

Annual Report



2017



Girl Scouts
of the USA

Girl Scout Mission Statement

Girl Scouting builds girls of courage, confidence, and character, who make the world a better place.

The Girl Scout Promise

On my honor, I will try:

To serve God and my country,
To help people at all times,
And to live by the Girl Scout Law.

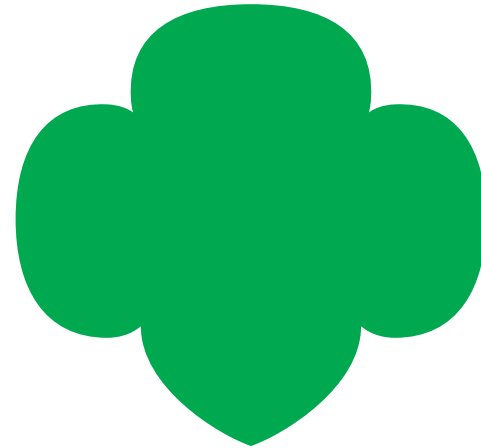
The Girl Scout Law

I will do my best to be

honest and fair,
friendly and helpful,
considerate and caring,
courageous and strong, and
responsible for what I say and do,

and to

respect myself and others,
respect authority,
use resources wisely,
make the world a better place, and
be a sister to every Girl Scout.



Girl Scouts of the USA
420 Fifth Avenue
New York, New York 10018

This report covers services during the fiscal year ended September 30, 2017. In some instances, to maintain continuity, events beyond the fiscal year have been included. Girl Scouts of the USA was founded by Juliette Gordon Low on March 12, 1912, in Savannah, Georgia, and chartered by the United States Congress on March 15, 1950. Its central office is located at 420 Fifth Avenue, New York, NY 10018-2798.

Girl Scouts of the USA is a member of the World Association of Girl Guides and Girl Scouts.

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Message from the National President and the Chief Executive Officer

Dear Friends,

At Girl Scouts, we build the complete girl. Our innovative, girl-led, girl-centered programming offers experiences that allow her to take the lead early and often and develop skills that ensure she'll thrive on whatever path she chooses to pursue. And we in this movement—112 Girl Scout councils and a national headquarters, Girl Scouts of the USA—know that girls will lead us into the future. They will live out the incredible G.I.R.L. (Go-getter, Innovator, Risk-taker, Leader)[™] potential that we know is in each and every one of them.

With girls at the center of everything we do, Girl Scouts had a lot to celebrate in FY 2017. We aligned 109 councils that represent 98 percent of our membership under a common operating system, an advanced digital platform that helps volunteers access the information and resources they need to ensure their girls receive the best Girl Scout experience possible. We also launched twenty-three new STEM and Outdoor badges and six Space Science badges, including nine Robotics badges and a Daisy Civics badge—our largest program rollout in years. And we had a record-breaking cookie season that created even more opportunities for girls to go on amazing adventures and have life-changing experiences. Moreover, we hosted our incredible G.I.R.L. 2017 convention in Columbus, Ohio. At G.I.R.L. 2017 more than 10,000 Girl Scouts and supporters of our mission participated in several days of inspiring events and celebrated the launch of our G.I.R.L. Agenda Powered by Girl Scouts, which helps girls create positive change through civic action.



Sylvia Acevedo
GSUSA CEO



Kathy Hopinkah Hannan
GSUSA National President

In our second century of service to girls, we continue to move at the speed of girls, and in the increasingly digital age we live in we are committed to ensuring that Girl Scouts remains relevant to girls and their families and our volunteers and that we're building the leaders our communities, businesses, and institutions want and need. We have strengthened and streamlined our program offerings, which align with our four national program pillars: STEM, the outdoors, life skills, and entrepreneurship. And throughout their experiences with us, Girl Scouts learn how to solve problems effectively, they learn about the power of teamwork and collaboration, and they learn how to identify and seize key opportunities.

Looking ahead, we're committed to uncovering the opportunities that lie within each challenge we face. With the enduring support of donors and partners like you, we will continue to provide our members with the foundation for a life governed by thoughtful and effective leadership, as we strive to reach ever more girls in communities across the country with the unparalleled experience only Girl Scouts can offer.

On behalf of Girl Scouts, we extend our deepest gratitude for the dedication you have shown as champions for the cause of girls, and for your commitment to ensuring they lead lives of purpose and impact. Girls represent our collective future, and we are preparing them for it together.

Yours in Girl Scouting,

Sylvia Acevedo
Chief Executive Officer
Girl Scouts of the USA

Kathy Hopinkah Hannan
National President
Girl Scouts of the USA



Take the Lead Like a Girl Scout!

When she's a Girl Scout, she's also a G.I.R.L. (Go-getter, Innovator, Risk-taker, Leader)[™].

Girl Scouts are big thinkers, groundbreakers, and role models. They design robots, start garage bands, and improve their communities—and yes, they sell the best cookies on the planet.

Every day, Girl Scouts unleash the power of G.I.R.L. to make amazing things happen.

G. Go-getter
She's bold, honest, and determined to succeed. Failure does not stop her from getting back up and trying again, and again, and again. That explains why **half of all U.S. businesswomen were Girl Scouts.**

I. Innovator
Thinking outside the box is her specialty, so she's always looking for a creative way to take action. A clear correlation: **73 percent of current female senators were Girl Scouts.**

R. Risk-taker
Courageous and strong, she's keen to try new things and embrace the unfamiliar. It's no wonder that **many of the women who have flown in space were Girl Scouts.**

L. Leader
She's confident, responsible, and committed to changing the world. Here's proof: Every year, **Girl Scouts collectively spend tens of millions of hours improving their communities.**

These traits define girls of courage, confidence, and character, who make the world a better place. This is the Girl Scout DNA.

The Go-Getters: Meet the Year's National Young Women of Distinction

Every year, from among thousands of Gold Award Girl Scouts, GSUSA chooses and recognizes ten girls as National Young Women of Distinction—exceptional leaders who have transformed an idea and vision for change into an actionable plan with measurable, sustainable, and far-reaching impact at the local, national, and global levels. From supporting menstrual hygiene for girls in rural India to creating water conservation technology to help farmers in California, this year's National Young Women of Distinction are addressing some of society's most pressing issues.

