

# MEMO

**To:** Board of Directors  
**From:** Donna Ceravolo, Executive Director/CEO  
**Date:** February 1, 2008  
**Subject:** 2007 End of Year Management Report by Integrated Objectives and Board Meeting on February 13

Attached you will find the 2007 End of Year Management Report by Integrated Objectives. I am very pleased with the progress that we have made toward these objectives over the last four years. We have continued to maintain strong membership numbers and a high market share. We are financially sound. We have continued to offer a wide-range of Council-run programs and we have collaborated with a number of vendors to offer more exciting opportunities for our girls than we could ever offer on our own. We have shown our commitment to safety. We have demonstrated our commitment to pluralism and diversity through the time and commitment of our volunteers and staff on the GSNC Hispanic/Latino Task Force, the GSNC Asian Task Force and most recently through the UMOJA Alliance. Most strikingly, to me, are the strides that we have taken to make Girl Scouts of Nassau County known as the experts on girls in our community, largely through leveraging our work on Critical Issues for Girls. We know that we are the experts because people call and ask us to come and share what we know with them, and sometimes they even pay us for our knowledge!

But these long and wordy Integrated Objectives have now served their time as our measurement tool and we look forward to using our new more targeted and concise set of Integrated Objectives for 2008- 2010 to address the priorities of the Girl Scouts of the USA's Core Business Strategy. We are asking the Board to formally adopt these Objectives at the February meeting and a copy of the draft that was sent to you earlier in the month is included in your packet. NOTE: It is not too late to make changes to that document! – Please call me if you have suggestions on ways to be more concise, measurable or if you have additional content. You will also have the opportunity to speak to these new Integrated Objectives at the Board Meeting.

Please note that there is a new item on the agenda for this Board Meeting. President Sandra Echols Williams will be leading a discussion around a strategic question for the Board regarding fundraising. This is a meaty question that goes to the heart of how this Board chooses to define and use its leadership now and into the future. Under "New Business" Sandra will also propose other strategic questions for the Board to discuss at future meetings and will be looking to you for your input.

The February 13 meeting will also include an update on our investments, news from the Delegate Communications Committee and a presentation from our Marketing Director, Donna Rivera-Downey.

I am heading off to California next week to Girl Scouts of the USA's CEO Summit where I will meet with sister Girl Scout Executives from across the country. I hope that I will come back with even more news to share with you on all the exciting things that are coming for Girl Scouts!

January has been a great month for GSNC with success at our initial entry to world of FIRST Lego League Competition, programs on business entrepreneurship with the Long Island Hispanic Chamber of Commerce and WAY to Art held their amazing session on portraiture. Our Dream Team has been out holding Cookie Kick-offs, the Camp brochure went in the mail and we had over-flow crowds for the first Camp Open House. The Golf Committee secured Lisa DiFilippi, Vice President of Alure Home Improvements, as our 2008 honoree and already secured that company as lead sponsor for the event!

In the meantime, our Cookie Season is in full-bloom! I hope that each of you will make time to support the Girl Scout Cookie Program through the girls in your neighborhood, at local booth sales and by sending Cookies to the men and women in the US Armed Forces. The Girl Scout Cookie Program builds skills and pays the bills! -- It is an amazing training tool for the girls and it provides direct and unrestricted support to the Council that is all ultimately returned to the girls through providing girl programs, adult training, support to our volunteers in the field as well as through camping and financial assistance. -- So please, TALK COOKIES to your family, friends and colleagues! -- And we can use your personal strength to work on the Drive-Thru Delivery Line on February 10 and/or 16 or to join us for the Cookie Phonathon later this month (details to come electronically).

As always, please call on me if you have any questions about this report or about anything we are doing in Girl Scouting! -- 516-741-2550, ext. 200 or [ceravolo@gsnc.org](mailto:ceravolo@gsnc.org).

