
Girl Scouts of Louisiana Pines to the Gulf

Long-Range Property Plan

Report

**Girl Scouts of Louisiana - Pines to the Gulf
1720 Kaliste Saloom Road
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Long-Range Property Planning Task Group

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Part One – Introduction and Summary

Introduction

In 2005, Girl Scouts of the USA began a realignment process through a series of mergers which created 109 high-capacity councils. In January, 2008, the new Girl Scouts of Louisiana - Pines to Gulf Council was created through the merger of three legacy councils. The merger created an opportunity for a new beginning during these challenging times for our girls, our council, and our community.

In 2009, the Council Board of Directors and staff began implementing Strategic Learning as the applied planning process for achieving the Girl Scout Mission. Long-Range Property Planning (LRPP) is part of this process. After his review of the four camp properties and three service centers, GSUSA Property Consultant Nick LoPiccolo presented a property report dated October 23, 2009. A Property Task Force was established by the Board of Directors in March of 2010. The Task Force was charged to review the GSUSA Property Consultant report, visit and review all council program delivery and administrative sites to:

1. Measure the adequacy of sites and facilities to support present and proposed programs
2. Identify current and deferred maintenance issues
3. Develop recommendations to address program and property issues and concerns identified by the Task Group, the membership and the GSUSA Property Consultant.
4. Develop recommendations to make all sites safe, useable and attractive

The estimated time-line was one year for the report to be submitted to the Board of Directors

- By mid-April, 2010, the four council program/camp properties and three administrative service centers were visited by the Property Task Group.
- Task Group members participated in a teleconference on April 22 and May 6, 2010.
- Task Group members met with the GSUSA Property Consultant on June 26, 2010.
- A random sample membership survey was conducted in July and August, 2010.
- A Program Visioning Workshop was held on September 18, 2010. Task Group members met with GUSUA Property Consultant immediately after the workshop to review information.
- The Task Group met again with GSUSA Property Consultant on October 30, 2010 to review survey results and workshop results.

The LRPP recommendations in this report are about quality, well-used sites that provide the customer greater satisfaction and the council with a satisfactory financial return. To achieve this outcome, the Task Group considered the following criteria to guide decisions regarding program properties to maintain and operate or discontinue operations and rest.

- Support the National Strategic Priorities

Membership	Reach more girls, engage more adults
Program & Outcomes	GSLE model is adopted movement-wide Girl outcomes are implemented nationwide
Brand	Increase brand relevance and value Girls are inspired to join
Funding	Donors are inspired to contribute

- Promote a National Girl Scout Movement

- Offer programs aligned with the National Program Portfolio

- Support the Girl Scout Brand

- Provide greater value, service and support to membership and staff

- Be within the council's ability to fund program operations and facility maintenance.

This report is the recommendation to the Board based on the information received through this process.

Summary Recommendations

1. Suspend capital development and major renovations pending alignment of program properties with council Strategic Learning Priorities; continue routine maintenance for program delivery and to protect asset value.
2. In order to increase usage and reduce costs, apply the following program and facility quality and use standards:
 - 2.1 Operate sites and facilities that are safe, free of construction defects and will meet or exceed applicable government, industry and organization regulations and standards by funding annual preventative maintenance.
 - 2.2 Council will reduce operating subsidies for outdoor program sites by 50 % by reducing costs 10% per year for five years.
 - 2.3 Operate outdoor program facilities at a minimum 50% capacity.
 - 2.4 For a majority of the membership, provide an outdoor program opportunity with a maximum travel time as follows:

Weekend events	2 hours travel time
Resident camp	Due to low participation and high subsidy GSLPG is working with neighboring councils to offer our membership a quality resident camp experience
Special events	Event location based on size of event
 - 2.5 Develop a 5-year plan of aesthetic upgrades of sites and facilities (exterior and interior finishes, equipment, and furnishings). Begin implementation after final decision on property decisions.
 - 2.6 Operate sites and facilities compliant with the Americans with Disabilities Act by completing an ADA audit. Develop a 10-year compliance plan.
3. Operate two program sites and rest two program sites pending final property decision..
4. In three years, re-evaluate property decisions to own and operate program properties based on meeting usage, quality, financial and fund development performance standards.

Part Two – The Planning Process

Strategic Learning

Strategic Learning is an applied planning process for achieving the Girl Scout Mission. This process takes a comprehensive review and analysis at internal and external factors that support capacity building. The data assembled is used to develop a unified approach of integrated strategic choices, key priorities and action plans to guide council work towards strategic objectives resulting in a strong organization serving girls and the community.

