

Camp Town Hall, October 8th – Unanswered Questions asked via Chat:

1. I disagree with the Virtual In-Camporee concept - you started out the call talking about virtual fatigue and I don't think you've given this your best effort. I think GSWW need to consider options for in-person EnCamporee - larger space, maybe no overnight, etc. Why is it that the Boy Scouts have figured out how to have in-person events and Girl Scouts cannot?

GSWW continues to monitor local, state, and national guidance including recommendations from the CDC, American Camping Association, and GSUSA to evaluate program opportunities. Our top priority is the health and safety of our members, volunteers, and staff. Due to limited staff capacity, local and state mandates including Washington's Safe Start Guidelines, national guidance, and our own risk assessment, we are currently only offering family day use at our camps.

2. Who makes up the property assessment task force?

There isn't a formal entity called the property assessment task force. The staff leading the research effort are Nichole Franko, VP of IT & Property Strategy; Lorey Ford, Director of Research & Evaluation-data analyst; Shannon Pitton, AVP of Facilities; and Tara Stone, VP of Camp Programs & Properties.

3. Who will be the camp director for River Ranch? Assistant director? Was there any priority to staff who were laid off from River Ranch for 2020 summer?

Jessica Carter, our Senior Director of Camp Programs, has transitioned from Director of Camp St. Albans to the Director at Camp River Ranch. This is a permanent change in her position. We welcome staff who were hired for 2020, and any former seasonal staff, to apply to work at camp in 2021. Applicants go through the standard hiring process, and we will select staff who are the best fit for each position.

4. Maintenance is a small portion. What about other staff?

The organization has made difficult staffing reductions in response to COVID-19 impacts and membership participation decline. We will sustain our current staffing size for the duration of this membership year. If COVID-19 developments enable us to open Camp River Ranch for summer camp next year as planned, we will be hiring seasonal camp staff.

5. But will you PRIORITIZE laid off staff?

While we will not prioritize anyone, former employees may apply for open positions. Responsibilities have changed through our reorganization, and former employees reapplying will be considered in the hiring process based on qualifications for the role. See #14 response for further details. Anyone is welcome to apply to work at camp in 2021, including seasonal staff who were hired for 2020. All applicants will need to go through the hiring process, and we will select staff who are the best fit for each position.

6. What led to McLeod staying open over St. Albans?

Choosing which camps to close was not an easy decision or one that we made lightly. We considered health and safety requirements, access including risk mitigation, programming, capacity, and financial impacts. We also had made the decision to consolidate our staff-led summer camp program to only one location, so in choosing two camp properties to remain open, we would only be using one of them for staff-led summer camp.

Camp River Ranch has the largest overall capacity, largest indoor facility capacity, the highest amount of use, a wide variety of program areas, and the greatest revenue potential.

Camp Lyle McLeod falls second in site reservations. It also hosts Volunteer-Led Community Camps, which serve over 800 campers each summer with the support of over 400 volunteers. With Camp River Ranch selected to support our staff-led summer camp, Lyle McLeod offered us the greatest potential paired with Camp River Ranch to serve the most Girl Scout members while minimizing our expenses and COVID-19 risks.

7. Were you going to talk about opportunities for work parties at the properties?

We have resumed some of our regularly scheduled work parties. Due to limited site staff capacity and group size restrictions, we are prioritizing skilled labor to best meet our property needs. We will be using the Camp Network to share specific needs and opportunities.

While we understand that some of our camps can be quite a trek to get to, we are currently not able to offer overnight accommodations for volunteers. Providing overnight accommodations increases facility use and sanitation that must be completed by our on-site staff, adding to their workload and increasing the risks of COVID-19 exposure.

8. Will Cookie Dough match for 1000+ sellers still be honored this summer? What if the girl cannot get into camps?

We will honor the camp discount or Cookie Dough camp match earned by 1000+ cookie sellers in 2020 for Girl Scouts who plan to attend summer camp at Camp River Ranch or any of our Volunteer-Led Day and Community Camps. Girl Scouts of Western Washington will not be offering a camp match or discount for 1000+ sellers during the 2021 Cookie Sale.

Because of potential COVID-19 disruption, we're not sure yet what camp programming and participation will look like for summer 2021, and can't guarantee camp placement. As always, we will operate on a first come, first served basis, and make sure our capacity regulations are in alignment with all state guidelines. If Cookie Dough camp proceeds are unable to be used due to availability, we will explore extending this an additional year.

9. Do we anticipate that girls will be as motivated to sell cookies when camp is likely not available? (Or should I say parents?)

We're very optimistic that girl participation will remain high. We have Best Buy items to purchase and a Girl Scout day at American Girl planned for this year's Cookie Sale that can be used with Cookie Dough proceeds. We also have an awesome reward line-up to motivate our Girl Scouts and continue the entrepreneurial spirit of the Cookie Sale.

10. By reducing the total number of registration slots, will you be able to continue to make sure campers who need financial aid or are part of council led outreach troops are able to participate in camp?

COVID-19 financial impacts led GSWW to make some award changes to accommodate our revenue loss and membership decline. Each grant award has been allocated a funding cap; once the cap is reached, the grant will be “turned off” and further grant requests denied.

However, with reduced camp capacity, we were able to *increase* the amount of the Camp Financial Assistance grant, despite reducing the total amount of Financial Assistance available for camp grants. Eligible Girl Scouts will receive up to \$550 toward one week or less of resident or day camp in 2021.

11. Why is it that the Girl Scouts has so many incomplete databases of people involved. There are times when I get information 6 different times from GSWW and times when I receive nothing based on what list is used. Is there anything in the works to make one database?

We apologize for the duplication of e-mails that people have received. Our newly created “Camp Network” is being established in large part to address this issue and to create one consolidated grouping to share camp-related news, updates, and opportunities.

If you received an email with this FAQ from our Town Halls, you have already been added to the Camp Network.

Here is the link to join our new Camp Network.

<https://forms.office.com/Pages/ResponsePage.aspx?id=ZVzL30Pk2Ua9tgts9lob6rZA213bInpAr9NG0fif1vJUNVBQTDRBNVo3MUtCM1BDRk9VU1EwME5ZRS4u>

12. Is there a chance to open more camps/locations for summer 2021 if COVID-19 allows?

Some camps still continued this past summer (non-Girl Scout) would love to see more options. Especially to keep our older girls engaged in GS and help with their mental/emotional health as camp is so great.

