

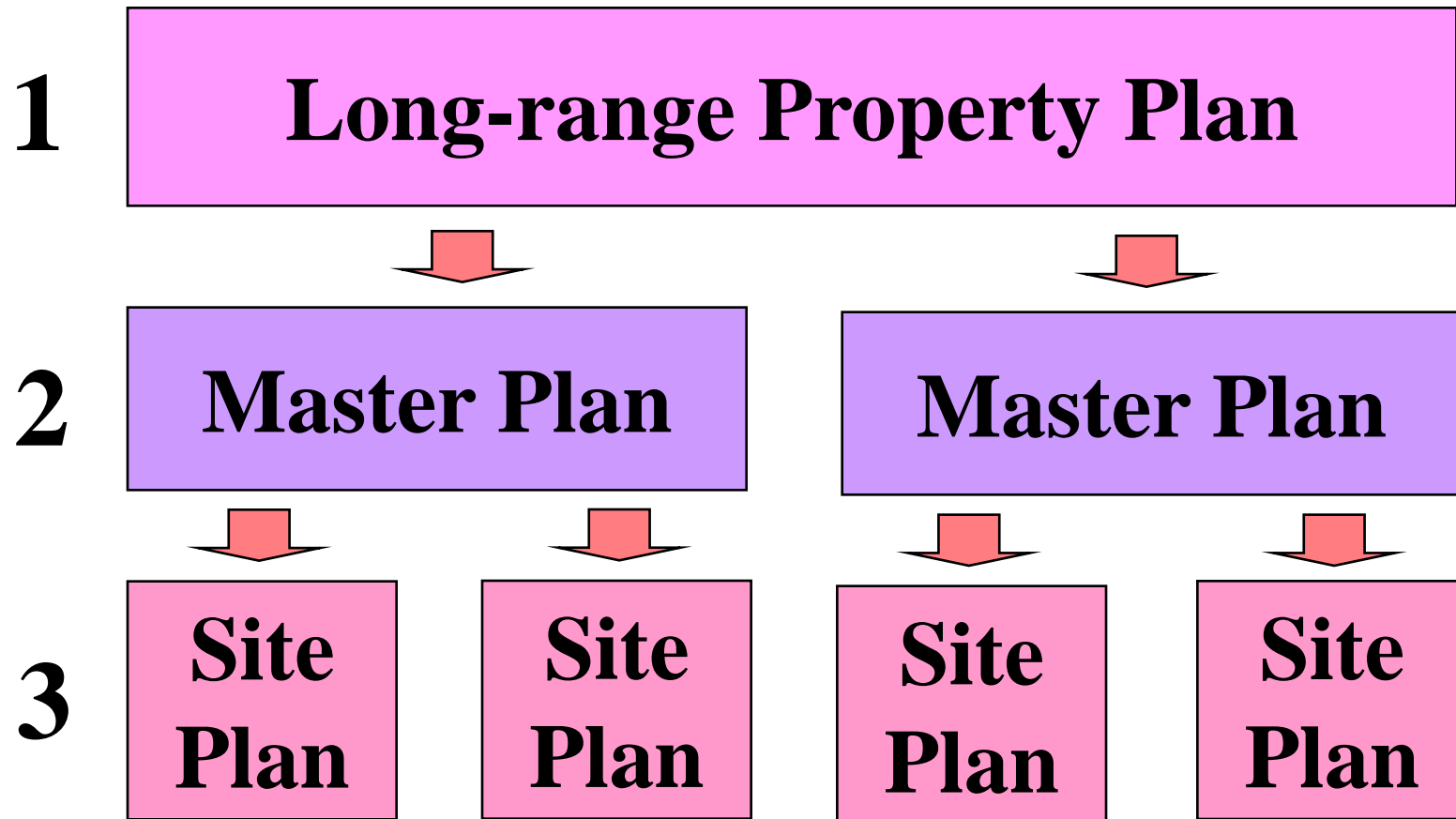
**Orientation to
Long-Range Property Planning
for Girl Scout Councils**



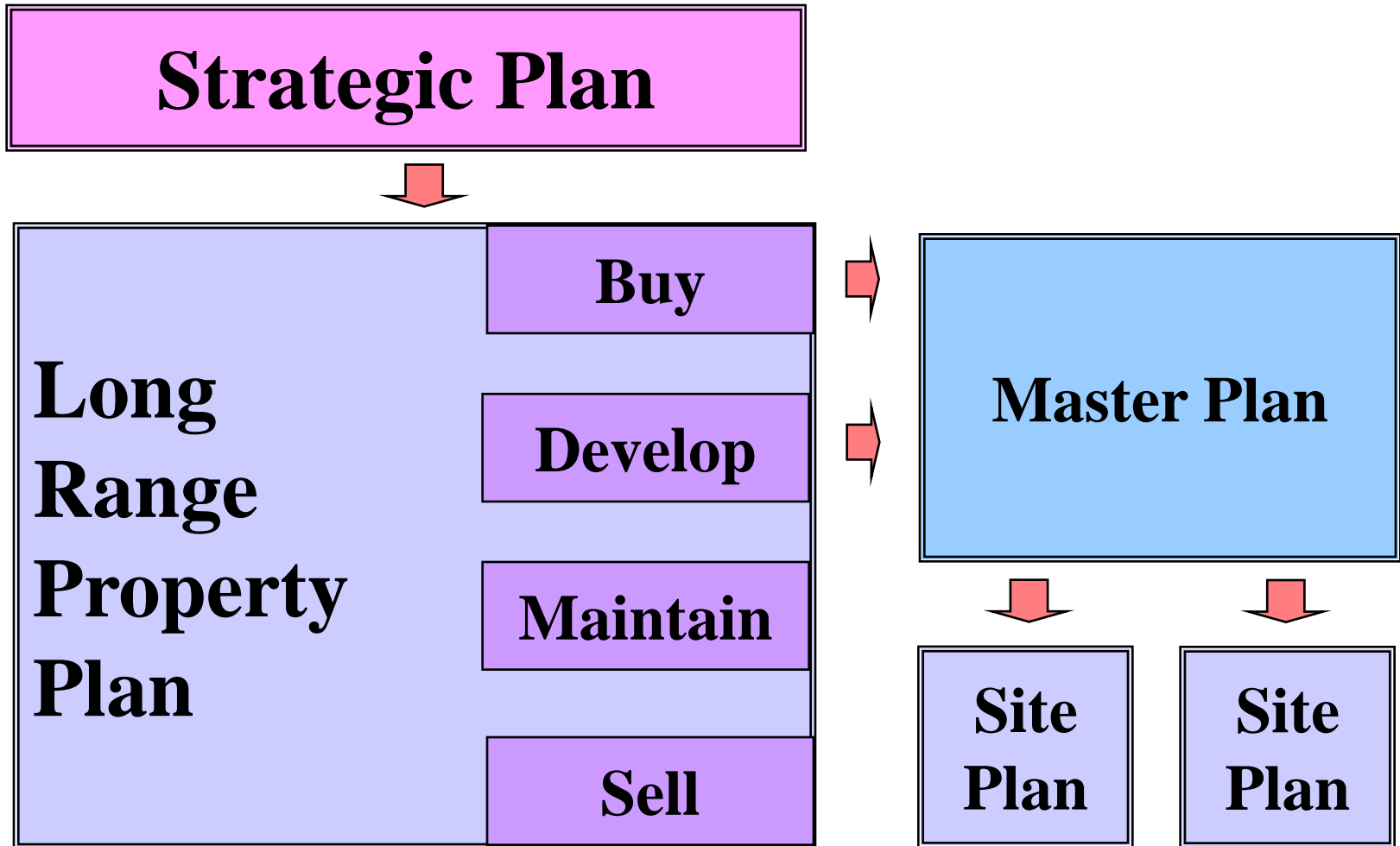
The Girl Scout Mission

Girl Scouting builds girls of courage, confidence and character, who make the world a better place.

