

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.*

Annual Report Cover – The cover of the Annual Report this year represents the tale of two half years that we experienced in 2020 with color and a girl journey. The two half years are represented by the two Pantone colors of the year, Ultimate Gray and Illuminating Yellow. The gradient and movement of the two colors interacting with one another share how the year started out yellow, exciting and normal and moved into the gray with uncertainty and overwhelming change of the world around us. The girl's journey ultimately reverts back to yellow as we take our new normal in stride and look into our future with resilience.



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GIRL SCOUT LEADERSHIP EXPERIENCE (GSLE) IN ACTION: GIRL SCOUTS GIVING BACK DURING THE PANDEMIC

- — → Making masks for frontline healthcare workers
- — → Writing letters to isolated elderly people in retirement communities
- — → Organizing food and supply drives for increased at-risk population
- — → Staying connected while physically apart

EXECUTIVE MESSAGE

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

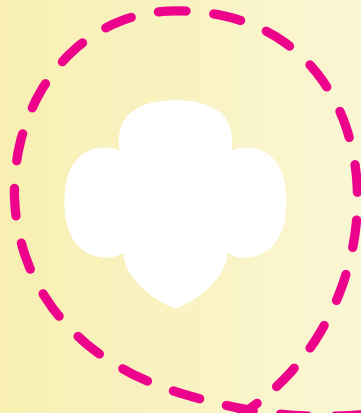
The Girl Scouts of Eastern Pennsylvania (GSEP) began FY20 with three core business goals of Movement, Membership, and Money, laser focused on providing the full Girl Scout Leadership Experience (GSLE) to all girls in our nine-county footprint. Mid-year GSEP developed the Transformation Strategy to align with the National Movement Strategy. 2020 marked the 100th Anniversary of the 19th Amendment Women's Right to Vote, and GSEP reflected on and celebrated how far we had brought to fruition the vision of Girl Scouts founder, Juliette Gordon "Daisy" Low 108 years ago.

In the first half of our fiscal year, GSEP realized a robust Fall Recruitment campaign and a very successful Cookie Program. Take the Lead Greater Philadelphia was held in person in early March. Unfortunately, the in-person Take the Lead Berks and Take the Lead Greater Lehigh Valley had to be canceled. All three events, however, raised significant funds for GSEP's programs for underserved girls across its 9-county footprint as well as Camperships.

By mid-March, all in person programs were canceled and within two weeks GSEP launched Girl Scouts @ Home with more than 10,000 girls participating through June. Camp @ Home was also created and saw incredible success with more than 1,500 participating girls. While the pandemic dictated that we remain at home, GSEP's priorities remained firm, ensuring its membership and staff were safe, and the mission Girl Scouting could be realized virtually.

We are so proud to offer every girl, in these everchanging times, a chance to prepare for a lifetime of leadership, adventure, and success. We are inspired every day by the positive actions our Girl Scouts take at home, and in their virtual interactions with family, friends, and their communities. We are also especially grateful for our Girl Scout Volunteers and Staff who stepped up to provide support, guidance, and a sense of community for our girls during this uncertain time.

Thank you for being a valued part of this important organization. We are pleased to share this annual report, which will highlight and guide you through the first 5 months of our Transformation Strategy and our plans to engage with the girls, their families, and our volunteers to create a culture of excellence in membership growth, innovative and effective operations: Girl and Volunteer programs and events, and Member services.



Deborah Hassan
Chair, Board of Directors

Kim E. Fraites-Dow
Chief Executive Officer



Girl Scouts of Eastern Pennsylvania, Inc. (GSEP), operates as an independent, nonprofit organization chartered by Girl Scouts of the USA (GSUSA). Girl Scouts' mission is to build girls of courage, confidence, and character, who make the world a better place in nine Pennsylvania counties: Berks, Bucks, Carbon, Chester, Delaware, Lehigh, Montgomery, Northampton, and Philadelphia. In Fiscal Year 2020 (October 1, 2019-September 30, 2020), GSEP provided the Girl Scouts Leadership Experience (GSLE) to close to 31,000 girls, with the help of close to 15,000 adult members.

