

Our super power is Girl Scouting!





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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Working together to help create the next generation of female leaders.

EXECUTIVE MESSAGE



Dear Friends,

We find ourselves in an unprecedented time for social and economic challenges during the COVID-19 pandemic. In what seemed like an instant, we moved from gathering in person to our current "normal" of social distancing and remote communications. Our council leadership was quick to mobilize and develop Girl Scouts at Home, a full complement of girl programming at every age level, and volunteer resources, with the aim of bringing our community together in meaningful ways virtually. Girl Scouts of Eastern Pennsylvania (GSEP), our volunteers and most importantly the girls have embraced how we are now coming together, and have shown our Movement's shared value of service through projects to help first responders, offering unique programs, and finding comfort in our virtual hangouts and resources for social and emotional support. With everything in flux, what hasn't changed is our commitment to bring the Girl Scout Leadership Experience to all girls in our nine-county footprint. We invite you to visit www.GSEP.org to familiarize yourself with all the amazing programs, activities, and opportunities to connect that are available at Girl Scouts@Home.

Looking back, 2019 was an exciting year for GSEP. We maintained a keen focus on the five goals outlined in our three-year Strategic Plan: Leadership for the Future, and are proud of key outcomes including but not limited to:

- Awarded 1,400 Girl Scout Bronze, Silver, and Gold Awards to girls who tackled relevant community issues to make their world a better place through sustainable leadership projects.
- Increased summer camp registrations to an all-time high, with more than 4,635 girls attending GSEP resident and day-camps in 2019.
- Reorganized our Volunteer Training and Volunteer Support departments to become more efficient and offer crucial support to our nearly 15,000 volunteers.
- Activated a contingency plan for our budget process after a challenging cookie season which delivered an essentially balanced budget with a modest surplus for fiscal year 2019.
- Created resources and tools to share program specific information and increase traffic to our website and Social Media

participation by 75%... which has helped significantly as we moved to a virtual community environment.

While there is still much to do, we are confident that we have the resources and team to continue to reach more girls, provide wonderful leadership development programs for girls virtually and in person, offer our volunteers an excellent experience with onboarding, training, leadership development and additional support, and run a high functioning fiscally sound council. Girl Scouts is and remains the best girl leadership experience in the world.

We are pleased to share this annual report with you. What we do together is of great consequence and we thank you for being a valued part of this important organization and look forward to your continued support in the upcoming year.

Yours in Girl Scouting,

Deborah Hassan
Chair, Board of Directors

Kim E. Fraites-Dow
Chief Executive Officer

GIRL SCOUT LEADERSHIP EXPERIENCE (GSLE) IN ACTION:

- 50% OF FEMALE CEO'S
 - 76% OF WOMEN IN THE U.S. SENATE
 - 80% OF FEMALE TECH LEADERS
 - 53% OF WOMEN IN THE HOUSE OF REPRESENTATIVES
- AND EVERY FEMALE U.S. SECRETARY OF STATE ARE GIRL SCOUT ALUMS



Girl Scouts of Eastern Pennsylvania, Inc. (GSEP), operates as an independent, nonprofit organization chartered by Girl Scouts of the USA (GSUSA) to serve nine Pennsylvania counties: Berks, Bucks, Carbon, Chester, Delaware, Lehigh, Montgomery, Northampton, and Philadelphia. In fiscal year 2019 (October 1, 2018-September 30, 2019), GSEP provided the Girl Scouts Leadership Experience (GSLE) to close to 40,000 girls, with the help of more than 15,000 adult members.

In FY2019, GSEP was in the final year of a three-year strategic plan informed by both national and council-specific priorities and articulating five goals:

STRATEGIC PLAN: LEADERSHIP FOR THE FUTURE



1. OUR ORGANIZATION:

Build a learning and growing culture that enhances the contributions of the GSEP staff and leadership.

2. COMMUNICATIONS:

Advance a clear message and build community around GSEP programs, experiences, and impacts.

3. GIRL EXPERIENCE:

Position GSEP as the premier organization for girls to build leadership, confidence, independence, and community.



4. VOLUNTEER EXPERIENCE:

Position GSEP as a rewarding and sought-after volunteer experience.

