



55TH NATIONAL COUNCIL SESSION

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Stewardship Report

55th National Council Session

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A Letter from the National President and the Chief Executive Officer

As we prepare this 2020 Stewardship Report, the world is vastly different than a year ago, let alone three years ago. The COVID-19 pandemic has upended our daily lives in ways we never imagined, presenting us with enormous unforeseen challenges, and the country is rightly accelerating its awareness of systemic racism. These challenges also present significant opportunities for our innovators and possibility thinkers. We know that we will not be returning to our previous normal, but with our mission squarely at the center, we can create the tools we need to give our girls a new future and opportunities to gain the skills they will need to thrive. It's all about the girls.

With the arrival of COVID-19, we came together as a Movement in an unprecedented way to ensure that Girl Scouting thrives, working quickly and nimbly to make decisions while mitigating as much as possible the human and business disruptions this global pandemic has created. Our approach has been to lead with Girl Scout values to contain the impact to our Movement, strategically lay the foundation for recovery, amplify our digital experiences, and ensure fiscal responsibility.

In early March 2020, Girl Scout councils and GSUSA went fully remote, working diligently to maintain programming while keeping our girls, volunteers, and staff safe. Our iconic Girl Scout Cookie Program went 100% digital as booth sales and deliveries had to be paused indefinitely during what was still the middle of cookie season for many councils and before a few even began their seasons. We also shifted to fully virtual Girl Scout experiences through [Girl Scouts at Home](#).

In April 2020, the National Board made the incredibly difficult but necessary decision to cancel G.I.R.L. 2020, including the Global Roundtable, and hold a one-time—historic—virtual meeting for our 55th National Council Session in October 2020. Recognizing that the safety of our girls, their families, our volunteers, and our supporters across the country and the world is paramount, we knew this was the right decision.

Since our time together in Columbus, Ohio, for G.I.R.L. 2017, we have moved forward together as a more unified Movement. We launched cutting-edge programming in our four pillars—the outdoors, entrepreneurship, STEM (Science, Technology, Engineering, and Mathematics), and life skills; and we collectively committed ourselves to growth, strengthening our organizational alignment and continuing our data and technology infrastructure alignment and transformation. Significantly, all that we have accomplished over the past three years enabled our quick organizational pivot to virtual Girl Scouting during COVID-19.





One of our most significant accomplishments was collectively facing an unprecedented threat to our organization—the biggest in our history—in the form of increased marketplace competition. The Girl Scout Movement’s future was in our hands—and we joined together as one aligned organization to proudly own the “girl” in “Girl Scouting.” We articulated a multi-faceted marketplace position strategy that we infused into every organizational workstream, positioning Girl Scouts as the most impactful leadership experience for girls.

Girl Scouts has scale, reach, and experiences that are unrivaled. Over the past three years we have brought these elements together to tell our story in a way that resonates with business leaders, community leaders, and parents—the skills girls learn in Girl Scouts give them competitive advantages in life. We are fueling the workforce pipeline with the change makers the world needs.

The past teaches us much, but the key is where we go from here. Now more than ever, the world needs Girl Scouts; our mission has never been more relevant. But we need to continue to ask ourselves the difficult questions around our strategy and how we best bring it to life to ensure we remain relevant in this new landscape. We need to be bolder than we have been in the past for the sake of the girls we serve—and those we have yet to serve.

We have strived to be an inclusive organization, but we recognize that we have fallen short and have a great deal more work to do. We want our membership and leadership across the Movement not only to reflect the demographics of our country, but also we want to be known as the organization that WELCOMES all girls. We know that all girls, regardless of race, religion, or socioeconomic background, deserve to be part of a sisterhood that teaches valuable life skills—skills that set them up for success and that are useful throughout their lives.

Girl Scouts is committed to a strategic priority focus on Diversity, Equity, Inclusion, Access (DEIA) and Racial Justice to ensure current and future members have access to an equitable and inclusive Girl Scout experience. Our priority is to ensure that we take a leadership role in eliminating racial injustices and inequalities in order to build a more inclusive, actively anti-racist organization. In January 2020, we launched our DEIA work across the Movement, and in June 2020 we announced Girl Scouts’ anti-racism pledge elevating DEIA and Racial Justice as a Movement priority and outlining the associated actions we are taking at all levels of our organization with regard to leadership, staff hiring practices and training, and support for our girls and volunteers. This is an opportunity to come together and lock arms with our girls on this critically important work. (Read more about our efforts to date on DEIA and Racial Inclusion on pages 11–12.)

Every day, Girl Scouts across the country are living our great Girl Scout mission, exploring their worlds, leaning into the tough issues, solving problems, and charting their own unique leadership journeys. They transform their lives and their communities by drawing on the core Girl Scout values of courage, confidence, and character to make an impact on issues they care about through Take Action projects and badge work. In the midst of our current health crisis, girls have been connecting, creating, and collaborating in new ways and embracing the possibilities for effecting change during our current crisis.

It is with a great deal of passion and commitment to our mission that we acknowledge our accomplishments over the last triennium, address our challenges by asking the difficult questions, and set a course for stability and membership growth with a transformational girl experience going forward. Like true go-getters, innovators, risk-takers, and leaders, we are thinking creatively and acting boldly as we harness our G.I.R.L. spirit to tell our Girl Scout story, claim our leadership in the girl space, and continually innovate to bring girls experiences they can't get anywhere else.

We are so appreciative of the legacy that Sylvia Acevedo has left behind after four years as CEO of GSUSA. She helped propel our organization forward to be more relevant in the 21st century and worked to ensure the girls of today become the creators, innovators, out-of-the-box thinkers, and leaders of tomorrow.

Thank you for everything you do to support Girl Scouts. Together we are navigating these challenges, strengthening our Movement, and creating a brighter future for girls and our world.



Judith Batty
Interim Chief Executive Officer



Kathy Hopinkah Hannan
National President



National Strategy and Network Alignment: The Strength and Position of Our Movement

Girl Scouts' mission remains as relevant today as it was when Juliette Gordon Low organized that first troop meeting in 1912. We remain grounded in our traditions, while always thinking creatively to ensure we remain relevant to today's girls, reflecting our founder's embrace of innovation as an inventor and patent holder.

Over the past century, enormous societal changes and technological innovations have continually challenged our Movement to keep up with the times as we strive to serve girls. There is a lot more competition for girls' time and attention, from a host of other out-of-school activities to seemingly limitless options for connecting with friends and sources of entertainment via the internet and digital devices. These and other direct and indirect competitors are why we need to make sure that girls and their families know that joining Girl Scouts is the single best thing they can do with their time—not just in the here and now but for the good of their futures.

We need to serve more girls by providing the best foundational Girl Scout experience. In order to do so and expand the reach of our mission, Girl Scouts needs to attract more dedicated and qualified volunteers while transforming the volunteer experience with greater training and more supportive tools. We must also leverage our significant brand value, programming, and property assets in creative ways, and reimagine revenue sources that align with our mission. (For an example, please see the section about One GS Media on page 49). As an imperative for the future, we need a relevant brand that resonates with all girls and their parents from all communities, and our organization must reflect the communities we serve, from our board and leadership composition to our staff and volunteers.





With our eyes focused firmly on these mission-critical needs, our strategic work over the past three years has been undergirded by five important themes: 1) reaching and serving more girls from all communities, (2) delivering a consistent, quality, and outcomes-driven girl program, (3) increasing society's investments in girls, (4) operating like one organization moving in one direction, and (5) speaking with one strong brand voice.

The strongest elements of this work included the continued development of robust, cutting-edge programming for our girls; investments in IT infrastructure, including the deployment of the Customer Engagement Initiative, which created a common operating model across the Movement; reimagining the cookie program from baker to girl, including increasing the use of mobile payments and girls' virtual cookie sales via the Digital Cookie platform—the Digital Order Card and Smart Cookies; strong brand awareness and recognition; and strengthened network alignment and collaboration.

Because of our network alignment, we took quick and nimble action in the wake of the COVID-19 outbreak. We pivoted to a 100-percent virtual experience with [Girl Scouts at Home™](#), enabling us to keep our girls—especially our older girls—engaged and connected to each other across geographic boundaries, through live events and online badge experiences that they can participate in and complete at home. And we created [Girl Scouts Cookie Care](#), a national online platform that enabled councils, girls, and troops to keep their cookie sales going and generated \$9 million for the Movement.

As we move forward with the work on our three-year Movement strategy, we have an incredible opportunity to work as partners to build a stronger and more innovative Girl Scout Movement that impacts and inspires more girls. Over the next three years we intend to provide a connected, high-value experience that blends in-person and virtual activities, mobilizes champions of girls, is reflective of the girls in our communities, and gives girls a platform to change the world. Based on analysis from the Girl Scout Research Institute, focusing on three segments composed of both current and potential members—Daisy and Brownie troop leaders, Latinas (who make up 25% of girls nationally), and older girls—will yield the biggest impact in achieving our goals.



The Power of Collaboration

Over the past three years we have unified and mobilized our Movement, collaborating across the organization and speaking with one voice, to champion Girl Scouts as an unrivaled leadership experience for girls, with decades of proven program outcomes. The successful adoption of a common operating platform across the organization was a game changer that has enabled much smoother and quicker information and data sharing, and a more unified Movement-wide web presence across council and GSUSA sites. We now have shared tools—a compelling and successful digital platform for girls to run their cookie sales and a digital volunteer toolkit more in line with how our volunteers live their lives, making their roles easier. (You can read more about our data transformation on pages 32–33.)

GSUSA and councils are also using their power to close the gender gap in STEM fields, leveraging our scale and reach to provide more STEM experiences to girls from all communities across the United States. Girl Scouts is the largest national effort that provides girls the 21st century STEM skills the American workforce needs, at scale and with positive outcomes in rural, urban, and suburban communities. In 2019 alone, Girl Scouts across the country collectively earned more than 1 million STEM badges. In the same year, with the launch of 42 new badges for girls in grades K–12, our comprehensive lineup of STEM badges included everything from robotics to space science exploration; citizen science; coding for good, which includes coding basics, digital game design, and app development; cybersecurity; and more, all uniquely developed for girls of all ages. (Read more about our STEM programming on pages 21–22.)





Growing Our Movement

As a Movement, our mission’s fundamental principle is to deliver Girl Scouts’ life-changing programming—and to also reach more girls with this programming to grow our membership sustainably, increase our impact, and prepare the next generation of leaders. This remains a challenge, and we recognize that we have much more work to do to achieve long-term growth.

Over the course of the last triennium, we shifted to a mindset that focuses on sustainable growth and that reflects the reality of the competition for volunteers’ and girls’ allegiance and time. We are focused on supporting councils and improving council health, most notably in the areas of sustainable membership growth across market segments, additional council capacity to ensure consistency of mission delivery and quality, and development of a stronger customer service culture.

In April 2019, 450 council and national staff attended a productive and very well-received National Membership Conference in Reno. This conference was a big step forward in aligning the Movement on growth opportunities and driving home the need for us to move together. Conversations highlighted key near-term priority areas, including:

- Targeted K-3 recruitment in communities with low market share
- Delivery of a great experience to girls during their first year of Girl Scouting
- Continued drive to retain girls from Daisy to Ambassador
- Exceptional service mentality throughout the organization
- Cross-council membership planning

Thanks to the hard work accomplished in the wake of this conference, we ended 2019 with 41 councils growing, compared to 36 councils growing the previous year, with 7 councils reaching more than three years of multiyear growth—a sign of an improvement in the overall health and capacity of councils. In addition, girl retention grew by more than 1%; more than 10,000 adults purchased lifetime memberships, providing \$250,000 to councils to sponsor girl memberships; the number of girls identifying as Latina/Hispanic grew for the second year in a row; and we surpassed our stretch goal of 75,000 for new extended year members, above the 49,000 recruited in 2018. Nonetheless, we understand the unique challenges to membership as a result of COVID-19 and DEIA, and we look forward to sharing additional information as we close this current fiscal year.





Diversity, Equity, Inclusion, and Access (DEIA) and Racial Justice: A Movement Priority

One component of our Movement Growth Strategy is DEIA and Racial Justice, with the goal of building an actively anti-racist organization. DEIA is critical to staying relevant and growing the Movement and affects all aspects of our organization, from council boards and staff, GSUSA's National Board and staff, and, most importantly, membership. Our Movement should reflect the demographics of our country so that we are serving all girls.

In summer 2020 we stood up a DEIA/Racial Justice Board Advisory Committee to provide the vision, strategy, and accountability for this work, leveraging the expertise and passion of several board members in the DEIA space. This committee is the initiative's strategic arm and reflects our commitment to the work for the long haul, with Movement-wide accountabilities. Council board chairs and CEOs will participate, along with two Gold Award Girl Scouts.





We also formed a DEIA Steering Committee focused on identifying operational barriers, challenges, and opportunities, as well as Council Thought Partner and GSUSA Engagement Groups to implement the DEIA/Racial Justice strategy and priorities by innovating, delivering, and providing measurements, outcomes, and feedback.

Although this DEIA and Racial Justice work is multi-faceted and requires us to move forward on a number of fronts, we are focusing first on the anti-racism component, as racism goes against the core values of Girl Scouts—and we stand with the Black community, particularly Black girls and women and their families. As part of this important work, we are having difficult and honest conversations about how we can use the reach, scale, and strength of our aligned network to meaningfully contribute to building a world that not only values Black lives, but one where Black girls can reach their full potential. This work is ongoing, and we want and need all voices at the table.

In June 2020, we launched [Girl Scouts' anti-racism pledge](#) and encouraged all Girl Scouts—including girls, families, volunteers, alums, and staff, along with all Girl Scout supporters and vendors—to sign the pledge, commit to taking action to make the world a more equitable place, and spread the word among colleagues, friends, networks, and members. We also hosted listening sessions with council CEOs to inform the purpose, intended outcomes, and composition of the DEIA operational steering committee and engaged with the G-TEAM—26 young women from across Girl Scouts and Girl Guides who have played a central role in planning all aspects of our convention—in DEIA/Racial Justice dialogues.

Although Girl Scouts has acted to counter racism, we know we have enormous work ahead of us to build a truly anti-racist organization. We are prioritizing these efforts, both on an individual level and on an organizational level, to encompass every aspect of Girl Scouting. Girl Scouts of the USA and all 111 Girl Scout councils will engage in challenging discussions, centering voices we haven't listened to in the past, acting with integrity, and learning from any missteps. We pledge to never stop working to create the just and equitable world that girls, and all of us, deserve.



