

# MEMO



**To:** Board of Directors  
**From:** Donna Ceravolo, Executive Director/CEO  
**Date:** November 7, 2008  
**Subject:** Board Meeting on November 12, 2008

What an exciting fall we have had! And it is already time for the Board Meeting next week ...

The new Journeys are underway, and it appears, at least on anecdotal evidence, that they are being well-received. We had three successful fund raising events – the Honor Circle event, the Golf Outing and the Annual Luncheon. We had an interesting time at the Girl Scouts of the USA Convention last week, and I was very proud of how well-informed, knowledgeable and prepared our own GSNC Delegation was. And today Fran Monahan announced her retirement after 31 years as a professional Girl Scout.

The Finance Committee met twice in the past couple of weeks – first to review the status of the Girl Scouts investments, and then to go over the budget. The financial crisis that has affected our country and financial markets is hitting our investments. I encourage all of you to read Mark Florio's report. Thanks to all of the Finance Committee members for their diligence and especially to Eric for asking the hard questions and to Mark for providing the summaries.

The staff proposed a variety of scenarios to deal with the budget for 2009, since we will expect a much lower return on our assets in the coming year. The option put forth by the Finance Committee is a mid-line budget that calls for NOT filling the vacancy that will be created when Fran leaves. However, it does allow us to add much needed staffing in the Program Department. At this time we are anticipating that all staff will retain their positions and that GSNC will be able to continue to match the 403(b) contributions and offer raises next summer.

I will continue to focus our efforts on fund raising, both individual gifts and corporate/foundation dollars. In addition, it is important that we let our families know that by increasing their participation in the Girl Scout Cookie Program®, they can greatly expand their daughter's educational and recreational dollars. Monies raised through the Girl Scout Cookie Program® stay in Troops to support group activities – and reduce the cost to families – and girls who sell 300 boxes or more earn Cookie Credits that can be used for camp, Troop activities, Council events, trips and in the Girl Scout Shop. Earn and learn is an important message for all our girls.

My apologies for the Management Report getting to you so late. I'll do my best to be more timely in the future ... Life and travel just conspired against my own deadlines the past couple of weeks ...

As always, please call on me if you have any questions about the Management Report, or about anything that concerns Girl Scouts of Nassau County. Thanks for your continued time, attention and support!

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## Management Report October, 2008

### **Context: The Journeys Begins**

Every journey has a *beginning*, which launches a *voyage*, and ends with a *destination*. All three parts are equally important and can even be seen as a metaphor for life: the beginning is often highly anticipated, and often generates great excitement; the travel part of the journey may be hard work and labor intensive; but, reaching one's goal is worth - all of the adventures (and possible tribulations) along the way. GSNC is embracing and promoting the entire Girl Scout Leadership experience, which relies on girls undertaking a number of "Journeys" as they grow through Girl Scouting. Every Girl Scout level will have trails that take girls on adventures, and quests that allow them to explore and learn from the world around them. Ultimately they learn to be agents of change, and take actions that make their visions come true.

The Girl Scout Leadership Experience, as with all successful Journeys, includes planning and steps that need to be taken in order to make it a success. Spring Registration ensured that girls and Leaders are registering at their new levels and planning to embark on new Journeys in the fall. The training area revved up to keep pace with the changes being rolled out; Online training modules for each level were created to make training more accessible. New training modules introduced by GSUSA were piloted and tweaked. The Program Promotions team was busily planning during July and August for the Fall Products program, and they began visiting troops in September. Over the last quarter Marketing and the Girl Scout Shop implemented steps to move the Journeys forward. Those steps include developing messaging for internal and external audiences, providing quality print and design resources to - Membership, Adult Development and Program. We also have a full stock of the new Journey books available to our membership. Information Management is working with every area of the Council to support their efforts to bring the new Leadership message to the girls and volunteers by updating our web site with the latest information, providing assistance in the production of e-newsletters and providing staff with tools that will enable them to communicate in an effective and efficient manner.

This is an exciting time for Girl Scouts of Nassau County. We are launching the new Leadership program, beginning work on our next critical issue - Affection Connection, starting year- two of the Lego's Robotic project and collaborating with a variety of community based organizations. We have educational resources, material and expertise that address relevant issues impacting girls that we can share. This will strengthen our relationships with community partners and give us the chance to reach girls who have not previously been a part of Girl Scouting. As we find opportunities to collaborate with community partners, we increase our opportunities to apply for joint funding. In this age of decreasing financial support to not-for-profits, collaboration has become the "name of the game." We are in a unique position to capitalize on our excellent brand and enhance alliances that will benefit us financially.