5. FINANCIAL SUSTAINABILITY AND REVENUE ENHANCEMENT:

Optimize revenue sources and uses.

This narrative details GSEP's achievements for FY2019 as they relate to measures outlined in the Strategic Plan, which include seven guiding principles: Leadership, Community, Service, Inclusion, Respect, Integrity, and Innovation. Our vision is to be known as the premier leadership organization for girls that is driven by an engaged community of volunteers, members, alumnae, partners, and staff, and supported by an organizational culture of **service, learning, and growth**.



1. OUR ORGANIZATION

Build a learning and growing culture that enhances the contributions of the GSEP staff and leadership.



The organization came together to create definitions for Diversity, Equity and Inclusion, which included our girl, general membership, volunteer, board, and partner organization populations. The goal was to create a definition for how we include, value, and respect all communities and their participation in Girl Scouts. In addition to the definitions, we conducted general research using census and GSUSA data. This research revealed that our staff, volunteer, and girl populations need more representation from African-American, Latina, and Asian communities. Additionally, we implemented Leadership Inclusion training for volunteers, including informational resources for specific special needs to encourage an empowered and comfortable environment for all our members.

To promote a culture that is inspiring, cohesive, and supportive of the Girl Scouts mission, GSEP reinvented several of its regional spaces, which are available to

staff, members, and visitors. G.I.R.L. panels were hung over the meeting space in the main room in Lehigh Valley. And a new Friendship Corner (quiet room) was added for staff and volunteer use, and the lobby and main hallway leading to the multi-purpose room were painted and unveiled at Valley Forge. In addition, the Valley Forge Shop/Front Desk Area, was redesigned and renovated.

Investments in staff development included standardizing staff recognitions at all-council events, piloting an in-house mentorship program, and continuing to provide comprehensive manager training to all staff with supervisory responsibilities. The employee handbook and employee assessment process were updated to incorporate the council's strategic goals and to reflect current HR best practices. In addition, all staff received Volunteer Essentials training to ensure alignment with the most up-to-date

policies and safety standards required of Girl Scouts volunteers. To improve cross-team collaboration, staff were trained on a project management matrix and provided with new procedures for planning events. Teams now have a better understanding of how and when various projects/events overlap, and when they should begin working together in the planning process to implement changes or collaborate around shared goals.

Providing ongoing leadership development for the Board of Directors was also a goal. Board members were engaged to provide guidance on competitive marketplace challenges, and they participated in a half-day Board Retreat. Every Board Meeting agenda included a presentation by a Gold Award Girl Scout and a Board engagement topic to provide opportunities for ideas, feedback, education, and relationship building.

2. COMMUNICATIONS

Advance a clear message and build community around GSEP programs, experiences, and impacts.

In 2019, our two major publications, Spark/Family Guide, which mails to our full membership each August and Camp/Cookie Guide, which delivers to the same audience in December were redesigned and updated. Both reach approximately 55,000 households and have been designed as usable resources for all programs and activities. An additional emphasis was placed on data driven marketing tools to reach targeted audiences through audience relatable outlets. **SPARK and the Camp Guide were designed to provide pertinent information in a more user-friendly manner. This included new and consistent action items directing inquiries to the GSEP website where members had access to the full realm of information and assets.**

We then designed county-specific marketing tools (flyers, brochures) for Service Units to use to market programs to their demographic audience. The overall goal was to engage as well as inform our girls and their families of programs, camp offerings, volunteer opportunities, and other activities.



GSEP expanded its social media marketing efforts with a “call to action” deliverable. As a result, we were able to increase the number of engaged followers. The frequency of our messaging led to an increase in new and renewed member activation and consistent communications with volunteers, parents, Girl Scouts, alums, funders, community partners, and the public. It also provided resources and opportunities for volunteers, members, and other stakeholders to tell the Girl Scouts story.

Specific marketing campaigns developed for Camps, Membership, and the Cookie Program were easily transferable via social media, print, other collateral, and on our website. Using targeted

demographic information, we implemented an outreach effort to communicate with volunteers, parents and girls regarding programs and opportunities that would impact them directly regarding age and location.