Applications for National Young Women of Distinction are judged by previous honorees, leaders from a range of fields, GSUSA executives, and a representative from the Kappa Delta Foundation. To honor Girl Scouts' National Young Women of Distinction, Susan Bulkeley Butler, founder of the Susan Bulkeley Butler Institute for the Development of Women Leaders, provides \$100,000 in college scholarships. The Kappa Delta Foundation grants the selected girls a combined \$50,000 in college scholarships, reflecting its commitment to girls' leadership and pursuit of education.



PROFILE CAROLINE C. / GIRL SCOUTS OF CITRUS

Caroline established a charitable foundation for the Orlando International Airport—the Greater Orlando Aviation Authority Charitable Donation Initiative. She worked with the Transportation Security Administration (TSA) and state government agencies to place collection bins before TSA checkpoints and throughout the airport terminals. The bins collect passengers' extra change for the benefit of local charities, which are selected on a quarterly basis by the donation initiative's board. The charities then invest the funds back into the Orlando community.



The National Young Women of Distinction discuss their innovative solutions for today's most pressing local, national, and global issues.



PROFILE LEA B. / GIRL SCOUTS OF THE COLONIAL COAST

Lea developed a recycling program featuring newly constructed oyster cages and reefs to increase oyster populations in the Chesapeake Bay. To return shells to the bay, she collected approximately 41,000 oyster shells, which filter more than 20 million gallons of water per day—an important part of the ecosystem. Lea established partnerships with local businesses and restaurants and developed a public awareness campaign that led to establishing a collection center supported by the Chesapeake Bay Foundation.

The Innovator: Ashley Martin, Gold Award Girl Scout and Arconic Chuck McLane Scholarship Awardee

Ever since reading about an experiment that had scientists creating cats that glow in the dark, Gold Award Girl Scout Ashley Martin has been fascinated by biological research. These days, she's using her passion to solve problems involving food and medicine. She developed a high school-level biology curriculum that provides an unbiased overview of genetic engineering and genetically modified organisms. To encourage students to develop their own opinions on the topic, the three-day course included lecture notes, a lab exercise, and a list of resources for further learning—all of which totaled more than 100 pages of free

CHALLENGES ASSUMPTIONS
INNOVATOR
TINKERER DREAMER INVENTOR
BRAINSTORMER
LEARNS FROM FAILURE
RESOURCEFUL
ORIGINAL
AVANT-GARDE
CREATIVE
MAKES CONNECTIONS
CURIOUS
FINDS OPPORTUNITIES
COLLABORATOR
MAKER
VISIONARY
INDEPENDENT
EXPERIMENTER
THINKS OUTSIDE THE BOX
DO-IT-YOURSELF
FINDS SOLUTIONS

material now in use by teachers nationwide. For this innovative program, Ashley became the ninth recipient of the Chuck McLane Scholarship Award.

This year, 2017, marked the final year of the Chuck McLane Scholarship program, made possible by the Arconic Foundation. The \$10,000 scholarship was available to two Gold Award Girl Scouts each year (ten in total) who completed a STEM-themed Gold Award project and plan to pursue a STEM-related college degree and career. Ashley currently attends the University of Georgia and is majoring in genetics, with a goal to earn her doctorate in genetics.

Girl Scouts, my Journeys, and the Gold Award have been great opportunities to take on a leadership role in the more traditional sense. But while those were amazing experiences that taught me a lot about myself and the type of person I want to be, I also think leadership doesn't just happen in big moments. I also work hard to lead by example in my daily life, often in simple ways. I treat others with respect and compassion. I try to be a good listener, and a good friend, for everyone I know. When someone needs help, I'm the first to jump in and the last to leave. I think this type of leadership on a small scale is just as important as the more traditional examples.

—Ashley Martin



OPEN-MINDED STEPS UP
ENTREPRENEUR
NOT AFRAID TO TRY NEW THINGS
EMBRACES THE UNFAMILIAR
PIONEER
BRAVE
CURIOUS
RISK-TAKER
COMFORTABLE WITH FAILURE
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ACCEPTING
SHAKES THINGS UP
TAKES ON
CHALLENGES
MOVER AND SHAKER
GOES OFF THE BEATEN TRACK
CONFIDENT
AUDACIOUS
ACHIEVER

The Risk-Takers: Girl Scouts Sleep Under the Stars Through the Elliott Wildlife Values Project

This year, thanks to the Elliott Wildlife Values Project (EWVP), 18 girls ages 13–17 each received a \$400 scholarship (totaling \$7,200 in funding) to study the wildlife, ecology, geology, and natural history of the Greater Yellowstone Ecosystem at the Teton Science Schools in Wyoming's Grand Teton and Yellowstone National Parks. In addition to their work in the parks, the girls developed wildlife conservation projects that they could continue once they returned to their local communities.

The EWVP supports Girl Scouts through program development and learning opportunities, grants, and membership and volunteer development. Wildlife-focused national and international travel experiences made possible with EWVP funding offer girls unique opportunities to connect with nature, explore global issues, and take action to protect wildlife. Thanks to ongoing support from the EWVP, GSUSA has been able to provide councils with conservation-related grants, outdoor volunteer resources and tools such as outdoor skill-building videos, the *Outdoor Education in Girl Scouting* guidebook, and more.



My favorite things that I saw were the mud pots, geysers, bison, wolves, and a couple of elk. The geothermal features were especially cool, and it made me more interested in how

these things work. When I get home, I will research how these features came to be and about the different wolf packs roaming Yellowstone.

—Emilie, age 13,
Girl Scouts of Western Washington

The Leaders: Girl Scouts Tackle Cybersecurity on the Hill

PASSIONATE
CONFIDENT
RESPONSIBLE
EMPOWERS OTHERS
GROUNDBREAKER
KIND
TEAM-BUILDER
CONFLICT RESOLVER
ADVOCATE
EMPATHETIC
MENTOR
SUPPORTIVE
AMBASSADOR
CHANGE MAKER
OPTIMISTIC
CONSIDERATE
APPRECIATIVE
LEADER
KNOWS HOW TO GET THE JOB DONE
COMMITTED TO MAKING THE WORLD A BETTER PLACE
BOOSTER ACTIVIST CONSIDERATE CHAMPION

For National Cybersecurity Awareness Month, Girl Scouts, members of Congress, and the CEOs of GSUSA and Palo Alto Networks gathered for Cybersecurity Day on Capitol Hill. Sponsored by a bipartisan group of members of Congress, the event inspired the next generation of female cybersecurity professionals and encouraged dialogue between the public and private sectors about developing a diverse talent pool to solve our toughest cybersecurity challenges.

