

Board of Directors Meeting – October 20 2016

The Board of Directors of Girl Scouts of Eastern Iowa and Western Illinois met at the Cedar Rapids Girl Scout Office, Cedar Rapids, IA at 4:30 pm.

Present: Andrew Abbott, Lee Mowers, Teresa Colgan, John Cummings, Scott Illingsworth, Sierra Pope, MaryTherese Gehrmann, Jill Dashner, Anne Ryerson, Nancy Franzen, Theresa Dunkin, Kay Breuer and Marika Jones.

Staff: Diane Nelson, Nikki Habben, Alison Henkle, Allison Johnson, Doug Nelson and Kathy Pinger.

Absent: Laura Hubbard, Laurie Hamen, Carrie Rankin, Katie Wiedemann, Nancy Dunkel, Rachel Jaeger and Tracy Schwind.

Welcome & Introductions:

Teresa Colgan welcomed those in attendance and declared a quorum.

Consent Agenda: (see attached)

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

Minute for the Mission:

Sierra Pope presented information to the board related to her travels with the GSUSA Destinations Program. This year she traveled with other Girl Scouts from around the country to Denmark and Sweden. Not only did they learn about other counties and cultures, they made lifetime friendships. The daily journal she kept will help keep these memories fresh. Sierra is already making plans to apply for a trip to Mexico in 2017.

Financials (see attached)

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

- Adult-generated income came in significantly under budget, primarily due to coming off a capital campaign year in 2015. Donors gave multi-year pledges for the capital campaign and have not returned to their regular annual giving. In addition, we were defunded by the Cedar Valley United Way.
- Due to fewer girls registered and participating in the sale, the cookie sale did not meet budget.
- Investment income underperformed its budgeted expectations.
- For 2016 revenue included better store merchandise sales performance than expected and higher camp revenue than budgeted. The camp revenue exceeded budget due to almost 1,400 girls experiencing resident camp, compared to a budgeted number of 900. The direct costs of resident camp were covered, by more than a significant margin, by camp revenue.
- The council held expenses well below budget and even less than last year.
- A true operating loss of \$200,000 - \$250,000 is expected for the year. However, land sales at Camp Liberty will produce about a \$350,000 gain, so the council will end its fiscal year with a bottom line that shows at least \$100,000 in revenue over expenses.
- The audited financial statements will be shared with the board at its January 2017 meeting.
- Looking forward into the new fiscal year, the staff and finance committee are committed to developing a five-year budget projection, to better plan budgets and programming needs.

Additionally, and very importantly, the council needs to increase its operating reserves, to maintain its financial health and comply with Girl Scouts of the USA suggested financial health standards. The council's current operating reserve is 3.1 months, which is in the high risk category according to GSUSA. They recommend a 6 - 9 month operating reserve to be at "meets expectations". The staff and finance committee will continue to look at ways to achieve a higher operating reserve.

Council Insurance Package Renewal:

Doug Nelson, CFO, shared that the insurance broker and GSUSA recommended that the finance committee and board of directors be informed of the council's insurance package on an annual basis, to exercise its fiduciary responsibility. The insurance package, as presented by our national plan broker, Palmer & Cay, was renewed on October 1, 2016. This plan includes:

- Replacement value property insurance for all council owned properties and leased space equipment.
- General liability insurance up to \$2,000,000 per occurrence with a \$5,000,000 cap and excess liability in the amount of \$6,000,000.
- Automobile and Inland Marine insurance for all vehicles and movable equipment. Auto insurance includes liability for leased and rented vehicles for both staff and volunteers.
- Crime insurance, which includes an appropriate amount of fidelity bond for the council's 403b plan.
- Workers Compensation insurance.

In addition to this package renewal, the council maintains:

- Cyber-liability insurance in the amount of \$2,000,000 to protect against tampering with the data base (membership) and credit card systems to which the council is aligned.
- Directors and Officers liability insurance per the negotiated National plan.

The council's insurance package was bid, this year, in hopes of decreasing the premium costs and help in budgeting. As a result, the council experienced a \$25,000 decrease in insurance premiums by staying with the national plan broker, who decreased their premiums substantially, based on "good plan performance", after being made aware that the plan was being bid.

