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# **DELEGATE BUSINESS MEETING**

**February 7, 2009**

**IDEAS**



# Mark James

**Long-Range  
Program and  
Property Planning  
Committee Chair**



# LRPP Planning Committee Work



# Guiding the Committee's Work

- Basic Girl Scouting principles
- Charge from the Board of Directors
- Vision statement



# Basic Girl Scouting Principles

- The Girl Scout focus is serving girls
- We serve girls through programming
- Property supports girl programming
- Property value = its benefit to members



# Council Long-range Strategic Property Planning

- Gathers data
- Seeks input
- Measures against criteria
- Recommends property management plan to support programming for a period of years



**Any recommendation must  
move Mountains to Midlands  
forward  
as the premier organization  
to build girl leaders**



# MARCH 2008

**Form the committee with broad geographical representation from legacy councils by**

- Board members
- Community experts
- Girl Scout volunteers
- Volunteers with site & historical knowledge
- Commitment to process





# APRIL 2008

## **Board Charge**

research and recommend a strategic process  
focused on a long-range property plan  
to meet the council's future programmatic goals  
and interests of girls,  
while balancing environmental issues  
with the council's ability to finance and maintain  
property assets



# 4 Areas of Committee Work

- Gather information for analysis
- Base on accurate, objective input from community & constituency
- Align with plans & goals
- Include priorities & alternatives based on programmatic input



# Committee Vision

To provide safe & inviting  
indoor & outdoor properties  
offering a diverse range  
of unique, hands-on  
educational & engaging recreational  
activities  
supporting Girl Scout goals



# SUMMER 2008

- Gathered property & trend data
- Visited sites
- Selected third-party consultant to conduct objective program assessment



# FALL 2008

## **Objective Program Assessment**

- Girl & adult online & mailed surveys
- 8 focus groups & town halls across council
- Small-group & individual interviews
- Over 17,000 people contacted



# NOVEMBER-DECEMBER 2008

preliminary program assessment findings  
to delegates

## **November Annual Meeting**

final data & presentations  
to committee & Board

## **November & December**



# CRITERIA

## Objective Program Assessment

- Properties will meet program demands
- Properties will connect people to GSSC-MM
- Properties will be part of a sustainable plan for growth & quality



# Girl Survey

## TOP PROGRAM FOCUS AREAS

### younger girls

- Arts
- Outdoor/Environmental
- Healthy Living
- STEM
- Leadership
- Business Enterprise

### older girls

- Arts
- Outdoor/Environmental
- Leadership
- Healthy Living
- Business Enterprise
- STEM





# Girl Survey

## TOP ACTIVITIES in FOCUS AREAS

### younger girls

- Arts
- Personal & Leadership
- Water-based
- Camping
- Outdoor Adventure

### older girls

- Water-based
- Camping
- Outdoor Adventure
- Arts
- Personal & Leadership



# Girl Survey

## CAMP PREFERENCES

- Large majority want cabins/lodges with heat, AC, lights, flush toilets, showers; but a few want tents, rustic sites
- At least half want outdoor cooking
- No significant preference for lodges (large groups) v. cabins (small groups)



# Girl Survey

## 70% or more of girls want:

Swimming pool with slides

Lounge just for girls to talk

Arts & crafts center

Go-kart track

Horseback riding

Climbing wall

Campfire circles

Hiking trails

Lake for canoeing, kayaking, etc.



# Girl Survey

## **Specific to camps, girls said:**

- All toilet & shower facilities – “Yuck!”
- 4 sites rated “in good repair” but facilities there scored low
- Would attend programs at “ideal” camp



# Girl Focus Groups

- Need program for all different ages, interests, preferences
- Active, participatory, fun, engaging
- Older girls want more programs without younger girls
- Older girls want to choose & plan
- Love going places & overnights
- Incentives are highly motivational



# Town Hall Meetings

- Girls join/stay because of programs
- Committed, trained adult leaders
- Grounding point for most girls = troop experience
- Programs on contemporary & new interests
- Repeat popular programs around council
- Girls like the outdoors, but different interest levels in how to encounter it



# Future Hopes

- PREMIER council with PARTICIPATION and SUPPORT of all stakeholders
- Program experiences unavailable elsewhere
- Maintain variety in a variety of time formats
- Safe, functional, accessible program spaces