To ensure Girl Scouts of Western Washington and our camp properties are here when COVID-19 is no longer a threat, we’ve reduced staffing and other expenses including property budgets. As a result, it will take time to prepare camps for re-opening. GSWW will continue to monitor and manage new and creative ways for our council to utilize our properties throughout 2020 and into 2021. At this time, however, we don’t anticipate being able to reopen the other properties during the 20-21 membership year.

13. Are you expecting to take any international staff at all at River Ranch in 2021? Via CCUSA, Camp America, etc.. I understand it is very hard to predict, but has it been discussed?

Totally eliminated as a possibility? Asking on behalf of international friends who’ve worked as counselors at RR and are hoping to return in 2021 if it’s open.

Unfortunately, due to changing travel restrictions, and the ongoing travel risks and uncertainties associated with COVID-19, we will not be hiring any international staff to work at camp for summer 2021.

14. Would also like to visit a conversation around decreasing the age for CIT and Counselors within Girl Scouts. Boy Scouts has a younger age where their scouts can become a CIT and

then work at camp. It is a great way to grow our girls' leadership skills, keep them in scouts and engaged later in life as well.

As of last summer, we have changed the age for Girl Scouts entering our leadership programs at River Ranch, Robbinswold, and St. Albans (some camps had already made this change in earlier years). For the first level, Outdoor Leaders, participants must be entering 9th grade; previously it was 10th grade. For Counselor-in-Training (CIT), our second level of leadership program, we kept it at entering 10th grade. This level is ideally taken after Outdoor Leaders. This change has allowed for more Girl Scouts to get into the program and transition to staff more quickly, after completing a summer as an intern, which is the 3rd and last level of the leadership program. We plan to offer additional leadership-focused weeks at camp for 6-8 graders as well.

We also need to ensure we meet ratio guidelines outlined by the American Camping Association and GSUSA, which require a specific number of adults (over 18 years old) and ensure a sufficient age difference when older campers specifically are being supervised. Having staff under 18 years old limits our flexibility in staffing.

15. Will you be actually posting jobs as they open up so previous staff can apply or just filling them behind closed doors?

Our job announcement policy is that when new or promotional opportunities occur, the first individuals to receive consideration will be present employees. We post notice of all open positions with a few exceptions: certain executive committee positions, positions filled by promotions within a department, positions filled by converting temporary employees to regular employees and positions that are filled by employees who would otherwise be laid off.

16. Although camp fees are part of Council revenues, you must realize that GS camp is so much more expensive than Boy Scout camp. The expense is why many of our girls have never attended.

GSWW offers a wide variety of camp programs at different price points. We have over 40 Volunteer-Led camps (overnight, day, and twilight) offered across western Washington that offer camps ranging in price from \$40-\$200. Our summer camp program at Camp Lyle McLeod is entirely Volunteer-Led.

In addition to our Volunteer-Led camps, we also offer camps with the support of paid staff at River Ranch, St. Albans, and Robbinswold. We recently completed a cost analysis of our programs, including camps, and found that the cost of our summer camp programs is competitive with other similarly structured camps, such as Campfire and YMCA.

For camp programs at River Ranch, Robbinswold, and St. Albans, we utilize a tiered pricing structure based on the true cost of the program, including staff, food, program supplies, health care supplies, insurance, trip permits, van rentals, and more. This year, Tier B will reflect the true cost of camp. Camp fees do not take into consideration the significant operational and maintenance costs of maintaining our camp properties.

17. Would it be feasible for facilitators to hold troop leader training at some camp sites, making sure to be socially distant etc.?

Allowing small group gatherings at camp that adhere to our Member Safety Guidelines is an activity we are evaluating. Most likely this would not be available until spring, due to winter water shut off procedures for outdoor areas at our camp properties and limited staff capacity.

18. It wasn't clear to me--is the council considering selling camps?

No GSWW camps are currently for sale, and no decisions have been made regarding selling camp properties. We're doing a comprehensive assessment of all of our properties, including offices and camps, as the long-term sustainability of our council necessitates that our properties are soundly managed and fully utilized.

19. If you want to reduce the number of duplicates. USE SALESFORCE!!!! Stop making so many lists!!!! You are soloing all of your lists.

A key objective of the Camp Network is to eliminate overlapping lists. We intend to have our Camp Network housed in Salesforce, which is our member database, however not everyone within our camp community is a registered member. We are currently identifying who needs to be included in the Camp Network so we can build this in Salesforce after the system update that GSUSA has in process in November.

20. The Boy Scout camps I have personally worked at in the past are run with program staff only. It is troop camping with troop parents providing ratio at night. No counselors are on payroll.

GSWW offers a variety of camp programs which include 8 Volunteer-Led Overnight Community Camps at Camp Lyle McLeod, Camp Towhee and a non-GSWW property, and 34 Volunteer-Led Day and Twilight camps that operate within local communities across our council. Our volunteer-led summer camps are made possible by the generosity of over 2,000 volunteers who give their time and offer camp to over 6,000 campers annually.

21. Could you also please maybe create a link on the GSWW site that we can check to see if we are actually getting all of the email that is being sent? As a troop leader, volunteer, among other many roles... I am never sure if I am actually seeing all of the information that I should.

If you call our Customer Care team at (800) 541-9852, you can check your opt-in status in Salesforce to see if you're receiving all the emails appropriate to your role in the organization. If you're not, one of our staff can look into the issue and make the fixes necessary. Our processes for opting in to email communications will change completely with the new system changes GSUSA is bringing forward in the coming months. The expectation is these changes will make it easier for our members to receive the exact communications they want.

Answered live during first Town Hall – Recordings available [HERE](#)

22. What did you have in reserves prior to Covid?

GSWW's reserves typically run between 5 and 7 months.

23. How many girls does Camp River Ranch serve each summer?
Camp River Ranch typically serves between 1,300-1,500 girls. This includes overnight and day camp
24. Are these permanent closures?
The camp closure plan in place is only for this fiscal year, which runs from October 2020 through September 2021. No decisions have been made beyond this fiscal year.
25. I talk to a lot of volunteers #SocialExtrovert, and I hear (with no evidence that I can validate) that Staff-Led Summer Camp Programs tend to operate without being full. *If* this is true, I assume that this means they are run at a loss. 1) Is this true? 2) Is there something being considered to make sure that those camps are full to capacity?
When new leadership of GSWW camps came in starting last fall, their analysis revealed resident camps have not been operating at or near full capacity. The plan is to run camp at 75% capacity. The Camp team wants to work with the camp community to continue to understand and address participation.

