



**girl scouts**  
of eastern  
massachusetts



annual report

# ALL TOGETHER

[www.hergirlscouts.org](http://www.hergirlscouts.org)

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Ruth Bramson's CEO Advisory Committee of 27 Girl Scouts meets every other month throughout the year to provide her with guidance on programs and initiatives for this girl-led organization.

## From the CEO

Dear Friends,

Dreaming of opportunities for all girls to learn, make friends and become leaders, Juliette Gordon Low founded Girl Scouts in 1912. Nearly 100 years later, we believe she would be delighted to see us going strong – reaching all girls while remaining true to our core values by building girls of courage, confidence and character who make the world a better place.

Girl Scouts of Eastern Massachusetts has had a successful year. We saw over 5280 girls enjoy a great camp experience, with more than 450 of them attending through generous campership donations. We continue to have an increasing number of girls participate in our year-round innovative programs focused on areas such as S.T.E.M., career exploration, outdoor adventure, environmental awareness, wellness and self-esteem. Our Girl Scouts are experiencing leadership opportunities and learning new skills while having fun. And, best of all, our girls keep coming back! Our membership retention is increasing, which makes us proud but not surprised. We know the value of the Girl Scout experience, and clearly so do our girls and their parents as well as our friends, supporters and our very committed adult members who actively engage with and provide leadership opportunities to our girls.

Thank you for your commitment to our girls,



Ruth N. Bramson  
Chief Executive Officer

## From the President

Dear Friends,

Amazingly, it was just three years ago that we launched Girl Scouts of Eastern Massachusetts! We are so proud of our success in navigating through the challenges and surprises of merging three organizations into one. Our initial strategic plan was strong, and it worked well. Now, we need a new, equally strong plan to help us move forward. We are looking to our community for the insight needed to continue facilitating our mission of creating girl leaders of courage, confidence and character.

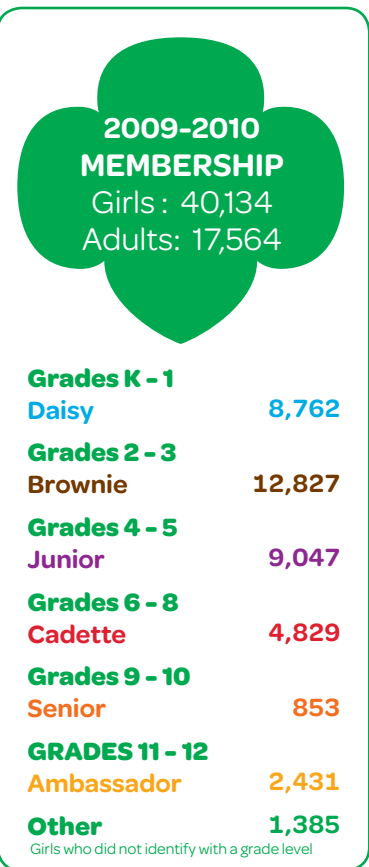
For the next three years, we will focus on meeting the goals that are vital to help grow future leaders, and continue to maintain our role as the premier leadership organization for girls.

I am hugely optimistic that our Council is brave enough and strong enough to take this next step to ensure a promising future for Girl Scouting in Eastern Massachusetts!

Yours in Girl Scouting,



Peggy Stevens  
President, Board of Directors  
Elected May 2010



Visit our Girl Scout Shops\* or shop online at [www.girlscoutshop.org](http://www.girlscoutshop.org).

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T 781 893 6113  
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# The Girl Scout Leadership Experience

Since day one, nearly 100 years ago, Girl Scouting has been about developing leadership abilities in girls.

Continuing this mission today, we are utilizing a national, outcomes-based program designed to provide the tools and experiences needed to guide girls on a life-long path of leadership. Through our Girl Scout Leadership Experience, girls develop courage, confidence and character:

- Girl Scouts learn courage when they take active roles in their communities and speak out when they care about issues.
- Girl Scouts build confidence as they understand their strengths and become empowered to make a difference in their own lives.
- Girl Scouts acquire character when they act with integrity and compassion, making decisions that promote the well-being of themselves and others.

With those skills, they become leaders as they discover, connect and take action through Girl Scout Journeys - a key component of the Girl Scout Leadership Experience.

Clearly, on these Journeys, our Girl Scouts learn leadership skills through hands-on involvement. Each leadership Journey has a designated theme where girls are invited to explore, experience through reflections, rewards, and celebrations, and take action by participating in community service. We offer a leadership Journey for each grade level, such as science and technology, healthy living or the outdoors.



Girls learn about issues such as clean water and air, noise pollution, global warming, soil contamination and agricultural processes.



Girls attain new and greater skills, and a deeper understanding of what it means to be a leader who makes a difference in the world.



Girls see benefits of a balanced diet and physical activity. They develop healthy relationships and identify new ways to express themselves.

## discover +

Girls understand themselves and their values and use their knowledge and skills to explore the world.

## connect +

Girls care about, inspire and team with others locally and globally.

## take action

Girls act to make the world a better place.

# = leadership

## Leading Women Help Girl Scouts Take the Lead

Unlike any other event, the annual Leading Women Awards provides a unique mentoring opportunity while celebrating accomplished honorees and showcasing individual Girl Scouts.

The event pairs Leading Women Awardees who exemplify the Girl Scout mission to build girls of courage, confidence and character, who make the world a better place, with girls who admire and aspire to be like them. The matches are carefully created based on the experiences of the women and the career interests of the girls. These women set the pathway for the next generation of strong, caring girls who will be our future leaders.

This signature fundraiser brings hundreds together to celebrate the women, the girls and the leadership experience. In front of an audience of more than 600 members, including many of their peers, our amazing Girl Scouts take the stage and share their leadership perspectives while introducing the remarkable honorees.

Top Girl Scout cookie seller, Shannon Leary of Quincy, was paired with Julie Kahn, an honoree who achieved enormous success in the sales and marketing field as VP/Market Manager Entercom New England. During her introduction, Leary highlighted a common ground between herself and Kahn - the motivation to make success happen. After meeting, Kahn offered Leary sales advice, shared tips for success and even promised the teen Girl Scout a job one day!

Christa Mullaly of Cape Cod was paired with another esteemed honoree, Dr. Paula Johnson, head of Connors Center for Women's Health at Brigham & Women's Hospital. Mullaly pointed out that Dr. Johnson's leadership was inspiring. She said, "Dr. Johnson is a magnificent leader! I know that if I didn't participate in Girl Scouting, the word "leader" wouldn't mean even 10% of what it does to me now. A leader is someone who can speak up for what they believe in. To have the courage, confidence and character to do things that some other people wouldn't imagine themselves doing, like standing here in front of 600 people this morning introducing this wonderful woman."

By event's end, the Girl Scouts each walk away with a new role model and the start of a relationship certain to help them move forward in life and our audience witnesses how Girl Scouting builds leaders.



**"A leader is someone who can speak up for what they believe in."**



## Every Cookie Has a Mission

The Girl Scout cookie — a tiny, tasty morsel that accomplishes so much! By selling cookies, Girl Scouts gain confidence, build self-esteem and help their communities. They also develop five essential skills:

- Goal setting
- Decision making
- Money management
- People skills
- Business ethics

Cookies from Girl Scouts of Eastern Massachusetts have traveled to Iraq and Afghanistan to provide soldiers with a little taste of home. The soldiers also received cards handmade by more than 2,000 of our Girl Scouts who collected 30,000 boxes of cookies, and 2,000 pounds of coffee donated by Dunkin' Donuts to the Cookies for a Cause program.

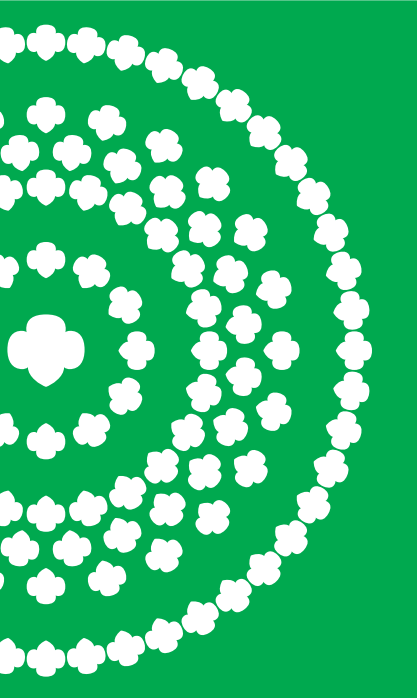
Each year, portions of cookie sale proceeds are also used to fund community service projects like planting flowers at a local library or providing a donation to the food pantry.

