

MEMO

To: Girl Scouts of Nassau County Board of Directors
From: Donna Ceravolo, Executive Director/CEO
Subject: 2006 Year-end Management Report by Integrated Objectives
Date: January 24, 2007

Happy New Year! I have already seen many of you this month and hope that all of you are off to a fast and productive start with the New Year.

The staff greatly enjoyed and benefited from the vacation week that we are so fortunate to share at the end of the year, and we returned to work on January 2 with renewed energy and enthusiasm. The Cookie Program held its first dual site kick-off on Saturday, January 6 with activities at both Roosevelt Field Mall and Westfield Sunrise Mall. Needless to say our revenue was up on the first day! We have big goals for 2008 and hope to add the Broadway Mall and the Americana at Manhasset for next year's kickoff event. – In the meantime, we are focused on improving the Cookie Program and the revenue for 2007. Part of our success lies in how well we tell the Cookie story – this is where you can help! -- And the biggest success factor lies in the sheer number of girls who participate in the program and *the goals that they set for themselves*. Weather can certainly be contributing factor, and so far this year, we have been blessed with a number of warmer days and very little snow. Please continue to tell the great Girl Scout Cookie story, and urge your friends to support the girls in our community through the Cookie Program. – And remember, a case of Cookies sent to your soldiers is only \$42, and there are no calories!

Our Committees have been busy this month and each had a meeting scheduled. At the Board meeting you will hear updates from Finance, Fund Development, Delegate Communications and NomCom, along with an action item from the Human Resources Committee. The Community Relations Committee is not on the agenda for February but is already at work planning a breakfast for later this year to update our elected officials on the work of Girl Scouts of Nassau County.

Negotiations on the contract for the sale of Camp Tekakwitha have an end in sight, and I hope to have signed the first round of documents before the February 7 meeting of the Board.

One issue that has been high on my radar for the past few months is the Girl Scouts of Nassau County website – www.gsnc.org. When I began here six years ago, the website was value added, and an important “extra” that helped to support the work that we do. In the past year or so we have increased our reliance on the website and it is *now a critical part of how we do our work* here. We have literally hundreds of pages on website, plus the website allows our membership to access dozens of print documents. The introduction of Association Webpages in 2006 has greatly decreased our use of the U.S. postal system and has reduced the numbers of fliers and documents that we have to copy and distribute at the Troop level – folks now download what they need and print it themselves! (Obviously, this translates to dollar savings for the Council.) In addition to our own website, all of our product sales programs have a web-based component for data entry. And we have used the web to increase and expand flexible training options for our volunteers, and to register for some trainings and girl programs. We are expanding the content on the governance portion of the website, and in

months to come you may well expect to have all of the Board's material in a password protected portion of our website.

Growth of the GSNC website brings new challenges. Some people still prefer paper and not quite everyone has access to the web on a regular basis. (It must have been like this with the telephone and radio and television at one time!) How do we manage the need to utilize technology, and hold costs, while respecting the service of those volunteers who prefer to get their information the "old-fashioned" way?

Other challenges include the amount of data that we keep posted. Currently, we have one full-time staff member, Lorraine Rizzuto, who does a great job as our webmistress. In the past six months we have added something called "content management" software that enables several of our departments to directly update information specific to their areas.

In order for the website to work effectively, the information must be posted in the timeliest manner. Timeliness does not always allow for the most thorough proofreading, and we trust that you and our public will bear with us as we go through these growing pains. While we are working to continually raise the bar on quality control for our printed pieces, the sheer volume of info for the web does not often permit us the luxury of having several sets of eyes see a page before it needs to go live. Please know that this is an area of concern to me and the staff, and it will continue to be a priority for 2007. We hope that you will use www.gsnc.org often and that you will give us your feedback on its strengths and where we can make improvements! Since communicating with our Membership is one of our priorities as we begin to plan and budget for how to use the interest from the proceeds of the land sale to improve services to girls and volunteers here in Nassau County, we expect to include ways to further improve and expand our use of the web and technology.