## Highlights:

The New **Girl Scout Leadership Experience** was officially kicked off through a variety of venues:

- **GIRLFEST!** On September 21<sup>st</sup>, more than 1,200 girls attended (and ran) this event at Broadway Mall in Hicksville. It was conceived as a way to showcase the new Girl Scout Journeys materials, and grew to be much more. Girls and adults were thrilled to see all that Girl Scouting can encompass, and with our volunteer committee and troop-run activity tables, staff involvement was limited to a few key personnel. – Evaluations were tabulated with a 17% response. 93% rated the event good to excellent. 86% would attend if given in the future.
- **Open Houses** in July and August gave more than 150 volunteers an overview of GSUSA's new leadership model, processes and materials, including the first set of Journeys for each level (united by the theme *It's Your World – Change It!*).
- **“Night Out Against Crime”** gave GSNC the visibility it needs in Glen Cove and Westbury. Girls participated in an activity and learned a little more about our programs.
- A new section of the GSNC website provides a readily-accessible orientation for all volunteers (as well as parents), with an overview of the journey for each level and **Frequently Asked Questions**.
- **Fire Island** Park Ranger Irene Rosen (also an active Girl Scout volunteer) received a federal grant to connect underserved populations with nature. The **GSNC Hispanic Latino Task Force** and a group of Latina girls enjoyed a July day at the Fire Island Seashore, connecting with nature and participating in a variety of activities.
- The \$5,000 awarded to our Council and our partnering school, Caroline G. Atkinson in Freeport, to implement the ***Uniquely ME!*** Hispanic Heritage event was received and disbursed. As our partner, the school received one-half (\$2,500) of the grant monies for their participation and commitment to building healthy self-esteem in girls. This is the first time a school in Nassau County was funded by the Girl Scouts/Dove Self Esteem Program.

The summer issue of *GirlFriends* took on a new look as it went **full color** and included the 2008 Gold Award Recipients, highlighted the Girl Scout Leadership Experience and featured the Journey books. Once we saw the impact, we decided to use full color on all future issues. [N.B. And the price for color has dropped significantly!]

**The Girl Messenger Units** continue to play a prominent place in telling the Girl Scouts story. The Chorus was invited to sing at the Long Island Mozart Festival, for which they mastered a new repertoire of songs including Classical music and American standards. The Media Girls participated in a “Dogust the First” event with the North Shore Animal League and assumed the roles of mistress of ceremonies for NYS Assemblymen Robert Walker, Thomas McKeivitt and David McDonough at their respective community events. The Ceremonial Unit joined the Chorus at Shea Stadium for one of the last home games prior to its closing. Each of these opportunities fosters partnerships with organizations that provide outstanding Leadership experiences for our girls.

Two **focus groups** were held with Girl Scout Juniors and Cadettes on the topic of **Advocacy**. Working with Jessica Hancock, the girls were able to begin the process of putting their voices to issues that are affecting their lives.

The **GSNC Fact Sheet** has been updated and features the Girl Scout Leadership components and language.

**Family Campaign** continues to reach record numbers. The collaborative work of the Product Promotions Team, Membership and Fund Development has been key in the increased giving.

**The Honor Circle Society cocktail reception** took place on September 25 at the Garden City Hotel. Approximately 75 guests were in attendance. Morgan Stanley and AXA Equitable, sponsors of the event, gave a planned giving presentation. A follow-up letter went to all attendees reminding them of ways to support GSNC.

**The Go for the Green Golf Classic** was held on October 2 after being rained and hailed out on August 11. The Outing took place at the North Hempstead Country Club in Port Washington. Lisa DiFillippi, Vice President of Alure Home Improvement was the honoree. It was a great event. There were 92 golfers and approximately 110 for dinner. We netted \$66,454. Plans are underway for the 2009. Anthony Martillotti and Steve Greico have agreed to continue as co-chairs of the event. Several members have also agreed to stay on the committee.

**The Annual Luncheon** took place on Tuesday October 28, 2008 at the Garden City Hotel. Dr. Adrienne O'Brien received the Juliette Low Award of Distinction and DHL accepted the Making A Difference for Youth of Long Island Award.

### **Human Resources**

- Completed the semi-annual EEO report for GSUSA
- Because of office-space challenges, our Girl Scout Cookie ® Coordinator was permanently relocated to the first floor, and all this moving sparked an office-wide clean-up effort.
- Staff received merit increases, effective for July 1. *Invisible Paychecks* were distributed to each staff member and give a visual demonstration of the true value of GSNC's investment in each staff person. [N.B. *Invisible Paychecks* calculate the dollar value of vacation, personal time, sick days used, matched 403(b) contributions, health insurance, etc.]
- Established a "Project Green" team to help us focus on our responsibility to be stewards of our office environment. Have requested an energy audit from LIPA.
- Conducted a survey of our customers about how a potential change in our hours would affect them. The results are being tabulated.