The Communications Focus Group provided Volunteer feedback and ideas for the Spring Renewal and Product Program Top Sellers . The results included a menu of renewal incentives that were well received by volunteers and parents, and a Cookie Boss and 500 Club experience that was planned with extensive volunteer and girl input.

There was an increased focus on promoting the Girl Scout Gold Award, the highest award in

Girl Scouting, where girls provide real solutions to some of today’s most challenging issues. To provide girls with the tools to self-promote their accomplishments, GSEP created a Highest Awards toolkit that includes resources such as press releases, media contacts, social media tips, and other ways girls can inform the media and their local community leaders about their projects.

In FY19 we also activated Media Girls, a group of 10 older girls with a passion for communication, and developed a targeted plan for the older Girl Scouts, including a newsletter and special communications for their age group.

3. GIRL EXPERIENCE

Position GSEP as the premier organization for girls to build leadership, confidence, independence, & community.

Surveys, focus groups, and program data informed the continual improvement of the Girl Experience and helped drive programmatic decision-making. By engaging with older Girl Scout members (Cadettes, Seniors, Ambassadors) who are among the most involved, we feel that we can best impact our ability to provide the full Girl Scout Leadership Experience (GSLE) to all girls, as well as positively impact our membership goals by retaining girls through listening and implementing. Additional departments at GSEP met with the Program Steering Committee to get feedback, including Member Engagement, MarComm and Retail. The Girl & Volunteer Experience Committee of the Board of Directors supported the addition of the Girl Track (for girls in grades 9-12) to the 2020 Women's Leadership Summit.

GSEP engaged more than 12,447 girls in GSLE programs focused on the following priority areas: Adventure & Water, Health & Wellness, Environment, Arts & Culture, and STEM. Summer camp registrations reached an all-time high, with more than 4,635 girls attending GSEP resident and day-camps in 2019.

The Girl Scouts Beyond Bars program (GSBB), a program for girls whose mothers are or have been incarcerated, continued to meet weekly, with every other week visits to the Riverside Correctional facility for mother-daughter visits for those who were able. In 2019, GSBB girls gathered items and books to pack 200 bags to donate to mothers and their children in Recovery House. Additionally, donations of non-perishable food items were donated to Philabundance from the GSBB program.



During the 2019 Cookie Program, 20,839 girls participated, selling an average of 192 packages of cookies per girl. Our Cookie Boss Class of 2019 consisted of 437 girls, a distinction celebrating girls who sold 1,000 packages of cookies or more. New for 2019, the Sister Benefits (for sister Girl Scouts to participate in the Cookie Program, share and achieve a cookie goal together) benefitted 186 girls who were added to the Cookie Boss Class of 2019 and 350 girls to the 500 Club.

GSEP continued to explore and develop partnerships with schools and community organizations for joint and complementary programming. A partnership with Girls on the Run and Philly Girls in Motion extended the traditional Girl Scout model and provided a unique opportunity to engage with girls at Philadelphia Community Schools. This successful program will be expanded and can be used as a model for other partnerships. Additionally, GSEP cultivated a growing relationship with Philadelphia Parks & Rec, resulting in more neighborhood recreation centers starting and hosting Girl Scout troops and summer outreach programs. The School District of Philadelphia's Office of Strategic Engagement also highlighted Girl Scouts as a model partnership, where we serve girls through middle school.

Go-getter

The 2019 Cookie Program was a memorable year as it was the largest PGA (per girl average) increase in council's history (from 176 to 192 packages per girl).

Innovator

Science and engineering

Toyota 2019: 1,143 girl participants

STEM series, Outreach: 1,383 girl participants

- Liberty High School, Bethlehem
- Northwest Middle School, Reading
- Southwest Middle School, Reading
- Belmont Hills, Bensalem

STEM-related SPARK programs: 1,427 girls registered

Risk-taker

Camp

summer camp: 4,635 girl participants served
resident camp: 3027 girl participants
day camp: 1,608 girl participants

Parents and guardians of campers in 2019 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.

94% of girls surveyed said they would recommend camp to a friend.

92% of campers said they would like to come to camp next year.