Property Planning Occurs in 3 Phases

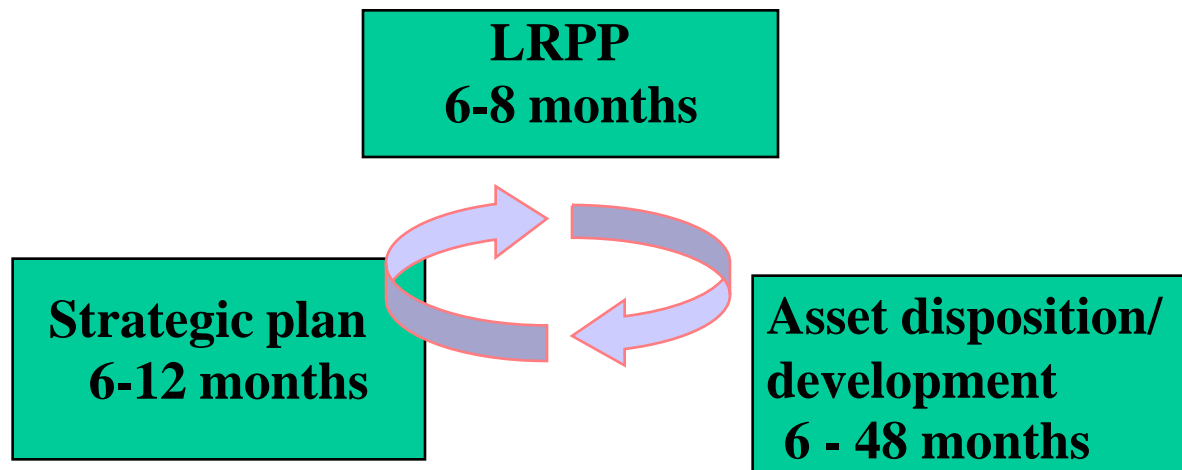


Planning Process

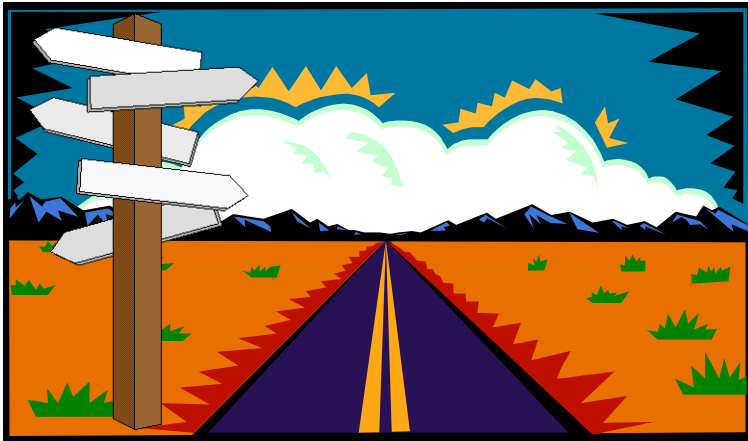


Strategic Plan

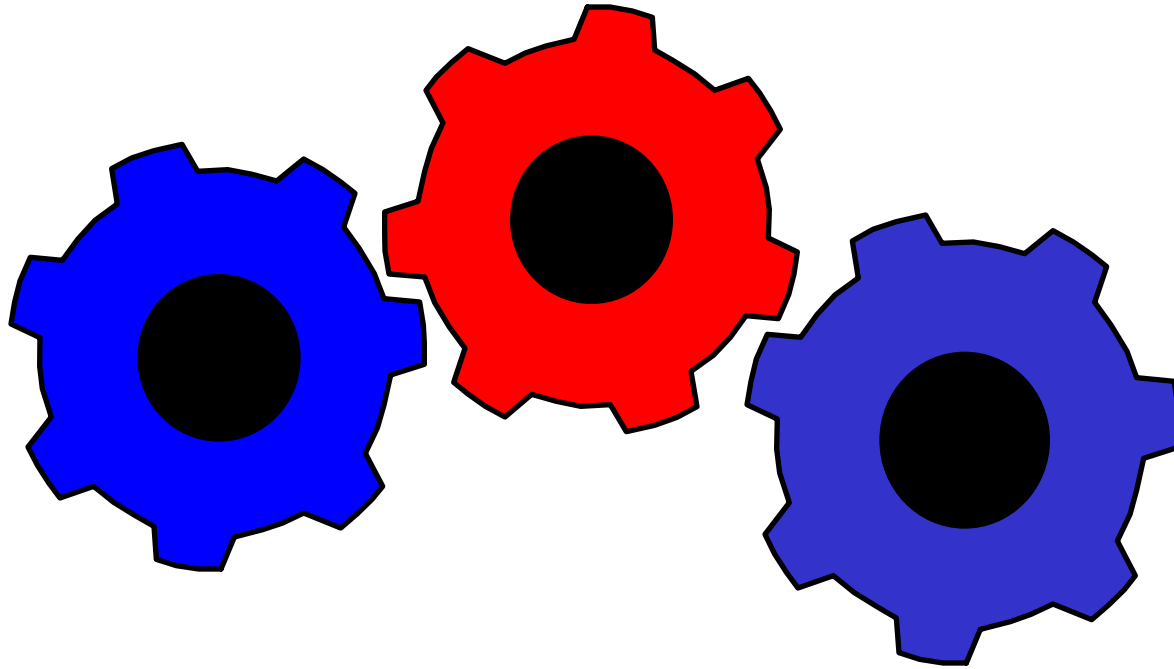
Corporate goals help give greater direction and sense of unity than ideal goals through greater specificity at all levels of the organization. They should state what the corporation will look like at the end of a specified period. Corporate goals help the organization meet the ideal goals or stated purpose of the organization.



