

Board of Directors Meeting – January 19, 2017

The Board of Directors of Girl Scouts of Eastern Iowa and Western Illinois met at the Radisson Convention Center in Coralville, IA at 4:30 pm.

**Present:** Andrew Abbott, Lee Mowers, Teresa Colgan, Scott Illingsworth, MaryTherese Gehrman, Jill Dashner, Anne Ryerson, Nancy Franzen, Theresa Dunkin, Kay Breuer, Katie Wiedemann, Rachel Jaeger, Tracy Schwind, Laurie Hamen and Marika Jones.

**Staff:** Diane Nelson, Nikki Habben, Alison Henkle, Allison Johnson, Doug Nelson, Nikki Habben, Shelly Cain, Mahlon Sibert, Cheryl Noller, Beth Garza and Kathy Pinger.

**Absent:** Carrie Rankin, Nancy Dunkel, Sierra Pope and John Cummings

**Welcome & Introductions:**

Teresa Colgan welcomed those in attendance and declared a quorum.

**Board Development:**

Marika Jones, Chair of the Board Development Committee, made a motion to accept Sheila Laing as a new board member. Sheila Laing, VP of Health/Wellness and Human Resources for Hy Vee, has indicated her interest in being a member of our board. She brings skills in succession planning, leadership development, corporate giving, human resources and health and wellness. Although her office is located in Des Moines, she is responsible for the Hy Vee's located within our council. She lived in Dubuque and graduated from Cascade High School, then attended Loras College. She was a Girl Scout and attended Camp Little Cloud. She was instrumental in getting a \$200,000 Hy-Vee donation for Camp Liberty this year. Lee Mowers seconded the motion and the motion carried.

Ms. Jones also reported to the board that the committee has received six applications so far for the Girl board positions. Interviews will begin January 23.

**Consent Agenda: (see attached)**

A motion was made by Lee Mowers to approve the Consent Agenda. Marika Jones provided a second and the motion carried.

**Minute for the Mission:**

Rachel Jaeger presented information to the board related to her experiences as a Girl Scout. She has taken numerous trips with Girl Scouts and attended and worked at our camps. Rachel volunteers for our Dubuque office and is involved in our Outreach program. Her mother was her troop leader and she has many wonderful memories of troop activities. Rachel stated that she would not be who she is today had it not been for Girl Scouts.

**Financials (see attached)**

Lee Mowers reported on the preliminary, unaudited, financial results for the fiscal year that ended on September 30, 2016.

The annual audit will not be presented until the March board meeting due to a change in the date that the audit began.

A line of credit for \$2,000,000 was successfully obtained through Quad City Bank & Trust in the fiscal year 2016. The pledges received from the capital campaign are just over \$1,000,000. Therefore, it is expected that the line of credit will be accessed for that amount in the months leading up to when cookie sale funds are available in March 2017. This will fund operating cash needs. The line of credit would be repaid, in full, with cookie funds, until those funds are used and the line will again be accessed before the end of the 2017 fiscal year.

A motion was made by Mr. Mowers on behalf of the Finance Committee to allow all \$148,000 in a board restricted account from land sales in a legacy council to be used for enhancements and repairs to camp facilities and activity centers. That was the specific purpose of this account. Money from the sale of future land will go back into the restricted fund. Andrew Abbott made a second and the motion carried.

### **Performance Excellence:**

Allison Johnson reported out on the status of the council strategy plan for 2017-2019.

#### Experience for Girls

2017 - Define and research current and future experience for girls.

2018 - Design and implement a plan based on experience for girl's research.

2019 - Assess the plan and make necessary changes to continue growth in girl participation.

#### Outreach Expansion

2017 - Define our current Outreach Initiative and identify potential areas for growth.

2018 - Assess and implement budget, council structure and workload to support and expand the Outreach Initiative.

2019 - Evaluate the impact and return on investment to determine further Outreach expansion.

#### Hispanic Expansion

2017 - Research the current Hispanic market share and determine the membership growth potential as well as the council resources needed to support expansion.

2018 - Assess and implement budget, council structure and workload to support expansion in Hispanic market.

2019 - Evaluate program impact and return on investment to determine further Hispanic expansion.

#### Leader Experience

2017 - Research and define the onboarding process of new and existing leaders and identify any gaps within that process.

2018 - Assess leader onboarding and make necessary adjustments to the process.

2019 - Evaluate adjustments and identify further modifications needed to enhance the leader experience.

#### Property Alignment

2017 - Assess cost of council facilities to support quality girl experience and community presence.

2018 - Evaluate cost and align usage to generate opportunities for girls and the community at-large.

2019 - Monitor usage and continue to expand offerings to establish income generation.

#### Leverage Resources

2017 - Identify technology needs, to enhance ways of work and staffing, to increase efficiency.

2018 - Implement enhancements and continue to explore opportunities for improvement.

2019 - Evaluate effectiveness of changes and opportunities for further enhancements.

#### Community Giving

2017 - Leverage opportunities to fund Girl Scouting through alignment with donors.

2018 - Assess growth potential and establish strategy to secure donors and increase funding.

2019 - Utilize strategy to expand donor base and increase donation amounts from existing donors.  
Families

2017 - Review contact families receive from GSEIWI and GSUSA. Evaluate the message, method and create a communication plan for families.

2018 - Implement and measure communication plan for families.

2019 - Evaluate the family communication plan and determine impact made to families understanding of the value of Girl Scouts and continue involvement.

Future Troop Leaders

2017 - Evaluate current research and define what a 'troop leader' looks like to a millennial.

2018 - Repackage troop leadership opportunities to align with volunteer expectations.

2019 - Evaluate and assess relevance of new program and volunteering opportunities.

Emerging Volunteers

2017 - Research and create an infrastructure for emerging volunteers.

2018 - Implement an integrated, council-wide approach to cultivate, support, and track new volunteers.

2019 - Evaluate new infrastructure and assess effectiveness.

Community

2017 - Evaluate the community impression of Girl Scouts and create a plan to positively expand the impression.

2018 - Implement plans to impact community impression and monitor.

2019 - Evaluate community impression plan and determine emerging adjustments

## **Property Discussion**

Scott Illingsworth spoke for the Property Committee about research and meetings they have had related to the sale of Camp Tahigwa. A motion was made by Mr. illingsworth to sell Camp Tahigwa in Dorchester, Iowa, to the Department of Natural Resources with the stipulation that the land be permanently maintained as a natural space for public use. The DNR, GSEIWI, and the Iowa Natural Heritage Foundation will work together closely throughout this process. A second was given by Tracy Schwind and the motion carried unanimously.

A second motion was made by Scott Illingsworth on behalf of the Property Committee to divest of an approximate 40-acre section of Camp L-Kee-Ta. This portion of the camp property has not been used in over 12 months and has no access road. It is mostly pasture and trees. Laurie Hamen offered a second and the motion carried. An open bidding process will be used. A 22.2-acre section of land across the road from the main camp was approved for sale at the August 2016 board meeting.

Updates from the recent Property Committee meeting were shared and an updated time line was given. This is also shared on the council website.

January

- Board meeting - Proposal presented for sale of Camp Tahigwa as outlined in the terms determined by the Board in August 2016.
- Discuss and review data and property committee recommendation for Camp L-Kee-Ta.

February

- Town Hall meetings – Report the direction of property decisions.

- Board Task Group and Staff develop a plan for finalizing sale of Camp Tahigwa.

#### March

- Board meeting – Finalize sale of Camp Tahigwa, make decisions regarding Camp L-Kee-Ta.
- Continue Capital Campaign and development of Camp Liberty.

#### April

- Annual Meeting

#### May

- Board meeting

#### June

- Resident Camp opens at Camp Liberty.

#### July

- Board meeting – Begin review of usage data for Camp Little Cloud.

#### August

- Data collection ends 2-year gathering period for Camp Little Cloud.

#### September

- Property Committee review data on Camp Little Cloud, develop recommendation for Board.

#### October

- Board meeting – Review recommendation from Property Committee regarding Camp Little Cloud.

#### November

- Staff will move forward with any Board decisions regarding Camp Little Cloud.

#### December

- Continue following Board decisions regarding Camp Little Cloud

### **Presidents Report:**

Chair, Teresa Colgan, shared updates on the board pledges and encouraged everyone to complete theirs. She also reminded them of the importance of attending the Annual meeting that is being held at Camp Liberty this year on April 8.

Town halls will begin throughout the council from February 28 to March 6. The meetings will be held in our local offices in Bettendorf, Waterloo and Cedar Rapids. Information will be posted to the website and through social media.

Journey the World will be held again this year at the Mississippi Valley Fairgrounds in Davenport. The date is April 22 from 12:30 – 4:00. Additional information is available on the council website. Several board members shared about their positive experience when they attended last year.

Alison Henkle updated the board about the council's 403B Plan. Lee Mowers made a motion to accept the 403B amendment as follows.

**Section 9.4** is changed by the addition of the following paragraphs at the end to read as follows:

Notwithstanding the provisions of this Section 9.4 and Section 9.6, pursuant to the direction of the Employer, as Plan Administrator, if the value of a terminated Participant's vested Accounts that is attributable to traditional non-Roth Contributions (including his Rollover Account, if any) is not greater than \$5,000, the terminated Participant shall receive a distribution of the value of the entire vested portion of such Accounts attributable to traditional non-Roth Contributions and the non-vested portion shall be treated as a forfeiture.

If a mandatory distribution is made pursuant to this Section and such distribution is greater than \$1,000 and the Participant does not elect to have such distribution paid directly to an Eligible Retirement Plan or to an individual retirement annuity specified by the Participant in a direct rollover or to receive the distribution directly, then the Employer shall direct the transfer of the entire distribution amount to an individual retirement account described in Code Section 408(a) or an individual retirement annuity described in Code Section 408(b) designated by the Employer.

