

Advisory Committee – 2nd Meeting March 30, 2021

Agenda Overview

Meeting Objectives:

- Review data related to our camp property portfolio
- Answer questions related to data shared on our camp property portfolio
- Ensure understanding of Advisory team role, Board & Finance Committee roles
- Ensure understanding of next steps with the Board & Finance Committee “Deciders Group”

Agenda:

- **Wrap up from prior meeting -- changes made to Objectives & Decision Anchors**
- We have a parking lot for questions that we will take note of.
- Discussed the roles of each team
 - Decision Authority
 - Advisory Committee: gives insight and feedback from the information they have been provided
 - PM Committee: work through all the details of the work for both teams as we move through this process
 - Guiding principles: Mission-driven decisions
- **Data Download Debrief**
 - Framing the conversation and personal note from Jessica Carter
 - Lorey guided us through the data

Membership Trends

- Would like to discuss membership at a different time
- Our numbers are on the decline and why is that?
- Volunteer-Led Camp does generate revenue in some ways -- they rent out the site and also ask a fee of their Girl Scouts to use the camp.
- It is hard to get solid data for Volunteer-Led vs Resident Camp numbers.
- Booking SU is hard on certain weekends because of school schedules and highly-sought-after weekends.

Camp Use Trends -- Site Usage

- Requests have been made during closed and off times, and camp is not used during that time. We are willing to re-evaluate in the future how we can get folks to camp when others are off as well.
-  **Hunting season** might have an effect, but we are not sure at the moment.
- Capacity and Occupancy: How did we put this together? How are we utilizing each bed in the unit? The data doesn't seem like it is reflective of how we use it.
 - If the unit is rented, then we see that as "full."

- I think there would be a lot more use in the other 9 months.
 - Winterizing is a big deal and that has played a part in when people use the sites because things freeze, and we try to section off some of our camps. Our water system is a big factor.
- Tara S: Camp closures need to be re-evaluated, though that is out of scope in this project.
- Catherine G: It is interesting girls choose to go to familiar places and why they might not choose another option.
- Historically, girls prefer to go with friends and folks they know to resident camp and we will be asking some questions about usage.

Financial Debrief

- Why do some camps have more of a deficit than others?
- How does maintenance work, do we replace things at some camps more than other camps?
 - We can get more details on this question and stand outs.
 - All the camps cycle through deferred maintenance.
 - Having an Equine program is a big cost and maintenance lift. The horse illness was a factor in regards to finances.
 - Majority of the cost of the property is maintenance.
 - Cookie sales do help support our programs -- this is also something we're evaluating.
 - We are also looking at our pricing structure.
 - Our program fees are not even covering base line needs and expenses for the summer program.
 - We want to make sure we pay for the full program structure.
 - There is not a lot of programming in the south.
 - Overall takeaway on this piece is that "council subsidizes camp" isn't working.
 - "The camp property" is our focus. Would like to see how much money it takes to care for each of the camps. That's what we need to see to make good decisions.

Camp Features

- This section didn't really bring out a ton of conversation.
- Folks mostly want to concentrate on the property.

General Q&A

- What are the things we don't know that we are measuring?
- Do we need to have more historical information we don't know?
- How do we teach people to be more comfortable with camping?
- ★ Do we want other Volunteer-Led directors' perspectives and that we are getting background on what goes into their program? Yes, this can be done and approved by Megan.
 - **Confidentiality around this information and some context -- please just be aware of outside chatter and bring those to us.**

- Has there been consideration in developing partnerships local to where the properties are located?
 - Corporate and supply needs
 - Are we ramping up work parties?
 - ★ Fundraising campaign -- Historically there was a "Happy Camper" campaign and it was about \$7m (this was pre-merger).
- We do need to create a more philanthropic model behind camp and we need to go forward with a strategy:
 - Monthly giving
 - We are not sure what that looks like
 - A big campaign at RW for the marine education center
- Is there a bigger push to look at the funding model and ways to make it more sustainable?
- Along with doing this plan, we have to think through all the components of what we are raising for and this assessment will be able to see some major milestones that we have to get through first before we can speak about big capital campaigns.
- The RW campaign was successful because it was peer to peer with GSWW council staff support.
- Did we evaluate opening other properties in a small way? This was cost prohibitive for us in the long run.
- The overall cost is high.
- Opening camps requires a lot of work and supply cost above and beyond normal budgets.
- We ran our numbers and even if they were full, we would still have a loss at this point.
- In order for us to even have a reservation process, it was a big shift for our team overall.

Next Steps & Action Items

- Whatever the product of this process ends up being, it's the groundwork for our next steps.
- Hearing historical knowledge and happenings helps us to build the framework for going forward.
- We will refine all the data and how we put it into the framework in how we form discussion that the Deciders group will work on through April.
- We will then come back in May and talk about what we are thinking and get more feedback.
- An update is shared in the April E-news and will go to the camp network.
- Meeting notes are posted to the website after they are mailed to the members of the group.
- April is a tough month because of Spring Breaks – meetings won't be every six weeks every time.
- PM Team needs to go through some of the info in order to schedule the next meeting.
- A few takeaways -- we all have feelings about this process and so we might be guarded at times. It is helpful to know our volunteers and members are on our side.
- We will be able to set up tours soon for folks who have not been to camp.
- Lorey spoke to Camp-By-Camp Overview and how that was broken up.
- Work parties are REALLY helpful.