Long-range Property Plan



- Policy level, visionary
- Board responsibility
- Processes all council-owned or leased sites
- Identifies those interrelated facilities that meet a council's program needs and are within its ability to finance and maintain.
- Indicates how property assets will be utilized



**Market and Membership drive Program;
Program Drives Property**

Master Plan

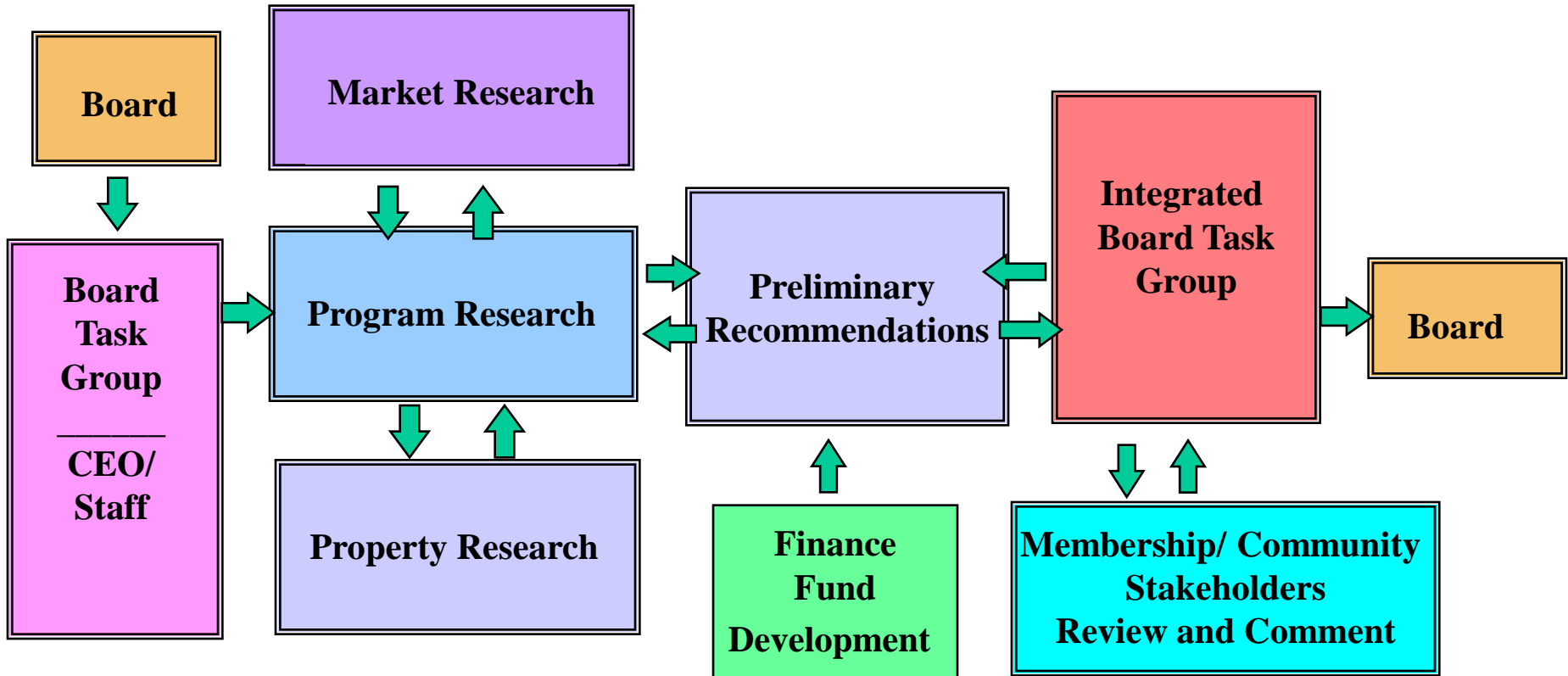
- Applies policy visions to each multi-use site
- Illustrates total proposed development
- Shows land-uses and ideal functional arrangement in relation to site characteristics

Site Plan

Detailed plan for one facility denoting location with specific elevations. Amplifies a single element of the master plan This plan leads to plans and specifications which can be utilized for bidding purposes and construction.