Situational Analysis Teams conducted in-depth internal and external data collection, review and analysis in five specific areas:

Customers	Girls 5 to 17, members and non-members
Competitors	What are they doing right
Industry Trends	Trends in outdoor program/camping
Stakeholders	Membership, community leaders, funders
Our Own Realities	Assessment of property location, quality issues, capacity vs. use and cost of operations

The results of this integrated approach identify what the council is doing right and where there are gaps. The process involves developing Key Insights and Strategy to make the best choices for where we will compete, what programs and services we will offer and how we will win by generating greater value for our membership, the council and the communities we serve. In 2009, our council was one of the first to implement Strategic Learning. The process was completed in July, 2010, when the Board voted to accept the final report.

Long-Range Property Planning (LRPP)

The LRPP Process is:

1. What do we have	Condition, use and cost to operate sites and facilities
2. Where we want to be	Vision, customer value, financial priorities
3. What we have to do	Alignment of assets and operations
4. How we get there	Prioritized LRPP plan

LRPP Process includes:

- Compiling market research data of members and non-members in the council jurisdiction, including knowledge and satisfaction of the Girl Scout program, and council sites and facilities
- Assessment of program opportunities supporting the Girl Scout Leadership Experience
- Assessment of facilities in meeting safe, functional and aesthetic performance standards
- Assessment of membership usage of sites and facilities
- Assessment of cost of programs expressed as per-girl/per day
- Assessment of council's ability to fund and maintain sites and facilities that support accepted performance standards

LRPP Expected Outcomes

- Develop recommendations to maximize program sites, facilities and resources to provide members with program opportunities, sites and facilities that support the Girl Scout Leadership Experience and Girl Scout Brand
- Establish and meet program and property quality, use and cost performance standards
- Develop recommendations to align program properties with council financial and fund development strategic priorities and the ability to fund operations and maintenance

Site and Facility Performance Standards

High performance site and facility standards create and sustain a quality outdoor experience that supports the Girl Scout Leadership Experience and the Girl Scout Brand.

Highly effective, high performing facilities are:

Safe

- Free of health and safety hazards
- Structure is plumb and level, and free of construction defects
- Meets or exceed government regulations and industry and standards

Functional

- Facility is adequately designed or renovated for its current uses
- Maintenance is current or minor deferred maintenance needed
- Facility is clean and orderly
- Compliant with the Americans with Disabilities Act

Attractive

- Coordinated exterior and interior paint and stain palate
- Appropriate wall covering and flooring for current uses
- Appropriate and coordinated furniture for designated uses

Well Used

- Occupancy/use rate that provides a satisfactory financial return

Program sites that support the National Program Portfolio (Girl Scout Leadership Experience, Journeys) and support the Girl Scout Brand (safe functional and attractive) will encourage increased membership use, encourage girls to join the Girl Scout Movement and encourage donors to contribute.

Part Three - Long-Range Property Plan

What We Have

1. Membership and Market

Description of Jurisdiction

GSLPG covers the geographic area west of the Mississippi River in Louisiana to the Louisiana/Texas State Line and from the Louisiana/Arkansas State Line to the Gulf. There are 42 parishes included in this geographic area.

Membership Demographics, Distribution

2010 membership totals from the September 25, 2010 Year End Management Report show a total girl membership of 8,576 girls and a total adult membership of 2,923 adults. Of these numbers, the Lafayette/Lake Charles area encompasses 4,536 girls and 1,523 adults; Alexandria has 390 girls and 151 adults, and Shreveport/Monroe has 3,650 girls and 1,001 adults. There are also 248 lifetime adults registered. The racial breakdown of girls as of 6/31/10 is 4,388 White, 2492 Black or African American, 85 American Indian/Alaska Native, 39 Asian, 10 Hawaiian Pacific Islander, 130 two or more races, 46 other races, and 1,212 race not reported.

Description and Summary of Membership Survey and Conclusions

A survey was mailed out twice, each time to a different selection of 370 Girl Scout families (740 total), with a total of 73 surveys completed and returned (10%). The surveys were sent to a random selection of 2010 registered Girl Scout families in all five regions of the council in proportion to the membership in each area: 32 went to the Alexandria region, 118 to the Lake Charles Region, 268 to the Lafayette Region, 146 to the Monroe Region, and 176 to the Shreveport Region. Of the total 73 surveys, 39.7% (29) were returned from the Lafayette area, 23.3% (17) from the Lake Charles area, 23.3% (17) from the Shreveport area, and 12.3% (9) from the Monroe area, and 1.4% (1) from the Alexandria area. Of the 73 surveys returned, 36 replied that they or their daughter had been to one of our Girl Scouts Camps. These 36 were asked to answer additional questions. The remaining 37 were asked to skip questions and go to the end question.