Kudos to the staff for already meeting their dollar goal and with 100% participation in the GSNC Staff Giving Campaign!

The attached report is done using the Integrated Objectives format. It was another good year for GSNC in many areas, and we continue to reach most of our objectives. Fundraising events and the Family Campaign held strong this year, but less revenue in the Cookie Program and at Camp meant a financial loss. It was a planned deficit, and lower than we expected, but a loss nonetheless, and it tempers our successes in other areas. Thanks to Deborah Goldsmith, COO, who was the primary architect in compiling and explaining this data. Please call me if you have any questions or concerns – 516-741-2550, ext. 200 or email ceravolo@gsnc.org.

Please review the list of important dates for upcoming Girl Scout events and mark your calendars!

IMPORTANT 2007 DATES FOR GSNC BOARD MEMBERS

Please check the Council Calendar on our website for additional information and updated information.

- February 1st - Critical Issues Committee Meeting - Service Center - 7-9pm
- February 3rd - Saturday - Party at Tina's home for Board Members at 7:00 p.m.
- February 7th - Board of Directors Meeting - 7:30pm - Service Center
- February 8th - Council Cookie Cupboard Opens
- February 13th - Delegate Chair Meeting - Service Center - 7:30pm
- February 20th - Human Resources Committee Meeting - 8:15 am - Service Center
- March 7th - Critical Issues Committee Meeting - Service Center - 7-9pm
- March 11th - Alumnae Event - Westbury Manor, 2pm - 5pm, for Alumnae and Graduating Seniors.
- March 11th – 17th Girl Scout Week
- March 12th - Girl Scout 95th Anniversary
- March 14th - Adult Recognition Dinner - Jericho Terrace - 5:30pm Tickets \$45
- March 20th - Delegate Forum - TBD - 7:15pm
- March 28th - Finance Committee Meeting - 8 am - Council Service Center.
- March 28th - Critical Issues Committee Meeting - Service Center - 7-9pm
- April 18th - Staff Conference Day - Council & Shop Closed
- April 18th Board of Directors Meeting - 7:30pm - Service Center
- April 22nd - 95th Anniversary Event - Hofstra University - 10am - 4pm
- April 26th - A Taste to Remember - The Swan Club, 7pm - To support Way to Art Program
- May 9th - Annual Council Meeting - Hofstra University Student Center - 6:15 Reception - Meeting 7:15pm
- May 19th - CelebrASIAN - Long Island University/CW Post Campus in Brookville
- May 23rd - Critical Issues Committee Meeting - Service Center - 7-9pm
- May 30th - Finance Committee Meeting - Service Center - 8am

IMPORTANT 2007 DATES FOR GSNC BOARD MEMBERS

Continued

Please check the Council Calendar on our website for additional information and updated information.

June 3rd – Gold Award Ceremony – TBD

June 5th - Blood Drive - Service Center - All are welcome! - 10am - 4pm

June 18th - Critical Issues Committee Meeting - Service Center - 7-9pm

June 21st - Board of Directors Meeting - 7:30pm - Service Center conference room A

August 13th - Go for the Green Golf Outing - The Mill River Club - 10AM

October 30th - Annual Luncheon - Garden City Hotel - 11am - 2pm

October 31st – Juliette Low’s Birthday

November 27th - Council Blood Drive - Service Center - 10am - 4pm -All are welcome!

OBJECTIVE 1: 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 exposures)

OBJECTIVE PARTIALLY MET

Media Category	Actual 2004	Actual 2005	Actual 2006	% Over(Under) Prior Year	Comments
Print	1293	1666	997	-40.16%	Represents clippings from Council generated press releases (down 26% from last year) and stories from all Associations (down 50% from prior year)**
Speaking Engagements	23	19	40	110.53%	36 of the 40 speaking engagements, reaching more than 2200 people centered on our critical issues initiative.
Electronic Appearance	25	31	82	164.52%	Electronic Appearance includes Radio, Television and Web site inclusions
PSA	50	165	100	-39.39%	Decreased PSA's for Golf Event - as sold out early.

