraisal.

The volunteer position description forms the basis of the performance appraisal. These standards should list the responsibilities of the position, measurable indicators of whether responsibilities were accomplished, and may include timelines for accomplishment of responsibilities. A copy of the position description should be provided to the volunteer at the beginning of her or his assignment. Following a satisfactory annual performance evaluation the operational volunteer will be considered for reappointment to the same position and/or rotation to another position.

Reappointment

Prior to the completion of her/his one membership year term, each volunteer shall receive notice of reappointment to, non-reappointment to, or reassignment from, their current position. Reappointment is based on past performance, adherence to Girl Scouts Heart of Michigan and Girl Scouts of the USA policies and standards, support of the Girl Scout purpose and values, Girl Scouts Heart of Michigan goals, as well as positive relationships with the community, parents, other volunteers, and employed staff. There will be mutual acceptance of position accountabilities, expectations, and time commitments.

Uniforms

A uniform is an outward expression of your commitment to the Girl Scout organization. Uniform pieces and other Girl Scout wear can be purchased at your nearest Girl Scout Heart of Michigan regional center. Volunteers are encouraged to wear the Girl Scout Membership Pin(s) when they are acting in a Girl Scout capacity. A uniform is not required.

Conflict Resolution

A conflict resolution process may be initiated by an appointed operational volunteer without fear of jeopardizing her or his appointment status.

Procedure

Any conflict should be resolved at the lowest level of supervision as possible. A volunteer should contact her/his immediate supervisor for help in resolving conflicts between herself/himself and girls, other volunteers or parents. If an irresolvable conflict exists between the volunteer and their immediate supervisor, the volunteer should contact the immediate supervisor's supervisor.

The following steps will be incorporated during Formal Conflict Resolution:

1. Identify the point(s) of conflict between the parties. This may include fact-finding sessions with both parties involved in the dispute, witnesses to the alleged event, and reference to policies, procedures, and guidelines of the Girl Scouts Heart of Michigan and the Girl Scouts of the USA.
2. Investigate the facts of the conflict until the real problem leading to the conflict has been identified. Keep all information gathered confidential. The actual source of the conflict may be disguised by other factors. Investigate until the "real" source of the conflict is identified.
3. Identify as many solutions as possible for resolving the conflict. These solutions should come from the conflicting parties as well as the mediator.
4. Select a solution that all parties in the conflict can agree upon. Selection of a solution should involve all parties in the conflict and the mediator.
5. Implement the solution and monitor the results. Once the solution has been selected and implemented, the immediate supervisor should monitor the results to ensure satisfactory resolution of the conflict.

The Chief Executive Officer of Girl Scouts Heart of Michigan is last in the chain of command and has the final word on the resolution of any problem situation.

Recognition

Recognition for volunteer service ranges from informal expressions of gratitude to formal acknowledgment at the council level and is consistent with the Girl Scouts of the USA's recommendation for Adult Awards in Girl Scouting.

Release

Either Girl Scouts Heart of Michigan or the volunteer may initiate a release from a position. A volunteer is requested to give as much notice as possible when resigning. A minimum of two weeks is requested.

Situations may arise that make it necessary to release an individual from a position. Girl Scouts Heart of Michigan may release an individual because of, among other things, restructuring of positions, elimination of the volunteer position in which the individual serves, the volunteer's inability or failure to complete the requirements of the position, or the refusal to comply with Girl Scouts Heart of Michigan or Girl Scouts of the USA policies. Release from the position does not cancel membership with Girl Scouts of the USA unless it is determined that she or he is unable to meet the membership requirement.

- A volunteer who leaves in good standing may be considered for reappointment at a future date.
- An up-to-date record of released volunteers will be kept by Girl Scouts Heart of Michigan.

Proper Conduct and Behavior

Girl Scouts Heart of Michigan is committed to an environment in which relationships are characterized by dignity, respect, courtesy, equitable treatment, and free from all forms of unlawful or unwelcome harassment.

Girl Scouts Heart of Michigan does not discriminate {or “condone discrimination”, “condone harassment”, etc.} on the basis of race, ethnicity, color, creed, gender, national origin, age, disability, height, weight, marital status, citizenship, sexual orientation, sexual expression and any other classification protected by federal, state or local law.”