# Factors to Consider

## GSUSA Consultant Glen Chin

- Invest in property with potential
- Variety of unique experiences
- Day camp & troop/SU camping = progression
- Consider divesting to provide greater programmatic value
- Financial position
- Investment needed for “good to great” facilities
- Impact of alternative strategies





# Additional Board Criteria for Committee

- Decisions based on objective program information, council strategy map, & GSLE model
- Program quality must increase
- Fit the need & criteria for forward progress



# Additional Board Criteria for Committee

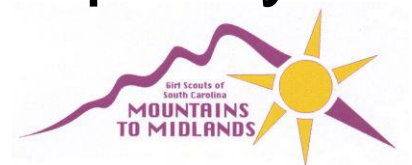
- Reduce cost & raise money
- Partnerships, contributions, sale
- Reduce administrative space;  
property & staffing costs
- Maintain community presence



# Additional Board Criteria for Committee

## **Address constituency feedback:**

- Accessible & convenient
- Safe & secure offering space & natural features
- Build facilities needed & maintain quality



# Additional Board Criteria for Committee

## Offices:

- Link staff to members; organization to community, funders, media, businesses
- Provide a presence & brand support
- Could include shop, program center, volunteer training, meeting location



# Additional Board Criteria for Committee

- Examine timing & execution relative to overall council status & funding plan
- Clear format, content, rationale, priority level for each action



# TRENDS

## FOCUS AREA

## GS



Membership share

10%

6%

Cost per girl

\$386

\$456

Average budget

4.66M

5.5M

Months' reserve

6-12

4

Product Sales revenue

64%

72%

(50% goal)

