

## 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 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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Dear Friends,

In FY21, Girl Scouts of Eastern Pennsylvania (GSEP), like the rest of the country and the world, continued to face the challenges brought on by the global pandemic. Life was certainly not back to normal, and the time when it would become more so was uncertain. For most of FY21, schools remained virtual, some moving to hybrid at different points during the 2020-21 school year. Work-from-home was still the norm. Health concerns halted our traditional approach to delivering the Girl Scout Leadership Experience (GSLE), though many troops continued to meet virtually through winter. All three 2021 Take the Lead events were virtual, but as is the Girl Scout way, they worked raising needed funds to support girl programs like Camp.

By spring, the arrival of the vaccine for adults brought new hope to our communities and allowed many to feel comfortable gathering when socially distant and outdoors. GSEP remained committed to the safety of girls and volunteers, offering at-home options for summer Camp and reduced capacity for in-person Camp to allow for social distancing. We are proud to say we are one of the only—if not the only— Girl Scout Council in the nation to open all our camps in summer 2021!

It is during times like these that we are truly inspired by Girl Scouts. With the 2021 Cookie Season being ALL virtual, not a Cookie Booth to be found, many of our #CookieBosses got creative with their entrepreneurial skills. Girl Scout Junior Kennedy F., sold more than 4,300 boxes by setting up outside a vaccine clinic. This spirit of creativity and resilience is what keeps us going strong, as we marked 109 years as the premier leadership organization for girls.

In this annual report, we will take you along the journey of our Girl Scout year as we faced and managed through COVID-19 and all its restrictions, challenges, and incredible examples of strength, service, and hope. As we know, it was not an easy year, but it was a formative one. What we learn from times like these readies us for BOTH brighter days AND bigger challenges, which we will face the Girl Scout way— courageously and together.

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 FY21 and is organized by Pillars of Excellence.

## Strategy & New Markets

Faced with the challenges of a global pandemic, GSEP's operations realized the reverse of FY20. From October 2020 until Spring 2021, GSEP was unable to provide the Girl Scout Leadership Experience in person or hold in-person recruitment events. GSEP continued to offer Girl Scouts at Home virtual programming and worked with volunteers to hold virtual recruitment events.

With a special focus on Daisy and Brownie Recruitment, GSEP utilized data and information to hyperfocus on the close to 1,250 public schools in our 9-county footprint. Utilizing new data resources. GSEP can see how many Girl Scouts there are at each school, their age levels, the number of girls not participating, and what percentage of the available girl population we were serving. We also studied demographics by community and researched community profiles, interests, resources, and partnerships. Core Goal 1 demands that every girl is aware of and has access to the Girl Scout Leadership Experience. GSEP was able to evaluate from community to community those girls we are not yet reaching and set



new goals for access and belonging. While our knowledge of each community grew this year, our access to schools was almost non-existent. We relied heavily on email marketing and communications strategies to current and lapsed members, social media, and our volunteer network.

GSUSA launched a complete refresh of the Brand Principals and Standards, and GSEP started FY21 with clear goals and strategies to support the new brand strategy and communication tactics. This included affirming who we are and what we stand for and how we would successfully relate to and communicate as a force in girls' lives. The mantra, "Girl Scouts champion girl ambition" will permeate throughout our internal and external communications across all channels and provide the Girl Scout Leadership Experience to all girls, regardless of grade, ethnicity, or financial circumstances. Brand Ambassador and Brand Manager training was provided to GSEP staff and volunteers to share brand standards and changes to our look and lockup, all with a clear explanation for the rationale behind the refresh.

Programmatically, we continued to offer virtual programs through Girl Scouts at Home as well as a limited run virtual Camp at Home. COVID-19 safety guidelines were followed and encouraged with troops meeting outdoors and following social distancing. Many Girl Scout troops met on neighborhood trails and others remained 100% virtual. In the winter and early spring, GSEP focused on supporting an all-virtual Cookie Program and on registrations for the return of in-person Camp and Summer Programs. Visibility for GSEP increased significantly with multiple media opportunities for recruitment, cookies, and camp. GSEP Business Analysts worked in partnership with the program team to ensure all virtual and in-person programs were publicized and evaluated.