LRPP Process Map

Charge	Three months	Two months	Six weeks	Vote
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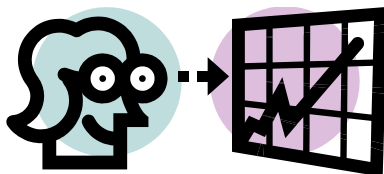


Market Research



GIRLS 5-17
PARENTS
ADULTS
VOLUNTEERS
STAFF
YOUNG WOMEN 18-22
BUSINESSES/Outside Usage
Non-member populations
Under-served populations
Other activities/agencies involved in

- Examine membership and jurisdictional demographics
- Identify key constituent groups/collaborations
- User characteristics/preferences
- Needs and interests of constituents
- Identify council and community issues
- Constituent awareness, use, and opinion of programs & facilities
- Family issues that promote or hinder participation in GS
- Time and money issues
- Transportation patterns, time/distance perception
- Amenity demands/expectations/ Perceptions



Potential Outside Users

- ❑ Monday thru Friday
 - **School groups**
 - Environmental programs
 - **Corporate outings**
 - Team building
 - Ropes course, low challenge, climbing wall.
 - Canoeing/kayaking
 - Service projects
 - Community meetings
 - Training
 - **Adult continuing education**
 - Photography studio
 - Pottery Studio
 - Dance classes
 - Cooking classes.
 - **Churches**
 - Meeting spaces
 - Events with meals
 - **Family outings**
 - Weddings
 - Picnics
 - Camping

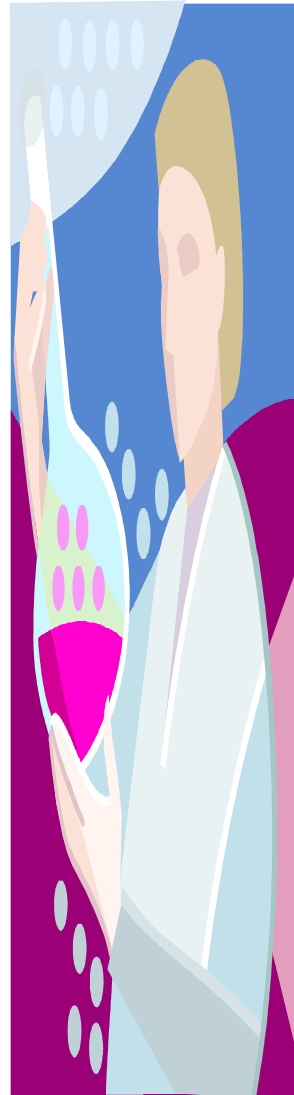
Sample Market Research Process



- Get input from program and property groups
- Perform exploratory research
- Identify information needs and propose methods for gathering it
- Develop and test research tools
- Gather and analyze research data
- Communicate findings to constituents Other

Market Research Recommendations

- Develop recommendations that meet increased competition and shrinking time availability.
- Develop recommendations that address new program interests and issues as well as improvement of existing programs.
- Develop recommendations that serve organizational values within the current environment.
- Develop recommendations that improve customer affordability and council ability to increase revenue.
- Develop recommendations that meet existing and emerging population groups.



Program Research



- Catalog existing program offering
- Analyze program attendance and evaluation
- Identify most often requested programs and ways to provide them
- Assess if program goals and activities match anticipated outcomes.
- Determine the unit cost of program delivery
- Identify clear program outcomes and measurement.

Program Research



- Catalog competing opportunities
- Identify collaborative opportunities within and outside of Girl Scouting
- Identify new potential program opportunities.
- Identify new state-of-the-art program opportunities
- Identify alternative program delivery sites

Program Recommendations

- Develop program recommendations with facility and equipment requirements.
- Develop rationale for fee structure
- Develop clear program outcomes
- Develop staffing requirements
- Develop policy recommendations
- Develop program progression recommendations that lead to greater retention.
- Provide recommendations regarding customer service.



