

MEMO



To: Board of Directors
From: Donna Ceravolo, Executive Director/CEO
Date: January 26, 2010
Subject: 2009 End of Year Management Report by Integrated Objectives

Dear Board Members:

We are pleased to present the *2009 Year-End Management Report by Integrated Objectives*. We hope that this will provide you with a snapshot of the Council's progress from 2008 until now. We remain largely on track in marching to the tune set by Girl Scouts of the USA with respect to the Core Business Strategies regarding Brand, Program Model and Pathways, Volunteerism, Fundraising and Governance and Organization. Don't for that our February Board meeting will be held at the DeMatteis Center for Cardiac Research and Education on Northern Boulevard in Old Brookville.

We are continuing to position Girl Scouts of Nassau County as *the* experts on girls and girls' development. While the number of our speaking engagements are down, we are finding new outlets to share our expertise – social networking media -- and find that both organizations and the media seek us out on a regular basis. We are firmly seen as experts on relational aggression and cyber bullying. We have begun our work on Healthy Living, Body Image and Media. We were selected by Girl Scouts of the USA to be an Advocacy Champion Council, and much of the work that GSUSA presented in their national "Roadmap to Advocacy" was directly taken from GSNC's own publications and work on relational aggression.

Girl Scouts of the USA's own delay in implementing a new Brand strategy has us biding our time. We continue to approach marketing as an exercise in telling our stories to a broad array of audiences.

We have made the Girl Scout Journey experience available to our membership in a number of ways. We see that slowly, more Leaders and girls are coming to see the value of the Journey models. Through the addition of two new part-time Program Associates, we have been able to greatly expand the Council's own program offerings. Day Camps held almost even, but Camp Blue Bay enrollment was down.

GSUSA has been slower than expected in offering new models for Volunteerism. Our staff have been actively involved in webinars and seminars that GSUSA has offered to gather feedback and develop the strategies for moving forward in this area. I feel that we are on target to take the next steps as they are added. In the meantime, we have leaped ahead with respect to online training, with more and more of our volunteers choosing this option.

Fundraising remains a constant challenge, and given the economic climate, we were "only" down 2% from the previous year. The Fund Development Committee has become stronger and is much better positioned to reach its goals for 2010. Vibrant leadership stepped forward to rally the community to support the GSNC concession stand at the 2009 US Open, with thousands of volunteer hours worked that translated into needed dollars.

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In Governance, our own volunteers mobilized a “come out to vote” movement and the necessary ‘two-thirds’ quorum was on-hand at the Annual Meeting to consider the three proposals carried over from 2008. Older girls now have a voice in the selection of Delegates at the local Association, although the proposal to allow girls to become delegates was defeated. This fall a number of Delegates have indicated their willingness to bring back proposals in 2010 that will allow girls a greater voice, and work is already underway.

Although we budgeted for a significant deficit of approximately \$237,859 for 2009, mid-year figures brought that estimate in much higher. However, preliminary (unaudited) figures for year-end look like we will make the budget projection.

Last year brought about another smooth transition from one Chief Volunteer Officer to another: Sandra Echols Williams chose not to accept nomination for a second term due to her plans to relocate to be nearer her grandchildren. Diane M. McFarlane assumed the role of President and Chief Volunteer Officer in May, attended GSUSA training and has worked confidently in making new assignments, networking for the Council and helping to set the tone for continued solid leadership. We brought on 8 new Board members in June, with the Board almost at its maximum allowed level of 34.

And while it is important to use the year-end as a measuring tool, the work continues each day. The Board approved a planned deficit budget for 2010 that challenges all of us. We are now in the early portion of the 2010 Girl Scout Cookie Program and the thrust is to encourage girls, Troops and families to use the tools in the Cookie Program to set goals, develop plans so that they learn and earn. ~ There are dozens of new Girl Scout program offerings in the works. ~ Each week the staff and volunteers look at new ways to increase recruitment and maintain existing Troops. Roles that were previously filled by volunteers are now more and more being done by staff, and there are not enough staff to be in each school, in each PTA, and in each informal gathering of parents to keep the word going. ~ The work of planning fundraising events, and telling our stories in the media simply roll over from one exciting activity to the next ... From Cookie kick-offs, to winning awards, to getting the next set of publications ready, to keeping the website accurate and timely. ~ We work hard to keep it seamless and the work is always in motion.