Harnessing the Value of One of Our Girl Scout “Jewels”

Girl Scouts is in a truly unique position as one of the few organizations in the United States with the reach and scale to positively impact the workforce pipeline with our membership, programming, and property assets. In November 2019, we initiated a reevaluation of our Movement’s 90,000+ acres of property—one of our Girl Scout “jewels”—to better support and deliver our programs to girls.

Over the last triennium we made great strides on a Movement Properties Strategy that addresses council property concerns, increases network alignment, and establishes a legacy of stewardship for Girl Scout council properties to better serve girls. The four key focus areas of the property strategy are program impact, stewardship, competitive advantage, and sustainability.

A core component of this strategy is shifting how we view our property portfolio. Rather than treating properties as liabilities and financial burdens, properties should be considered assets that support council operations and program delivery.

Through this work we are answering the questions of what facilities councils need, where they are needed, and how those facilities can best support our mission and objectives. Currently, property data is being consolidated, enriched, and refined into a baseline property analysis report for each council that will:

- Highlight membership growth opportunities, examining which markets can best support growth and why;
- Optimize asset utilization and align facilities and service units to best serve all Girl Scout communities; and
- Identify community, corporate, academic, alum, and other partnerships that may be beneficial to Girl Scout facilities and properties.

In addition to the individual council reports, we are also identifying the top opportunities to support the financial health of the Movement, establishing consistent council benchmarking, identifying best practices, and moving toward self-sustaining properties.



Alignment Around Shared Services

The Shared Services Initiative is focused on reimagining revenue procurement and effective operations in order to achieve Movement-wide financial benefits and collective vendor management.

This work has focused on:

- Strategic procurement—combined purchasing for program materials, staff benefits, and administrative tools to increase cost efficiency
- Shared staff training—common training to develop key staff skills across councils
- State or regional shared services—collaboration and coordinated activities to maximize resources across councils in a state or region

We have made good progress on the strategic procurement workstream, negotiating confidential terms that have elicited cost savings for the Movement. The Procurement team is also working with medical/vision/dental benefits providers to assess how this type of partnership can work going forward. Other shared service opportunities under investigation include office supplies, equipment leases, licenses, subscriptions, and data and analytic resources.

We launched the shared staff training workstream using our new adult learning platform gsLearn, which helps learners develop a stronger connection to the Movement while providing them with the tools they need to thrive in their roles. It also provides training that is consistent across councils. Any adult with an active year membership can access gsLearn after council activation. To date, 72 councils have activated gsLearn. Our goal is to have all councils using the platform before the end of the 2020 membership year.

As part of the shared services research, Florida councils played a significant role and made the decision to legally form the Girl Scouts of Florida Association, a pilot state association. This will help increase market and brand awareness, as well as support their opportunities to leverage potential shared services. We are piloting their efforts to see if there are opportunities for other large states with several councils to form similar alliances.





The Case for Girl Scouts in Today's World

The Girl Experts

The year 2020 marks the twentieth anniversary of the Girl Scout Research Institute (GSRI)—the applied research arm of GSUSA. GSRI ensures new national programming is pilot-tested with girls and troop leaders, assesses the impact of Girl Scouting, conducts customer-centric research to help understand and improve on the Girl Scouting experience, and engages in cutting-edge thought leadership research to ensure Girl Scouts is ready to support the evolving needs of girls.

New research reports from GSRI have provided insight into how to support girls' leadership across our pillar areas—and have demonstrated the impact of the Girl Scout Leadership Experience.

Released in 2019, *Decoding the Digital Girl* helps us understand how youth are stepping into digital leadership roles. This report examines leadership in the digital space, which incorporates not only technological expertise but how one uses their digital experiences to improve their lives, their communities, and the world.

The report found that half of girls and boys are digital leaders, and while they do not differ significantly when it comes to digital leadership overall, boys outperform girls in feeling confident in their tech skills. The report provides insight into the opportunities and challenges for supporting girls in this space. For example, parents tend to treat their daughters and sons differently when it comes to freedom of tech use, and this can potentially stifle leadership—since when parents and caregivers have a positive outlook on technology, their girls are more likely to be digital leaders.

Identifying how STEM inequality still occurs in the classroom and at home helps Girl Scouts to disrupt assumptions about girls being less adept at—or interested in—technology. This is why our STEM programs are so successful in increasing girls' interest, confidence, and competence in STEM. They give girls the training, mentoring, and hands-on experiences to help them understand the value of STEM to society and the options for their own related career paths. *Decoding the Digital Girl* found that Girl Scouts are more likely than non-Girl Scout girls to be interested in STEM fields and tech careers and to maintain this interest through adolescence, even while other girls show a drop in interest during adolescence.

Our commitment to eliminating barriers to access and providing fun and exciting programs that engage girls of all ages in topics like web design, robotics, computational thinking, cybersecurity, and engineering give girls the tools to empower themselves with the knowledge, skills, and hands-on experiences they need to thrive in the interconnected world we live in and to become the digital leaders of tomorrow—in cybersecurity, coding, computer science, and beyond.



In the last triennium GSRI introduced standardized outcomes for outdoor-specific programming, helping the Movement demonstrate the impact of our pillar programming in this area. The 2019 report, *Girl Scouts Soar in the Outdoors*, shows that connecting Girl Scouts to outdoor experiences enhances their confidence, competence, and interest in, as well as their commitment to, environmental stewardship. When girls participate in Girl Scouts' outdoor programming, they learn to engage safely and responsibly in a range of outdoor activities (gaining competence); develop a love of nature and an interest in the natural world; gain confidence in their ability to take on new challenges and learn from and succeed in them; and come to understand how their behaviors impact the environment and what they can do to protect the natural world.

Entrepreneurship is also a foundational element of the Girl Scout Leadership Experience and is crucial for encouraging generations of Girl Scout alums on their career path as business leaders. To better understand how Girl Scouts can best support girls in this space, GSRI published *Today's Girls, Tomorrow's Entrepreneurs* in late 2019. With this report, GSRI set out to understand how girls today think and feel about entrepreneurship, how they experience and engage in entrepreneurial activities in their lives, and what hurdles might be contributing to the gender gap in business and entrepreneurship.

This report also launches our definition of an entrepreneurial mindset, which all future entrepreneurship programming will aim to support. To many, entrepreneurship is synonymous with start-ups or capital ventures. But as this research explains, at Girl Scouts, we know that entrepreneurial innovation can also be used to solve social problems and make the world a better place.

The great news is that many girls are already on an entrepreneurial path. What we learned is that more than three in four girls express interest in becoming an entrepreneur in the future; and Black and Latina girls are even more interested. As a testament to our cookie program and financial literacy badges, Girl Scouts outshine their non-Girl Scout peers: 91% of Girl Scouts are interested in being an entrepreneur in the future, compared to 71% of other girls.

But many girls also see their gender as a stumbling block—and that's where Girl Scouts comes in. Through our entrepreneurship focus, Girl Scouts is addressing the early causes of women's underrepresentation in business and working to close the leadership and wage gap. We have used the findings from this research to inform our new entrepreneurship badge and program development—and the learnings are an integral part of our Entrepreneurship pillar strategy. Girl Scouts is committed to giving girls the opportunities and experiences they ask for, including access to more programs and mentorship.

If girls are left out of the entrepreneurial space, they can suffer from long-term financial and career consequences that contribute to the leadership and wage gap between men and women. And when girls' and women's ideas for how to change the world aren't put into action, the economy loses revenue and society loses ingenuity. But encouraging girls' interest in entrepreneurship prepares them for any future career of their choosing. The social and emotional qualities that make up an entrepreneurial mindset like curiosity, confidence, and innovation, are crucial for all types of academic and career success. Building such skills prepares girls for workforce readiness no matter where they go or what they decide to do.



Workforce Talent Pipeline and American Competitiveness

Today, people have questions about the future of American competitiveness. Girl Scouts is the answer. We are fueling the workforce talent pipeline with the next generation of true problem-solvers, out-of-the-box thinkers, and creative collaborators.

Girl Scouts believes in the critical importance of girls being in the STEM workforce pipeline to ensure that, in the future, women are in the rooms where it happens—whenever and wherever important and impactful decisions are made about issues ranging from new technology product development to the security of our financial systems, our voting systems, our data systems, and our national defense.

This triennium, we launched compelling new programming that includes dozens of new badges in everything from coding to app development, cybersecurity, game design, and outdoor high adventure. Since we launched our first round of Cybersecurity badges in the fall of 2018, girls have earned more than 150,000 cybersecurity badges. In 2019, girls earned more than 780,000 Outdoor badges and 1 million STEM badges. (Read more about our cutting-edge programming starting on page 21.)

At Girl Scouts, we believe that gender should never be a barrier to equal opportunities for success or an obstacle to attaining leadership positions in a multitude of industries and specialties. Our focus is on building girl leaders, while also strengthening our country's talent pipeline and ultimately increasing the number of female leaders and decision-makers.

The Power of the Cookie

The Girl Scout Cookie Program, which produces 70% of our Movement's revenue, is the largest entrepreneurial and financial literacy program for girls in the world. Girls have, sadly, never been a philanthropic priority in America, and the cookie program has allowed the Movement to self-finance and fund its programming for girls, while also giving girls the opportunity to build business skills and acumen that they can use throughout their lives. When the cookie sale was first instituted more than 100 years ago, it was a game changer for the Movement, as it allowed Girl Scouts to become a financially independent, female-run nonprofit organization.

The cookie program is a valued Movement asset and, in order to protect and sustainably grow it, we need to address the gaps, vulnerabilities, and inefficiencies that have a negative impact on cookie program stakeholders. In advancing the cookie program for the future, the goal has been to create a better experience and improved outcomes for all customers: councils, girls, leaders, parents, and consumers.



In setting out our strategy for advancement of the program, we faced a number of challenges:

- Our cookie operations were built on complex transactions, a burdensome model, and an inefficient supply chain.
- The legal terms and conditions were outdated and not advantageous for the Movement.
- Our baker-specific technology limited council choice and baker model options, and it wasn't integrated with our customer relationship management platform, Salesforce.

All of this led to brand challenges, instances of stakeholder disillusionment, and a failure to maximize business opportunities. The cookie program redesign work enables us to:

- Make cookie program participation more attractive and meaningful to girls, families, and volunteers;
- Meet evolving consumer expectations;
- Create less burdensome cookie program operations;
- Define the appropriate baker model to ensure it supports our future vision; and
- Manage costs to maximize profitability.

We established a GSUSA Board Cookie Task Force that first focused on advising on: (1) future baker strategy, (2) baker licensing contract strategy, and (3) IP strategy. The goal is to help rebalance the baker and Movement relationship.

Our priority actions for this effort have included:

- Renegotiating historic baker contracts
- Developing and communicating the future baker model and the plan for reaching this future state
- Developing a cookie forecasting tool
- Exploring opportunities to provide frictionless transactions to consumers making cookie purchases
- Framing requirements for a future baker-agnostic cookie technology
- Evaluation of supply chain and delivery of cookies, including development of a potential future-state vision and the process that will get us there

We have made great progress on a number of these actions. Early in fiscal year 2019, we successfully renegotiated our cookie baker contracts, which included significant changes such as all new cookie names are owned by Girl Scouts and there is a comprehensive product development process and an annual portfolio review in place.



With regard to payment processing, we completed a contract with FiServ, a global leader in financial services technology, for payment processing on membership, activities and events, and cookie point-of-sale (POS). The lower rates achieved through this arrangement will save GSUSA on membership processing fees and both GSUSA and councils hundreds of thousands more from lower rates on processing for both activities and events and cookie POS. This is a real example of what we can accomplish when we harness the scale of our Movement—we can generate savings that will benefit both councils and GSUSA, and reduce the complexity associated with managing multiple vendors.

We are moving forward to create sustainable packaging for the cookie program through the creation of a next-generation cookie box that supports economic, environmental, and social vitality, designed to be fully compostable, recycled, or reused in support of the circular economy. This is values driven for us. It is what our girls are demanding; it places us as leaders in the consumer products industry; and it empowers girls of all ages with an environmental responsibility story that resonates, while they are also building their entrepreneurial skills.

A New External Campaign to Support the Cookie Program

In 2019 we launched the Think Outside the Cookie Box campaign with the goal of reinforcing the impact and value of Girl Scouts and educating the Movement and consumers on the Girl Scout Cookie Program, Girl Scouts' entrepreneurship programming pillar, and the five essential skills girls learn through selling cookies. This was the first omni-channel campaign in support of the cookie program in over 20 years. The campaign tools included a video PSA ("[Lessons That Last a Lifetime](#)"), a radio PSA ("Thank you, America"), and social media assets, as well as a paid Facebook campaign and council support assets. Think Outside the Cookie Box delivered success. In year one, the video PSA was ranked the number two PSA in the country out of 936, and between 2019 and 2020, it has delivered over \$45 million in ad value (\$19 million in 2019 and \$26 million in 2020). It has also enjoyed continuously positive support across the Movement.

Cookie 2020 and Beyond

A number of exciting launches have refreshed the Girl Scout Cookie Program for the next decade, placing its role in girls' development of entrepreneurial skills front and center.

The Cookie Family Entrepreneurship pin, launched in July 2019, strengthens girl and family engagement in the program. For cookie season 2020 we launched new cookie packaging for the entire lineup of cookies, featuring our Cookie Pro™ contest winners, with a contemporary look and feel. The packaging also has a strong emphasis on the skills girls learn through the program and the amazing year-round experiences powered by their cookie earnings. We also debuted a new lemon cookie—Lemon Ups—that replaces Savannah Smiles in markets where it was offered. Lemon Ups feature messages inspired by Girl Scout entrepreneurs such as "I am a go-getter" and "I am an innovator" that bring the experience of Girl Scouting to life.



Girl Scout Cookies, always a major part of American pop culture, were featured early in February 2020 in a four-part baking challenge show on the Food Network called *Girl Scout Cookie Championship*. It was an exciting competition hosted by Girl Scout alum Alyson Hannigan, and it brilliantly showcased the power of the cookie program and our badge experiences. Girl Scouts live tweeted every episode, and several Girl Scout councils hosted watch parties, including Girl Scouts of North East Ohio, Girl Scouts of Northern New Jersey, and Girl Scouts of Greater Chicago and Northwest Indiana.