Property Research

- Visit all sites, take pictures, videos, etc.
- Gather all relevant property information, surveys, master plans, zoning information, building logs, etc.
- Assess standards and maintenance operation
- Identify and cost deferred maintenance
- Calculate site capacity and occupancy
- Investigate legal/ environmental/ ecological issues
- Examine property finances in detail: costs and revenues, subsidies, fees
- Evaluate current council financial position
- Identify alternative program delivery sites
- Identify site program potential



PROPERTY PORTFOLIO

- **Regulation**

- Federal, state, county and municipal regulations
- Zoning map
- Government master plan maps
- Federal wetlands designation map
- FEMA flood plain designation map

- **Ownership/Marketability**

- Lease or copy of deed and title search
- Tax map
- Property survey
- Appraisals
- Certificates of occupancy
- Approved site plan/subdivision
- Insurance Policies and Construction Contracts and Warrantees

- **Council Policy**

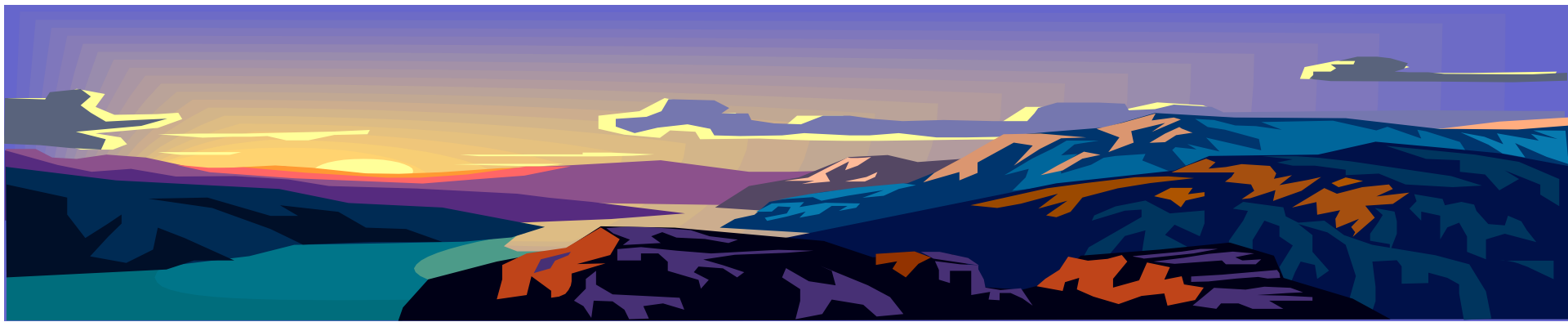
- Current long-range property plan
- Current master plan
- Site design

- **Maps, Grounds and Structures**

- Location map
- U.S. geological survey maps
- Aerial photographs
- Topography and vegetation
- Soil and geological survey
- Surface water bodies and drainage
- Utilities
- Existing structures and circulation
- Architectural and engineering drawings

Property Recommendations

- Prioritize capital improvements
- Align property developments with program emphasis.
- Provide realistic facility improvements that match the financial capability of the council and the inflow of funds
- Set standards for maintenance and maintenance staffing of council owned or rented sites
- Develop policies that protect the asset value and program delivery.





Integrated Staff Task Group

Charge:

- Analyze and correlate and synthesize research findings and recommendations
- Develop synthesized recommendations and prioritize for submission to the board task group

Diagnostic Questions

- Is there a position in the market place that you seek?
- Are there facilities that support leadership development? Math, science and technology? Healthy living? Financial literacy?
- Are there guiding principles of activity?
- How is this compatible with the mission?
- What changes are necessary to meet the requirements of the long range plan?
- Is the plan realistic? (Cost/Benefit Evaluation)
- Is there a realistic maintenance budget?
- Are the recommendations visionary?

Board Task Group

Charge:

- Analyze, verify and promote property recommendations for the next 5 years to the board.
- Prioritize property recommendations that include key constituent communications.

Guiding principles

- Maintain “Big Picture” focus
- Maintain communications throughout the process
- Correlate research findings, research, and recommendations
- Present recommendations that address process issues and facts
- Strategize in order to meet the needs of the entire jurisdiction
- Present recommendations to board and constituents with documentation and fund development requirements

