

Girl Scouts of Western Ohio

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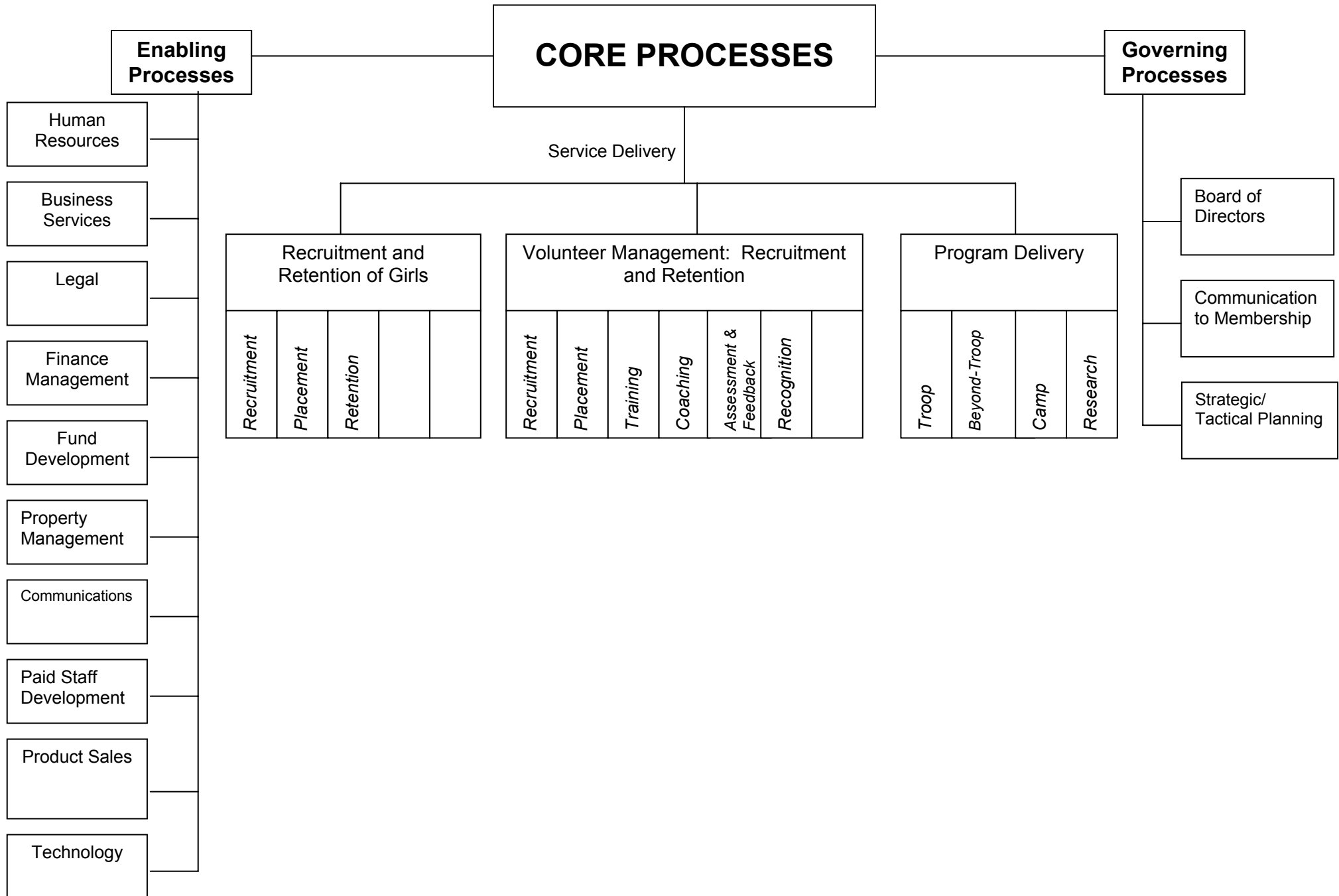
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**Date:** September 4, 2008  
**To:** Board of Directors  
**From:** Barbara J. Bonifas, CEO  
**Subject:** CEO Report

