

MEMO



To: Girl Scouts of Nassau County's Board of Directors
From: Donna Ceravolo
Date: May 14, 2010
Subject: Management Report – January – April 2010

Dear Board Members,

Attached is the narrative form of the GSNC Management Report for the first four months of 2010 ... While this missive is usually done by quarters, we're running so late we just added the extra month.

I know that this is a lot to read. I hope that you will devour every word and contact me with thoughtful and complex questions and meaningful insights. Remember this report includes a narrative on the highlights of activities and accomplishments, it has a section on numbers, and it talks about the challenges we face, and it has a couple of great stories at the end. So if you want words, we've got them! Numbers are there for the quantitative among us ... And if you need a great Girl Scout story to help explain to your family, friends and colleagues why you give so much of your time to Girl Scouts of Nassau County, feel free to skip right to the end ...

In this report we focus on how GSNC is helping girls to gauge and affect change in the world.

You can expect a Mid-Year Management Report by Integrated Objectives sometime toward the end of July.

Thank you for your continued contributions of time, energy and resources to support Girl Scouts of Nassau County. Please call on me if you have questions about this Management Report or about any issues affecting GSNC. I look forward to your feedback. – ceravolo@gsnc.org, 516-741-2550, ext. 200.

Management Report Services

January – April 2010

Context: It's Your World: Change It!

When she founded Girl Scouting in 1912, Juliette Gordon Low recognized that developing girls' leadership skills and opening their eyes to new possibilities was critical for ensuring they would have active roles as the change-makers of the future.

We all live in multiple worlds: the world of family, the world of work, the world of our environment, the world of school, the world of faith, and/or the world of our own imaginations. Regardless of the sphere, we all have the capacity to be agents of change, and what better organization to facilitate that change than Girl Scouts?

Opening up the world for girls involved, and continues to require, connecting girls and the growing organization with a widening circle of committed adult supporters, leveraging programmatic and financial resources, partnering with other organizations and businesses and being ever-watchful and ready to seize any opportunities that would move girls and the organization forward.

It Your World –Change It! is the theme of the first set of Journey books published by GSUSA. Every day we look for examples to highlight the ways that girls make a difference in this world. Girl Scouts are always surprising us with their courage to take on a cause, their willingness to use their resources for someone less fortunate than themselves and to use their voices to speak out against an injustice. Looking at the work of GSNC in this context of “change” is one way we can show the impact of Girl Scouting.

Highlights:

Changing the world sometimes requires changing definitions, and often requires us to change the way we look at things. Cookies – once seen as a pleasurable snack or dessert has become a vehicle through which girls learn those leadership and entrepreneurial skills that will be so important in their futures. Another “tweak” of definition and the Cookies became tools for helping girls explore the world of science, technology, engineering and math! GSNC led the way to new heights – literally – as we broke the Guinness World Record with our Cookie Tower Build on January 9th at Roosevelt Field Mall. Led by engineer Rebecca Goldberg, nearly 100 girls ages 12 and older worked over 14 ½ hours to construct the 6’ 1/8” tall tower, using 22,000 Thin Mints and Do-Si-Do’s.

- Our Cookie program kicked off in January, with cookie rallies at Roosevelt Field, Broadway Mall and Green Acres Mall.
- Monthly Cookie e-Newsletters went out throughout this period.

Changing the world requires building teamwork and spreading the word as well as leveraging our program resources. We continue to support GSUSA in rolling out The Girl Scout Leadership Experience, with more Troop Leaders and girls being introduced to the journeys through our Take Action Seminars and Open House events.

- A Girl Governance Workshop was held in March.
- We've seen an increase in the number of girls using their leadership skills and taking the lead in developing plans for a variety of experiences and running Association level events. Recruitment events have also been planned and executed by girls for girls.
- GSNC FirstLEGO teams won regional awards (visit website or read more in GirlFriends)
- Early April signaled the inaugural running of our Amazing Race event for Seniors and Ambassadors. Nearly 100 racers on 17 teams spent a beautiful Saturday afternoon seeking landmarks both well-known and not so famous throughout mid-town Manhattan.
- And our newest group of "leading ladies" – the Theatri-gals, polished their performances and their teamwork in preparation for their shows in late April and May.

