

UNLEASH STRONG! BE A GIRL SCOUT.



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



Unleash Strong! Be a Girl Scout!

2018 was a very important year for women who mentored and blazed the trail for future generations of young girls to succeed. The Girl Scouts of Eastern Pennsylvania (GSEP) were there every step of the way. When Juliette Gordon “Daisy” Low began her remarkable journey 107 years ago, she had the great vision to build girls of courage, confidence and character who could make the world a better place.

Today, every **G.I.R.L.** (**Go-getter, Innovator, Risk-taker, Leader**) is empowered to define her place in the world. The Girl Scout Leadership Experience continues to encourage girls to **Discover**

more about themselves and develop a strong sense of self, **Connect** with others and value the power of diversity, and to **Take Action** individually and collectively to make our community and our world better.

Girl Scouts offers every girl a chance to prepare for a lifetime of leadership, adventure, and success, and, we are inspired every day by the positive actions they take at home, at school and within their communities. Our girls are empathetic problem solvers who are providing solutions for the world’s biggest challenges and providing smaller advancements in their everyday life experiences.

In the ever evolving and competitive environment for girls, Girl Scouts is steadfast in our commitment to serving girls, and girls only, in a safe space designed specifically for them where they take the lead to inform and drive our one-of-a-kind programming. Girl Scouts is and remains the best girl leadership experience in the world.

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 second 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

GIRL SCOUT LEADERSHIP EXPERIENCE (GSLE) IN ACTION:

50% of female CEO's

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**

LEADERSHIP

FOR THE FUTURE: YEAR 2

Girl Scouts of Eastern Pennsylvania, Inc. (GSEP), operates as an independent, nonprofit organization chartered by Girl Scouts of the USA (GSUSA) to provide leadership development opportunities for girls in nine Pennsylvania counties: Berks, Bucks, Carbon, Chester, Delaware, Lehigh, Montgomery, Northampton, and Philadelphia. **In fiscal year 2018 (October 1, 2017-September 30, 2018) GSEP grew in girl membership and provided the Girl Scout Leadership Experience (GSLE) to close to 40,000 girls, with the help of more than 15,000 adult members.**

In FY2018, GSEP was in year two of a three-year strategic plan designed to strengthen GSEP's leadership position while enhancing leadership opportunities for girls. This plan was informed by both national and council-specific priorities and articulates five goals:



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 FY2018 as they relate to measures outlined in the Strategic Plan, which include seven guiding principles: Leadership, Community, Service, Inclusion, Respect, Integrity, and Innovation.



1. OUR ORGANIZATION:

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



To promote a culture that is inspiring, cohesive, and supportive of the Girl Scout mission, GSEP reinvented several of its Service Center spaces, which are available to staff, members, and visitors. At the Shelly Ridge Service Center, a new multi-purpose lounge space was created that features collaboration spaces and a private nursing area. At the Valley Forge Service Center, a new Girl Scout Museum opened to the public and a brand-new art space was created for day-camp and program participants that is contiguous with other day-camp spaces.

Investments in staff development included standardizing employee recognitions at all-staff events, piloting an in-house mentorship program, and continuing to provide comprehensive management 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 Scout volunteers. To improve cross-team collaboration, staff were trained on a project management matrix (RACI) and provided with new tools 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. All Board Committees were mapped to the strategic plan goals, with a focused effort to ensure every Board Member served on a Board committee or subcommittee. An on-boarding presentation for new Board Members was created and a full-day retreat was held. Board members were engaged to provide guidance on competitive marketplace challenges. 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. Board members also worked together to design their own GSEP Board Patch, which they can distribute to Girl Scouts they meet in the community. The Board Development Committee had a continued focus on building a diverse leadership pipeline.



2. COMMUNICATIONS:

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

GSEP overhauled its internal systems and organizational structure in FY2017 to accommodate the Customer Engagement Initiative (CEI) and in FY2018 turned its attention to improving communication with external audiences – volunteers, parents, caregivers, Girl Scouts, alums, funders, community partners, and the public – and providing resources and opportunities for members and other stakeholders to tell the Girl Scout story. The organization developed a comprehensive communications plan to proactively manage marketplace challenges, which included community forums where members of the public could learn more about the competitive threats to Girl Scouts and discuss how to grow Girl Scouting in their communities.

To provide greater access and expand grassroots marketing opportunities, GSEP created an online catalog and a process for printing and distributing marketing materials directly to volunteers. Via the GSEP website, volunteers can now view available materials (which are updated seasonally) and place an order which is mailed directly to their homes.