# TRENDS

## FOCUS AREA

## GS



Maintenance expense

7%

15%

All property expense

10-15%

29%

Number of camps

3

8

Number of offices

1-2

4

# TRENDS

## FOCUS AREA

## GS



Attend resident camp

10%

7.5%

Weekend property visit

15%

12%

Troop camping

25%

unknown

Weekend site use

50%

0-52%



# We're # 1 !



**1<sup>st</sup> council to strategize for TOTAL property:  
camps, offices, meeting spaces,  
owned & leased sites**

# Program Trends

**GSUSA**

**All**



**All**



**Younger**



**Older**

cooking

swim/water/boat

water/pool

swim/pool

photography

arts & crafts

arts

learn to cook

arts & crafts

horses

learn to cook

photography

swim/water

lounge/  
talking area

camp/outdoor  
activity & cook

lodge/camp  
non-rustic

horses

go-kart/climb

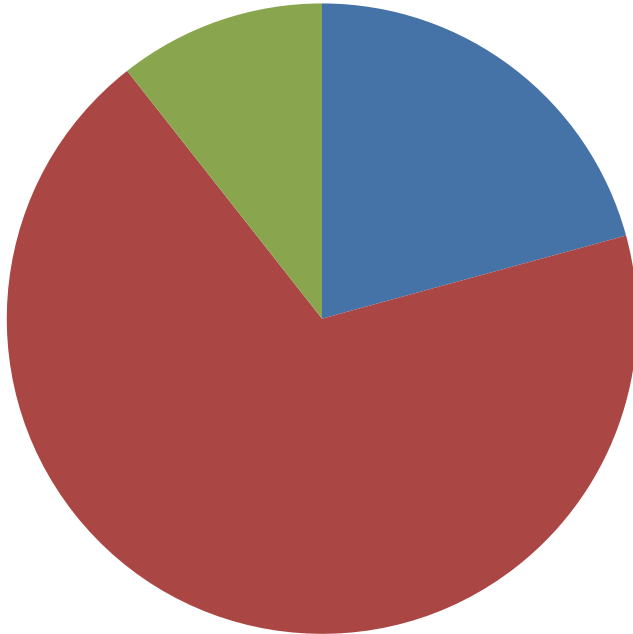
horses/riding

tubing/boats/  
water

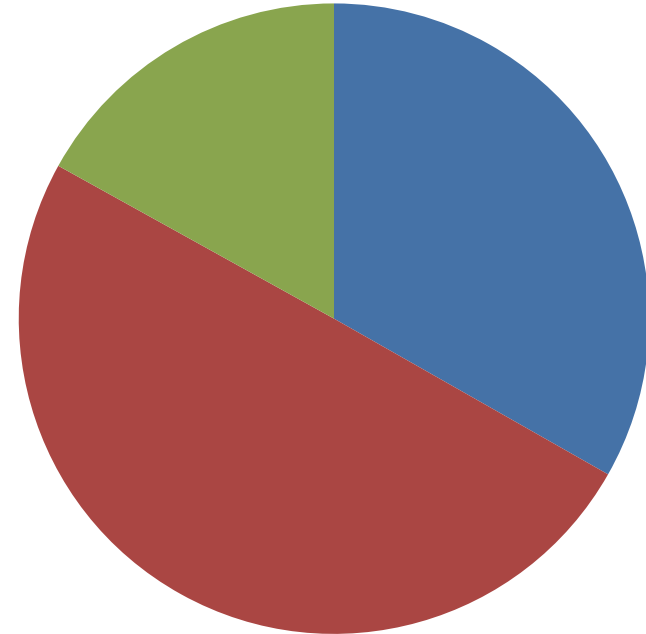
# INCOME



# GSUSA



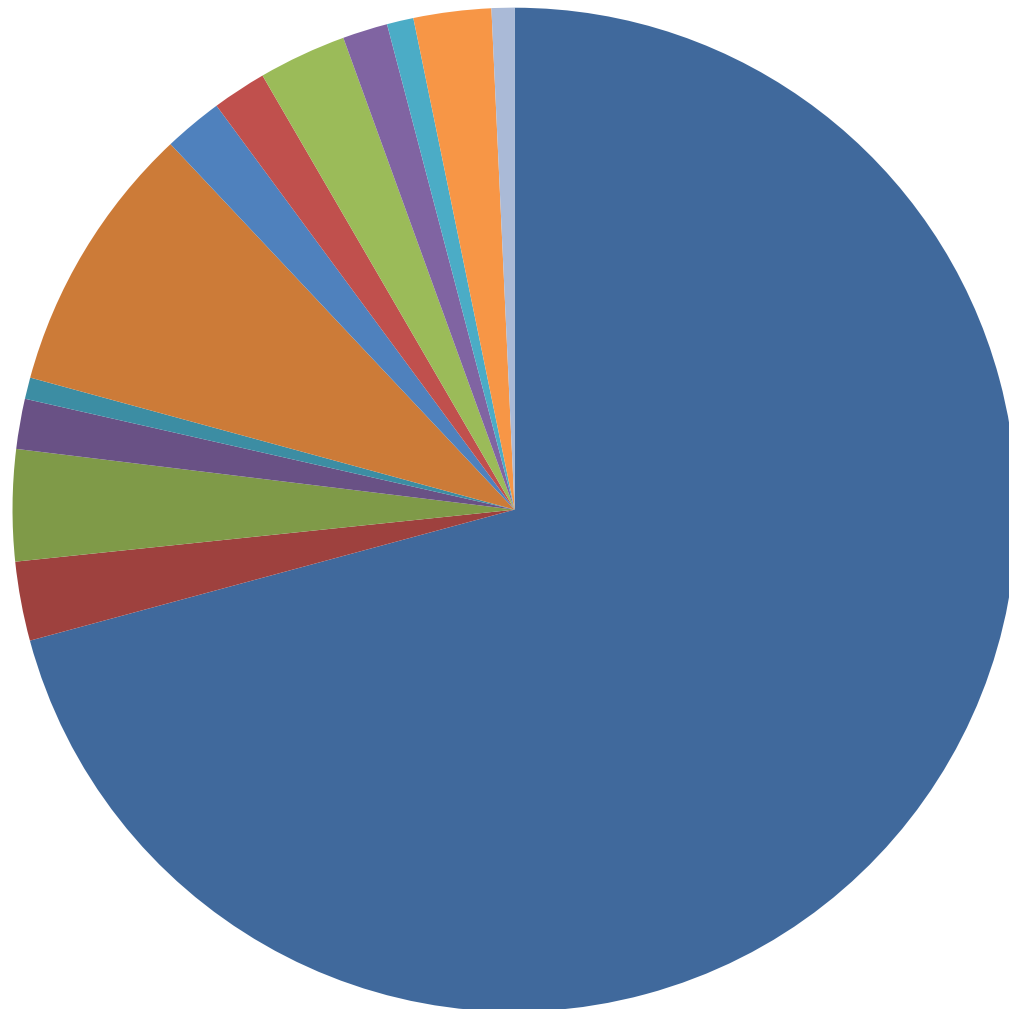
- **Contributions**
- **Product Sales**
- **Program/Misc**