Please contact me if you any questions about this report or about any Girl Scout matters. My thanks to Deborah Goldsmith, Lori DiMaggio and Susan Caruso for their work in gathering and compiling this data from their colleagues.

Don't forget that our February Board meeting will be held at the DeMatteis Center for Cardiac Research and Education on Northern Boulevard in Old Brookville. Directions will be emailed prior to the meeting.

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Girl Scouts of Nassau County Integrated Objectives for 2008-2011

Girl Scouts of Nassau County will continue to hold the Girl Scout Promise and Law as the cornerstone of our movement and to operate within the Charter issued by Girl Scouts of the USA. Girl Scouts of Nassau County is committed to putting girls first, to the sound stewardship of assets and to open communications with our membership and the community.

1. **PEOPLE TURN TO US ...** GSNC will be recognized as the expert on girls in our community and beyond. [Brand]

Branding Efforts

GSUSA has postponed the introduction of its Girl Scout Brand Campaign until March 2010. GSNC's efforts continue to integrate Girl Scouts of Suffolk County and Greater New York into a shared or combined marketing effort. During this period we gave advertising space to both Councils in our Fall 2009 Possibilities and our chorus was invited to sing at the Girl Scouts of Suffolk County's *Holiday Lights Show* on December 18, 2009.

Marketing Efforts

Year	12/31/07	12/31/08	12/31/09
Speaking Engagements	40	30**	12
Media Placements *	561	890	*
Media Circulation *	217,055,729	425,290,295	*

**While we suspended our clipping service in April for budget relief, our marketing efforts generated 189 press releases in support of our programs and events.*

***Critical Issues began a new focus in 2008.*

In 2009, Social Networking and interactive marketing became the focus of the Marketing Department by utilizing Facebook, Twitter and the Blogosphere. In addition we have a link to our YouTube channel for videos and a Flickr page for photos. All can be accessed by clicking the links on our Council website's home page.

To help broaden our viral reach we ran a Facebook and Twitter trivia contest that required participants signing on as a fan or a follower of GSNC. We also reached out to bloggers around the country to have them review our newest Girl Scout Cookie. We developed a Facebook cause page in support of "Take Stock in a Girl" Campaign – 42 members have been recruited to the cause and we have raised \$70 to date.

Facebook Fans	466	
Twitter Followers	757	905 tweets
Blog Followers	152	28 blog post

On September 15, 2009, our On-line Shop went live. To date:

Sales	\$2,158
Customers	78
Visit to the Online Shop	4,795
Pages per visit	7.40 pages

The launch of the On-line Shop was supported by articles in GirlFriends, Facebook and Twitter; notices were sent to CAV's. We will continue using these media outlets to advertise the On-line Shop.

Positioning ourselves as girl experts focusing on Critical Issues

Advocacy: Meeting with the Nassau County Police Department to discuss ways we can partner and co-present with their video of Crossing the Line. Participated in 6 conference calls with GSUSA and with other Advocacy Champions sharing best practices. Met with the Community Relations Committee and with the GSNC Board of Directors about advocacy efforts. Set up Advocacy page on the Critical Issues pages of the website. Developed Advocacy wiki for sharing of information. (Nassau County Legislators were all up for re-election and results weren't declared and certified until December.)

Body Confident Workshop (Healthy Living) for girls and adults:

17 Girls 10 Adults
Adult Focus Group on Body Confident
5 Adults

Media and Morality: How Pop Culture Shapes the Morality of Today's Adolescents
Long Island Counselors Annual Conference, 25 participants (school psychologists, guidance counselors, and social workers)

Social Bullying: (Under our grant from the Jewish Women's Foundation of NY)

42 Adults
Presentations made at:
Community Synagogue in Port Washington
Shulamith Day School
Tova Mentoring

Revitalize the Association Reporter position:

Not achieved - Difficulty in getting volunteers to assume the role of Association Reporter continues to hamper our progress. In an effort to recruit the Association Reporter we provided updated sample press releases to each Association as well as a current list of media contacts. To date we have had low response and are considering dropping this position.