## Information Management

- Developed a GirlFest event survey and CAV meeting survey to determine the number of meetings needed per year and to explore alternative ways of communicating.
- Daisy, Brownie, Junior, Cadette, Senior and Ambassador Leadership training now available on our web site.
- Fall Products site created with new training video.
- Worked with Little Brown Baker to convert Girl Scout Cookie® Program e-data to new e Budde program. [This program is provided at no cost the GSNC by the baker.] Helped compile instruction booklets for Association Chairs and Troop Cookie Managers to facilitate smooth transition to new software.
- Tuned File Server remote access for better performance. Upgraded memory to 4GB on 2 shop registers.

## Numbers and Stats:

Our 2008 GSUSA year-ending September 30 **membership numbers** are 22,092 girls and 6733 adults. This reflects a decrease of 228 girls and 43 adults from September 30, 2007.

Over fifty **Daisy Leaders** attended the Daisy Sneak Preview in June.

**Summer Scoutreach** programs served more than 600 girls and registering/reregistering 527 girls (an increase of 12.4% over last year).

We had **24 graduating Seniors** make the decision to continue their journey with us by purchasing **Lifetime Membership**.

We had a banner year for **Spring Registration**. Offering the Journey Books as an additional incentive to each qualifying troop showed an increase across the board over last year: 613 girls and 320 adults, \$25,390 for Family Campaign and 100 more troops qualifying for an Incentive bringing that total to 640, the **highest in six years**.

In August, we trained 35 Fall Products Chairs/Co-Chairs at Council.

**Summer Camp:** More paid sessions at each camp!

	<u>2008</u>	<u>2007</u>	<u>Change</u>
<u>Blue Bay</u> total NUMBER OF CAMPERS:	466	432	+ 34
NUMBER OF SESSIONS FILLED	588	572	+ 16
<u>Cantiague</u> total NUMBER OF CAMPERS	89	92	- 3
NUMBER OF SESSIONS FILLED	242	231	+ 11
<u>Wantagh</u> total NUMBER OF CAMPERS	169	205	- 3
NUMBER OF SESSIONS FILLED	442	434	+ 8

“Bring a Friend” Rebate brought in:

70 new girls to Blue Bay

27 new girls to Wantagh

9 new girls to Cantiague

92 girls came to Camp Blue Bay from other councils and camp brought in 145 new girls who were Non Girl Scouts.

Troop Camping (September) 359 girls/103 adults

Outdoor Training:

- Trip Training: September 15, 2008  
3 Participants
- Camp Update: September 23, 2008  
9 Participants
- All in One Outdoor Training, September 26 – 28, 2008  
13 Participants

<b>LEADERSHIP TRAINING</b> with Percentage of Volunteers Who Completed Sessions Online between 7/1/08 and 10/15/08			
	<b>Total</b>	<b>Online</b>	<b>% online</b>
Welcome (orientation to GSNC)	299	277	93%
Basics	169	115	68%
Level Training*	572	93	16%
<b>TOTAL trainees</b>	<b>1040</b>	<b>485</b>	<b>47%</b>

Note that all but a few volunteers complete the first segment of training (Welcome) online.

\*Level training only became available online in September.

**Events:**

35 Be A Reader patches

28 Small Bees

16 Globes (Address Adventure)

Cheetah Girls *One World* Party – 69 Girls, 36 Adults

Kids Tools For Schools – 600 girls participated

Resource Room Usage for 7-1-08 to 9-30-08: 159

GS Night at the LI Ducks: 290 Girls, 318 Adults (rainout policy used)

Almost 200 girls have participated in the Affection Connection pilot and program since May 31 and 40 adults, including an awareness raising presentation for the staff on the Romantic Development of Girls.

**Information Management:**

- Received **22,702 visitors** to our web site. An **increase of 70%** from same period last year. Timely updating by departments provides necessary readily accessible information.
- Volunteers who signed up for Program newsletter **increased 19%** from previous quarter.
- **1023 gift cards** were issued for Program, Membership and Fund Development.
- Installed **5 new palm pilots** for staff users.
- Total temp hours **31% lower** than previous quarter due to hiring new Clerical Assistant

**Marketing:**

Electronic Media placements: 21  
60 second PSA's: 40 - Golf and GirlFest  
Speaking Engagements: 2

