

**Girl Scouts of Eastern Iowa and Western Illinois, Inc.
940 Golden Valley Drive, Bettendorf, IA 52722**

Board of Directors Meeting – May 18th, 2017
The Board of Directors of Girl Scouts of Eastern Iowa and Western Illinois
The Radisson Convention Center in Coralville, IA at 4:30 pm.

Present: Teresa Colgan, Jill Dashner, Lee Mowers, Tracy Schwind, Andrew Abbott, Sarah Beckman, Nancy Franzen, Kay Sackville Breuer, John Cummings, Theresa Dunkin, Laurie Hamen, Scott Illingsworth, MaryTherese Gehrman, Abby Laures

Staff: Diane Nelson, Nikki Habben, Doug Nelson, Allison Johnson, Kelly Campion

Absent: Nancy Dunkel, Scott Illingsworth, Anne Ryerson, Zora Sherman, Katie Wiedemann, Sheila Laing, Marika Jones

Welcome & Introductions:

Teresa Colgan welcomed those in attendance and declared a quorum at 4:30 PM.

Introductions:

Teresa Colgan had each of the girl board members present (Abby Laures and MaryTherese Gehrman) introduce themselves and share a little about their involvement in Girl Scouts. Each of the board members in attendance also introduced themselves and shared a little about what they do and how they are involved with Girl Scouts.

Consent Agenda: (see attached)

A motion was made by Jill Dashner to approve the consent agenda and was seconded by MaryTherese Gehrman. The motion carried and the consent agenda was approved.

Secretary's Report

The secretary's report was given by Tracy Schwind. She spoke to the board regarding the letter that was sent to Carrie Rankin concluding her term of service from the board of directors because of her continuous absences and unavailability as a Director.

There was a motion made by Lee Mowers to accept the resignation of Carrie Rankin and it was seconded by Andrew Abbott. The motion was carried.

Tracy Schwind also congratulated Nancy Dunkel who was recently appointed to the Board of Regents and Andrew Abbott on his recent achievement as magistrate.

Financials:

Lee Mowers gave the treasurers report. He first talked about the April financials and the challenges we're faced with.

- We're at 83% of our budgeted amount for cookies, which is a short fall of \$624,000. This was due to fewer girls selling, as a result of our membership decrease, and other unsubstantiated factors, including changing vendors, fewer varieties of cookies and a new cookie order system.

Cookie Sale: Nikki Habben presented information on why the cookie sale numbers are down and what the challenges have been.

- Little Brownie contract was the first of three years

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- Digital cookie was new this year and direct sale numbers down.
- Advertising could have been improved.
- Training to parents and troop leaders needs to be clearer.
- Extended the sale two weeks and it went too long.
- Ran out of s'mores and troop leaders, volunteers and customers were not happy.

Discussion continued on the cookie sale and areas that we can change to better our sales for next year, such as:

- Home Town Heroes program
- Order taking and switching back to direct sale.
- Taking advantage of booth sales as well as direct sale using a hybrid system rather than one or the other.
- Pushing Digital Cookie, which is our online sale of cookies.
- Marketing and our strategy will continue to be an ongoing discussion to decide what is best for our council.

Diane Nelson, CEO spoke on another key part of the Girl Scout funding, Quad Cities United Way. United Way pulled funding from Girl Scouts of Eastern Iowa and Western Illinois and lost approximately \$93,000 a year for the next three years. She spoke on the direction United Way is going nationally and that in the next three years we should be very cautious with our budgeting for United Way. Mrs. Nelson asked the board who have conversations with United Ways to mention how the change has affected Girl Scouts.

Diane, continued the conversation regarding our budget and how it will affect Girl Scouts and the possibility of change ahead to reduce expenses.

Treasurer, Lee Mowers presented our renegotiated line of credit and the new endowment fund and policy. The new endowment fund, The Juliet Low Society added 18 new members this year and continues to grow. He continued to talk about GSUSA five year financial forecast model.

