

2022 Annual Report

girlscouts
of eastern
pennsylvania



A year of growth and blossoming.

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.

**Girl Scouts of the USA makes no attempt to define or interpret the word "God" in the Girl Scout Promise. It looks to individual members to establish for themselves the nature of their spiritual beliefs. When making the Girl Scout Promise, individuals may substitute wording appropriate to their own spiritual beliefs for the word "God."*

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Renewed & Refreshed

A Return for Girl Scouts

Dear Friends,

If FY21 was a first step into a new, post-pandemic normal, FY22 represented a leap toward a fuller comeback for Girl Scouting in Eastern Pennsylvania (GSEP). After two years of virtual or scaled back programming, and ongoing uncertainty, girl and adult membership rebounded by 13% in FY22, showing Girl Scouts were ready to return to community and sisterhood.

In this annual report, you will journey through the Girl Scout year as we all worked toward gaining back the momentum—and the membership—we had prior to the pandemic. You'll read about the adjustments GSEP made in the face of change, to ensure all girls in the 9-county footprint were aware of and had equitable access to the Girl Scout Leadership Experience. And hopefully you will come away with a sense of hope, that with every step, easy or fraught, the community that is GSEP is moving forward together.

It feels so good to showcase success stories from FY22, the ongoing commitment to the Girl Scout mission and the hope that keeps all of us focused on the Girl and community at the center of Girl Scouts.

Yours in Girl Scouting,

Deborah Hassan
Chair, Board of Directors

Kim E. Fraites-Dow
Chief Executive Officer

Program Accomplishments

The following narrative details how GSEP worked to achieve its goals in FY22 and is organized by Pillars of Excellence.



Coming out of two fiscal years and two member years of a global pandemic, in FY22 GSEP started to resemble a “new normal” version of itself and started to rebuild its membership base. Schools were back in-person (though many did not allow outside partners inside), more employers were welcoming staff back to the office, including GSEP in a hybrid model. By spring of 2022, most adults and many young people had received at least one dose of the vaccine, bringing new hope to GSEP’s communities. This meant more people felt comfortable gathering when socially distant and outdoors. GSEP now had the chance to deliver the Girl Scout Leadership Experience (GSLE) through in-person troop meetings and events and cookie booths.

January 2022 was the first in-person Cookie Season since pre-pandemic days, and our Girl Scouts delivered. While some troops were at first careful about committing to booths, many added them to their schedules once the season was underway, realizing the potential to bring the greater community what they missed for two years—Girl Scouts visibly selling Girl Scout Cookies.

Camp season was back to a new normal, as well. By the time summer rolled around, GSEP was in their communities, able to offer unlimited experiences for campers.

Strategy and New Markets

The strategic plan for membership year 2021-22 (MY22), started with data—a 6-year analysis of girl registration by month. This exercise outlined a “big picture” view of GSEP’s work and a better understanding of registration activity.

Two main takeaways of this data:

- * Girl Scouts has an 18-month registration cycle that begins in the spring with Early Renewal and Extended Year Registration
- * September consistently sees the highest monthly girl registration for the upcoming membership year

Armed with this insight, GSEP took steps to make the most of these opportunities.

MY22 kicked off in April of 2021 with a GSUSA national incentive event with Michelle Obama, tiered girl incentives for early renewal through June, and a council-wide recruitment event called *Meet Us at Rita's* in September. 862 Girls registered for Extended Year and GSEP started MY 22 with 47% of its annual Girl Membership already registered.

Data analysis continued to be a central part of GSEP's strategic planning for membership year 2021-22. GSEP began to focus on developing a **community strategy** to grow membership in MY22 and elevate targeted efforts to ensure all girls in the 9-county service area were aware of and had access to the GSLE. This community-based analysis continued throughout the membership year.

GSUSA provided **persona data**, which is a summary of characteristics of families in GSEP's footprint, that could be analyzed by city, zip code or county. This data unveiled where Girl Scouts has a strong presence in communities where Girl Scouts is needed. GSEP utilized this information to drive social media, paid marketing, and membership campaigns during the fall recruitment season that included a targeted gift of membership offer during the holidays.