Property Discussion

A property task group was developed at the August, 2016 board meeting to drive the work of the Board's divestiture recommendations. The task group participants are Jill Dashner, Andrew Abbott, Theresa Dunkin, Lee Mowers and Scott Illingsworth. The task group met on September 9, 2016.

Andrew Abbott talked about the discussion that has taken place regarding next steps on the Board's decision to sell Camp Tahigwa in its entirety to a purchaser who agrees to keep the land as natural as possible and for public use.

- A tour of Camp Tahigwa will be given to any conservation boards or interested buyers on October 20 between 2:00-4:00.
- Aerial maps and facility assessment were sent to the conservation boards before this October 20 meeting.
- An abstract on Tahigwa was sent to Andrew to determine whether or not the property needs to be surveyed.
- Diane Nelson, CEO, contacted Todd Wordell, past Scout Executive for Boy Scouts of Winnebago Council in Waterloo, to ask about their process when selling Camp Ingawanis. The Boy Scouts

worked closely with INHF and found them to be very respectful and helpful. Their camp was sold to three parties- Floyd County Conservation, INHF and Winnebago Boy Scout council. He did indicate that it was a long process and that they did not get the appraised value but felt they got a fair market price. Todd also said that it's possible to negotiate the buildings or other assets, but it could potentially start to decrease the value. He encouraged us not to put in too many stipulations. INHF does not want to manage the property. Todd thought the process went well and the public entities they worked with had many of the same values, namely keeping the land for natural use and for the public to enjoy.

- A meeting will be scheduled with the conservation boards and our task group in November.
- With conversation about the sale of Camp Tahigwa, it came to light that a neighboring farmer had unknowingly been using acreage of the Girl Scouts' property for the past 50+ years. Since he has been maintaining it for this amount of time, a law is in place that could give him legal rights to owning it. However, staff are negotiating a deal with him to buy the 5.5 acres of wooded and 0.8 acres of tillable ground from us for a fair market value. The neighbor is also paying for the surveying and filing fees.

Other property information:

- Camp Tahigwa suffered some damage from the recent flooding. Staff has been working with volunteers with the clean-up efforts. The volunteer event, Bridge to Bismarck, was able to occur with re-routing the race course to make it safe for participants.
- Staff coordinated efforts to remove assets from the Waterloo office with the anticipation of potential flooding. Fortunately, the office was not affected with any water damage.
- Although the Cedar Rapids office was built with parking as its first level and didn't have the risk of water damage, the office building was closed for 3 days because of the flooding potential of the downtown Cedar Rapids area and roads being closed.
- The official ribbon cutting ceremony happened at Camp Liberty on September 15, which was 363 days after the ground breaking event at camp.
- Staff continues to work on negotiating the sale of the 22.2-acre parcel of land at Camp L-Kee-Ta. The site hosted a council event at the property called Outdoor Adventure Day in October with 42 girls attending.
- Property usage continues to be tracked at Camp Little Cloud. The site is seeing reservations come in from outside user groups who use the property to stay at while skiing at the neighboring resort.
- Board member, MaryTherese Gerhmann, shared that a local artist is interested in partnering with one of our girl programs to create a mural or some type of art display at Camp Liberty. Staff will look into the possibility and report back to the board.

Board Development:

Marika Jones, Chair of the Board Development Committee, made a motion that Anne Ryerson fill the vacancy left by the resignation of Cheryl Foster on the Board Development Committee. The motion was seconded by Scott Illingsworth and the motion passed.

Ms. Foster's resignation also left a vacancy on the board of directors. After a discussion was held regarding a candidate to fill that opening, the board recommended that the committee take the information shared and vote to present a candidate at the January, 2017 meeting.

Presidents Report: (see attached)

Doug Nelson spoke to the board about the council's 403B Plan. The council has allowed its employees to participate in a 403b Tax-deferred Saving Plan since May 2007. The employee may elect to withhold a fixed amount, or a percent of wages, to place in their individual plan for future retirement income. These contributed amounts are pre-tax. The council will also match a portion of the employee's wages, based on an employee's tenure, after a one year waiting period.