Girl Scouts who attended were able to stretch their problem-solving skills with a hands-on activity that taught them how to run a “traceroute” to identify the path that data packets take to get from a source computer to

a destination. Volunteers from Palo Alto Networks guided the girls through the activity, allowing them to work alongside experts in the field of cybersecurity.

The event also featured a conversation between Palo Alto Networks CEO and Chairman Mark D. McLaughlin and GSUSA CEO Sylvia Acevedo about the need for a more diverse workforce in cybersecurity. The conversation was moderated by Lauren Prox, a Gold Award Girl Scout alum from Girl Scouts of the Colonial Coast in Virginia and industrial engineering student at Clemson University. Lauren credits her interest in STEM to Girl Scouts—in fact, her Gold Award project involved educating youth in her community about STEM.



“ I have had an amazing journey in Girl Scouts. I have met some exceptional women and accomplished things I never dreamed I would do. —Lauren Prox, Gold Award Girl Scout Alum ”



“ Our collaboration with Girl Scouts provides girls in nearly every zip code across the United States with access to cybersecurity education and mentors who can guide them toward career opportunities they might not otherwise have known about. Meaningful investments made today by corporations and nonprofits alike will help ensure that the cyber workforce of tomorrow is equipped to solve the toughest security challenges, and that the trust of the public is maintained in our digital age. ”

—Mark D. McLaughlin, Palo Alto Networks CEO and Chairman

More than **160,000 Girl Scouts participate in STEM programs annually**, and a majority of councils offer their members more than ten STEM programs each year. These programs serve to engage young women in various STEM topics, in the process **increasing their interest and confidence in STEM**, educating them about related careers, and exposing them to inspiring STEM professionals.

HIGHLIGHT

Celebrating Our Success: A National Award for the Library at the Juliette Gordon Low Birthplace

Since it debuted more than two years ago at the Juliette Gordon Low Birthplace in Savannah, Georgia, the installation Girls Writing the World: A Library Reimagined has been enjoyed by tens of thousands of Girl Scouts and visitors from around the world. In May 2017, the exhibition was awarded a national recognition from the American Alliance of Museums for “excellence in exhibition” and “creating big change in a small package.” This tremendous honor places GSUSA in the company of the National Museum of African American History and Culture and the Getty Center, among other recipients this year.

For the installation, the library was transformed into an interactive and “layered” space. Visitors are encouraged to touch, listen to, and see the importance of the written and spoken word as the experiences relate to the Girl Scout mission of building girls of courage, confidence, and character who make the world a better place. The exhibit highlights different languages and learning styles and reflects a seamless intersection of art and history.



HIGHLIGHT

Introducing New STEM and Outdoor Badges

Girl Scouts introduced 23 new badges in STEM and the outdoors this year, constituting our largest program rollout in almost a decade! This means that Girl Scouts can now design robots and race cars, go on environmentally conscious camping trips, create algorithms, collect data in the great outdoors, try their hand at engineering, and so much more.

The new Girl Scout programming builds girls’ skills and encourages, from an early age, their interest in STEM and environmental conservation—areas girls are not typically encouraged to explore outside Girl Scouting—increasing their confidence in an all-girl, girl-led environment where they feel comfortable trying new things, taking appropriate risks, and learning from failure.

Participation in Girl Scout programming **increases girls’ confidence in an all-girl, girl-led environment** where they feel comfortable trying new things, taking appropriate risks, and learning from failure.



HIGHLIGHT

Girl Scouts Join 90th Anniversary Macy's Thanksgiving Day Parade

On Thanksgiving Day, more than 50 million onlookers were wowed by a float that shouted “GIRL SCOUTS!” For the first time ever, Girl Scouts appeared in the 90th Anniversary Macy's Thanksgiving Day Parade, on a float that featured girls climbing and belaying giant globe-forming puzzle pieces, connecting them to “build a better world.”

Viewers of the historic parade on November 24 saw badges representing everything from STEM to the outdoors to financial literacy, as well as a Girl Scout Gold Award symbol commemorating this year's centennial. The Girl Scout-themed float emphasized far and wide that girls are critical to society's success and capable of leading great change—and that Girl Scouts is committed to preparing girls to take the lead in their own lives and the world.



HIGHLIGHT

Girl Scouts Prepare for Their Financial Future

Girl Scouts live by the motto “Be prepared”—they know that looking to the future can be one of their greatest strengths. Fortunately for Girl Scouts, Toyota Financial Services (TFS) not only provides support through financial education programs like the Driving My Financial Future tip sheet, which helps prepare girls for their future, they also offer the Making Life Easier (MLE) scholarship program. MLE provides \$1 million in scholarships annually to students who are affiliated with select nonprofits (including GSUSA), show high academic achievement, and have a record of giving back to their communities.



For 2017, 18 Girl Scouts from three TFS-selected grant councils were awarded MLE scholarships to help them achieve their education goals. We can't wait to see how they use their education to take the reins and change the world!

