



Representative Manual

Revised October 2023



Dear Girl Scouts Heart of Central California
Representative Assembly Member:

Welcome! You have been appointed to an extremely important volunteer role, that of a Member of the Representative Assembly (or Assembly). This critical role ensures two-way communication between the Board of Directors and members of Girl Scouts Heart of Central California. The Assembly consists of the following Representatives, of which you are one:

- Service Unit Representatives,
appointed by the Service Unit Operations Lead
- Girl-at-large Representatives,
appointed by the Board Representative Committee
- Board of Directors Members,
elected by the Representative Assembly
- National Council Delegates,
elected by the Representative Assembly

This manual has been prepared to assist you in carrying out your major responsibilities.

Participation in the democratic process will bring feelings of accomplishment, involvement, and ownership. However, democracy is not an automatic process; it requires effort on the part of everyone involved. Success depends upon the informed participation of you, the Representative.

We look forward to working with you.

Sincerely,

Your Board Representative Committee Members

Courage.

Confidence.

Character.

**Sacramento Regional
Program Center and
STEM Center + MakerSpace**
6601 Elvas Avenue
Sacramento, CA 95819
P: 800.322.4475
F: 916.452.9182

**Modesto Regional
Program Center and
STEM Center + MakerSpace**
3330 Oakdale Road
Modesto, CA 95355
P: 209.545.3620
F: 209.545.3621

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/company/girlscoutshcc

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An Overview of the Girl Scout Organization

Juliette Gordon Low organized the first Girl Scout troop in the United States on March 12, 1912. Since that day, some twenty million girls and adults have participated in this movement. The current girl membership is over 1.7 million.

World Association of Girl Guides and Girl Scouts (WAGGGS)

In 1928, countries with Girl Scouts and Girl Guides set up an international organization whose purpose was to encourage friendship among girls. Today, ten million girls and adults from over 152 countries belong to WAGGGS.

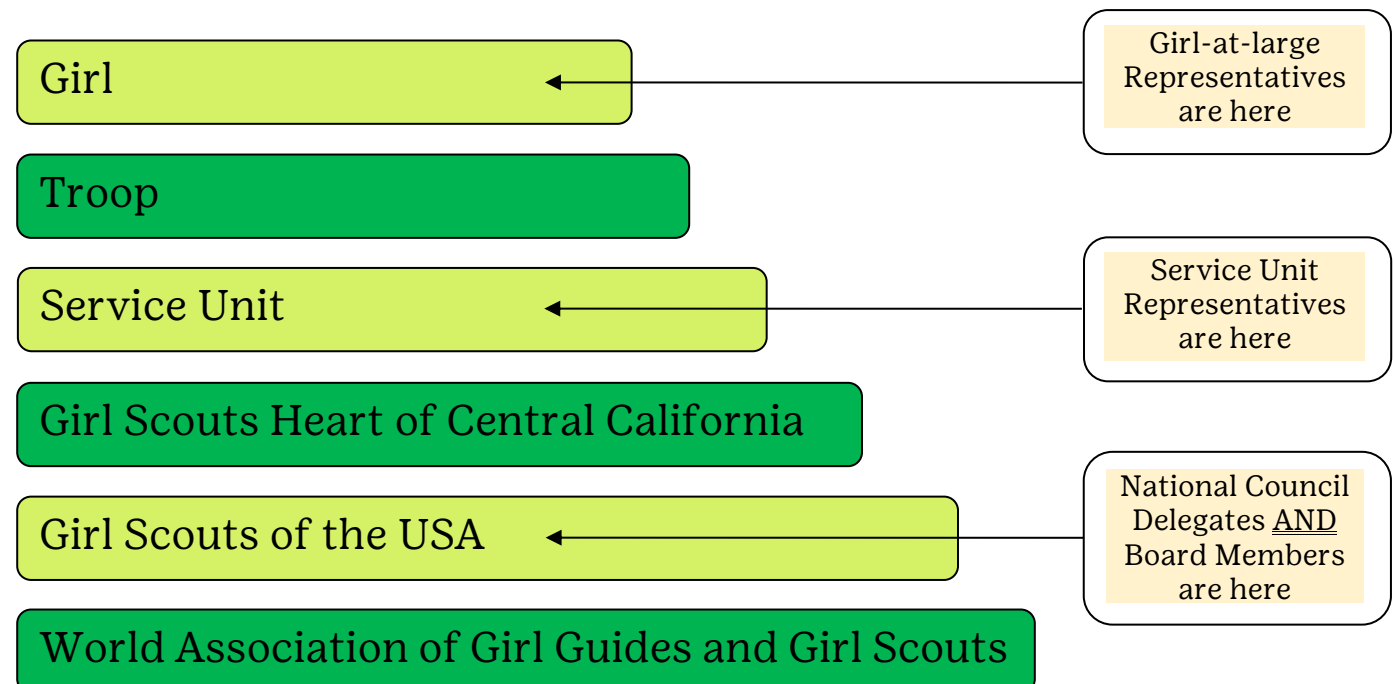
Girl Scouts of the U.S.A. (GSUSA)