The on-demand collateral catalog expands GSEP's reach by making it quick and easy for volunteers in the field to order customized marketing materials to be used in their communities.

In FY2018, GSEP began offering several of its Service Centers as available locations for troops to meet and hold events. In addition, the Council has been exploring the option of offering expanded Service Center business hours during which members can drop in and receive support. By providing increased member access to the Service Centers, GSEP is improving customer service and eliminating the barrier for troop leaders who are unable to find suitable troop meeting locations.



The Hispanic girl population continues to grow, and remains an area of opportunity for Girl Scouts. The Hispanic communities in the GSEP footprint differ greatly, and successfully reaching them and growing girl membership will require understanding their needs and providing troop opportunities that meet girls – and their families – where they are. To provide increased access to Girl Scouts for Spanish-speaking families, GSEP translated key portions of its website into Spanish and created a specific landing page with information about Girl Scouting and contact information for a Spanish-speaking staff member. In the past, GSEP had translated some marketing materials, but they directed families to English-language resources. Now, all Spanish-language marketing materials send prospective members to one place, and there is a clear way for families to sign up and receive more information in Spanish.



In addition, GSEP developed plans for a pilot program to reach out to Hispanic communities with the goal of forming sustainable volunteer-led troops. A subcommittee comprised of Board Members, staff, and volunteers identified three target areas (Philadelphia, Easton, and Southern Chester County), performed demographic research, and interviewed volunteers and community members in each area to understand how to best reach the Hispanic population.

To position Girl Scouts as the premier female leadership experience, there was an increased focus on promoting the Girl Scout Gold Award, the highest award in Girl Scouting, as a unique and demanding accomplishment that represents the culmination of the Girl Scout Leadership Experience. 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.

Lastly, in FY2018 GSEP focused on improving its young alum network. Young alums are untapped ambassadors, donors, and volunteers, as well as potential role models for older Girl Scouts – particularly as girls are preparing for college. A very successful young alum event, organized and co-hosted by staff and volunteers, served as a template for future events and GSEP began sending a quarterly alum newsletter. GSEP also made a special effort to begin reconnecting with and collecting contact information for alums of the Girl Scouts Beyond Bars (GSBB) program. Girl Scouts Beyond Bars connects girls with their incarcerated mothers through troop meeting experiences. GSBB alums are a population of former Girl Scouts who are very passionate about Girl Scouts and who have the potential to serve as mentors and role models for current Girl Scouts from similar backgrounds.



3. GIRL EXPERIENCE:

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

Surveys, focus groups, and program data informed the continual improvement of the Girl Experience and helped drive programmatic decision-making. GSEP continued to rely on Girl Scout Says (GSS), the girl members of the program steering committee, to provide recommendations and feedback that ensure GSEP is providing relevant programming for girls and adapting to changing demographics and interests. The committee created an Older Girl Survey and developed focus group questions to collect information from members, and met with GSEP Board Members to discuss older girl retention strategies. Internally, the organization worked cross-departmentally to evaluate key programs and trainings to make improvements to the overall girl experience, resulting in increased satisfaction among girls and their families and improved responsiveness to community ideas.

To ensure that girls receive consistent positive experiences, GSEP expanded its menu of family programs to engage the whole family in the power of Girl Scouts. This included an increased focus on outdoor programs, and adding more high-adventure and

primitive camping opportunities. Girls participating in staff-led outreach troops received the full Girl Scout Leadership Experience (GSLE) and participated in the Cookie Program, Take the Lead, and a camporee on one of GSEP's camp properties. At many council-led programs, volunteers received hands-on leadership training alongside the girl participants – providing them with the skills and confidence needed to deliver excellent programming at the troop level.

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 & Recreation, 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 Partnerships also highlighted Girl Scouts as a model partnership.

For a quick snapshot of FY2018 numbers, GSEP engaged 12,556 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 4,552 girls attending GSEP resident and day-camps in 2018. During the 2018 Cookie Program, 21,651 girls participated, selling an average of 176 packages of cookies per girl. Our Cookie Boss Class of 2018 consisted of 241 girls, a distinction reserved for girls who sell 1,000 packages of cookies or more.

Girl Scouting's highest awards continue to be a focus both locally and nationally, resulting in an increased number of girls earning them. In 2018, Girl Scouts of Eastern Pennsylvania celebrated 80 Gold Award Girl Scouts, 150 Silver Award Girl Scouts, and 1,193 Bronze Award Girl Scouts. Of the 80 Gold Award Girl Scouts, an impressive 44 girls also earned the Trifecta Award, an honor reserved for girls that have earned all three highest awards.