This shall be a one-time distribution that will apply only to Participants who have terminated employment on or before the effective date of this amendment. It shall be applied on a non-discriminatory, uniform basis to all terminated Participants as directed by the Employer.

Anne Ryerson offered a second and the motion carried.

## **CEO Report**

Diane Nelson, CEO, shared first quarter results:

- GSEIWI is ranked 42nd out of 112 councils in membership size.
- GSEIWI is ranked 57th in % of girl member change with a decline of -1.79%.
- GSEIWI ranks 9th in the nation for market share. (K-12 grade)
- National average for market share is 6.85%. (K-12 grade)
- GSEIWI ranks 5th out of 112 councils for adult retention at 73.6%.
- National average is 57.13%.

As of December:

- GSEIWI ranks 5th out of 112 councils for adult retention at 73.6%.
- National average is 57.13%.
- GSEIWI registered mostly members through outreach initiatives.
- Staff complete this manual entry of registrations.
- Financial assistance is monitored and approved daily by Member Placement to keep the registration process moving forward.

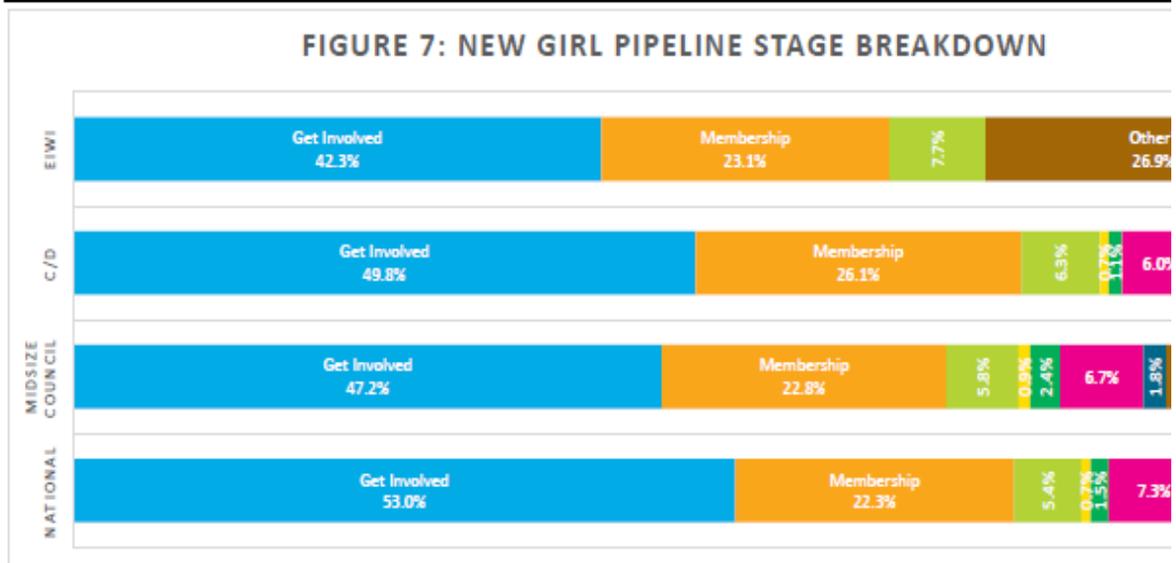
- GSEIWI is completing this process in .86 days, which is 1.09 day faster than the national average.
- In GSEIWI, new girls are outpacing the national average by 16.3%.

514 - Eastern Iowa and Western Illinois

New Girl Conversion Pipel

**3 stages where you have the most customers stuck in the pipeline**  
 2.8% (19) of the new girl leads are either still in the process or have become unresponsive. Here are the top 3 areas for Eastern Iowa and Western Illinois where the girls have stopped during the registration process and the corresponding national averages. More details on meaning and r for moving the customer forward on their journey are provided on the next page.

	Stage	Eastern Iowa and Western Illinois	National
	1. Get Involved	42.3%	53.0%
	2. Unresponsive	26.9%	5.4%
	3. Membership	23.1%	22.3%



\* To see the definition of the "Other" Category, please see the appendix.  
 Please refer to the appendix pages for definitions of graphs. If you have any questions, please reach out to CouncilDashboard@girlscouts.org or the Conversion

**Stuck in Get Involved:**

Opportunity to reach out to help member select a participation option.

**Stuck in Unresponsive:**

Unresponsive were high at GSEIWI with 26.9% compared to 5.4% nationally. This may indicate leads being entered are not ready to join Girl Scouts at this time.

Opportunity to leverage Salesforce Marketing Cloud with targeted emails to less qualified leads to peak interest in topics like Camp, STEM, etc.

**Stuck in Membership:**

Opportunity to reach out to guide member through this membership step and address any concerns that may be delaying their completion.

Ms. Colgan, Board Chair, asked for a motion to adjourn. Tracy Schwind made the motion and Jill Dashner provided a second. The meeting adjourned at 6:24 p.m.

Respectfully submitted

Kathy Pinger, Executive Assistant to CEO