The council recently became aware that, according to the original plan language, it should have offered the plan to EVERY employee, regardless of full or part time status, or hours worked. The Department of Labor and the IRS state that if an employee did not sign a waiver, then they are considered eligible to participate and council should have been withholding a minimum percent on their behalf. The council did not offer the plan to employees that were temporary, part time, or that were expected to work fewer than 1,000 hours per year. In addition, the council did not have employees sign waivers, if they chose not to participate, regardless of employment status. These rules were simply not understood by council management or explained by the plan representative, Mutual of America. Mutual of America claims no responsibility for this, as the council was responsible for the form that was originally signed.

The council has, appropriately, filed Form 5500, the tax document for this plan, each year since inception. Because we reported fewer than 100 employees, no audit was necessary. However, when factoring in employees that should have been eligible, the council exceeded 100 employees for each year, triggering an audit.

The council now finds itself in a position, because of recent audit and reporting requirements, to self-report the past liability for un-withheld contributions. Because we are self-reporting, there will be no penalty or interest.

- The plan language regarding "all eligible employees" goes back to May 2007, the time of the merger. The plan has been amended a couple of times since then, but not for that piece. We should have been offering the plan to EVERY employee. The amendment we just filed, will restrict the plan offer to permanent full-time and part-time employees working over 20 hours per week and 1,000 hours. This new amendment is effective as of January 1, 2016, so we don't need to be concerned about 2016.
- The audit requirement for employers with over 100 employees only goes back to 2009. We did not file audits because we thought we were under 100 eligible employees. We plan to only go back to 2009 for reporting and audit purposes. Audit costs for the most recent year could be \$10-15,000 with additional audit cost for each year, going back. Total audit costs could be \$50-60,000.
- Mutual of America will provide lists, by year, of participating employees. We'll segregate that list from all other employees that were excluded. Council staff has detailed spreadsheets, by employee, going back to 2010. We'll use those as a base for the spreadsheets we prepare for the audit. We'll need to go back to W-2's for the 2009 year. Mutual gave us the information they need to have on those spreadsheets, for them to assist us in contacting those employees and getting them enrollment forms.
- We wondered if we contacted past employees, we could have them complete a form saying that they did not want to participate. This is not permissible, according to law.

- Mutual is checking with their actuaries to come up with a percent we need to apply to wages. They estimate that it will be 1%. There will be no penalty or interest, as we are self-reporting this.
- Mutual will send letters to all affected employees, to the last address we have for them. They have 30 days to respond. If they don't respond, for any reason...including bad address, then their calculated liability amount will go into a preselected account, determined by Mutual.
- We expect that this process will involve 700 - 1,000 employees.
- Staff calculated a very quick liability estimate that is about \$19,000 - \$25,000, using the 1% preliminarily suggested. The higher amount might be due to having to match contributions for full-time employees, working more than one year, that opted out of the plan but did not sign a waiver.
- The October 15 deadline for filing the Form 990 will be honored, and we will notify the DOL/IRS that the audit is in process.

The board also suggested that the staff look into any age limits that might apply to employees and ensure that the wording is correct going forward. The board also asked that the council contact other Girl Scout councils and see if they have experienced the same concern and expense and also talk to GSUSA about the situation.

Ms. Colgan shared that she and CEO, Diane Nelson, will be attending the National Board Chair/CEO conference in Philadelphia from October 26-October 29. They will report back to the board at the January meeting.

Board appeal letters had been sent to the board prior to the meeting. Ms. Colgan went over the need for each member of the board to be both physically and financially vested in our council.