**This Cookie**  
helps fund a camp for city kids.

**This Cookie**  
cheers up soldiers in Iraq.

**This Cookie**  
teaches girls how to manage money.

**Every Cookie Has a Mission:  
TO HELP GIRLS  
DO GREAT THINGS**



## Faces of Leadership

Girls discovering themselves, connecting with others, and taking action to make the world a better place.



## Girl Scouts Lead the Way with a Passport

London, Arizona, and Minnesota are just three of the many wonderful places our Girl Scouts have visited this year. Through *destinations*, our amazing travel program, Girl Scouts are whisked near and far for experiences of a lifetime.

Emily, a Quincy 9<sup>th</sup> grader, participated in a program in London where she learned about other cultures. Through the experience she discovered the skills she needed to become a better leader.

Lily, an 8<sup>th</sup> grader from Dracut, chose a Minnesota dog sled trip because she loves dogs, camping and winter. On the first day, rain caused the area to freeze. Through teamwork, the girls overcame the challenge and had a really fun day. Lily said the trip helped her become more confident. She said, "I learned that, if I believe I can do something, I'll find a way to do it."

And a new *destinations* program called Leading the Way was a first time success. Through the program, nine girls, some with disabilities, traveled to Arizona to hike and raft the San Juan River. The trip impacted all of the girls, with one saying, "The day was challenging, but I kept feeling that I made it one step farther than I ever thought I could and I learned there are no limits to what I can do as long as I give my best."

After a *destinations* trip, Girl Scouts return home feeling inspired, empowered, confident and most often, ready for their next adventure!

## The Gift of Girl Scout Camp

Through our wonderful and generous donors, many deserving girls are able to have the experience of a lifetime at our summer camps. They do things they have never done before, like ride a horse or sail a boat. They explore nature, learn to swim, climb a rock wall, and best of all — they make lasting friends. A 9<sup>th</sup> year veteran Girl Scout sent a letter to our generous donors to explain her gratitude for three summers of camp. She said, "Thank you for providing memories that will last a lifetime."



# Achieving Girl Scout Gold



*“There were not enough supplies to support these families, and I wanted to help.”*

The Girl Scout Gold Award — the highest award in Girl Scouting — symbolizes outstanding accomplishments in leadership, community service, career planning and personal development. To earn the coveted award, a Girl Scout must complete a Gold Award project.



Katie Yeaton of Danvers chose to help families in need through Operation Back-2-School. The project provided school supplies for children living at the Inn Between Family Shelter in Peabody and for others entering the Danvers Public Elementary Schools. Katie spent more than 80 community service hours working on her project. Inspired to help, Katie continues to be involved with the shelter. She also helps fellow Girl Scouts earn their Bronze or Silver Awards by assisting them on projects which benefit the shelter.



# The Sky Has No Limits

Girl Scouts of Eastern Massachusetts continues a collaboration with MIT’s Department of Aerospace and Aeronautics and the Office of Engineering Outreach Programs to host Girl Scouting Space and Sky.



# Girl Scout FaB Factor Reaches Out, Empowers Girls

The Girl Scouts of Eastern Massachusetts’ development of FaB Factor reflects a significant and sustained commitment to bring the value of the Girl Scout experience to communities traditionally underrepresented in Girl Scouting. Since its inception in 2009, FaB Factor is growing and has gained positive attention for its impact. The program was developed locally to specifically reach 23 targeted communities where MCAS scores are below average, teen pregnancy and high school drop out rates are high, and female juvenile assaults are on the increase.