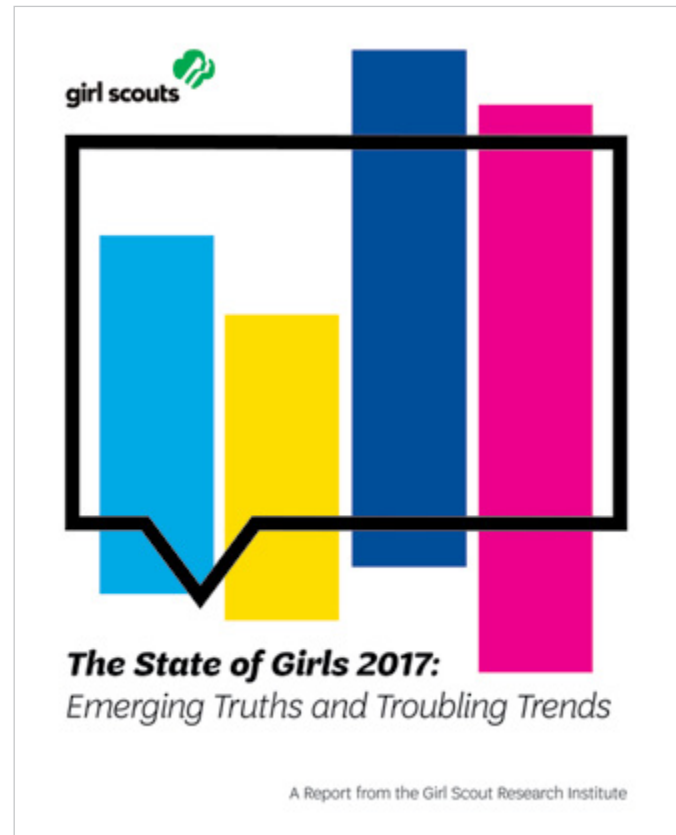
Girl Scout Financial Literacy Badges



Latest Edition of *The State of Girls* Unveiled on Capitol Hill

On February 9, Girl Scouts launched *The State of Girls 2017: Emerging Truths and Troubling Trends*, the third edition of *The State of Girls* research report, which addresses national- and state-level trends across key indicators affecting girls' overall well-being. The publication was shared before a packed room in the Russell Senate Office Building on Capitol Hill, with findings suggesting that economic conditions affecting girls in the United States have not fully recovered from the Great Recession. These conditions are leading to increased emotional and physical distress among girls, with obesity, marijuana use, and low self-esteem on the rise.

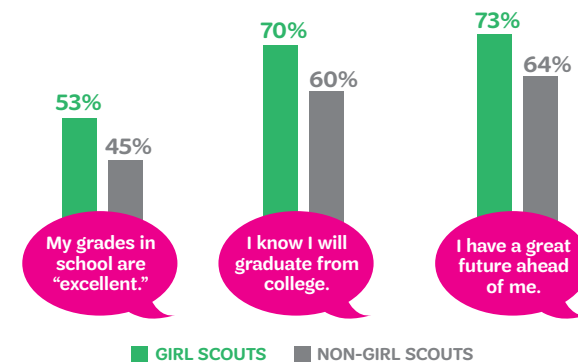
Fortunately, an increase in graduation rates means girls want opportunities to learn. And the research found that in areas of the country where girls are faring the best, Girl Scouts, which can serve to bolster and reinforce academic achievement, also has a robust presence.



Girl Scouts Builds Girl Leaders

Girl Scouts are go-getters and optimists!

They earn better grades, and have greater expectations for their futures.



Girl Scouts are innovators and risk-takers!

They're more likely than non-Girl Scouts to:

- Participate in healthy activities (82% vs. 69%)
- Pursue leadership opportunities (79% vs. 37%)
- Explore the outdoors (76% vs. 43%)
- Be civically engaged (79% vs. 37%)
- Learn financial literacy (65% vs. 36%)
- Work on STEM projects (60% vs. 35%)

Snapshot: *The State of Girls* 2017 Data

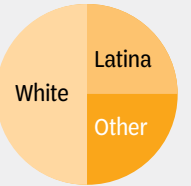
Well-Being: Girls are struggling with obesity and emotional health.

- Obesity rates have increased for girls ages 2 to 19, from 15.9 percent in 2008 to 17.2 percent in 2014.
- Girls' emotional health is at risk—a higher proportion of high school girls seriously considered suicide in 2015 (23 percent), compared to 2007 (19 percent).



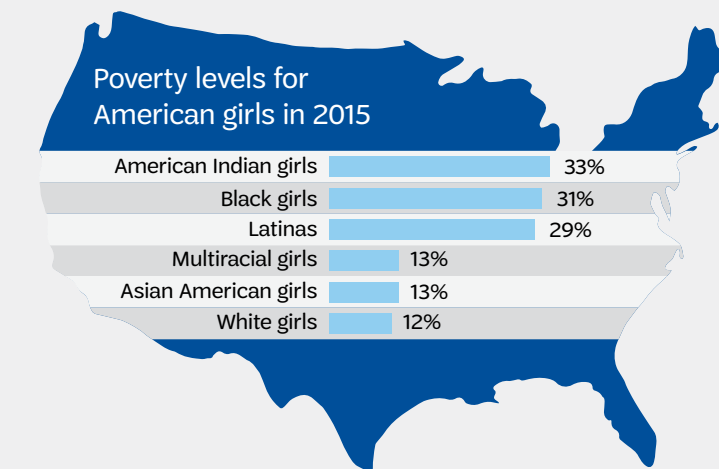
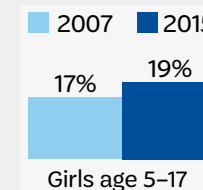
Demographics: The face of the American girl is changing.

- American girls are more racially and ethnically diverse today than before the recession. About half of U.S. girls are white, and a quarter are Latina.
- One-fourth (26 percent) of all school-age girls in the United States are a first- or second-generation immigrant. This number has risen since 2007 (when it was 23 percent).



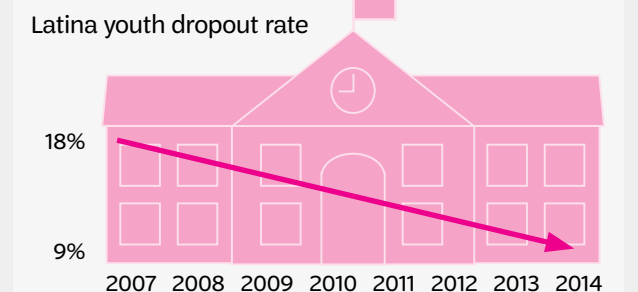
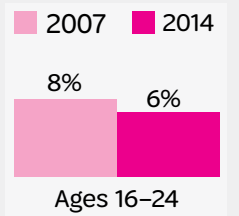
Economics: Poverty rates for girls have risen since 2007.

