

CELEBRATING 100 YEARS

Girl Scouts of  
Eastern Pennsylvania

— 2017 —



## THE GIRL SCOUT MISSION

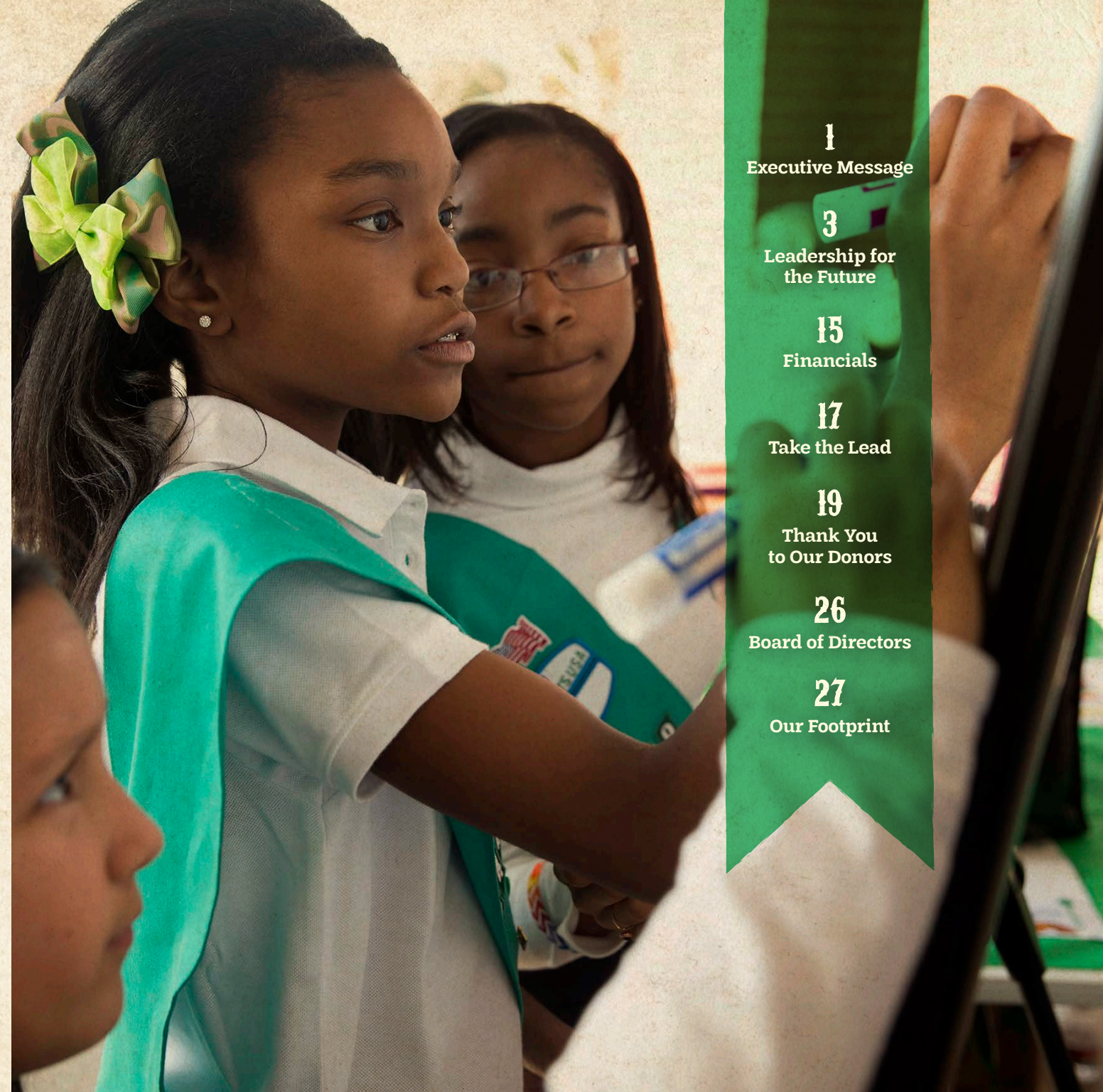
*Girl Scouting builds girls of courage, confidence, and character who make the world a better place.*

## THE GIRL SCOUT PROMISE

*On my honor, I will try:  
To serve God and my country, to help people at all times,  
and to live by the Girl Scout Law.*

## THE GIRL SCOUT LAW

*I will do my best to be honest and fair, friendly and helpful, considerate and caring, courageous and strong, and responsible for what I say and do, and to respect myself and others, respect authority, use resources wisely, make the world a better place, and be a sister to every Girl Scout.*



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# EXECUTIVE MESSAGE

For more than 100 years (106 to be exact) Girl Scouts has been building **G.I.R.L.s** (**Go-Getters, Innovators, Risk-Takers**, and **Leaders**). When our country was divided by segregation, Girl Scouts was inclusive. Before women had the right to vote, Girl Scouts was a place where girls advocated for themselves and others.

The Girl Scout Leadership Experience encourages girls to **discover** more about themselves, **connect** with others, value the power of diversity, and **take action** individually and collectively to make our community better.

## Girl Scouts has five proven outcomes to help girls thrive:

1. Girls develop a strong sense of self
2. Girls display positive values
3. Girls seek challenges and learn from setbacks
4. Girls form and maintain healthy relationships
5. Girls identify and solve problems in the community

In addition, Girl Scouts fuels the female leadership pipeline and provides the foundation for young girls to mature into high-achieving members of society.

## Did you know:

- 50% of female business leaders
- 80% of female tech leaders
- 76% of women in the U.S. Senate
- 53% of women in the House of Representatives
- And EVERY female U.S. Secretary of State are Girl Scout alums?



Girl Scouts believes every girl deserves a place of her own to try new things, find her voice, and tap into her leadership potential. When girls are given a safe, nurturing environment to grow, the payoff benefits not just them, but all of us.

In 2017, GSEP delivered the Girl Scout Leadership Experience (GSLE) to 36,476 girls, an increase over the prior year and the first rise in girl membership in several years. Of those girls, 1,340 earned their highest awards, developing sustainable solutions to community problems that will have positive impacts for years to come.

Thank you for being a part of this important organization. We hope you enjoy reading through our annual report, where we take you through the first year of our three-year *Strategic Plan: Leadership for the Future*.

Yours in Girl Scouting,

Deborah Hassan  
Chair, Board of Directors

Kim E. Fraites-Dow  
Chief Executive Officer





## LEADERSHIP FOR THE FUTURE

— Year 1 —

This report details GSEP's achievements in fiscal year 2017 as they relate to our *Strategic Plan: Leadership for the Future*, which includes seven guiding principles: Leadership, Community, Service, Inclusion, Respect, Integrity, and Innovation. Our multi-year plan was informed by both national and council-specific priorities and articulates five goals that are organized by topic: Our Organization, Communications, Girl Experience, Volunteer Experience, and Financial Sustainability and Revenue Enhancement. Critical to the plan is a commitment to a culture of service, learning, and growth.

In fiscal year 2017 (October 1, 2016–September 30, 2017), Girl Scouts of Eastern Pennsylvania experienced a significant change to its business model in the form of the Customer Engagement Initiative (CEI), a change GSEP had been preparing for over the last two years. CEI is an initiative spearheaded by Girl Scouts of the USA (GSUSA) that seeks to align Girl Scout councils across the country and improve the customer experience for both families and volunteers. This new way of working focuses on aligning people, processes, and systems to ensure our council is providing a consistent, quality, customer-centric experience. The transition to CEI required multiple reorganizations of staff and extensive training for both employees and volunteers. The transition to CEI was relatively smooth, with more than 99% of data migrating to the new database without errors and no major impact to membership numbers – two challenges experienced by early adopter councils.



2017 Take the Lead  
Berks County Girl  
Scout presenters  
and emcees.

### I Our Organization: Build a learning and growing culture that enhances the contributions of the GSEP staff and leadership.

In addition to tackling the sweeping CEI change, GSEP set out to improve the organizational culture and invest more in staff development and training (specifically around change management, cross-team collaboration, and communications). To promote a culture that is inspiring, cohesive, and supportive of the Girl Scout mission, meetings begin with the sharing of “mission moments,” short stories about interactions with, or observations of, girls or volunteers with whom staff connect in meaningful ways.

To align new staff with organizational culture and norms, all new hires are now provided a three-day comprehensive on-boarding, developed by the entire organization and delivered by our People Team. Cross-council meeting norms and telephone and email etiquette policies were also developed and presented to all staff. Staff members who have supervisory responsibilities attended manager training and receive ongoing support.

To make service centers more inspiring, GSEP is creating spaces that are welcoming and girl focused. The Shelly Ridge Service Center, for example, now features a remodeled store in the lobby, along with girl-centric graphics and a fun faux climbing wall. Plans are underway for GSEP's other office locations.

In May 2017, GSEP saw a successful and smooth Board Chair transition. We welcomed Debbie Hassan as our new chair and identified Board leadership development as an emerging focus, with key new Board committees



GSEP welcomed new staff at the End Of Year celebration.

formed that map to GSEP's five strategic goals. A continued emphasis was put on Board recruitment, incorporating multiple lenses of expertise and diversity. To further connect Board Members to the Girl Scout mission, a Gold Award Girl Scout attends every Board Meeting and gives a presentation on her project and its impact.

Service Unit Delegate participation increased in FY17, with more voting delegates present at meetings. Additionally, National Council Session delegates were involved in extensive spring and summer training to prepare for the Triennial Meeting in October.

In celebration of GSEP's 100th anniversary (two legacy councils, Philadelphia and Lehigh, were the fourth and fifth Girl Scout councils chartered in the country in 1917), GSEP hosted a party open to all members, following the Annual Meeting in May.



## 2 Communications: Advance a clear message and build community around GSEP programs, experiences, and impacts.

CEI's case management functionality has revolutionized member communications at GSEP. Member cases are created from the field describing real-time problems to solve. GSEP uses some of these cases to provide dynamic opportunities for cross-collaboration and problem solving. Additionally, GSEP staff meet with volunteers and parents over the phone and in person to better understand member needs and receive feedback from volunteers. Focus groups continue to be implemented to help inform changes before they are rolled out to the entire GSEP membership. For example, a focus group with volunteers and parents greatly influenced how we introduced the new property reservation system. To further improve consistency, a cross-functional staff group created an organization-wide calendar to plan, prioritize, manage risk, and collaborate around important council events.

By promoting Girl Scouts who have earned the Gold, Silver, and Bronze Awards (the highest awards in Girl Scouting) in the media and on GSEP's social media channels, the organization puts girls front and center and promotes Girl Scouts as the premier leadership program for girls. This year, a group of older girls was invited to serve as Media Girls. Media Girls are Girl Scouts with an interest in public relations and communications. The group was trained on public speaking from PR professionals and given numerous media opportunities to represent GSEP by writing or speaking about their Girl Scout experience.

To reach diverse communities, a pilot program was developed to connect with large African American churches. As part of this initiative, GSEP created tailored



In June, Media Girls enjoyed a behind-the-scenes look into the world of public relations. Girls visited local television stations, toured a radio station, recorded a public service announcement, and interviewed PR professionals.



Twice a month, GSEP highlights Highest Award Girl Scouts on social media, showcasing their projects and the impact they have on the community.

marketing and communications materials and provided on-site training for the multi-generational volunteers who are running the pilot troop. This model can now be replicated at other places of worship, and will serve as a basis for a follow-up initiative for outreach into the Latino community.

The Communications Focus Group, a sounding board of key operational volunteers, continued to meet, with a focus on identifying new rotating members who can bring fresh ideas and perspectives. A system for term limits was created to alleviate committee fatigue.



Troop 98010 helped design a beautiful mural at the Riverside Correctional Facility (RCF), a women's prison in Northeast Philadelphia. Alongside their mothers and staff from Mural Arts Philadelphia, the girls created a magnificent wall that stands as a symbol of hope and unity for the women who, at least for now, call RCF home.

Photo courtesy of Chana Garcia



### 3 Girl Experience: Position GSEP as the premier organization for girls to build leadership, confidence, independence, and community.

GSEP developed an annual troop survey to gain critical feedback from girls and leaders. The organization also identified essential questions that will be included in all GSEP surveys, in order to provide consistent and valuable information that will enable GSEP to gauge the ways girls participate, how they hear about Girl Scouts, what they learn from the experience, and what they believe to have achieved. GSEP also launched a Girl Advisory Committee composed of Girl Scouts. The committee provides feedback and ideas for various council projects and programs, including *Spark*, new and diverse programs for older girls, and the Cookie Program.

**92%** of girls surveyed are **excited** about the activities they participate in

**91%** of girls surveyed agreed that participating in Girl Scouts was **a good use of their time**

– 2017 Girl Scout Voices Count survey

In November 2016, a meeting with GSUSA was scheduled to learn more about the Girl Scout Research Institute's work around five new national outcomes, as well as how GSUSA is collecting and using national data. The new five national outcomes are: girls develop a strong sense of self, girls display positive values, girls seek challenges and learn from setbacks, girls form and maintain healthy relationships, and girls identify and solve problems in the community.

Retaining and growing girl membership remained a priority, and GSEP saw a slight increase in girl membership. GSEP engaged 12,345 girls in weekend programming, which focused on: the Girl Scout Leadership Experience (GSLE), Adventure & Water, Health & Wellness, Environment, Arts & Culture, and STEM. More than 4,000 girls attended one of four resident camps or three day camps in summer 2017. Girls participating in the Cookie Program delivered the most successful program in GSEP history, increasing overall sales by 9%, and improving the per girl average from 163 boxes to 183 boxes.

#### GIRL PARTICIPATION

**Troops:** 30,544

(traditional and outreach)

**Outreach Programs:** 8,587

**Camp:** 4,176

**Highest Awards:** 1,340

(Bronze, Silver, Gold)

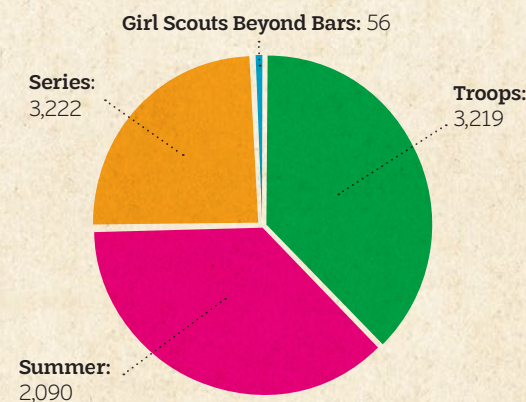
Girls earning their highest awards remained impressively high. In 2017, we celebrated 1,040 Bronze Award Girl Scouts, 234 Silver Award Girl Scouts, and 66 Gold Award Girl Scouts. Improvements were made to the highest awards application process, and opportunities for efficiencies continue to be explored.

To mark the 100th anniversary of the council and the 100th anniversary of the Girl Scout Cookie Program, GSEP offered themed events for girls and developed a selection of exclusive commemorative items for girls to buy or earn.

GSEP-led programs on the weekends and at camp continued to receive high praise, and a concerted effort was made to use GSEP properties.

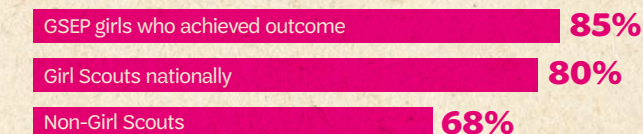
GSEP remains focused on the troop experience for girls, where most inconsistencies exist. Ongoing trainings and refreshers are being developed to ensure that all volunteers receive current and consistent information to best serve girls. A new survey will also provide a mechanism for GSEP to address any targeted issues regarding leader training.

#### OUTREACH PROGRAM PARTICIPANTS: 8,587 GIRLS

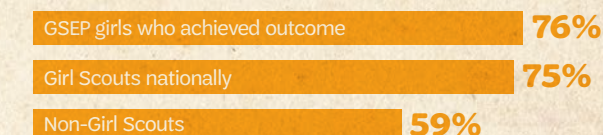


#### GSLE OUTCOMES

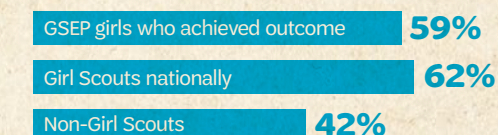
##### Have a Strong Sense of Self



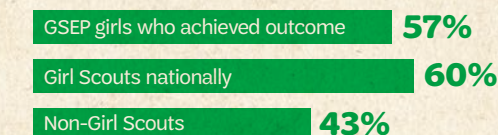
##### Have Positive Values



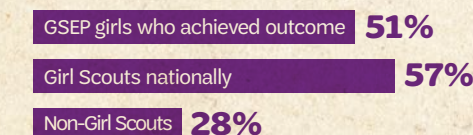
##### Seek Challenges and Learn from Setbacks



##### Develop and Maintain Healthy Relationships



##### Exhibit Community Problem Solving Skills





## Go-getter

By participating in the Cookie Program, girls develop ambition and channel their go-getter spirit to meet their goals.

## Innovator

More than 2,800 girls participated in STEM-focused *Spark* programs, igniting their passion for a career in the male-dominated field.

- Toyota 2017, girl participants: 1,172
- STEM series, Outreach, girl participants: 1,522
  - Liberty High School, Bethlehem
  - Northwest Middle School, Reading
  - Northeast Middle School, Reading
  - Southern Middle School, Reading
  - Reading Intermediate High School, Reading
- STEM-related *Spark* programs, girls registered: 2,829



## Risk-taker

Of the 4,176 girls who attended camp, 2,682 attended resident camp and 1,494 attended day camp.

- Parents and guardians of campers in 2017 most frequently identified increased confidence and independence as an impact of camp on their campers.
- Girls themselves noted that camp has made a difference for them during the school year by helping them feel more comfortable meeting new people, working with others and adapting to different personalities, and feeling more confident in taking charge.
- 93% of girls surveyed said they would recommend camp to a friend.
- 75% of campers said they would like to come to camp next year.
- “The difference in my daughter has been significant since enrolling her in her very first Summer Camp in 2011. She has grown to be confident in herself and has a strong appreciation for working with other girls as a team. Thank you.” – *Valley Forge parent*
- “This was the best experience, and I strongly recommend that every girl attend Girl Scout Camp. It is important for girls to grow up believing in themselves, knowing their self-worth, and knowing that they are capable of achieving anything they put their mind to.” – *Valley Forge parent*

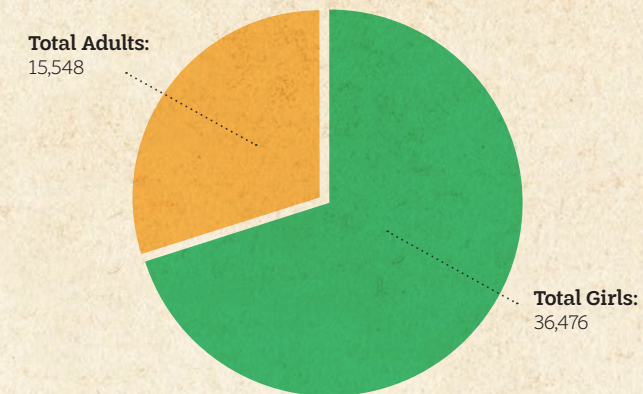
## Leader

In addition to the girls who earned their community service and Leadership in Action awards and pins with their troops, 225 girls participated in leadership programs at camp:

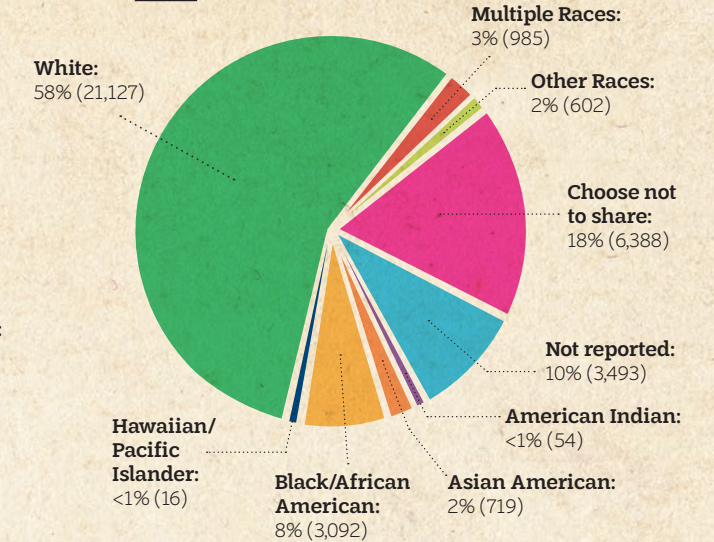
- CIT I- 41 participants
- CIT II- 6 participants
- Program Aide (PA)- 123 participants
- Day Camp Intern- 33 participants
- Take Charge-22 participants

25 Girl Scout presenters, emcees, and campership leads participated in Take The Lead, developing public speaking, networking and leadership skills.

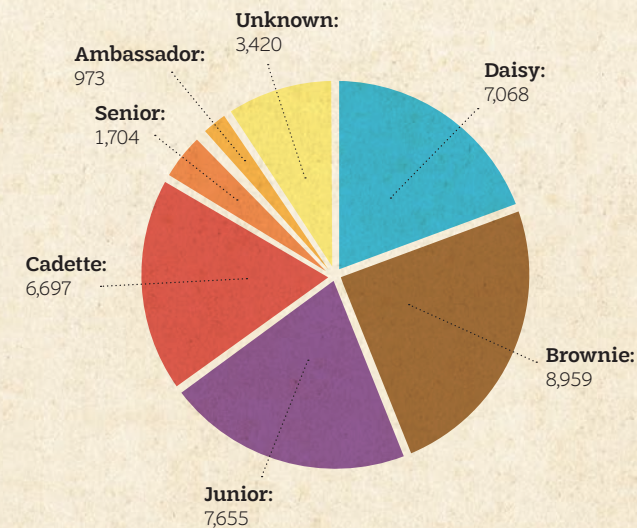
## Membership



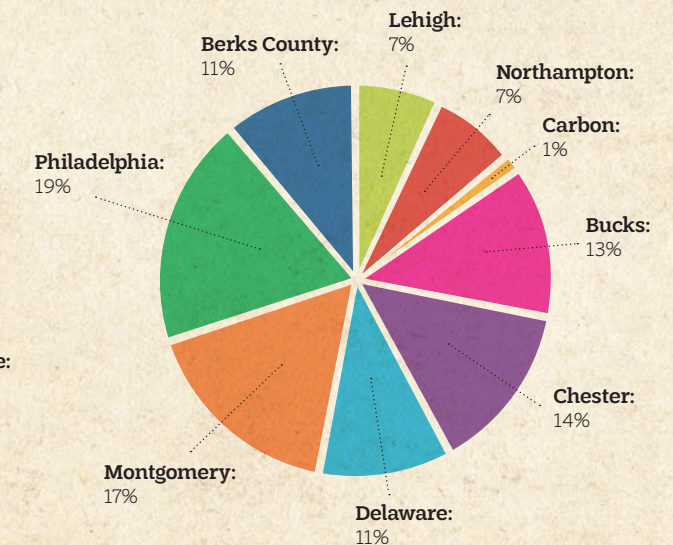
## Race/Ethnicity



## Age Levels



## Girl Membership by Region





#### 4 Volunteer Experience: Position GSEP as a rewarding and sought-after volunteer experience.

In 2017, GSEP created a structure to continuously improve and streamline the volunteer experience by participating in peer-to-peer trainings organized by GSUSA. Through these efforts, a new department was created, called Volunteer Support, with “Volunteer Support Specialists,” who serve as the relationship managers for all GSEP Service Unit Managers and leadership teams. Their focus is retention and customer service.

To provide additional support to service unit teams, the Recruitment and Placement teams were organized to partner with Volunteer Support Specialists. A combined effort among the Recruitment, Placement and Volunteer Support teams will begin in FY2018 to share recruitment and retention goals and resources with service unit teams.