2. **GIRLS SEEK US AND RETURN TO US ...** GSNC will continue to increase membership numbers/market share and program offerings in order to deliver the Girl Scout experience to more girls. However, growth for growth's sake is not prudent when resources are limited. [Program Model and Pathways]

We will continue to track membership numbers.

Membership as of September 30th

	<u>Total Girls Registered</u>	<u>Total Adults Registered</u>
2007	21,669	6,767
2008	21,465	6,730
2009	21,011	6,825

We have seen a decline in membership over the last two years, so in an effort to increase membership, plans have been put in place for 2010. Field Directors have set their own membership goals based on school stats, and the potential within each Association (where the greatest losses were and where barriers were identified). We will be targeting schools with less than the 20% participation (or 1 in 5 ratios) and provide programs for those girls on waiting lists. Recruitment of new Troop Organizers will be a primary focus for 2010. This position plays an essential role in our success of increasing our girl membership.

Change in Membership Diversity – Girls

Sept. 2007 Total Diversity	% of 2007 Girl Membership (22,321)	Sept. 2008 Total Diversity	% of 2008 Girl Membership (22,091)	Sept. 2009 Total Diversity	% of Sept., 2009 Girl Membership* (21,011)
5730	25.70%	6204	28.10%	5599	26.60%

Change in Membership Diversity – Adult

Sept. 2007 Total Diversity	% of Adult Membership (6775)	Sept. 2008 Total Diversity	% of Adult Membership (6736)	Sept. 2009 Total Diversity	% of Sept. 2009 Adult Membership (6825)
851	12.60%	842	12.50%	878	12.90%

Note: September 30 figures are used to mirror the GSUSA reporting period, rather than December 31.

While we continued to focus on quality program and delivery, GSNC experienced decreases in all racial/ethnic categories this past year. The most significant decreases occurred among girl members who identify as "Black" (down 347 girls) or "Also Hispanic" (down 334 girls). Factors affecting this decrease:

1. The current economy - our community partners saw decreased numbers participating in their after-school/summer programs, and some programs were eliminated totally due to lack of funding.
2. Changes in some school policies have resulted in reduced attendance at lunchtime programs.

- Overall trends, i.e. the aging of the "baby boomlet" population of girls. (See note below on GSUSA's population forecasts*)

When comparing the composition of our membership with that of the total girl population in Nassau County, it is clear that while we are getting much closer to parity in the Black and Hispanic populations, we could improve our membership within the Asian population.

Based on our current data, our overall participation rate is close to 1 in 5 (18.1%), which means that one in every five girls in Nassau County is a Girl Scout.

*GSUSA projects an 8.8% decline in the total girl population in Nassau County between 2008 and 2013(compared to the 6.9% that was projected from 2007 - 2012). This represents a loss of approximately 10,243 girls in the school population. The projected changes in the Nassau County girl population include: Asian (up 1,014), Black (down 1,034), White (down 10,502) and Hispanic (up 752 girls).

We will continue to measure program opportunities

<u>Program Participation Numbers</u>			
Name of Program	2007	2008	2009
Resident Camp (Sessions)	572	588	501
Summer Fun at Cantiague (Sessions)	231	242	294
Summer Fun at Wantagh (Sessions)	434	442	441
Cookie Program (Girl Participants)	14948	14621	15114
Silver Award Seminar	162	158	217
Gold Award Seminar	154	141	163
Troop Tours	107	125	149
Camp Aide Training	17	24	21
Parent/Child Overnight	190	215 *	237
Be A Reader	1092	1215	
Girlfest		1018	1581

**registration # only - Event cancelled due to Hurricane warning.*

In addition, the hiring of two new Program Specialists in January of 2009 allowed the Council to develop and offer 41 new Council-run program opportunities with participation by 1235 girls. We feel strongly that these offerings and the ones to come play into a strategy that will retain current girls and attract their friends.

Provide Expanded Training for Leaders

Objective met. Our expanded training for Leaders on how to take advantage of various Girl Scout Program opportunities includes our new Program E-Newsletter which provides links to our website, as well as other program-related sites for girls. Other training includes staff presentations at New Leader receptions and Daisy Open Houses. Tables at GIRLFEST promoted the Be A Reader program, Summer Camp, Girl Scout Journeys, and a variety of vendor-provided programs. Program staff provides information at CAV and Leader meetings to educate and inform leaders on our programs.