Leader

Highest Awards

In 2019, Girl Scouts of Eastern Pennsylvania honored:
63 Gold Award Girl Scouts
220 Silver Award Girl Scouts
1,128 Bronze Award Girl Scouts

Through planning and determination these girls confronted important community issues in a way that was both meaningful and sustainable to make the world and their community a better place.

Leadership Programs at camp

CIT I: 41 girl participants

CIT II: 6 girl participants

Program Aide: 123 girl participants

Day Camp Intern: 33 girl participants

Take Charge: 22 girl participants

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

GSEP-led programs on the weekends and at camp continued to receive high praise, and a special focus was made to provide more opportunities 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.

"My favorite thing about camp is that I tried things that I was not going to be perfect at, and I found a confidence inside of me that I want to share with others."

Camp Wood Haven resident camp

"My daughter did a ton of activities and was very busy all day and shared lots of great stories when she got home"

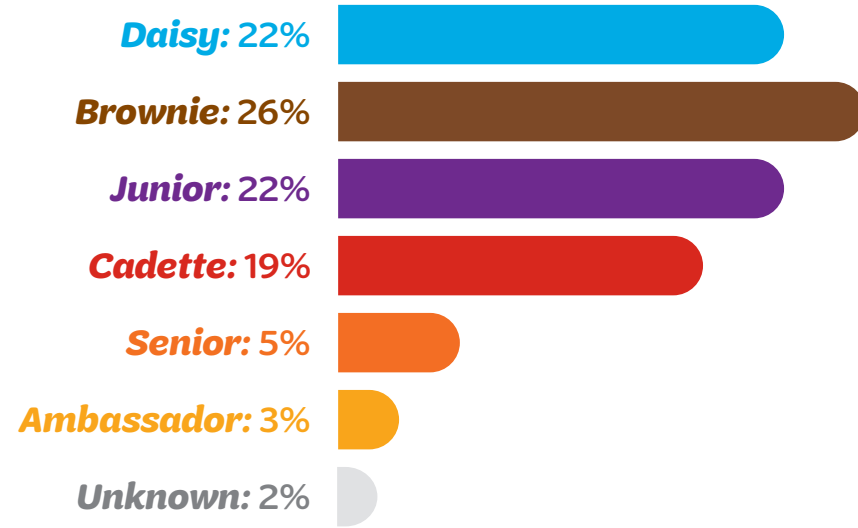
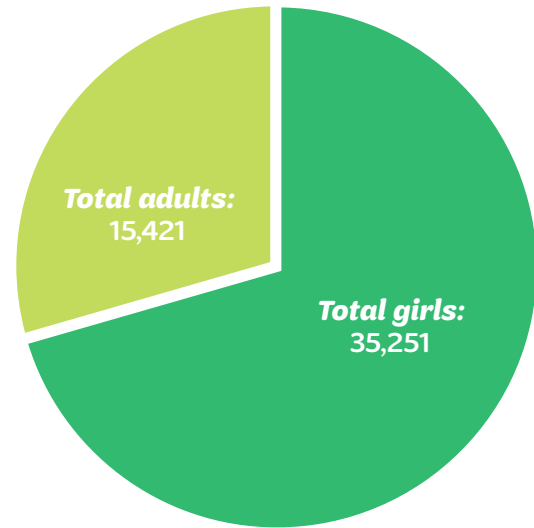
Camp Valley Forge parent

"Completing the Rockwall after a couple of tries was really invigorating and made me feel confident"