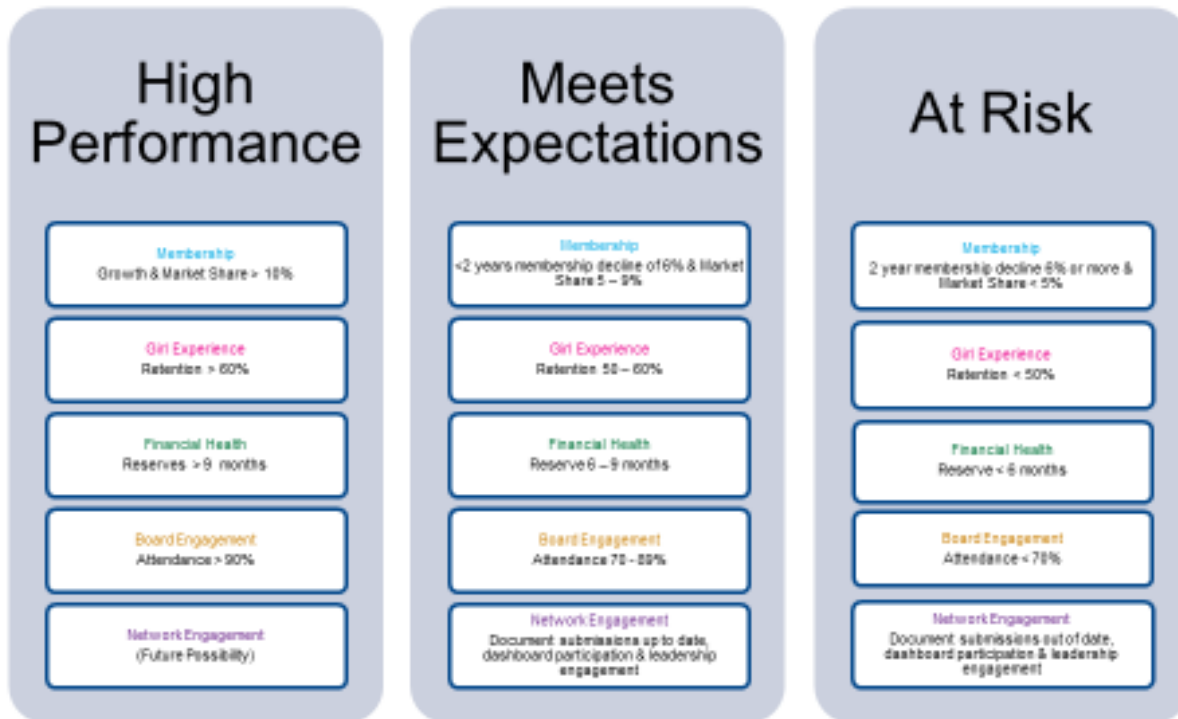
Alison Henkle spoke to the board about the Department of Labor changes. On May 18, 2016 President Obama announced the Department of Labor's final ruling and update on overtime exempt regulations. The Final Rule focused on updating the salary compensation levels for exempt employees. The salary compensation will increase from \$23,600 to \$47,476 effective December 1, 2016. GSEIWI has evaluated our exempt positions and approximately 30 positions will need move from an exempt to a non-exempt status, due to not meeting either the salary or job duties requirements, or both. Positions will be transitioned to non-exempt in November. GSEIWI staff have already started to evaluate the way in which work is being accomplished in order to ensure staff stay with a 40-hour work week as we have not budgeted for any overtime.

GSEIWI has completed a comprehensive professional salary analysis and has recently updated employee compensations to ensure all employees were at the minimum salary range for their position.

CEO Report

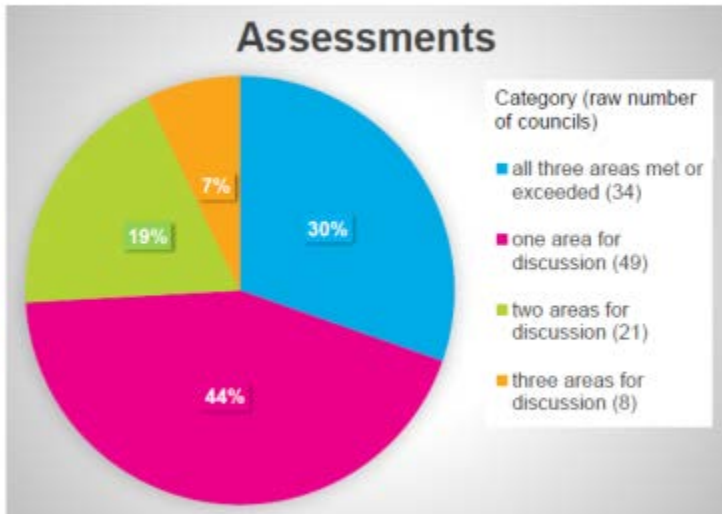
CEO, Diane Nelson, shared information on the success of the council in 2016 based on GSUSA expectation and our plans for 2017.

Benchmarks



There are 3 levels of performance for which we have established benchmarks. The specific data points for each level of performance for each of the 5 core areas we want to measure. They are listed from top to bottom: membership, girl engagement, financial health, board engagement and network engagement.

2016 Council Distribution



5

GSEIWI ranks in the 44% grouping with one area of discussion – financial health

PROGRESS FY 2016

Infrastructure for Volunteers

Gap Statement: Develop and implement a comprehensive volunteer management system that drives the best leadership experience for girls.

- New Volunteers – Leaders
 - Customer Engagement Initiative (CEI)
 - Volunteer Toolkit
 - Girl Scout Voices insights
- Volunteer Engagement
 - Salesforce for volunteer ops and school info
 - Marketing Cloud for communication to volunteers
 - Enhanced service unit director role, leadership retreat

Gap Statement: Develop and implement a comprehensive volunteer management system that drives the best leadership experience for girls.

New Volunteers – Leaders

- Shared with staff the results from Troop Volunteer Review and Girl Scout Voices surveys.

- *Used feedback from volunteers to streamline the new troop financial process and remove pain points.*
- *Evaluated and revised new leader support pieces and the volunteer leader mentor role based on feedback from volunteers.*
- *Conducted mid-year calls in January to all leaders to check-in on their Girl Scout experience and provide further support as needed.*
- *Promoted Volunteer Toolkit, an online resource for troop leaders, resulting in 45% of troops activating the tool.*

Volunteer Engagement

- *Leveraged Salesforce to include service team volunteer opportunities, school organization information, and enhanced customer workflow. Held leadership conference for volunteer service unit directors in August 2016.*
- *Redesigned the service unit plan of work, "Standard of Excellence", SUD position description, Monthly Top 10, and established a yearlong plan of support to service unit teams.*
- *Implemented engagement plan for leaders with weekly updates, support to individually registered members, and renewal eblast by age-level through Salesforce Marketing Cloud.*
- *Transitioned weekly updates to each age-level to Salesforce Marketing Cloud. Built out the volunteer opportunity catalog with troop treasurer, troop product sales, and council-wide volunteer opportunities.*

PROGRESS FY 2016

Communications and Marketing

Gap Statement: Deliver a consistent and compelling brand message resulting in informed stakeholders and expanded perceptions of Girl Scouts.

- **Brand Message**
 - Marketing data
 - Marketing campaign
 - Crowdfunding effort
- **Inform Stakeholders**
 - Targeted demographics
 - Promotion of Camp Liberty

Gap Statement: Deliver a consistent and compelling brand message resulting in informed stakeholders and expanded perceptions of Girl Scouts.

Brand Message

- *Developed and implemented fall 2016 marketing plan utilizing data from analytics, marketing cloud results, advertising impressions, and recruitment staff insights.*
- *Carried out crowd funding online campaign raising \$470 through 17 donors.*

- *Prepared marketing campaign to create awareness of Girl Scout opportunities for girls K-5 and adults 25-44 to coincide with efforts for the upcoming membership year.*
- *Incorporated council Girl Scout interest stories, with local media coverage, on Facebook and council website.*
- *Piloted fall membership campaign with On Media and Pandora advertising in Scott and Linn county. Unveiled guide and comprehensive marketing campaign for Camp Liberty.*

Inform Stakeholders:

- *Targeted demographic, adults 25-54, with GLAMP event to generate community interest in Camp Liberty.*
- *Identified opportunities to cross promote Girl Scout programs using media stories about top cookie sellers, camp open house, One Tough Cookie special event, and area Gold Award recipients.*
- *Promoted resident camp and cookie sale program on Facebook reaching over 50,000 impressions. Publicized three events coinciding on one day; annual meeting, honoring excellence and journey the world to members.*
- *Transitioned VINE and council eblasts, including year-end donor appeal, to Salesforce Marketing Cloud.*
- *Promoted council events through Facebook to increase followers.*

PROGRESS FY 2016

Data Collection and Management

Gap Statement: Accessible and relevant strategy-driven data that becomes actionable to key stakeholders.