Go-getter

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

Innovator

STEM & Financial Literacy Programming

Toyota Financial Literacy 2018, girl participants: 1,197

STEM series, Outreach, girl participants: 1,079

Liberty High School, Bethlehem
Northwest Middle School, Reading
Southwest Middle School, Reading
Reading Intermediate High School, Reading

STEM-related SPARK programs, girls registered: 1,427

Risk-taker

Camp

Summer Camp: 4,552 girls served

Resident camp: 2,993

Day camp: 1,559

Parents and guardians of campers in 2018 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.

95% of campers said they would like to come to camp next year.

“My favorite part of about camp was being able to do things I had never done before, and I learned how to do them in a safe way.” – Camp Shelly Ridge resident

“My two daughters made new friends and had a blast experiencing new activities and making great memories.” – Camp Laughing Waters parent

“My daughter loves camp- she is more outgoing and confident because of it.” – Camp Valley Forge parent

Leader

Leadership Programs at camp

CIT I – 44 participants

CIT II- 14 participants

Take Charge- 16 participants

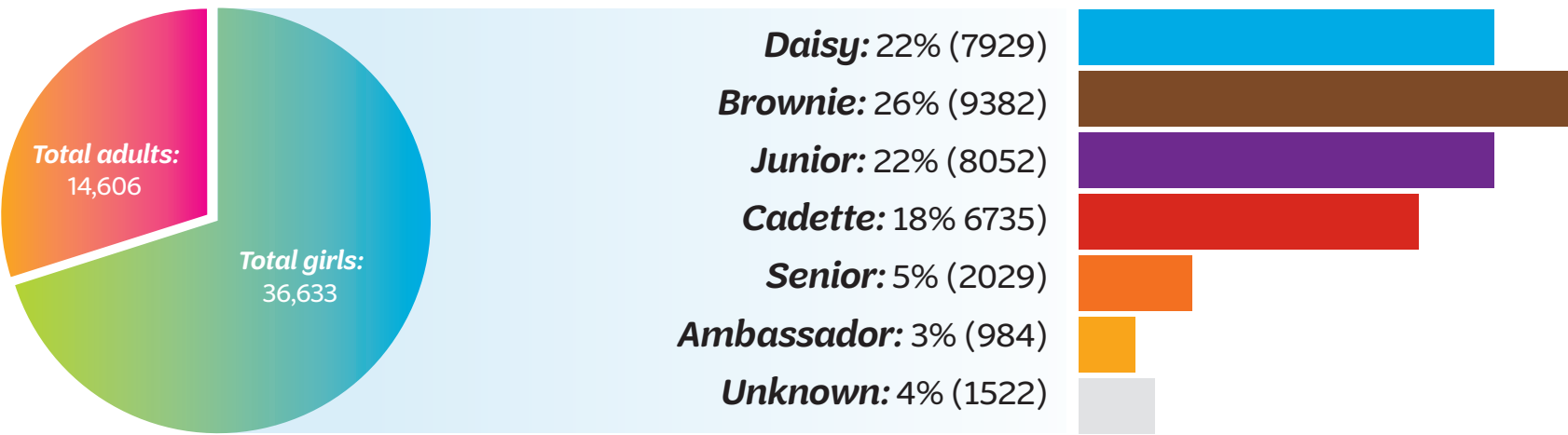
Program Aide- 138 participants

Day Camp Intern- 24 participants

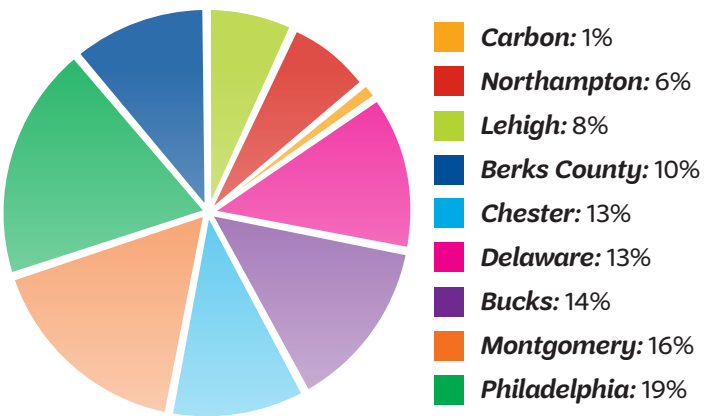
24 Girl Scout presenters, emcees, and campership leads participated in Take the Lead, developing public speaking, networking, and leadership skills.