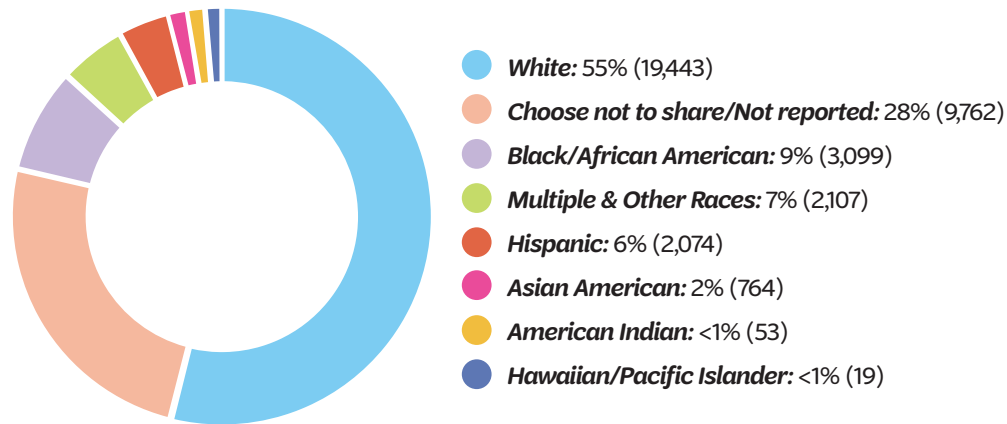
Camp Shelly Ridge day camp

G.I.R.L.
go-getter innovator risk-taker leader

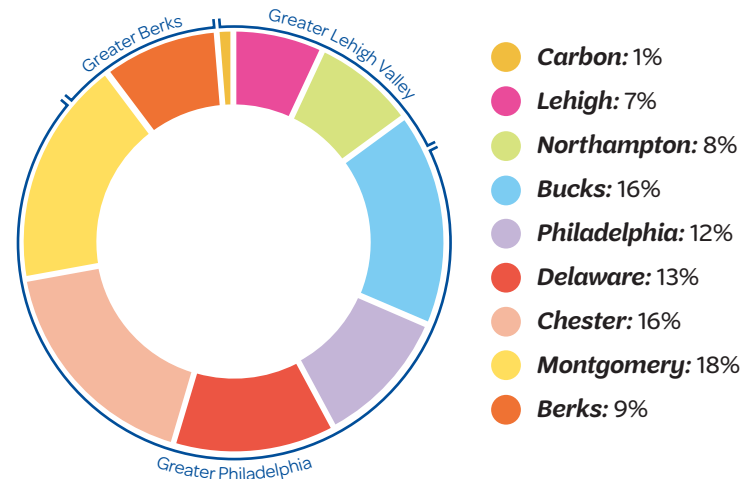
Membership



Girl Race/Ethnicity



Girl Membership by Region



4. VOLUNTEER EXPERIENCE

Position GSEP as a rewarding and sought-after volunteer experience.

GSEP's Volunteer Support Team provided relationship management and support to Service Unit Managers and troop leaders. In addition to providing consistent communications in the form of monthly digital roundtable meetings and weekly email newsletters, GSEP revised several resources for volunteers, often in partnership with updated resources from GSUSA. The result was updated versions of the Leader's Guide for Success, Volunteer Essentials (which included several programmatic improvements and a searchable web version), Volunteer Toolkit Guide, the Family Guide for new families, Product Program Manuals, and regionalized Spark Program Guides. Internally, GSEP improved its New Leader Process and empowered the

Volunteer Training team to be the primary support for new leaders in 2020.

In 2019 GSEP launched the Looker reporting platform which provided concise, organized reports made available to Service Unit Team volunteers. We also created the Service Unit Administrative Volunteer role to enable Service Unit volunteers to access reports directly from Looker data. Training was provided to these volunteers, and they signed a user agreement before having access to Looker.

The number of GSEP Learning Facilitators increased by 12% in 2019. This is the result of an effort to recruit a more diverse group of facilitators who represent all

counties and demographics. We also increased in-person trainings recognizing that everyone learns differently, and new troop leaders in particular should have in-person and online options available to them. A New Leader Start-Up training was created to allow for all steps to be completed in one day with staff and/or facilitators.



5. FINANCIAL SUSTAINABILITY

& REVENUE ENHANCEMENT

Optimize revenue sources and uses.



The Finance Team worked collaboratively with Girl Experience and Volunteer Support to effectively communicate the critical relationship between membership, revenue and programming. Continuing Education and Training were available to all GSEP staff members around budget planning, forecasting and financial performance.

GSEP provided dedicated resources to maximize Facility Rentals from Service Units, Troops and outside groups, resulting in a 53% increase in utilization over prior year.