Press Clippings: 134

**Girl Messenger Unit Appearances:**

Chorus - 3  
Ceremonial Unit – 2  
Media Girls – 6

**Shop:**

Customers served: YTD - 11,104  
Shop Sales: YTD \$322,075

**Fund Development**

<u>Appeal</u>	<u>Amount</u>
Board	\$6,840.00
Campership	\$460.00
COF/Individual	\$1,218.50
Corporations	\$2,397.66
Family Campaign	\$37,875.50
Financial Assistance	\$1,107.60
Foundations	\$86.41
Funds and Chests	\$12,930.00
Golf	\$79,267.50
Grants/Program	\$2,500.00
Friends and Family	\$675.00
Luncheon	\$63,322.00
Matching Gift	\$500.00
Organizations	\$20.00
Staff Giving	\$3961.63
Tributes	\$578.50
<u>United Way</u>	<u>\$9,648.99</u>
Total	\$223,389.29

**Pending Grant Applications:** While we didn't get the grant from Bank of America, there are still several proposals that are pending.

- The Collaborative Prize for \$250,000;
- The Hadassah Fund for \$10,000;
- The Jewish Women's Fund for \$-\$20,000
- The Honda Fund for \$5,000;
- Toyota for \$5,000 and
- The Lego Fund for \$5,000.

## **Finance**

- Total income at the end of the 3<sup>rd</sup> quarter of 2008 – without the transfers for the capital improvements at Camp Blue Bay – is down \$96,250 from 2007 – a decrease of 2.7%.
- Increases in combined annual giving of \$18,000, up 10.4% over 2007 and the increased income generated from both Resident and Day Camp fees, \$31,000 and \$15,500 respectively – were not enough to overcome the significant decreases in interest income 68% or \$59,000 and all categories of contributions including individual giving (down \$5800 or 45%) and corporation giving (down \$5600 or 46%).
- While the Cookie revenue showed a slight increase, \$13,400 over 2007 – we fell short of our budgeted goal by over \$225,000 and Shop income continues to lag 2007 by 4% or \$5,000.
- Expenses at 68% of budget are on par with 3<sup>rd</sup> quarter 2007 expenses (71% of budget).

## **Challenges:**

**Demographic shifts:** We recently did an analysis of the female population in Grades K through 3. Only nine Associations have experienced an increase and of these, in most cases, the increase is due to the influx of Hispanic and/or Asian families. The impact of this change on GSNC may affect the following areas, if the trend continues: Number of Troops, number of girls in Troops, Product Program revenues, costs of recruitment/retention. – The somewhat “good news” is that the decrease in number of available girls translates to our holding our market share – a prime consideration for GSUSA – although the total number of girls declined by 1%.

**Weather!** Storms this summer resulted in a lightning strike that knocked out our alarm system in the Dining Hall at Blue Bay, and September hurricanes Hannah and Ike washed out two camping weekends at Blue Bay as well as raining out Girl Scout Night at the Long Island Ducks.

**Roll-out** of the Journeys ... We met this challenge, but timing of materials due from GSUSA made keeping our schedule a close call!

We had problems **staffing summer Scoutreach** due to increased demand for time slots in July (many of the local agencies shortened their summer program due to budget issues, ending in late July or earlier in August than usual).

**Hiring and retaining staff** for our Scoutreach programs. We offer limited hours and staff leave to take more regular part-time or full time employment.

**7 Associations (19%) without Fall Products Chairs** Training for Troop Managers took place in the community. We were unable to secure local delivery sites for those Associations, so Troops will have to pick up their orders and incentives here. Deliveries of nut/chocolate and incentives will be December 1-3, so our already-crowded building will be bursting at the seams (at least until the items are picked up by the troop volunteers).

**There was a decrease in the number of supporters for the luncheon and in overall donations**, which we have attributed to the financial instability of recent weeks. Obviously it's not a time to stop solicitation, but to think of creative ways to engage donors, and make the case for Girl Scouts.

### **Powerful Stories:**

Our Program E-Newsletter is yielding unexpected results. An information item about the Girl Leading Girls meeting caught the eye of a 12<sup>th</sup> grader from Uniondale whose troop had disbanded, but who wanted to stay connected with Girl Scouts. She attended the meeting and was an enthusiastic participant. An added bonus: she mentioned that a friend of hers would "love to do things like this, but she isn't a Girl Scout". When told that her friend only needed to register as a new member, she was happy to hear that they could both be involved with Girl Scouts and other girls who want to "discover, connect and take action!"

At the recent "Go for the Green" Golf Classic, Media Girl, Melanie Pavlidis was asked to be the Girl Speaker. In her presentation she spoke of the value of Girl Scouts for her. Her moving words resulted in 17 Campership donations –during the live auction. After the bidding had completed, one of our guests approached Melanie and her mother and said he had planned to bid on one campership but once he heard her speak he decided to increase his donation to 4 camperships.