** We have seen a steady decline in the number of clippings received from our PR company. Stories that we know have been picked-up in local weeklies are not being sourced by our clipping service. Currently seeking a new service or new methodology to collect print data. Over all, more that 25,493,873 households (circulation) were touched by a Girl Scout messages in 2006.

Recommendation: Future Integrated Objectives should include circulation numbers as a measure in addition to or in lieu of the clipping number.

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 2006, 73 Council-wide programs were offered to girls 5 -17 years old. These programs are available to troops/groups and to individual Girl Scouts. Of the 73 programs, 41 were new this year, and 32 have been offered for one year or more. Programs that are not well attended by girls are not offered the following year.

Program offerings include activities in the areas of the arts, sports, fitness, leadership, diversity, literacy, science, health, career exploration, nature and the outdoors.

All Council-wide programs are advertised in *Possibilities*, the program, event and training guide, and on the GSNC website, so that girls and adults from all demographic segments of our community may participate.

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

OBJECTIVE MET

	<u>2005</u>	<u>2006</u>	% increase (decrease)
In-Person Training	2753	2657	-3.5%
E-Learning	443	814	83.7%
Total Trainings	3196	3471	8.6%

Offsite training space donated by the Marine Base and local Bristol Assisted Living Facilities provided for increased flexibility in scheduling at the Service Center, and often brought training closer to the volunteer's home or place of work. Weekend training and "Super Saturday/Super Sunday" allowed volunteers to complete a wide array of required and optional training in a compressed amount of time. In addition to more flexible training options, volunteers were also able to access a much wider array of information via the website, including information on their own local Association Webpages. Seminars and workshops were expanded from traditional Girl Scout topics to include current hot issues of interest to girls and volunteers including "Sex: The 411," Emergency and Disaster Planning, "Thin Body, Fat Mind," and a series of workshops related our work on relational aggression.

Other increased options for volunteer participation in 2006 included 20 new participants in the Associates Program, which brings together recent high school grads, college students and young people in the early stages of their careers to work on program activities and to support fundraising efforts. The Critical Issues for Girls Committee attracted 29 new volunteers, many of whom continued to serve as presenters and specialists on our Relational Aggression Pilot Project. New members joined the Asian and Hispanic/Latino Task Forces, bringing diversity in ages, talents and ethnicities.

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

OBJECTIVE MET

In an effort to gather Alumni information an event was planned to bring alumni together. In addition, alumni were encouraged through psa's and an article in LIWA's newsletter to contact us and identify their previous involvement in Girl Scouting. The March event brought together only 20 people and there was no response to the articles and psa's requesting alumni self-identify. While 86 attended the 2005 alumni event, it is likely that the venue was the reason for the decline in 2006.

We attempted to tap another source of alumni data at the June 2006 Gold Award Ceremony. 150 postcards were distributed to gather information. 8 responded, a 5.3% return.

Twenty-three women attended the Honor Circle Tea in October. Invitations were sent to all Lifetime Girl Scout members, as well a members of the Circle of Friends and Board of Directors.

Over 300 alumni cards were distributed at the Annual Luncheon and 7 cards were returned for a 2% return rate.

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.

THIS OBJECTIVE HAS BEEN MET

	2005	2006	2006 Comments
Staff Training	62	62	Email maintenance training including virus prevention
Repairs/ Replacements	7	6	Installed 3 donated workstations/rebuilt 3 workstations
Equipment	4	1	UPS (Uninterruptible Power Supply) for the network
Workstations	49	58	Installed 8 new and upgraded existing workstations/laptops to Office 2003
Additional Memory	4	0	
Copiers	0	1	2nd Floor copier replaced with more efficient, cost effective model
Temp Hours	2,060	1,100	This represents a 43% decrease from '05
Mail Pieces	107,759	90,297	This represents a 17% decrease from '05
Duplicating	846,543	739,242	This represents a 13% decrease from '05

Additional comments:

Created way for staff to access file server from offsite, and provided training to staff.

Replaced Shop Point of Sale System and ensured appropriate staff were trained to the new hardware and software.

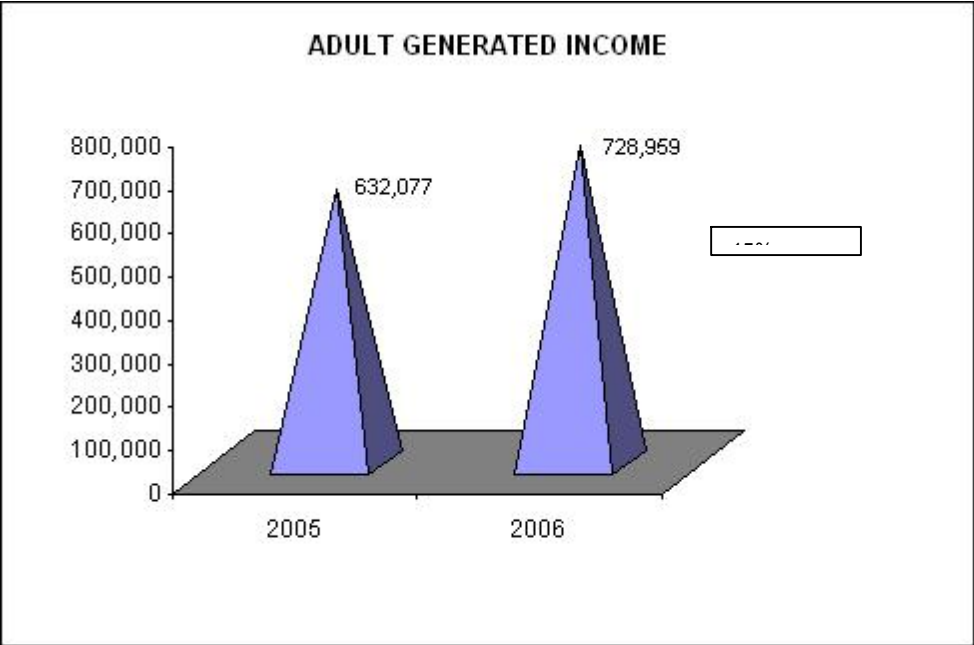
Miscellaneous:

Replaced two copy machines, saving the Council over \$2200 in the first year alone, over \$1100 per year thereafter
Implemented new Human Resource Management software to more efficiently manage HR information

Six department areas have been trained to use a Content Management System so they can manage their own information on 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.



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

OBJECTIVE MET

Increased and strengthened partnering in the community resulted in an increase of 79% in the number of girls served through staff-supported troops/groups and council program initiatives in the membership year ending 9/30/06 (2578 girls in 2006 compared to 1440 in 2005). The girls were served through 123 troops/groups, compared to 75 in 2005, an increase of 64%.

Highlights:

This year, twenty **new collaborations** have been formed with community partners, including: SCOPE (a not-for-profit education corporation permanently chartered by New York State Board of Regents to provide service to school districts) where we delivered program at six of their twenty-seven sites

A new restaurant – A Taste of India – was added to the Taste Buds Program.

The Ophelia Project designed and developed a 6 session program to help address Relational Aggression with girls through ongoing troops/groups as well as through schools and community agencies. The pilot program began in Fall 2006.

The Girl Scout Research Institute will provide research analysis with the Ophelia Project on our pilot program.

SUNY Old Westbury Community Engagement and Partnership Center, will provide young adult group mentors for Ophelia lessons delivery

Sunrise Mall hosted an overnight for older girls.

National Arts Council and Girl Scouts of Southeast Louisiana, bringing 14 girls to Camp Blue Bay this summer.