To enhance new models and approaches for Product Program, GSEP implemented several initiatives for the 2019 Cookie Program. For the second year in a row, Cookie Kick-Off celebrations were held in four locations (Philadelphia, Lehigh Valley, Delaware County and Berks County), and 2018 Cookie Bosses were on-site at each location. Cookie Month in Manayunk engaged female business owners as well as other retail shops and restaurants to support the Cookie Program. Local businesses supported an entrepreneurial speaker series with Girl Scouts, hosted cookie booths, and restaurants created recipes and drinks themed around Girl Scout cookies.

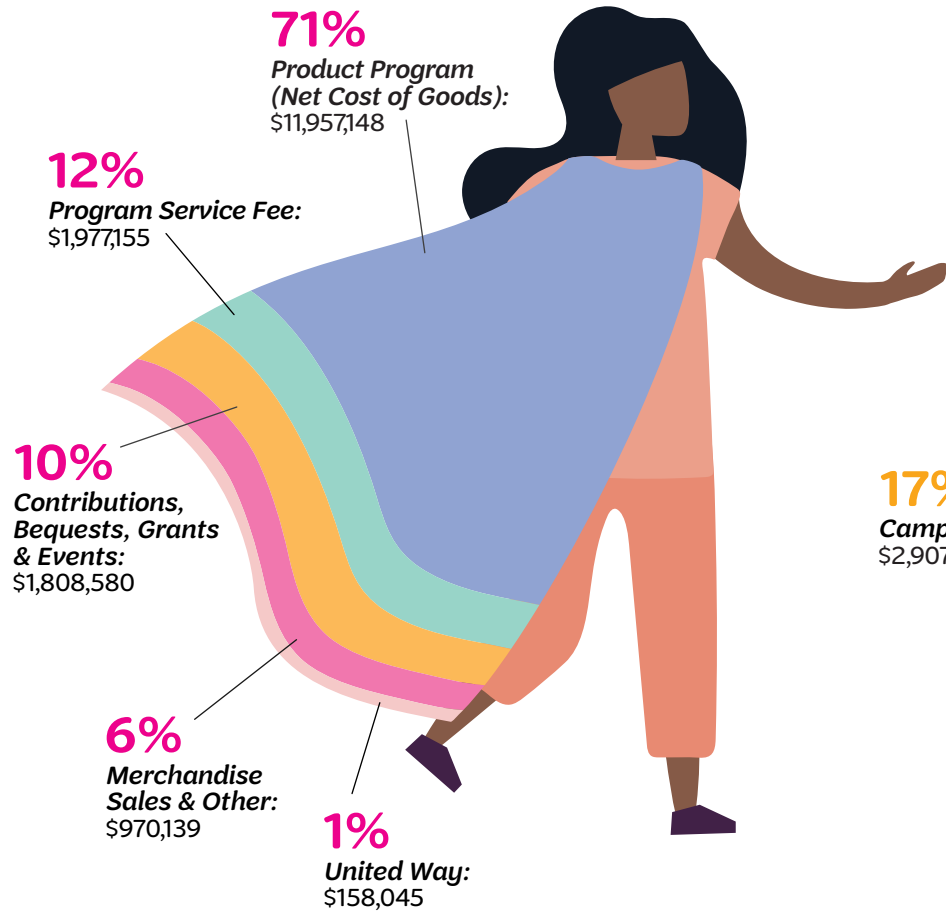
Functional expense ratios for Girl Scout programs over the past five years has positively moved from 72% in FY2015 to 84% in FY2019. GSEP continues to evaluate expense line items for ongoing operational necessity, efficiency, and alignment to mission..