GSEP's three core goals are key to its success:

- 1. Movement:** Ensure every girl in GSEP's nine-county footprint is aware of and has access to the full Girl Scout Leadership Experience (GSLE).
- 2. Membership:** Achieve sustainable membership growth through troop formation reaching 90% of the annual girl membership goal by December 31st.
- 3. Money:** Continuously reinvest in the girl and volunteer experience by generating a surplus through increased revenue and optimized resource utilization.

At the conclusion of FY19, the previous three-year Strategic Plan concluded. Early in FY20 GSUSA shared the new national strategy, which focuses on three priority customers: Daisy and Brownie Troop Leaders; Latinx Communities/Latinas; and Older Girls. Afterwards GSEP spent a couple months developing the Transformation Strategy, which is heavily rooted in the ongoing work of the previous plan. The seven guiding principles remain important: Leadership, Community, Service, Inclusion, Respect, Integrity, and Innovation; as well as GSEP's vision of service, learning and growth.

FY 20-22 MOVEMENT STRATEGY OVERVIEW:



GSEP ORGANIZATIONAL TRANSFORMATION

GSEP's new Transformation Strategy closely aligns with three of the six strategic focus areas: Reach and retain more girls; Transform the volunteer experience; and Effective operations.

To reach **Core Goal 1**, GSEP needs to see communities/service units as territories and understand what makes each community work, e.g., schools, houses of worship, parks, recreation centers, key businesses. GSEP will focus on the natural life stages of Girl Scouts, grouped loosely in K-5 and then 6-12. GSEP must relate and communicate with each community including current girl and adult members, Alumni, and partners. Sharing

information about Girl Scouts, Volunteers, and Alumni within each community will be key. Service Units will be able to celebrate girls who have earned Bronze, Silver and Gold Awards, Top Cookie Seller, Volunteer Awards, and Alumni within each community/service unit. GSEP will focus on the concept of exploding its existing members to advocate for more members to join.

Core Goal 2 is directly linked to Core Goal 1. Reaching more Girl Scouts through GSEP's efforts in Core Goal 1 will result in increased membership. GSEP will only be successful by utilizing GSEP's volunteer structure to drive membership. Special focus on accessibility and flexibility will be key, and GSEP must be adaptable to the changing needs of each community.

Core Goal 3 will be improved through great customer service and ease of partnering with GSEP. Effective processes must be mapped out and GS programs must be relevant and relatable. Increased staff training on effective budget management and how every role fits into the success of the whole organization will be a priority. Ongoing analysis of resource management must continue to ensure GSEP spending matches with its priorities.

TRANSFORMATION STRATEGY

GIRLS' LEADERSHIP

Volunteers Experience

Our Organization:
Leadership Excellence: Accountability, Breakthrough Thinking,
Conscious Empathy

Strategy
& New
Markets

Member &
Community
Excellence

Operational
Excellence:
Girl Program
& Volunteer
Services

Functional
Excellence



COMMUNICATIONS

Focusing on
Excellence for
our Girl Scouts
to achieve an
outstanding
Girl Leadership
& Volunteer
Experience

FOCUSING ON EXCELLENCE FOR OUR GIRL SCOUTS...

GSEP will focus on getting its house in order to achieve excellent Girl Leadership and Volunteer Experience. Girls' Leadership is at the top of the house. Volunteers Experience is just below them...supporting their experience.

Our Organization will focus on developing a culture than moves from maintenance to excellence. GSEP will accomplish this through the ABC's: Accountability – to achieve results;

Breakthrough Thinking – to be ever better; and Conscious Empathy – both internally and externally.