- A team of council CFO's and GSUSA developed a financial forecasting model for use by each council. Once implemented, each council will send the completed model to GSUSA, who will combine them into one movement-wide model. This will show the financial forecast for the next five years and allow each council and GSUSA to effectively budget due to anticipated changes in membership, cookie sale and other significant financial activities. The model was tested by each council and GSUSA is currently in the process of rolling out the final model template. The councils will complete the forecasting model as they complete their 2018 operating budgets. The model is due to GSUSA in October 2017. GSUSA will then combine it, with consolidated results expected by January 2018. All information and results will be shared with the board.

Lee spoke to the board on behalf of the Finance Committee and recommended to the board, to place the funds from the sale of Camp Tahigwa, in the amount of \$1,232,000, in a Board Designated Fund, in a liquid investment, and authorize temporary borrowing for operational cash flow purposes, if necessary, with any borrowing to be reinstated.

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A motion was made by Lee Mowers to approve the recommendation and was seconded by John Cummings.

After discussion Lee Mowers withdrew the motion and Andrew Abbott seconded the withdrawal. The motion will be sent back to the Finance Committee for consideration on designating money for transportation to camp or additional support to that area, to ensure that those girls are served.

Strategic Update: Insert slides

Allison Johnson presented the board with a strategic update.





Strategy Plan and Dashboard

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GSEIWI Strategy Plan FY 2017-2019

Key Priorities:

- **Girl Scout Experience**
- **Leverage Financial Resources**
- **Organization Impression**

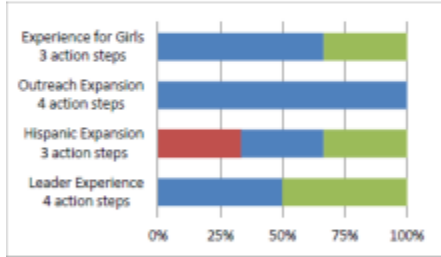
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STRATEGY PLAN 2017-2019

Key Priority: Girl Scout Experience

Gap Statement: Provide consistent and impactful experience relevant to girls and aligned with community needs.



National Alignment: Reach More Girls, Higher Impact

Experience for Girls: Delayed pending results from Girl Scout Research Institute and new resources in development with GSUSA.

Outreach Expansion: Established pilot promotion with corporate sponsor in support of outreach cookie sales.

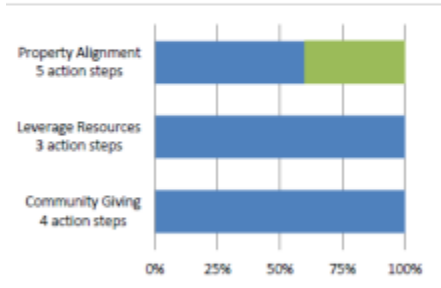
Hispanic Expansion: Gathered Hispanic market share information and previous research for Hispanic community needs.

Leader Experience: Mapped leader experience in recruiting and onboarding and participated with GSUSA in customer mapping research project.

STRATEGY PLAN 2017-2019

Key Priority: Leverage Financial Resources

Gap Statement: Expand financial resources to leverage the impact of the organization.



National Alignment: Increased Investments, Effective Operations.

Property Alignment: Approved sale of Camp Tahigwa by GSEIWI Board of Directors to the Iowa Natural Heritage Foundation and the Iowa DNR. Listed 24 acres to sell at Camp L-Kee-Ta.

Leverage Resources: Implemented staffing changes identified in December 2016. Continuing to assess staffing needs to further increase efficiency.

Community Giving: Developed a planned giving initiative, the Juliette Gordon Low Society, to launch at Annual Meeting in April 2017.

STRATEGY PLAN 2017-2019

Key Priority: Organizational Impression

Gap Statement: Create an engaging impression of Girl Scouts that resonates with families, new leaders, and emerging volunteers.



National Alignment: Reach More Girls, Stronger Brand

Families: Incorporated G.I.R.L. messaging into family communication.

Future Leaders: Completed leader socials in five locations to provide networking and training to leaders and extra support for new leaders.

Emerging Volunteers: Began meeting with departments to extend volunteer opportunities and shift culture to incorporate volunteers with in day to day council functions.