*Note: The 2007 GSNC Community Partners List will be distributed at the Board meeting.*

**Objective I: Girl Scouts of Nassau County will effectively position itself as the organizational expert on girls. This will be accomplished through increases in speaking engagements, analysis and presentation of research, and increased media exposure (5% per year for print, 10% for all other exposure).**

**OBJECTIVE PARTIALLY MET-**

Speaking engagements continue to climb GSNC is contacted by schools, PTA's and other groups to speak and is sometimes paid for our services.

Print results have been trending down since 2005 and we continue to experience the decline in placements. This decline can be attributed to a change in reader preferences away from the print media to the electronic media. Not reflected in this chart are the eight annual publications and the one hundred PSA's that remain constant from year to year.

Year	Act 2006 12/31/06	2007 Integrated Objective Goal	Act 2007 12/30/07	% Increase/ (Decrease) from 2006	% Increase/ (Decrease) Of I/O
Print	997	1047	509	(48.9%)	(51.4%)
Speaking Engagements	40	44	64**	60%	45.5%
Electronic Appearances	82	90	52	(36.6%)	(42.2%)

\*\* Includes 25 speaking engagements for critical issues, reaching 85 girls, 84 boys and 348 adults—527 participants in total.

This year we began tracking the circulation numbers for Print, Web and Broadcast by household. This number better reflects our influence on the marketplace. Below is the number of households reached monthly.

2007				
Months	Print	Web	Broadcast	Total
Jan	1,795,737	40,005,000	0	41,800,737
Feb	944,672	1,005,000	1,375,000	3,324,672
Mar	538,736	6,516,033	875000	7,929,769
April	355,615	15,835	0	371,450
May	902,275	810,067	350,000	2,062,342
June	2,781,796	40,000,000	0	42,781,796
July	2,192,928	30,108,367	0	32,301,295
Aug	1,075,164	148,861	0	1,224,025
Sept	1,066,671	17,300,055	1,500,000	19,866,726
Oct	254,020	60,637,556	64,000	60,955,576
Nov	209,245	854,721	0	1,063,966
Dec	1,332,382	40,993	2,000,000	3,373,375

**Objective II: Girl Scouts of Nassau County will, while maintaining current programs, monitor, adjust and develop program offerings so that at least ten Council-wide programs are promoted during each year to attract and retain girls from all demographic segments of the community.**

***OBJECTIVE MET:***

In 2007, 74 Council-wide programs were offered to girls 5 to 17 years old, who are in Troops/Groups and Independent Girl Scouts. Of the 74 programs, 20 were new this year and 54 were offered for one year or more. Programs that are not well attended by girls are not offered the following year.

*Possibilities*, the program, event and training guide, which publicizes all Council-wide programs is sent to girl members and Leaders from all demographic segments of Nassau County.

**Objective III: Girl Scouts of Nassau County will increase volunteer involvement through flexible training options, short-term assignments and variety of opportunities as measured against 2003 data.**

***OBJECTIVE MET.***

Technology was instrumental in helping us achieve this goal.

- A total of 402 volunteers completed Welcome to Girl Scouting (Part 1 of leadership training) online (82.7%), compared to 84 who completed the take-home packet (17.3%).
- Almost 2/3 (62.6%) of the volunteers who completed Basics (Part 2 of leadership training) did so on line - 221 online participants compared to 132 classroom participants
- Online Delegate Training was introduced in Fall.
- Critical Issues pages launched on the GSNC website provide all leaders, volunteers and parents an overview, resources and links on issues facing girls today.

Specialty workshops offered at the Service Center included Relational Aggression training, Conflict Resolution, SWAPs, and Science Wonders.

Workshops offered off-site included:

- 5 Relational Aggression trainings presented within local Associations
- Workshops at CelebrAsian (C.W. Post)
- 48 workshops at Oktoberfest at Camp Blue Bay (October 12-14<sup>th</sup>) gave leaders hands-on experience with science, relational aggression, affection connection, songs, games, dance, yoga, cake decorating, nature activities and more!

The Relational Aggression presentation was translated into and delivered in Spanish.

The Associates, Groups targeting adults 18-29, planned and carried out a special event for girls, with funding through GSUSA, and in collaboration with Firestone: Car Care Academy nearly 50 girls attended this program. There are currently 12 young adults in the Associates group.