Girl Scouts is the largest voluntary organization for girls in the world. Its headquarters are in New York City. Councils are the local units chartered by GSUSA to administer Girl Scout program within an assigned jurisdiction. There are currently over 100 Girl Scout Councils in the United States.

Girl Scouts Heart of Central California (GSHCC)

Girl Scouts Heart of Central California has over 12,000 girls and 7,000 adult members and over 1,200 troops throughout the Council's 18-county jurisdiction. Girls are served in Alpine, Amador, Calaveras, Colusa, El Dorado, Glenn, Mariposa, Merced, Nevada, Placer, Sacramento, San Joaquin, Solano, Stanislaus, Sutter, Tuolumne, Yolo and Yuba counties. Girl Scouts Heart of Central California was formed in 2007 as a result of the merger of Girl Scouts Muir Trail Council and Girl Scouts of Tierra del Oro.

The GSHCC is headquartered in Sacramento with an additional office in Modesto.



Position Description:

Member of the Representative Assembly

Accountability

Service Unit Representatives are appointed by the Service Unit Operations Lead or, in their absence, a council staff member, and are accountable to the members of their service unit. Girl-at-Large Representatives are appointed by the Board Representative Committee and are accountable to the members of the Council. National Council Delegates serve as GSHCC's voting members at the GSUSA National Council Session. Girl and adult delegates engage and gather feedback from Girl Scout members in our council, learn about proposals, serve as the voice of GSHCC during the NCS. They then bring back information to share locally.

Terms of Office

Service Unit Representatives and Girl at-large Representatives shall be appointed for a term of two years or until their successors are appointed. National Council Delegates shall be appointed for a term of three years.

Primary Duties

- Elect other members of the Representative Assembly who include the officers of the board, the Board of Directors, and the delegates to the National Council of Girl Scouts of the USA.
- Attend all Representative Assembly meetings including the Annual Meeting, Fall Forum and Spring Forum (in conjunction with National Council Sessions). Report concerns and decisions of the Assembly and the Board of Directors to the service unit members via service unit team or service unit leader meetings and regular service unit electronic communication tool(s).
- Amend the articles of incorporation and bylaws as necessary.
- Participate in any other business that may come before the Representative Assembly.
- Influence the general lines of direction for Girl Scouting locally by: receiving and acting upon reports of the Board of Directors, giving guidance to the Board of Directors, responding to opinion surveys, and actively participating in discussions and meetings.
- Be responsive to requests from the Board Representative Committee.

Qualifications

Be an active registered member of the Girl Scouts of the USA and at least fourteen (14) years of age, and:

- have the ability to cooperate and work with others
- have a willingness to take training for the position
- become familiar with the bylaws, structure and, goals of the Council
- have mature judgment to make informed decisions affecting the lives of girls
- have the ability to look toward the future and analyze trends and community needs
- make the time commitment to actively participate in the democratic process.

GSHCC Website Pages for Representatives

Go to www.girlscoutshcc.org and click on “**Our Council**” on the home page, then “**Governance**”.