(We've re-evaluated how we determine camp costs. This summer, camp fees will cover the true cost of camp at Tier B. In the past, Tier A was true cost; Tier B was partially subsidized and Tier C was completely subsidized.)
26. Will you bring back laid off staff that are familiar with their home camps and campers if things open back up? Why aren't RR previously laid off staff working now if it is partially open?
Former employees, including Camp River Ranch staff, may apply for positions that become available in the future. Responsibilities have changed through our reorganization and due to COVID-19 impacts. All applicants will need to go through the hiring process, and we'll select staff who are the best fit for each position.
27. The DuPont office is still showing as for sale.
The DuPont Program Center has been for sale since August 2017. We've received an offer which is under consideration. If this moves forward, GSWW will open another location in the south.
28. Is it true that the DuPont sale did not go through? If we still own the property, wouldn't it make sense to move staff from Seattle and operate out of a structure that GSWW own?
Most GSWW staff are permanently in a telework environment, with Office Supervisors working in offices to support mail distribution and other business critical tasks. We'll be thrilled to be able to return to offices for programs, projects and meetings on an as-needed basis when WA State Safe Start Phase guidelines allow. However, the majority of staff will continue to work predominantly from home.
29. Once we do open up the camps in the future, is there any possibility of partnering with other GS Councils who have lost their properties, e.g. NorCal, in order to potentially increase use?
I do know that some people will send their children out of state to camps

We welcome out of state Girl Scouts to our camps and programs, although we want to be sure that our western Washington Girl Scouts have access first. We're navigating a system update that will allow us to share our camp opportunities nationally more easily.

30. Can we just sum things up and move on. The properties served x # of girls in 6(?) location in 2019 and in 2021 we can serve how many girls in 2 locations
2019 total: 2,627 (including RR Day Camp)
2021 total: 1,200 (no RR Day Camp)

There seems to be a misperception that the camp decisions were just about revenue. That's inaccurate. COVID-19 risk mitigation including required PPE isolation capabilities including both cost and availability of necessary equipment, and capacity to support coping with an outbreak across multiple open locations, were all significant factors.

31. How do you designate [a donation] to a specific camp? I did not see that option on the donor fill in page.
At the following link, scroll to "I would like my gift to support" and select the camp of choice:
<https://interland3.donorperfect.net/weblink/WebLink.aspx?name=E6496&id=145>

Camp Town Hall, October 22nd – Unanswered Questions submitted via chat and in advance:

1. In this Covid environment I am interested in how and why all camps except Lyle McCloud and River Ranch were selected to be closed. Was attendance at Robbinswold and St. Albans down last year? Has it been trending down? Was there a really strong and marvelously competent camp director who the council has been able to count on at River Ranch vs. less strong directors at Albans and CR? A strong director over several years usually leads to an outstanding staff. An outstanding staff means great program for girls who then come back the following year often bringing some troop members with them.
Choosing which camps to close was not an easy decision or one that we made lightly. We considered health and safety requirements, access including risk mitigation, programming, capacity, and financial impacts. We also made the decision to consolidate our staff-led summer camp program to only one location, so in choosing two camp properties to remain open, we would only be using one of them for staff-led summer camp.
Camp River Ranch has the largest overall capacity, largest indoor facility capacity, the highest amount of use, a wide variety of program areas, and the greatest revenue potential.
Camp Lyle McLeod falls second in site reservations. It also hosts Volunteer-Led Community Camps, which serve over 800 campers each summer with the support of over 400 volunteers. With Camp River Ranch selected to support our staff-led summer camp, Lyle McLeod offered us the greatest potential paired with Camp River Ranch to serve the most Girl Scout members while minimizing our expenses and COVID-19 risks.
2. Why was the decision made to close Robbinswold for 2021? Things are uncertain and I appreciate Girl Scouts' community safety oriented response; but we are learning a lot as the pandemic progresses, and in a time when families are desperate for outdoor education, this seems like a big missed opportunity for new programs and community engagement.

Due to the unpredictable course of COVID-19, opening any camp property carries both health and financial risks: opening all 7 of our properties brought too significant a risk in both categories. In order to limit these risks, we decided to consolidate our staff-led summer camp programs to one location and open only two of our camp properties.

Choosing which camps to close was not an easy decision or one that we made lightly. We considered health and safety requirements, access including risk mitigation, programming, capacity, and financial impacts. We also made the decision to consolidate our staff-led summer camp program to only one location, so in choosing two camp properties to remain open, we would only be using one of them for staff-led summer camp.

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We are continuing to monitor Washington Safe Start Guidelines and evaluate opportunities for in-person programming.

3. Are the camps closed because membership and cookie sales are down?
Not directly or entirely. Membership and cookie sales do impact our revenue and, due to COVID-19, we've experienced losses across all of our revenue streams. Knowing that our revenue streams will continue to be impacted into the 2020-2021 membership year, we had to cut our expenses. However, our decision to close camps was also due to unknowns about future programming that created financial risks for us—anticipated decreased camp participation made it not feasible to incur the costs of opening every camp. Changing health and safety regulations, the expense of required COVID-19 mitigation and risk of outbreak at any site we open were all contributing factors in the camp closure decision.
4. I cannot help but wonder why you would completely close Robbinswold for 2021, though Covid outcome pending, for individually managed functions, like Women's Own. Self-staffed, operated, and closed at the end of the program
To ensure Girl Scouts of Western Washington and our camp properties are here when COVID-19 is no longer a threat, we've reduced staffing and other expenses, including property budgets. As a result, it will take time to prepare camps for re-opening and we don't have staffing to support use at the level we typically operate. Our property budget reductions not only include maintenance, but cuts to utility budgets that support things like water, trash service, and electricity. Also of tremendous importance, any site we open for use requires advance planning and significant investment in required equipment to mitigate COVID-19 risks.

Programming:

5. Seems in order to be a camp that opens you have to offer horses!! Horses can be offered at Camp Robbinswold with tons of trails and a place for lodging the horses at Lake Armstrong. What happens to the camps that are down south? The camps you selected

certainly don't consider the campers and leaders from the southern part of the council. What about the ages of campers? Did you consider the needs of older Scouts? What about the transition that used to be there for the Scouts? You started at Camp Perry Dale and moved through the camps and the different programs until you finished at Robbinswold with programs that were for your age group.