A programmatic partnership funded by the Satell Institute played a significant role in the summer of 2021. Three virtual programs were offered to 93 girls and four, month-long sessions were facilitated by GSEP staff.

Girl Scouts Beyond Bars has been a funded program at GSEP since the 1990s and faced severe challenges when the prisons closed because of COVID. Prior to the pandemic, girls could visit their mothers twice a week and the other two weeks met in person as a troop. The in-person program was a progressive girl experience. A meeting is set for fall of 2021 at the prison with its new warned to rebuild enrollment. Additionally, GSEP is inviting all other councils nationwide to join a consortium of councils who address girls

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whose parents are incarcerated, and GSEP is also going to revise the extensive curriculum, first written in 1992.

An aggressive Spring Renewal and Extended Year campaign was launched in Spring 2021 utilizing the new brand assets and capitalizing on a live virtual event with Michelle Obama "Becoming Me" focused on positive mental health and wellness. The campaign ran from April 1 through June 30 with good results. GSEP saw 2,882 girls and 957 adults register for the Becoming Me virtual event on May 6. GSEP's members made up 3% of the total registrants for this event. In total, this Spring Renewal and Extended Year campaign saw 9,161 girls and 2,681 adults renew their GSEP memberships and 250 new lifetime members.

GSEP migrated to GSUSA's Volunteer Systems 2.0 in November 2020 and to gsEvents in April 2021. These migrations involved multiple steps including data validation, staff training, sandbox piloting, communications to membership, and the integration of multiple systems: Salesforce, MyGS, the Volunteer Toolkit, gsLearn, Looker, Netsuite, and gsEvents. This massive project will connect multiple systems and simplify the member experience, as well as GSEP's ability to manage operations, retail, and member services. On the GSEP side of data validation, staff training, and member communications, this process was thorough and successful. Unfortunately, several obstacles were realized at GSUSA which created multiple challenges for the GSEP team and members. Solutions took multiple months, and many members were at the waiting end of these solutions. This will create challenges for Fall recruitment in 2021.





## Member & Community Excellence

In FY21 GSEP saw a 34.71% drop in Girl Membership with 20,072 girls and a 7.5% drop in Adult Membership with 10,925 adults. This decline was directly related to the COVID-19 pandemic's ongoing interruption of in-person troop meetings and the inability to reach girls through schools or partner sites. As mentioned earlier, the reverse of 2020, in June 2021, GSEP was able to resume summer programs at community and recreation centers and successfully served 580 Girl Scouts. GSEP, unlike most of its sister Girl Scout councils, ran all seven of its camps (4 resident and 3 day) serving more than 3,500 Girl Scouts. These in-person programs during Q4 were responsible for bringing back many Girl Scouts who had previously not been participating virtually.

In late FY21, GSEP re-organized its Community Map and Engagement team. With schools at the center, new regions were mapped to accommodate similar numbers of schools. Additional human resources were added to this area to accommodate the increased number of regions to manage, and new job descriptions were created. Community Engagement Specialists were recruited from the communities they will be managing, and all new personnel went through a skills assessment prior to hiring. GSEP looks forward to this increased investment, personal connection to communities, and clear organization by schools.

Due to COVID-19 restrictions and other protocols mandated by PA State Health Department and Center for Disease Control and Prevention, GSEP was forced to run a fully virtual Cookie Program for FY21, which ran from January 21-March 14, 2021. The Cookie Program closed with \$11,102,320 million in gross revenue, and a per girl average (PGA) of 235 boxes, surpassing the FY20 PGA of 217 boxes. As a result of the program being entirely virtual, only 68% of registered Girl Scouts participated, or 11,748 girls. By comparison, in previous years an average of 76% of registered Girl Scouts participate.

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GSEP took advantage of some new opportunities including GSUSA's national partnership with GrubHub. Customers could order cookies for delivery within the geographic radius of four locations, including Lehigh Valley at Camp Mountain House and GSEP's Valley Forge, Shelly Ridge and Jane Seltzer Service Centers. In addition to the innovative efforts of the girls and dedicated troop leaders, GSEP's inventory management was modified with weekly orders. This allowed GSEP to keep up with demand without taking the risk of over-ordering. GSEP was not left with the excessive inventory some of its sister Girl Scout councils experienced.

