



# 2021-2022 Annual Report



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# Letter from Our CEO and Board Chair

Dear Girl Scouts and Friends,

Thank you so much for your support through a big year of adaptation, growth, and ultimately tons of excitement for our council's future. In the past year, we've focused on stabilizing, investing, and diversifying our work; increased our membership with some stellar new Girl Scouts and volunteers; and begun developing a new strategic plan for our council. It's been wonderful to see each other in person more frequently, and we've nearly returned to our pre-pandemic breadth of in-person programming, including exciting new and revitalized programs like aviation, digital storytelling, and even (finally!) international travel. We are so grateful to you, our volunteers, members, and supporters. You are the heart and soul of Girl Scouts of Western Washington—there is no council without you!

One of our more significant successes in 2022 was opening our camps for the first time since 2020. We proudly report that our camps were fully accredited by the American Camp Association and lauded as beautiful and extraordinarily maintained properties. We had a hugely successful season with camp programs filled to capacity, all while tackling ongoing COVID-19 protocols, staffing shortages, and ensuring our camps were safe and secure for all of our campers.

In addition to camp, 2022 marked our return to in-person Girl Scout Cookie sales, and we really felt the love from our customers and community! Our community performed true heroics under the country's unavoidable supply chain issues. In 2022, 8,949 youth participated in the Cookie Program, an 8% increase in participation from 2021. The total packages sold in our council also increased by nearly 27% from 2021, as Girl Scouts sold an average of 316 packages per seller (up 48 packages from our council's per Girl Scout average in 2021). We want to thank all our supporters and [congratulate our Girl Scout youth and volunteers](#) on their outstanding creativity and entrepreneurship.

It's been a year since Andrea Anderson joined us as CEO and Randa Minkarah resumed her board chair and president role. We've also welcomed several key new leaders to our council and promoted several long-time

staff into new leadership roles. Together, we're making great strides in improving our council's structure, resources, and culture to strengthen our entire movement.

## Reflections from Andrea

I am so honored and humbled to be at Girl Scouts of Western Washington—I can't believe it's already been a year! I have learned so much about the transformative experience we provide for the young people we are so lucky to serve. Our work could not be possible without the outpouring of generosity from all of you, the tireless dedication of our volunteers, the unwavering commitment of the staff and board, and finally the spirit, creativity, leadership, resilience, and absolute brilliance of the young people themselves.



While growing into my role as your advocate and CEO, I made it a priority to connect with as many of you as possible—to hear your concerns, listen to your ideas, and to thank you for sticking by us even when times were tough. On my “CEO Roadshow,” I’ve been lucky to join you at several Girl Scout nights with our local sports teams, help alongside you at camp work parties, pack up cookies for distribution, and exchange visions with you at philanthropic fundraisers and community events. I also attended many of our exciting current programs like our Film Festival, the Great Cascadia Zombie Survival Challenge. I even got to be a camp counselor for our newest LGBTQ+ summer camp. I am amazed by all of you and your dedication to ensuring that Girl Scouts of all backgrounds and abilities can be unapologetically themselves as they discover their strengths and rise to meet new challenges.

[Continued on the next page...](#)

# Letter from Our CEO and Board Chair

Many of you have asked about my vision for the future, and from the beginning, I have said that I could not develop a strategic vision for Girl Scouts of Western Washington without you. I want to personally thank everyone who has carved out time to meet with me, participated in focus groups and surveys, or emailed me directly. Your collective wisdom, lived experiences, and deepest desires for the future of Girl Scouts will be the foundation for our organizational strategy. Additionally, all of our work will be guided with a focus on diversity, equity, inclusion, belonging, and racial justice, working alongside experts in building high-performing, inclusive organizations. Our next steps include creating the strategic vision for our future, ensuring our business model is strong and that we are providing our community with the leadership experience we know builds young people of courage, confidence, and character. I promise to bring this shared vision back to you this fall, so we all have a clear path to advance the incredible mission of Girl Scouts.

## Reflections from Randa

I'm delighted to be back on your board of directors as board chair and president and welcome Andrea as our new CEO. In the past year, she has done an incredible job meeting folks throughout our 18 counties, building relationships with staff, donors, members, and volunteers. If you have not had the chance to meet her in person, I hope that you do soon. She avidly supports Girl Scouts and all it represents and is our lead champion for this organization's future. Her infectious leadership and enthusiasm will ensure our council's impact and success for years to come.

In the past year, the Girl Scouts of Western Washington board reaffirmed our commitment to our amazing camps, not only to maintain the facilities but to invest in infrastructure and much needed improvements. In 2021, we set aside capital to jumpstart the funding needed to support our camps. That financial intentionality allowed us to work with foundations to request grants to help us further fund critical infrastructural improvements. The

Girl Scouts of Western Washington property team has put together a comprehensive three-year camp property plan that began in earnest in 2022 and is well underway. Camps are a crucial part of the youth experience, and we are delighted with the progress to date.

In 2023, the board will reimagine its philanthropic responsibility by working as individuals and through board committees to strengthen and broaden our impact in our communities. Collaborating hand in hand with the Girl Scouts of Western Washington's philanthropy team, board members will make introductions and connections to further our mission. We look forward to continuing to deepen our relationships with our incredible donors, partners, and alums and working together to deliver top-quality programming to as many youths as we can serve.

Have a wonderful 2023 with Girl Scouts, and thank you for your partnership as we support the next generation in making the world a better place. We couldn't do any of this without you.

Gratefully yours in Girl Scouting,



**Andrea Anderson**  
CEO, Girl Scouts of Western Washington

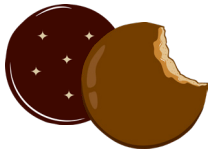


**Randa Minkarah**  
Board Chair, Girl Scouts of Western Washington



# How We're Funded

Our funding comes from five primary sources.



## Product Program

Girl Scout Cookies and other product program sales



## Programming Fees

Participation fees for camp, events, and other programs



## Philanthropy

Charitable donations from individuals, corporations, foundations, and other partners



## Retail

Girl Scout store proceeds from badges, uniforms, gifts, supplies, and merchandise



## Other Income

Investments and income including harvest and unrelated business income

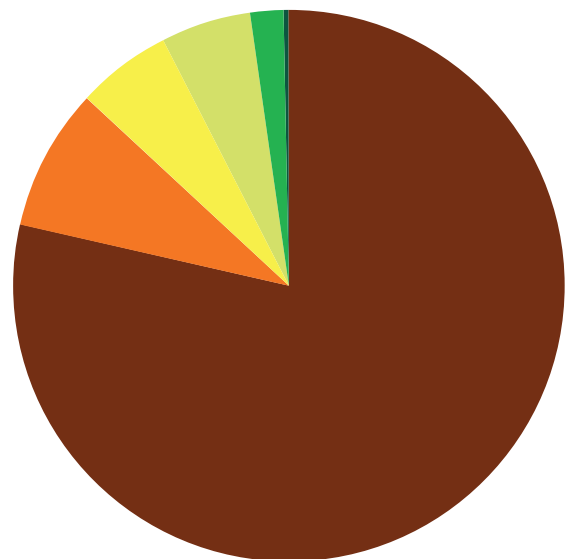
## Our 2021-2022 Fiscal Year

- Product Sales (net COGS\*): **\$11,690,048**
- Public Support: **\$2,485,656**
- Programming Fees: **\$856,841**
- Retail (net COGS\*): **\$333,397**
- Investment Income: **\$221**
- Other Income:\*\* **\$2,969,413**

*Amounts only include our operating fund.*

*\*Cost of Goods Sold*

*\*\*Other income includes COVID-19 relief funds.*



# How We're Funded

## Revenue Streams Historically

### Operating Revenue/Expenses

|                         |                |
|-------------------------|----------------|
| Revenue                 | \$18,335,576*  |
| Expenses                | (\$16,852,073) |
| Operating Income/(Loss) | \$1,483,503    |

### Non-Operating Revenue/Expenses

|                             |                 |
|-----------------------------|-----------------|
| Revenue                     | (\$1,678,633)** |
| Expenses                    | (\$1,944,502)   |
| Non-Operating Income/(Loss) | (\$3,623,135)   |


|                                |                      |
|--------------------------------|----------------------|
| <b>Total Net Income/(Loss)</b> | <b>(\$2,139,632)</b> |
|--------------------------------|----------------------|

We had total net loss of \$2.1M, which includes the federal COVID-19 relief funds, investment loss, pension payments and depreciation. This is a good result for our first full year of recovery efforts.

## Why a Deficit?

You might be asking yourself, did Girl Scouts of Western Washington lose money and did we plan for that?

We had two large efforts last year—rebuilding membership and reopening camps. In order to do that, we had to build back our staff. That means we added staff knowing that it would take time to see the fruits of our labor. Simply put—expenses would rise—ahead of the revenue. Because of this, we planned for a \$2.9M loss. Fortunately, our plans worked—revenue streams started to return—and we ended the year with a smaller loss than expected, a \$2.1M loss as referenced above. Most of this loss is an unrealized loss—so what does that mean?



“I learned that even though the mayor, the sheriff, or councilmembers are all adults and hold positions of authority, they’re still just people. I was nervous talking to them, but now I know I can do it. I know that what I say is worth listening to.”

- *Troop 41653 Girl Scout*

Troop 41653 advocated for a successful ordinance, requiring that King County provide uniforms for people of every gender identity and expression for all 16,000 employees who wear uniforms.

\*Includes Federal COVID-19 Relief Assistance

\*\*Includes Unrealized Loss on Investments of \$1.6M

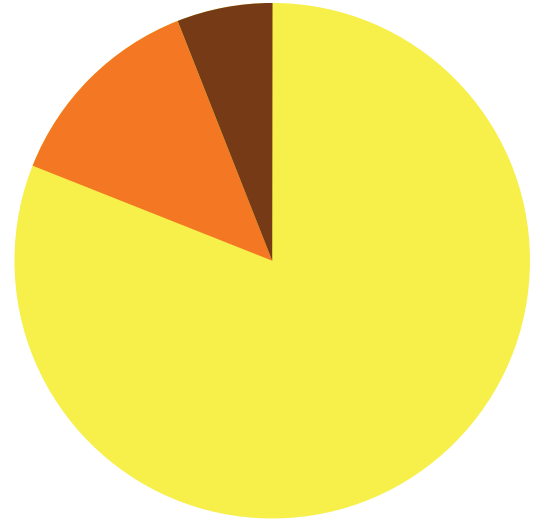
Some things are out of our control—namely the stock market. We have a large investment portfolio, and the value of these investments was impacted by market conditions last year. Generally Accepted Accounting Principles, which all US-based companies must follow, require unrealized losses be reported. This means that investments decreased in value. The expectation is that the investment will grow back over time, consistent with market performance.

Simply put—we didn’t sell investments at a loss, rather the portfolio went down in value. What we want you to know is that we planned for a loss, we performed well and lost less than expected, and most of that loss is unrealized.

# What Our Funding Provides

Our funding supports three primary areas of our operations:

- **Girl Scout Programming: 81%**  
 2022 Expenses: \$13,767,161  
 2021 Expenses: \$11,668,666
- **Management and General: 13%**  
 2022 Expenses: \$2,148,285  
 2021 Expenses: \$2,016,215
- **Fundraising: 6%**  
 2022 Expenses: \$936,627  
 2021 Expenses: \$906,078



**Total Actual Expenses**  
**\$16,852,073**

We look at three benchmarks to assess our performance:

1. Charity Navigator, the nation's largest charity evaluator, gives the highest rating to nonprofits with management percentages below 15% and fundraising percentages below 10% (total of 25%).

2. The Better Business Bureau (BBB) has a separate charity rating site (give.org) that recommends a maximum overhead of 35% of total expenses.

3. United Way recommends that its funded organizations have total overhead costs between 15%-25%.

Our Overhead for 2022 was 19%, meeting all three measures.

## Expenses Funding Breakdown

| Funding Source   | Girl Scout Programming |      | Management and General |      | Fundraising |      |
|------------------|------------------------|------|------------------------|------|-------------|------|
|                  | 2022                   | 2021 | 2022                   | 2021 | 2022        | 2021 |
| Product Program  | 77%                    | 94%  |                        | 97%  |             |      |
| Philanthropy     | 9%                     | 3%   | 0%                     |      | 100%        | 100% |
| Programming Fees | 5%                     | 2%   |                        |      |             |      |
| Administrative   |                        |      |                        |      |             |      |
| Other            | 8%                     | 1%   | 100%                   | 3%   |             |      |

# What Our Funding Provides

## Changes in Funding from FY21 to FY22

The Girl Scouts of Western Washington Board of Directors anticipates a four to five year recovery from COVID-19 due to the significant loss of membership impacting all areas of our revenue. For our council, 2022 was a year of recovery and we made strong improvements in almost every area of the organization. Cookie sales rebounded thanks to the return of Girl Scout sellers, our camps reopened for programming and site-reservations, and our community continued their investment in our mission.

## Girl Scout Program Expense Details

The majority of our expenses (80%) benefit Girl Scout youth and adults through direct services and support.

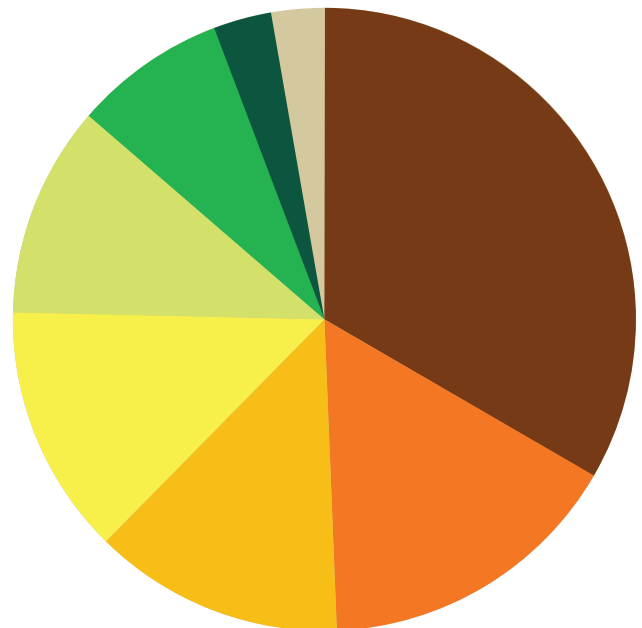
- Product Program: **31%**
- Troop Support Services: **16%**
- Camp Program and Property: **13%**
- Non-Camp Programs: **13%**
- Community Engagement: **11%**
- Member Support Services: **8%**
- Financial Assistance: **4%**
- Retail Sales: **4%**

“It made me really happy to see that I was influencing girls in a positive way. I feel like I can be that person for these girls to look up to and talk to and strive to grow into as they keep going through their Girl Scout journey.”

- *Girl Scout Tierney*



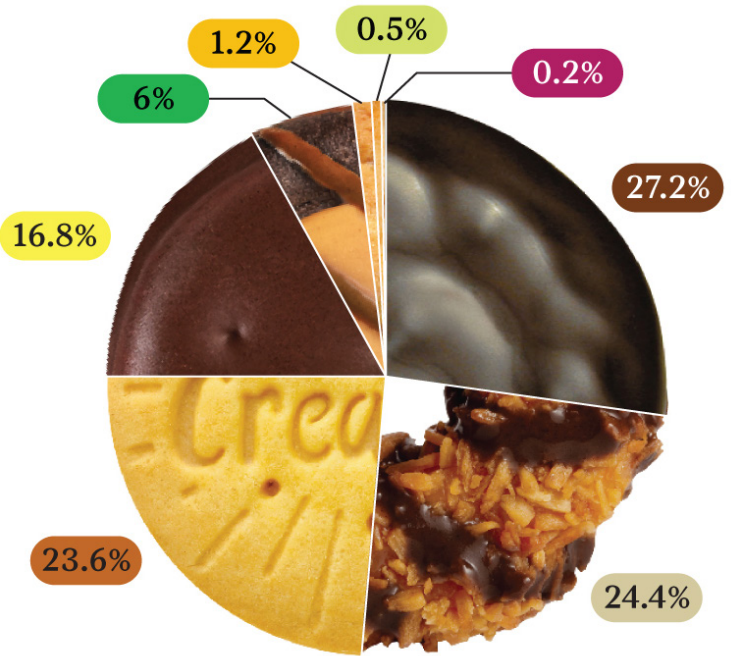
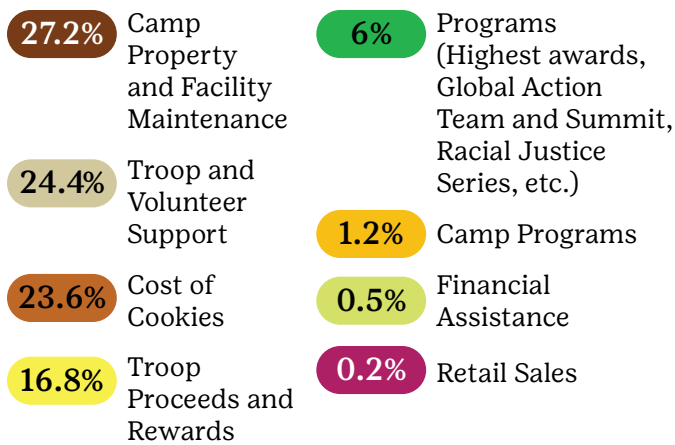
All combined, revenues came in 20% above the prior year, expenses came in at plan, and we ended the year with a solid operating result for the year and better than budget.





# What Our Funding Provides

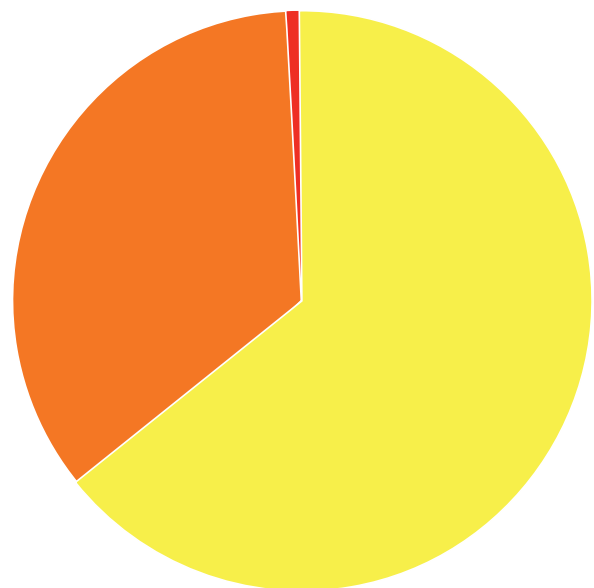
## The Girl Scout Cookie Program Funds:



## Philanthropy Funds:

Management and general expenses help keep our services available and accessible.

- Unrestricted (General Operations): **39%**
- In-Kind Goods and Services to Support Our Mission: **1.15%**
- Restricted: **60%**
  - Girl Scout Programming: **36%**
  - Diversity, Equity, Justice, and Inclusion Initiatives (including financial assistance): **19%**
  - Camp Operations: **44%**
  - Regional/County Operations Support: **1%**



# Our Council Priorities

## Stabilizing Our Council:

- Recrafted the leadership model within the organization and established trust and model transparency across the council.
- Reduced staff turnover from a 41% turnover rate in March 2022 to a current rate of 0.9% (measured over a 6-month rolling period).
- Started a year-long project to create “Cookbooks” for every role within the organization creating succession plans for each position and capturing the institutional knowledge of every staff person and their roles.