Changing the world requires learning about and taking ownership for the world as it is today, building shared visions for the future and serving as advocates for girls. GSNC works to build a better world for today's girls and tomorrow's leaders by addressing the critical issues that impact girls – issues that serve as roadblocks on the path to healthy, successful futures. In addition to research and sharing of information to keep staff and volunteers up to date on issues facing girls, presentations and programs brought issues to life for girls and adults in a variety of venues, including:

- Turning People into Power (Power Point) introduced Advocacy to Delegates/Delegate Chairs, Central Park Leaders, and the Rockville Center Annual Meeting (April), with dates scheduled in Merrick and Valley Stream for May.
- The Friendship Project: Adult Workshops were held at Shulamith School, the Woodbury Jewish Center, HANC, and Brandeis, for parents, teachers and support staff. A Friendship workshop for Jewish girls was presented in March.
- "Generation Text: Textual Relations Among Kids:" an adult workshop was created and delivered in Garden City.
- PTA presentation at Barack Obama Elementary School, attended by approximately 75 parents, titled "A Conversation with Our Parents" covered: Bullying, Cyber bullying, Texting & Nutrition as well as what adults can do to work together. This same workshop was offered to all students from 1st – 5th grade on Texting, Bullying, Cyber bullying and Healthy Eating, serving over 200 girls.
- Two of our girls finally will be meeting the Girl Guides from Peru in the month of July to continue the conversation and to discuss the progress they have had in addressing the issues of Juvenile Diabetes – and the importance of exercise and good nutrition – to look in to the issues of hunger and obesity.
- Critical Issues Volunteer Barbara Murphy presented at Schneider's Children's Hospital April 1 for grand rounds in the Social Work department. (April)
- Establishment of staff Advocacy Champions Engagement Team [ACE].

A critical element in Changing the World involves mobilizing and recognizing people – both volunteers and staff. It means repositioning some of the things we take for granted and identifying community partners.

- The Hispanic Latino Leadership Advisory Team has taken on several projects on their own, including serving as Co-Chairs for the The Cultural Festival Cruise; access to answer any questions related to the Hispanic Latino Task Force; and putting a plan in place to increase the number of bilingual Troop Leaders.
- The New York Life Insurance Company sponsored two programs held in Hempstead and Roosevelt School District. The program was for mothers & daughters titled “It’s Your World – Change It;” the workshop presented was: What makes a great team? Great Leaders! & a Safe Environment for Your Daughter.
- Collaborations with local colleges/universities resulted in student interns/volunteers from: New York Institute of Technology (NuVision PR, the New Volunteer), Nassau Community College (Career and Student Internship Placements), SUNY Old Westbury (5 students completed internships), Adelphi University (2 interns for the summer, one with salary paid by Adelphi).
- We’ll be exploring new ways to work with the Department of Social Services (April),
- The Oktoberfest Committee has refocused and relocated the event to make it more accessible to all volunteers.

GSNC decided on a new look for the **registration forms** and created our own for the upcoming registration year. We repositioned the Family Partnership section and we are encouraging a new level of giving from our families. This technique has been used in other Councils with measurable success.

Information Technology

- Working on upgrading all electronic style sheets/graphics to comply with the new Brand.
- We are in the process of migrating our intranet to the new GSUSA provided community platform, Pearl.
- Researching options (like Hive Live) for developing an on line Girl Scout community platform that would support GSNC volunteers and members.
- Configured and provided custom design for interactive GSNC Walkathon website, powered by Kintera.
- All level trainings have been upgraded to a new format, using PowerPoint/Adobe Presenter and Flash. This will ensure that newer versions of web browsers will render the modules correctly.
- Researched companies for adding disclaimers to emails, and implemented auto formatting in April.
- Presentation made for the Human Resources committee on social media policies.

Property

- Bathroom renovations to Port & Starboard Troop Houses were completed, along with the Shower area in Kicoomba bathroom.
- Indoor Painting and floor waxing was done in the Activity building
- Movie Production “Enter Nowhere” was filmed at Blue Bay.