New volunteer opportunities in 2007 included:

- Manual and clerical work in the Cookie cupboard
- Placements for student interns (1 in 2007)
- Community service opportunities for NYIT students
- Service learning for SUNY/Old Westbury students
- New Task Force: The UMOJA Alliance, focused on strengthening support and volunteerism to girls of the African Diaspora, held a kick-off in December.
- Critical Issues – Relational Aggression Committee continues offering opportunities to participate in the committee, deliver presentations, and facilitate the Ophelia Project Friendship Lessons.

Ongoing volunteer opportunities include serving on a Board committee, being a member of the Hispanic and Asian Task Force, the UMOJA Alliance, the CAV Advisory Board, being a Gold Award mentor, assisting during Fall Product and Cookie Program seasons, and supporting the Ambassadors, Chorus and Ceremonial Units.

**Objective IV: Girl Scouts of Nassau County will document data from the alumnae and disseminate and publicize it to identify the lifelong impact of Girl Scouting.**

***OBJECTIVE MET.***

Reaching alumni is an ongoing initiative. There have been several opportunities to reconnect alumni with Girl Scouting. An alumni press release was sent out to local community papers in February and was carried in four editions. The Alumni Birthday Celebration in March was attended by 125 guests (22 attended last year). The program featured current performances by Girl Scouts and 12 Senior Scouts bridged to the Adult level.

The Gold Awards Ceremony was another opportunity to reach prospective alumni. 100 alumni postcards were disseminated. There have been no responses to date.

As a result of GSUSA's alumni recruitment campaign we have been notified that 31 alumni from Nassau County self-identified at the Sing Along on the Mall held this past June.

The Honor Circle Tea held this past September was attended by 30 alumni. Over 350 postcards were distributed to guests at our Annual Luncheon on October 30, 2007 with the hope of identifying additional alumni. To date, no responses have been received.

**Objective V: Girl Scouts of Nassau County will insure that every area of the Council has up-to date technological resources to accomplish its work efficiently and effectively. This will be achieved through monitoring needs, updating equipment and training to meet the needs of volunteers and staff.**

**OBJECTIVE MET:**

	<u>2005</u>	<u>2006</u>	<u>2007</u>
Staff training	62	62	62
Repairs/Replacements	7	6	12
Network Infrastructure	NA	NA	1
Disaster Recovery		1 Standby Server	4 workstations + server
Workstations	49	58	70
Temp hours	2060	1100	1065
Mail Pieces	107,759	54,685	87,264
Duplicating	846,543	739,242	729,924
Visitors to our web site	NA	18,979	35,708
Visitors to Assoc. Pages	NA	NA	9,571