## Diversity, Equity, Inclusion, Racial Justice, and Belonging (DEIRJB):

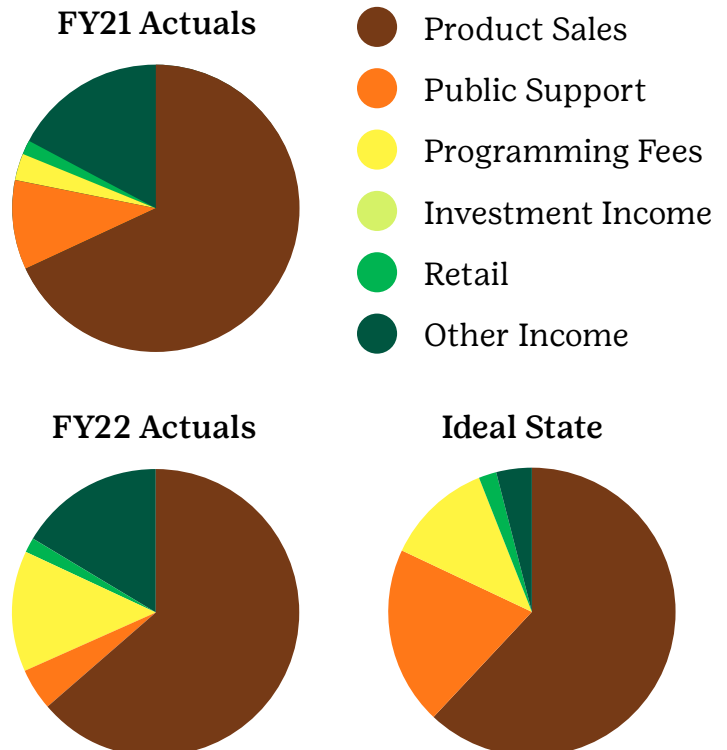
- Renewed our commitment to DEIRJB to support organizational growth, development, strategy, and goals.
- Created and established our Umoja Affinity camp for Black and African American families taking place this spring.
- Hosted first-ever LGBTQIA+ overnight camp at Camp Robbinswold.

## Diversify Our Funding:

- Due to Boeing staff’s belief in our programming and new leadership, we received the largest Boeing grant in our council’s history to support our signature aviation, aerospace, and space science program.
- Worked with a nationally recognized consulting company, Kaleidoscope, to fully assess our properties, expand our capacity, support staff, offer camping experiences to new partners, and garner more revenue.
- Hosted a record-breaking Glamp fundraiser at Camp River Ranch in September 2022.

“Overall, joining the WING Girl Scout Squadron was one of the best decisions I’ve made. It provided me with a wealth of new experience, helped me develop my skills, and allowed me to connect with a community of individuals who share my passions for aviation and aerospace.”

- *Girl Scout Nikhita*



# Capital Investments



**FY22 Capital Investments = \$515,193**



## **Camp St. Albans**

New Boat Dock, Compost System



## **Camp River Ranch**

New Swim Dock, New Water Tower, Fire Pump and Water System Upgrades, Lodge Kitchen Upgrades



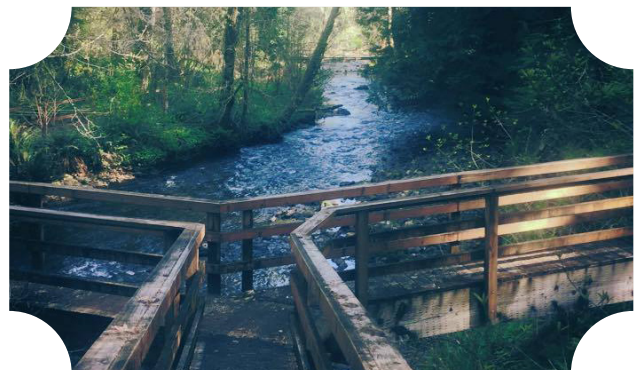
## **Camp Robbinswold**

Sea Kayak Fleet Upgrades, New Safety Boat Motor



## **Camp Lyle McLeod**

Septic Upgrades



## **Camp Evergreen**

Lodge Upgrades, Pest Control

# Our Members

## By Grade Level

Daisies (K-1)



Brownies (2-3)



Juniors (4-5)



Cadettes (6-8)



Seniors (9-10)



Ambassadors (11-12)

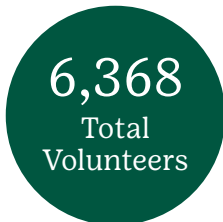


“Now that I am in a troop as the oldest girl, I like showing my younger troop members the ways of being a good Girl Scout and giving back and being the torch-bearer to keep them motivated to evolve into future leaders like I feel I have.”