Of the 36 that answered questions concerning camp: 79.4% (27) have been to Bon Temps, 8.8% (3) to Indian Creek, 8.8% (3) to Pinewood, and 14.7% (5) to Wawbansee. Of those answering, 60.0% (21) attended day camp, 5.7% (2) attended resident camp, 45.7% (16) attended a program event, 28.6% (10) attended a training, 45.7% (16) attended a troop activity or overnight event, 31.4% (11) attended a service unit/area activity or overnight, 2.9% (1) answered other.

Of the 36 answering the questions and asked what they liked best, 71.4% (25) said they liked the variety of outdoor programs, 48.6% (17) liked the distance from home; 34.3% (12) said they liked the quality of camp facilities, 20.0% (7) said they liked the camp fee, 2.9% (1) liked other (the other response included they liked the idea the girls were together as a troop and the camaraderie among counselors).

Asked what they liked least, 13.6% (3) answered no variety of outdoor programs, 27.3% (6) answered distance from home; 31.8% (7) quality of camp facilities; 13.6% (3) camp fee; 22.7% (5) other; and the other specified other: better organization, lack of respect for girl preference and leader concerns (Junior Jamboree), we need air conditioned lodge, need more outside activities, not being allowed to use the kitchen, rules very strict.

Asked what would have made the experience better, answers included: more open minded leaders, cool air, more swimming activities, larger variety of races, better bathrooms, camps closer to home, better food, better games for girls to play outdoors, better organization, use of the kitchen, better lighting, warm water for showers.

What was your impression of the condition of camp properties: 57.1% (20) said very good; 40.0% (14) said good; 2.9% (1) said poor, and if poor checked, the response was: it is a work in progress, and the cabins are very old and are rotting – there is a ridiculous amount of caterpillars and other insects.

Impression of condition of camp facilities: 45.7% (16) answered very good, 48.6% (17) answered good; 5.7% (2) answered poor, and those answering poor stated bugs were everywhere, very old and somewhat dirty, and more service unit projects to improve sites.

What is the farthest distance you are willing to travel (top two distances) 20-25 miles and 30-35 miles; resident camp 50-75 miles and 100+ miles; service unit/area activity: 50-75 miles and 100+ miles; program events: 25-30 miles and 40-50 miles; training: from 10-50 miles; troop activity or overnight: from 25 to 60+ miles.

What improvements would encourage you to attend or plan an event at camp: more outdoor activities with better organization; more communication about council and the camp; better bathrooms; quality camps closer to home, free bug spray; continue to maintain up keep of camp facilities, better informed of when events are and where; add electricity to cabins for fans, etc., better organization, screens with no holes, camp maps, clean up trails, less paperwork.

What is the biggest challenge facing our camp properties: Update facilities (bathrooms and trails), paperwork – easier way to make arrangements; upkeep; could use some updates, buses for day camps, accurate record for use and attendance, bug control.

Can you think of a way the council can provide added-value for members using our camps: more diverse activities for site updating and improvements tied to earning badges, different food, increase outdoor programming for adults to include green living, decreasing carbon footprint, environmental issues; more outdoor games and activities for Girl Scout Daisies, buses for day camps, add more father/daughter sleeping quarters; offer camps to other organizations and use those funds to update properties, RV plugs in parking lot, and family reunions at a nominal fee.

Of the 37 who have never been to camp: why: 22.2% (8) distance; 27.8% (10) cost; 19.4% (7) no available time; 5.6% (2) not interested; 30.6% (11) do not know about camp activities; 25.0% (9) other; other reasons were: girls are too young, conflicts with other scheduled activities; and always booked.

Summary of Survey

50% of those surveyed have been to one of the camps, of those 79% have been to Bon Temps and 15% to Wawbansee; 60% have been to Day Camp; 46% to a program event, 46% to a troop activity and 31% to a service unit activity. 71% like best the variety of outdoor program, 34% liked the quality of camp facilities. On the liked least 30% said quality of camp facility, 27% said distance from home.