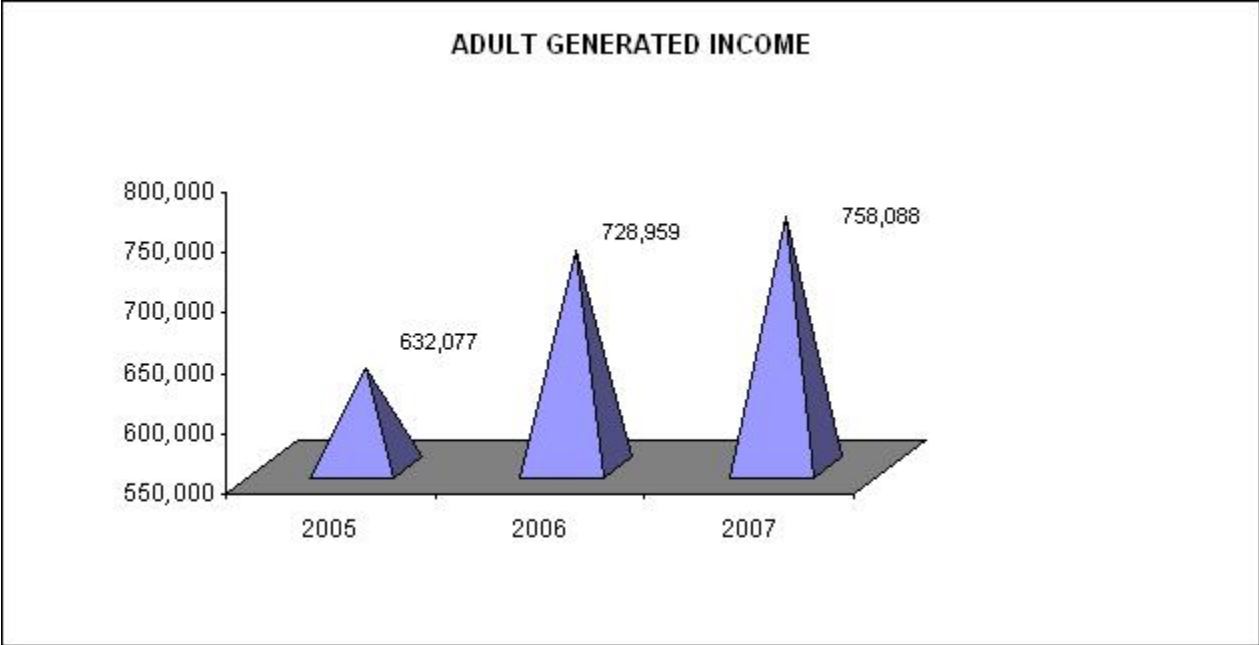
Notes:

Anti Spam filter installed. IT Administrator was able to image workstation/server without buying software saving the Council \$3,000. Installed and updated operating system on Standby server and new Finance server/software. Redesigned Shared Drive for all departments. Created PowerPoint Cookie Program training for Troop Cookie managers and trained all Associations, on and off-site. Saved and restored workstation images and servers for quick restore in case of hardware or software failures. Implemented wireless connectivity at the Service Center. Increased the number of staff using content management software thus enabling quicker updates to our website.

**OBJECTIVE VI: Girl Scouts of Nassau County will increase adult generated income by 3% per year over the next three years.**

***OBJECTIVE MET.***

Adult generated income increased 15% in 2006 over 2005 and 4% in 2007 over 2006.



**Objective VII. Girl Scouts of Nassau County will define, expand, strengthen and diversify the number of community collaborations as measured against 2003.**

***OBJECTIVE MET:***

New collaborations were formed with community partners that included: SUNY/Old Westbury, MLK Center in Rockville Centre, Five Towns Yeshiva, Solomon Schecter Middle/High School in Glen Cove, Nassau County Mental Health Association, FIRSTLego League (Long Island Region), LIWA (Long Island Women's Agenda) and the Long Island Chapter of LINKS.

Collaborations at three schools were strengthened as we completed our first cycle of ongoing troops at these sites. Part-time Program Activity Leaders provided program during lunch time and after school in Hempstead (Franklin and Jackson Annex Schools) and Glen Cove (Connolly School), serving 204 girls. All three schools have started their second year of ongoing program.

Expanded/strengthened collaborations include:

- Winthrop Hospital: developed and delivered a health program directly to Girl Scout troops, and worked with GSNC to conduct health workshops at Atkinson School in Freeport.
- Hofstra University held two student-run Chemistry workshops in November.
- Hispanic Chamber of Commerce took a greater role in offering workshops and sponsorships.

Note: For a full review of our collaborations please see Community Partners List to be distributed at the February 13, 2008 Board Meeting.

**Objective VIII:** Girl Scouts of Nassau County will utilize resources to ensure programs are delivered in the safest possible environment through improved use of the Volunteer Development System, with an emphasis on the screening of volunteers, and additional training and promotion of adherence to *Safety-Wise*.

***OBJECTIVE MET***

1478 background checks were done in 2007 (compared to 888 in 2006). Volunteers in two-thirds of the Associations have been screened or are in the follow-up process. Volunteers in the last third of the Associations will receive the Background Check paperwork in Spring 2008.