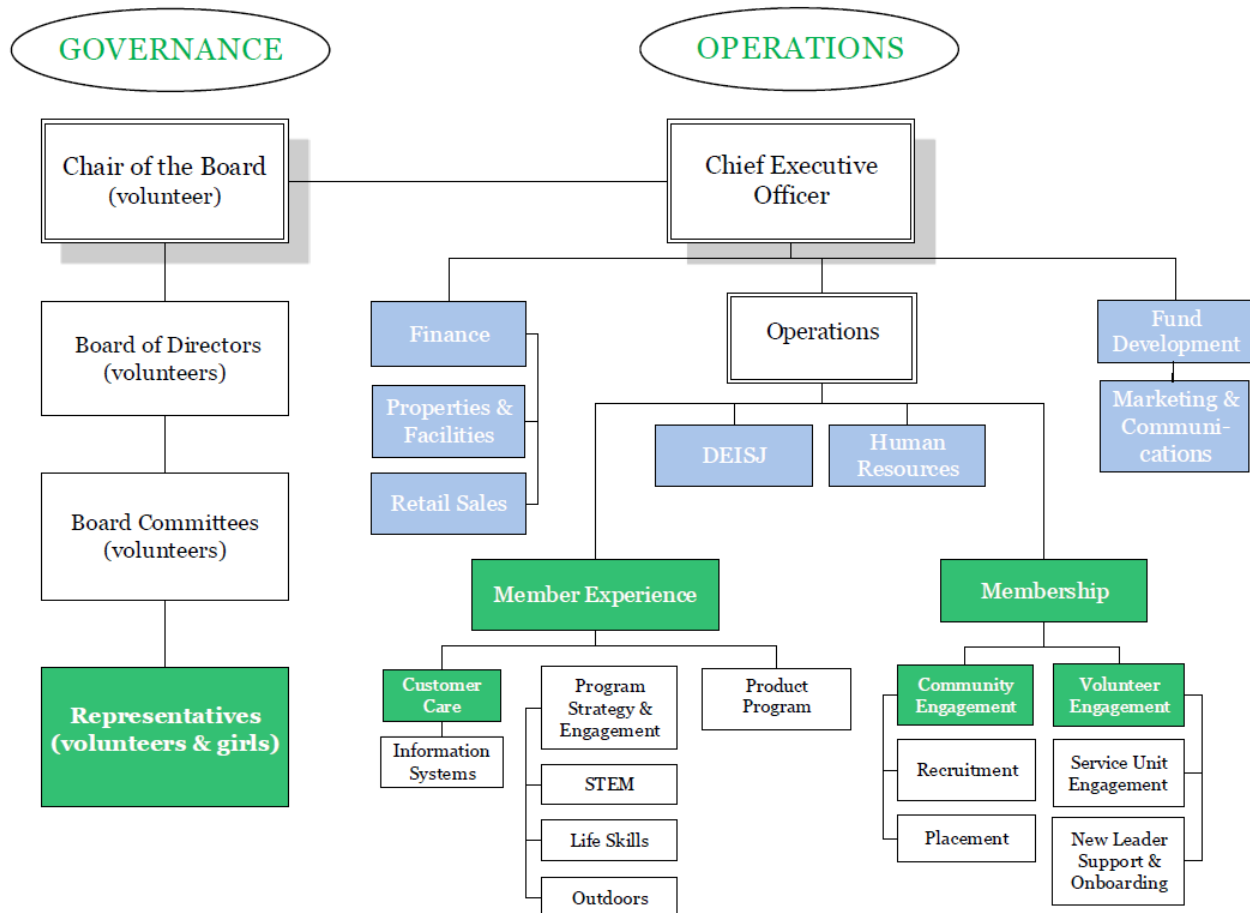
Council Structure

Girl Scouts Heart of Central California is incorporated under California state law. It is administered by an elected, volunteer, Board of Directors charged with policy-making, strategic planning, goal setting, fund development, and financial management. The Chair of the Board oversees the activities of the Board and the governance side of the Council.

The Chief Executive Officer (CEO) is hired by the Board of Directors to oversee the operations of the Council. Volunteers and employed staff members, under the direction of the CEO, are responsible for working in partnership to deliver the Girl Scout program to girls and support services to adults.