- In 2015, 19 percent of girls ages 5 to 17 lived in poverty, compared to 17 percent in 2007. Poverty rates increased for girls across racial and ethnic groups.



Education: More girls are graduating from high school.

- The high school dropout rate has decreased for girls in recent years, particularly Latina girls.
- In 2007, 8 percent of girls and women ages 16 to 24 had dropped out of high school, but by 2014 that figure decreased to 6 percent.
- Latina youth experienced the largest decline in dropout rates during the same 2007–2014 period, from 18 percent to 9 percent.



GSUSA Leadership (FY 2017)

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Sharon H. Matthews
First Vice President
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Wyona Lucas
Second Vice President
Darien, Connecticut

Noorain Khan
Secretary
New York, New York

Charles (Chuck) D. McLane
Treasurer
Miromar Lakes, Florida

Sapreet Kaur Saluja
Secretary
Jersey City, New Jersey

John Hom
Chair, Board Development Committee
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Sylvia Acevedo¹
Chief Executive Officer

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San Antonio, Texas

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Washington, DC

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Dallas, Texas

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Washington, DC

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Murray Hill, New Jersey

Mina T. Nguyen
Boston, Massachusetts

Debbie Nielson
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Susan Peters,
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Pasadena, California

Nancy Reardon,
Blufton, South Carolina

Trooper Sanders, Chair
Washington, DC

Julie Sygiel,
New York, New York

Sharon Wibben,
Henderson, Nevada

Loria Yeadon
Mercer Island, Washington

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Carri Baker
San Antonio, Texas

Tiffany Dufu³
New York, New York

Irene Horstmann Hannan
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Noorain Kahn
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Trooper Sanders
Washington, DC

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Chief Information Officer

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Lisa Margosian
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Angela Olden
Chief Financial Officer

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Chief Fund Development Officer

Natalie Paquin
Chief Transformation Officer

Joanne Rencher
Chief People Officer

Jennifer L. Rochon
General Counsel

¹ Member ex officio of the National Board of Directors, without vote

² Triennium begins October 19, 2014 and ends October 8, 2017

³ Not a member of the National Board

SELF-STARTER
ACHIEVER **DILIGENT**
GO-GETTER
ENTHUSIASTIC
LIFELONG
LEARNER
HONEST
BALL OF FIRE
DRIVEN
ENERGETIC
BOLD
PERSISTENT
DETERMINED TO SUCCEED
HAND-RAISER
GOES THE EXTRA MILE
AMBITIOUS

MOTIVATED
DOER
SHARP

CAN-DO
MENTALITY
INSPIRED
GOAL-ORIENTED
RESILIENT

CHALLENGES ASSUMPTIONS
INNOVATOR
TINKERER DREAMER INVENTOR
BRAINSTORMER
LEARNS FROM FAILURE
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DO-IT-YOURSELF
FINDS SOLUTIONS

OPEN-MINDED **STEPS UP**
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NOT AFRAID TO TRY NEW THINGS
EMBRACES THE UNFAMILIAR
PIONEER **SPEAKS OUT**
BRAVE **COURAGEOUS**
CURIOUS **STRONG**
RISK-TAKER **DISCOVERER**
COMFORTABLE WITH FAILURE
BREAKS THE MOLD
EXPLORER **ACCEPTING**
FEARLESS **SHAKES THINGS UP**
DARING **TAKES ON**
TRAVELER **CHALLENGES**
ADVENTURER **MOVER AND SHAKER**
STANDS UP **GOES OFF THE BEATEN TRACK**
CONFIDENT
AUDACIOUS
ACHIEVER

PASSIONATE
CONFIDENT
RESPONSIBLE
EMPOWERS OTHERS
GROUNDBREAKER
KIND
TEAM-BUILDER
CONFLICT RESOLVER
ADVOCATE
EMPATHETIC
MENTOR
SUPPORTIVE
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KNOWS HOW TO GET THE JOB DONE
COMMITTED TO MAKING THE WORLD A BETTER PLACE
BOOSTER **ACTIVIST** **CONSIDERATE** **CHAMPION**

ToGetHerThere: Invest in Girls. *Change the World.*

At Girl Scouts, we believe that when girls succeed so does society. That's why in October 2010 we launched the largest fundraising campaign for girls in history, a comprehensive, Movement-wide campaign now called ToGetHerThere. The goal is to raise \$1 billion for girls by 2020. Together, we will empower girls to reach their fullest potential and give every girl what she deserves—the confidence to dream big and change the world.