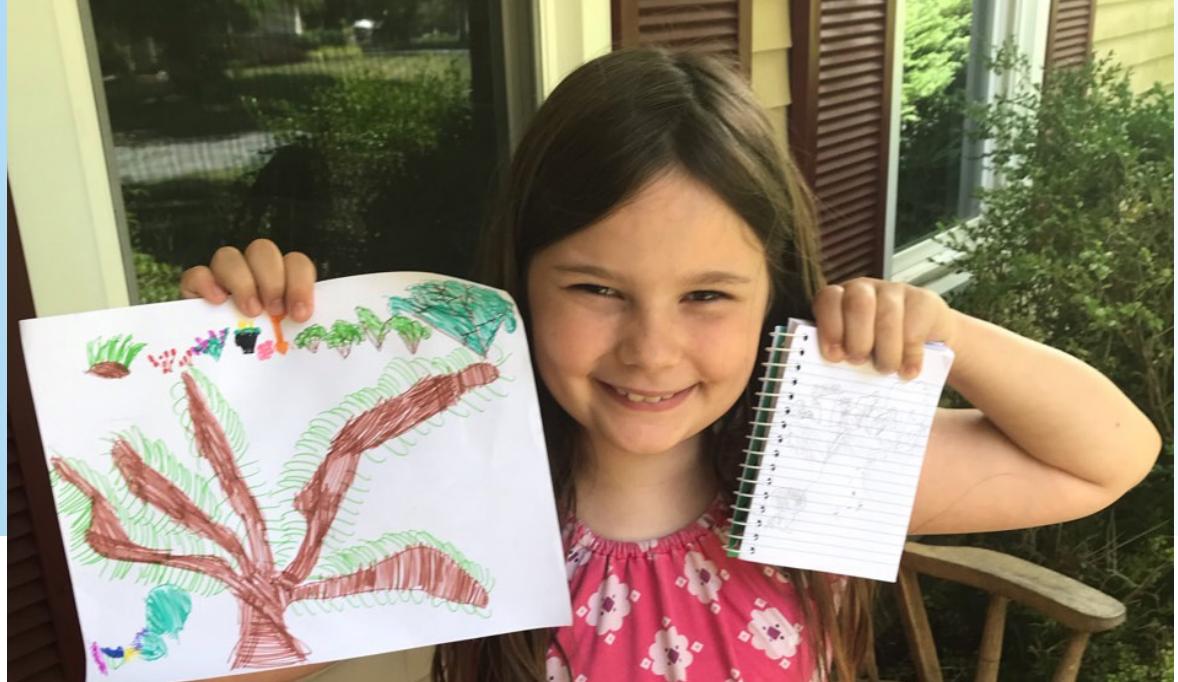
GSEP's four pillars of EXCELLENCE include: Strategy and New Markets; Member and Community; Operations; and Functional. The flow will move from formalizing a strategy and identifying new markets; to Member and Community Excellence; to Operational Excellence- who we are and what we do: girl program and volunteer services; supported by Functional Excellence needed for any organization to be successful. Communications runs throughout.





PROGRAM ACCOMPLISHMENTS FY20:

The following narrative details GSEP's achievements for FY20 as they relate to the emerging Transformation Strategy, and GSEP's COVID-19 response. FY20 was really like the tale of two cities, with the first six months seeing record breaking performance in all revenue lines, number of girls registered as members, the Cookie Program, Retail, and Girl program registrations. The second six months saw a complete halt to GSEP's in-person programming and a total pivot to a virtual Girl Scout experience through Girl Scouts at Home and Camp at Home.



STRATEGY AND NEW MARKETS

GSEP started FY20 with clear goals and strategies to support the year of Girl Scouting. Special focus was put on reaching more girls in the fall with schools at the center, aiming to reach girls in every school in its 9-county footprint. In the winter and early spring, GSEP focused on supporting the Cookie Program and registrations for Camp. Visibility for GSEP increased significantly with multiple media opportunities for recruitment, cookies, and camp.


When the pandemic hit, ensuring GSEP's membership and staff were safe was the number one priority. Then GSEP shifted to making sure the mission of Girl Scouting could be realized virtually, and launched Girl Scouts at Home and then Camp at Home during the summer. Both of these programs saw incredible attention in the local media, and phenomenal returns in Girl and Volunteer registrations. As a result, Camp at Home reached its capacity before paid media could even be placed. GSEP is proud of its efforts and ability to pivot to 100% virtual. Focusing on bringing GSEP's community together through these online programs and social media channels has been incredibly important during this unprecedented year.



MEMBER AND COMMUNITY EXCELLENCE

In FY20 GSEP realized a 12.79% drop in Girl Membership and a 3.88% drop in Adult Membership. This drop was directly related to the COVID-19 pandemic interruption. From October 1, 2019 through March 13, 2020, GSEP was recruiting and serving girls in troops and through in-school programs. All in-person recruitment efforts and direct program delivery ceased in mid-March, and GSEP was unable to serve girls in schools or through in-person summer partnership programs.