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At the September board meeting, the CEO report will be used to keep the board informed on several issues:

1. Ongoing work on operational processes – Attached are two documents (Core Processes Overview and Enabling Processes Overview). These documents will provide a summary of the work which has taken place over the past eight months in Girl Scouts of Western Ohio. Please note that we have highlighted the work that we believe should have been provided by GSUSA.
2. Girl Scout Leadership Development Model update – I will spend a few minutes reviewing what was shared with volunteers at fall kick-offs regarding the Girl Scout Leadership Development Model.
3. Challenges impacting the 2009 budget – We will be bringing the 2009 budget to the board at an upcoming meeting. The following are the key issues that are facing us as we develop the 2009 budget:
  - The state of the economy – how it is affecting funders (United Way, grant makers, etc.), as well as its anticipated impact on our product sales and fundraising. Until we are able to assess our revenues, we are making every effort to be as conservative as possible.
  - The challenge of bringing four councils together and the continuing struggle for staff and volunteers to understand the need to operate in new ways that move beyond how work was accomplished in their former councils. The 2008 budget was, in essence, a compilation of the four individual budgets and the addition of the administrative budget. It did not reflect cost savings because there is still a great deal of duplication across regions. Staff are struggling to hold onto practices and activities that can be managed more efficiently in different ways. Combining back room operations is planned, which will cut costs, but impact staffing. Other ways to become more efficient are being explored.
  - Girl Scouts of Western Ohio has many properties and consideration is being given to closing down some properties that are not used extensively.
  - At the current time, I do not project that the 2009 budget will support the funding of depreciation. In addition, until a council-wide property portfolio is completed, the capital budget may not reflect the full scope of needs.





### Core/Service Delivery Processes Overview

Area of Work	Purpose	Work to Date: We have developed and begun implementation
Service Delivery System	Develop a service delivery system and structure that increases services delivery capacity and flexibility, to effectively organize girls and manage adults to deliver the Girl Scout program throughout the four council regions.	<ul style="list-style-type: none"> <li>• New service unit and volunteer support-focused service delivery staff structure, including new volunteer human resources and adult recruiter positions.</li> <li>• Consistent, new service unit volunteer service team staff structure, including new leader consultant position.</li> <li>• An integrated planning and management process that links volunteer service unit planning with staff planning, and the volunteer survey-based service delivery and program priorities.</li> <li>• Consistent, accessible, user-friendly volunteer communication and coaching supports, including council-wide e-newsletters for each volunteer position, and a monthly, program-focused newsletter for leaders (<i>Take the Lead</i>).</li> </ul>
Volunteer Management	Develop a system to welcome, screen, appoint, train, support, and recognize diverse adults that values and develops the contributions of each volunteer, such that volunteers are well-prepared to support the delivery of the Girl Scout program to girls.	<ul style="list-style-type: none"> <li>• Consistent volunteer management components and procedures.</li> <li>• Comprehensive volunteer policies and procedures.</li> <li>• Revised service team job descriptions, trainings, and coaching plans.</li> <li>• Documented paid staff training in implementation of volunteer management design, policies, and procedures.</li> <li>• Unified on-line application and screening process.</li> <li>• Consistent processes for volunteer application and placement processes, and processes to address financial concerns and other screening or performance issues with volunteers.</li> </ul>
Research and Evaluation	To provide research-based data and analysis of program, service delivery, and organizational activities, along with external research findings, to assess effectiveness of current organizational work.	<ul style="list-style-type: none"> <li>• Consistent program evaluation indicators, measured in troops and at camp.</li> <li>• Consistent service delivery/organizational effectiveness indicators, measured among sampled adults.</li> <li>• Paid staff training in use of organizational effectiveness research findings as a basis for their performance goals. The findings also informed the development of the council's operations plans (and budget).</li> <li>• Senior managers training in use of consistent approaches to outcomes evaluation.</li> <li>• The first region-wide <i>positive</i> youth development research findings, based on Search Institute's <i>Attitudes &amp; Behaviors Survey of 6300 Youth</i>, were released by a coalition of Girl Scouts, YMCA, Boy Scouts, and Boys &amp; Girls Club. The findings helped establish the region's first community-</li> </ul>