The big Girl Scout Cookie story of 2020 is, of course, our quick transition to a 100% online cookie sale as a result of COVID-19. Girl Scouts Cookie Care™, a digital cookie campaign introduced in March 2020 with the motto “Eat. Share. Show Communities We Care.” encouraged consumers to order and donate cookies. Because the cookie program is an important entrepreneurial program for girls and also a vital source of funding for other programs that councils offer, we knew we needed to take bold and coordinated actions in the wake of the COVID-19 pandemic and our national decision to suspend in-person cookie sales.

This effort helped troops and girls find new ways to sell cookies so local programming can continue, while also offering consumers a way to buy Girl Scout Cookies for themselves or as donations to local frontline workers like first-responders, hospital staff, truck drivers, pharmacists, and others in the community. We gained valuable knowledge with Cookie Care™ to guide us in the upcoming cookie season.





Relevant Programming

The new programs we launched over the past triennium has truly resonated across the country, in rural, urban, and suburban communities. We have delivered an unprecedented number of new badge experiences—including over 100 new outdoor and STEM badges in subjects such as robotics, coding, outdoor high adventure, space science, and cybersecurity.

STEM (Science, Technology, Engineering, and Mathematics)

Key business indicators say that the United States will need 1 million more STEM professionals than it can produce in the next decade and that STEM occupations are growing at double the rate of other professions. Girls represent a great untapped resource for our nation. That's why our new programming initiatives are part of a broader plan to unleash the power of girls so that they are prepared for, and can be the creators of, the jobs of the future—for themselves, their families, their communities, and our nation.

In late summer 2017, we received the exciting news that Girl Scouts of the USA was being highlighted as the Customer Success Trailblazer nonprofit at Dreamforce 2017 in San Francisco. Dreamforce is Salesforce's annual tech conference, with over 170,000 registered attendees from around the world and another five million livestream viewers. This incredible opportunity to champion our mission for girls provided a global stage to deliver the message to tech leaders that Girl Scouts is the organization preparing girls to be the tech go-getters, innovators, risk-takers, and leaders of the future. Dreamforce provided us an opportunity to cultivate relationships with important tech leaders with the intent of securing their partnerships in furthering our STEM pillar focus.

In July 2018, we launched an impressive array of new STEM and Outdoor badges and Journeys. The 30 new badge experiences and 2 new Journeys were in the areas of cybersecurity (for younger girls, in partnership with Palo Alto Networks), environmental advocacy, mechanical engineering, robotics, computer science, and space exploration. The launch made a big splash across the country and received positive coverage in the media, including *USA Today*, *Fast Company*, *Hello Giggles*, *The Verge*, *Engadget*, *Parade*, and *Moneyish*.

The success of the first year of our cybersecurity curriculum was striking. More than 128,000 cybersecurity badges were earned by girls ages five to ten. Older girls, whose cybersecurity badges wouldn't launch until July 2019, were so eager to learn more about cybersecurity that many of them completed the younger girl badges. Two of those girls wrote their college essays about their cybersecurity experiences and secured admission to the college of their choice, as well as scholarships.



We made another big splash in July 2019 when we announced 42 new badges in outdoor high-adventure, cybersecurity (for older girls), space science, and coding for good. The rollout included Girl Scouts' participation in a rocket launch at the U.S. Space and Rocket Center in Huntsville, Alabama, in commemoration of the 50-year anniversary of the Apollo 11. Consequently, the announcement received great coverage. The new badge experiences give girls the freedom to make their own choices about how they want to experience and influence the world.

By the end of 2019, girls had earned more than a million STEM badges—a 29% increase over the previous year. Additionally, councils across the Movement had initiated the development of STEM Centers of Excellence, designed to combine STEM and the outdoors in an interactive learning lab space. Special thanks to funding partners Palo Alto Networks, Dell, NASA, and Raytheon for contributing to the STEM experience for our girls.





The Outdoors

During the summer of 2019, two events brought our National Outdoor Strategy into focus. First, through a partnership with the National Association of State Park Directors, nearly 400 state parks, across 48 states and Puerto Rico, welcomed just under 30,000 Girl Scouts and their families from 104 councils to explore their natural resources; meet with rangers, staff, and volunteers; and celebrate their love of the outdoors. Girls camped under the stars, hiked miles of trails, performed service projects, and developed their skills in the arts, on water, and in the field.

In July 2019, we launched 12 new high-adventure badges that we developed in partnership with The North Face, which sponsored a national ad buy called “She Moves Mountains.” The first of their kind, these badges allow girls to choose their own adventures in hiking, trail running, snow sports, and climbing. In 2019 alone, girls earned more than 780,000 Outdoor badges.





We also revitalized our Mariner and Trailblazer special interest troops to support our older girl strategy. Thirty-five councils received seed grants to initiate or expand their existing troops, and we released new 21st-century guidelines that support councils' efforts to develop, maintain, and grow these historic high-adventure troops.

In fall 2019, we announced that for the 50th anniversary of Earth Day, we would be launching our first-ever environmental climate solution-focused initiative, the Girl Scout Tree Promise. Girl Scouts will activate the power of our Movement to plant five million trees in five years. Although we weren't able to launch the Tree Promise in spring 2020 due to COVID-19, we hope to get girls outside planting in spring 2021.

Finally, we are launching an internal study of our overnight camps to understand how we can create even more inclusive spaces for all girls, with support from the Margaret A. Cargill Philanthropies.

Life Skills

One of the centerpieces of G.I.R.L. 2017, in Columbus, Ohio, was our launch of the G.I.R.L. Agenda, an initiative to encourage girls, and those who care about them, to engage on the issues they're passionate about and create positive change through civic action. This multiyear effort celebrates the Girl Scout legacy of civic engagement programming and provides girls and adults with tools to be catalysts for change, who strengthen their communities and the world. This campaign made a real impact on social media, reaching millions. We also kicked off a G.I.R.L. Agenda Take Action project—a Movement-wide push to rename a bridge in Savannah, Georgia, in honor of Juliette Gordon Low. (Read more about the bridge project on page 36.)

According to a 2019 survey by the Annenberg Public Policy Center, just 39% of American adults are able to name all three branches of government. This is an alarming statistic, but Girl Scouts—drawing on our 100-plus years of inspiring girls to become engaged citizens—is taking the lead to power the next generation of change-makers, doubling down on our civics focus at a time when, across America, civics is not taught in many classrooms.

In June 2019, GSUSA joined bipartisan leaders for “Civics Education: Preparing the Next Generation of Informed and Engaged Citizens,” an event focused on the importance of educating and engaging today's youth in civics. The all-star panel of civic leaders came together at the Ford Foundation Center for Social Justice in New York City to discuss how out-of-school civics programming like Girl Scouts can prepare the next generation to be involved citizens with an in-depth understanding of their government. The program included Gold Award Girl Scout Sophia Richardson, Gold Award Girl Scout Lauren Hoaglund, and Kathy Hopinkah Hannan, Girl Scouts of the USA's National President. At the event, we announced that our new civics education programming would roll out in 2020. The programming includes six Democracy badges, one for every Girl Scout level.



Entrepreneurship

The National Entrepreneurship Strategy launched in January 2019 with the goal of providing girls with progressive experiences that build innovative and entrepreneurial-minded leaders who have the courage to take risks and learn from failure. The strategy has three priority areas of focus:

- **Entrepreneurship Elevation:** Entrepreneurship is at the center of our Girl Scout Cookie Program, and the program incorporates the latest findings from GSRI on girls and entrepreneurship, *Today's Girls, Tomorrow's Entrepreneurs*.
- **Program Progression:** The new Cookie Entrepreneur Family pin launched in July 2019, comprising 13 new pins and six sets of requirements, and a funded badge line that includes 6 badges, one for each Girl Scout grade level, that launched in July 2020.
- **Advocacy and Stakeholder Alignment:** *Today's Girls, Tomorrow's Entrepreneurs* launched to the public on November 19, 2019, on National Women's Entrepreneurship Day.

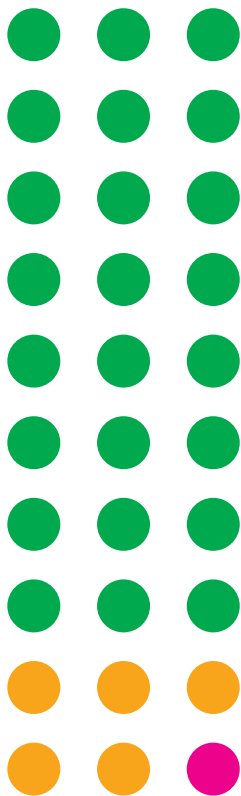




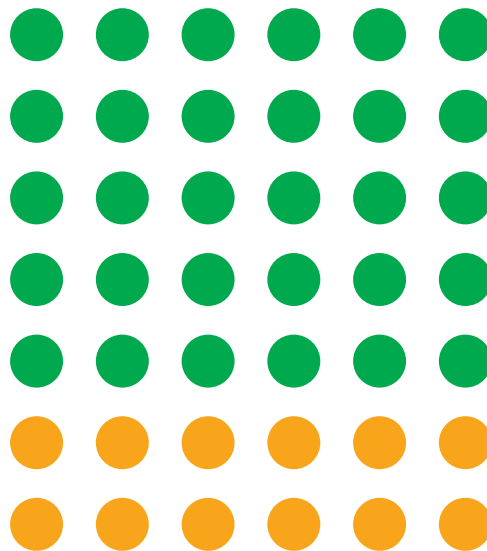
Life-Changing Badge Experiences

It is important that we always keep in the top of our minds that behind every badge earned, there is a girl whose life we're changing for the better. For every go-getter, innovator, risk-taker, and leader we build, there's a girl, a family, and a community whose future we are positively impacting.

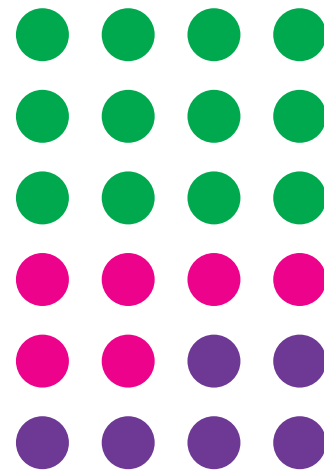
Badges in 2018 (30)



Badges in 2019 (42)



Badges in 2020 (24)





The annual Girl Scout Voices Count (GSVC) survey is designed to capture the experiences girls, parents, and troop leaders have with Girl Scouts, and to provide insight into drivers of retention and what makes for a positive experience. GSUSA and councils use these insights to continually improve the experiences of members and families.

In spring 2020 we launched the most recent survey, which elevated the following feedback:

- Most customers are highly satisfied with their Girl Scout experience and intend to stay another year.
- Among those who may not stay, girls and parents cite lack of consistent, high-quality experiences. Girls also call out not feeling a sense of belonging, and parents indicate the leader is not a good fit for the role. Troop leaders cite too much time/work and a lack of parent support, or that their own girl does not wish to continue.
- While in 2020, fewer girls were able to do core Girl Scout activities given the COVID-19 interruption, findings from 2019 show that more girls engaged in STEM activities, got outdoors, and went on overnight camping trips than in 2018.
- Girl Scouts improved in its support of troop leaders, who have specific support needs, particularly around troop start-up (e.g., setting up a bank account) and training (e.g., wanting a checklist or guide of expectations).
- While nearly all members and families were impacted by the pandemic, most stayed in contact with Girl Scouts. However, fewer than half of troop leaders held virtual meetings and going forward want support from Girl Scouts on how to effectively engage their troops virtually.

In summary, these results underscore for us the importance of delivering the Girl Scout Leadership Experience and the need to continue to support troop leaders in delivering it. In order to grow membership, we must ensure girls get a variety of fun and purposeful activities that help them gain new skills and knowledge and offer them opportunities to take the lead, work cooperatively with other girls, and learn-by-doing in an environment where they feel a sense of belonging and are supported by caring adults.



Highest Awards

Elevation of the highest awards nationally is a priority, and our marketplace competition work served as a catalyst for accelerating the immortalization of these awards. In 2018, we instituted the Gold Award Proclamation, officially bringing all Girl Scout alums who have earned the Girl Scout First Class, Curved Bar, and Golden Eaglet into the Gold Award Girl Scout family to better reflect the long history of Girl Scouts earning these highly regarded awards. We also invited all recipients to refer to themselves as Gold Award Girl Scouts and rolled out an official Gold Award digital credential for them to highlight on their social media profiles. This proclamation was met with Movement-wide enthusiasm.

Since April 2019, we have moved to clarify that our Movement has three highest awards: Bronze, Silver, and Gold Awards. The Bronze Award is the highest award for Juniors, the Silver Award is the highest award for Cadettes, and both are earned through service-learning projects that reflect an understanding of issues in their communities. The Gold Award is the highest award for Girl Scout Seniors and Ambassadors and is the capstone of the Girl Scout Leadership Experience. Girls who set out to earn the Gold Award also engage in service learning, but they take it to the next level—tackling issues that are dear to them and driving meaningful and lasting change in their communities and beyond. Gold Award Girl Scouts truly leave a legacy and have made the world a better place.





Our highest awards elevation includes:

1. Launching GoGold 2.0—the redesigned, mobile-friendly web app girls and councils use to manage the seven steps of the Gold Award. Since its launch, GoGold has seen an average of 250 users a day. We continue to support councils with resources that promote Movement-wide adoption of this tool and network alignment on Gold Award processes.
2. Celebrating a “Week of Gold”—we announced our 2019 class of National Gold Award Girl Scouts and launched the “[Meet Your Match](#)” PSA in October 2019. On International Day of the Girl, the 2019 National Gold Award Girl Scouts were featured on the *Today* show and pinned during a recognition brunch at GSUSA headquarters. They also advocated at the United Nation’s “Girls Speak Out” event and shared their stories at an evening celebration hosted and livestreamed by Microsoft, our premier sponsor. This year’s class of National Gold Award Girl Scouts received a total of \$20,000 each in scholarships from Susan Butler (\$10,000), Kappa Delta (\$5,000), and the Arconic Foundation (\$5,000).
3. We’ve continued to leverage the “[Meet Your Match](#)” Gold Award campaign with PSA, social, and print assets for council customization, updated highest award webpages, and designed new and updated ceremony assets. Donated television PSA ad placements and a social advertising campaign have successfully driven awareness of and promoted engagement with the Gold Award in our wider community.
4. We are targeting educators to ensure college admissions officers, principals, and high school guidance officers understand the value of the Gold Award—the mark of the truly remarkable!
5. We’ve also refreshed our Highest Awards Thought Partner Group, a team of diverse council staff who inform our network alignment efforts, how we assess and communicate the value of the Gold Award, and how we engage strategic partners who increase the value proposition of the Gold Award.