GSEP's Cookie Program for FY20 ran from January 16-March 9, 2020. The Cookie Program broke all records achieving \$17.2 million in gross revenue, and a per girl average of 217 boxes. GSEP was very lucky to have completed the program less than a week before the region was shut down due to COVID-19. Service Units and Troops did a phenomenal job packaging the program virtually and making sure all funds were transferred electronically in a timely fashion. Outstanding debt from the Cookie Program was at an all-time low in FY20.

Take the Lead Greater Philadelphia was held successfully in person on March 5, 2020; however, the Berks and Lehigh Valley events were canceled due to the pandemic. Fundraising met expectations for these three events despite the disruption, and GSEP found ways to celebrate the honorees and the girls involved through virtual programs and recognitions.

At the end of May/early June GSEP's community came together to discuss George Floyd and the important topic of Racial Justice. GSEP's CEO first worked with GSEP's DEI Committee to discuss how GSEP would show up for its staff and members. The CEO sent out a public statement to GSEP's membership; and held an all-staff listening session. As a result of these initial steps, GSEP created a Racial Justice Landing page on its website with links to resources for staff and members to educate themselves on the topic, as well as facilitate conversations with each other and with girls. GSEP also lifted up several Bronze, Silver, and Gold Award Take Action projects GSEP Girl Scouts have led over the past year on the topic. Additionally, GSEP highlighted the work of GSUSA and its new National DEI Steering Committee and National Board Advisory Committee, and promoted the initiative: *Girl Scouts Stands Against Racism and Pledges to Work for a Just Society for All*. During a

Zooming Into Careers event with the CEO of GSEP, older Girl Scouts were asked what topics they would like to discuss, and Racial Justice, Mental Health, and Alternative Education and Career Pathways rose to the top of the list. GSEP's Board was engaged in a discussion regarding Racial Justice at its summer Board Meeting, and several members agreed to work with the GSEP Staff and Girl Advisors to develop a Racial Justice Town Hall virtual event planned for the fall. Racial Justice was also added to the ongoing work of the DEI Committee.

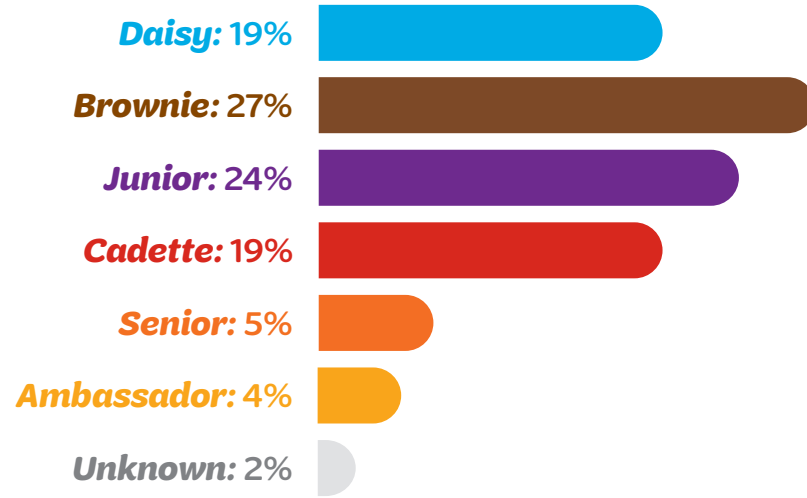
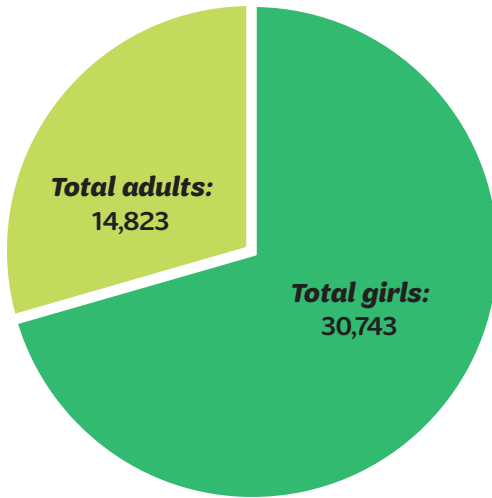