- Knowledge of Our Customers/Members
 - Online registration
 - Renewal data quality
- Data Clearing House
 - Doubleknot for camp facility reservation, camp and equestrian
 - Leverage InfoScout, Salesforce

Gap Statement: Accessible and relevant strategy-driven data that becomes actionable to key stakeholders.

Knowledge of Our Customers/Members:

- *Data quality of renewal reached the level of 99.6% for girls with a completed record during renewal. This is a 2.1% increase and a benefit of enhanced online registration.*
- *Enhanced renewal efforts for the 2017 membership year with a coordinated plan for troops in April 2016 and promoted renewal to families in June 2016.*
- *Assessed customer record data quality post fall recruitment and determined completion increased by 3% to 80%. A cross-functional plan for renewal in the spring was developed to promote online registration.*

- *Gained greater understanding of Salesforce reporting features and system knowledge to support the work of the council.*

Data Clearing House:

- *Leveraged Salesforce for tracking schools and volunteers.*
- *Doubleknot expanded for equestrian program opportunities.*
- *Future integration of Salesforce and Doubleknot being explored by GSUSA for possible development.*
- *Implemented weekly Fast Dash to monitor membership progress in Salesforce and InfoScout.*
- *Created dashboard for staff to monitor renewal progress in real time using Salesforce system.*
- *Built out DoubleKnot system for online resident camp registration for Camp Liberty.*
- *Launched paperless, online camp registration for Camp Liberty in the Doubleknot system.*
- *Utilized Doubleknot for resident camp registration and camp reports.*

PROGRESS FY 2016

Ways to Participate

Gap Statement: Ensure girls receive Girl Scout experience in ways which match their wants, needs and expectations.

- **Multiple Participation Options**
 - Activities module of Volunteer Systems
 - Schedule Your Own Program Partners
- **Infrastructure for Multiple Participation Options**
 - Support for Individually Registered Girls
 - High Awards
 - Non-member attendees at programs and camp

Gap Statement: Ensure girls receive Girl Scout experience in ways which match their wants, needs and expectations

Multiple Participation Options:

- *Integrated events into the Activities module of Volunteer Systems. Increased program partners for schedule your own which provides contacts for troops and the option of flexible scheduling.*
- *Introduced a renewal incentive for girls in grades 6-12 of \$5 credit for use toward any career development program offered by council next membership year.*
- *Carried out a cohesive marketing campaign for Camp Liberty with registration surpassing goals for initial season.*
- *Designed camp offerings to be able to be promoted as a participation option.*
- *Incorporated an invite a friend initiative for peer to peer camp promotion by Very Important Campers.*

Infrastructure for Multiple Participation Options:

- *Enabled Activities to allow registration for events without being a member. Enhanced plan of support for individually registered members and updated the Gold Award training.*
- *NOT COMPLETE - Securing sponsors to fund outreach opportunities was moved to FY 2017-2019.*
- *Embedded the theme of Year of the Outdoors into many events throughout the past year, including Journey the World and culminating with resident camp at Camp Liberty. Preparations for Year of the Career are underway for the next membership year, beginning October 2016.*
- *Developed plan and began implementing support for individually registered girls and the promotion of girl awards by age level and program specialists.*

Designed camp offerings appealing to Girl Scouts, and girls not in Girl Scouts, at Camp Liberty

PROGRESS FY 2016 Asset Management

Gap Statement: Effective systems and facilities to support providing the best experience to girls and their communities.

- Property Alignment
 - Redevelopment of Camp Liberty
 - Unused parcels divested at Camp Liberty
 - Underutilized parcels being divested at Camp L-Kee-Ta
 - Camp Tahigwa property being divested
- Fiscal Accountability
 - Decision to secure system for program credit
 - Inventory Management

Gap Statement: Effective systems and facilities to support providing the best experience to girls and their communities.