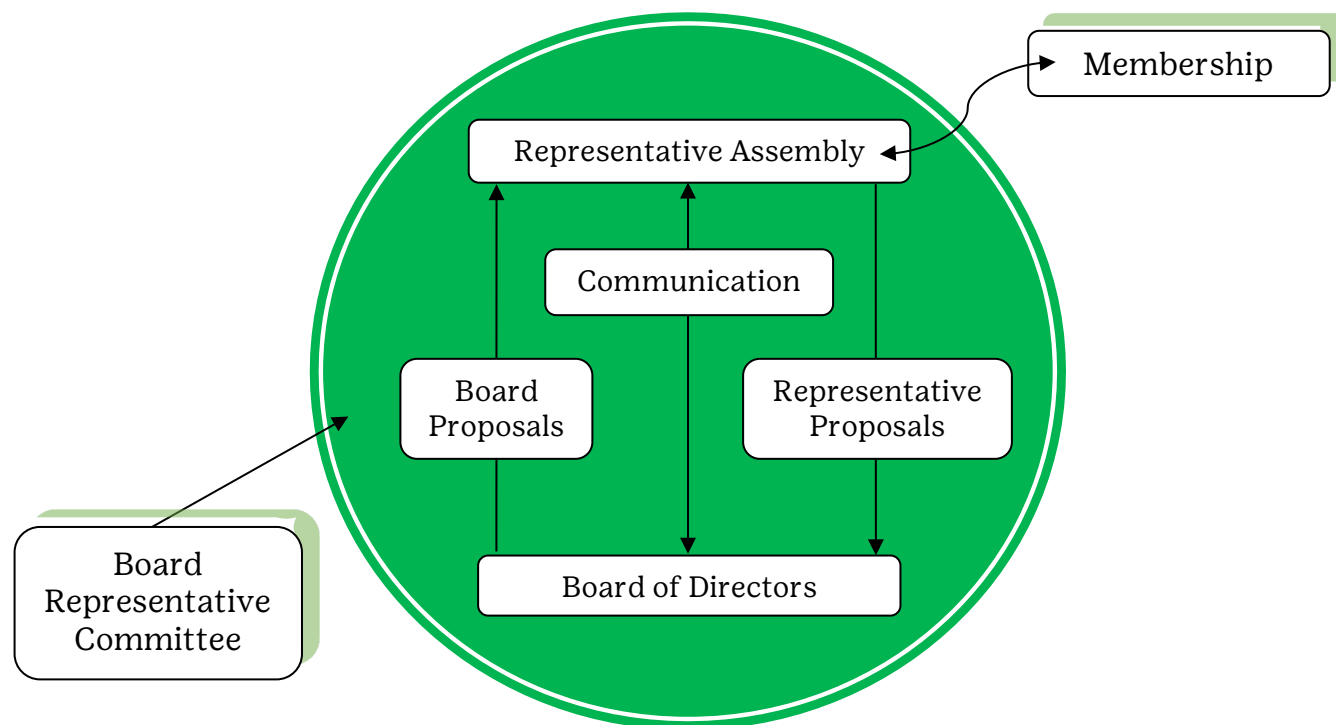
Girl Scouts Heart of Central California Council Structure

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Governance Structure

The governance structure is part of every Girl Scout Council and is defined in the Council bylaws. The governance structure for Girl Scouts Heart of Central California Council is depicted in the following chart:



The **Representative Assembly (or Assembly)** is the body of all voting members of the Council. The Assembly members are responsible for electing the Board of Directors and National Council Delegates, providing input for policy decisions, influencing the general lines of direction for Girl Scouting locally, and amending the bylaws and articles of incorporation.

The Assembly consists of the following members:

- Service Unit Representatives—Two from each service unit, appointed by the Service Unit Operations Lead or, in their absence a council staff member. Each service unit has the option of designating one Alternate Representative.
- Girl-at-large Representatives—Up to 10 Girls-at-Large from throughout the Council. These Representatives are selected by the Board Representative Committee via an application process.
- National Council Delegates, who are elected every three years by the Assembly.
- Board of Directors, who are elected by the Assembly.

All representatives are volunteers and all have the same responsibility. However, SU members of the Representative Assembly are responsible for keeping their members informed of Board communications, surveys, discussion items, etc. This should be done via regular attendance at service team and service unit leader meetings.

The **Board Representative Committee** is a standing advisory committee and consists of at least five persons, of whom at least two will be members of the Board of Directors. The board members will appoint at least 3 volunteers to serve on this committee. The board members on the committee serve as “liaison” and communicate information between the Representative Assembly members and the board. This Committee is responsible for managing the functions of the Representative Assembly, facilitating the review of proposals submitted by the Assembly and/or the Board, and fostering two-way communication.