To make the camping experience better it seems all the recommendations fall within having a better trained staff (such as more open-minded leaders, accurate record keeping, better food and games, better organization, better communication, less paperwork, etc.). On the camp property: 97% said the quality was good to very good and on camp facility 94% said good to very good. To improve, the recommendations include updating bathrooms and trails, spraying for insects, adding electricity to cabins for fans, and camp maps.

To provide added value – recommendations include more diverse activities for site updating and improvements tied to earning badges, increase outdoor programming for adults to include green living, decreasing carbon footprint, environmental issues, buses for day camps, more father/daughter sleeping quarters, etc. Of the 37 who have not been to camp, 30% do not know about camp activities (communication), cost, distance, girls are too young and time conflicts are the reasons.

Conclusion

The survey results indicate an overall approval of camp properties. Recommendations for capital improvements included updated bathrooms and trails, and adding electricity to cabins for fans. There is an overall approval of the variety of camp program with the recommendation for improvement of staff training. The majority were willing to travel within a one hour drive for day camp, trainings, service unit and council meetings, and within an hour and a half for resident camp travel.

Program Visioning Workshop

An invitation was sent to all membership to attend a Visioning Workshop scheduled for September 18, 2010. Approximately 15 registered Girl Scout adults and girls and 6 non-registered attendees in addition to 8 staff and 5 Board and Property Committee members were present. The majority of the non-staff and non-board/committee membership attending were from the northeast geographical area of the State.

The following program ideas to increase usage of the property sites were brainstormed at the workshop:

Program ideas that span all four seasons:

- Archery (3-D Archery Tournament)
- Hiking (trail signs, animal signs)
- Astronomy (sky watching, star gazing weekend)
- Outdoor skills trainings and events: knots, lashing, orienteering, outdoor adventure series, cooking (foil cooking, hobo dinners, stone soup), campfires, making fire starters, etc.
- Ecology, nature appreciation, tree/leaf identification, edible plant recognition
- Science Workshops
- Sewing Camps
- School Team Building and Trust Exercises
- Family Reunions or Family Campouts
- Usage by vacation and Bible Schools
- Rope Courses
- Arts and Crafts Workshops - utilize artisans baskets made from pine straw
- Songs and Games Workshops (learning musical instruments)
- Flag Ceremonies
- Adult Trainings (Palooza Weekend)
- Learn to build or repair things
- Manners and Etiquette Workshop, good sportsmanship
- Drama and Dance Workshops
- Host destination/troop exchanges
- School Field Trips
- Swap Events
- 4-H camp usage
- Gardening (planting projects)
- Exercise programs
- Zinc goes to camp
- Bronze, Silver, and Gold award workshops
- Story Telling Workshop

Seasonal program ideas:

Spring

- Wild Flower identification
- Canoeing
- Troop Bridging activities and awards
- Mom and me (Spa Day)
- Religious Recognitions Awards workshop
- Father/Daughter Campout or fishing event
- Thinking Day Events
- WSI event series
- PA training (prep for day camp/resident camp)
- Earth Day
- Utilize existing local events – Wild Side of the Arts @ Alexandria Zoo
- Art for Leaders
- Community Patriotic Day – flag retirement ceremonies

Summer

- Swimming program
- Canoe program expansion
- WSI event series
- Crawfish Camp
- Sailing
- Resident Camps
- Day Camps
- Fishing Tournament – Father/Daughter
- Lifeguard training
- Core camp/troop camping

Fall

- Christmas Workshops
- Labor Day – Patriotic Weekend
- Grandparents weekend
- Senior Citizen Day
- Thank you time (thanksgiving)
- Fall frolics event
- Juliette Lowe’s birthday celebration
- Harvest Moon event – hay rides, etc
- Veterans Day (flag retirement ceremonies)

Winter

- Winter Campouts
- Winter Wildlife party
- Holiday Lock-in
- Pine Car Derby
- Winter Christmas Program
- Music Festival

Development Implications

While the entire membership of approximately 8,000 girls and 2,500 adults were invited, only 21 non-staff and non-committee persons attended the workshop and the majority of these represented a specific geographical area of the council. Members attending stated that their best experiences at camp involved fellowship, sisterhood, unity, learning new skills, and interaction between the girls. The program experiences of this type can occur in numerous settings and are not site-specific. The results from the visioning workshop were similar to the survey results.

2. Program**Current Programs**

Programs held at camp properties include Day Camps, Troop Camping, Service Unit Events, Council Sponsored Events, and Resident Camp.