Finance

- Audit was completed and was “clean and unqualified.” There were no management points.
- A new process was set in place for troops to deposit their Cookie Program revenue. Pre-coded Troop specific deposit tickets, were used this year. The Finance Department imported this data daily into the Cookie program – making reconciliation of payments quicker and enabling rebate checks to be processed earlier.

Fund Development

To date funding supporting leadership development has helped our Critical Issues Initiative to create and expand healthy relationship activities; bring Girl Scouting to low-income communities; and provide “seed money” for the Healthy Living Initiative.

- Fund Development has been **collaborating with departments** across GSNC to strategize on the development of fundable programs to enhance the Girl Scouts Leadership Experience. Our goal is to find the resources to support activities that will strengthen a girl’s leadership capacity thereby giving her the tools to be a leader in her community.
- On March 14 we hosted the first **Alumni Afternoon of Delight Desserts** in honor of Girl Scout Week and in support of Operation: Cookie. Fifty-five guests’ sampled desserts made with Girl Scout cookies by Landmark Diner, New York Chef Guild in collaboration with Galaxie Caterers, Page One Restaurant, R S Jones Restaurant, Chef Lenny Messina and Borelli’s. This event helped to send **637 boxes of cookies** to service men and women in Iraq, Afghanistan and surrounding areas. Fund Development plans to host another event in 2011.
- On April 25 we hosted the first ***Girls Go the Distance Walkathon*** at Jones Beach. Although it was cold and wet approximately 300 (of the 700 registered) participants were on hand. We grossed over **\$52K, with a net in excess of our \$30K** goal that will be used to support our Healthy Living Initiative. We made new friends from the corporate community who are very interested in supporting the work of GSNC. A special thanks goes to Board Members Melissa Connolly and Allison Kasson for Co-Chairing the Walkathon Committee; to Domenique Moran and Bonnie Porzio for Co-Chairing the Walkathon Corporate Committee and to Chris Bonczyk for serving on the Committee. We will begin work on the 2011 Walkathon by mid-summer.
- Planning is underway for the **Annual Luncheon**. It will take place at the Garden City Hotel on October 26, 2010. **Constance Fratianni/Wysota** will be the recipient of the Juliette Low Award of Distinction. Connie has been an active volunteer in the Manhasset Association. She started Operation Cookie in her Association as well as starting a drive to collect over 1000 pair of shoes for children in Iraq and Afghanistan. She is a partner in the law firm of Shearman and Sterling, LLP. Connie has lots of support from her community and the corporate world.
- Honorees are in the process of being confirmed for the *Making a Difference for Youth of Long Island Award* and/or the *Torch Bearer’s Award*. Announcements will be made by the end of May.

One of the roles of **Human Resources** is to help staff to feel empowered to be agents of change, for themselves, for their departments, as well as for the whole organization.

- The Leadership Team, with its rotating membership of staff from each department, has been a great vehicle for individual development, and members know their participation is valued. It helps to “level the playing field” among the many staff and departments represented.
- A successful Staff Conference Day was held in April, with special thanks to Board Member Anthony Edelman for arranging the use of space at the Bethpage Federal Credit Union Headquarters.
- Held open enrollment for health, dental, flexible spending, and voluntary life insurance (this last a new option for staff); researched and implemented a new high deductible health insurance plan (not without its glitches), which saves the Council over \$38,000 in the current year’s budget.
- Completed the EEO report, the CPIS reports and the Council Benchmark Compensation Survey for GSUSA.
- Learned about Pearl and how to post information and create our GSNC community. Will be changing from our Intranet to Pearl in the coming weeks.
- Worked with the HR committee on a social networking policy that the board decided should be guidelines instead.
- GSNC was named in April as one of the *50 Best Non-Profits in the Country to Work For*, by the Non-Profit Times.

Marketing

Cookies and the *Girls Go the Distance* Walkathon were the major focus of our efforts during this period. Both programs were supported by our entire team...Graphic Design, Public Relations & Social Media, Girl Messengers Units, Web Content and Shop. The volume of items produced for the Walkathon was astonishing and is a tribute to the marketing team’s ability to get the job done.