- **Contributions**
- **Product Sales**
- **Program/Misc**

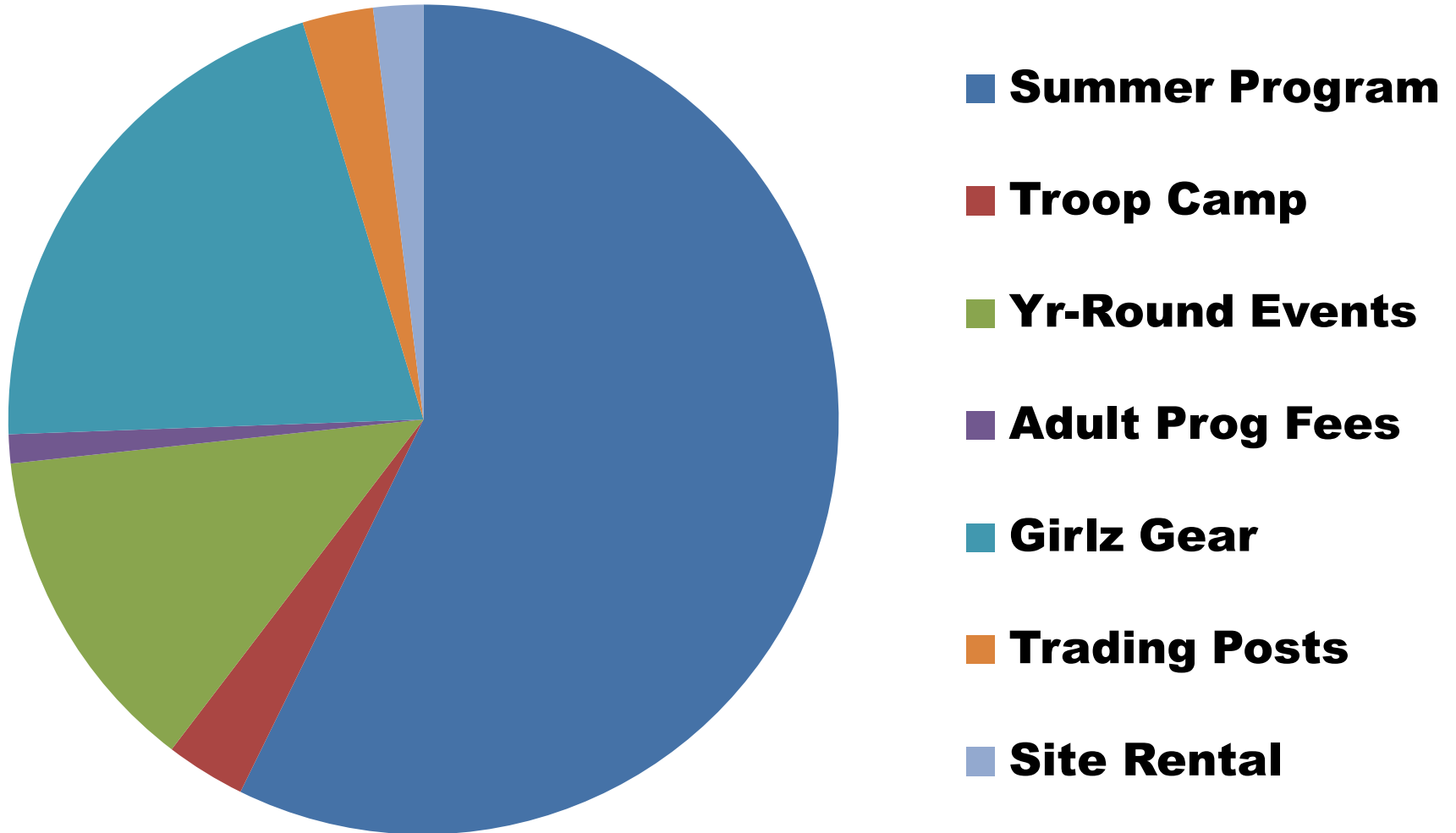
# Council Expense Overview

**10/07 - 9/08**

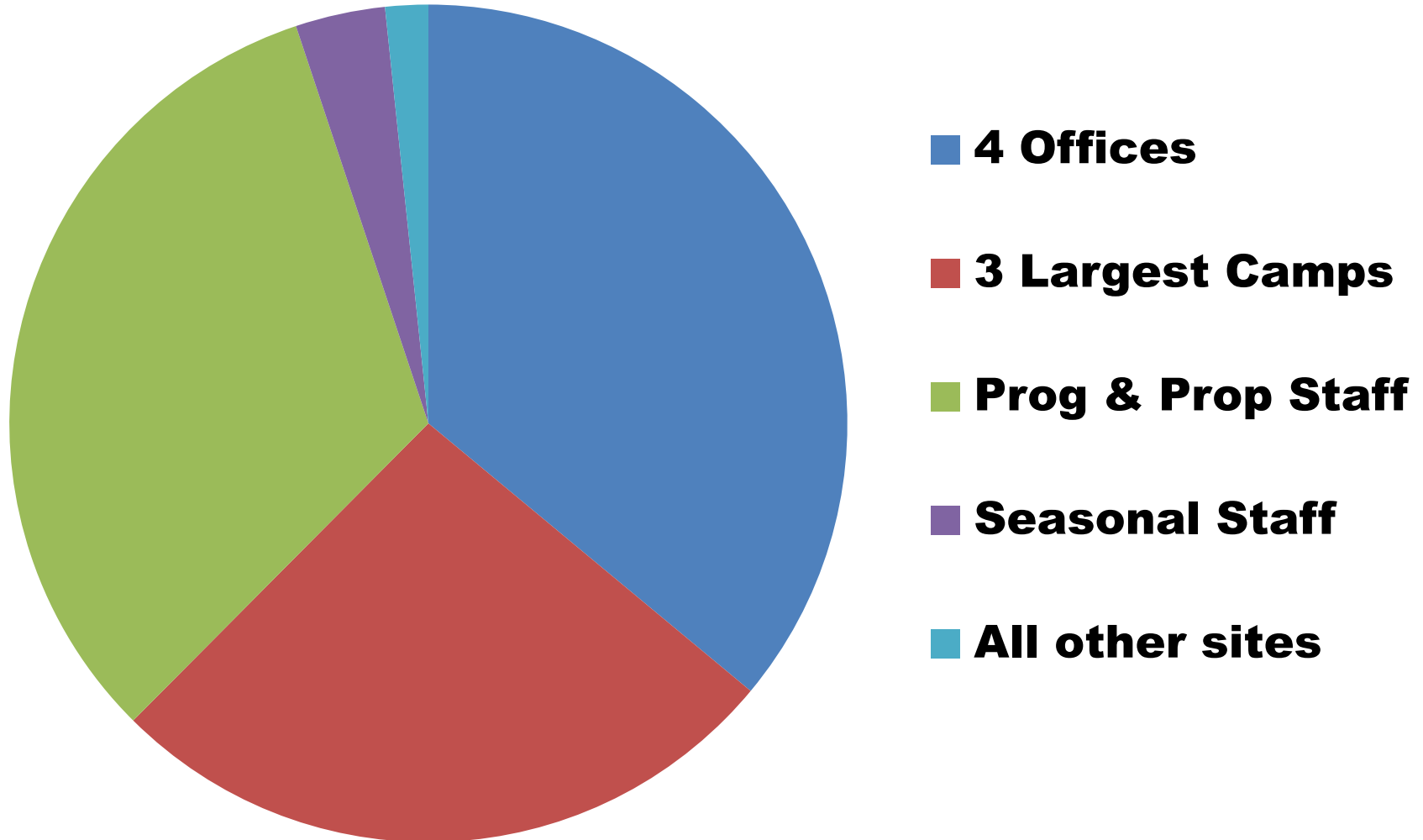


- Salaries, Benefits, Taxes
- Professional Fees
- Supplies
- Telecommunications
- Postage
- Occupancy
- Equipment
- Printing
- Travel
- Conv, Trg, Mtgs
- Assistance
- Insurance
- Other Exp