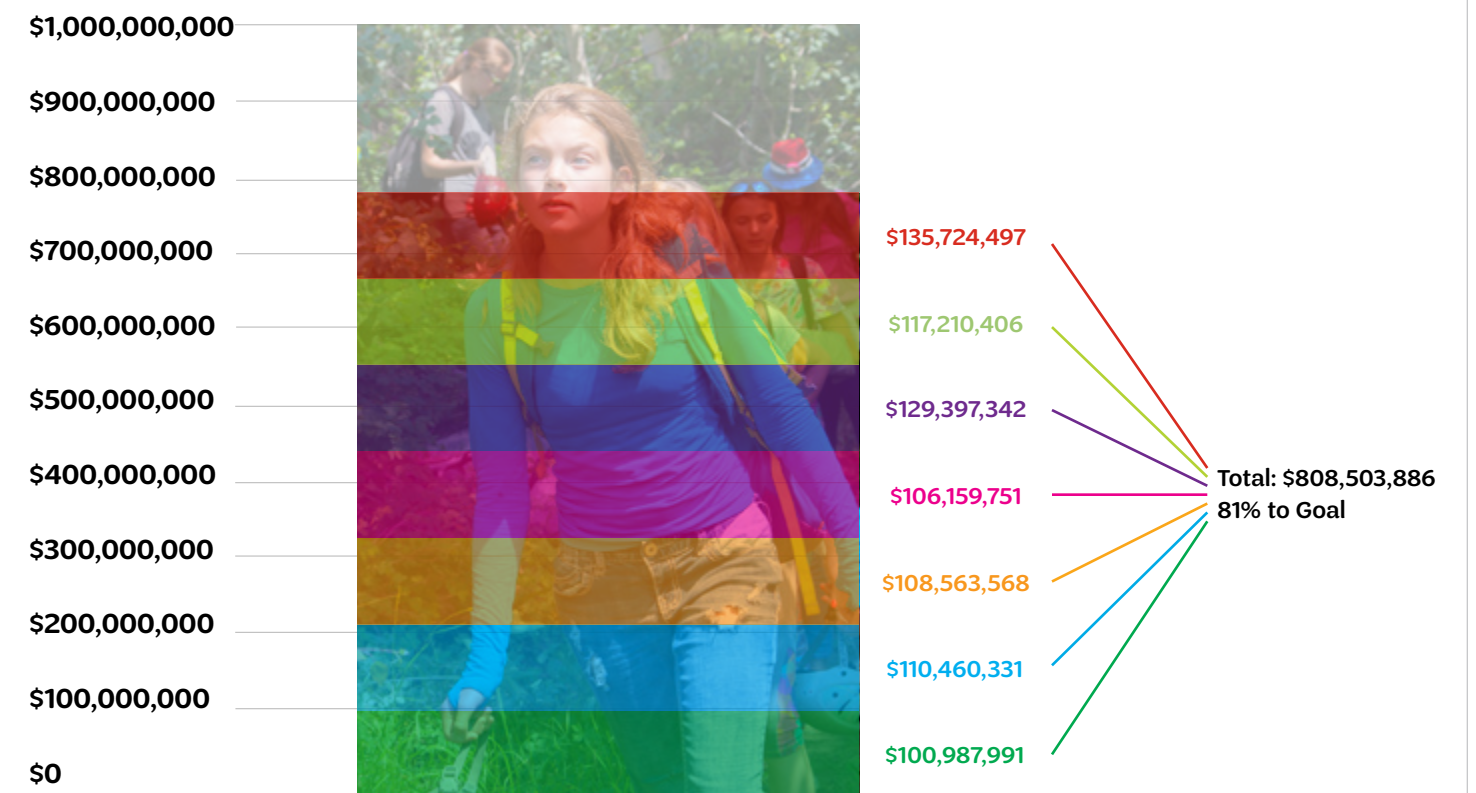


ToGetHerThere Campaign Progress and Highlights

The following numbers represent four-year combined Girl Scouts of the USA and council campaign giving from October 1, 2010, through September 30, 2017.



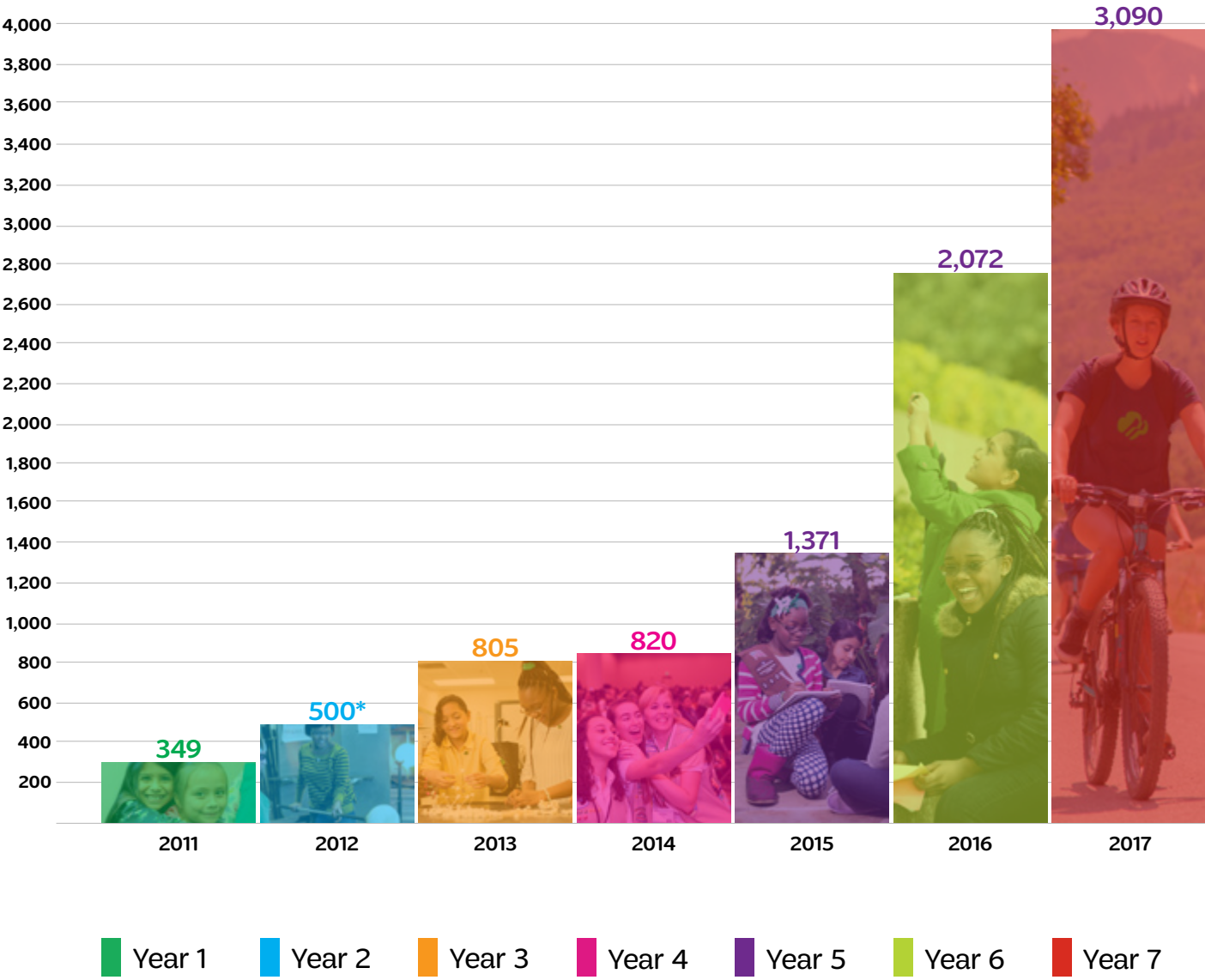
ToGetHerThere Campaign Results



Estimated Through Fiscal Year 2017

- Year 1
- Year 2
- Year 3
- Year 4
- Year 5
- Year 6
- Year 7

Movement-Wide Cumulative Planned-Giving Donors



* Girl Scouts' 100th Anniversary



Financial Report

Consolidated Statements of Financial Position As of September 30, 2017 and 2016:

	2017	2016
ASSETS		
Cash and cash equivalents	\$ 43,581,000	\$ 15,037,000
Accounts receivable, net of allowance for doubtful accounts of approximately \$244,000 in 2017 and \$81,000 in 2016	6,320,000	5,305,000
Inventories, net	6,389,000	6,614,000
Prepaid expenses	3,224,000	2,002,000
Investments	164,253,000	129,744,000
Contributions and deferred gifts receivable, net	7,559,000	3,774,000
Funds held in trust for others	641,000	622,000
Property and equipment, net	38,512,000	31,692,000
Total assets	\$ 270,479,000	\$ 194,790,000
LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts payable and accrued liabilities	\$ 16,863,000	\$ 12,825,000
Pension liability	30,240,000	40,834,000
Funds held in trust for others	641,000	622,000
Deferred revenues:		
Membership dues	33,486,000	19,862,000
Other	5,963,000	225,000
Total liabilities	87,193,000	74,368,000
NET ASSETS		
Unrestricted:		
General fund	3,539,000	8,765,000
Pension fund	(34,854,000)	(45,148,000)
Property and equipment	39,510,000	17,136,000
Board designated	115,025,000	87,860,000
	123,220,000	68,613,000
Temporarily restricted	33,788,000	26,867,000
Permanently restricted	26,278,000	24,942,000
Total net assets	183,286,000	120,422,000
Total liabilities and net assets	\$ 270,479,000	\$ 194,790,000

Audited Financial Statements are available at girlscouts.org/AnnualReport.

Consolidated Statements of Activities For the year ended September 30, 2017, with summarized comparative financial information for 2016:

	Unrestricted	Temporarily Restricted	Permanently Restricted	2017 Total	2016 Total
OPERATING REVENUES					
Membership dues	\$ 36,303,000	\$ -	\$ -	\$ 36,303,000	\$ 36,965,000
Girl Scout merchandise gross profit	23,088,000	-	-	23,088,000	22,488,000
Royalty income	8,559,000	-	-	8,559,000	9,814,000
Gifts, grants, and bequests	8,075,000	7,384,000	-	15,459,000	8,994,000
Training/meeting revenue	4,711,000	-	-	4,711,000	5,015,000
Investment income allocation	4,609,000	1,516,000	-	6,125,000	5,007,000
Software maintenance	4,672,000	-	-	4,672,000	3,137,000
Other	515,000	674,000	-	1,189,000	2,826,000
Total operating revenues	90,532,000	9,574,000	-	100,106,000	94,246,000
Net assets released from restrictions	6,491,000	(6,491,000)	-	-	-
Total operating revenues	97,023,000	3,083,000	-	100,106,000	94,246,000
OPERATING EXPENSES					
Program services:					
Service delivery to local councils	31,816,000	-	-	31,816,000	27,199,000
Program development and training	38,138,000	-	-	38,138,000	38,532,000
Communications	16,353,000	-	-	16,353,000	16,625,000
International services	2,311,000	-	-	2,311,000	2,339,000
Total program expenses	88,618,000	-	-	88,618,000	84,695,000
Supporting services:					
Fundraising	3,715,000	-	-	3,715,000	3,621,000
Management and general	9,853,000	-	-	9,853,000	8,841,000
Total supporting services	13,568,000	-	-	13,568,000	12,462,000
Total operating expenses	102,186,000	-	-	102,186,000	97,157,000
Operating (deficit) surplus	(5,163,000)	3,083,000	-	(2,080,000)	(2,911,000)
NONOPERATING REVENUE, GAINS AND LOSSES					
Endowment contributions	-	-	1,296,000	1,296,000	1,635,000
Change in value of deferred gifts	-	-	26,000	26,000	8,000
Change in value of charitable gift annuities	32,000	-	-	32,000	15,000
Foreign currency forward gain	(4,000)	-	-	(4,000)	(145,000)
Contributed advertising revenue	9,482,000	-	-	9,482,000	1,648,000
Contributed advertising expense	(9,482,000)	-	-	(9,482,000)	(1,648,000)
Net investment (loss) income in excess of income allocation	9,007,000	3,838,000	14,000	12,859,000	6,026,000
Gain on sale of floors	42,588,000	-	-	42,588,000	-
Pension costs other than service cost	(2,146,000)	-	-	(2,146,000)	-
Pension settlement loss	-	-	-	-	(2,604,000)
Other nonoperating pension charges	10,293,000	-	-	10,293,000	(1,782,000)
Total nonoperating revenue, gains and losses	59,770,000	3,838,000	1,336,000	64,944,000	3,153,000
Change in net assets	54,607,000	6,921,000	1,336,000	62,864,000	242,000
Net assets, beginning of year	68,613,000	26,867,000	24,942,000	120,422,000	120,180,000
Net assets, end of year	\$123,220,000	\$33,788,000	\$26,278,000	\$183,286,000	\$120,422,000

Audited Financial Statements are available at girlscouts.org/AnnualReport.