Area of Work	Purpose	Work to Date: We have developed and begun implementation
		wide benchmark for <i>positive</i> youth development in southwest Ohio (and northern Kentucky).
Program	Develop an integrated plan to provide program resources, support, and activities that support the council goals, Girl Scout leadership development model, and strategic priorities.	<ul style="list-style-type: none"> <li>• Training and educational supports to ensure consistent staff and volunteer understanding of Girl Scout leadership program.</li> <li>• Consistent criteria for council-sponsored program opportunities, based on program outcomes, program design components, and focus on volunteer support.</li> <li>• Portfolio of high quality program opportunities (based on initial criteria) with established evaluation criteria for future assessment.</li> <li>• Consistent program policies and procedures.</li> <li>• Consistent communication of program information through volunteer resources disc/guide and other communication vehicles.</li> </ul>
Membership	Develop and implement plans to recruit girls and adults to Girl Scouts through a variety of pathways, ensure year round recruitment plans include girls and adults from diverse backgrounds and educate the community through consistent messaging and community involvement.	<ul style="list-style-type: none"> <li>• Council-wide and regional goals for 2008-2009 membership year, including consistent goals related to market share, minority membership, and adult recruitment.</li> <li>• Comprehensive council-wide recruitment plan with consistent subsidiary plans for each region, and individual staff membership plans and goals.</li> <li>• Documented, consistent membership staff training in planning, community development, and customized girl and adult recruitment methods.</li> </ul>
Training	To develop and implement plans for implementation of the council training policy, registration of trainings and adult recognition, to provide consistent, accessible support for Girl Scout volunteers.	<ul style="list-style-type: none"> <li>• Training policies and procedures – two required trainings: Girl Scout FUNdamentals and age level job training.</li> <li>• Content and format for Girl Scout fundamentals (in home study and classroom formats) to orient all Girl Scout volunteers to the program design and organizational values, structure, and history.</li> <li>• Consistent content and format for all age level trainings (home study and classroom) to prepare troop leaders to deliver the Girl Scout leadership experience to girls.</li> </ul>
Property Management	Develop an integrated property management plan that will ensure that council property is maintained to protect the health and safety of users, support the delivery of the Girl Scout program, and managed using fiscally sound processes.	<ul style="list-style-type: none"> <li>• Comprehensive portfolio of facilities and equipment available at each property. (In process: 2008 – inventory of camp buildings and equipment; 2009-2010 – train property staff in development and implementation of complete portfolio, including facility assessment and development and implementation of replacement schedule.)</li> <li>• Consistent standards for property maintenance and management. (2008 – establishment of basic standards; 2009 – development of documented standards and related criteria; development of documented maintenance processes.)</li> <li>• Camp property camper usage procedures, fees and standards (i.e., what to expect at each camp).</li> </ul>



### Enabling Processes Overview

Area of Work	Purpose	Work to Date: We have developed and begun implementation
Human Resources	Ongoing support of human resource management for council.	<ul style="list-style-type: none"> <li>• Hiring processes centralized, mapped and communicated.</li> <li>• Human resources procedures drafted to support personnel policies.</li> <li>• Central management of process for camp hires.</li> <li>• Consistent job descriptions created for all exempt positions.</li> <li>• Council structure chart created, based on service delivery work.</li> <li>• Staff structure reorganized and staff placed in new positions.</li> <li>• Staff orientation process documented and assigned to regions/human resources.</li> <li>• Vacant positions filled – ongoing.</li> <li>• Personnel files centralized and organized.</li> <li>• Staff timesheets centralized and tracked from administrative office.</li> <li>• Workers’ compensation and unemployment processing centralized.</li> <li>• FMLA and other leaves-of-request centralized.</li> <li>• Performance management processes introduced and implemented.</li> </ul>
Business Services	Develop and lead an integrated business services plan to be implemented within regions and that will result in a council-wide, coordinated effort to support customer services and business operations for Girl Scouts of Western Ohio.	<ul style="list-style-type: none"> <li>• Business equipment inventoried and RFP developed.</li> <li>• Migration to CES Personify (membership module) has been completed and initial users have been trained. Relevant business processes developed.</li> <li>• Centralized processes developed and documented for store management.</li> <li>• Interim inventory testing completed and documented to be used for audit and new software implementation.</li> <li>• Project plan created for implementation of new store software.</li> </ul>
Finance Management	Develop and lead integrated financial management processes which will be implemented throughout the council.	<ul style="list-style-type: none"> <li>• Development of some internal controls and financial procedures.</li> <li>• Centralized payroll process established.</li> <li>• Centralized payables process established and documented.</li> <li>• Training of finance staff on new financial software.</li> <li>• 2008 budget developed.</li> <li>• 2009 budget in approval process.</li> <li>• Cash receipts processes documented and communicated in regions.</li> <li>• New account number structure developed in line with GSUSA.</li> <li>• Centralized tracking and management of United Way and grant revenue.</li> </ul>