Participation Numbers and Costs Per-Girl

Day Camps for the summer of 2010 served 442 total girls at a cost of \$40-\$55 per girl. Resident Camps served 125 girls at a cost of \$225 per girl. The remaining programs listed served 524 girls at a cost of \$5-\$20 per girl.

Development Implications

Currently, council sponsored events are staff-led. To move more in line with the new National Girl Scout Program Portfolio supporting the Girl Scout Leadership Experience, council program events must show an increase in girl-driven, volunteer-led programs.

3. Council Properties

Camp Bon Temps

GSUSA Property Consultant on-site observations:

Observations: Day camp, Troop camping
 Maintenance up-to-date with minor issues
 Developed following professional master plan

Use Statistics Oct, 2008 to Apr, 2009

Troops	Girls	Adults	
81	727	435	Overnight use
93	1047	693	Day use

Issues: Low usage
 Ability of facilities to support outdoor/camping pathways
 Americans with Disabilities Act compliance issues

Capacity for overnight events is 137 campers; day events 400 campers. Summer of 2010 Day Camp was held for three one-week sessions and averaged 70 girls per session. The council subsidized \$41.36 per girl per day. From 10/09 to 9/10 the camp usage for overnight events was 1,022 girls and 602 adults, which is 19% of this facility's usage capacity. The council subsidized \$49.56 per girl per day for overnight events.

Opinion of Program Department on the effectiveness of site to deliver and support events: "This is a great site for troop camping, day camp, and special events. However, there is no air conditioning available except in the first aid room. We need to have a separate first aid building. There is no electricity in the cabins and the girls would really like to have it available to them when camping overnight. The camp needs a more modernized bathhouse and more cabins and beds. This facility is not set-up for resident camp. There is also a need for handicapped accessibility."

Projected costs to implement site and facility improvements:

Climate Control of lodge at Camp Bon Temps	\$38,500
Construction of a restroom/shower house	\$53,737
Ceiling fans in screen huts	\$1,440
Air conditioner for one k-hut	\$750
Beds to remaining screen huts	\$6,800
Concrete walk way(ADA) requirement	\$38,800
Total Projected Costs	\$140,027

Notes:

1. An ADA audit needs to be conducted to ensure compliance and identify additional costs.

2. The swamp unit needs to be dismantled and removed.
3. The climate control items listed do not include any insulation costs.

Indian Creek Camp

GSUSA Property Consultant’s on-site observations:

Observations: Troop camping
 Maintenance up-to-date with minor issues
 60/40 lease/ownership
 Typical GS camp facilities, cabin unit facing lake, dock for swim program, trails for hiking

Use Statistics Oct, 2008 to Apr, 2009

Troops	Girls	Adults	
3	22	9	Overnight use

Issues: Remote locate/travel time for majority of membership
 Ownership/lease issue restricts development opportunities
 Americans with Disabilities Act compliance issues

Capacity for overnight events is 87 campers and for day events is 240 campers. From 10/09 to 9/10 we had 346 girls and 302 adults attend overnight events, which is 11% of this facility’s usage capacity. 78 girls attended resident camp, which is 30% capacity. Resident camp subsidy was \$42.58 per girl per day. There was no day camp. Council subsidized overnight events at \$116.64 per girl per day.

Opinion of Program Department on the effectiveness of site to deliver and support events:
 “Great site for troop camping, day camp, and special events. However, there is no air conditioning available except in the first aid room. Great for resident camping but no winterized facilities for winter activities. Very remote location and very limited cell phone reception. There is also no pool for water activities. There is also a need for handicapped accessibility.”

Projected costs to implement site and facility improvements:

Dining Hall roofing replacement	\$4,800
Lake drain pipe	\$3,600
Lake Storage building	\$2,500
Replacing of Hillside bath house stall walls	\$1,200
Gravel for roads	\$1,000
Air conditioner for nurses station	\$250
Total Projected Costs	\$13,350

Notes:

1. An ADA audit should be completed to identify compliance issues and projected costs.
2. Climate control costs listed do not include cost of any type of insulation.

Pertinent Information: 60% of Indian Creek property is leased and 40% is owned by our Council. The majority of the capital improvements have been made on the portion of the property that is leased.