Three new elements were added to the Cookie Program that garnered broadcast coverage...*Sunday Afternoon of Delightful Desserts* and *Cookie University*. The *Cookie Tower Build* - we used Social Media to keep our fans and followers updated on our progress. Operation: Cookie received coverage in the electronic media across the country with the help of DHL.

To increase our social media presence we used two engagement strategies... a trivia contest and a free song download. Both tactics were successful in capturing new followers. The trivia contest ran for 6 weeks and garnered 100 new members while the song download was offered for a week and garnered 150 new members.

The Shop performance increase was due to the expansion of the Make New Friends merchandise line, acquisition of new vendors for “FAD” item like Silly Bandz, sale merchandise from GSUSA and an increase in internet sales. The average shop sale increase from \$22.51 per sale in 2009 to \$25.11.

In support of the Board's Community Relations Committee, we have been working on building our relationship with local, county and state governments. Visits to five (5) Nassau County Legislators, two (2) Town Officials, and one (1) State Senator have been accomplished. We also supported the GSUSA's advocacy efforts with visits to four of our US Congressional Representatives and a US Senator. Our goals for these visits were to build greater awareness of our work on Critical Issues, STEM and to emphasize our role as the experts on girls. This friend-building activity has the potential to provide resources and recognition for the girls and Girl Scouts of Nassau County.

Numbers and Stats:

Membership for the first quarter:

- Girl membership stands at 19,424, which is 857 girls less than last year at this time.
- Adults are at 6,355, which is a decrease of 439 adults compared to last year at this time.
- Scoutreach registered 322 girls in 17 lunchtime programs

Girl Program offerings:

- Girl Power Program: 92 girls attended
- Girl Scout Garden: 67 girls currently registered
- "I Am Starving Thinking Day" Workshop: 54 girls registered, 26 attended
- Oil Up Junior Badge: 24 girls attended
- Pen Pal Program: 25 Troops participating, with a total of 293 girls served.
- Project Trend Lab Fashion Design at Broadway Mall : 83 girls registered, 76 attended
- Science In Action Try-It Workshops: 111 girls registered, 76 attended
- Start Your Own Business IP Workshop: 33 girls served
- Take Action for the Silver and Gold Award Seminar: 78 girls registered, 72 attended along with 46 adults
- Winter Survival Skills for Cadettes served 34 girls.

Critical Issues Presentations:

- 12 Total, 8 for the Jewish Women's Foundation-New York funding
- Adults: 165 (98 for the grant)
- Girls: 18 Total (5 attended Becoming a Jewish Girl Scout event, 13 girls participated in an RA workshop/presentation in Franklin Square in January.
- Relational Aggression programming was also incorporated into some of the Scoutreach troops)

Cookie Program and Progress:

As of May 10, the Council has deposited revenue for 1,225,959 boxes of Cookies, compared with 1,225,654 at the end of the Cookie Program in 2009. The budget goal for 2010 is 1,300,000 boxes. While the revenue from the January 9 kick-off rallies was up 9%, this momentum was not sustained ...

- **Cookie University** (Juniors) at Hofstra: 100 girls served, and their PGA of Cookies sold was 110
- **Marketing U** (Cadettes, Seniors, and Ambassadors): 41 girls served, and their PGA was 186
- **Dollars for Daisies:** 49 Daisies attended, and their PGA was 97

Note: This demonstrates that girls who have more training and information on goal-setting and sales techniques are able to reach higher “boxes sold per girl averages” than those who do not take advantage of these programs. Last years’ Councilwide PGA was only 64 and Council has actively encouraged all girls to reach for “100 Boxes” in 2010.

- **Afternoon of Delightful Desserts:** 55 attended, 5 restaurants made 7 desserts. 636 boxes donated to Operation Cookie
- **Operation Cookie:** We anticipate that at least 50K boxes of cookies will be shipped to the military (36,540 already shipped), up from 40K in 2009. As of this writing 49K boxes have been designated to Operation Cookie, and there will be another push later in May for Armed Forces Day and Memorial Day. Super thanks to Board Member Cathy O’Reilly and DHL for their support in making the deliveries possible!