Our camp programs and progression in camp experiences continue to be an important and valued part of the Girl Scout experience. Due to COVID-19, we have had to make difficult decisions and we recognize that closing 5 of our camps for this membership year reduces access, programming, and service to areas within our council. We did make an intentional decision to consolidate our horse herd to Blue Mountain Stables in Olympia in an effort to bring more horse program opportunities specifically to members in the southern part of the council.

Robbinswold does not currently have infrastructure to support horse programming. Choosing which camps to open (and which to close) was not an easy decision or one that we made lightly. We considered health and safety requirements, access including risk mitigation, programming, capacity, and financial impacts.

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6. When will registration open for Summer 2021 camp?

Our ability to open summer programming is contingent on Washington Safe Start guidelines. If we're able to, we plan to open registration for summer programs at Camp River Ranch on March 2. Our Volunteer-Led camps set their own registration dates and these vary. Information will be shared, when available, on the [Volunteer-Led Camps](#) page of our website.

7. What are the short and long term plans for outdoor programs and camping in GSWW. Do you plan to open St. Albans and Robbinswold as resident camps in 2022? What are the projections for 2025? What are your planning assumptions for 2021, 2022-2025, and 2030?

With the unpredictable course of COVID-19 and ongoing impacts to every facet of our operations, GSWW's current strategic focus is on the next two years. We're also doing a comprehensive assessment of all of our properties, including offices and camps, as the long-term sustainability of our council necessitates that our properties are soundly managed and fully utilized. Findings from our property assessment will help inform our short and long term plans. For GSWW, camp is a core component of who we are as a council and provides lifechanging outcomes to Girl Scouts. We intend to move forward intentionally and thoughtfully.

8. Does GSWW anticipate allowing for day use at the 'closed' camp properties other than for volunteer maintenance work - as a way to help base line budget needs. (following State, County, GSUSA, ACA COVID guidance) (example: a family hiking - pack in, pack out on trail systems) Does GSWW anticipate allowing day use of closed camp properties for Volunteer Learning Dept. troop leader trainings? (by Volunteer Facilitators, following social distancing, etc.?)

To ensure Girl Scouts of Western Washington and our camp properties are here when COVID-19 is no longer a threat, we've reduced staffing and other expenses including property budgets. As a result, it will take time to prepare camps for re-opening and we do not have staffing to support use at the level we typically operate. GSWW will continue to monitor and manage new and creative ways for our council to utilize our properties throughout 2020 and into 2021. At this time, however, we don't anticipate being able to reopen closed properties during the 20-21 membership year.

9. I am an Outdoor Facilitator, I am the N. County Facilitator Coordinator, and much more. We do alot of Outdoor Trainings at Camp Towhee, ie: OD Overnight, Archery, Day Camp is also held there. We would like to continue using Camp Towhee for our Outdoor trainings. We can have a couple of different trainings going on at the same time. We have held OD Overnight and Archery the same weekends. The only cost for the participants is there fee for the course, and food which is provided as part of their training. We would like to continue doing "stand a lone" courses at Camp Towhee also, ie: Dutch oven/Box oven cooking, hiking, knot tying, camp ceremonies, flag ceremonies, and other activities. The Great North End of the council uses Camp Towhee and we have had participants coming from the south to "play" with us and get their trainings done.

To ensure Girl Scouts of Western Washington and our camp properties are here when COVID-19 is no longer a threat, we've reduced staffing and other expenses including property budgets. As a result, it will take time to prepare camps for re-opening and we don't have staffing to support use at the level we typically operate. GSWW will continue to monitor and manage new and creative ways for our council to utilize our properties throughout 2020 and into 2021. At this time, however, we don't anticipate being able to reopen closed properties during the 20-21 membership year.

10. How can we, as Robbinswold stewards and Girl Scout volunteers, support you in developing off-season programming to support camp?

We know that the Town Halls didn't provide an opportunity to come together and brainstorm specific ways to support camps over the course of this challenging year ahead. Having conversations about each individual camp's needs and how we can collaborate to meet them is our crucial next step. Your voice is critical to the work we need to accomplish in the coming months. If you have not yet done so, please sign up as part of our [Camp Network](#), where we will share specific needs, opportunities, and upcoming camp conversations being scheduled to brainstorm how we can work together to support camp.

11. Sarah's idea about new programs was something I was thinking about too. Maybe we could rent cabins out to families?

We're currently offering family day use at Camp River Ranch and Camp Lyle McLeod and are exploring feasibility to expand this to overnight family camping. We currently have maintenance projects underway, along with winterization of facilities and water systems.

Given staff capacity, we won't be able to offer overnight camping until January at the earliest.

12. Agree whole heartedly with Sarah. We are learning a lot about this pandemic, families are desperate for outdoor stuff ... does seem like we are missing something at Robbinswold.

To ensure Girl Scouts of Western Washington and our camp properties are here when COVID-19 is no longer a threat, we've reduced staffing and other expenses, including property budgets. As a result, it will take time to prepare camps for re-opening and we don't have staffing to support use at the level we typically operate. GSWW will continue to monitor and manage new and creative ways for our council to utilize our properties throughout 2020 and into 2021. At this time, however, we don't anticipate being able to reopen closed properties during the 20-21 membership year.

13. Evergreen often rents camp to outside groups. Since they must manage their own safety protocols regarding Covid-19, are we still renting to these groups as a revenue stream? I know a private school asked me about having an outdoor school at Evergreen and the wonderful Zombie group that comes out in July are sources of revenue without compromising our girls' safety. Tara S

Closed camps are not open to site use by anyone, including outside groups. Due to reduced budgets and staffing at these properties, we're not able to support any type of site use. If group site use becomes feasible at Camp River Ranch and/or Camp Lyle McLeod, our Girl Scout members will have priority and we'll then explore risks and opportunities in permitting site use from outside groups.

However, we're in conversation with an outside group we have a long-standing partnership with about a short-term lease of Camp Klahanee, which would include maintenance and care of the property.

14. Who can we connect with to help with camp related program that will keep girls aware of the options they have for summer camp.

We encourage anyone interested in helping with program development to stay connected through our [Camp Network](#) and/or camp Facebook groups. Some of our Service Unit Outdoor Champions and Volunteer-Led Camps are also working on outdoor-themed programming, and may have future program support needs.