Global Girl Scouting

As we reflect on the successes of our Movement, it is important to recognize the importance of the global sisterhood to which we belong. GSUSA and councils continue to advocate for global Girl Scouting opportunities for girls, alum, and adults.

In September 2017, GSUSA sent a delegation to the 36th World Association of Girl Guides and Girl Scout (WAGGGS) World Conference in New Delhi, India, which was led by former International Commissioner and current GSUSA Chief Strategic Partnerships/New Ventures Officer Sapreet Kaur Saluja and National President Kathy Hopinkah Hannan.

The conference was an opportunity for WAGGGS to recommit to our global sisterhood and re-affirm the importance of the single-gender experience for the global movement. We welcomed four new countries to the World Association (Aruba, Azerbaijan, Palestine, and Syria), growing WAGGGS to 150 countries strong, and voted in the new World Board Committee. In addition to participating in governance discussions, our delegation also convened dialogs on expanding international experiences for girls and shared our work on new outcomes and customer mapping.

Western Hemisphere Conference

In July 2019, a GSUSA delegation attended the 15th WAGGGS Western Hemisphere Regional Conference in St. George, Grenada. GSUSA's nominee to the Western Hemisphere Board, Stefanie Argus from Girl Scouts of Southeastern New England, was elected for the 2019–2022 regional triennium. GSUSA partnered with WAGGGS and Springboard Member Organizations (Girl Guides of Australia, Canada, New Zealand, and the UK) to launch the WAGGGS Global Girl Research initiative. The research was initiated with the goal of gathering data and insights into the value and relevance of Girl Guiding and Girl Scouting for girls today, specifically looking at how we define girl empowerment, exploring the value of girl-only spaces, and determining definitions for key terminology such as “girl-led” and “girl-only” across the global movement.

2019 Juliette Low Seminar

In November 2019, the Global Girl Scouting team was one of 18 Member Organizations to host the 2019 Juliette Low Leadership Seminar. The seminar is usually hosted by WAGGGS once a triennium and brings together 50 young women ages 18–30 from around the world to connect with one another and build their leadership skills. WAGGGS hosted the event simultaneously at 18 different sites around the world. GSUSA was honored to host a group of 20 young women from 16 different countries at Edith Macy Conference Center, and 26 young women from GSUSA participated at 10 different locations around the world.



United Nations Commission on the Status of Women

Each year, GSUSA joins over 5,000 women and girls from around the world at the United Nations' headquarters in New York to participate in the Commission on the Status of Women (CSW). CSW is a functional commission of the UN that is dedicated exclusively to gender equality and advancement of women. Every year, national representatives of Member States gather for a two-week session to evaluate progress on gender equality, identify challenges, set global standards, and formulate concrete policies to promote gender equality and the advancement of women worldwide. In 2018–2019, over 25 young women represented GSUSA at the CSW session. Delegates attended sessions, interacted with international policy makers, participated in writing of the annual girl statement, and presented at various sessions. Delegates also participated in two GSUSA-hosted sessions: “Voices in Rural Girls: Empowerment & Leadership Development,” and “Girls and Social Protection: Voices, Challenges, and Opportunities.”

Postponement of 2020 WAGGGS World Conference

On April 9, WAGGGS informed all Member Organizations that the World Board had made the decision to postpone the 2020 WAGGGS World Conference that was scheduled to be held in Kampala, Uganda in July 2020. The conference is now tentatively scheduled to take place by November 2021, but WAGGGS anticipates holding a scaled down session in June/July 2021. Due to the conference cancellation, World Board elections for 2020 were unable to be held and the board has therefore been reduced from 17 to 11 members until elections can be held next year. GSUSA's current Board Member, Connie Matsui, completed her term in July 2020, and we will be putting forth a new candidate in 2021.

Cancellation of Global Roundtable

GSUSA was scheduled to host the Global Roundtable: Power of All Girl Spaces in October 2020 in parallel with G.I.R.L. 2020 and the National Council Session. The three-and-a-half-day event was intended to bring together representatives from over 60 WAGGGS girl-only member organizations for participants to discuss the importance of being a girl-only organization in the 21st century. The program was to culminate in the creation of a global compact—an action plan on how to strengthen and better position girl-only organizations. Unfortunately, the roundtable was canceled in April 2020 in line with the cancellation of G.I.R.L. 2020.

The global compact will launch in 2021 and will include virtual programming to discuss the action plan and how member organizations will be moving the work forward in their local communities. The hosting program connecting girl-only member organizations with GSUSA councils will also continue and will conclude with an online celebration in October 2020.



Thought Leadership

Digital Transformation: Moving at the Speed of Girls

In 2014, Girl Scouts began to align our Movement membership data through our cloud-based common operating platform, Customer Engagement Initiative (CEI). This Movement-wide business transformation focused on people, process, and technology and helped unite Girl Scouts with common goals and a more closely aligned business model—enabling us to achieve results on a host of strategic goals. It is fueled by three components: Volunteer Systems (Girl Scouts’ membership and events platform fueled by Salesforce), the Volunteer Toolkit (VTK), and the Adobe Web Platform.

By 2018, we had successfully migrated 99% of our membership onto the common operating platform. It was a truly significant digital moment for our Movement as it enabled a data revolution and greater and nimbler customer service. It also allowed us to institute modern business practices, including national digital marketing initiatives, sophisticated data analytics and visualization, and multichannel customer service, and created the foundation for a technology ecosystem of connected digital experiences like online learning and tracking a girl’s Gold Award.

The continued evolution of CEI, including Volunteer Systems 2.0, gsEvents, and an upgraded VTK, allows us to build a stable and scalable foundation for future technology investments, while improving the customer experience. We continue to implement key improvements for new members and councils, including easier online troop start-up, and a wider listing of opportunities and events.

We are currently evaluating improvements to our customer experience, such as a single sign-on and digital resumes that track Girl Scouts’ achievements, as well as a Movement-wide ecommerce solution and an application programming interface (API) hub. We are continuing the best practice of training and deployment, and also improving ways of working by providing online, on-demand training for council staff and volunteers via the new gsLearn tool.



Building a Movement Data Culture

Along with our common technology platform and operating model, we have increased our data footprint, while also simplifying the complexity of it, and unified databases to better serve our members. As a Movement, we are establishing a strong data foundation and increasing our analytical maturity, getting data that is accurate and comprehensive.

Two years ago, we rolled out a new data warehouse with a brand-new business intelligence and analytics platform at GSUSA and at councils; for the first time, we have rolled it out to over 12,000 volunteers. That means that key volunteers have access to an appropriate, limited data set within the platform to ask and answer business questions securely. This marks a huge shift and an important milestone in building our data culture.

We are now using data science to understand how the troop experience is playing out and turning information into actionable insights so that we can provide early intervention for girls not receiving these experiences, or for troop leaders who need more support.

Thanks to the data transformation work of the past few years, councils now have an incredible amount of information at their fingertips, including comparative council data that lets them see how they are performing compared to their sister councils. Councils can use this data to refine their member engagement practices and make sound business decisions based on their local circumstances and customer landscape.

Girl Scouts' digital transformation is still a work in progress. We are under continual development, but we have come a very long way in a short period of time. Our ultimate goal is to provide better customer service for our members, our councils, and the stakeholders of our Movement.





Raising Awesome Girls

At Girl Scouts, we are proud to be a thought leader for all parents and caregivers raising the next generation of girls and young women. That is the driving force behind Raising Awesome Girls, a hub we launched in the summer of 2016 to help parents and caregivers navigate the wide array of subjects and situations girls encounter in their young lives. From suggestions about how much to help a girl with her homework to ways of navigating sensitive issues in the news, Raising Awesome Girls offers parents value-added support to care for girls with confidence.

As an example, one much-praised Raising Awesome Girls article called [“In a World of Boys’ Clubs, Give Her One of Her Own”](#) highlights how all-girl spaces are key to girls’ growth and healthy development. It offers readers ways to counter the “boys’ club” mentality that is still pervasive in our society and to drive Girl Scouts’ recognition as the single best girl leadership development program in the world.

Raising Awesome Girls has earned Girl Scouts many major media moments across morning TV, popular websites, print news, and social media. The most-viewed articles include topics such as consent, sexual harassment, body image, sexist language, and school dress codes—sensitive issues that families need reliable, trusted help navigating. As our world continues to change and present new challenges to families, Raising Awesome Girls continues to be a go-to resource, providing caregivers with relevant, actionable advice, while increasing brand awareness and trust.

Gender Parity: The Power of the Purse

In early 2020, Girl Scouts of the USA launched Fair Play, Equal Pay™, a new gender parity initiative that engages businesses to take action now to help build a more equitable future for girls. One of the most comprehensive and solutions-oriented corporate gender parity programs to date, Fair Play, Equal Pay leverages the power and impact of the Girl Scout brand to encourage companies that work with GSUSA to take the pledge toward parity and equal pay for equal work.

GSUSA is working with Women in Governance (WiG), an expert in gender parity, whose assessment and analytical tools will be instrumental in informing GSUSA’s gender parity certification decisions. GSUSA’s certification will use a scaled four-star system, each level of certification coming with a unique Girl Scouts’ Gender Parity Certification Seal. WiG’s best-in-class enablement tools, including customized support to address gap areas, is critical in enabling companies to achieve higher targets and make meaningful progress toward gender parity. The initiative is made possible in large part thanks to a generous grant from The David and Lura Lovell Foundation, a national foundation that supports initiatives in four main areas, including gender parity.

Creating a more equitable working world, in which girls and young women see themselves fairly reflected in organizational leadership and receive equal pay for equal work, dovetails seamlessly with GSUSA’s mission to develop girls of courage, confidence, and character, who make the world a better place.



G.I.R.L. Agenda

Federal Legislative Highlights

Throughout the triennium, our Public Policy and Advocacy Office in Washington, DC, worked across party lines with Congress and the executive branch to educate and raise awareness about issues important to girls and young women, and to promote our impactful programming in the areas of STEM, entrepreneurship, the outdoors, and healthy living. Through all of our efforts in the nation's capital and across the 50 states and Puerto Rico, we demonstrated to policymakers that Girl Scouts is a go-to resource—and the ultimate authority—on issues affecting girls.

Passed: Coronavirus Aid, Relief, and Economic Security (CARES) Act

- Secured federal COVID-19 relief for nonprofits in the \$2 trillion stimulus package, including access to forgivable emergency loans, favorable tax policies, and new charitable giving incentives.

Passed: Building Blocks of STEM Act

- Cosponsored by two Girl Scout alums, including one of the cochairs of the Honorary Troop Capitol Hill.
- Endorsed by Girl Scouts of the USA; quotes from GSUSA's CEO were included in Senator Rosen's press releases.

Passed: SECURE Act

- Girl Scouts was critical to a coalition effort to reduce premiums imposed on multiple-employer pension plans and stands to save tens of millions of dollars in the coming years.

Passed: Title IV-A funding

- GSUSA worked with a coalition to successfully encourage Congress to increase from \$400 million to \$1.2 billion funding for K to 12 programs that supports in- and out-of-school programming, including local partnerships with Girl Scout councils.

Passed: UBIT

- GSUSA was part of a coalition that successfully reversed a new tax imposed on nonprofit employers for transportation benefits provided to employees.

Passed: Hidden Figures

- Girl Scouts activated our Movement to support this legislation, which awards the Congressional Gold Medal to the women engineers and mathematicians who worked at NASA during the mid-20th century. It specifically honors the women of the movie *Hidden Figures*, who included Dr. Christine Darden, Katherine Johnson, Dorothy Vaughan, and Mary Jackson.





Juliette Gordon Low Bridge Project in Savannah, Georgia

At G.I.R.L. 2017, the Public Policy and Advocacy Office launched a Movement-wide campaign to name the Talmadge Bridge in Savannah, Georgia, for Juliette Gordon Low. Thousands of Girl Scouts and volunteers signed a banner and petition advocating for the Juliette Gordon Low Bridge at the G.I.R.L. Agenda booth in the exhibit hall. In February 2018, more than 400 Girl Scouts of all ages from across Georgia converged on their state capitol to present over 12,000 signed petitions and meet face-to-face with lawmakers to urge them to support the effort.

State legislators from the Savannah area, influenced by our girls and volunteers, introduced HR 1054 and SR 715 on the House and Senate floors with Girl Scouts from our Historic Georgia and Greater Atlanta councils standing beside them. Girl Scouts were so determined in their advocacy that on March 12, 2018, Girl Scouts' 106th birthday, they sent a combined 45,000-plus messages to members of the Georgia General Assembly urging them to support the legislation. In response, a press conference was held with a bipartisan group of legislators who championed the bill, with the aim of convincing more legislators to back the measure. Even though in the end we didn't get the support we needed to get the bill on the floor for a vote, the outcome is far from a loss. We are so proud of these girls who experienced civic engagement in action.





Transformation of the Delegate Experience

To strengthen our federated system of interdependent governance by more fully involving all delegates in our democratic process, the National Board has worked over the last triennium to transform the experience of delegates to the National Council Session (NCS).

The National Board seeks to:

- Enhance the role of National Council delegates throughout their three-year term as a critical link between the National Board and councils;
- Increase National Board member engagement with Girl Scout councils, their delegates, and their members;
- Improve the process by which councils originate or support proposals to be considered for placement on the NCS agenda; and
- Promote increased collaboration in governance across the Movement.

For the first time, the NCS Advisory Team, comprised of eight representatives from seven councils and USA Girl Scouts Overseas, provided guidance on NCS 2020, including making recommendations on how councils and GSUSA can prepare and engage delegates. The team surveyed delegates via the official Girl Scout delegate website, which went live in April 2018, to seek input on concepts included in all NCS proposals. This website features regular updates on board activity and interviews with board members, as well as information on parliamentary procedure and other governance resources for National Council delegates.