Resource Room: Resource Room visits and requests were up significantly over this period last year (733 vs. 589 in 2009) We attribute some of the increased traffic to volunteers seeking guidance with the Journeys and new approaches to the Bronze, Silver and Gold Awards.

Troop Camping (indoor facilities only thru March): 334 girls and 175 adults

- Camping was cancelled for the weekends of 2/12/10 and 2/26/10 due to snow storms
- No camping scheduled weekend of March 26 and April 2 due to bathroom renovations in Port and Starboard

Summer Camp: As of April 30, enrollment for Blue Bay is down 3% for the same period last year, and the combined enrollment for the two Day Camps is down 14% vs. 2009. These numbers are very fluid and will continue to change throughout the summer. Additional marketing strategies were added for April and May.

Outdoor Training:

- Trip Training 56 participants
- Camp Update: 18 participants

Adult Recognitions

- Council Recognitions Ceremony (March 7, 2010 at Hofstra University) -- 44 recipients, over 200 guest attended the event
- Leader Appreciation Day -- letter and token gift mailed to 2,700 Leaders & Co-Leaders

Learning Opportunities for Adults:

- Leadership Essentials online – 72 In-person – (includes 4 students) 10
- Welcome online – 35
- Daisy online – 15
- Brownie online – 10
- Junior online – 4
- Cadette, Senior, Ambassador online – 3
- CPR Training at DeMattis Center In-person – 39
- Troop Organizer Training In-person – 3
- Open House In-person -- 25

Finance

Because of the economic climate we are less able to control our income but we can maintain or decrease our expenses. This first quarter, thru careful monitoring, we have been able to keep expenses down 2.4% from prior year – which includes a 68% decrease in the number of temporary staff hours – saving over \$1,000 in the first quarter of 2010 and the overall category of supplies down 29% or \$3,900 from 2009.

As of end of April - It appears that income from the Cookie Program will be flat with prior year – however \$140,000 below budget. Site use is \$8,000 over budget due to unanticipated income from the movie filming at Camp Blue Bay.

Marketing:

- Facebook Fans: Increased by 403 since January 1, 2010
- Twitter Followers: Increased by 92 since January 1, 2010
- Blogs Posts: 10 Avg. # of Visitors per month = 200
- Publication produced: *2-GirlFriends* and *Possibilities*
- Electronic Media placements: 136
- 60 second PSA's- 60, including Cookies Kick-off, Operation Cookie and Walkathon
- Marketing Requests completed: 60
- Speaking Engagements: 8
- **Website:**
 - Web Request: 28
 - e- Newsletter: 10
- **Girl Messenger Unit Appearances:**
 - Chorus - 5
 - Ceremonial Unit – 4
 - Media Girls – 6

Shop:

- Customers served: 5962 -down 1% over 2009
- Shop Sales: \$149,682 a 13% increase over 2009
- Online Shop Sales -\$1680 which is 1% of the total sales

Fund Development numbers can be found in the latest financial statement.

Challenges:

- The Golf Outing has been cancelled. We were unable to secure an honoree and diminished corporate support (based on 2009 experience) factored in to the decision. Fund Development Committee and staff are considering alternative ways to replace the revenue budgeted for this event.
- The snowy winter has been a real factor in Cookie booth sales, as we essentially lost two weekends to snow, and one weekend to heavy downpours. -- It also caused us to remarket our snowed-out “Daisy Winter Wonders.” It is now “The Lazy Daisy Days of Summer.” -- Lost camping dates were addressed in the Numbers and Stats section. -- Communication of all the information involved in the Cookie program is always frustrating, although we continue to use multiple methods of delivery to get the message out there. -- Realignment has proved to be a challenge in keeping our Pen Pal program viable, as many of the realigned Councils have lost the staff who administered this program. Melanie has been introducing some of these Councils to the Pen Pal program, in an effort to achieve more geographic diversity in the pool of participants.
- Human Resources is learning how the new health regulations will impact our business.
- With income falling short of budget, our challenge is hold expenses below revenue. The uncertainty of the Girl Scout sponsored pension plan and its impact on our budget for the foreseeable future is significant and our biggest concern, and one over which we have no control.

Powerful Stories:

“What is the Future for Black Girls?” Conference spurs GSNC Volunteers to Action

Three staff members, Magalie Delia, Joyce Wagner and Ruby Gary, along with two volunteers, Theresa Thompson and Tamikyo Chin, attended the local conference “What is the Future for Black Girls?” Several Funders were present showing their involvement and support for the project. These Funders are interested in putting their dollars to well-managed projects with measurable outcomes, and our team thinks this would be a good fit for Girl Scouts. The conference engaged an experienced panel of researchers, academia, and concerned community leaders. Expert panels addressed the disparities faced by many Black Girls and called out to the community to commit resources and develop culturally appropriate solutions. Issues discussed included Obesity, Mental and Sexual Health, Economic Development and Black Girls in the Criminal Justice System. Theresa Thompson (CAV, Roosevelt, Chair, UMOJA Alliance and 2010 recipient of the Thanks Badge) and Magalie Delia took part in a breakout session on Mental Health. Here they pointed out that Girl Scouting provides a nurturing environment for girls, and they discussed that GSNC’s committee of cultural sensitive African-American Leaders – i.e., UMOJA, provides girls with social contacts to build esteem that can help increase resilience. Theresa is already focusing on how we can change the world for girls who are hardest hit by disparities in our systems through Girl Scouting, and especially through the work of the UMOJA Alliance. She has put a call-out inviting Leaders who work with girls who are Black/African American to the next UMOJA meeting (or to be part of the group in the future). Theresa wants to support Leaders in their ongoing work with girls, while encouraging the girls to go for the Gold Award.

LEGO Girls Learn Life Lessons as They Master STEM

Lessons learned are the first step in – and an ongoing part of – bringing about change in the world. GSNC’s FirstLEGO teams held their end-of year celebration on April 29th, still excited by their experience in both the qualifiers and the regional tournament for the Long Island Business Partnership First LEGO League. In addition to the actual LEGO experience, this year the girls enjoyed a visit to PALL Corporation, where they saw science and engineering in action, with a first-hand look at new career options. While we offered this program to spark interest in science and technology, the First LEGO program is a perfect fit with the desired outcomes of the *It’s Your World-Change It!* Leadership Journey. We’d like to share a few comments from our feedback forms completed by the girls. Their remarks illustrate the quality of the experience. These Girl Scouts are ready to take their place as agents of change in the world!

What did you learn about yourself – how are you a better leader or follower?

- *I learned that I am a smart girl and I work well in groups....*
- *I am a better leader because I know how and when to pick my battles....*
- *I helped my friends and [I] became a better person....*
- *I learned that I am not good at mornings....*
- *Well, I learned to communicate better. It doesn’t matter which I am, a leader or a follower, just if I am enjoying myself and having a fun experience...*
- *I can be a great presenter and researcher.*

What did you like about the LEGO program?

- *It brought my interest in science and building to life...*
- *You can be yourself. It is fun even though it sounds geeky....*

What did you learn?

- *That when you work together, you’ll make great achievements!...*
- *All about problems we need to fix in our world, and how to work together...*

Our volunteers can’t work with girls without being changed themselves, as reflected in some of their answers.

What impact did the program have on you?

- *Got to make new friends, young and old...*
- *Confidence and the ability to allow the girls to take charge....*
- *Really see how empowering Girl Scouts can be if you take advantage of what it has to offer...*
- *Gave me a sense of belonging...*
- *I learned from them..*

What would you like to share with our funders?

Our volunteers made it clear that the program had made positive changes in girls’ lives:

- *Keep funding-it helps shape future generations in a positive way....*
- *This was a great experience that empowered girls. They now realize they can have careers in engineering.*

One volunteer wrote “*This opportunity has changed my daughter’s life forever.*” This sums up what we’re all about: **Taking ownership of our world and changing it – one girl at a time!**