Eleven schools and community agencies participated in Awareness Raising presentations regarding Relational Aggression, allowing us to bring the message to 350 adults and 1136 girls.

New York Institute of Technology, where students created booklets and a website to help GSNC address Relational Aggression. Booklets are handed out at presentations on the topic.

Several collaborations have been **expanded/strengthened:**

CW Post hosted two community relations breakfasts targeted to School Superintendents, Principals and PTA Presidents.

Agencies and partners in our Latino Task Force increased their involvement, with several taking an active role in “Take the Lead – Your Destiny Awaits” Conferences at Middle and High Schools in Westbury, Hempstead and Freeport.

Franklin and Jackson Schools in Hempstead are now hosting ongoing lunchtime troops (expanded from a 4-week short term taster experience) enabling girls to participate in Fall Product and Cookie programs.

Please see the chart on Community Partners (to be distributed at the Board meeting) for details on the types of programs/support GSNC received from the community during 2006. The chart does not list the ongoing support provided for school districts for our volunteer-led troops/groups or for partners that provide local support to Association program events.

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

All potential volunteers are required to provide references and agree to a background check, 579 background checks were done in 2006.

Every leader receives a copy of Safety Wise and training in its use during Basics of Girl Scouts training.

A Safety-Wise display is prominently exhibited in the Resource Room as well as a featured column "Safety-Wise Spotlight" in our newsletter, GirlFriends.

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 1.2%, diversity in girl membership increased 15.3%.
- Efforts to remove barriers to participation resulted in increases of 17% and 15% respectively among girls identified racially as "Asian" and "Black", and an increase of 18.6% among girls identified as "also Hispanic".
- Staff led lunchtime troops were introduced in the Fall of 2006 in Hempstead at the Franklin School as well as an after school troop at the Jackson School in Hempstead.
- In an effort to be more "of the community", two Orthodox Jewish women were recruited and became trainers for the pilot relational aggression project in the Five Towns.
- A young Latina (Miss Teen New York) has joined the Critical Issues Initiative and has made anti-bullying a platform of hers with groups she addresses.

2006 Change in Girl Membership

	9/30/2005	9/30/2006	% Change	% of total 2006 Girl Membership (22,266)
Am Indian	55	35	-36.4%	0.2%
Asian	565	661	17.0%	3.0%
Black	1873	2155	15.1%	9.7%
Hawaiian	7	4	-42.9%	0.018%
White	18571	18697	0.7%	84.0%
Other	113	101	-10.6%	0.5%
Multiple	504	507	0.6%	2.3%
Unreported	317	106	-66.6%	0.5%
TOTAL	22005	22266	1.2%	
also Hispanic	1965	2330	18.6%	10.5%
**TOTAL DIVERSITY	4725	5446	15.3%	24.5%

2006 Change in Adult Membership

	9/30/2005	9/30/2006	% Change	% of total 2006 Adult Membership (6757)
Am Indian	16	11	-31.3%	0.0%
Asian	101	124	22.8%	0.6%
Black	380	393	3.4%	1.8%
Hawaiian	1	0	-100.0%	0.000%
White	6338	6176	-2.6%	27.7%
Other	9	2	-77.8%	0.0%
Multiple	36	30	-16.7%	0.1%
Unreported	25	21	-16.0%	0.1%
TOTAL	6906	6757	-2.2%	
also Hispanic	301	349	15.9%	1.6%
**TOTAL DIVERSITY	815	879	7.9%	3.9%

** Includes those reported as American Indian,Asian,Black,Hawaiian,Other, Multiple and White Hispanic

Objective X: Girl Scouts of Nassau County will document space need (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 represented in 2005.

In pursuit of additional dollars to fund identified needs, the Board of Directors voted to accept a proposal from The Nature Conservancy and the Town of South Hampton to sell the property known as Camp Tekakwitha. The closing is expected to occur on this transaction in 2007, and once the money is in hand, steps will be taken to use the interest from that money to develop Girl Space in Nassau County and make improvements to Camp Blue Bay.