- Girl Scout Tierney



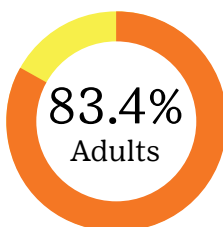
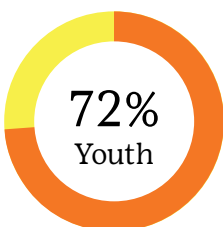
## Membership Reach



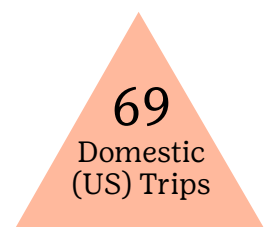
## Highest Awards Projects



## Retention Rates



## Travel, Near and Far



# Girl Scouts Making a Difference

## Financial Assistance

Total awarded:

**\$192,830**  
Youth

**\$14,991**  
Adults

Number of grants awarded:

**2,718**  
Youth

**478**  
Adults



Number of grants per type:

**3,196**  
Total Number of Grants Awarded

**692**  
Troop  
Dues

**677**  
Supply  
Vouchers

**138**  
Events

**1,366**  
Membership

**139**  
Staff-led  
Overnight Camp

**185**  
Volunteer-led Camp

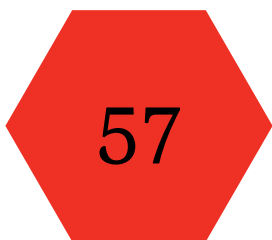
## People of Color and Hispanic Ethnicity:

**27%**  
Hispanic  
or Latino

**7%**  
Not Hispanic  
or Latino

**66%**  
Choose Not  
to Share

# Our Girl Scout Volunteers



Volunteer Learning  
Facilitators



Intern Facilitators  
Trained



Online Courses  
Completed In Gslearn



The Norma Raver Award calls for several distinct and separate accomplishments for the recipient. They must have demonstrated the ability to inspire and motivate others; they must support the goals and objectives of the council and they must have done this for a long period of time. Carol has served Girl Scouts in a variety of ways including as troop leader, service unit leader, and board member.

According to one nominator, "Carol Wheeler is one of those exceptional volunteers with the Girl Scout organization that is not only known and loved by everyone, but also admired and respected. She is a true representation of a strong, caring, accepting, generous, talented... an adult Girl Scout."



# Our Girl Scout Troops

80  
Service  
Units

87  
Service Unit  
Managers

1,376  
Girl Scout  
Troops

3,087  
Troop  
Leaders

502  
New  
Leaders

85.4%  
First Year Leader  
Retention



Average Troop Size: 10 Youth Members 2 Adult Leaders



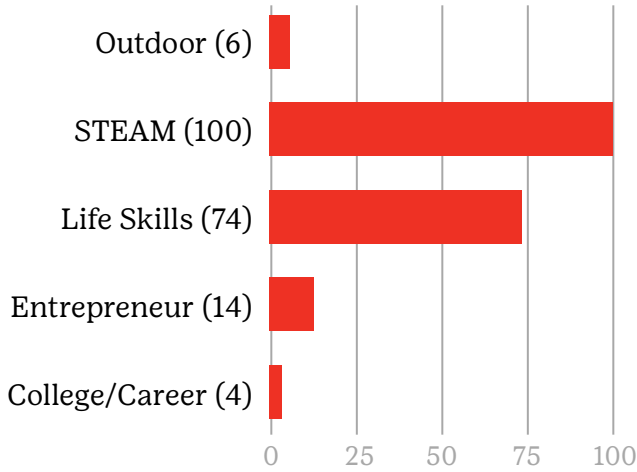
“This whole project was really the Girl Scouts dragging us along. They asked the questions, they called out the inequity, and their passion drove it all forward. Now, they’ve talked about it in front of our service unit, at the county council meeting, and to many more adults. It’s been incredible to see them grow and build confidence by making real change in their community.”