Pine Wood Program Center

GSUSA Property Consultant’s on-site observations:

- Observations:
- Excellent nature center
 - Skylight leaks in nature center
 - Day camp use, outside groups
 - Ranger residence area needs clean-up
 - Remove second trailer
 - Ranger house boat tied to GS property
 - Quality of work of caretakers/ranger
 - Junk-yard appearance around residence creates the impression that the council does not care what their property appearance
 - American with Disabilities Act compliance issues

Capacity for overnight events: 46 campers; for Day events 200 campers. Total day usage from 10/09 to 9/10 was 295 girls and 105 adults. Total girls attending day camp was 46 girls and 15 adults. Council subsidized \$40.85 per girl per day. Overnight usage: 46 girls and 25 adults, or 2% capacity. Council subsidized \$368.19 per girl per day for overnight usage.

Opinion of Program Department on the effectiveness of site to deliver and support events:

“Great for day programs and special events, but is not set up for large groups to camp overnight. There is air conditioning and heat. There is no outdoor pavilion for program activities and no water activities available. There is also a need for handicapped accessibility.”

Projected costs to implement site and facility improvements:

Outdoor pavilion	\$5,800
Flag pole	\$800
Total Projected Costs	\$6,600

Note:

1. An ADA audit should be completed to identify compliance issues and projected costs.

Camp Wabanssee

GSUSA Property Consultant's on-site observations:

Observations: Resident camp
Maintenance up-to-date with minor issues
Bath house renovation is unacceptable
Stall walls peeling
Drainage problems
Bath house - Poor workmanship in general and in detail Council should pursue any available recourse to have bath house repairs at contractor's expense
Americans with Disabilities Act compliance issues

Use Statistics: Oct, 2008 to Apr, 2009

Troops	Girls	Adults	Overnight use
6	90	26	

Issues: Low usage

Capacity for overnight events: 110 campers; Day events 320 campers. Total overnight usage from 10/09 through 9/10: Girls 455 and adults 370, or 13% capacity. Overnight usage was subsidized \$121.49 per girl per day. Resident Camp: 42 girls; 15 seasonal staff which is 22% capacity. Resident camp was subsidized \$61.99 per girl per day.

Opinion of Program Department on the effectiveness of site to deliver and support events:

"Great site for troop camping, day camp, and special events. However, there is no air conditioning available except in the first aid room. No winterization for winter activities. No large building for indoor activities. Plumbing needs updating. It becomes a problem when large events are held. There is also a need for handicapped accessibility."

Projected costs to implement site and facility improvements:

A covered pavilion	\$ 5,000
Benches near the flag pole	\$1,000
Road and drainage work	\$18,000
Troop House Climate Control	\$25,000
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Total Projected Costs	\$49,000

Notes:

1. An ADA audit should be completed to identify compliance issues and projected costs.
2. Climate control costs listed do not include cost of any type of insulation.

General Comments about Camps

Opinion of Program Department on the effectiveness of sites to deliver and support events:

“Overall, we find that the girls want and need more modernized facilities. They want to enjoy the out-of-doors, but they want to be able to experience it under certain circumstances which include updated bathing facilities, air conditioning and heating. A lot of our troops are camping, but are choosing to camp at State facilities that are more modernized. Very few are choosing to use our facilities. With the exception of a few events we find that when events are scheduled at the northern region camps most are not well attended or canceled.”

Lafayette Main Service Center

GSUSA Property Consultant’s on-site observations:

- Observations: Masonry building co-op located within office park along main arterial road
 Council appears to be out growing space
 Office is divided by layout of building
 Poor signage off main road
- Issues: Co-op agreements restrict renovation and signage improvements

Opinion of management on effectiveness of site:

“With the reduction in staff, the site is adequate. However there is a lack of storage space. And, if the council grows at all there will be a shortage of office space. The shop is cramped and could use at least double the space to display items and triple the space to store merchandise stock. There is a lack of visibility to the public since signage is limited. The site is fully owned by the council.”

Shreveport Service Center

GSUSA Property Consultant’s on-site observations:

- Observations: One story, masonry office building adjacent to main arterial road
 Drainage issues at rear of lot
 Well maintained
- Issues: None, facility appears to meet council needs for this community
 Property director addressing drainage issue

Opinion of management on effectiveness of site:

“The site meets the needs of staff and the shop. There is some concern about the location particularly if only one person is in the office. The council is currently paying on a mortgage for the site.”