FaB Factor, in partnership with community-based organizations, offers a comprehensive leadership curriculum taught by accessible, caring adults. The girl-led program focuses on financial literacy, S.T.E.M. activities, leadership development, as well as health & wellness, using techniques of learning-by-doing and cooperative learning. An important component to delivering FaB Factor for maximum impact is the role corporate funders play with their financial support and the hands-on involvement of their staff volunteering to working directly with the girls as mentors.

Girl Scouts from a FaB Factor group in a Boston housing development found the program fun, interesting and a great way to make friends. And, they are enthusiastic about bringing new friends to the group. As part of their financial literacy series, girls were excited to learn how to manage money, write checks and create budgets. These skills were utilized during a Girl Scout cookie sale when the troop donated a portion of the funds raised to a program to help feed the hungry.

Girl Scouts in FaB Factor are developing lifelong leadership skills, preparing for college and careers, learning the impact of financial management and community service. Girls work cooperatively, build confidence, as well as learn the importance of a positive self-identity and its relationship to good decision-making skills. Through our innovative FaB Factor Initiative, Girl Scouts are overcoming countless obstacles and becoming role models in their communities.

## Include ALL Girls

An estimated one in five girls in the United States has some type of disability. Juliette Gordon Low, the founder of Girl Scouts, was partially deaf. When she started Girl Scouts, she was determined that it was for ALL girls.

We have always welcomed girls with developmental disabilities, chronic health conditions and other special needs. Today, the Girl Scouts organization has formal, effective inclusion programs in place. One such program, Include ALL Girls, is designed to educate girls and adults on how they can include girls with disabilities in all aspects of Girl Scouting.

To further the effort, GSUSA has partnered with the Mitsubishi Electric America Foundation to launch the Include ALL Girls initiative. Through it, we train adult volunteers on implementing the best inclusion practices, and we conduct accessibility assessments on our Girl Scout camp properties.

Inclusion is the foundation upon which we build girls of courage, confidence and character who accept one another and make the world a more wonderful and caring place.



**“The Girl Scout program offers a safe atmosphere where girls learn, grow and develop confidence. I see the young women begin to view themselves as leaders in their communities.”**

# Thank You to Our Donors



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# REACHER

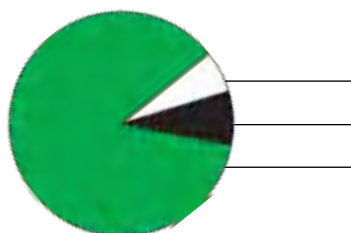
[www.hergirlscouts.org](http://www.hergirlscouts.org)

# Annual Financial Report

For Period October 1, 2009 - September 30, 2010

## Statement of Activities

<b>Revenue</b>	
Product Sales	\$ 6,680,964
Program Fees	2,651,171
Contributions	1,586,523
Investment Revenue	19,848
Other	104,787
<b>Total Revenue</b>	<b>\$ 11,043,293</b>
<b>Expense</b>	
Program	\$ 9,933,538
Fundraising	663,071
Management and General	884,208
<b>Total Expense</b>	<b>\$ 11,480,817</b>
Change in Net Assets from Operations	\$ (437,524)
Non-Operating Activities	569,988
<b>Change in Net Assets</b>	<b>\$ 132,464</b>
Net Assets, Beginning of Period	19,021,725
<b>Net Assets, End of Period</b>	<b>\$ 19,154,189</b>



## Statement of Cash Flows

<b>Cash Flows from Operating Activities</b>	
<b>Changes in net assets from operations</b>	<b>\$ (437,524)</b>
Adjustments to reconcile changes in net assets from operations to net cash provided by (used in) operating activities	156,475
<b>Net Cash Provided by (used in) operating activities</b>	<b>\$ (281,049)</b>
Cash Flows from Investing Activities	\$ 223,367
Cash Flows from Financing Activities	20,025
<b>Net Decrease in Cash</b>	<b>\$ (37,657)</b>
Cash, Beginning of Period	598,870
<b>Cash, End of Period</b>	<b>\$ 561,213</b>
<b>Supplemental Disclosures of Cash Flow Information</b>	
Non-cash investing transaction - unrealized loss on investments	\$ (183,206)

## Girl Scouting Creates Tomorrow's Scholars

Congratulations to the Girl Scouts of Eastern Massachusetts' 2010 scholarship recipients, Jacqueline Cole of Southborough and Katherine Karwoski of Marlborough. The scholarship is presented to graduating high school seniors who demonstrate a commitment to Girl Scouting.