The **Board of Directors** consists of 17-25 volunteers. They are elected at the annual meeting by the Representative Assembly for 3-year terms (officers and girl members are 2-year terms). The major board responsibilities are:

- Policy making;
- Selection and evaluation of the CEO (chief executive officer) of the council;
- Long range planning;
- Fund development;
- Fiduciary oversight;
- Managing the affairs of the Council between annual meetings;
- Community interaction, fulfilling charter obligations; and
- Ensuring a system for policy influencing between the membership and the board.

Here are some facts about the GSHCC council **Membership**:

- There are over 12,000 girl members
- 7,000 volunteers
- Over 1,200 troops
- Membership is spread over an 18-county jurisdiction which includes Alpine, Amador, Calaveras, Colusa, El Dorado, Glenn, Mariposa, Merced, Nevada, Placer, Sacramento, San Joaquin, Solano, Stanislaus, Sutter, Tuolumne, Yolo, and Yuba.

Two-Way Communication

Representatives are information-gatherers; you are a link to the members of the Council. Two-way communication between the Council leadership and Council membership is established through Representatives as described below.

Fostering Two-Way Communication

- **Email** will be one of the main forms of communication with the Assembly. Please keep your information up-to-date on your My Account (“My GS”). If you are a girl member please ensure your My GS notes your email address, in addition to that of a parent or guardian.
- **Forums** will be held to solicit input and hold discussions on relevant issues. Representatives should discuss issues with their membership and bring the results of those discussions to the meetings.
- The **Annual Meeting** is an opportunity for Representatives to share the opinions of their membership on Council and/or national proposals.
- **GSHCC Representative Assembly Rally** (<https://rallyhood.com/139205>), is where important updates and resources for members of the Representative Assembly will be shared. It is also a space for networking and resourcing one another, as well as general inquiries.
- **Opinion Surveys** may be conducted to gain quick opinions on various topics. Representatives should get membership input on the topics prior to responding to a service unit opinion survey.
- At **Board Meetings**, the Board Representatives may provide regular feedback on surveys and forum discussions. They may also bring issues from the Board of Directors to the Assembly.
- The GSHCC **website** includes a Governance page that Representatives can visit to find additional resources.

Decision-Influencing in a Girl Scout Council

Representatives are a vital part of every Girl Scout Council. You provide the corporate structure and meet the requirements of incorporation. Through your vote at GSHCC's annual meeting, you complete the following critical **policy-influencing acts**:

- election of the Council Board of Directors;
- election of National Council Delegates; and
- approval of changes in the Council articles of incorporation and bylaws.

What is Policy-Influencing?

Policy-influencing is the process by which the opinions and feelings of a variety of people are sought and considered by the Board of Directors before a governance (policy) decision is made (for example, changing the process by which Representatives are appointed).

Policy-influencing has three parts:

1. Girls and adults make their opinions and feelings known on key issues that affect Girl Scouting.
2. The Council Board of Directors considers that information before making governance decisions.
3. Feedback being provided about both the final decision and the process used in making that decision.

Policy-influencing is based on the belief that people should have a voice in major governance decisions before they are made. Influencing policy does not mean voting, nor does it mean actually making the final decision. It does mean being well informed about problems or needs that exist in the Council, being able to discuss issues, and giving sound input to the Board of Directors.

What is Operations-Influencing?

Operations-influencing is the process by which opinions and feelings are sought and considered by the Chief Executive Officer prior to a major operations decision (for example, a significant change in the service delivery system).

Operations-influencing has the same three parts as policy-influencing. The only differences are the nature of the topic under consideration and the final decision-making authority.

1. Girls and adults make their opinions and feelings known on key issues that affect Girl Scouting.
2. The Council management staff considers that information before making decisions related to the operational work of the Council.
3. Feedback being provided about both the final decision and the process used in making that decision.

Meetings of the Representative Assembly

As a member of the Assembly, one of your primary tasks is to attend and participate in the Assembly meetings which include the Council's annual meeting of the Representative Assembly and forums. Each meeting is described below. If you are unable to attend the meetings, let your service unit operations lead know, so they can appoint an alternate to take your place.

In preparation for the meetings, Representatives should discuss issues with the membership at the service unit leader meetings and service unit via regular electronic communication tool(s). The concerns of the membership should be brought to the meetings and presented as appropriate.

