GUIDING OUR VISION FOR THE FUTURE

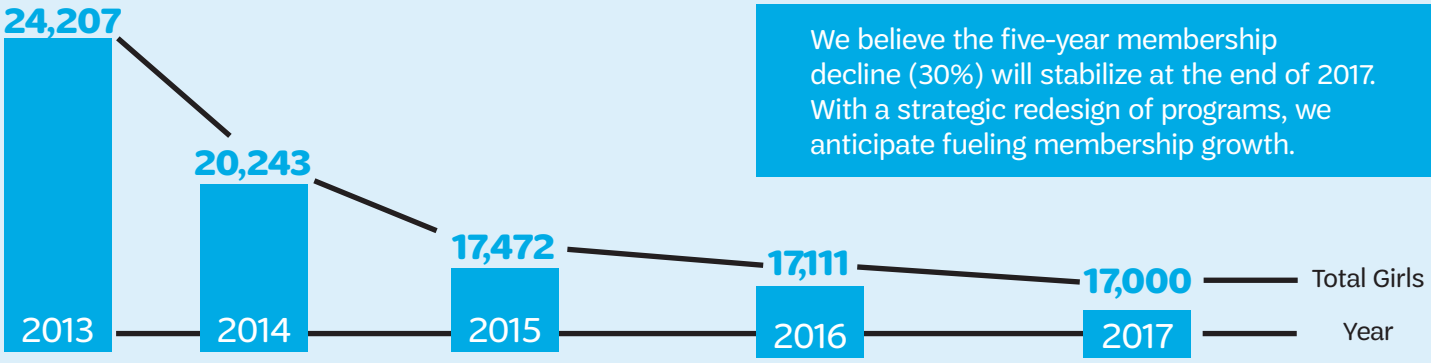
Long range property and program planning

Girl scouting's mission is to build girls of courage, confidence and character who make the world a better place.

GIRL SCOUTS IN THE HEART OF PENNSYLVANIA

is committed to creating an exceptional, progressive outdoor experience in a wide range of safe outdoor venues. Strategic considerations must balance program availability with membership and its evolving demands.

MEMBERSHIP TRENDS 2013-2017



We believe the five-year membership decline (30%) will stabilize at the end of 2017. With a strategic redesign of programs, we anticipate fueling membership growth.

Research supports that the camp experience develops 21st Century Skills in Girls including:

1. Critical thinking and problem solving
2. Teamwork and collaboration
3. Adaptability and leadership
4. Positive emotions from having FUN!
5. Relationships with other young people and adult mentors
6. New experiences in nature
7. A sense of achievement with opportunities to try new things

CASH OPERATING SUMMARY 2013-17

	2013	2014	2015	2016	2017 (EST)
Operating Income	$8.3 million	$8.0 million	$7.05 million	$7.7 million	$7.8 million
Operating Expense	$8.5 million	$8.4 million	$8.5 million	$8.04 million	$8.04 million
Operating Loss	**($294,000)**	**($405,000)**	**($1.48 million)**	**($321,000)**	**($214,000)**

We have a fiduciary responsibility to move the organization to a position of fiscal strength and operational health.

CAMP UTILIZATION SUMMARY

	Camp Archbald	Camp Echo Trail	Camp Furnace Hills	Camp Golden Pond	Camp Happy Valley	Camp Louise	Camp Small Valley	Total
Troop camping occupancy rate 2014-2015	9.32%	23.53%	12.24%	15.13%	22.32%	7.89%	50.02%	**20.1%**

CAMP OPERATING EXPENSE

	Camp Archbald	Camp Echo Trail	Camp Furnace Hills	Camp Golden Pond	Camp Happy Valley	Camp Louise	Camp Small Valley	Total
Annual operating expense required	$527,000	$383,000	$432,000	$90,000	$160,000	$460,000	$386,000	**$2.2M**

OUR MEMBERS SPOKE

Two central findings resulted from the May 2017 focus groups of parents and Girl Scouts on the topics of Outdoor, Camping and Girl Scouting Experiences:

A All participants desire increased outdoor and camping experiences. These experiences are **NOT** exclusive to Girl Scout facilities.

B A majority of adult participants share a strong concern regarding the organization's sustainability.