MEMBER AND COMMUNITY EXCELLENCE

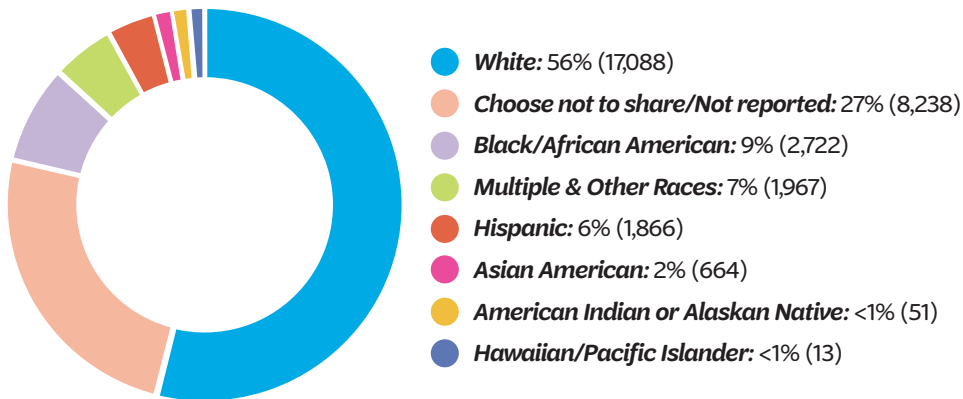
May 1st through June 30th, GSEP launched its Early Bird Renewal campaign. 10,460 Girl Scouts renewed, and 6,546 adults renewed—447 less members than the previous year. Financial aid was provided to girls who requested support. Additionally, more than 815 Troop Leaders took advantage of GSEP's offer to underwrite renewal membership fees. GSEP sees this as a direct correlation to the financial hardships its community is realizing as result of the pandemic.

Summer and into September, on-time renewals were a priority as well as recruitment of new members. Every Troop Leader was contacted to see what she/he needed to help encourage girls to renew their membership. Resources were provided to help Troop Leaders continue meeting virtually, e.g., discounted Zoom licenses through a national partnership with GSUSA. Staff and Volunteers held multiple virtual recruitment events for girls and their families. Several girls joined virtual starter troops and were later placed in troops in their communities.

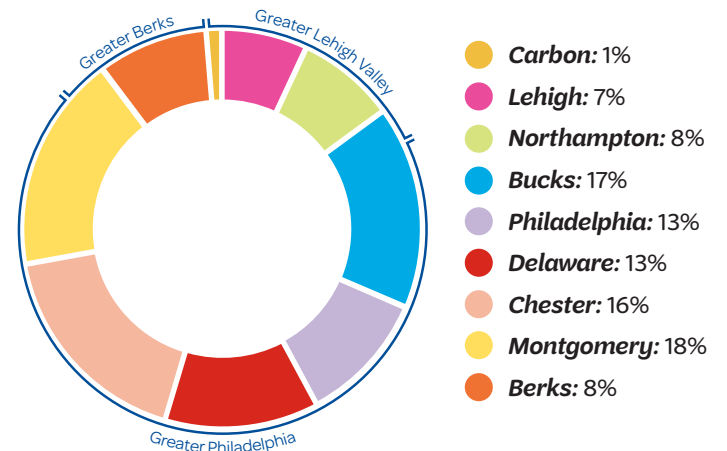
Membership



Girl Race/Ethnicity



Girl Membership by Region





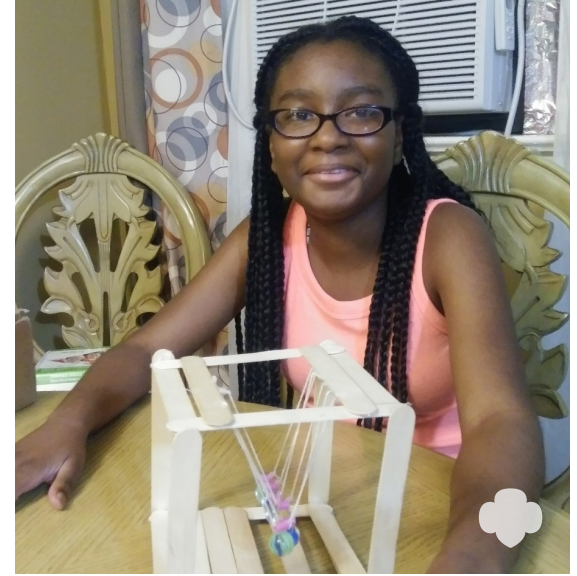
OPERATIONAL EXCELLENCE

Girl Experience programs on the weekends, partner programs, and registrations for summer camp were seeing record-breaking registrations leading up to March 13, 2020.