In FY21, fundraising at GSEP exceeded its Likely Scenario budget. All three Take the Lead fundraising events: Philadelphia, Berks County and Lehigh Valley, were held virtually. In each location, GSEP hosted a donor party and a one-hour fully produced event. All attendees received personal Take the Lead event kits mailed directly to their homes. These kits were beautifully designed with program books, themed coasters, a box of Girl Scout cookies, and other celebratory items. As in prior years, each event recognized remarkable women in their respective communities, whose work and contributions to the region exemplifies the Girl Scout mission. In 2021 we were proud to recognize 13 honorees, who were paired with high school-age Girl Scouts for a shadow day and mentorship experience. Due to the generous support of corporate sponsors and individuals, and the hard work of our co-chairs, committees, and staff, Take the Lead fundraising reached 97% of its goal. Individual giving, corporate grants, and foundation grants all surpassed their fundraising goals, while GSEP's United Way efforts reached 89% of its fundraising goal.

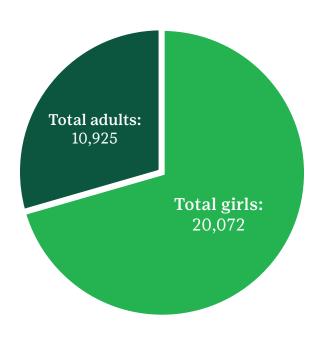
Adult Camping Weekend was held in person August 20-22, 2021, at Camp Laughing Waters with more than 100 participants, representing a return to pre-COVID attendance numbers. Guests spent the weekend at camp basket-weaving, canoeing, enjoying the pool and each other, and singing around the campfire. There was a vibrant silent auction and raffle, and the weekend raised more money for GSEP's Older Girl Scholarships than ever before, surpassing the budgeted goal by \$6,500.

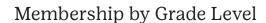
On February 23, 2021, GSEP hosted an Alum Town Hall via Zoom with more than 60 participants. Led by Kim Fraites-Dow, GSEP's CEO, this Town Hall was an opportunity for Girl Scout alums and supporters to learn about the current state of the Girl Scout Movement and how GSEP has been implementing the mission during the COVID-19 pandemic.

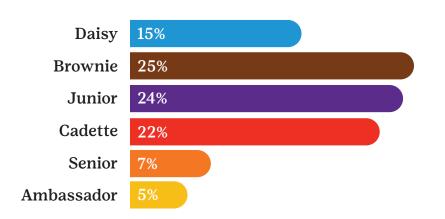


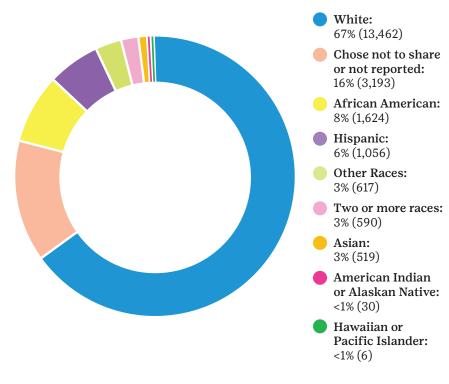
Total Membership

## Girl Race / Ethnicity

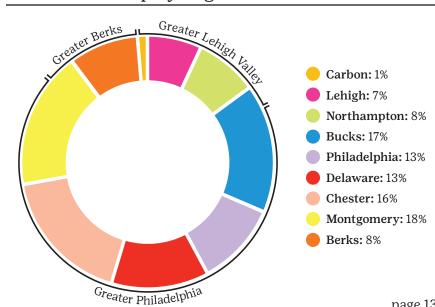








## Girl Membership by Region



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## **Operational Excellence**

As mentioned earlier for the first three quarters of FY21, GSEP ran virtual programs through Girl Scouts at Home and provided support for troop leaders and service unit volunteers to troubleshoot challenges and brainstorm virtual programs. GSEP celebrated 463 Bronze Award Girl Scouts and held a virtual award ceremony for 141 Silver Award Girl Scouts. By late Spring 2021, GSEP was able to offer a hybrid Gold Award Ceremony for the 80 Gold Award Girl Scouts. A special in-person staggered event was held at Camp Laughing Waters. Additionally, the 500 Club event for Top Cookie Sellers was held at Camp Laughing Waters, where girls and their families were able to enjoy a day of camp activities culminating with spectacular fireworks over the great lawn.

In consideration of COVID-19 safety guidelines, GSEP's four resident camps and three day camps were planned to serve 70% of typical campers. While camp staffing was a challenge, many volunteers and staff filled important roles from counselor to line cook. During the seven weeks of summer camp, GSEP served 3,602 registered campers. Of these campers, 1,234 campers registered for day camp, and 2,355 campers registered for resident camp (13 registered for core camp). Campers in grades K-3 made up 40% of all GSEP camp registrations (1,452 K-3 campers). Cadettes and older girls made up 27% of camp registrations (987 campers). The average age of all campers was 10.6 years: 8.9 years for day camp and 11.4 years for resident camp.

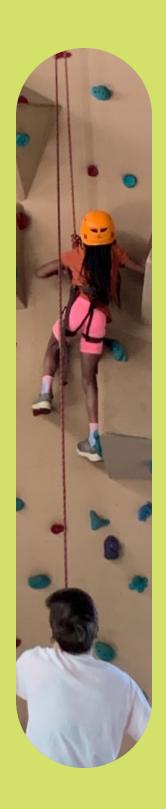
GSEP's Community Engagement team along with additional staff served 580 girls in Summer Programs at community centers, recreation centers, parks, and other partner sites. Girls in Summer Programs enjoyed a STEM curriculum coupled with Becoming Me focused on mental health and wellness.

F.A.L.L. 2020 brought together 145 participants from all over GSEP for a virtual day of learning, networking, and fun! Participants each received a robust kit full of event swag and workshop supplies and learned new skills in the 26 virtual workshops hosted via Zoom. The Band App served as the event's social networking platform, providing space for support, connecting, and sharing experiences. The event ended with a virtual evening campfire for all attendees.

The Girl Scouts 55th National Council Session was held virtually for the first time on October 23-25, 2020. GSEP's 25 NCS Delegates and three Alternates, along with more than a dozen visitors, attended more than 30 hours of business meetings during the 2020 NCS. The meetings were very long (none ending before 11:30 pm all three nights), but the group was able to stay attentive and engaged due to the concurrent Zoom room GSEP hosted.

The Volunteer Awards ceremony was held virtually on December 1, 2020, with 150 attendees and 66 awardees, and the ceremony featured both pre-recorded videos and a live emceed event. GSEP surprised the recipients of the Lights of Loyalty Award, Gertrude K. McGonigle Award, and GSEP Award with a Publisher's Clearinghouse-style surprise complete with professionally photographed house visits with flowers, yard signs, and balloons. All awardees received a special mailing, complete with their award and goodies like the event program, an event poster for social media, and an exclusive discount for the GSEP shops.

As a result of COVID-19 restrictions, GSEP chose to cancel the Women's Leadership Conference.





## **Functional Excellence**

The FY21 Operating Budget was built with a few key issues in mind: membership, Cookie Program uncertainty, pandemic duration, timing of return to in-person operations, and in-person girl programming and camps vs. virtual. For the first time, GSEP presented two budgets – a likely scenario and pessimistic scenario – to accommodate the unpredictable pandemic environment. GSEP successfully applied for a second SBA PPP loan and received forgiveness from the first SBA PPP loan in FY21. As mentioned above, the first three quarters of FY21 were primarily virtual, including the main revenue drivers, the Cookie Program and Take the Lead. If possible, with CDC protocols and American Camp Association guidance, GSEP prioritized holding in-person summer camp. GSEP closed the year successfully in between the likely and pessimistic scenario budgets.