Membership

State/Area	Girls	Adults	Total
Alabama	14,950	6057	21,007
Alaska	5,595	1,831	7,426
Arizona	26,157	12,419	38,576
Arkansas	7,365	3,477	10,842
California	176,447	100,750	277,197
Colorado	22,264	10,389	32,653
Connecticut	27,389	13,738	41,127
Delaware	5,922	2,483	8,405
District of Columbia	3,935	1,097	5,032
Florida	65,601	32,612	98,213
Georgia	51,645	21,887	73,532
Hawaii	2,800	2,148	4,948
Idaho	4,665	2,640	7,305
Illinois	91,113	32,104	12,3217
Indiana	46,567	18,674	65,241
Iowa	22,900	6,843	29,743
Kansas	2,2761	8,598	31,359
Kentucky	17,719	7,439	25,158
Louisiana	15,364	5,585	20,949
Maine	7,923	4,040	11,963
Maryland	44,561	19,405	63,966
Massachusetts	39,605	19,741	59,346
Michigan	48,718	17,462	66,180
Minnesota	34,513	14,541	49,054
Mississippi	10,473	3,270	13,743
Missouri	64,313	23,788	88,101
Montana	6,568	1,943	8,511
Nebraska	15,923	5,052	20,975

State/Area	Girls	Adults	Total
Nevada	8,579	3,306	11,885
New Hampshire	7,275	3,630	10,905
New Jersey	71,235	38,515	109,750
New Mexico	6,892	2,761	9,653
New York	113,703	46,936	160,639
North Carolina	49,938	20,066	70,004
North Dakota	3,089	1,406	4,495
Ohio	85,381	33,604	118,985
Oklahoma	17,647	6,646	24,293
Oregon	12,666	8,715	21,381
Pennsylvania	73,881	34,711	108,592
Puerto Rico	3,642	1,287	4,929
Rhode Island	4,653	1,936	6,589
South Carolina	17,222	7,466	24,688
South Dakota	4,557	2,010	6,567
Tennessee	26,577	12,658	39,235
Texas	15,9512	59,768	219,280
Unknown State	27,343	26,596	53,939
Utah	7,510	3,134	10,644
Vermont	2,687	1,359	4,046
Virginia	59,869	29,439	89,308
Washington	29,087	15,478	44,565
West Virginia	7,661	2,843	10,504
Wisconsin	54,598	18,572	73,170
Wyoming	2,383	869	3,252
Total	1,761,343	783,724	2,545,067

Membership by Racial/Ethnic Group

September 30, 2017

	Total	2016 Membership	2017 Membership	Percent change	Percent of Total Membership
Girl		1,805,247	1,761,343	-2.43%	17.16%
Adult		773,454	783,724	1.33%	82.84%
American Indian		14,909	12,729	-14.62%	0.93%
Asian American		73,469	66,358	-9.68%	5.55%
Black/African American		228,808	195,924	-14.37%	13.01%
Hawaiian/Pacific Islander		4,696	4,111	-12.46%	0.18%
White		1,598,528	1,388,606	-13.13%	71.26%
Multiple		80,911	73,560	-9.09%	2.98%
Other Races		77,239	70,868	-8.25%	6.09%
I choose not to share		336,681	303,853	-9.75%	NA
Not Reported		163,460	429,058	162.49%	NA
Hispanic		253,715	226,290	-10.81%	16.59%
Other		2,324,986	2,318,777	-0.27%	NA

Honor Roll of Donors

Girl Scouts of the USA gratefully acknowledges the contributions of our donors and funders during the past fiscal year (October 1, 2016, to September 30, 2017).

\$1 Million and above

Palo Alto Networks

Palo Alto Networks and Girl Scouts of the USA have partnered to educate hundreds of thousands of girls in grades K-12 about cybersecurity through newly developed Cybersecurity badges. This national effort is a huge step toward eliminating traditional barriers to technology industry access such as gender and geography, and it will target girls as young as five, helping ensure that even the youngest girls are primed for future life and career success.

Thanks to the multiyear partnership with Palo Alto Networks, the badges will deepen Girl Scouts' existing commitment to STEM through unique hands-on curriculum that inspires girls to embrace scientific discovery in their lives at all ages.

JOANN Fabric and Craft Stores

Through a three-year partnership that launched in September 2017, JOANN is inspiring Girl Scouts across the nation by inviting local troops to hold meetings and special events and even sell Girl Scout Cookies at its nearly 900 stores. In addition, JOANN is giving a portion of nationwide sales linked to its Girl Scouts Rewards Card to GSUSA, with a guaranteed minimum donation.

The partnership gives girls across the United States the chance to bring their imaginations to life while fostering leadership skills through girl-led, hands-on experiences. Through the collaboration, GSUSA and JOANN are providing girls with the tools and resources they need to empower themselves for a lifetime of leadership.

Susan Bulkeley Butler

Susan Bulkeley Butler, founder and CEO of the Susan Bulkeley Butler Institute for the Development of Women Leaders, annually provides \$100,000 in college scholarships for the National Young Women of Distinction. Over ten years, beginning in 2017, 100 National Young Women of Distinction will each receive \$10,000 in college scholarships.

Susan Bulkeley Butler is a philanthropist, Girl Scout alum, and former member of the GSUSA Board of Directors. Susan retired from Andersen Consulting, where she was a senior partner; she's also a go-getter, innovator, risk-taker, and leader just like our National Young Women of Distinction. Susan says it was an easy decision to make the contribution that she did, to help girls "be all they can be."

Visa Checkout

Girl Scouts of the USA and Visa collaborated to support this iteration of the Digital Cookie Platform™, which launched in December 2015. Through support from Visa, hundreds of thousands of Girl Scouts had access to Digital Cookie. These Girl Scouts then had the opportunity to gain new essential business and social skills and to superpower their cookie sales as they went beyond the booth with mobile and online channels, setting girls up for future success in the digital world.

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A NOTE TO DONORS

We have reviewed carefully all gifts made to Girl Scouts of the USA to ensure that each gift is properly recognized. A description of the criteria for inclusion precedes each section. The 2017 Honor Roll of Donors includes gifts made between October 1, 2016, and September 30, 2017. Occasionally, despite our best efforts, errors occur. If we have made mistakes, we sincerely apologize. Please alert us to such errors by contacting the Office of Philanthropy by phone at 212-852-8674, or by mail at 420 Fifth Avenue, New York, NY 10018. Please note we also make every effort to follow donors' preferences when compiling the Honor Roll of Donors. If you would prefer to have your name listed differently in the future, please let us know.

Juliette Gordon Low Society

The Juliette Gordon Low Society was established in 2012 to acknowledge at a national level those who choose to make Girl Scouts part of their legacy as a beneficiary of their estate. Girl Scouts of the USA gratefully acknowledges the following individuals who have made such a commitment to our Movement. A double asterisk (**) denotes the Founding Chair of the Juliette Gordon Low Society.

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