Safety Activity Checkpoints are a collection of in-depth safety information and tips that adult volunteers use for Girl Scout sports and activities; girls can also use these checkpoints to ready their troop for a girl-led activity. They are published by Girl Scouts of the USA and set the standards for the safe operation of all Girl Scout activities. These safety standards are Girl Scouts Heart of Michigan’s minimum policy and all activity checkpoints must be observed by all Girl Scouts Heart of Michigan Girl Scout troops/groups and programs at all times.

Hostility

Girl Scouts Heart of Michigan considers physical violence as well as harassment, intimidation, stalking, coercion, display of weapons, threats, and talking or joking about hostility whether in person or through some other means of communications such as writing, telephone, voice mail, or electronic mail to be improper. Girls Scouts Heart of Michigan strictly prohibits hostility in any form against not only another operational volunteer but also girl members, staff, visitors, and anyone else having involvement with Girl Scouts Heart of Michigan. This policy applies to all volunteers at all facilities occupied by Girl Scouts Heart of Michigan or off premises if involved in activities for Girl Scouts Heart of Michigan.

Sexual Harassment/Misconduct

The policy of Girl Scouts Heart of Michigan is any form of sexual harassment is unacceptable conduct that will not be tolerated. Sexual harassment occurs when a person is subjected to severe or pervasive conduct and/or comments because of that person's gender. Such conduct or comments need not be sexual in nature. It may include one or more of the following: sexual advances or propositions; requests for sexual favors; verbal abuse of a sexual nature, including sexually explicit or degrading references to another person or similar language; unnecessary touching; the display of sexually suggestive objects or pictures; sexually explicit or offensive jokes or physical assault.

No volunteer will engage in unwelcome sexual conduct. No volunteer will threaten or insinuate, either explicitly or implicitly, that another volunteer’s refusal to submit to sexual advances will adversely affect that person’s volunteer status, evaluation, advancement, assigned duties, or any other condition of volunteer development. No volunteer will, by unwelcome sexual conduct, create a hostile environment for any volunteer.

Substance Abuse

Girl Scouts Heart of Michigan is committed to establishing and maintaining safe, healthful, and efficient working conditions. This includes establishing and maintaining an environment free of substance use and abuse. Participation in any activity with girl members at a location whose primary business is the sale or distribution of alcohol is not permitted. Volunteers who engage in any of the following activities at any time in any facility occupied or vehicle in use for Girl Scouts including personally owned vehicles that are parked in any Girl Scout area will be subject to discipline up to and including discharge:

- Use, possession, manufacture, distribution, dispensation, or sale of illegal drugs or alcohol, on Girl Scouts Heart of Michigan premises or during the performance of a volunteer's duties. Also prohibited is the illegal use, possession, manufacture, distribution, dispensation, or sale of legal prescription drugs or the use of legal prescription drugs that impairs judgment or otherwise endangers other volunteers or program participants;
- Being under the influence of an illegal drug or alcohol on council premises or during the performance of Girl Scout program. "Being under the influence" of alcohol is defined as having a blood alcohol content of .04; "being under the influence" of an illegal drug is testing positive at a specified level;
- Being under the influence of legal prescription drugs that impair judgment or otherwise endanger other volunteers or program participants;
- Refusing consent to testing or refusing to submit urine, blood, breath, or other samples when requested by Girl Scouts Heart of Michigan;
- Refusing to submit to a search of one's personal property or the property of Girl Scouts Heart of Michigan in use by the volunteer upon reasonable suspicion of possession of alcohol, illegal drugs or prescription drugs used illegally or that impair judgment or otherwise endanger other volunteers or program participants;
- Failing to adhere to the requirements of any drug or alcohol treatment or counseling program in which the volunteer is enrolled;
- Conviction under any criminal drug law;
- Failure to report any conviction of a criminal drug law; or
- Conviction of any operating under the influence of alcohol law.

All volunteers are encouraged to report suspected violations of this policy to Girl Scouts Heart of Michigan. Girl Scouts Heart of Michigan will handle the matter in a timely and discreet manner, although it is understood that an investigation will normally require the involvement of third parties. Confidentiality will be maintained throughout the process. Further, Girl Scouts Heart of Michigan will not permit any retaliatory conduct against any volunteer who reports a violation of this substance abuse policy.

Anti-Child Abuse

Girl Scouts Heart of Michigan supports and maintains environments that are free of child abuse and neglect. The Michigan Child Abuse and Neglect Prevention Act ("CANPA") defines "child abuse" as "harm or threatened harm to a child's health or welfare by a person responsible for the child's health or welfare, which harm occurs or is threatened through non-accidental physical or mental injury; [or] sexual abuse." It defines "neglect" as "harm to a child's health or welfare by a person responsible for the child's health or welfare which occurs through negligent treatment, including the failure to provide adequate food, clothing, shelter, or medical care."

Further, the Michigan Child Protection Act ("CPA") includes sexual abuse and sexual exploitation in its definition of child abuse. "Sexual abuse" is defined by the CPA as "engaging in sexual contact or sexual penetration as those terms are defined in section 520a of the Michigan penal code, with a child." "Sexual exploitation" is defined as "allowing, permitting or encouraging a child to engage in prostitution, or allowing, permitting, encouraging, or engaging in the photographing, filming, or depicting of a child engaged in a listed sexual act as defined in section 145c of the Michigan penal code."

Child abuse and neglect are unlawful acts. It is against Girl Scouts Heart of Michigan's policy for any volunteer, male or female, to physically, sexually, or mentally abuse or neglect any girl member.

All states require certain professionals and institutions to report suspected child abuse. Failure to report suspected child abuse can result in criminal and civil liability. All states require the report to be made to some type of law enforcement authority or child protection agency. Reporting to a parent or relative will not satisfy the reporter's legal duty under the statutes. In accordance with this policy, Girl Scouts Heart of Michigan will neither condone nor tolerate:

- Infliction of physically abusive behavior or bodily injury upon girl members;
- Physical neglect of girl members, including failure to provide adequate safety measures, care and supervision in relation to Girl Scout activities;
- Emotional maltreatment of girl members, including verbal abuse and/or verbal attacks; or
- Excessive restraint.

Any volunteer who suspects that any of the above named situations exist or who suspects that a member has been subjected to abusive conduct or neglect, either within or outside the council, should make a report to his or her immediate supervisor, the Chief Executive Officer or the Chief Executive Officer's designee. A telephone report will be made to the Department of Health and Human Services/Child Protective Services and a follow-up written report will be filed if requested by that agency.

Following a timely and thorough investigation of any allegations of child abuse, the offending volunteer may be subject to disciplinary action that can include dismissal. Local laws that are more stringent than Girl Scout policies always supersede these policies.

Child Discipline

In the Girl Scout environment, some behavior problems are bound to occur in any troop. Discipline in Girl Scouting must always be constructive and/or educational in nature and appropriate to the age of the child and circumstances. Children will not be subjected to physical harm, fear or humiliation.

All operational volunteers have an obligation to see that such an environment is maintained at all times. In accordance with this policy, Girl Scouts Heart of Michigan will neither condone nor tolerate that any child, including the child of the volunteer, engaged in a Girl Scouts Heart of Michigan program, troop meeting, or activity be:

- Deprived of food or sleep
- Left alone without adult supervision, observation, and interaction,
- Subjected to ridicule, threat, corporal punishment,
- Subjected to excessive physical exercise or excessive restraint.

Weapons/Explosives in the Girl Scout Environment

Handguns, shotguns, rifles, pellet guns, airsoft guns, paint guns, sling shots, bows and arrows, fireworks and knives with blades over three (3) inches long are not permitted at any Girl Scout activity or on any property owned or leased by Girl Scouts Heart of Michigan. Exceptions to this policy are made for knives used only for kitchen duties, weapons for presentation of a certified skill program or for carrying out official Girl Scout business or weapons stored in the private residence on Girl Scouts Heart of Michigan properties, and those weapons in the possession of law enforcement personnel who are required to carry such weapons while on or off duty. Under the policy, prohibited weapons include any form of weapon or explosive that is restricted by local, state or federal law. This includes all firearms, even if licensed, illegal knives, or other weapons covered by the law.