We will work with GSUSA to implement the new Program Model and Pathways

We launched our on-line Leadership Essentials Training in April 2009; a total of 531 members have taken the on-line course and 89 have attended the in-person version.

We continue to offer Open Houses to attract new Leaders and deliver the New Program model message. Over 150 attended between August & October 2009. GSUSA's on-line Volunteer Orientation also reinforces the message about the Leadership Model and 215 of our membership have participated in that course this year.

Our Council launched a "New to Girl Scouts" section on our home page aimed at answering commonly asked questions and delivering the consistent message of the Girl Scout Leadership Experience. In addition we have a new link on our home page titled "Journey Maps" where girls, parents and leaders can explore the fun they can have working with the different level Journey books.

3. **PEOPLE VOLUNTEER FOR US** ... GSNC will continue to be a destination of choice for both experienced and new volunteers, because volunteers see how their work impacts girls and communities. Respect for the time and talents of volunteers will continue to be a driving force in our business model. [Volunteerism]

We will gather and track feedback from Volunteers on their experiences with the new Program Model. We will use that information to improve training and provide feedback to GSUSA.

The informal feedback we have received is that Leaders and girls are taking more interest in the Journey books. Older girls and experienced Leaders who were less enthusiastic prior to the revision of the Bronze, Silver & Gold Awards have now shown greater interest in the Journeys. A pre-requisite to receiving these Awards is the completion of at least one Journey book. The second Journey, "It's Your World – Change It" has been more popular than the first journey primarily because of the theme, caring for the environment, a topic suitable for all ages. Eileen Doyle, Vice President of Program at GSUSA, attended a staff meeting and was able to create excitement about the release of the second Journey so that staff could begin to create enthusiasm within our membership.

One of the results of a Leader survey in February 2009 led to the inception of our information-packed Open House sessions. Attendance has been successful with 296 people attending the four open house events in 2009.

Single Entry System

We continue the process of data entering information from all volunteer applications for the new incoming Leaders/Co-Leaders, including references (begun in 2008).

2008: 590 Applications 2009: 549 Applications

As in the past, we continue to do background checks and maintain a Council master list of volunteers. 5,813 volunteer names have been processed since we began, 868 of them in 2009.

Two new on-line trainings each year

Objective met – The second on-line training this year “Getting Started with your Troop” was created for new Leaders. This on-line resource covers bank accounts, funding troop programs, start-up meetings and helpful web sites for anything Girl Scouts.

ON-LINE TRAININGS OFFERED

2006

Welcome

2009

GSUSA Volunteer Orientation

Leadership Essentials

Getting Started with Your Troop

Daisy Level

Brownie Level

Junior Level

Cadette. Senior & Ambassador combined

Delegate

Cookie

We will continue to celebrate the achievements of our volunteers

As was reported in the mid-year, the Alumni Reception that was scheduled for March 8, 2009 was cancelled due to the lack of response. We heard from alumnae that the cost was too high (\$40) and it conflicted with other Girl Scout Birthday celebrations.

Volunteer opportunities (other than Troop Leaders) in 2009 included:

- Manual and clerical work in the Cookie cupboard
- AHRC provided clerical support every Monday and on demand as needed (folding, collating, stuffing, etc.)
- Placements for student interns
- Community service opportunities for NYIT students
- Service learning for SUNY/Old Westbury students (10 students, compared to 6 in 2008)
- Task Forces: The UMOJA Alliance, Hispanic Task Force, Asian Task Force
- Board Committees
- Gold Award Mentors
- First LEGO Team Coaches (10 teams formed in Fall 2009, compared to 6 in Fall 2008)
- Committees: GirlFest, Oktoberfest, Fund Development (Golf, Annual Luncheon), Critical Issues/Relational Aggression; trainers group, CAV Advisory Board, Gold Award mentors, Fall Products, Cookie Program, Ambassadors, Chorus, and program offerings.
- 230 volunteers worked 325 eight-hour shifts at the US Open

4. **PEOPLE GIVE TO US ...** GSNC will continue to increase its adult generated income through fundraising activities. [Fundraising]

Mid Year Fund Development Comparisons

Did not meet objective of a 5% increase in fundraising as projected.