In February and early March, GSEP's Service Units hosted **Daisy Launch** events. Using troop data, filling available space in Daisy troops was prioritized. During these five weeks, 259 new Daisies joined GSEP and received their first Girl Scout patch.

In spring of 2022, GSEP launched a targeted recruitment campaign focused on the **Extended Year membership**. This membership type, available April through July, offers new girls and adults the opportunity to be Girl Scouts for the remainder of the current year to end of the next membership year for a reduced rate of \$35. Opting for specific zip code research, GSEP targeted areas where Girl Scouts is thriving and where GSEP can grow. The overall goal of the campaign was to drive awareness of membership opportunities for new girls. GSEP successfully added 1,099 MY22 girls and 408 MY23 girls through this campaign.

Extended Year membership also introduced Girl Scouts to pre-K, K, and 1st grade girls, preparing them for their future as Daisies. GSEP mailed an introduction letter with **Girl Scout Daisy information to daycares** throughout its 9-county footprint. With this effort, GSEP welcomed 344 new Daisies for MY22 and 483 for MY23.

GSEP's overall goal for Extended Year registration was 500 girls and 500 adults; and GSEP successfully welcomed 1,390 girls and 501 adults.

The **Girl Scouts Early Renewal season** runs from April 1st through June



30th each year. GSUSA again kicked off the renewal season by hosting a national incentive event, **Kristen Bell, and Girl Scouts: Paint Your World Purple**.

In 2022, GSEP offered tiered one-of-a-kind incentives designed exclusively for GSEP's Girl Scouts. 7,224 girls received the decal set for renewing by May 31st and 9,995 girls received the patch incentive for renewal by the end of June, moving closer to pre-pandemic renewal season numbers.

GSEP also adjusted the incentive approach and offered Troop Leaders a free renewal for themselves or another volunteer in their troop. The goal was to renew 70% of Leaders during Early Renewal—75% was reached.

Lastly, Service Units were offered an opportunity to earn a cash incentive this year. Any Service Unit who renewed 60% or more of their girls by June 30th received the equivalent (e.g., 60% equals \$60) in an ACH cash transfer. 11 service units received this new incentive.

GSEP offered a free membership from August 15th through September 15th and, again, used data to target a paid social media campaign. 854 new Girl Scouts joined because of this opportunity.

On September 22, GSEP held the **2nd Annual Girl Scout Celebration Night**, inviting current Girl Scouts to come in uniform or new Girl Scouts to join and receive a free sweet treat and “All Fun. No Filter.” patch at local businesses throughout our community. 48 service units hosted 55 events. September registration brought in 14% of the Girl membership goal, 2% off pre-pandemic levels. More importantly, girl, volunteer and new family turnout was amazing and confirmed that Girl Scouts are resilient and ready to put the global pandemic in the past.

The 2022 Cookie Program ran from January 20–March 13. The Cookie Program closed with \$16,746,204 in gross revenue, and a per girl average (PGA) of 294 boxes, surpassing the FY21 PGA of 235 boxes. GSEP took advantage of some new opportunities including GSUSA’s national partnership with DoorDash. Customers could order cookies for delivery within the geographic radius of locations selected by participating service units. GSEP partnered with GoPuff Inc. at the end of the program to purchase excess inventory, leaving GSEP with minimal inventory.

In FY22, Fundraising at GSEP exceeded its goal. All three Take the Lead fundraising events: Philadelphia, Berks County and Lehigh Valley, were once again held in-person. (See pages 21-23 for list of honorees.) In each location, GSEP hosted a girl-led, fully produced event, attended by members of each respective community. As in prior years, each event recognized remarkable women, whose work and contributions to their region exemplify the Girl Scout mission. In 2022, GSEP was proud to recognize 12 honorees, who were paired with high school-aged Girl Scouts for a shadow day and mentorship experience. Due to the generous support of corporate sponsors and individuals, and the commitment of our co-chairs, committees, and staff, Take the Lead fundraising reached 109% of its goal. Individual giving and United Way efforts surpassed their fundraising goals, while GSEP’s foundation and corporate grants reached 81% of their total fundraising goal.

Member and Community Excellence

In FY22 GSEP saw a 12.3% rebound in Girl Membership with 22,534 girls. Adult Membership was also up, 13.6%, to 12,409.

In June, GSEP reorganized into three Regional Communities:



Each Region is led by a Regional Mission Delivery Director and includes Community Engagement Specialists, Volunteer Experience Specialists, Girl Experience Specialists, and a Regional Coordinator. This approach brings the Transformation Strategy to life with communities at the center.

Part of the plan developed in FY22 focuses on Philadelphia with equity being at the center of this decision. Philadelphia has the lowest market share of girls participating in the 9-county footprint, and in alignment with the three core goals, GSEP has an increased commitment to ensuring that every girl in Philadelphia is aware of and has access to the GSLE. GSEP added staff to support its work in the city, and through the Pew Charitable Trusts’ Evaluation Capacity Building Initiative, GSEP launched plans to do research in three Philadelphia zip codes to learn more about what their communities need for girls. This will inform further evaluation and programming for FY23 and beyond.

Top Cookie Sellers

Daisies

Laila Marie K. | Troop 9609
4,013 boxes
Rabiya J. | Troop 71159
3,009 boxes
Khalie C. | Troop 285
2,735 boxes

Brownies

Valentina L. | Troop 9712
9,234 boxes
Olivia K. | Troop 902
2,798 boxes
Maci B. | Troop 9161
2,764 boxes

Juniors

Scotaloo L. | Troop 6169
6,512 boxes
Gia P. | Troop 9589
4,827 boxes
Kennedy F. | Troop 21793
3,195 boxes

Cadettes

Diahna S. | Troop 91326
4,654 boxes
Stella P. | Troop 9934
4,523 boxes
Maya K. | Troop 21041
3,751 boxes

Seniors

Natalie D. | Troop 21603
and
Samantha B. | Troop 902
3,000 boxes each
Abigail M. | Troop 7063
2,766 boxes

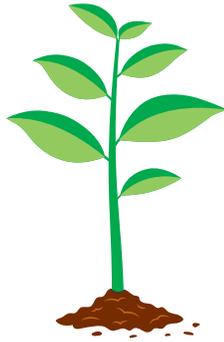
Ambassadors

Lydia E. | Troop 97234
2,427 boxes
Melanie T. | Troop 9020
2,077 boxes
Cydney B. | Troop 91504
2,050 boxes

Total Membership

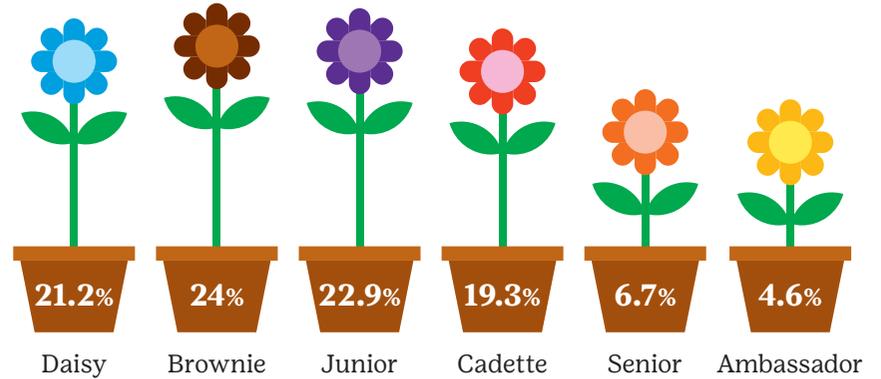


Total Adults:
12,409



Total Girls:
22,534

Membership by Grade Level



Girl Membership by Region

Region 1:

Philadelphia:
3,038 (13.4%)



Region 2:

Berks:
1,929 (8.5%)



Chester:
3,496 (15.5%)



Delaware:
2,681 (11.8%)



Region 3:

Bucks:
3,913 (17.3%)



Carbon:
195 (0.8%)



Lehigh:
1,235 (5.4%)



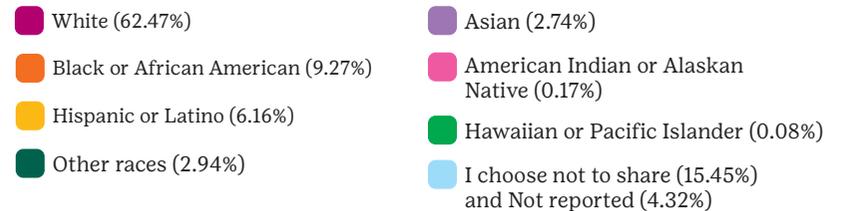
Montgomery:
3,955 (17.5%)



Northampton:
1,257 (5.5%)



Girl Race/Ethnicity



Operational Excellence

GSEP celebrated 626 Bronze Award Girl Scouts and held in-person award ceremonies for 160 Silver Award Girl Scouts and 63 Gold Award Girl Scouts.

Moving into a more normal year after the effects of COVID-19, GSEP's four resident camps and three day camps hit the ground running, serving 652 more campers than in MY21. GSEP was able to meet staffing requirements with greater ease than the previous summer, with internationals returning, and continued utilization of volunteers and some full-time staff. During the seven weeks of summer camp, GSEP provided 3,721 camp experiences. Of these 3,721, there were 1,425 registrations for day camp, and 2,296 registrations for resident camp.

Campers by Grade

24% Daisies & Brownies (K-3)

33% Juniors (Grades 4-5)

43% Cadettes & Up (Grades 6-12)

Campers' Avg. Age

All Campers: **10.4 years**

Day Campers: **9.0 years**

Resident Campers: **11.3 years**

Girl Scouts Beyond Bars (GSBB) has been an important life-changing program at GSEP since the 1990s and is rebounding now after the shutdowns of the pandemic. GSEP continued to rebuild membership and in FY21, was able to get back into Riverside Correctional Facility so Girl Scouts could visit their mothers again. Prior to the pandemic, girls could visit their mothers twice a week, and the other two weeks of the month the girls met with one another as a troop. GSEP also worked on plans to launch a father and daughter GSBB program in the prison.

GSEP's Community Engagement team along with additional staff served 718 girls in Summer Programs in Berks, Bucks, Delaware, Northampton, and Philadelphia counties at community centers, recreation centers, parks, and other partner sites. GSEP aimed to serve more girls through this program, however, many partner locations were struggling with basic staffing

requirements and were unable to fulfill commitments for outside partners to come into their sites.

Fall Leadership Weekend 2022 brought together 124 participants from all over GSEP for a virtual day of learning, networking, and fun. The committee created impressive oceanic-themed decorations, while volunteers participated in workshops, listened to presenters, and had camp-filled fun time getting prepared to serve girls.

Planning began for the Girls Scouts 56th National Council Session, which will be held in July 2023. GSEP will send 16 NCS Delegates and 2 Alternates. Delegates from every council across the nation and USA Girl Scouts Overseas will meet to discuss, debate, and vote on issues important to the Girl Scout Movement, and elect national leaders for the next triennium.

The Volunteer Awards ceremony was held in person on November 9, 2021, at Camp Laughing Waters. It was a wonderful opportunity to thank Volunteers for going above and beyond during the pandemic to make sure Girl Scouts in their community had access to the GSLE, as best they could. 130 Volunteers and 7 Service Units were recognized for their exemplary service to GSEP during the Member Year. There were 32 numeral guard pins awarded, totaling 1,540 years of collective service to Girl Scouts. Eight recipients received the CEO Award, which recognizes the efforts of a Service Unit in moving its assigned area toward the goals and objectives of Service, Learning, and Growth in Membership Year 2021.



Volunteer Awardees 2022

Rising Star Award

Tina Geiger, Nikki Nesta, Crystal Arnold, Tracy Strahlendorff, Donna Giberson, Kristen Skripek, Kendra Calario, Laurie Isakov

Lights of Loyalty Award

Kathleen Logue, Teresa Hawkins

Appreciation Pin

Jaime Rizzo, Mary Mooney, Carrie Bannon, Liza Hill, Kristen Bollenback, Dawn Bertolino, Heather Panik, Katya Neiberg Wheeler, Sarah Varano, Anna Marcotte, Leigh Elvin, Christa Califano, Darnell Walker

Super Service Unit Award

Beth Guitierrez, Gina Adams, Beth Stanislaw, Sarah Weinstein, Michele Thompson, Kathy Limbaugh, Brenda Frandina, Tracy Wahl, Karen Dempsey, Christine Weatherwax, Beth McCarron

Diversity Award

Jennifer Pontzer

GSEP Award

Laurie McGowen, Deborah Hassan, Nancy Bowker

Honor Pin

Laurie McGowen

Service Unit Growth Award

SU 765-Reading

Service Unit Retention Award

SU 543-Delrich

CEO Award

SU 609-Oxford Area, SU 616-Tohikane, SU 621-Rock United, SU 624-Sandy Run, SU 632-Riverside United, SU 539-Schuylkill Hills, SU 562-Mundock, SU 736-Four Meadows

Leadership Knot Award

SU 646-Spring-Ford, SU 640-Upper Merion, SU 760-Spring Corners

McGonigle Award

Sandra Faust

Functional Excellence

The FY22 Operating Budget was built with a few key issues in mind: Membership, Cookie Program uncertainty, and possible pandemic recurrence in mind. GSEP received forgiveness from the second SBA PPP loan in FY22. As mentioned earlier in this report, the Cookie Program was hugely successful, and Take the Leads surpassed their goals, leaving GSEP in a great financial position for the second half of the year. While GSEP camps did not reach their budgeted revenue goal, corresponding costs were also considered, and the impact was able to be absorbed. Including the PPP loan forgiveness, GSEP was able to end the year with a significant surplus.

Human Resources was incredibly active preparing new positions for the three-region realignment. For the first three quarters of FY22 GSEP planned for 74 FT and 9 PT positions. The final quarter, 10 FT positions were added and one PT position to support growing membership goals. During the summer and into September 2022, several positions were filled, and recruitment was heavily underway for the remaining positions. Additionally, GSEP hired a senior consultant to work with the CEO and CMDO to position the new regional teams for success. GSEP also hired an Interim CIO.

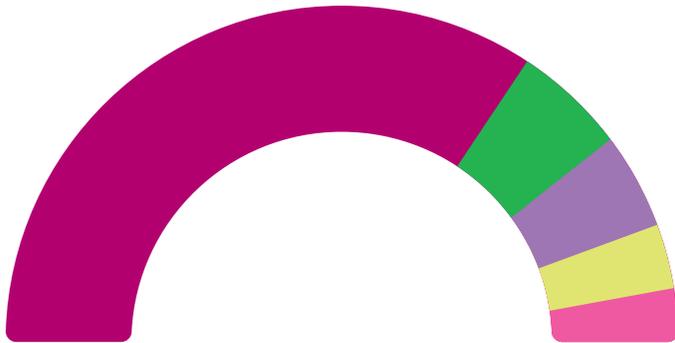
FY22 for Information Technology was about establishing core foundational capabilities to provide secure connectivity to GSEP employees and those it serves. This encompassed improved services around end user support through renegotiating the Managed Service Provider contract with significant value, implementing controls to mitigate cyber security risk across GSEP's network, email, and various applications, as well as various process optimization to provide better outcomes.

Several annual capital projects at GSEP camps provided significant improvements to the girl experience. Camp Laughing Waters received an extension to its shower facilities, a new campfire circle with bleachers, and an outdoor movie system and screen. Camp Shelly Ridge received a new pole barn for storage and art program space. Camp Woodhaven had three pioneer shelter roofs replaced. Maintenance vehicles were purchased at several properties, including gators, plows, and tractors.

During 2022, the Girl Adventure Place Campaign and Capital improvements to Camp Shelly Ridge and Mountain House made considerable progress. Camp Shelly Ridge secured double the amount projected for its fundraising goal. The Camp Shelly Ridge capital projects were completed, and at summer camp 2022, Girl Scouts were enjoying usage of the new commercial kitchen; eight new platform tents; and a more comfortable Smith Lodge, with improved temperate control thanks to the addition of the Trombe wall. A second phase for Camp Shelly Ridge access is now underway. Girl Adventure Place at Camp Mountain House has paused momentarily as plans are further developed and revised.