The 3rd annual Women's Leadership Summit marketed to GSEP Volunteers was held in January and included an Older Girl track for the first time. This event, held at the Doubletree Hilton, King of Prussia, featured inspiring keynote speakers Dr. Robin Smith and Anne King Lagos.

Girls earning their Silver and Gold Awards enjoyed celebrations at Normandy Farm Hotel and Conference Center with 221 girls earning their Silver Award and 63 girls earning their Gold Award. 802 girls earned their Bronze Award.

Beginning March 13, 2020 all in-person programs were canceled, and within two weeks, GSEP stood up Girl Scouts at Home. Girl Scouts at Home brings the Girl Scout Leadership Experience to the girl right in her home. Through mid-June more than 10,000 girls participated in these programs attending virtual badge workshops, sing-alongs, Facebook Live events, and informal gatherings to connect with sister Girl Scouts. Service and Awards workshops were also offered to encourage girls to continue steps to earn Bronze, Silver, and Gold Awards. Older girls also participated in *Zooming Into Careers* opportunities with local female professionals, including several Take the Lead honorees.



Beyond the girls, Girl Scouts at Home is also a resource for volunteers, parents, and guardians alike, offering chances for volunteers to complete training virtually or connect with other volunteers to exchange ideas and advice. More than 282 volunteers participated through mid-June. Girl Scouts at Home also offers parents a place to find safe and fun activities for their children that they can do outdoors or in the comfort of their own home.

Social and Emotional Resources were also provided for Volunteers and Parents to aid in having difficult conversations with girls about COVID-19, racial unrest, and social isolation.

July 5- August 7 GSEP's first ever virtual summer camp was launched, Camp at Home. This program provided age-level specific camps that were uniquely themed from week to week. Program Aide and Counselor In Training programs were offered to ensure Girl Scouts were able to continue their progressive leadership opportunities at Camp at Home. Girls received Program Boxes for each week designed especially for them. Included were the program book for the week, supplies for their DIY projects, and other fun Girl Scouts items. The camp included synchronous and asynchronous programs and an app where girls could safely share photos and words of encouragement in real time. Camp at Home was priced very affordably, and Camperships were offered to 307 girls with financial hardships.

Girl Scouts at Home started back up in September and included Virtual Badge Workshops, Partner Program including programmatic partners and corporate partners, Virtual Weekend Programs a la Camp at Home, and a few hybrid events planned for the fall.

For the first quarter of FY20 and through the month of February, GSEP's revenue expectations were being met and surpassed in every area: Program, Cookies, Retail, Facility Rentals, and Fundraising. Unfortunately, due to COVID-19, all in-person programs ceased on March 13, 2020. Program registration fees were refunded, including the record-breaking 4,000+ girls who registered for summer camp.

GSEP was successful in selling the Lehigh Valley Service Center and closed during the first week of April 2020. The desired sale price was received, and the property closed several months earlier than its financial model projections. This resulted in real cost savings, e.g., utilities.



GSEP successfully applied for an SBA PPP Loan. While GSEP froze all open positions as well as any vacated during the year, GSEP was able to retain all full and part time employees. As part of the Transformation Strategy GSEP rolled out an interim organization chart deploying all employees into impactful roles, some of whom were in roles not needed during the COVID-19 environment. The PPP Loan made this possible.



FUNCTIONAL EXCELLENCE

From March through September, all revenue lines except Cookies and Fundraising saw massive drops, especially Program, Retail and Facility Rentals. GSEP saved a significant amount as well as in planned expenses by canceling in-person Camp. GSEP ended the year with a significant surplus. As part of the budget planning process for the upcoming fiscal year, GSEP presented two budgets, a Likely Case, and a Pessimistic Case budget to provide flexibility for the unpredictable pandemic environment.