GSUSA gathered input from CEOs and council board chairs on all NCS proposals in November 2019 and created guidelines for councils on developing and vetting proposals seeking support. GSUSA included information regarding Movement governance and NCS in new CEO and new council board chair training sessions, as well as Movement-wide leadership meetings, with increased National Board engagement planned leading up to NCS 2020.

Additionally, a group of national volunteer partners was tasked with envisioning the ideal delegate experience, while another team refreshed the National Council Delegate Selection Toolkit, First Timer's Guide to the NCS, and training materials for councils to use in preparing their delegates for their critical role in our Movement's governance. (Read more about the national volunteer partners on page 44.)

These actions, along with the National Board's call for earlier release of materials (e.g., the Delegate Workbook) to the field, are focused on the goal of engaging differently and more comprehensively with its delegate constituents and strengthening delegate engagement with all of our Movement work.



Taking Action, Making an Impact

Girl Scouts encourages, champions, and expects girls to take the lead—and those expectations are translated into everyday actions, large and small, that make the world a better place. The statistics prove just how committed our young people are to taking action. A study conducted by GSRI showed that more than one in three American girls took part in civic engagement activities. That number goes up to eight in ten when those girls are Girl Scouts, which is why Girl Scouts remains the best organization in the world to help girls unlock their potential. We have seen this on full display during the COVID-19 pandemic: our girls stepped up to support and give back to their communities, organizing cookie donation drives for the truckers who deliver all the things we need and sewing masks for hospital staff on the front lines. A robotics team in Austin even pivoted from 3D-printing robots to 3D-printing face shields for frontline workers.

Troop Action and Impact

Over the last three years, Girl Scout troops across the country have shown the power of teamwork and collaboration to get things done. Whether they are being good neighbors, participating in school activities, addressing concerns in the community, or taking their quests for positive change to the state, national, or international level, they recognize how important it is to give back and serve as empathetic leaders who advocate for what's important to them.

Five bold Girl Scout Cadettes from Girl Scouts of Colorado—Makenna, Amelia, Julianna, Micaela, and Sofia—took on a complex and meaningful challenge to earn their Girl Scout Silver Award. The girls worked closely with their longtime troop leader Kristen and other community mentors for almost a year to champion and pass an ordinance that made smoking (whether tobacco, marijuana, or vaping) in a vehicle while a minor is present subject to community service or a fine. The ban, passed by the Aurora City Council, was the first of its kind in Colorado and an incredible accomplishment for these determined 13- and 14-year-old change-makers.

A troop of younger Girl Scouts in the small town of Narberth, in the area serviced by Girl Scouts of Eastern Pennsylvania, played a central role in passing an ordinance that curbs single-use plastics. The law puts in place a 10-cent fee on plastic shopping bags and bans plastic straws, unless they are requested by a customer with disabilities. The passage of this law made Narberth the first town in the state to restrict these disposable plastics.

These are just two examples of incredible Girl Scouts who saw a need, collaborated on solutions, and worked together to make an impact. (See more examples of Girl Scouts taking action on the next page.)



Community service is a big focus for Girl Scout troops across the country as they endeavor to improve the world around them. They have taken the lead in spearheading community projects that include organizing drives to help community members and to support the members of our armed forces.

- Troop 40772 in Cranford, New Jersey, donated food, made sandwiches, and served it to those in need. They also sponsored a family and purchased gifts and necessities during the holiday season.
- Ambassador Troop 3913 in Los Angeles donated over 20 bags of groceries to the Women's Shelter of Long Beach.
- Troop 40116 from Iowa donated T-shirts, socks, puzzle books, and cologne to veterans living in retirement homes.
- Troop 42905 from Kansas set out Girl Scout trees to collect 500 gifts for local foster kids and also collected donations for a local animal shelter.
- Troop 30766 in North-Central Alabama helped out at the local food bank, did Halloween caroling at a nursing home, and organized a toy drive for an organization that helps the homeless.
- For their Bronze Award, Junior Troop 2966 of Girl Scouts of Orange County worked with the Seal Beach City Council to get support and approval to plant 130 California native plants at Windsurf Park in Seal Beach to attract pollinators, such as bees and butterflies.
- Troops from Girl Scouts of Utah built three cabins at Trefoil Ranch without using a single drop of glue, binders, adhesives, or other products with volatile organic compounds. This project gave the girls the opportunity to engage with a local university and learn about community-based approaches that involve architects, clients, stakeholders, and other parties in the construction process.
- As part of its Agent of Change Journey, Junior Troop 953 from Girl Scouts of North-Central Alabama used every troop meeting as an opportunity to help the homeless by making bags full of everyday essentials.
- Troop 2815, a multi-level troop from Girl Scouts of Central California South, is part of a Girl Scout robotics team and dedicated their time to learning more about hydrodynamics so they can use their STEM knowledge to help communities in Africa get better access to clean water.
- Troop 3339 from Girl Scouts of Central California South delivered 50 cases (6,000 packages) of their cookies to staff at Community Regional Medical Center as part of a campaign during the coronavirus crisis of giving back to those working on the front lines.



Reaching Girls in Need

Girl Scouts has been committed to reaching all girls, regardless of their background, heritage, or economic circumstance. In 1924, Josephine Holloway dreamed of exposing girls at Nashville's Bethlehem Center, a shelter for at-risk women and children, to the power of Girl Scouts. Through her hard work and determination, more than 300 girls in the shelter engaged in Girl Scout-inspired activities by the end of the year. Since then, her legacy has lived on, and girls in shelters across the nation are making the Girl Scout Movement stronger than ever.

SERVING ALL GIRLS

Western Washington

In 2017, a Girl Scout troop formed at Mary's Place, a Seattle homeless shelter that helps families get back on their feet. From Daisy to Ambassador, the girls participate in robust Girl Scout programming that allows them a respite from their sometimes heavy lives. With support and guidance from their troop leader Tanita, girls are able to set goals, try new things, and have life-changing experiences.

Orange County

For more than a decade, a multi-level Girl Scout troop has been run by dedicated volunteer troop leaders, mother-daughter duo Karen and Elaine, joined by Laksmi from the Orange County Rescue Mission. Troop 1082 is the only one of its kind to serve exclusively homeless girls in Orange County. It has grown from a troop of 5 girls to nearly 25. Girls in kindergarten through grade 11 gather for troop meetings, participate in Girl Scout programming, and set exciting goals both individually and as a unit, from earning the Girl Scout Gold Award to planning what adventures they want to go on with their cookie proceeds.

New York City

In 2017, a Girl Scout troop known as Troop 6000 was founded for a leader's own daughter and other girls staying in one of New York City's transitional living shelters. This work brought a sense of community and hope for a bright future to girls whose families were struggling. After a lot of national media attention and an outpouring of support, the troop raised enough money to begin similar troops in other city shelters. Troop 6000 has expanded to over 20 shelters across all five boroughs. Together, they are working diligently to set and reach cookie goals for exciting experiences, including attending a Girl Scout camp and exploring robotics.



Volunteers: The Lifeblood of Girl Scouts

Volunteers are at the very heart of Girl Scouts. They do incredible work every day—as administrative volunteers, episodic volunteers, and troop leaders—to bring the Girl Scout experience to life. Whether girls are collaborating on badge activities, going on outdoor adventures, earning their highest awards, or working together on community projects, it's volunteers who are ensuring that they are prepared to meet any challenge with confidence, compassion, and success.

To be a Girl Scout volunteer is to be a change-maker. Through supportive pep talks that inspire girls to dream bigger, showcasing what it means to live by the Girl Scout Law, or simply turning frowns into smiles, volunteers' mentorship and support help girls grow into women who go on to achieve incredible things. That's why Girl Scout volunteers are our heroes.

Their belief in the power of girls makes all the difference. They are girls' cheerleaders, their guides, and their mentors—and as any Girl Scout volunteer will tell you, volunteers get as much out of Girl Scouts as the girls they work with.





VOLUNTEERS IN THEIR OWN WORDS

Tara in Arizona

Tara is a co-leader of a multi-level troop in Arizona that includes more than 60 registered girls ages 5 to 18. Because of the wide age range, the girls bring with them various skills, strengths, and leadership abilities, and there is almost always someone around with experience or knowledge in whatever badge the troop is working on. The older girls help the younger girls learn new things and vice versa.

She says people often ask her why and how she does it, as a busy full-time working mom and a full-time college student.

“I wonder myself, sometimes, when I’m having a stressful day before a meeting,” she says. “On those days, I still reluctantly go. It’s then that I’m instantly reminded why: the girls. It’s amazing to watch and experience as an adult because you’re literally watching them grow into independent women in real time. They create. They imagine. They volunteer and give back. They try to make the world a better place. And I’ve helped them get there. But, most of all, I stay and I volunteer because these girls teach me.”

Chris in New Jersey

Chris is a Girl Scout dad in New Jersey and a delegate for the Girl Scouts of the Jersey Shore. He is one of six leaders in a multi-level troop of 27 girls that includes his daughter, Luci. (The troop is a real family affair, as his wife is the troop treasurer.) From Luci’s first Daisy meeting, he knew he wanted to get involved. Back in 2018, he talked about his experience being a Girl Scout volunteer on the Girl Scout Blog.

“Being a Girl Scout troop leader opened my mind to different things, and it’s made me more aware of the need for girls to empower themselves and of the unique issues that women face today,” Chris says. “I feel strongly that it’s the best place for girls to develop character and confidence. It’s so important for them to have a space to themselves where they can grow their confidence and follow their passions. I love watching her eyes light up when she delves into a topic that excites her. I also love that she’s able to share her passion for STEM with her troop, because she might not talk about STEM as much when she’s with her school friends. And for Luci, knowing that her dad is there to support her as she does her part to make the world a better place is what matters to me most of all.”



Margarita in Texas

Margarita is a lifelong Girl Scout and troop leader in Texas. She earned her first Girl Scout badge when she was in elementary school and all these years later strongly believes in the power of the Girl Scout mission. She started volunteering with her daughter's troop, not expecting that she would be a troop leader for 12 years—and that she would continue leading the troop nine years after her daughter left it!

“Why would I leave? Working with young girls gives me hope for the future of our communities—I see them develop into confident adults who understand the importance of giving back,” she says. “I’ll never grow out of being a Girl Scout. When I catch a glimpse of a girl’s face during that moment of accomplishment, I know I have made a difference.”

In recognition of all the work she has done to support female leadership, Girl Scouts of Texas Oklahoma Plains honored Margarita with the Lifetime Achievement Award at the council's annual Women of Distinction event in 2018.





National Volunteer Partners

GSUSA's national volunteer partners (NVP) is a program to support councils and enhance GSUSA's Movement-wide strategy. An NVP is a person with experience in a field who gives their time through GSUSA to benefit girls. They bring their expertise and knowledge of the Girl Scout Movement to a national platform in a variety of ways, and partner with others to bring leading-edge services to GSUSA, local councils, or directly to local volunteers and girls. NVPs include former council executives and staff, experienced volunteers, and subject-matter experts who can provide consultation, help councils navigate challenging situations, serve as a sounding board, offer different perspectives and, if needed, help augment existing services.

The overarching goals of the program are to help us shift and improve the way we operate. NVPs allow us to adapt more quickly to a changing world, to unify our Movement by communicating our core values with a clear and compelling message, to engage our untapped alums, and to invest in talent development to support GSUSA. More than 115 NVPs from all over the world have volunteered their knowledge to support the Movement in the areas of girl and adult recruitment and retention, strategic planning, council governance, organizational development, change and conflict management, and process improvement. With this NVP initiative we are bringing key knowledge and insights together, collaborating to implement effective solutions, and spreading a consistent message in order to better serve the next generation of Girl Scouts.





Suffrage Centennial Celebrations

In 2020, we celebrate the 100th anniversary of the passage of the nineteenth Amendment, which removed the gender barrier to voting in the United States. With the increase in girl-led activism and women's representation in politics, interest in commemorating this landmark achievement is incredibly high.

Girl Scouts of all ages played a role both during and after the fight for women's suffrage. Women like Edith Carpenter Macy and Sarah Birdsall Otis Edey were not only key leaders in the Girl Scout Movement, they were also suffragists actively working for the cause. Macy, Chair of the Executive Committee of the National Board from 1919 to 1925, was active in the League of Women Voters, and Edey hosted suffrage events in her New York home. After the passage of the 19th Amendment in 1920, Girl Scouts across the country cared for infants and children near polling stations so mothers could exercise their new right to vote in political elections. Their recognizable and familiar Girl Scout uniforms were a welcome site for both mothers and fathers who eagerly handed children over to the girls while they went inside to cast their votes.

To commemorate the centennial of women's suffrage, GSUSA's Cultural Assets department has developed a toolkit and a national activity patch that includes historic materials on the first Civics Badge (1918) and the Citizens Badge (1920) and on the importance of voting. While the centennial is a significant milestone for all women, it's important to note that voting rights were applied unevenly, with many women (and men) of color excluded. Given the interest in gender equality issues, and the need for a more nuanced look at history, we believe that sharing information about this landmark achievement is critical; talking points on how to address the racial inequality of voting rights are included in the toolkit.

Girl Scout Alums and Lifetime Members

The Alum and Lifetime Membership initiative is welcoming back over 50 million Girl Scout alums to actively be part of the Girl Scout sisterhood. In 2018, we launched the Girl Scout Network™ on LinkedIn and in 2019 added an engaging e-newsletter filled with inspiring alum stories, Girl Scout updates, and career advice. The Girl Scout Network is a powerful community of adults—Girl Scout alums and supporters from across the country—who believe in preparing girls to be the leaders of the future. From graduating high school seniors to senior citizens, the Girl Scout Network strives to offer meaningful ways for the Movement to play a role in their lives and share ongoing opportunities for this powerful community to support girls today.



Alums

The overarching vision of our Girl Scout alum project is to build a thriving, nationwide alum community that advances the mission of Girl Scouts, provides a compelling experience, and supports the strategic goals of councils and GSUSA. Via the Girl Scout Network, councils can access a list of alums in their zip codes and engage them in local activities. In October 2019, the Girl Scout Network Council Toolkit launched in 32 councils to support the growth and development of local council groups for alums and supporters.

In June 2019, we inaugurated our Campfire Chat events at Girl Scouts' national office that bring together powerful Girl Scout alums and supporters at the top of their fields to educate and inspire people who are striving for a better world. In spring 2020, we increased the frequency of these virtual events to reach more adults and support them throughout COVID-19 stay-at-home conditions, showcasing a wide variety of topics, from cooking inspiration to financial literacy and career advice.