Monroe Service Center

GSUSA Property Consultant’s on-site observations:

- Observations: Residential building modified for office use
 Adjacent leased space in masonry building
 Use has outgrown available space, boxes and supplies in hallways
 Both facilities well-maintained
 Local real estate market depressed
- Issues: Offices do not meet accepted criteria for efficient office use and requirements for membership training or meeting space
 Americans with Disabilities Act compliance issues
 Depressed real estate market restricts options

Opinion of management on effectiveness of site:

“Since the reduction in force the space is adequate for the staff remaining. The main building has issues with wiring and will need painting in the near future. Carpets need to be removed, and the wooden floors refinished or carpeting replaced. The area of town is depressed and homeless people wander around the building. The leased annex is not necessary for staff offices, but is still used for storage. Time allowing, the annex could be cleaned and returned to the owner. We are investigating the lease agreement of \$1 per year to determine if we are responsible for any repairs that need to be made. We hope that in the near future another site can be found to house staff.”

Summary Capital Cost Projections

	Bon Temps	Indian Creek	Pine Wood	Wawbansee
Climate Control	40,690	250	-	25,000
New Construction	53,737	2,500	5,800	5,000
Repairs to Existing Buildings	-	6,000	-	-
Equipment Purchases	6,800	-	800	1,000
Property Work	-	4,600	-	18,000
ADA Compliance	38,800	unknown	unknown	unknown
Total	\$140,027	\$13,350	\$6,600	\$49,000

Implications:

The cost projections for each camp above are based on current needs and are estimates. Over time more items will be added to the list for each property. The camps should be updated to have a similar look that will represent and support the Girl Scout Brand. To fully meet ADA requirements and weatherize all sites will increase these projections considerably. The cost to operate the camps and develop them to meet girl and volunteer requests as well as federal ADA guidelines is more than the council can afford at this time.

What We Want

The recommendations of this report are based on the following development criteria:

1. Align program with the National Program Portfolio Girl (Girl Scout Leadership Experience, Journeys and Girl Scout Guide for Girls).

Girl Scout Journeys are the core of the Girl Scout Leadership Experience. They are fun and challenging experiences grouped around a theme and spread over a series of sessions. Each level of Girl Scouting currently has three Journey Programs.

Pathways are flexible ways that girls can participate in Girl Scouting. There are six pathways: camp, events, series, troop, travel, and virtual. A girl can enter through any pathway, and participate in only a single pathway or through all pathways of her choice.

2. Support the Girl Scout Brand.

Our properties must represent high standards representing the Girl Scout Brand. High performing sites and facilities are safe, functional and attractive so girls have a quality Girl Scout program experience.

3. Provide service and support to membership and staff.

We want our facilities to support the outcomes of the Girl Scout Leadership Experience. We want our staff to work in a quality environment.

4. Be within the council's and community's ability to fund and maintain.

In order to meet all the above criteria, in order to bring the Girl Scout Movement within our community we must be able to fund program, annual operations and facility preventive maintenance.

How We Get There

Reviewing what we have (market/membership, program, sites and facilities) and based on the development criteria above, the following recommendations will be directed to the Board:

1. Suspend capital development and major renovations pending alignment of program properties with council Strategic Learning Priorities while continue routine maintenance needed for program delivery and to protect asset value.

Outcome: Strategic Learning Priorities will guide capital development of program properties to protect asset values.

2. In order to increase usage and reduce costs, apply the following program and facility quality standards

2.1: Operate sites and facilities that are safe, free of construction defects and will meet or exceed applicable government, industry and organization regulations and standards by funding annual preventative maintenance.

Outcome: Sites and facilities that are safe and attractive will attract increase usage by members and encourage non-member families to join the movement.

2.2: Council will reduce operating subsidies for outdoor program sites by 50 % by reducing costs 10% per year for five years.

Outcome: Reduced operating subsidies will result in a sustainable financial position and continuation of the Girl Scout movement in our community.

2.3: Operate outdoor program facilities at a minimum 50% capacity.

Outcome: Efficient use of sites and facilities provides a better return on our investment in these sites.

2.4: For a majority of the membership, provide an outdoor program opportunity with a maximum travel time as follows:

Weekend events 2 hours travel time

Resident Camp Due to low participation and high subsidy GSLPG is working with neighboring councils to offer our membership a quality resident camp experience

Special events Size requirements will determine event location

2.5: Develop a 5-year plan of aesthetic upgrades of sites and facilities (exterior and interior finishes, equipment, and furnishings).

Outcome: Sites and facilities that represent the Girl Scout brand will support increase site usage and membership growth.