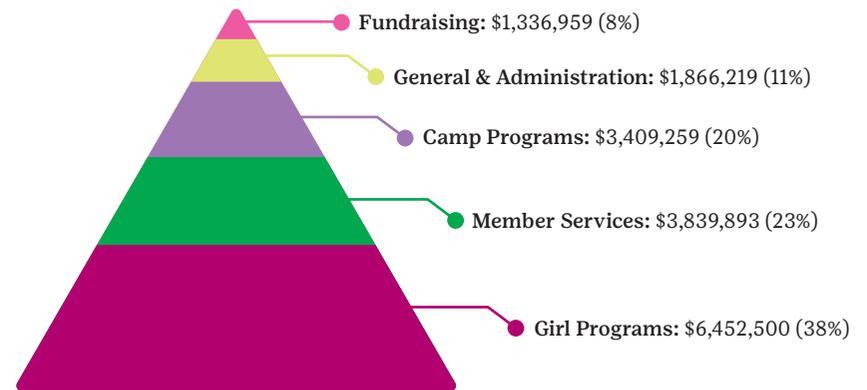
2022 Revenue

- Product Program (Net Cost of Goods): \$12,440,465 (69%)
- Program Service Fee: \$1,899,859 (10%)
- Contributions, Bequests, Grants & Events: \$1,672,501 (9%)
- Government Pandemic Grant: \$1,200,796 (7%)
- Merchandise Sales & Other: \$890,951 (5%)



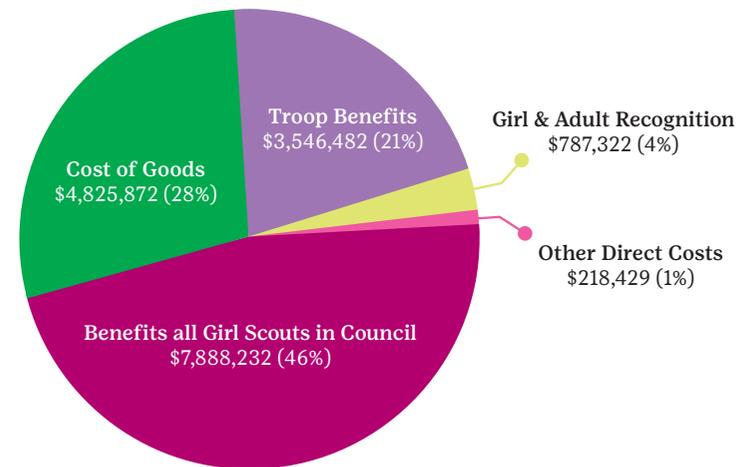
Total Revenue: \$18,104,572

2022 Expenses



Total Expenses: \$16,904,830

2022 Product Program



Total Revenue: \$17,266,337

Take the Lead

Inspiring the next generation of women leaders.



Greater Philadelphia

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\$100,000+

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\$50,000-\$99,999

Lenfest Foundation

\$25,000-\$49,999

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Our Footprint

Our Council Footprint made up of nine counties, four resident camps, and three day camps.

7 Sites

1. Camp Shelly Ridge

Miquon, PA 19444
(Headquarters)

2. Jane Seltzer

Philadelphia, PA 19152

3. Camp Laughing Waters

Gilbertsville, PA 19525

4. Camp Mountain House

Allentown, PA 18103

5. Camp Mosey Wood

White Haven, PA 18661

6. Camp Valley Forge

Valley Forge, PA 19481

7. Camp Wood Haven

Pine Grove, PA 17963



9 Counties

Berks
Bucks
Carbon
Chester
Delaware
Lehigh
Montgomery
Northampton
Philadelphia

4 Resident Camps

Camp Laughing Waters
Camp Mosey Wood
Camp Shelly Ridge
Camp Wood Haven

3 Day Camps

Camp Mountain House
Camp Shelly Ridge
Camp Valley Forge



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