15. With the amazing learning opportunities available at Camp Robbinswold in regards to the environment, and the resources that already exist such as the nature room, touch tanks, new pier/dock, do you have a program in which this could be utilized better and more frequently? If not, how can a qualified person get involved to create, market and run a program so girls have the choice to experience learning this skills in a safe environment.

With our current staff reductions and the temporary closure of Camp Robbinswold, we currently do not have a Camp Director supporting program development at Camp Robbinswold. We would encourage anyone interested in helping with future in-person program development to stay connected through our [Camp Network](#) and/or camp Facebook groups.

16. There seems to be a big push to utilize state parks, I agree they can be a valuable addition to girl program. However, the state parks are not set up to keep girls safe and protected. While they provide a unique experience, the sanitation practices are not as safe as the Girl Scout camps, there is no way to control who your camping neighbors might be and it doesn't allow the same degree of independence for girls. I'm curious if the council feels the state parks are an adequate substitution for our own properties and why?

State Parks are not a substitution for Girl Scouts of Western Washington camp properties. Decisions about opening and utilizing our camp properties are independent of decisions to allow use of other outdoor sites. When Washington State Safe Start Guidelines were established and counties moved into phases that allowed small group in-person gatherings, GSWW permitted Girl Scout groups to meet in outdoor locations, following our [Member Safety Guidelines](#), which include state parks, city parks, and local neighborhood parks. We also recognize that any in-person gathering in any location comes with a risk of contracting COVID-19. We also recently took part in the [Girl Scouts Love State Parks](#) national event, which is an annual occurrence.

17. At a time when everyone is stuck inside and spending so much time on their screens, it is vital we encourage girls to get outside. It is an ideal time to encourage camps, other organizations are managing to provide program in a safe way, are you working on something for girl scouts beyond the screen?

We are continuing to monitor Washington Safe Start Guidelines and evaluate opportunities to increase in-person programming and use of our open camp properties. Our [Summer Camp @ Home](#) program was also designed in a way to encourage campers and Girl Scouts to get away from the computer and be active outdoors.

Finances

18. Was revenue down as of December 2019 - before Covid hit?

No. Q1 of FY20 was on track financially—our Philanthropy Team was ahead of budget prior to COVID-19.

19. How much debt was there before Covid?

As part of GSWW's flow of operation each year, we have access to a Line of Credit (LOC) that we typically start using in the fall and pay back when revenue from cookie sales becomes available in the spring. When COVID-19 hit in February 2020, the LOC was **\$3.9M**. There were two other loan balances totaling \$425,000. By the end of the fiscal year in September, both the LOC and these loans were paid off.

20. Will GSWW be rethinking diversifying more on where they get funds from and not relying so heavily on Cookie sales?

The council has significant revenue streams from philanthropy, retail and programming fees. We are working every year to increase these additional revenue streams to minimize reliance on cookies.

21. Why was the decision made to purchase a flood-prone horse property in Monroe, vs. putting that money into reserves or investing in our existing properties?

The goal for the Monroe property was to build our equine program including year-round programming for girls and care of our horse herd. We'd been told that structures on the property were outside the flood path; with the historic flooding we experienced, unfortunately that wasn't the case. While we remain committed to our horse program, given impacts to the property as well to council from COVID-19, its expansion isn't feasible now.

22. How much money would we need to raise to make up for two lost seasons of resident camp? Robbinswold stewards are committed to supporting Girl Scouts in keeping these lands of Girl Scout legacy for tomorrow's girls.

Our greatest financial need this year is support for expenses in our 2020-2021 operational budget. The total operational camp maintenance budget is \$875,828. Funding for this is not yet secured. Our total revenue loss for summer camp 2020 was \$1.6 million. With reduced program offerings and capacities for summer 2021, we have budgeted for \$409,000 in camp program revenue this year, which directly corresponds to our program expenses. We also have lost, and continue to lose, significant site use revenue. Our annual site use revenue is typically around \$283,148.

23. How are you planning on using the government Covid money?

The Small Business Administration, which runs the Payroll Protection Program (PPP) that is the source of our government COVID-19 related funding, set guidelines for how these funds can be used: payroll (salary, wage, vacation/family/medical/parental/sick leave, health benefits), mortgage interest, rent/lease payments, and utilities. GSWW is using our loan accordingly.

24. I am interested to know how Council is working and planning to make sure that it is sustainable to keep Jesse in the Site Manager position at Robbinswold. He is fantastic at his job and holds invaluable institutional knowledge. Making it not just possible but also attractive for Jesse to continue in that position is key to Robbinswold's succession planning.

Jesse, and each of our property staff, are valuable employees and an asset to GSWW camps and programs. Losing any of them would be detrimental to our organization. GSWW has put forward a balanced budget for the coming year, approved by our Board of Directors, that includes maintaining our existing staff positions.

25. Is \$421,000 annual operational budget for all camps?

The total FY21 operational camp maintenance budget for all camps combined is \$875,828 which includes maintenance staffing. With reduced program offerings and capacities for summer 2021, we have budgeted \$557,926 in camp program expenses, which will be adjusted as we modify programming to align with mandates and guidelines.

26. How much has been cut in total from camp budgets for operations, programs, etc? I agree with Christine, it would be really helpful to know exactly what financial support could protect our camps, even on an ongoing basis. And how we can develop programs that will keep camps more sustainable in the future, especially for distant locations

This years operational budgets for camp maintenance and camp programming have been reduced by just over \$1,000,000 dollars. With camp closures and program reductions, we also reduced our revenue this year by \$580,000. This does not include capital investments, which vary from year to year. Our greatest financial need is to ensure this year's budgeted camp maintenance expenses, which total \$875,828 for all camps, are funded.

27. Are the camp properties that had revenue sources from the property still able to seek that revenue? Timber management, Brush picking?

Yes, we have been able to continue with timber management and brush picking on our GSWW camp properties that provide these revenue sources. This revenue is being used to support our operational expenses.

28. Will the GSWW be assessing the cost of deferred maintenance for each camp?

Yes, this is part of the property assessment that we are conducting.

29. Will all Camp Property Site Managers post a wish list for supplies that they need to help maintain the properties?

We are working on updating the entire Camp section of our website, and will be including our camp maintenance plans that outline planned projects for the coming year. While item donations can be helpful, often the building and maintenance materials and tools needed are very specific and time sensitive. We prefer that these are coordinated closely with our staff team to ensure exact specifications are met and we do not receive more than what is needed. We will be sure to include information about making donations on our updated pages.