Violation of Girl Scouts Heart of Michigan's policy regarding weapons in the Girl Scout environment may result in immediate disciplinary action up to and including release from appointment without notice.

Smoke Free Environment

- In the interest of the health, safety, and welfare of girls, no smoking is allowed in the presence of girls.
- In compliance with Michigan State Law, there will be no smoking by anyone under the age of 18 years.
- No smoking is permitted during Troop/Group meetings or program activities.
- No smoking will be permitted during adult meetings. The person in charge of the meeting will schedule breaks to accommodate personal needs. Smoking regulations at each site will be followed.
- No smoking is permitted in a vehicle while transporting girls.
- No smoking is allowed on council-owned properties including the regional centers, lodges or camps, and grounds except in outdoor areas designated by Girl Scouts Heart of Michigan.
- No smoking is permitted in tents or at campfires
- Designated smoking areas must be out-of-doors where girls are not present. The presence of non-smoking adults should be considered.
- When planning field and extended trips, a volunteer will, in advance, take into consideration site regulations, safety, and health concerns, and will determine designated smoking areas and breaks.
- All evidence of smoking must be removed from the activity site.

Girl Scouts Heart of Michigan will consider violation of any of the above policy stipulations as grounds for disciplinary action up to and including dismissal or separation from Girl Scouts Heart of Michigan.

Access to Records

Current operational volunteers have access to their volunteer record file. They also have the right of prior consent regarding information released to external sources, except for the release of information required by law.

Emergency Procedures

What To Do If There Is an Accident

Although you hope the worst never happens, you must observe council procedures for handling accidents and fatalities. At the scene of an accident, first provide all possible care for the injured person(s). Follow established Girl Scouts Heart of Michigan procedures for obtaining medical assistance and immediately reporting the emergency:

- Take steps to handle injuries. Do not transport victim(s)
- Get 911 assistance, ambulance, fire, police, or clergy as needed
- Retain a responsible adult at the scene
- Call the Council office: **The emergency contact phone number during business hours is 800-497-2688; after hours the phone number is 989-399-7299.** If no answer, leave a message including number where you can be reached and **repeat call until you reach someone**
- **Do not make any statements to the media or bystanders. Refer all media to GSHOM staff.**
- **Gather information to complete GSHOM Accident/Incident report.** You will need the exact time and location of the incident, a description of the incident, names of the people involved, and the names of any witnesses.
- **In the event of minor injury which requires professional care but is not life-threatening, contact GSHOM staff the next business day**

After receiving a report of an accident, Girl Scouts Heart of Michigan staff will immediately arrange for additional assistance, if needed, at the scene, and will notify parents/guardians, as appropriate. If a child needs emergency medical care as the result of an accident or injury, first contact emergency medical services, and then follow Girl Scouts Heart of Michigan procedures for accidents and incidents. Your adherence to these procedures is critical, especially with regard to notifying parents or guardians. If the media is involved, let Girl Scouts Heart of Michigan designated staff discuss the incident with these representatives.

In the event of a fatality or other serious accident, notify the police. A responsible adult must remain at the scene at all times. In the case of a fatality, do not disturb the victim or surroundings. Follow police instructions. **Do not share information about the accident with anyone (including the media and the family of the victim) but the police and Girl Scouts Heart of Michigan,** and, if applicable, insurance representatives or legal counsel.

So how are you feeling? Excited? Anxious? Not quite sure yet? That's ok, it's normal. We know that volunteering isn't always easy, especially when you're new, so we can't thank you enough for jumping in to be the mentor and role model she needs! Guiding your Girl Scouts—even if you're still figuring things out—is nothing short of amazing!

The important thing to remember is, you're not alone. We are in this with you, ready to help and support you at all times! Thanks again! It's going to be a great Girl Scout year!

Help Desk

Contact Information:

Email: helpdesk@gshom.org

Phone: 800-497-2688