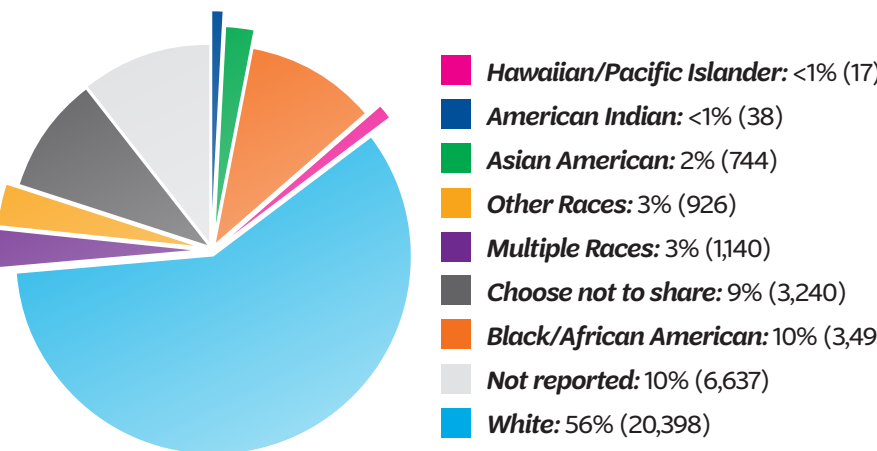
MEMBERSHIP



Girl Membership by Region



Girl Race / Ethnicity



4. VOLUNTEER EXPERIENCE:

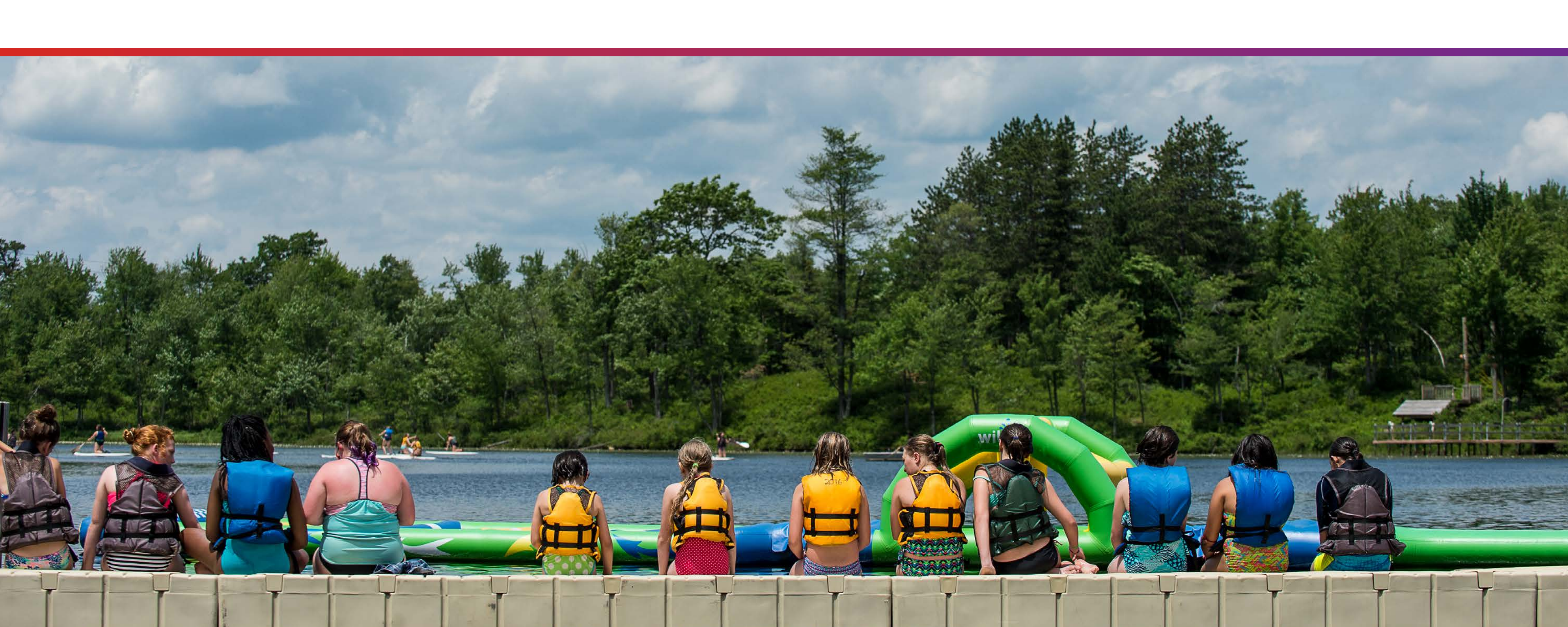
Position GSEP as a rewarding and sought-after volunteer experience.