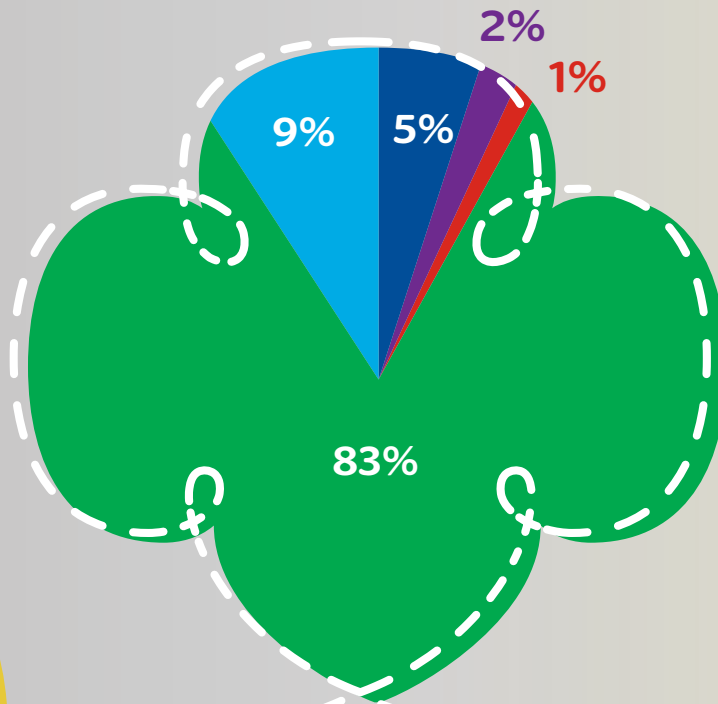


FINANCIAL REPORT

2020 Revenue

Total Revenue: \$15,392,160

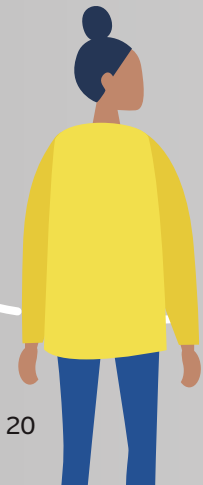
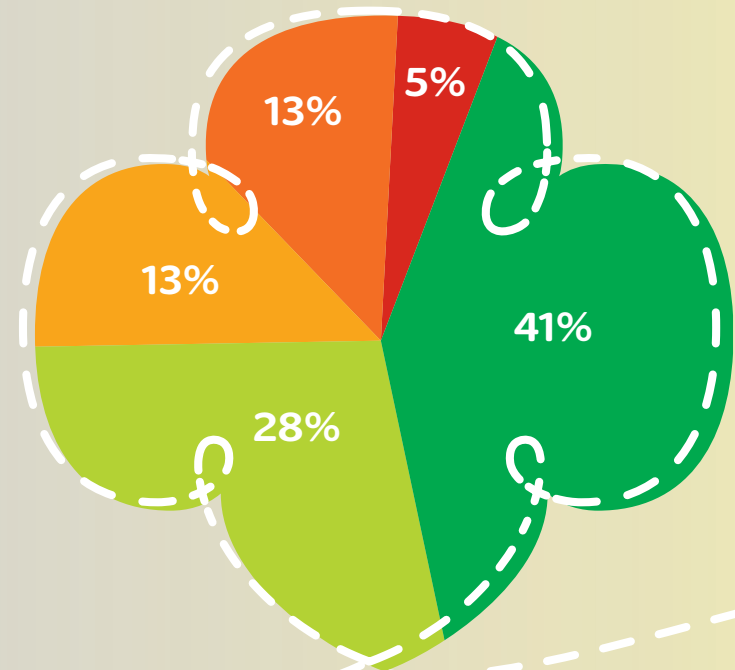
- **Product Program (Net Cost of Goods):** \$12,791,807
- **Contributions, Bequests, Grants & Events:** \$1,390,729
- **Merchandise Sales & Other:** \$750,434
- **Program Service Fee:** \$367,876
- **United Way:** \$91,314



2020 Expenses

Total Expenses: \$14,579,417

- **Girl Programs:** \$5,973,548
- **Member Services:** \$4,124,413
- **Camp Programs:** \$1,861,003
- **General & Administration:** \$1,836,726
- **Fundraising:** \$783,727