30. I understand the obligation to the donors, but the first obligation is to the girls. I am a minor donor and donate in order to keep the organization and it's resources, including Camp Robbinswold available to the girls. Is GSWW aligning themselves with donors that have the girls' interest in mind and keeping these unique programs such as resident camp in remote areas available?

Making Girl Scout opportunities possible for our members is GSWW's priority. Our council's Board of Directors makes strategic decisions based on the best available data to ensure the stability, relevancy, and visibility of our organization as it moves into the future. Our Girl Scouts are at the heart of every decision. As we navigate the unknowns of the months ahead, we will need our community to engage and invest in organizational priorities that will build Girl Scouts of courage, confidence, and character.

Volunteering

31. I am a current GSWW member and a GSWW Facilitator - What forms other than new GSWW COVID waiver do I - as a camp property volunteer - need to fill out? Where would I find this information? (My GSLearn page only had COVID Training and an agreement form - no waiver)

We are currently enhancing the information on our website [volunteers](#) page. On the page will be the job descriptions and forms required for camp maintenance volunteers . Until the updates are completed please email Frances at Fboyens@girlscoutsww.org and she can email you the documentation.

32. I'm finding it difficult to find the Volunteer jobs to apply for Work parties. is that documented? Can that process be shared with this group?

We've currently identified two types of volunteer opportunities. The first are work parties that include general cleaning, brush removal, trail clearing, organizing, winterizing, and other general maintenance work. The second is skilled labor needed to complete identified projects at each camp. We'll match volunteers with specific tasks at camp based on the skills required for maintenance work and projects. In the [volunteer interest form](#), you can indicate particular skills you have that may benefit camp property projects and maintenance.

Current WA Safe Start Phase Guidelines have limited volunteer groups to a maximum of 5 individuals for counties in phases 1.5 and 2, and a maximum of 10 individuals for counties in phase 3. Please be patient with us as we prioritize camp needs with volunteer and staff capacities. It may take some time until we have a camp volunteer opportunity that matches your skill set or availability. Also, because of the Safe Start Phase Guidelines limits and specific needs at camp, we're currently limiting volunteers to 18 years old and older to volunteer at camp. We'd love to have younger volunteers out, too, but each person counts toward those capacity limits; we hope you understand that we have to focus the limited capacity on those most able to do the necessary work.

33. Since the Site Managers are not working full hours will GSWW allow a volunteer to organize volunteer efforts in partnership with the Site Manager?

Yes. We have created a Work Party Lead Volunteer role to help coordinate and lead volunteer efforts, in partnership with Site Managers and Rangers. Work Party Leads are former staff and camp volunteers identified by our Site Managers to lead work party groups.

We invite those who are interested in volunteering to complete the [volunteer interest form](#). You can indicate particular skills you have that may benefit camp property projects and maintenance. We'll then match volunteers with specific tasks at camp based on the skills required for maintenance work and projects

34. How does a camp property volunteer become a 'specially trained volunteer lead'? Where do we find information on that?

Work Party Leads are former staff and camp volunteers identified by our Site Managers to lead work party groups.

35. Will GSWW allow use of a camp property outhouse and water faucet (until shut off for winter) for maintenance volunteers?

Volunteers supporting camp maintenance will have access to drinking water to refill water bottles, toilets, and handwashing or hand sanitizer.

36. Where can we find the job descriptions for volunteers?

Job Descriptions are currently shared as volunteers are matched with needs and opportunities based on information provided through the [volunteer interest form](#). We are also working to add the job descriptions to the [Volunteers](#) page of our website.

37. Will there be any volunteer opportunities at Camps for S/A girls to do? or only opportunities for adult volunteers?

Current WA Safe Start Phase Guidelines have limited volunteer groups to a maximum of 5 individuals for counties in phases 1.5 and 2, and a maximum of 10 individuals for counties in phase 3. Please be patient with us as we prioritize camp needs with volunteer and staff capacities. It may take some time until we have a camp volunteer opportunity that matches your skill set or availability. Also, because of the Safe Start Phase Guidelines limits and specific needs at camp, we're currently limiting volunteers to 18 years old and older to volunteer at camp. We'd love to have younger volunteers out, too, but each person counts toward those capacity limits; we hope you understand that we have to focus the limited capacity on those most able to do the necessary work.

Future of Camp Properties

38. Is GSWW planning on selling Robbinswold due to financial difficulties?

No GSWW camps are currently for sale, and no decisions have been made regarding selling camp properties. We're doing a comprehensive assessment of all of our properties, including offices and camps, as the long-term sustainability of our council necessitates that our properties are soundly managed and fully utilized. Our council is in a financially stable position.

39. I thought I heard Megan say no camps were up for sale at this time, but I am wondering if there has been any discussion of selling any camps? And if so, what that discussion was. Thanks.

No GSWW camps are currently for sale, and no decisions have been made regarding selling camp properties. We're doing a comprehensive assessment of all of our properties, including offices and camps, as the long-term sustainability of our council necessitates that our properties are soundly managed and fully utilized.

40. My concern is that after any studies are complete, Towhee would "look" like it is the best to sell, given that it has the least amount of development. To the community up North, I'm certain that it would feel like a crushing assessment, given that for the last several years, Volunteers have been pulling for development, and met with a lack of support from staff at GSWW over the last many years. What I am wondering is, is there a Point-Of-View that could be offered by GSWW that sounds like, (a) Throw our hat over the fence, and do what it takes to keep all of the camps, in a transparent, partnered way. And (b) reporting, "This is what we'd need it to look like in order to keep Camps owned by GSWW." So that the community can rally behind the cause. (A) and (B) are rather similar now that I've written it out, but I do think it's important to stretch our capacities to think FROM the future of abundance and pulling for that.

The constraints around development at Camp Towhee come from the use permit issued by the county, then subsequently the major donor for whom it's named. No decisions have been made regarding selling camp properties. We're doing a comprehensive assessment of all of our properties, including offices and camps, as the long-term sustainability of our council necessitates that our properties are soundly managed and fully utilized.

41. My questions are focused on whether they're planning to retain Robbinswold and what it'd take to ensure that they do. A sub-question would be: what is their anticipated schedule to re-evaluate their position on the property?

No decisions have been made regarding selling camp properties. We're doing a comprehensive assessment of all of our properties, including offices and camps, as the long-term sustainability of our council necessitates that our properties are soundly managed and fully utilized.