The new GSEP website, designed to standardize the volunteer experience and access to resources, now ties in directly to national resources and systems, e.g., Salesforce and the Volunteer Toolkit. Volunteers can now plan and customize their troop year through the Volunteer Toolkit, which provides programmatic ideas and support for volunteers of troops in grades K-5. Volunteer Essentials and basic trainings are online, and supplementary and specialized trainings continue to be provided in-person and through a new webinar platform, which now allows troop leaders to complete all basic trainings online. Improvements were made to courses offered to volunteers, with a focus on using resources wisely. For example, by removing unnecessary limits on camp occupancy numbers, GSEP could offer convenient outdoor training opportunities to more volunteers.

*“The facilitator was excellent, but it was also so terrific to share ideas and experiences among leaders who had been through similar situations.”*

—Volunteer quote, F.A.L.L. Weekend 2017

The change that most positively impacts volunteer access to information and resources has been the creation of the Member Services department. This team answers 80% of phone calls, emails, and other online inquiries from our members. The entire organization manages the Solutions Catalog, which provides the Member Services department with answers to council-wide questions. Additionally, in 2017 GSEP focused on improving the retail experience and ensuring that GSEP members have access to the shops at times convenient to them. In Berks County, a mobile retail pilot shop was implemented, all GSEP stores are open late one night per week, and planned weekend hours are implemented during busy months. Several volunteer focus groups were conducted before implementing new programs and initiatives to ensure end users’ expectations and needs were incorporated, a best practice that will be continued. Additionally, a network is being formed for volunteers to connect with each other outside of GSEP-sponsored meetings and events.

Three legacy council history committees consolidated into one GSEP History Committee, and a new space was designated for the Museum of Girl Scout History at the Valley Forge Service Center. Throughout the year, the volunteer-led History Committee met weekly to sort, identify, organize, and combine artifacts and records from the archives of several legacy councils in preparation for the grand opening planned for December 2017.

**92%** of volunteers said they experienced a **sense of purpose** **91%** of volunteers said they experienced a sense of **personal accomplishment** because of volunteering with Girl Scouts

— 2017 Girl Scout Voices Count survey



At the 2017 Volunteer Awards, The President's Award was presented to three service units that provided exemplary support to the delivery of the Girl Scout Leadership Experience, which resulted in surpassed council goals and measurable impact.



Volunteer Christine Reber is amazed by the number of awards Sonia Foderaro has earned!

GSEP presented 50 volunteers who provided outstanding service to girls with Appreciation pins.





## 5 Financial Sustainability and Revenue Enhancement: Optimize revenue sources and uses.

Expanding and diversifying GSEP's funding base, with an emphasis on increasing contributed revenue, continued to be a priority into FY17. GSEP engaged in research and planning to conduct an analysis of all revenue and expenses to ensure the budget, business model, and staff structure were aligned with GSEP's mission and priorities. The organization explored new earned income ideas, new models and approaches for product sales, enhanced institutional and individual donor development, and increased communication about GSEP's financial plan and funding opportunities with the greater GSEP community. The 100th anniversary of GSEP provided a unique opportunity to sell commemorative retail items and to fundraise around this historic moment.

A key part of the research was comparing notes with other Top 13 councils nationally. One key finding included a realization that, at that time, GSEP was operating the most service centers of all the Top 13 councils. GSEP's near peer, Girl Scouts of Eastern Missouri, with a similar footprint and membership size, manages one service center. After additional research, the decision was made to close the Berks County Service Center (which was located in a rented space). The careful analysis, education, planning, and communication process resulted in a successful close.

The retail operation saw a status quo result. Facility Rentals is an emerging area of earned revenue opportunity for GSEP. After consulting with volunteers, GSEP implemented a new campsite reservation system. A review of the GSEP Facilities pricing structure was conducted for both for-profits and nonprofits, and next steps are being developed to implement new rental options.

girl scouts  
of eastern  
pennsylvania

**Disconnect to Reconnect**

Looking to host a leadership retreat, corporate training, team-building, or social event? With our six locations across Eastern Pennsylvania, GSEP is sure to have the perfect place for you. Visitors enjoy a variety of indoor and outdoor meeting areas, comfortable accommodations, and unique outdoor venues for groups large or small to pursue physical, spiritual, and educational interests. Our highly trained staff will work with you to create the perfect meeting, conference, or social gathering for the outcome you envision.

Contact us for availability at [campfacilities@gsep.org](mailto:campfacilities@gsep.org)!

GSEP advertisement showcases the rental options available to organizations and families at our campsites.

GSEP produced a significant operating surplus for the second consecutive year, meeting revenue goals with tight controls over expenses. The Cookie Program increased its revenue by an unprecedented 9% year over year, and Girl Experience saw increased camp and program registrations for the third year in a row. Contributed revenue came close to its increased revenue goal in FY17, and Campership contributions nearly doubled. Take the Lead Lehigh Valley experienced GSEP's single best individual major giving campaign with \$60,000+ raised on-site for camperships. Additionally, GSEP completed its Outdoor Program Vision with the financial close of the final three camps for sale, and construction projects ended on time and on budget. With the capital campaign falling short of its goal, the Fund Development team was recalibrated coming out of a capital phase to a more operations-focused campaign.

GSEP carefully analyzed and moved its functional expense ratios for Girl Scout programs from 72% in FY15 to 82% in FY17. The Finance team continues to evaluate ongoing expense line items for operational necessity and efficiency.



*Nearly 300 girls attended camp through camperships*

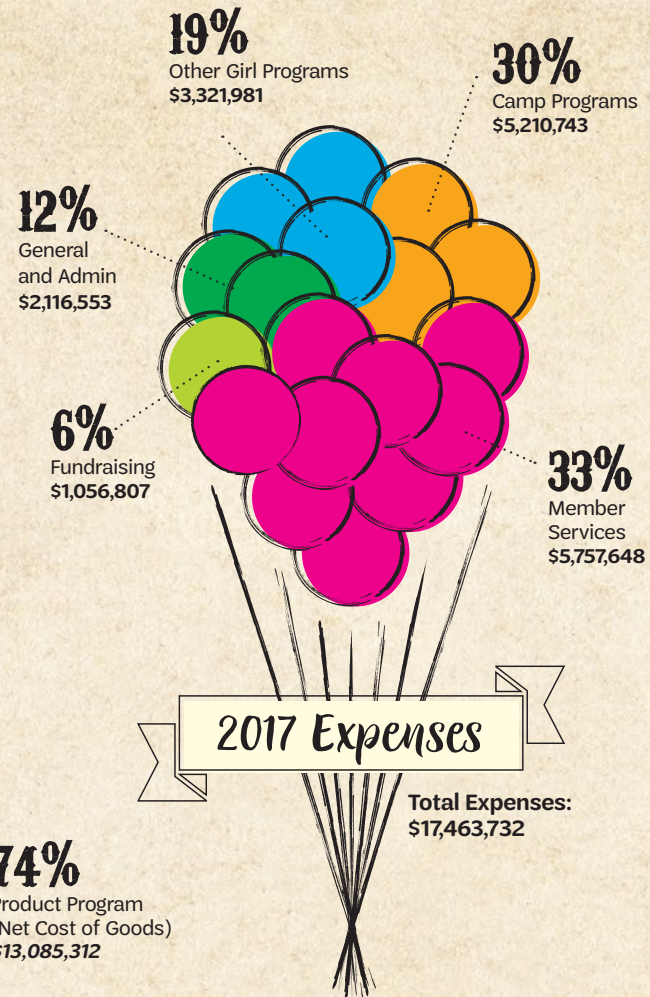
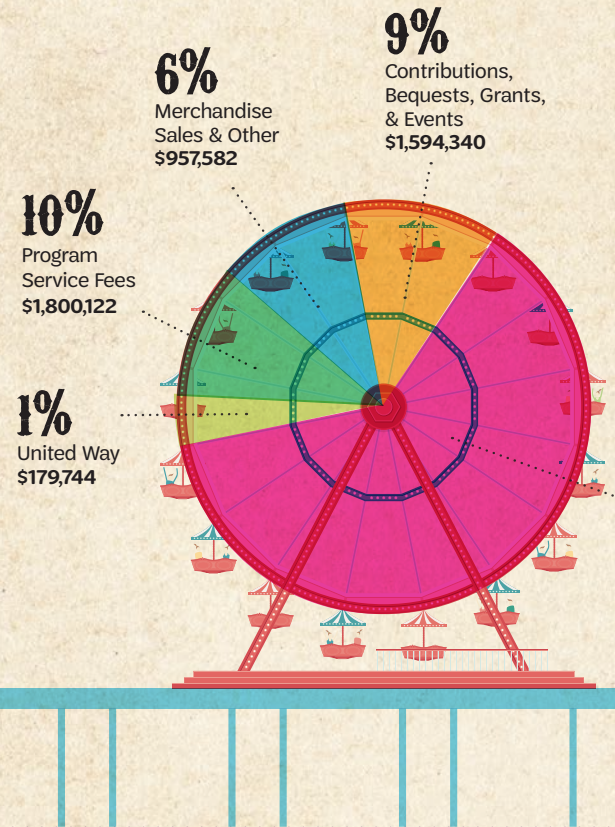




# FINANCIALS

## 2017 Revenue

Total Revenue: \$17,617,100

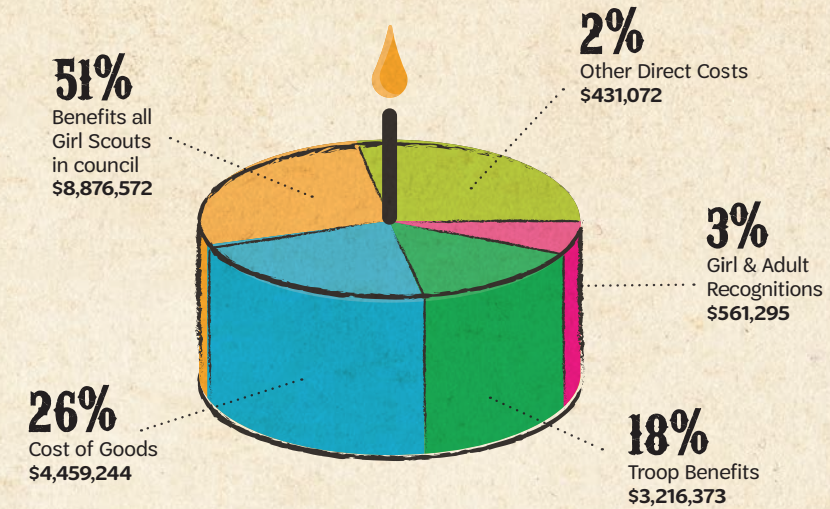


## 2017 Expenses

Total Expenses: \$17,463,732

## 2017 Product Program Revenue

Total Gross Revenue: \$17,544,556



In 2017, GSEP introduced the Cookie Boss Class of 2017, which replaced the Mystery Tour. Girls who sold 1,000 boxes of cookies or more were initiated into the

Cookie Boss Class of 2017 and were celebrated throughout the year for their accomplishments. The Cookie Boss Class of 2017 was honored at the 2018 Cookie Program kickoff event with cookie-themed gifts and certificates presented by Kim E. Fraites-Dow and Board Members.



# TAKE THE LEAD

## 2017

*Celebrating outstanding women leaders in our community!*

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**Dr. Aparna Mele**  
Physician  
*Digestive Disease  
Associates, Ltd.*



**Alison Snyder**  
Personnel Director  
*East Penn Manufacturing Co., Inc.*

### Take the Lead 2017 Berks County Alumnae Award

"The Lucky 13"  
Wyomissing International Troop 60

**Ardis Arahood**  
**Anita Chaney**  
**Anita Durdan\***  
**Anabel Dwyer**  
**Susan Gibbs**  
**Susan Hale\***  
**Jacqueline Kunin**

**Melinda Mast**  
**Martha Mewhort**  
**Amy Reinsel**  
**Louise Souders**  
**Jill Weber**  
**Judith Yarnall**

\*Deceased





# THANK YOU

# TO OUR DONORS

*Thank you to our generous supporters during the 2016-2017 membership year.*

Girl Scouts of Eastern Pennsylvania was supported by more than 1,000 donors who contributed up to \$99, too many to list in this report. We appreciate every gift to the Girl Scouts and regret not being able to list them all.

## \$100,000+

Comcast NBC10 Telemundo 62  
Comcast Spectacor  
United Way of Berks County

## \$99,999 - \$50,000

Lenfest Foundation  
The Pew Charitable Trusts  
Toyota Financial Services

## \$49,999 - \$20,000

Air Products  
Connelly Foundation  
Lutron Electronics Co., Inc.  
PECO  
United Way of the Greater  
Lehigh Valley

## \$19,999 - \$10,000

Bank of America  
Berks County Community  
Foundation  
Capital BlueCross  
Century Fund  
Citizens Bank Charitable  
Foundation  
Crayola  
East Penn Manufacturing Co., Inc.  
Estate of Jean D. Lieberman  
Independence Blue Cross  
Jerlyn Foundation, In Memory of  
Gertrude K. McGonigle  
KLJ Associates  
Maurice Seltzer Trust  
PPL Corporation

Dianne and Jeffrey Rotwitt \*\*  
Ms. Josephine Templeton †  
The UPS Foundation

## \$9,999 - \$5,000

Mr. and Mrs. Stephen S. Aichele  
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BioClinica  
Boscov's Department Store, Inc.  
Mrs. Helen S. Breidegam  
Breidegam Family Foundation  
Burns & McDonnell  
Carpenter Technology Corporation  
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Dual Temp Company  
Mr. and Mrs. Michael A. Duff  
Estate of J.R. McAllister Borie  
Firsttrust Bank  
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Partnership  
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The Donley Foundation  
The Ethel Sergeant Clark Smith  
Memorial Fund  
The Leslie Miller and Richard  
Worley Foundation  
The Mill Spring Foundation  
Tierney  
UGI Energy Services, LLC  
Vault Communications, Inc.  
Victaulic Company of America  
VWR International  
Mr. and Mrs. Robert Welsh †  
Wells Fargo Bank, N.A.  
Wyomissing Foundation, Inc.

## \$4,999 - \$2,500

Anonymous (1)  
ABC Interbake Foods  
ACME Markets, Inc.

Ms. Hallee Adelman  
Angela Ahmad \*\*  
Phil Albert  
Aldridge Electric  
Anixter Inc.  
Archer & Greiner  
Asplundh Foundation  
B. Braun Medical Inc.  
Bank Of America Matching  
Gifts Program  
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We apologize in advance for any incorrect listings, misspellings, or omissions.

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 2633 Moravian Avenue  
 Allentown, PA 18103  
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 Valley Forge, PA 19482

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