Jacqueline is a freshman studying nursing at the University of Massachusetts at Amherst. She aspires to volunteer for Doctors Without Borders and someday work as a life flight nurse at a Boston hospital. Through school and Girl Scouting, Jacqueline has participated in over two dozen community service projects. She said Girl Scouting taught her how to deal with difficult situations and to be accepting of all people.

A freshman, Katherine is studying aerospace engineering at Massachusetts Institute of Technology (MIT). She earned her Gold Award by planning, organizing and executing the construction of a memorial garden at her church. Katherine said Girl Scouting provided her with a supportive environment to try new things and have fun. She also learned how to work well with others and become a leader.

## Statement of Financial Position

	<b>Unrestricted</b>	<b>Temporarily Restricted</b>	<b>Permanently Restricted</b>	<b>Total</b>
<b>Assets</b>				
<b>Current Assets</b>				
Cash	\$ 480,376	\$ 80,837	\$	561,213
Short-term investments	2,700,411			2,700,411
Accounts and pledges receivable	186,976	12,850		199,826
Inventories	324,696			324,696
Prepaid expenses	144,742			144,742
<b>Total Current Assets</b>	<b>3,837,201</b>	<b>93,687</b>		<b>3,930,888</b>
Long-term investments	7,635,618	472,318	2,103,906	10,211,842
Property and equipment	6,371,272			6,371,272
Due (To) From	(103,358)		103,358	-
<b>Total Assets</b>	<b>\$ 17,740,733</b>	<b>\$ 566,005</b>	<b>\$ 2,207,264</b>	<b>\$ 20,514,002</b>
<b>Liabilities and Net Assets</b>				
<b>Current Liabilities</b>				
Accounts payable and accrued expenses	\$ 1,169,460			\$ 1,169,460
Refundable Advances	190,353			190,353
<b>Total Current Liabilities</b>	<b>1,359,813</b>	<b>-</b>	<b>-</b>	<b>1,359,813</b>
<b>Net Assets</b>				
Unrestricted				
Operating	10,113,006			10,113,006
Property and equipment	6,371,272			6,371,272
Depreciation on permanently restricted net assets	(103,358)			(103,358)
<b>Total Unrestricted</b>	<b>16,380,920</b>	<b>-</b>	<b>-</b>	<b>16,380,920</b>
Temporarily Restricted		566,005		566,005
Permanently Restricted			2,207,264	2,207,264
<b>Total Net Assets</b>	<b>16,380,920</b>	<b>566,005</b>	<b>2,207,264</b>	<b>19,154,189</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 17,740,733</b>	<b>\$ 566,005</b>	<b>\$ 2,207,264</b>	<b>\$ 20,514,002</b>

“There is no greater reward than seeing a girl’s eyes widen when she tries something new or challenging and watching her beam at her own accomplishments. ***It’s awesome!***”

**The Girl Scout Promise**

On my honor, I will try:  
To serve God and my country,  
To help people at all times,  
And to live by the Girl Scout Law.

**The Girl Scout Law**

I will do my best to be  
honest and fair,  
friendly and helpful,  
considerate and caring,  
courageous and strong, and  
responsible for what I say and do,  
and to  
respect myself and others,  
respect authority,  
use resources wisely,  
make the world a better place, and  
be a sister to every Girl Scout.

# JOIN TOGETHER

[hergirlscouts.org](http://hergirlscouts.org)



## Forever Green: Celebrating 100 Years of Girl Scouting

As we near 100 years of Girl Scouting, we boldly claim our rightful place as the premier leadership organization for girls.

We celebrate today’s girls and look forward with anticipation to the powerful energy they bring to leadership. You know that the beauty, the pride and the power of Girl Scouting stand the test of time. This phenomenal sisterhood is sustainable and as vital as ever 100 years after it began.

[www.hergirlscouts.org](http://www.hergirlscouts.org)