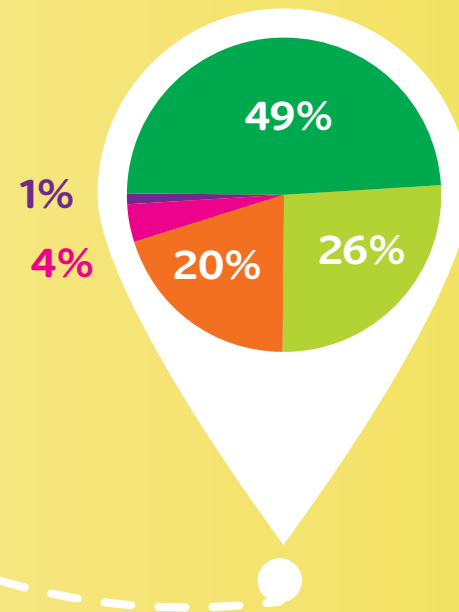




2020 Product Program

Total Revenue: \$17,263,705

- **Benefits all Girl Scouts in council:** \$8,501,920
- **Cost of Goods:** \$4,471,898
- **Troop Benefits:** \$3,393,815
- **Girl & Adult Recognitions:** \$628,989
- **Other Direct Costs:** \$267,083



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\$1,000 - \$2,499

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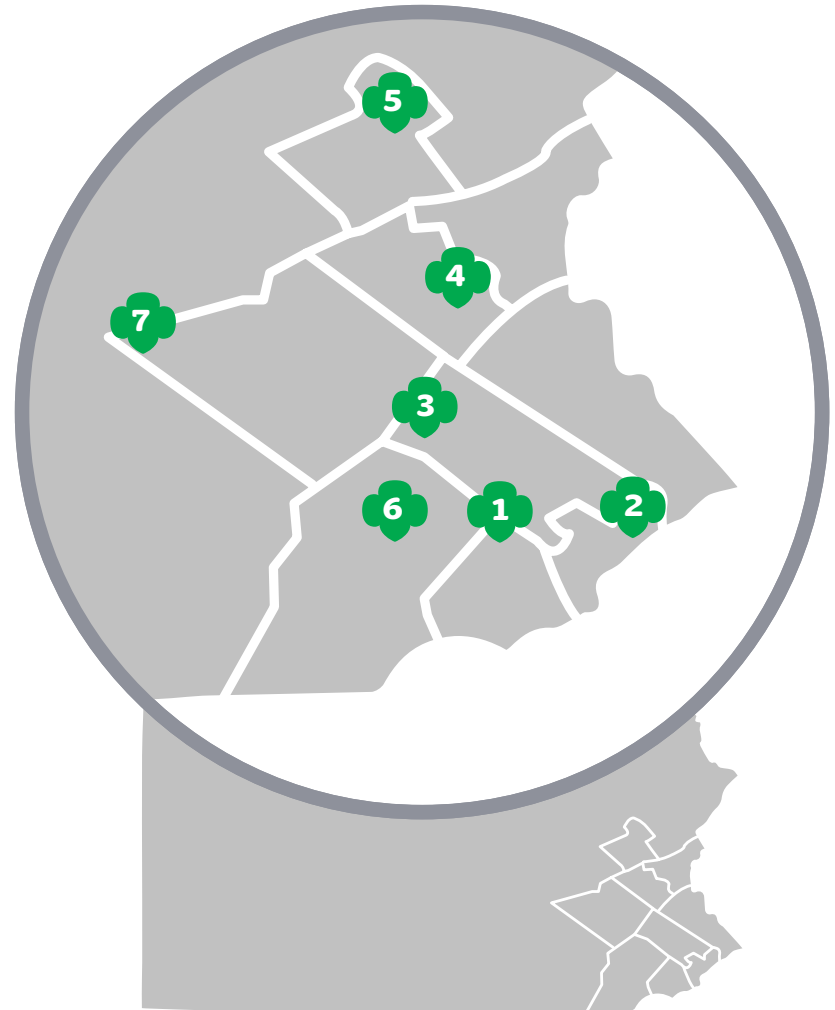
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