2.6: Operate sites and facilities compliant with the Americans with Disabilities Act by completing an ADA audit. Develop a 10-year compliance plan.

Outcome: All inclusive sites and facilities make the Girl Scout Movement available to all girls in our jurisdiction.

3. Operate two program sites and resting two program sites.

Outcome: Council will realize savings in operation and capital maintenance expenses.

4. In three years, re-evaluate decisions to own and operate program properties based on meeting the usage, quality, financial and fund development performance goals.

Outcome: Allows membership the opportunity to increase usage of sites.

Allows council to reduce costs.

Council can focus on increasing membership and fund development.

Program alignment with the National Program Portfolio (GSLE, Journeys and Girl Scout guide for Girls)

Membership Review and Comment

- June 28, 2011** Property Report was posted on the council website for review by the membership.
- June 28, 2011** A message was added to facebook announcing the report on the website.
- June 29, 2011** 4, 330 emails were sent asking members to read the attached report and make comments. 386 of those emails bounced back. 1,411 members opened the email and 201 opened the document.
- July 1, 2011** 6,738 email addresses were sent the council eNews letter, including an article about the Property Report and asking for comment. 617 of those emails bounced back. 1,125 opened the newsletter and 10 opened the Property Report.
- July 11, 2011** A second notice was placed on facebook reminding members they had until July 15 to comment on the report.

14 members commented on the report. A summary of the comments follows:

Comment: Indian Creek - 8 respondents commented how much the girls enjoy Indian Creek Resident Camp and the wonderful experiences they have had there. One noted that Indian Creek is the best camp in the state; that in comparison the other camps are run down and unsafe; and as a solution Indian Creek should be kept and all others closed. Another noted that Indian Creek offers swimming in a unique way and commented that each camp has its own unique value. One offered to help find the money to keep the camp open and to volunteer with program events there.

Pine Wood - 5 respondents made comments about Pine Wood. 2 were from Friends of Pine Wood who offered the help of their group to host events there. Two mentioned they like the fact that Pine Wood is close to where they live. One was concerned about the distance to drive to other camps if Pine Wood was closed. Another requested a pool be added at Pine Wood. One commented that Pine Wood is a nice camp and wished it offered more experiences for the girls like canoeing, swimming, archery, and a better hiking trail.

Response: The Property Task Force agrees that both Indian Creek and Pine Wood are lovely camps. However most of Indian Creek is not owned by the council. Quality Girl Scout outdoor programming can be experienced at all of our camps as well outdoor facilities in our communities. Overall usage of our four camps is low. If they were developed as suggested, perhaps usage would increase. However, with four camps to maintain development of any site becomes difficult. There are three camps in North Louisiana within 50 miles of each other. The task force feels we should concentrate on developing and promoting one of these camps in the hopes camp usage will improve. The property task force commends

the Friends of Pine Wood for their dedication to both Girl Scouts and Pine Wood.

Comment: 1 respondent suggested leasing the camps to outside groups as a way of raising funds for the camps.

Response: Bon Temps, Pine Wood and Wawbansee are currently available for use by outside groups. The lease agreement we have with the owners of Indian Creek does not allow us to sub-lease the property. We are in process of investigating that lease agreement more fully so we can better understand all stipulations. In order for groups to use our camps they must have at least \$1,000,000 in liability insurance and list the council as additionally insured on their policy. They must agree to follow our no smoking, no consumption of alcoholic beverages and no fire arms policies. They must also sign a usage agreement that covers payment of damages and agree to pay a deposit and competitive fees. And, most importantly they must be representative of Girl Scout principles and values – they must be a group whose name we would want associated with ours.

Comment: 1 respondent wrote the following: "I commend you for noticing the lack of aesthetic appeal to the area's properties. Most of the properties in question look like the last time they were updated and modernized was the early 1970's. Any improvements to the sites would help boost attendance."

Response: The property task force whole heartedly agrees. If we concentrate on just two camps, perhaps eventually we can make the modernizations we all want and thus improve usage.

Comment: 2 respondents commented about the service centers. One feels the Shreveport service center appears to be a substandard facility that is poorly located and not safe. Another feels the office in Monroe is in a good location and thinks space could be rented by troops for their meetings.

Response: The Monroe office is fully owned by the council and we have a mortgage on the Shreveport office. Further evaluation will need to be done on both sites. Just as with our camps, we have an obligation to provide facilities that are safe and meet the requirements for their purpose. Any renovations or changes in office space will be an additional expense for the council and must be carefully considered.