	2007 12/31/2007	2008 12/31/2008	2009 12/31/2009
PUBLIC SUPPORT AND REVENUES	ACTUAL	ACTUAL	ACTUAL*
ANNUAL GIVING	341,011	239,647	290,351
UNITED WAY, FUNDS, CHESTS	54,352	62,969	35,019
FOUNDATIONS	21,500	21,586	44,000
GOVERNMENT GRANTS	39,000	12,500	16,250
RESTRICTED F/A	16,478	19,455	21,346
CORPORATE	30,577	20,581	18,649
UNSOLICITED GIFTS(tribute)	5,444	4,027	4,475
ORGANIZATIONS	4,482	9,022	435
FUND RAISING EVENTS (net)	135,343	123,487	104,836
MISCELLANEOUS INCOME (incl. interest)	106,200	34,949	6,096
SITE USE FEES	5,250	10,000	5,175
Adult Generated Income	\$759,637	\$558,223	\$546,632
increase/decrease from previous year		-26.51%	-2.1%

*2009 figures are subject to audit

The following grants were secured during 2009:

- Bank of America \$10,000 – Lego Robotic
- Astoria Federal \$7,000 – Lego Robotic and Scoutreach
- TD Bank \$7,000 – Scoutreach
- Jewish Women’s Fund \$ 20,000 – Critical Issues
- United Way \$26,338.67 - General
- J P Morgan Chase \$575.00 – General
- Disney \$1,000 - General
- GSUSA \$9,060 – Uniquely Me/Lego Robotic
- Hagedorn Fund \$7,500 – Umoja Alliance
- Manhasset Community Fund \$3,000 – Scoutreach
- Port Washington Fund \$4,000 - Scoutreach

The following grants have been approved, but we haven't received funding:

- Legislative Grant (Skelos) \$5,000 – Critical Issues
- Legislative Grant (McKevitt) \$2,000 – Lego Robotic
- Hempstead CDA \$2,700 – Scoutreach
- Freeport CDA \$4,000 – Scoutreach
- Glen Cove CDA \$2,500 – Scoutreach

Written information delivered and seminars held on Planned Giving.

This objective was partially met - One planned giving seminar was held in September as part of the Honor Circle Society reception and planned giving material was sent to alumnae and other prospects.

Board Members will become more actively involved in Fundraising.

This objective was met - A Fund Development Co-Chair position was added and she has helped to focus participation in the Committee. Several Board members identified and invited friends and professional contacts to participate in the US Open, and serve on the Fund Development and Walkathon Corporate Committees. Some of them have the potential to be significant donors.

5. **WE LISTEN TO OUR MEMBERSHIP AND THE COMMUNITY ...** GSNC will provide opportunities for on-going and periodic feedback from our membership and the community. [Governance and Organization]

The Delegate Communications Committee

Work of the Delegate Communications Committee resulted in Delegates presenting three proposals for the Annual Meeting in May 2009. A quorum was achieved and one of the three passed. As a result, girls 14 and older now can have a greater voice within their Associations. New leadership was recruited on the Delegate Communications Committee. Delegate Chair and Delegate Forums were held in fall 2009. Delegates have begun working to support Associations struggling with the governance process.

Include the Voice of Girls

In follow-up to the Healthy Living Seminar held in March of 2009, a Healthy Living Focus Group was held on December 8, 2009, in which 8 girls participated. The purpose of the group was to talk about GSNC's Healthy Living Initiative and some of their own interests. The group spoke about the meaning of Healthy Living and Eating. The discussion focused on getting regular exercise and eating foods in healthy portions. School lunch periods was a concern for most of the group, described as brief and scheduled sporadically throughout the day, sometimes early morning or late afternoon. The girls felt that the schedule did not allow them to practice healthy eating and "snacking" was not factored in for those students who might need to eat before or after their scheduled lunch time. Some of the group felt that this issue was important enough to pursue in their own schools.

At least half of the group was interested in participating in the Councils Girl Leadership group, Girls Leading Girls and their contact information was given to the staff coordinator for that group.

Camp is using Facebook to get input from campers and camp staff on their camping experiences so campers and camp staff can keep in touch and to promote summer camp. The Girls Leading Girls group continues to meet and give input on programs ideas and girl camping weekends.