Property Alignment:

- *Reviewed property usage and the Board approved taking action to sell a 22-acre parcel of land at Camp L-Kee-Ta.*
- *The Board decided to sell the entirety of Camp Tahigwa with the condition that the land be permanently maintained as a natural space for public use.*
- *Completed the construction of the new lodge, cabin units and covered equestrian arena at Camp Liberty in time for camp open house and resident camp.*
- *Completed final sale of unneeded land at Camp Liberty.*
- *Transitioned camp registration to Doubleknot system for more efficient processing of registrations and payments along with immediate updates to session capacities.*

Fiscal Accountability:

- *NOT COMPLETE - Deferred implementation of budget to actuals to FY 2017.*
- *Consulted with other councils about electronic program credits as an incentive for the cookie sale program. Further research revealed some viable options for the council to*

consider for fiscal year 2017. Decided to pursue a system to disburse and track program credit for girls to be in place for the 2017 cookie sale program.

- *Trained staff on securing gift-in-kinds and key volunteers on cookie sale inventory controls.*
- *Promoted on-line store sales increasing sales.*
- *Transitioned facility reservations to the DoubleKnot system.*

PRELIMINARY GSUSA
FY 2016 Year-End Membership Totals

	MY2013 Total	MY2014 Total	MY2015 Total	MY2016 YE Totals*	MY13-14 % Change	MY14-15 % Change	MY15-16 % Change
Overall Membership	2,994,844	2,813,933	2,665,248	2,581,725	-6.04%	-5.28%	-3.14%
Girl Membership	2,153,597	2,004,520	1,881,128	1,807,073	-6.92%	-6.16%	-3.94%
Adult Membership	841,247	809,413	784,120	774,652	-3.78%	-3.12%	-1.22%

- End-of-year decline of -3.14% overall and -3.94% for girls
- 34 councils ended the year with positive membership growth
- 29 councils ended the year in significant membership decline

** Please note that the MY2016 figures are still preliminary, with little anticipated variation from final numbers.*

Membership Performance and CEI

Investment in Time and People Drive Growth

	Average MY15-16P Change	Average MY15-16P Change <u>with Sales training</u>	Average MY15-16P Change <u>without Sales training</u>
Cohort A (5 Councils)	+3.8%	+6.6%	(0.4)%
Cohort B (11 Councils)	+0.2%	+0.2%	N/A - All councils did sales training
Cohort C/D (13 councils)	(8.1)%	(4.8)%	(10.4)%
Cohort Fa15 (8 Councils)	(3.3)%	(3.1)%	(4.4)%
Cohort Sp16 (10 Councils)	(2.0)%	(2.0)%	N/A - All councils did sales training
Cohort Su16 (13 Councils)	(4.0)%	(2.6)%	(7.3)%
52 Councils Not Yet Live	(3.1)%	(1.8)%	(5.1)%

Notes:

- Membership numbers from late Sep, not fully year-ed.
- 2 outlying councils removed because transfer of membership timing skewing results

GSUSA STRATEGIC INVESTMENTS

The Movement Strategy 2016-2018



When our Movement Strategy is successful, we will...



STRATEGY PLAN 2017-2019

Key Priority: Girl Scout Experience

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

- Experience for Girls
- Outreach Expansion
- Hispanic Expansion
- Leader Experience

National Strategy Alignment – Reach More Girls, Higher Impact

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

Gap co-champions: Nikki Habben, Ashley Arnold

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.

National Strategy Alignment – Reach More Girls, Higher Impact

STRATEGY PLAN 2017-2019

Key Priority: Leverage Financial Resources

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

- Property Alignment
- Leverage Resources
- Community Giving

National Strategy Alignment – Increased Investments, Effective Operations

Key Priority: Leverage Financial Resources

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

Gap co-champions: Doug Nelson, Maxine Webb

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.

National Strategy Alignment - Increased Investments, Effective Operations

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.

- Families
- Future Troop Leaders
- Emerging Volunteers
- Community

National Strategy Alignment - Reach More Girls, Stronger Brand

Key Priority: Organizational Impression

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

Gap co-champions: Cheryl Noller, Maura Warner

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.

National Strategy Alignment –Reach More Girls (start more troops, parent engagement), Stronger Brand

Board members were reminded to register for the 2017 membership year. Information on the process was provided. Anne Ryerson motioned that the meeting be adjourned. Scott Illingsworth offered the second and the meeting adjourned at 6:40 pm.

Submitted by:

Kathy Pinger, Assistant to the CEO

Attachments:

Minutes 8-19-16
Consent Agenda

Financials
Power Point

Property Notes