GSEP reduced its personnel to 88 people: 81 full-time and 7 part-time positions. This is down from 105 in FY20. This reduction was a result of freezing open positions and restructuring for the Transformation Strategy. Two key Senior Management professionals were recruited, Jennifer Allebach, Chief Mission Delivery Officer, and Cecily Macy, Head of Fund Development. As mentioned above, changes were made to the Community Engagement team structure, with additional positions added to accommodate increased territory management roles. More than 40 managers received personal Birkman Leadership Assessments and participated in a full-day facilitated manager training with Grace Killelea Consulting. This exercise aimed to provide insight into individual leadership styles, as well as provide opportunities to understand how to work better cross-functionally.

GSEP acquired a house and 40 acres adjacent to Camp Mountain House, including the access easement road running through the Camp. Part of the agreement included a future sale of 38 acres to the Wildlands Conservancy adjoining their South Mountain Preserve. GSEP will maintain the house and two acres and will be investigating programmatic opportunities for the 3500+ square foot building. Additionally, this purchase will connect Camp Mountain House to the South Mountain Preserve, increasing Girl Scout access to trails and increased environmental education opportunities.

GSEP was successful in securing commitments from New Hanover Township and Upper Frederick Township totaling close to \$700,000 in support of a conservation easement on Camp Laughing Waters. These township investments are contingent upon two pending state government grants from DCED and DCNR respectively.

The Girl Adventure Place Campaign and capital improvements to Camps Shelly Ridge and Mountain House continued to make significant progress. The construction phase of the Camp Shelly Ridge project is underway, with continued planning at Camp Mountain House. Additionally, significant commitments to the campaign were secured.

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## 2021 Revenue

*Total Revenue: \$13,517,930* 

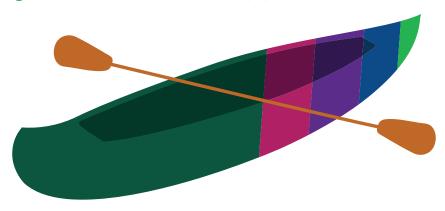
Product Program (Net Cost of Goods): \$8,345,265 (62%)

Contributions, Bequests, Grants & Events: \$1,603,794 (12%)

Government Pandemic Grant: \$1,588,652 (12%)

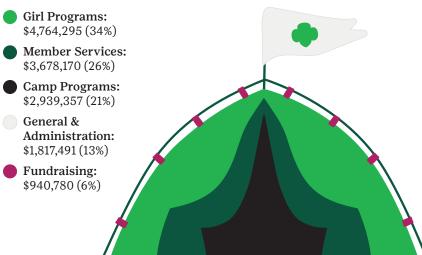
Program Service Fee: \$1,242,947 (9%)

Merchandise Sales & Other: \$737,272 (5%)



## 2021 Expenses

*Total Expenses: \$14,140,093* 



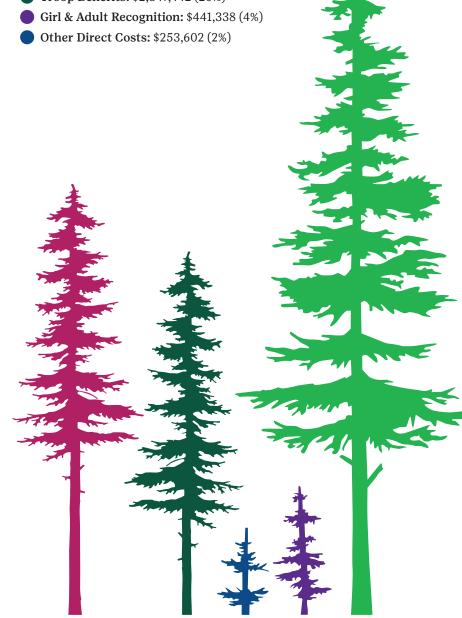
## 2021 Product Program

*Total Revenue: \$11,554,563* 

Cost of Goods: \$3,209,298 (28%)

Benefits all Girl Scouts in Council: \$5,302,883 (46%)

**Troop Benefits:** \$2,347,442 (20%)





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This list reflects the Board of Directors as of March 2022.

# Our Footprint

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

### Seven 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

#### **Nine Counties**

- 1. Berks
- 2. Bucks
- 3. Carbon
- 4. Chester
- 5. Delaware
- 6. Lehigh
- 7. Montgomery
- 8. Northampton
- 9. 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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## 2021 Annual Report