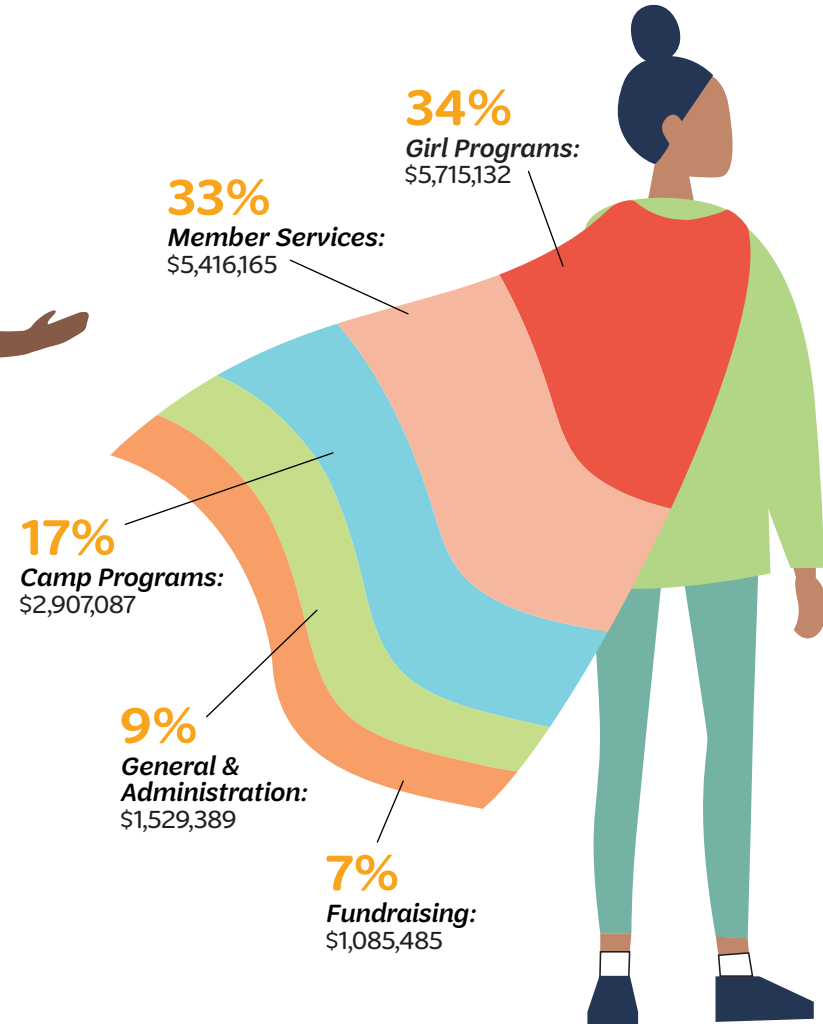
FINANCIAL REPORT



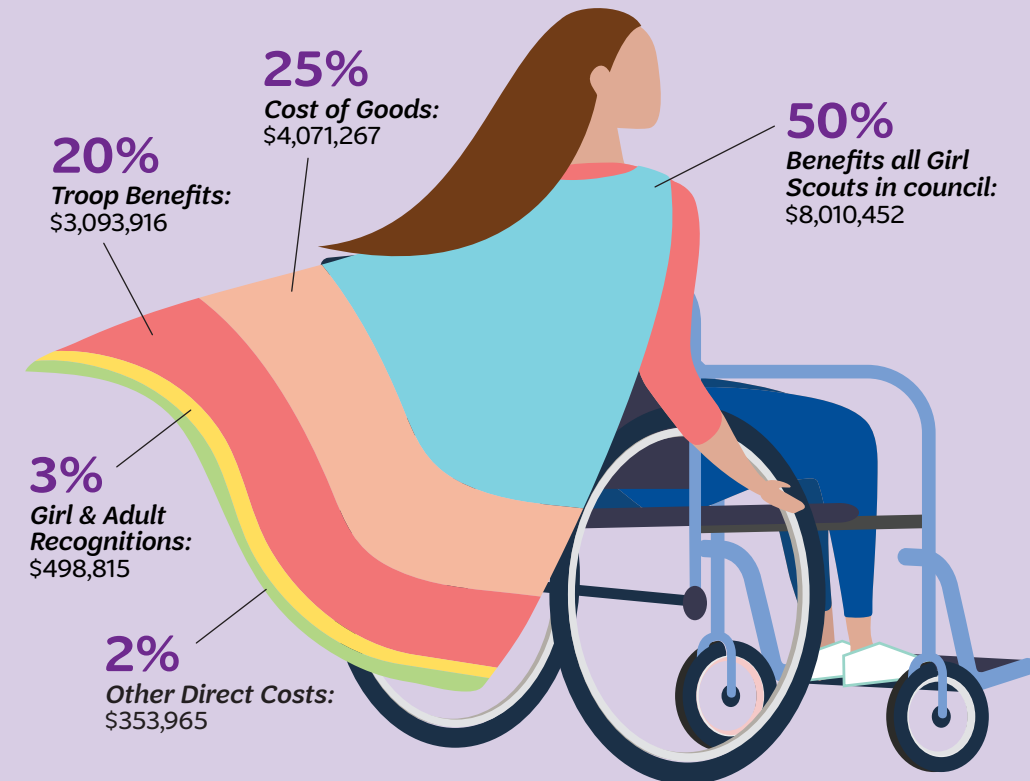
2019 REVENUE Total Revenue: \$16,871,067