Area of Work	Purpose	Work to Date: We have developed and begun implementation
Communications	Develop and lead an integrated communication and marketing plan to be implemented within regions and that will result in a council-wide, coordinated effort to communicate effectively to all constituent groups within Girl Scouts of Western Ohio. The plan will maximize attraction and understanding of the Girl Scout program and mission.	<ul style="list-style-type: none"> <li>• July 31 finance report, by region, produced.</li> <li>• A communication plan was created.</li> <li>• A style guide was developed.</li> <li>• The 2007 Annual Report was created and distributed to show consistency across regions.</li> <li>• The Volunteer Resource Guide (disc) was developed and available for distribution in late July.</li> <li>• Preparation for one website for Girl Scouts of Western Ohio.</li> <li>• Council newsletter and parent newsletter developed and distributed.</li> <li>• One set of e-newsletters is being drafted and will be sent out beginning in September.</li> </ul>
Fund Development	Develop and lead an integrated fund development plan to be implemented within regions and that will result in a council-wide, coordinated campaign to achieve specific revenue goals for Girl Scouts of Western Ohio. Plan will be comprehensive and address the annual, foundation, corporate, and planned giving revenue needs of the council for 3-5 years.	<ul style="list-style-type: none"> <li>• Fund development plan developed – priority is annual campaign.</li> <li>• Comprehensive United Way report has been compiled to provide overall picture of United Way funding.</li> <li>• Current regional special events, as planned, are being implemented.</li> <li>• Goals for the annual campaign have been established, by region and campaign.</li> </ul>
Product Sales	Develop and implement a coordinated business plan for the cookie sale and fall product sale that will meet projected revenue goals.	<ul style="list-style-type: none"> <li>• Cookie sale business plan for 2008 developed and implemented.</li> <li>• Final evaluation of cookie sale completed.</li> <li>• Nut sale business plan developed.</li> <li>• Product sales staff trained.</li> <li>• Draft of 2009 cookie sale business plan developed.</li> <li>• Plans are in development to bring Maumee Valley to the \$3.00 price.</li> </ul>
Technology	Develop strategies, plans, and policies for council-wide information technology.	<ul style="list-style-type: none"> <li>• Firewalls installed at all four offices and virtual private network connections established.</li> <li>• Servers connected in all four regions to connect the active directory of all four sites and create new domain of council.</li> <li>• Exchange installed and mailboxes migrated.</li> <li>• Migration to CES Personify (membership module) has been completed and initial users have been trained. Relevant business processes are being finalized.</li> <li>• CES Personify (meetings module) implementation plans are being developed and targeted for mid-November.</li> <li>• RMS (point-of-sale) software implementation plan is being completed.</li> </ul>

Area of Work	Purpose	Work to Date: We have developed and begun implementation
Corporate Planning	To develop and lead an integrated tactical planning process to be implemented within regions and that will result in a council-wide, coordinated, data-driven plan o work and budget for 2009.	<ul style="list-style-type: none"> <li>• Timeline and planning process developed and staff trained for 2009 plan of work.</li> <li>• Staff developed draft of 2009 plan of work and budget.</li> <li>• 2009 budget in process of review.</li> </ul>