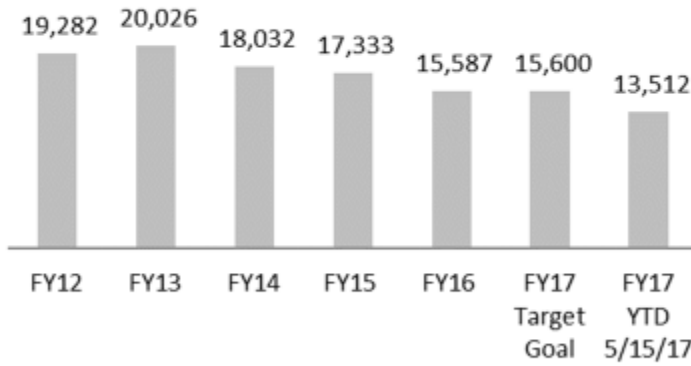
Community: Established initial framework for tracking and sharing Girl Scout stories. Utilized G.I.R.L. in cookie promotions and Girl Scout week media efforts.



Balanced Scorecard

Membership

Girls Registered



Nationally girl membership has declined 2.87% as of May 15, 2017.

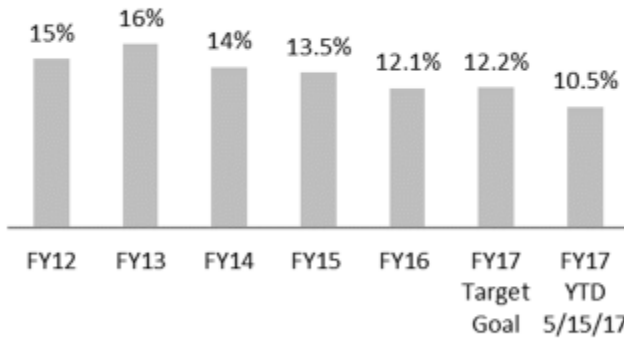


1st Quarter FY 2017

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Girl Market Share

Girl Market Share (Top Benchmark = 12%)



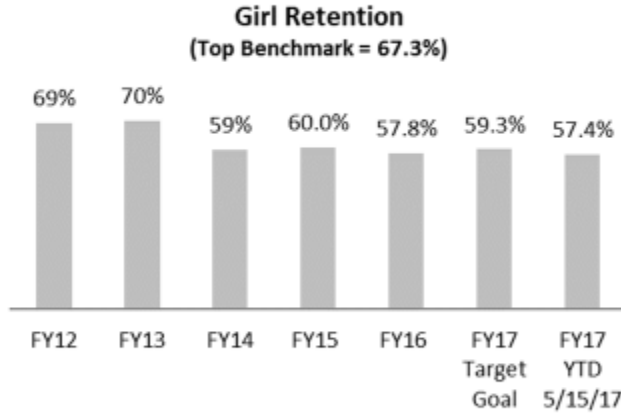
National average for K-12 market share is 6.12% as of May 15, 2017.



1st Quarter FY 2017

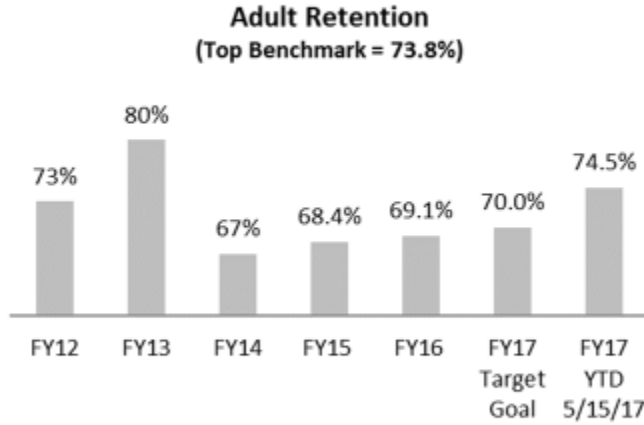
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Girl Retention



National average for girl retention is 58.86% as of May 15, 2017.

Adult Retention



National average for adult retention is 70.2% as of May 15, 2017.

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Property Up Date

Andrew Abbott presented the property update to the board.