Moving forward, we will continue to engage noteworthy alums, provide quality digital content to Girl Scout Network subscribers, leverage national partnerships for alum identification, and support the growth of local council Girl Scout Network groups.

Lifetime Members

Lifetime members are dedicated to Girl Scout values and share the strong belief in girls to make the world a better place. In January 2019, GSUSA released an elevated visual identity and new benefits for lifetime members, including a complimentary pin, an annual call with GSUSA's CEO, a 10% discount on Girl Scout merchandise, and the opportunity to purchase the new lifetime membership scarf.

We initiated two efforts to promote lifetime membership among our alums, members, and supporters. As of January 24, 2019, \$25 of each lifetime membership fee automatically funds one year of membership for a girl in an underserved community in the lifetime member's council. In April 2019, we offered a discounted promotion to ten-plus-year Girl Scout volunteers and all Girl Scout staff members, inviting them to purchase a lifetime membership at the reduced \$200 rate. That promotion led to over 11,000 new lifetime members joining during the month of April. From April to July 2020, we offered a gift-with-purchase to all new lifetime members to encourage sign ups—new members could choose a lifetime member scarf, a lifetime member hat, or graduation cords, or they could opt to donate ten dollars back to their local council.



The Dianne Belk and Lawrence Calder Planned Giving Challenge: Unleashing an Incredible Future for Girls

Dianne Belk, a Girl Scout alum who earned the organization's highest award, the Gold Award, is the founding chair of the Juliette Gordon Low Society, which celebrates those who have made a planned gift to Girl Scouts. A planned gift is made through a donor's will or estate plan. Donors who make a planned gift are welcomed into the Juliette Gordon Low Society at pinning ceremonies all over the United States and abroad. Dianne Belk, the planned giving staff at GSUSA, and staff at councils have grown the Juliette Gordon Low Society from 348 members in 2011 to more than 4,300 members in 2020.

In 2017, Dianne Belk and her husband initiated a \$1.2 million Movement-wide planned giving challenge. The Dianne Belk and Lawrence Calder Girl Scout Movement-wide Planned Giving Challenge inspired councils, USAGSO, and donors like Erik and Eva Andersen to maximize the impact of this generous gift. Throughout 2018, Girl Scout councils worked to meet the challenge by securing new planned gifts and educating their boards and volunteers about planned giving. In total, 843 new planned gifts were secured throughout the world. Each of the 102 councils that met the challenge received a \$10,000 planned gift from Dianne Belk and Lawrence Calder and an additional \$4,000 planned gift from Erik and Eva Andersen.

Since 2012, GSUSA has invested around \$5 million to grow planned giving for the Movement. During that same time period, the value of the planned giving pipeline has grown from \$16 million in 2011 to a projected \$200 million in 2020. Individuals who leave planned gifts to a Girl Scout council, GSUSA, or the Juliette Gordon Low Birthplace are helping to ensure that Girl Scouts will continue to thrive for generations to come.





The Birthplace: Revitalizing the Place Where Girl Scouts Grew

The Girl Scout trail starts at the birthplace of Girl Scouts' founder, Juliette "Daisy" Low in Savannah, Georgia. Here, at the Juliette Gordon Low Birthplace, visitors engage with compelling stories of Juliette and other women who were inspired by the Girl Scout mission and who have gone on to make the world a better place.

In February 2020, we officially broke ground on the birthplace renovation project, a truly significant moment for our Movement. A hundred girls from Georgia, South Carolina, North Carolina, and New Jersey attended the event, joined by a representative from Juliette Gordon Low's family, GSUSA staff, elected officials, and supporters.

With this renovation, we are creating a space where more girls and visitors can connect with the site's history while bridging to the future as they enjoy a modern, innovative, and impactful birthplace experience. There will be many new and exciting opportunities for engagement, including exhibits, a redesigned garden, and a completely renovated retail space in the 1820 outbuilding, and we will be better able to serve people with physical and brain-based disabilities. We are grateful to the Birthplace Advisory Committee, including members of Juliette Gordon Low's family, for their hard work and commitment, and to the Savannah community members who continue to embrace our mission and support the place where the Movement first took root!





One GS Media

In October 2019, GSUSA formed a for-profit company called One GS Media, which is 100% owned by GSUSA and has no other investors. The formation of a separate for-profit company was in response to the pressing need to increase and diversify revenue streams in order to fund our future for girls. The National Board challenged the GSUSA Management Team to assess a variety of strategic options, with a focus on innovation and alignment with Girl Scout values. Among many options carefully considered, One GS Media proved to be an appropriate initiative aligned with the Movement strategy.

One GS Media operates a digital media website for women with a broad range of lifestyle content that will appeal to all women, and will also provide an opportunity to lift up Girl Scout alums, Highest Award Girl Scouts, and other content such as Raising Awesome Girls. The site will generate revenue through digital ads from brands that align with Girl Scout values. Any profit will be used to benefit the Movement.





The Girl Scout Brand: Iconic and Alive in the Faces of Our Movement

The Girl Scout Difference

Girl Scouts offers the types of outcomes that girls, their families, and our communities want and need for their futures. Over the past several years, we've seen numerous organizations—both new and long-standing—enter the “girl empowerment” space. In this increasingly crowded and competitive space, we needed to more clearly articulate what Girl Scouts does and how we do it—what we call the “Girl Scout Difference.”

Only Girl Scouts offers the [Girl Scout Leadership Experience](#)—a one-of-a-kind leadership development program for girls, with proven results. Research shows that the best environment for girls to learn is in an all-girl, girl-led, and girl-friendly environment. We have more than 100 years of expertise in serving girls with research-backed programming where girls are the leaders, in their own lives and in the world. Girl Scouts is a place where a girl can practice different skills, explore her potential, take on leadership positions—and is allowed to fail, dust herself off, get up, and try again. Offering hands-on, girl-led, girl-centered learning in STEM, the outdoors, and entrepreneurship and abundant opportunities to develop invaluable life skills, Girl Scouts helps all girls take the lead early and often. These experiences give them lifelong confidence that translates into improved lifetime outcomes.

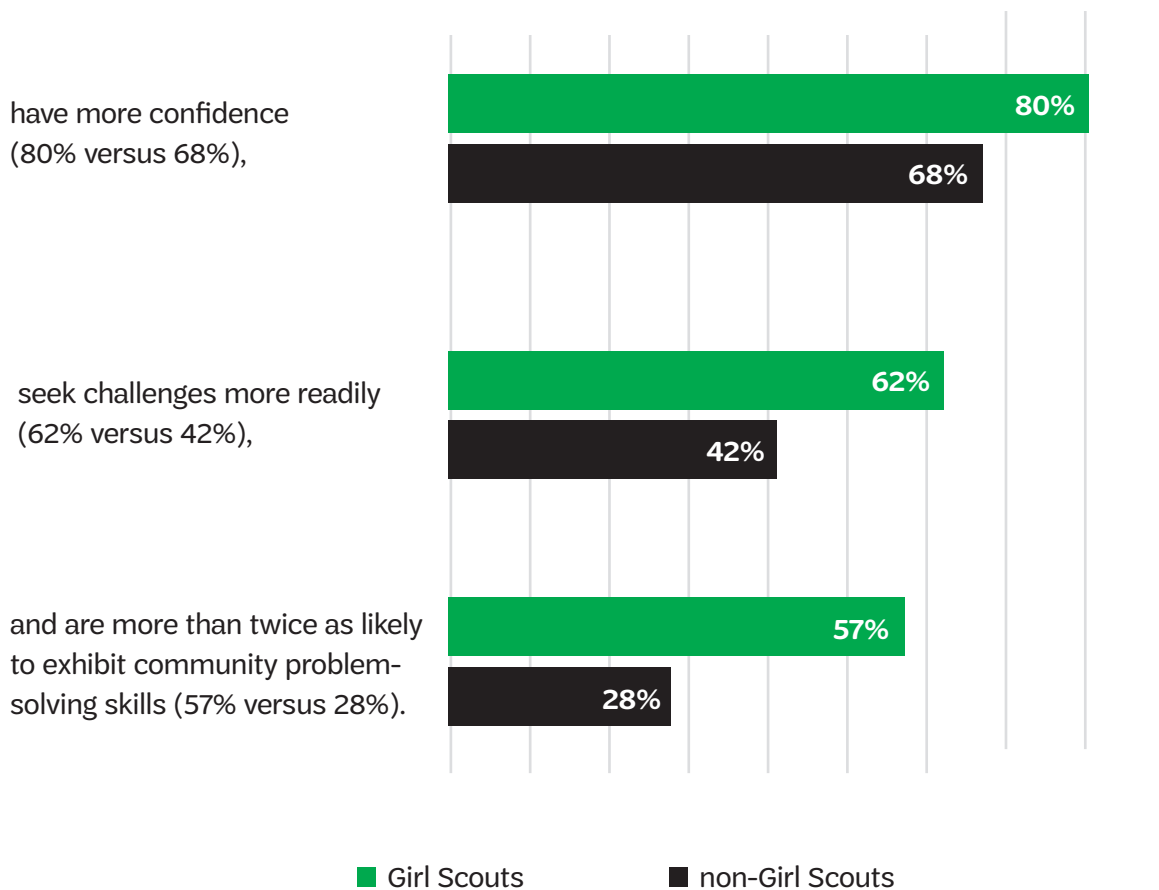
To help communicate the Girl Scout Difference, and the outcomes that give girls lasting benefits, we launched two PSAs in 2018. The first, “[A Lifetime of Leadership](#),” narrated by award-winning entertainer and Girl Scout alum Queen Latifah, highlighted how Girl Scout alums rise to the top of all fields. It features Girl Scout alums astronaut Jan Davis, journalist powerhouse Katie Couric, civil rights activist Dolores Huerta, philanthropist Melinda Gates, entrepreneur, philanthropist, and STEAM advocate Karlie Kloss, and decorated military veteran Senator Tammy Duckworth. The second PSA, “[All Girl Scout](#),” focuses on how Girl Scouts is the single best place for girls to take action and make an impact on the world, and it features current Girl Scouts telling their stories. Both PSAs made an incredible impact: there was a 28% increase in the relevance of Girl Scouts among the target audience, ten times more engagement versus the industry benchmark, and a 22% higher video completion rate versus the industry benchmark.





THE GIRL SCOUT DIFFERENCE

No matter her passion, Girl Scouts helps her live it out, and the results are proven—girls who participate in Girl Scouts:





Connecting the Generations of Our Movement—Girl Scout Central

A shared passion for our mission and a continuing commitment to live by the Girl Scout Promise and Law connect Girl Scouts across generations. Our alums, troop leaders, staff, and other supporters harness the power of our 108-year-old brand to make a significant impact on the next generation of girls by supporting them, and the girls, in turn, are making a positive impact in our world.

We had these generations of Girl Scouts in mind when, in 2018, we launched a new retail destination—Girl Scout Central. It provides a special, integrated Girl Scout experience where all who visit can connect more deeply with our powerful mission. Whether they're Girl Scouts who've saved their cookie money for a trip to New York City, alums visiting as part of a troop reunion, or thought leaders who share our passion for serving girls—we created an environment that welcomes and inspires everyone who cares about girls and their well-being. We have included space to hold events—from volunteer trainings and badge workshops to Girl Scout celebrations like World Thinking Day.

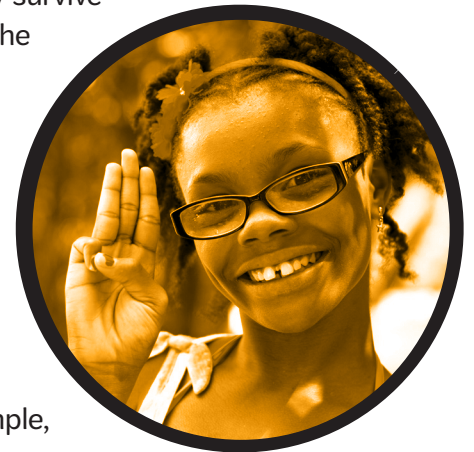




Brand Positioning Evolution

Girl Scouts continues to face new competition and an expanding and complex youth market that vies for our girls', parents', and volunteers' attention. We have seen several competitors co-opt our message, look, and feel, and by 2017, it had also been a decade since we had embarked on a holistic brand review. The need for brand differentiation and continual review and investment to not only survive but to thrive is more critical than ever. We must solidify our brand position in the marketplace and ensure Girl Scouts resonates with girls, parents, volunteers, current and prospective members, partners, funders, and other key stakeholders.

A brand can galvanize people, places, communications, and content. Strong brands contribute to greater economic, social, emotional, and aesthetic values that, in turn, drive consumer choice and relevance. Successful brands today leverage and seamlessly integrate all disciplines to compel a business forward, invite audiences in, and serve a bigger purpose. More than a tagline, campaign, or mission statement, a brand position is a simple, clear articulation of a company's point of view to consumers.



Our brand positioning serves as the guide to bringing the brand identity to life. As a first step in identifying our core brand essence and attributes, in 2017, Girl Scouts launched G.I.R.L.—Go-getter, Innovator, Risk-taker, Leader™—with high adoption by councils using new brand assets. This increased our brand consistency and ability to “speak with one voice.” We are now incorporating elements of the brand identity into our merchandise, program, and look/feel. Right before COVID-19 hit, the brand refresh rollout was postponed to June 2021 so that external activations would align with the updates to the Girl Scout website. Shortly thereafter, because our response to COVID-19 required our Movement's full attention and resources, we also postponed the internal training for GSUSA and councils. We look forward to engaging our teams across the Movement in this important work early in the next triennium.

In 2018, GSUSA was ranked tenth on the World Value Index, a much-anticipated annual report that measures world-class organizations based on how different audiences perceive and value a brand's purpose and mission.



Economic Realities

The COVID-19 pandemic dramatically changed the economic landscape in the U.S. and around the world. We will continue to face significant challenges due to the ongoing pandemic, as well as direct competition from other youth-serving organizations and the multiplicity of options for out-of-school activities for girls. Because of our prudent financial stewardship and investments, GSUSA is able to address the organization's liquidity needs and continue with the mission of the Movement.

Financial Reporting Periods

This section focuses on the historical financials for fiscal years (FY) 2017 to 2019, and comparisons are versus FY 2014–FY 2016. As results for FY 2020 will not be available until after the end of our fiscal year on September 30, 2020, those are not included.





Financial Position

As of September 30, 2019, GSUSA had total assets of \$271.4 million and total liabilities of \$83.7 million, resulting in net assets of \$187.7 million, or 56% percent more than \$120.4 million in net assets at September 2016. This increase is primarily due to a \$46.7 million increase in the **Investment Portfolio** and a \$17.9 million increase in **Fixed Assets**, which are primarily investments in technology.

Financial Position for the Years Ended September 30 (in \$M)

ASSETS	FY 2016	FY 2019
Cash, Inventories, and Other Assets	\$33.4	\$45.4
Investments	129.7	176.4
Fixed Assets	31.7	49.6
Total Assets	\$194.8	\$271.4
LIABILITIES & NET ASSETS	FY 2016	FY 2019
Liabilities		
Accounts Payable, Deferred Revenue & Other Liabilities	\$33.6	\$58.0
Pension Liability	40.8	25.7
Total Liabilities	74.4	83.7
Net Assets	120.4	187.7
Total Liabilities and Net Assets	\$194.8	\$271.4



GSUSA Investment Portfolio

With a market value of \$176.4 million at September 30, 2019, GSUSA's investment portfolio is the most significant asset recorded in the organization's financial statements. Investments are overseen by the Investment Subcommittee of the Finance Committee of the National Board. The portfolio comprises investments of GSUSA's operating reserve and board-designated and donor-restricted endowment funds. Investment returns were 24.3% over the three years due to good market performance versus the benchmark of 22.8% for the three years.

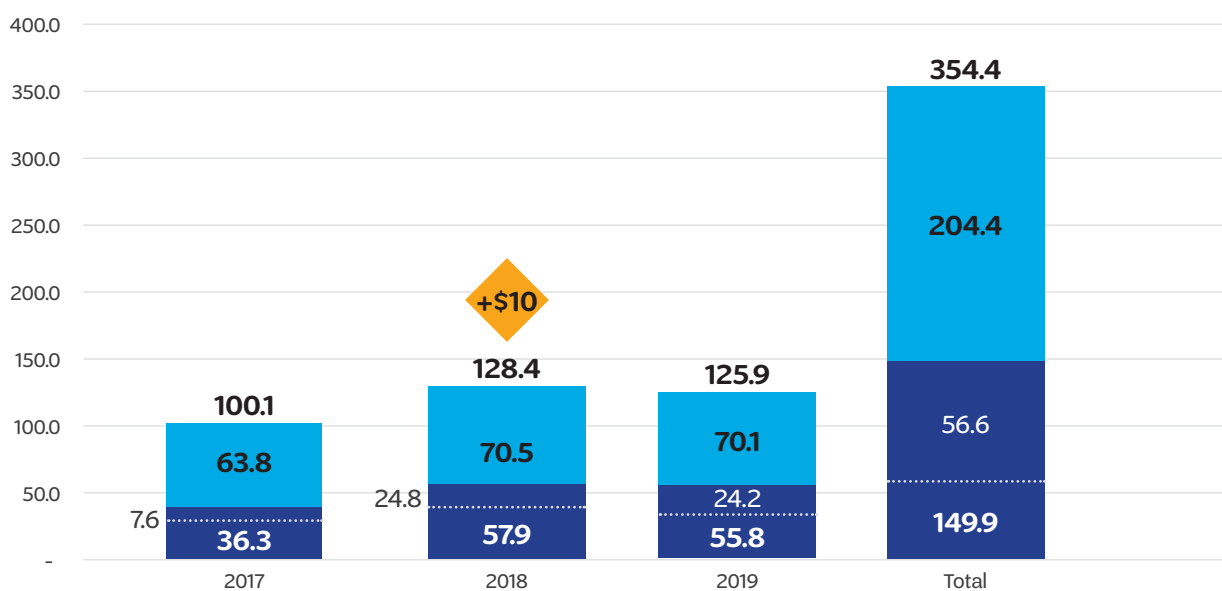
The investment portfolio was negatively impacted in March 2020 due to the pandemic. However, it has recovered and has earned 5.8% as of July 2020 fiscal year to date versus the benchmark of 5.1%. After approved spending, the market value is \$175.4 million as of July 31, 2020.

After extensive workforce planning and financial analyses, GSUSA sold four of its nine floors at the national headquarters in New York City in November 2016. The sale proceeds were \$48.2 million before closing expenses. Renovations were undertaken to consolidate into a smaller footprint, upgrade systems to be in accordance with building codes, and increase operating efficiencies. Ground floor space was renovated to create Girl Scout Central, a Girl Scout flagship store. (Please see page 52 to read more about Girl Scout Central.) Net proceeds of \$19.6 million were added to the investment portfolio to create the Movement Growth Fund, a new board-designated fund specifically designated for pension relief for councils in the national council retirement plan. While the board reserves the right to approve the annual distribution to councils, the board's intent is that the annual spend rate from this fund will be provided to councils to assist with pension payments. This pension support enables councils to better serve girls and volunteers in their communities. For fiscal year 2018 and fiscal year 2019, \$1.8 million total has been provided to councils.



Financial Results: Operating Revenues

Operating revenues for the period totaled \$354.4 million. The increase of \$10 in membership dues to address important program design, council support, and technology needs resulted in higher membership revenues of \$24.8 million in financial year 2018 and \$24.2 million in financial year 2019. Other revenues consist of Girl Scout merchandise sales, royalties, and higher contributed income.



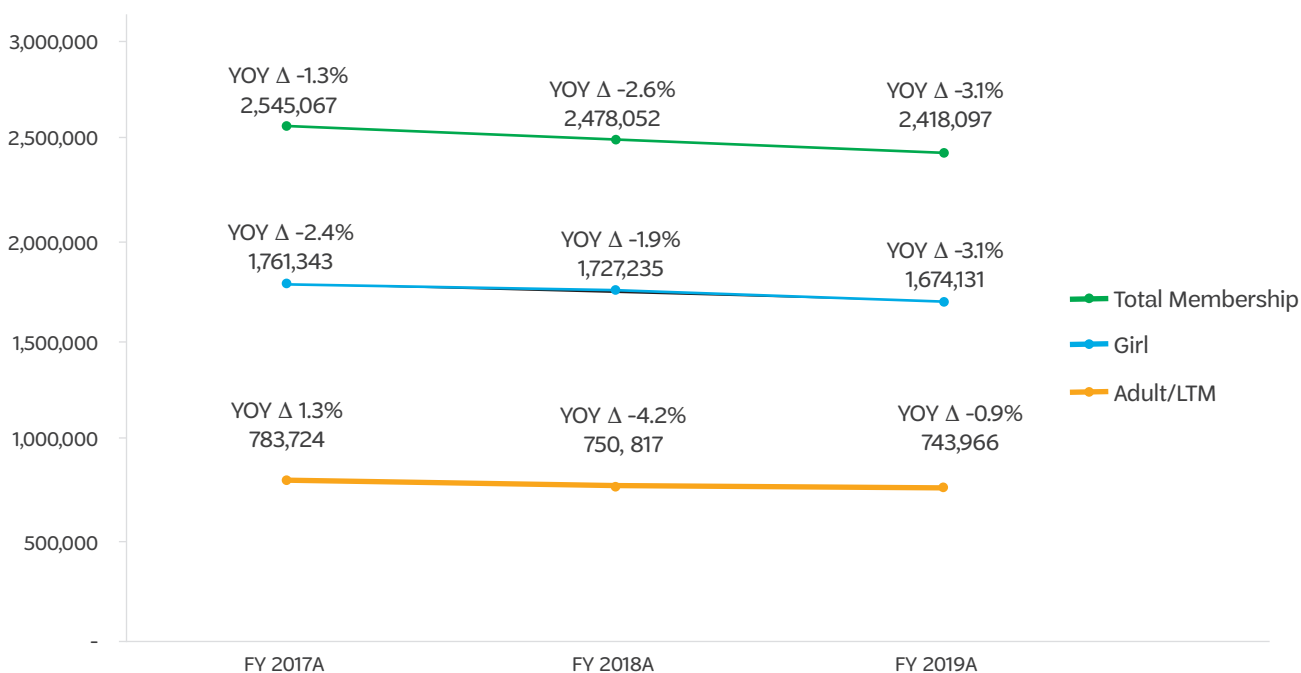
Other Revenue Includes Girl Scout Merchandise, Royalties (net of commissions), Gifts, Grants, Bequests, Meeting, and Training Income.

■ Membership Revenue
 ■ Other Revenue
 Dues Increase Revenue



Membership

Membership is the number one priority for the Movement. Although it is a major revenue driver, it is more critical to delivering on our mission. Membership has continued to decline, but major efforts by GSUSA and councils have improved retention and focused on ensuring that the Girl Scout Leadership Experience is delivered to more girls. Unfortunately, although the declines have been modest in FY 2017-2019, we are projecting a 20% decrease from FY 2019 to FY 2021 due to COVID-19.





Contributed Revenue

During the FY 2017–FY 2019 period, funds raised totaled \$49.6 million, or double the amount raised during the prior period. To fulfill the requirements of the restricted contributions, \$19.4 million was spent on direct expenses to develop programs and achieve other deliverables, and \$8.7 million was paid directly to councils to deliver new programming to girls.

Contributions include funding from major corporations and foundations for a total of \$30 million. Institutions supporting our Outdoor strategy included Elliot Wildlife Foundation, Johnson & Johnson, and The North Face. Those supporting our STEM programming included AT&T, General Motors, Johnson & Johnson, Lyda Hill Foundation, Palo Alto Networks, Raytheon, and the SETI Institute. Toyota Financial Services and Warner Brothers supported our Entrepreneurship programming, and The Lovell Foundation supported our gender parity initiative.

We are also grateful to have received funding from Susan Butler, a longtime advocate and Girl Scout alum, who has supported Entrepreneurial badges and college scholarships for Gold Award Girl Scouts.

Finally, it should also be noted that the contributions noted above include \$8.7 million in re-grants to councils outlined above.





Financial Results: Operating Expenses

Operating expenses for FY2017 to FY2019 totaled \$359.5 million. On average, GSUSA spends greater than 87% of expenses on its programs, including comprehensive council support, girl program development and adult learning, and brand and marketing. Major areas of increased spending are attributed to investments in technology (\$24.4 million) and technology depreciation (\$13.1 million) and are highlighted in the technology section below; ensuring that Girl Scouts maintained its leadership position in the youth-serving marketplace for girls (\$16.3 million); direct expenses for program development funded by partnership grants (\$11.5 million); and investments in key functions to support and protect the financial viability of the Movement, including legal, risk management, and procurement (\$8.4 million).

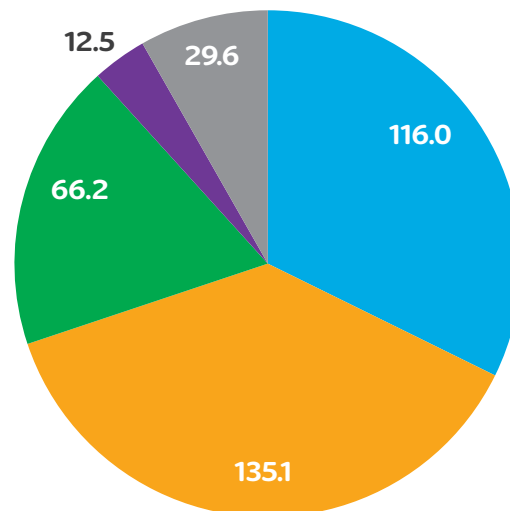
As noted, GSUSA spends more than 87% of expenses on program. This percentage is among the highest in the nonprofit sector and exceeds the guidelines set by all of the charity watchdogs.

Operating Expenses

FY 2017-2019

- Comprehensive Council Support
 - Technology
 - Council Consulting
 - Grants to Councils
- Girl Program Development and Adult Learning
 - Girl Program Development
 - Cookie Program and Digital Cookie
 - Merchandising
- Brand and Marketing
- Fundraising
- Management and Other Expenses

FY 2017-2019 - \$359.5M





Major Areas of Expenditures: How Membership Dues Have Been Invested

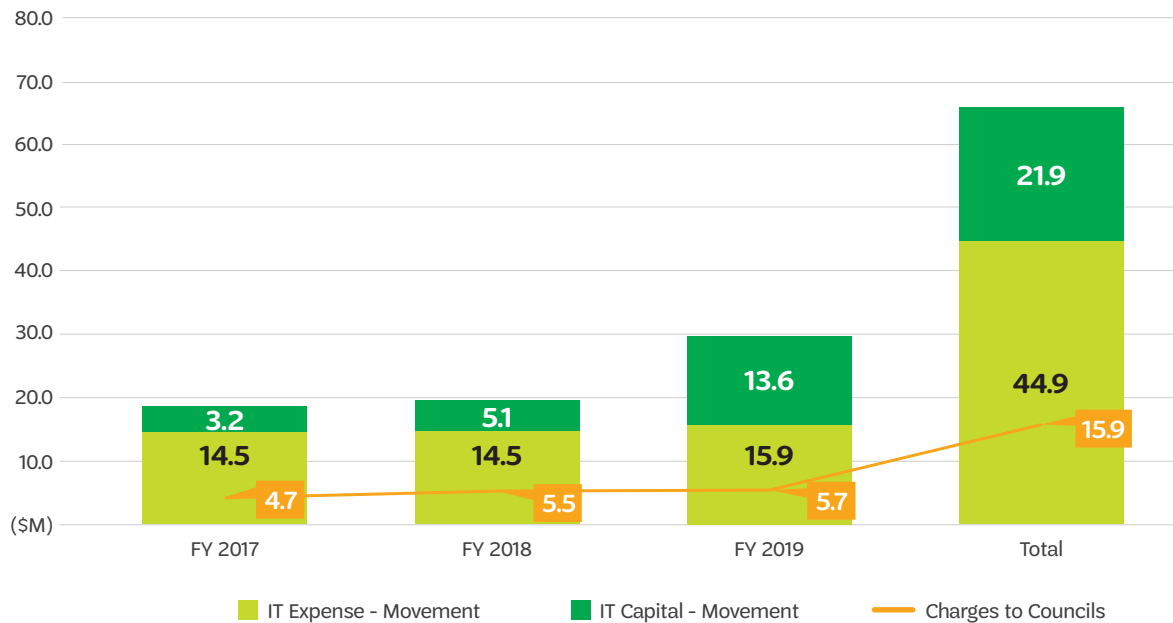
Investments in Technology and the Movement's Future: Summary

Increases in membership dues in FY 2018 have enabled GSUSA to make continuous and significant investments in technology to simplify and improve the volunteer experience; create safe, secure, consistent, and compelling websites across the Movement; and implement a common business operating model underpinned by technology and in accordance with the goals of our network alignment activity. Of our 111 councils, 109 plus USAGSO have adopted Volunteer Systems 1.0. Major improvements to Volunteers Systems are currently underway to improve functionality and performance. These investments have addressed pain points faced by our members and volunteers, introduced common operating and business management practices and efficiencies in the council operating model, and helped reduce the rate of membership decline.