Staff is attending GSUSA webinars focused on a “Single Entry System” for supporting volunteers at all stages of the Volunteer Development process

All volunteers receive their own copy during all levels of Girl Scout training. Additionally, our new on-line Trip Application cannot be submitted without documentation that leaders have read *Safety-Wise*. . *Safety-Wise* is available in the Resource Room and in a column (*Safety-Wise Spotlight*”) in our newsletter, *GirlFriends*.

GSNC’s new Dream Team referred volunteers to appropriate sections of *Safety-Wise* in Fall Product presentations at Leader Meetings.

**Objective IX: Girl Scouts of Nassau County will identify barriers to inclusion among Troops/Groups, individual girls, and adults (Council and Association level) and develop and implement strategies for reducing those barriers.**

**OBJECTIVE MET:**

Although total girl membership increased by only .2%, diversity in girl membership increased 4.4%.

Efforts to remove barriers to participation resulted in increases of 7% and 3% respectively among girls identified racially as "Asian" and "Black", and an increase of 6.5% among girls identified as "also Hispanic".

We are in the process of analyzing a drop in the number of adults identified as "Black" (even though the number of girls in that category increased) and will work with our newly-formed UMOJA Alliance to attract more adult volunteers of color. This drop in membership also resulted in an overall decrease of 4.4% in adult diversity.

Staff-led ongoing lunchtime/after school troops completed their first year in Hempstead at Franklin and Jackson Schools and at Connolly School in Glen Cove.

**2007 Change in Girl Membership\***

	9/30/2006	9/30/2007	Change	% Change	% of total 2007 Girl Membership (22,321)
Am Indian	35	26	-9	-25.7%	0.1%
Asian	661	707	46	7.0%	3.2%
Black	2,155	2,219	64	3.0%	9.9%
Hawaiian	4	10	6	150.0%	0.0%
White	18,697	18,551	-146	-0.8%	83.1%
Other	101	92	-9	-8.9%	0.4%
Multiple	507	542	35	6.9%	2.4%
Unreported	106	174	68	64.2%	0.8%
<b>TOTAL</b>	<b>22,266</b>	<b>22,321</b>	<b>55</b>	<b>0.2%</b>	<b>100.0%</b>
also Hispanic	2,330	2,482	152	6.5%	11.1%
<b>TOTAL DIVERSITY</b>	<b>5,491</b>	<b>5,730</b>	<b>239</b>	<b>4.4%</b>	<b>0.26</b>

**2007 Change in Adult Membership\***

	9/30/2006	9/30/2007		% Change	% of total 2007 Adult Membership (6775)
Am Indian	11	14	3	27.3%	0.2%
Asian	124	126	2	1.6%	1.9%
Black	393	347	-46	-11.7%	5.1%
Hawaiian	0	4	4	400.0%	0.1%
White	6176	6226	50	0.8%	91.9%
Other	2	3	1	50.0%	0.0%
Multiple	30	36	6	20.0%	0.5%
Unreported	21	19	-2	-9.5%	0.3%
<b>TOTAL</b>	<b>6757</b>	<b>6775</b>	<b>18</b>	<b>0.3%</b>	<b>100.0%</b>
also Hispanic	349	353	4	1.1%	5.2%
<b>TOTAL DIVERSITY</b>	<b>888</b>	<b>851</b>	<b>-37</b>	<b>-4.2%</b>	<b>12.6%</b>

\*Statistics taken from e-council "Service Unit Summary" reports for 2006 and 2007.

**Objective X: Girl Scouts of Nassau County will document space needs (including training, product sales, staffing and program) and will present a case statement with financial implications and recommendations to the Board.**

**Note: Case statement was presented in 2005. In pursuit of additional dollars to fund identified needs the following occurred in 2007.**

The sale of the Camp Tekakwitha property was completed. In June 2007, on the recommendation of the Finance Committee, the Board approved the motion that the proceeds be invested equally with both Morgan Stanley and Legg Mason. The 2008 Board approved Budget included detailed expenditures for a portion of the interest income that will be generated from the proceeds from the sale and we continue to explore the options of additional space.