Annual Meeting

Purpose

The annual meeting will take place each February. Ten to thirty days prior to the meeting date the Assembly will receive a packet of meeting materials via email. The packet will contain the meeting agenda, biographical information on the candidates for election, and information on other issues (i.e., national proposals). Please read the packet and bring it with you to the meeting. Annual meetings provide an opportunity to:

- Hear reports on what was accomplished.
- Learn information on future Girl Scout plans.
- Honor persons who have been members for 20+ years with year pins.
- Elect board of directors and national council delegates from a single slate (a portion of the Board positions will be on the ballot each year; National Council Delegates are elected every 3 years.).
- Participate in major governance issues.

Rules of the Day

One of the first agenda items at each annual meeting will be to adopt a set of procedures for the meeting. The proposed procedures normally include:

- Only members of the Assembly may speak to the business for which the meeting is called, unless the Assembly gives permission to speak.
- Each speaker to a subject shall be limited to two minutes.
- Everyone who wishes to, shall speak before anyone may speak again.
- No person may speak more than twice on the same question.
- All motions, other than procedural, shall be submitted in writing to the secretary.
- Before speaking, or making a motion, state your name and service unit.

Single Slate Ballot

The election of the Council's Board of Directors and National Council Delegates is one of the most important tasks a Representative has at the annual meeting. The Board Development Committee, an advisory committee of the Board of Directors, works all year long to carefully select the right candidate with the best qualifications to fill a specific position on the Board of Directors. Only an individual who meets the specific needs and qualifications for a position will be presented as a

candidate for that position. Once the best candidates are identified, a single slate (one candidate for each vacant position) of nominees is submitted to the Representatives for consideration at the annual meeting. Nominations will not be accepted from the floor during an annual meeting. Representatives may submit names of potential candidates throughout the year in accordance with nomination policies and procedures adopted by the Board Development Committee.

Forums

At least one forum will be held annually, conducted in various locations or virtually. Representatives are expected to attend and actively participate in the discussions.

Forums may be used to obtain input on:

- The future of the Girl Scout movement
- Major governance issues
- Relevant discussions as requested by the Board of Directors
- Relevant discussions as requested by GSHCC staff
- The operation of the Representative Assembly

Process to Submit Proposals to the Representative Assembly

Proposals which will encourage and improve Girl Scouting within the Council and which need to be acted upon by the Assembly may originate with the Board of Directors or with the Representatives. The Board Representative Committee (BRC) is responsible for overseeing the process of proposal submission and review. The necessary forms for submitting a proposal can be found in the Appendix Section of this manual or online at girlscoutshcc.org. The process is as follows:

1. Proposals from the Board of Directors

- a. The Board of Directors may originate proposals which are submitted to the BRC for processing.
- b. The BRC will:
 - i. Coordinate input from the Representative Assembly
 - ii. Analyze the input
 - iii. Submit recommendations based on the input to the Board

2. Proposals from the Representatives

- a. Preliminary Proposal
 - i. Any representative may originate a proposal for consideration.
 - ii. Complete a Preliminary Proposal Form that provides information about the policy change that is desired and the justification for the change.
 - iii. Submit the completed form to the BRC. Allow at least 60 days for the form to be processed. *Note: This is in addition to the 90 days required for the Official Proposal process.*
 - iv. The BRC shall submit all proposals to the Board of Directors for consideration.
 1. Proposals related to council operations will be forwarded to the council Chief Executive Officer (CEO) via the Chair of the Board of Directors.
 2. On governance related proposals, the BRC will:
 - a. Verify that the Board's policies and strategic priorities are reflected in the proposal.
 - b. Determine if the preliminary proposal has merit to proceed to the formal process.
 - c. Provide the Board with information and recommendations related to the proposals.
 3. The Board shall determine if the proposal relates to matters properly acted upon by the Assembly. If so, the proposal shall be approved for submission to the Assembly via the official proposal process.
 4. The BRC will notify the representative who originated the preliminary proposal whether or not to proceed to the official process.

3. Timeline

- a. Preliminary Proposal Forms will be processed by the BRC within 60 days of receipt. Preliminary Proposal Forms will not be processed in lieu of an Official Proposal Form.
- b. Official Proposal Forms are submitted to the BRC **only after the Preliminary Proposal Form is accepted**. The Official Proposal Form must be submitted no later than **90 days prior to the Assembly meeting**.
- c. Proposals not meeting this timeline will not be considered at the Assembly meeting.
- d. All proposals shall be sent to the Representatives 30 days prior to a scheduled meeting of the Assembly with their Representative packet. Proposals shall be discussed in service unit meetings prior to the meeting of the Assembly.

Girl Scouts Heart of Central California Service Units

Alpine County

Miwok Trails* (106)

Amador County

Sierra Trails* (107)

Calaveras County

Miwok Trails* (106)

Sierra Trails* (107)

Colusa and Glenn Counties

Colusa (101)

El Dorado County

El Dorado Hills (151)

Foothill Gold (152)

Sierra Pines (153)

Mariposa County

Tioga* (626)

Merced County

Pacheco (616)

Tioga* (626)

Three Rivers* (675)

Nevada County

Northern Mines (158)

Placer County

Forty Niner (157)

Granite Hills (143)

McBean (159)

Placer Gold (142)

Sierra Creek (137)

Sierra Rose (139)

Sacramento County

Almond (135)

Antelope Highlands (132)

Arden Star (124)

Del Garden (127)

Elk Grove (144)

Folsom Trails (134)

Delores Huerta (146)

Laguna (150)

Land Park (147)

Los Amigos (128)

Rancho Cordova (138)

Sequoia Rose (148)

Sunrise Oaks (140)

Winding Way (141)

San Joaquin County

Big Valley (110)

Lodi (113)

Stockton (115)

Tracy (116)

Solano County

Golden Sunflower* (119)

Sutter County

Olliyuma* (102)

Stanislaus County

Del Puerto (655)

Fox Grove (623)

Muir Trail (615)

Three Rivers* (675)

Vintage Grove (613)

Tuolumne County

Golden Timbers (602)

Yolo County

Golden Sunflower* (119)

Riverbank (121)

Yuba County

Olliyuma* (102)

Each service unit number is in parentheses.

*The service unit is in more than one county.

Even number service units appoint Representatives in the spring of even numbered years.
Odd number service units appoint Representatives in the spring of odd numbered years.

Glossary of Terms

Annual Meeting—The meeting at which the business of the council is conducted which includes election of officers and determination of major governance issues.

Assembly—*See Representative Assembly*

Board Development Committee—Group responsible for presenting to the Representative Assembly a single slate of nominees for the Board of Directors and National Council Delegates.

Board of Directors—An elected volunteer group charged with policy-making, strategic planning, goal setting, fund development, and financial management of the council.

Board Representative Committee—A committee of the Board of Directors whose primary function is to assist the Board in managing the governance structure. The committee serves as the key link between the Board and the appointed members of the Representative Assembly.

Bylaws—The rules and regulations made by a corporation to manage its affairs and to define the rights and obligations of its members, directors, and officers in the corporation and among themselves.

Council—Girl Scouts Heart of Central California (GSHCC) covers 18 counties: Alpine, Amador, Calaveras, Colusa, El Dorado, Glenn, Mariposa, Merced, Nevada, Placer, Sacramento, San Joaquin, Solano, Stanislaus, Sutter, Tuolumne, Yolo, and Yuba counties. Girl Scouts Heart of Central California was formed in 2007 as a result of the merger of Girl Scouts Muir Trail Council and Girl Scouts of Tierra del Oro.

Council Service Fee—Dues a council may collect (amount up to or equal to the national dues amount) at the time of girl membership registration, over and above the national dues collected by GSUSA. GSHCC does not change this fee.

Decision-Influencing—The process by which the opinions and feelings of a variety of groups are sought and considered by those making the decision *before* the decision is made.

Forums—Held at least once annually, these are informal meetings at which relevant issues are discussed and input sought.

Girl-At-Large Representative—One of up to ten girl members, at least 14 years of age who is appointed to be a member of the voting body (the Assembly) by the Board Representative Committee.

Girl Board Member—The girl voice on the GSHCC Board of Directors, working to create the future direction of Girl Scout programming at GSHCC. Two girls, at least 14 years of age, on rotating two year terms, serve at one time.

GSUSA—Girl Scouts of the United States of America with headquarters in New York City.

Governance—The process by which the board of directors, led by its chair, uses its authority to ensure organizational stability and fulfillment of the Girl Scout mission by providing leadership, strategic direction, policy making and fiduciary oversight for the council.

Governance Volunteer—A council member serving in the role of a Representative Assembly Member.

National Council Delegates—Elected council Representatives to the National Council of Girl Scouts of the USA.

Operational Volunteer—A council member who has had a criminal background check (CBC), functioning as a troop leader, service unit lead, cookie manager, trainer, etc.

Operations—The process by which the CEO develops and implements a system to carry out the strategic direction set by the board, providing leadership for the staff and operational volunteers in carrying out the day to day operations of the council.

Operations-influencing—The process by which opinions and feelings are sought and considered by the CEO prior to major operational decisions (for example, a significant change in the service delivery system).

Policy—An established course of action that must be followed.

Policy-influencing—The process by which the opinions and feelings of a variety of people are sought and considered by the Board of Directors *before* making a policy decision.

Representative—A Girl Scout member, 14 years of age or older who is appointed or elected to a voting position in the Council. Voting positions include Board members, National Council Delegates, Service Unit Representatives, and up to ten Girls-At-Large.

Representative Assembly—The body of all voting members of the council.

Rules of the Day—A set of procedures adopted at the beginning of each annual meeting that govern how speakers will act during the business portion of the annual meeting.

Salesforce—The customer service software used to track membership, inquiries, activities, etc. to care for our customer base/membership. Girl Scouts call it Volunteer Systems.

Service Unit Representatives—Two members 14 years of age or older who are appointed by the service unit operations lead or, in their absence, by a council staff member, to serve on the Representative Assembly. They are accountable to the service units from where they were appointed and responsible for carrying out their responsibilities as described in their position description.

Single Slate—A list of candidates for office with one candidate for each vacant position. This is in contrast to a contested election with multiple candidates for each position

Volunteer Systems—Girl Scouts' version of the Salesforce application.

Volunteer Toolkit—The Volunteer Toolkit, or the VTK, is a web application designed to aid new and experienced volunteers in delivering easy, fun troop meetings. The VTK can be used on all desktop and mobile devices and features calendar, drag-and-drop, auto-email functions, a resources and a finances tab.

Appendix

- Preliminary Proposal Form
- Official Proposal Form
- [Process to Submit Proposals](#)
- [Council Policies](#)
- [Amended and Restated Bylaws](#)



Preliminary Proposal Form

6601 Elvas Avenue Sacramento, CA 95819 • t 916.452.9181 • f 916.452.9182
girlscoutshcc.org

Representative Assembly Members of Girl Scouts Heart of Central California may submit proposals to the Board Representative Committee at any time. This preliminary form is submitted as a means to determine if the proposal has merit to continue on to the formal proposal process. Please complete a separate Preliminary Proposal Form for each topic. This proposal is made concerning: *(check one)*

☐ Council bylaws

☐ Council policies

☐ Other

Service Unit: _____

Representative Name: _____

Address: _____ City: _____

Zip: _____

Phone: _____ Email: _____

We would like to make the following change in policy or new policy recommendation:

We think this change is necessary because:

Submit completed form to: Girl Scouts Heart of Central California, ATTN:
Board Representative Committee, 6601 Elvas Ave, Sacramento, CA 95819 or
email to customercare@girlscoutshcc.org.

Preliminary Proposal Forms may be submitted at any time during the year. The Board Representative Committee will notify you if the proposal should move into the formal process. Once notified you need to complete an Official Proposal Form no later than 90 days prior to a Representative Assembly Meeting. *Governance related issues will be considered by the Board of Directors. Operations related issues will be forwarded to the council CEO.*

Submit completed form and any attachments to: Girl Scouts Heart of Central California, ATTN: Board Representative Committee, 6601 Elvas Ave, Sacramento, CA 95819 or email to customercare@girlscoutshcc.org.

This form is completed **after** a Preliminary Proposal Form has been submitted to the Board Representative Committee and found appropriate by the Board of Directors for placement on the agenda at the annual Representative Assembly meeting.

Service Unit: _____

Representative Name: _____

Title of Proposal:

Statement of proposal (in the form of a motion):

Reasons:

Approval from 15% of the service units must be obtained. Document the approval process:

(Signature of Representative submitting proposal) Date _____

List of Attachments:

This form and any attachments must be submitted to the council no later than **90 days prior to a Representative Assembly Meeting.**

(If additional space is needed, please attach a separate page.)