The current camp plan is for FY21 operations, which run through September 2021. In early 2021, we'll begin considering plans for FY22 operation.

42. What will it take to ensure we don't lose the properties we have so future generations have environments that are safe and encourage girls to be independent and strong?

No decisions have been made regarding selling camp properties. We're doing a comprehensive assessment of all of our properties, including offices and camps, as the long-term sustainability of our council necessitates that our properties are soundly managed and fully utilized. We share your commitment to the outdoors and to our camp program as foundational for future generations of western Washington Girl Scouts.

43. Resident camp is a place known to empower girls to become confident and learn outdoor skills. Robbinswold is unique in that it provides an opportunity for girls to learn not only camp skills, hiking and primitive camping, etc, but also Marine biology and ecosystems unique to the location. Does council have a plan in place to ensure we don't lose this irreplaceable property?

No decisions have been made regarding selling camp properties. We're doing a comprehensive assessment of all of our properties, including offices and camps, as the long-term sustainability of our council necessitates that our properties are soundly managed and fully utilized. We share your commitment to the outdoors and to our camp program as foundational for future generations of western Washington Girl Scouts.

44. Why are we in a cycle every decade of discussing the possibility of losing or selling camps?

GSWW is like every organization in that, in order to remain viable, we have to consider if how we're operating is actually meeting goals as intended. If not, we have to answer questions about why not and how to improve. We go through that evaluation cycle in different ways all the time across our operation. Through the property assessment, we now need to apply evaluation to our camp and office properties because they represent a significant financial investment for our organization. In order to ensure Girl Scout

opportunities, including camp, for future generations, our properties need to be soundly managed and fully utilized.

45. What can we do as a membership to assure these properties are going to be available for the next generations of girls?

Ensuring that we're able to provide Girl Scout opportunities, including camp and equine programs, for generations of young people to come is exactly why we're doing the property assessment. As we've gone through this incredibly challenging time, we've done a deep analysis of our entire operation. This comprehensive evaluation of all of our properties, including offices and camps, is essential as the long-term sustainability of our council necessitates that our properties are soundly managed and fully utilized.

46. If your plan is to sell properties, particularly Robbinswold, what is in that plan that will be an equal substitute so for all the educational and personal development opportunities that Robbinswold provides.

No GSWW camps are currently for sale, and no decisions have been made regarding selling camp properties. We're doing a comprehensive assessment of all of our properties, including offices and camps, as the long-term sustainability of our council necessitates that our properties are soundly managed and fully utilized.

Staffing

47. Will you post EVERY job as they are open again and give priority to laid off staff? Fair and equitable hiring and all...

Our job announcement policy is that when new or promotional opportunities occur, the first individuals to receive consideration will be present employees. We post notice of all open positions with a few exceptions: certain executive committee positions, positions filled by promotions within a department, positions filled by converting temporary employees to regular employees and positions that are filled by employees who would otherwise be laid off.

48. Will there be program staff opportunities to offer program areas to users?

GSWW will continue to monitor COVID-19 impacts and Washington Safe Start mandates and consider new and creative ways for our council to utilize our properties throughout 2020 and into 2021. With our budget reductions, we only plan to hire program staff to support summer camp and equine programs. We hope that we may be able to utilize program areas at camps to offer program in the spring, but currently this is unknown. We welcome anyone who would be interested in volunteering to support program areas such as archery and canoeing to contact our Senior Director of Camp Programs at JCarter@girlscoutsww.org.

49. Why was the CFO let go?

It would be inappropriate to go into detail regarding a personnel matter.

Miscellaneous

50. I was disappointed that the meeting was cancelled last week but totally understood the weather issue, but scheduling this zoom meeting at the same time as the Last Presidential debate in an election as important as this one--can't we reschedule again?

We were sorry for the inconvenience and frustration regarding scheduling and appreciate everyone's participation in the Town Halls.

51. Does the Board report to the Lead Delegates and the Delegate System?

In keeping with by-law and standing rule requirements, delegates elect board and board development committee members at the Annual Meeting. While councils' use of this event varies—some have moved to self-perpetuating boards—we use our Annual Meeting to report on the past year's operation.

52. Are you in need of volunteers to help with stable chores with our horse herd?

We are seeking volunteers to help with our horses. Please complete our [Equine Program Volunteer Interest Form](#) and we will follow up with you!

53. How do you ensure the horses are staying healthy with less staff so they are actually a revenue stream?

Our horses are at a full care boarding facility in Olympia. Our equine staff are working hard to ensure our horses stay in good physical and mental health. We are also seeking adult volunteers to help with a variety of tasks. Our greatest volunteer needs to help compensate for reduced staffing are schooling horses (for experienced adult riders) and assisting with catching and leading horses to and from turn out pastures. Anyone interested in volunteering is invited to complete our [Equine Program Volunteer Interest Form](#).

54. Jim Messmer developed and implemented a responsible and sustainable forestry management plan for Camp Robbinswold. I am confident that Jesse Jacobsen is also adhering to a responsible plan. Will you give us your assurance that you will not deviate from that plan?

GSWW continues to follow the forestry management plan that has been developed and put in place for responsible forest management at Camp Robbinswold. As good land stewards, our responsibility is to manage our forests and lands in this best practice way. As is the case with every area of camp operation, we monitor, evaluate, and, if necessary, adjust to ensure optimal function and sustainability, so that we're always managing our property in the best interest of our forests. We have the utmost respect for Jim Messmer, too. While we can't commit to *never* making any change to that plan, we can commit to always operating a responsible, sustainable forestry management plan for Camp Robbinswold.

55. What is the membership goal?

The 2021 membership goal is 18,000 girls

56. What will happen if we do not meet the membership goal?

It's hard to answer this question because it depends on the circumstances surrounding not meeting the membership goal—By how much? Why? What else is happening across the community? We've built contingency plans to help us adjust to the greatest

extent possible because we face so many unknowns this year. One factor is clear: we have to have the revenue to pay for our expenses.

57. In the rare and hopefully unlikely event that an Incident report Form needs to be filled out - Where should it be sent — if all GSWW employees are teleworking on a permanent basis? (read the form in GSWW COVID Guidance- it says to send to Seattle office)

While many GSWW employees are working from home, we do have staff in each office to process mail and support critical in-office functions.