2019 EXPENSES Total Expenses: \$16,653,258



2019 PRODUCT PROGRAM Total Revenue: \$16,028,415





TAKE THE LEAD 2019

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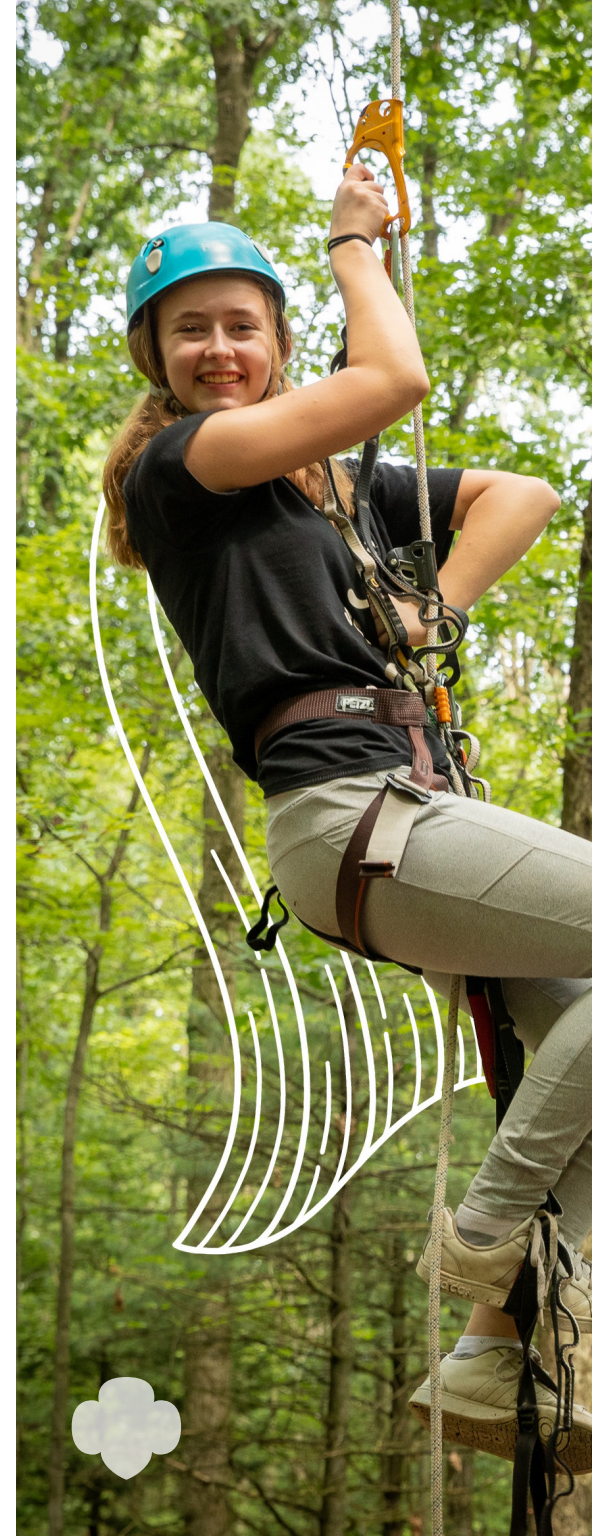
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- Wood Haven**
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= Camps

= Regional Locations



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