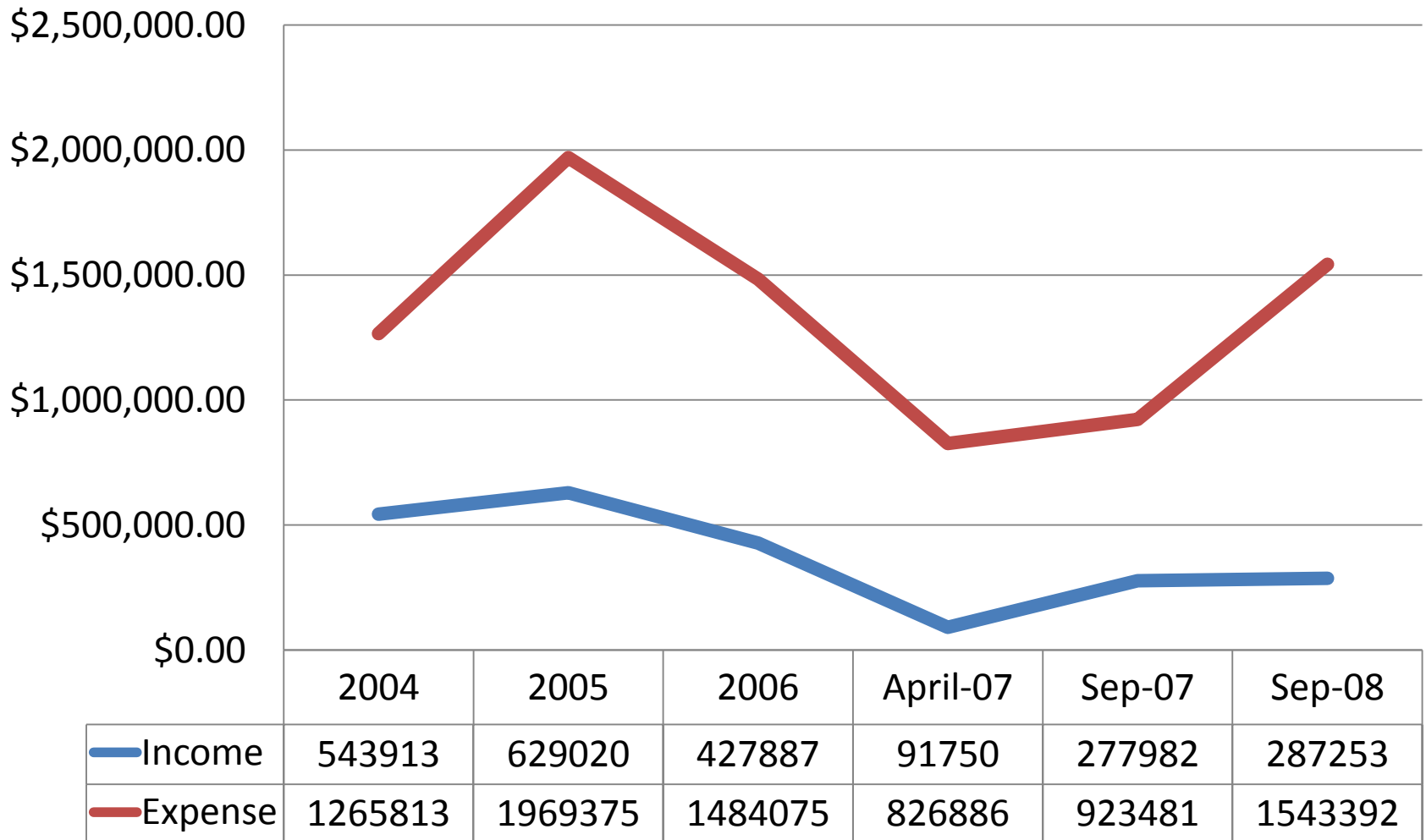
# Program/Property Income



# Program/Property Expense



# Program/Property Income & Expense Trend Data



**MARCH**

**APRIL**

**MAY**

**JUNE**

**JULY**

**AUGUST**



**SEPTEMBER**

**OCTOBER**

**NOVEMBER**

**DECEMBER**

**JANUARY**

**FEBRUARY**

**MARCH  
2009**



# **SPECIAL CALLED DELEGATE MEETING**

**Date to be  
announced**



**an exciting plan moving the  
council forward with a focus  
on the engaging program  
opportunities ahead,  
on ensured sustainability, and  
on growing service to girls!**

**THANK YOU**  
**for your**  
**commitment to**  
**quality program**  
**opportunities...**



**...that build  
girls of courage,  
confidence, and  
character,  
who make the world  
a better place.**





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# **DELEGATE BUSINESS MEETING**

**February 7, 2009**