Top recommendations towards *Her Vision of Tomorrow*:

- Increase well-designed outdoor and camping experiences
- Provide richer training resources and support for troop leaders
- Design communications efforts to celebrate achievement, support recruitment and share good news
- Expand STEM to the full geography of the council
- Develop resources to support needs of rural troops; enrich troop experience
- Increase tailored offerings of programming and events
- Establish broader partnerships to foster richer scouting experiences

These are additional board-directed strategic initiatives:

- Fully utilize technology to increase both ease of operations and product sales
- Enhance communication and brand marketing

THE BEST THING ABOUT GIRL SCOUTING

EXPLORING THE WORLD AND WHO YOU ARE INSIDE

YOU GET TO SELL COOKIES

IT IS A WONDERFUL EXPERIENCE TO LEARN AND MAKE FRIENDS CRAFTS AND TRIPS

SOCIALIZING WITH NEW PEOPLE

THE BEST THING ABOUT GIRL SCOUTS IS

MAKING NEW FRIENDS
GOING ON FUN ADVENTURES

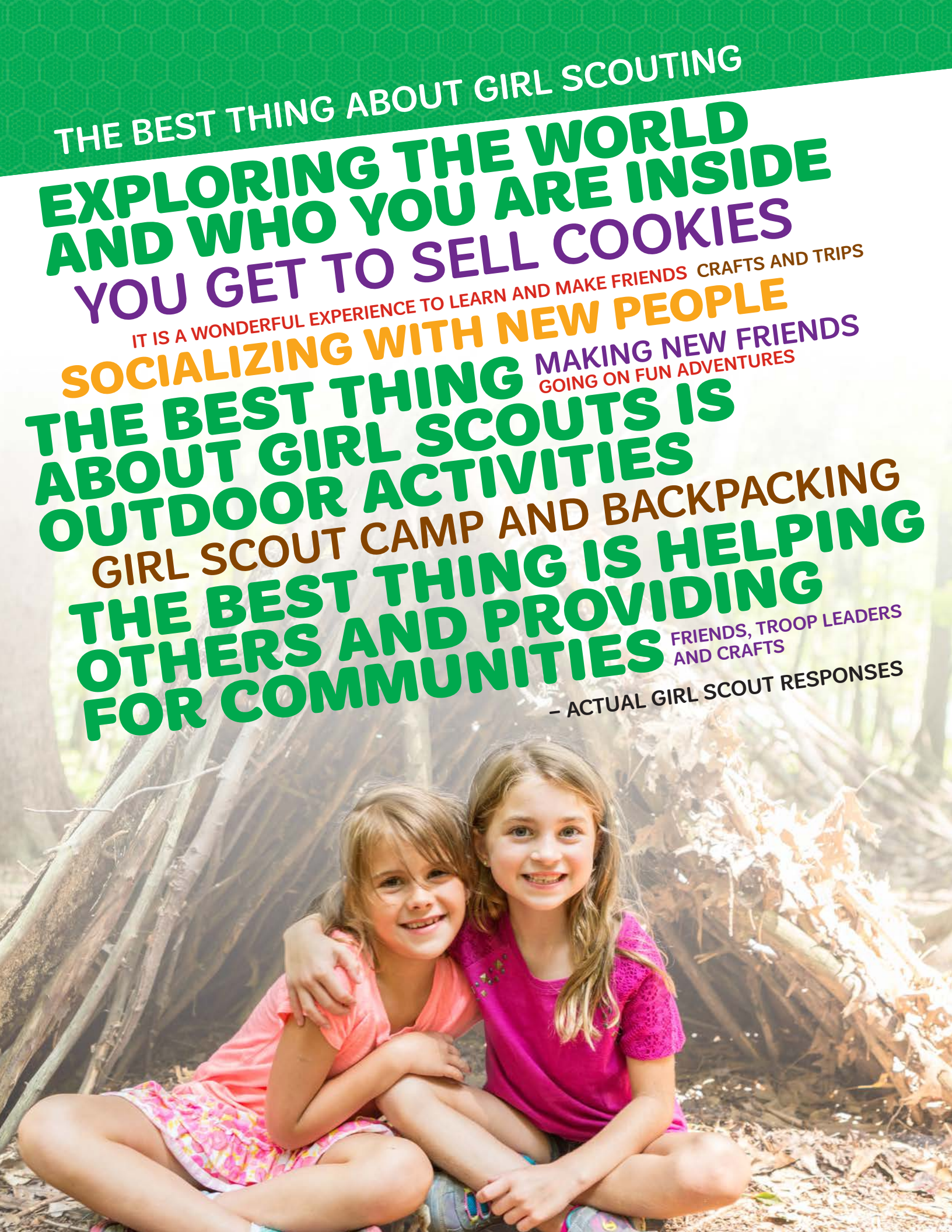
OUTDOOR ACTIVITIES

GIRL SCOUT CAMP AND BACKPACKING

THE BEST THING IS HELPING OTHERS AND PROVIDING FOR COMMUNITIES

FRIENDS, TROOP LEADERS AND CRAFTS

– ACTUAL GIRL SCOUT RESPONSES



girl scouts
in the heart
of pennsylvania