Answered live during second Town Hall – Recordings available [HERE](#)

58. How do you intend to secure camp as you've reduced the site manager's position to part-time? What measures are you putting in place?

Safety and security of our camp properties continues to be a top priority. Most properties have staff living on site, and making sure that camps are secure is prioritized in their work. Expressly for security purposes, it's not prudent to go into detail regarding the security measures that are in place and being managed across all of our properties, including those without staff on-site.

59. I have a few questions. I have heard there will be a land/program assessment for each of our properties. What specifically will be assessed? property value, building status, usage, etc? Who will be conducting these assessments? Council administrative staff, site managers, volunteers, community members, outside contractors, etc.? Will the assessment results be made public to members?

The assessment of all of our properties includes every data element we can obtain, including those listed in this question. The staff leading the research effort are Nichole Franko, VP of IT & Property Strategy; Lorey Ford, Director of Research & Evaluation-data analyst; Shannon Pitton, AVP of Facilities; and Tara Stone, VP of Camp Programs & Properties. There are no plans to use contractors. Research findings will be shared with membership and, as we move through this process, input from members will be crucial. That's why we're talking about it now, at the beginning of this effort.

60. If the assessments indicate the need to sell a property, what will be the steps taken to determine which property(ies) will be put up for sale?

Authority to make decisions regarding a property-related purchase or sale for GSWW lies with the council's Board of Directors. The Finance Committee of the board is charged with oversight of our properties, so any property-related recommendation is brought there for consideration.

61. What are the plans for the Payroll Protection Plan (the loan) in regards to helping keep camp maintained?

The Small Business Administration, which runs the Payroll Protection Program (PPP) that is the source of our government COVID-19 related funding, set guidelines for how these funds can be used: payroll (salary, wage, vacation/family/medical/parental/sick leave, health benefits), mortgage interest, rent/lease payments, and utilities. GSWW is using our loan accordingly.

62. How do you plan to support members from the southern counties to be sure that they can access camps as fairly as members in the larger and more northern counties?

We recognize that the decisions we've had to make leave gaps, and that we're not able to serve members the way we need to. We have moved our horse program to the south, in Olympia, in an effort to provide some availability during this time.

63. How are you going to serve girls who live in the rural areas of our state?

Our virtual programming is one avenue that brings new opportunities regardless of where a Girl Scout lives. We're also looking at different ways of partnering with volunteers through day camps and community camps, that serve Girl Scouts in their communities.

64. By not using Camp St Albans this coming summer, will this affect the trust for future use?

We're in touch with the trustees, who've been very understanding and gracious. We appreciate their support.

65. What happens when registration is full for both camps? Will you open another one?

We've been doing pulse surveys of membership to understand how families are feeling regarding participation, and anticipate that camp enrollment will be decreased. While there are many unknowns ahead, we don't anticipate reaching full capacity.

Even if we do, we wouldn't be in a position to open another camp, as getting ready to open a camp is a months-long process in advance that requires a significant investment of time and funds that would have had to have been budgeted for.

66. What is your plan for re-hiring staff who have been laid off if/when the pandemic resolves?

Due to our council-wide reorganization and other COVID-19 impacts, responsibilities have changed throughout departments. Former employees are welcome to apply for open positions and will be considered in the hiring process based on qualifications for the role. Selections will be made based on who is the best fit for each position.

67. Does this pause and assessment give us an opportunity to think about and make sure we are recording the history of these properties and making sure we understand and acknowledge what previous generations have left for us?

Yes, it does. We deeply value the uniqueness and history of each of our camps. We know that many Girl Scout families have roots at camp that go back for generations.

68. What are the plans for 2021 cookie sales? How will member input be included in property assessment? Will there will be working group established?

We're working with the Governor's Human Services policy advisor for direction on the feasibility of booth sales, and are waiting for response. Of course, girls' safety is our paramount concern. We're working plans to maximize our Digital Platform as well as other contingency plans. Our hope is to be able to do booths; we expect to have

an answer in early January. Either way, we'll have a Cookie Sale, it just might look a little different.

Member input will be included in the property assessment in a variety of ways. While we've not figured all of that out yet, Town Halls are certainly one avenue and there will be others. Since we're at the start of this effort, we're open to suggestions.

69. Why was the decision made so early to close Robbinswold for the summer of 2021? Things are uncertain and I appreciate Girl Scouts' community safety oriented response; but we are learning a lot as the pandemic progresses, and in a time when families are desperate for outdoor education, this seems like a big missed opportunity for new programs and community engagement.

The timing of the decision was driven by the planning necessary for camp operation, which is typically a months-long process in advance that requires a significant investment of time and funds that have to be included in the budget. COVID-19 made this more complex, because of the significant health risks and costs associated with required PPE and isolation capacity, as well as whether or not that equipment could even be procured.

70. How can we, as Robbinswold stewards and volunteers, support you in developing off-season programming to support camp? How much money would we need to raise to make up for two lost seasons of resident camp? Robbinswold stewards are committed to supporting Girl Scouts in keeping these lands of Girl Scout legacy for tomorrow's girls, and we stand ready to help.

Total revenue loss from having camp closed was \$1.6M, which was offset by significant cost savings—overall, GSWW ended FY20 in a financially stable place because of the decisions we made.

We encourage anyone interested in helping with program development to stay connected through our [Camp Network](#) and/or camp Facebook groups. Some of our Service Unit Outdoor Champions and Volunteer-Led Camps are also working on outdoor-themed programming, and may have future program support needs.

71. With so few camps anticipated to be open this coming summer, how will GSWW ensure all who want to attend camp get a fair shot at attending? Thank you!

We're anticipating reduced enrollment, based on feedback we're receiving from pulse surveys of how families are feeling regarding camp participation. We're monitoring the WA Safe Start Guidelines that dictate capacity limits, which might change how our group sizes would have to be configured. And we'll continue to evaluate our registration processes based on the number of camper spaces we may be able to offer.

72. What are GSWW's plans for a capital campaign? The council had been positioning itself for one 5-7 years ago, but I don't recall seeing one happen. (Perhaps I missed it?)

We don't have plans for a capital campaign and haven't been planning one—the pier campaign at Robbinswold was the last effort like this.

73. Why not keep the philanthropy team fully employed if finances are a concern? Other orgs are fundraising like crazy.

In the council-wide restructure, the team eliminated the event planner position since in-person events are no longer an option. The Philanthropy team is fully staffed and pursuing an aggressive, strategic fund development plan.