To clearly communicate what is expected of volunteers and what they can expect from their Girl Scout Leadership Experience (GSLE), GSEP created several new resources. The volunteer page of the GSEP website was updated with new content and a more intuitive layout, and the New Leader Packet was updated to reflect new processes. A Family Page was also added, and a printed Girl Scouts Family Guide was mailed to all member households along with *Spark* magazine in August 2018. These guides provide answers to frequently asked questions, explain the various volunteer roles and responsibilities, and direct members to where they can go for additional support. In addition, a one-page Cookie Quick Start Guide streamlined information to make it easy for new volunteers to successfully participate in the Cookie Program.

To ensure consistently high-quality program delivery from volunteers, GSEP performed a comprehensive audit of volunteer trainings offered from August 2017-May 2018. This evaluation included studying registration and attendance, frequency of trainings offered, and differences between in-person and online trainings. This information provided insight into training and communication gaps and highlighted ways to improve the delivery of content to volunteers and leaders. As a result, online and in-person trainings were updated to reflect current volunteer policies and procedures, and a new Volunteer Toolkit video and resource guide were developed.

To provide more hands-on support to key operational volunteers, a Volunteer Support Team was created. This new team works cross-departmentally to provide regional 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, the team also rolled out a new process for evaluating volunteer performance. A task force comprised of council staff and volunteers developed a volunteer succession plan that includes term limits for Service Unit volunteers. These evaluations will help identify where additional support is needed, prevent volunteer fatigue, and provide opportunities for new leadership.



5. FINANCIAL SUSTAINABILITY

AND REVENUE ENHANCEMENT:



Optimize revenue sources and uses.

GSEP continued to analyze how funds are spent, raised, and earned, beginning with an assessment of revenue and expenses by department as well as by location. A cross-council group worked together to minimize Product Program debt (money owed from the Cookie Program and Nuts about Reading), and programs were evaluated to understand the financial impact of girl attendance. All financial aid funds were centralized in one department for more streamlined budget management, which also provided new opportunities to be strategic about when and where financial aid is distributed. The Finance Team held mandatory Budget 101 training for all staff members.

The Revenue Enhancement Board sub-committee brainstormed potential areas to increase revenue from current and new sources to decrease dependence on product sales. To further increase earned income, efforts were made to maximize troop rentals and camporees by alerting volunteers about open dates, and initial plans were developed to increase facility rentals by outside groups – especially on weekdays. To maximize retail income, staff met with representatives from Girl Scouts of the USA and executives from Boscov's to review reports and processes to identify potential efficiencies. Additionally, GSEP began offering print services for other organizations through its in-house print shop.

To explore new models and approaches for product sales, GSEP made several enhancements to the 2018 Cookie Program. For the first time, cookie kick-off celebrations were held in four locations (Philadelphia, Lehigh Valley, Delaware County and Berks Counties), and 2017 Cookie Bosses were on-site at each location. Cookie Month in Manayunk engaged women 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.

GSEP carefully analyzed and moved its functional expense ratios for Girl Scout programs from 72% in FY15 to 83% in FY18. The finance team continues to evaluate ongoing expense line items for operational necessity and efficiency.





FINANCIALS



2018 Total Revenue: \$16,527,286

- 1%** United Way: \$156,680
- 6%** Merchandise Sales & Other: \$973,256
- 10%** Contributions, Bequests, Grants & Events: \$1,682,265
- 12%** Program Service Fee: \$1,910,043
- 71%** Product Program (Net Cost of Goods): \$11,805,042

2018 Total Expenses: \$16,607,706

- 6%** Fundraising: \$1,051,596
- 11%** General and Admin: \$1,823,391
- 18%** Camp Programs: \$3,021,971
- 31%** Other Girl Programs: \$5,141,065
- 34%** Member Services: \$5,569,683



2018 Product Program Gross Revenue: \$16,120,039

- 2%** Other Direct Costs: \$385,395
- 3%** Girl & Adult Recognitions: \$454,100
- 19%** Troop Benefits: \$3,000,692
- 27%** Cost of Goods: \$4,314,997
- 49%** Benefits all Girl Scouts in council: \$7,964,855

TAKE THE LEAD 2018

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**† Board of Directors & Circle of Friends
†^a Circle of Friends & Staff
^a Staff
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