The expenditures below include capital and operating expenses and exclude annual depreciation. Revenues represent charges to councils primarily for software licenses.

Movement Technology Costs



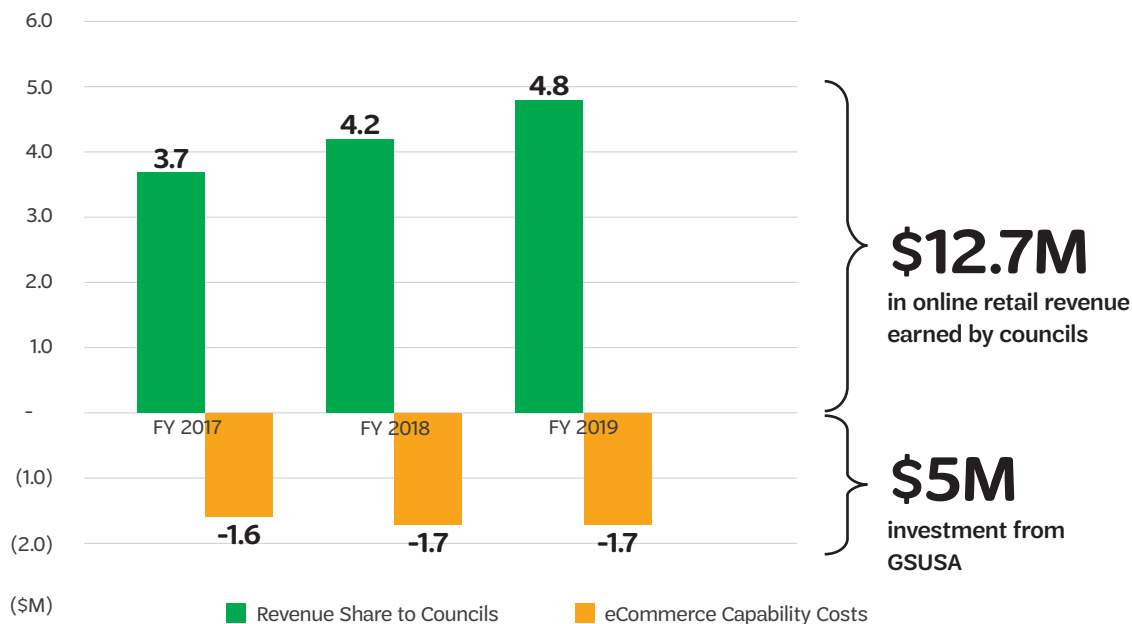
	FY 2017	FY 2018	FY 2019	Total
CEI 1.0	12.7	12.1	13.2	38
CEI 2.0	-	1.9	7.1	9
Digital Cookie	3.4	2.3	2.7	8.4
Mobile App	-	1.6	4.8	6.3
GSM e Commerce	1.6	1.7	1.7	5
Total Movement	17.7	19.6	29.5	66.8



Investments in Technology and the Movement's Future: Girl Scout Merchandise E-Commerce

The development of a robust e-commerce site has enabled councils to earn revenue equivalent to in-store merchandise sales without the cost and risk of holding inventory. Although it is not possible to determine if these sales are incremental, it is reasonable to assume that most are.

Online Retail Investment and Council Revenue Share

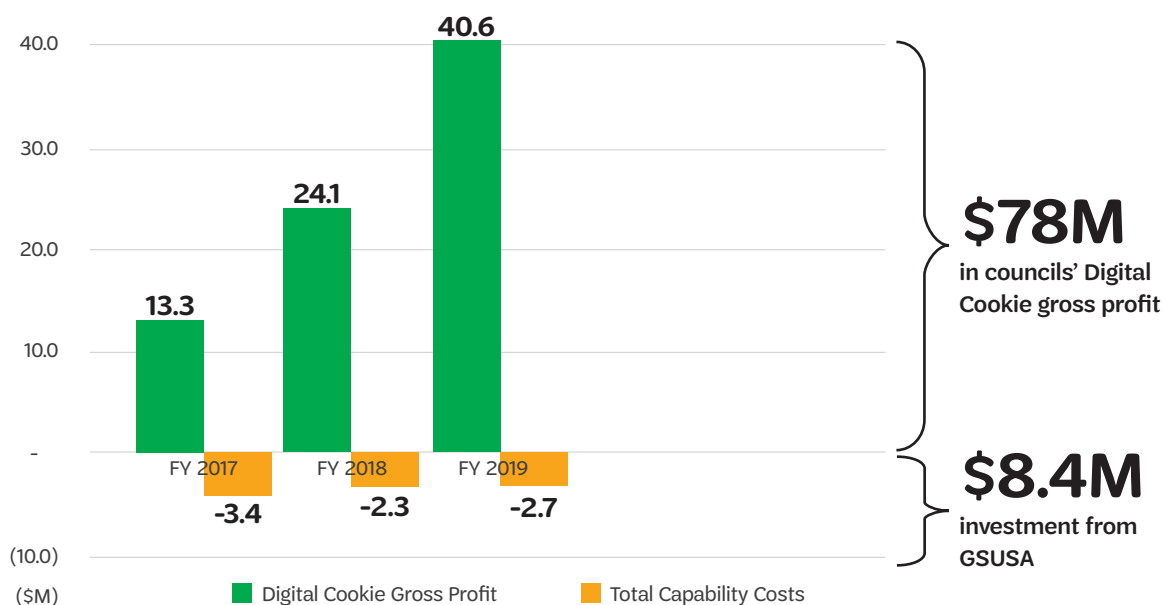




Investments in Technology and the Movement's Future: Digital Cookie

The implementation of Digital Cookie has provided an online program opportunity for girls to create their own e-commerce site and sell cookies digitally. It has also offered councils the opportunity to expand their cookie program and improve their cash flow. Although it is not possible to determine if these sales are incremental, it is reasonable to assume that most are, as total sales have increased every year.

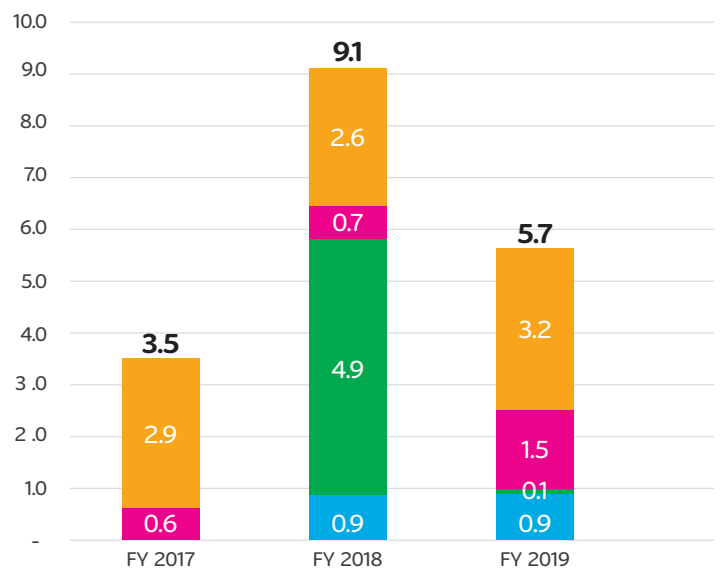
Digital Cookie Investment and Council Gross Profit



Investments in Technology and the Movement's Future: Grants to Councils

GSUSA has provided \$18.3 million in grants to councils for varied and diverse needs, including pension relief, leadership training scholarships, and, as previously noted, grants from restricted fundraising contributions.

Grants to Councils



\$18.3M

in direct investments to councils, including:

- \$8.7M in grants
- \$1.8M in pension relief
- \$4.9M in grants to support membership*

■ Federal, Corporate & Foundation Contributions and Other
 ■ Macy Scholarship
 ■ Pension Relief
 ■ Membership/LTM

*Does not include direct investments from marketplace positioning.

Girl Scouts' Preeminent Position in the Youth-Serving Marketplace for Girls

During this triennium, we made critical investments in brand and marketing, intellectual property protection and enforcement, elevation of the Gold Award, and recruitment of new girls. A nationwide campaign included marketing investments in local targeted markets to drive brand differentiation and showcase the unique value of Girl Scouts. Girl Scouts has maintained our leadership position in the youth-serving marketplace—our network alignment has proven to be strong, and we effectively coordinated all efforts of GSUSA, councils, and volunteers.



Support Provided by GSUSA to Girl Scout Councils

The pandemic has hit councils hard and very quickly—resulting in a severe and sudden impact on all aspects of their operations. As noted above, to date, GSUSA has distributed \$18.3 million in direct financial support to councils during the period.

The GSUSA Customer Office provides comprehensive support to councils to improve the sustainability and overall health of the Movement and ultimately reach and serve more girls. Areas of support include:

- Movement membership strategy and operations that advance the mission of Girl Scouts; cultivation of national partnerships that support membership recruitment, retention, and relevancy; and council property strategy and support.
- Ongoing development of girl program and volunteer support resources. In the last triennium, this includes the development of new badges and awards, development of the next generation of Volunteer Systems and gsEvents on the Movement’s common technology platform, continued development of GoGold2.0, the Volunteer Toolkit, and launch of gsLearn for online volunteer training, and safety and security recommendations for volunteer management and girl activities.
- Council consulting services in the areas of council leadership and operations, including membership, governance, finance, and property; council staff training, including onboarding for new board chairs, CEOs, COOs, and CFOs on their respective areas of council management; skill-building training programs such as Sandler Sales Training and the Mission Delivery Coach program; national council leadership convenings, including in-person conferences such as the Annual Membership Conference in 2019 and 2020; and online training curriculum provided to council staff through gsLearn.
- Council communications that facilitate peer exchange and strategic best practices, such as council engagement teams that inform Movement strategies, monthly leadership calls and weekly council staff webinars, and online discussion forums with subject matter expert support.
- Data and analytics that enable councils to serve their members well, including monthly membership and customer service dashboards, access to market data such as school and consumer insights to enable strategic marketing, and analysis on market trends and opportunities.

GSUSA also provides fundraising support to councils, including educational webinars taught by experts in the field; toolkits containing resources and materials for council use in the areas of planned giving, alums, and lifetime membership; regular communications with council fund development staff via quarterly webinars; and graphics and messaging for use in micro-giving initiatives.

Finally, GSUSA protects the Girl Scouts’ intellectual property and brand for the good of the Movement and our girls, including filing a complaint against the Boy Scouts of America for trademark infringement and misuse of Girl Scouts’ intellectual property.



National Girl Scout Council Retirement Plan (“NGSCR”)

There are currently 99 councils that are employers in the multiple employer CSEC pension plan. GSUSA works with the Pension Advisory Committee, which includes representatives from councils, the Finance Committee, and the National Board to improve the funded status of the Plan. GSUSA realizes the burden that the pension contributions place on councils and is continuing to commit resources in seeking ways to improve the funding of the Plan.

The Plan has been frozen since July 31, 2010. As the fiduciary and sponsor of the Plan, GSUSA is obligated to ensure that all participants receive their earned benefits in the Plan. All beneficiary payments are being made as required.

On April 30, 2020, the most recent date for which information is available, Plan assets equaled \$435 million, and the Plan was 61% funded. Investment returns for the Plan were 20.4% over the three-year period versus a 20.1% benchmark. Councils are contributing approximately \$32 million on an annual basis to the Plan. As noted earlier, GSUSA is providing approximately \$1 million in relief annually to councils for pension expenses from the spend rate on the Movement Growth Fund.

In 2019, GSUSA held extensive Request for Proposal processes for an investment consultant and an actuary and benefits administrator firm, to select best in class advisors. NEPC, LLC of Boston, Massachusetts, was selected as the investment consultant, and Willis Towers Watson was selected as the actuary and benefits administrator. NEPC developed an asset allocation study to increase returns, while remaining within the risk tolerance of the Plan. Willis Towers Watson is working to identify opportunities to reduce the liabilities in the Plan.

Due to the work of the public policy office and councils, legislation was passed in December 2019 to reduce the Pension Benefit Guaranty Corporation (“PBGC”) premiums paid by the Plan. The Plan received a \$3.5 million refund for 2019 and expects to save an average of \$4 million per year for the next five years. Lower expenses mean that more assets will remain in the Plan and grow with investment returns, thus increasing the funding of the Plan.



Outlook for 2020 and Beyond

Given membership projections for the next two years and the negative impact on Girl Scout merchandise sales and philanthropic donations due to the global pandemic, finances will be very tight. We are committed to ensuring the financial health and viability of our Movement and that the cost structure of the organization is appropriate, while continuing to deliver the Girl Scout experience to our girls, caregivers, and volunteers.

In these incredibly challenging times, our country needs Girl Scouts more than ever—and girls need Girl Scouts. The value we bring to girls' lives is reflected in the impact our 50 million living alums have had on the country and the world—as go-getters, innovators, risk-takers, and leaders in government, STEM, business, entrepreneurship, finance, sports, entertainment, and more. It is also represented by the extraordinary girls, many highlighted in this report, who are already showing the power girls have to be leaders and change-makers in their communities and the world.

Our collective commitment to membership growth is not only a Movement imperative—it is a national one. We are moving strategically forward to reach more girls, enhance our program delivery in the age of COVID-19, and increase our impact on the girls, families, volunteers, and communities we serve.

Thank you to our delegates for their service and their dedication to continuing to strengthen our Girl Scout Movement—one that is diverse, equitable, and inclusive of all girls, in all communities, and from all backgrounds.

We are Girl Scouts, and together we are forging ahead to make the world a better place.





55TH NATIONAL
COUNCIL SESSION

OCTOBER 23-25

2020