- Girl Scout Troop Leader Tiffany



# Our Programming

## Programs Offered by Pillar



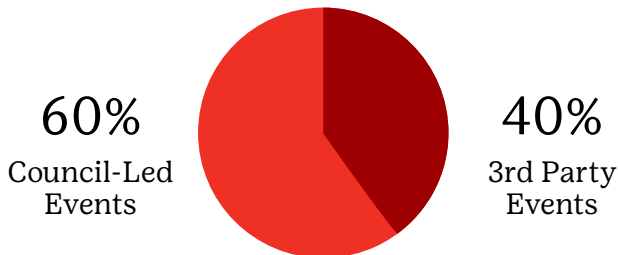
65%  
Fill Rate  
*(registered to capacity)*

83%  
Attendance Rate  
*(attended to registered)*

198  
Events  
Held

3,413  
Attendees

**Note:** At the beginning of the 2022 membership year, we had five program managers. By Q3 we lost our K-5 Program Manager, and by Q4 we also lost our K-12/ Signature Programs Program Manager. The loss of these positions had a great impact on the number of events we were able to offer.



**Note:** By the end of the 2022 membership year, we had just over 30 third party program partners. The Program Manager for Community Partners created a partner on-boarding program that increased the number and enhanced the quality of the partners GSWW worked with during the year. Additionally, for the first time, we began charging a \$50 fee to become an approved partner.



# Our Camps

4,226

Attended Girl Scout  
Camp Programs

2,280

Attended Volunteer-Led  
Day and Twilight Camps

542

Visited Camp  
Robbinswold  
Through Overnight  
and Family Camps

685

Visited Camp River  
Ranch Through  
Overnight and Family  
Weekend Camp

719

Attended Volunteer-Led  
Community Camps



“As much as we try to get the kids to go and enjoy being outside, camp brings it to another level—they can’t avoid nature when they’re playing, sleeping, and living in it for a week. At camp, Lara gets so much more knowledge about where we live and the diversity of plants and species. I think it’s really important for kids to have that, especially if they’re newer to the area.”

- *Veronica, Parent of Girl Scout Lara*

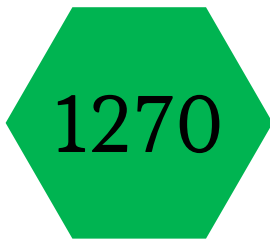


# Our Donors and Partners

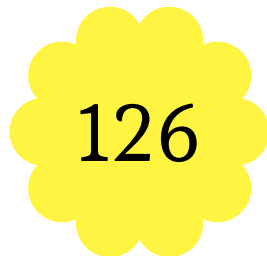
The success of Girl Scouts in fulfilling its mission to build young people of courage, confidence, and character is made possible by the generous support of our community. Below we highlight the collective impact of our donors who believe in our vision and invest in the next generation of female and non-binary leaders.

Together, we have encouraged Girl Scouts to develop skills and traits that will serve them throughout their lives, and we are grateful for the

commitment and dedication of our supporters to create a brighter future for young people across Western Washington.



Individuals



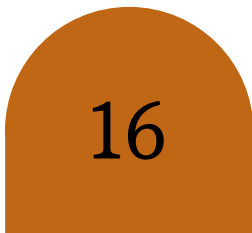
Corporations and Employee Giving



Family Foundations



United Way



Foundations and Grant Makers



Troops



Corporate Foundations



Government



“I was thrilled to participate in Girl Scouts’ Discovery Flights through the WING Squadron! I learnt about airplane mechanics and safety protocols. However, the most unforgettable part of the experience was being able to fly an aircraft from Boeing Field to Bremerton Airport as the copilot.”

- *Girl Scout Nikhita*





Thank you  
for making  
this past year  
possible!