Camp L-Kee-Ta

The 24 acre parcel for sale at Camp L-Kee-Ta was listed with Iowa Land and Home land realtor for \$99,900. There have been several visits to the property, but no offers have been made at this point. If the interest continues to remain low, the asking price will be reevaluated and re-listed closer to the appraised value of \$84,000.

The committee discussed the back acreage at L-Kee-Ta that was recommended to divest, and concluded that there were varying views regarding the parcels and acreage amounts that should be offered for sale, and asked the Board for greater clarification.

Discussion

The Board discussed the various parcels being considered and their value for use by the camp, as well as the camp utilization. There was a reminder for the need to be consistent in regards to under-utilized areas and buffer zones across all council properties when determining areas to divest.

A motion was made by Lee Mowers to sell 2 full parcels and the 1 acre parcel to the North to the neighboring land owners. The motion was seconded by Jill Dashner. Motion was carried.

Camp Tahigwa

The auction at Camp Tahigwa took place on April 1. Bidding numbers were given out to 275 people. There were approximately 500 people in attendance.

- All of the buildings/structures that were for sale sold except for one shed.
- Buyers worked through April to remove their items from the property.
- Items such as equipment, tools, office furniture, tarps, fire extinguishers, items that weren't needed anywhere else on the GS properties were also sold.
- Valley Construction has submitted a bid to do the demolition and clean-up of the buildings that weren't for sale, as well as the cleanup of wells, pits, etc. Staff is working on securing at least one more bid.
- All memorabilia, banners, etc. were removed prior to the sale and a plan was formulated to disburse the items to the appropriate people.
- A closing ceremony to the camp will take place on May 20, led by a group of volunteers.
- The auction netted \$54,000.

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The goal is to have the area returned to its natural state, at the request of the Iowa DNR, by June 1 which is the anticipated sale date to the Iowa Natural Heritage Foundation.

Camp Little Cloud

Usage data continues to be collected at Camp Little Cloud. The property committee will begin its review of the data at the end of this summer and formulate a recommendation to the Board regarding the areas and how many acres should be considered for divestment.

Camp Liberty

John Slodyczak began the position of Site Manager for Camp Liberty on May 1. He has been working closely with Mahlon whose last day will be May 19. John comes to us from Georgia with a vast experience in property management, including 5 years at a Girl Scout facility. The remodel of the old dining hall, now the Hy-Vee Activity Center, is in the final stages. This building, which will now be used as a staff house during resident camp, will be completed before staff arrive for summer training. Along with ADA restrooms and showers, the building has a new HVAC system which allow it to be used year-round. The program area of the equestrian arena also nears completion. Once finished, the building will have flush toilets and a kitchenette. A smart board that was acquired by the council a few years ago will be installed to aid with the delivery of the program. As of last week, registrations reached 1,093 campers for resident camp. Camp staff will report for training on June 11 with camp sessions starting the following week.

Presidents Report

Chair, Teresa Colgan, gave a brief summary on the Annual Meeting.

- She thanked the board members who attended and also thanked MaryTherese for her help and everyone who worked to put together the meeting.

Teresa also talked about the Charter review and where were at in the process.

- The three year project is underway to make sure GSEIWI meets our commitment with GSUSA.

The location for the July meeting is planned for Camp Liberty. The meeting will need to be held outside so we will use an alternate location dependent on weather and discussion topics.

Ms. Colgan also mentioned to the board that GSUSA has a new CEO, Sylvia Acevedo and what a great leader she will be for this organization.

CEO Operational Report

Diane Nelson gave the board an update on summer camp numbers:

- 1,112 campers for the summer
- 42 staff hired, but we are still looking for cooks & lifeguards

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- \$397,388.00 total registration fees

One tough cookie, is fast approaching and Mrs. Nelson gave a report on our current numbers:

- June 3rd at Camp Liberty.
- New obstacles on the course and categories for 8 and under, ages 8-14 and 14+
- There will be food trucks available as well as entertainment throughout the day.
- We need volunteers. Sign up is easy. There is a link right on the website.
- 280 signed up right now
- Everyone is encouraged to sign up to participate by June 1st

Adjournment took place at 6:35pm.

Respectfully submitted,

Kelly Campion, Executive Assistant to the CEO

Attachments: