



Girl Scouts of the Missouri Heartland, Inc.
**Criteria for Volunteer/
Community Plans to Retain
Girl Scout Program Properties**

Developing a plan to retain a council property is an involved process that will require input and long-term commitment from many people. It is recommended that all volunteers/communities wanting to retain a specific property work together to submit one cohesive plan for that property. The group should designate a contact person from their group to receive information from GSMH. This person's name and contact information should be submitted to CEO Anne Soots, at which time she will send property statistics (operating costs, usage, etc.) to this person. The council will work with volunteers and community members to establish a local support committee for each program property. These committees will be accountable to the council property committee for achieving the goals outlined in their property retention plans. The local committees established for the program properties not recommended for divestment will work with the council to increase revenue and usage at those properties.

Everyone needs to remember that property is only one facet of the Girl Scout program. GSMH is responsible for offering all facets of the Girl Scout program to all girls. Therefore, we can't allow funding/resources we currently receive to support the entire Girl Scout program for all girls to be diverted to retaining properties. That is neither viable, nor sustainable. Committees will need to secure new or increased sources of funding to meet the funding requirements in their plans. Think creatively, yet remember viability and sustainability. The best plans will be comprehensive, provide detail that not only explains "what" you are going to do, but also "how" you are going to do it, and show commitment to the plan from a variety of stakeholder groups.

The plans the committees will develop must include, at a minimum, the following:

- The names and contact information of the committee members developing and implementing the plan over the initial three-year plan period.
- A detailed explanation of how the plan will meet funding, usage, and maintenance goals over the initial three-year period of October 1, 2013 through September 30, 2016.
- An explanation of how the plan will be sustained after the initial three-year period.
- An explanation of how the committee will work with GSMH to implement the plan.

In looking at how best to allocate the council's finite resources to support the Girl Scout program at council program properties, the properties were divided into three groups:

Core Properties—Cherokee Ridge, Finbrooke, and Silver Meadows program centers

These three properties are owned by the council and form the core of the council property committee's assessment of long-term usage and program delivery for GSMH. There is one in each region of GSMH.

Regional Properties—Latonka and Mintahama program centers

Latonka is leased from the US Army Corps of Engineers and Mintahama is owned by the council. These properties serve girls primarily from the region in which they are located and currently conduct resident camp.

Community Properties—Friendship Fields, Greenberry Acres, Sacajawea East, and Sacajawea West program centers

These properties are owned by the council and serve girls primarily from the immediate area in which they are located.



Girl Scouts of the Missouri Heartland, Inc.
**Criteria for Volunteer/
Community Plans to Retain
Girl Scout Program Properties**

The council will continue to make some form of financial investment in all council program properties. That investment and the criteria/expectations for the properties are:

Core Properties—the council will provide full financial support for these properties and will work to increase usage and revenue from the properties.

Regional Properties—the council will provide the full property, liability, and vehicle insurance costs for the properties, as well as fifty percent of the remaining annual operating costs of the properties. Volunteers/communities will be expected to develop plans to fund the other fifty percent of the remaining annual operating costs and one hundred percent of the deferred maintenance costs.

Community Properties—the council will provide the full property, liability, and vehicle insurance costs for the properties. Volunteers/communities will be expected to develop plans to fund one hundred percent of the remaining annual operating costs and one hundred percent of the deferred maintenance costs. (Friendship Fields was not recommended for divestment and is not included in the property retention plans to be developed by volunteers/communities. It will be reviewed in 2017 and will be expected to increase usage in the interim period.)

Deferred Maintenance Requirement—the council determined deferred maintenance costs in 2011. Since then, some of those have been addressed and some new ones have arisen. Initial plans should be developed based on the 2011 deferred maintenance costs. The council will work with volunteer committees to determine what deferred maintenance needs must be addressed and to develop a plan to address those needs. Plans must include viable strategies, over the three-year period of the plan, to secure the entire amount needed to complete the deferred maintenance. This can be through monetary donations or approved in-kind donations.

Funding benchmarks—the plans will need to show upfront and sustained success through the three-year period. If plans do not meet the minimum requirements in each year, they will not be allowed to continue to the next year. The yearly cumulative funding requirements are:

- **Year One**—minimum of 50 percent of cumulative funding requirement
- **Year Two**—minimum of 75 percent of cumulative funding requirement
- **Year Three**—minimum of 100 percent of cumulative funding requirement

Example—a committee's share of the annual operating cost of a property is \$30,000 and the deferred maintenance cost is a total of \$60,000. In the first year they are responsible for raising \$30,000 plus at least \$20,000 (1/3 of deferred maintenance) for a total of \$50,000. At the end of the first year they must have raised at least 50 percent of that \$50,000 in order to be allowed to continue into the second year of the plan. The minimum requirement to be allowed to continue at the end of the second year is to have raised 75 percent of the cumulative year one and two total of \$100,000 which would be \$75,000. The minimum requirement at the end of the third year to be allowed to continue into the next three-year cycle is to have raised the full amount for the three-year period which would be \$150,000.

Usage requirement—volunteers/communities will need to develop plans to increase usage and revenue at the regional and community properties. Usage at these properties will need to increase by 20 percent each year of the initial three-year period.



Girl Scouts of the Missouri Heartland, Inc.
**Criteria for Volunteer/
Community Plans to Retain
Girl Scout Program Properties**

Example—if usage at a property in 2013 is 500 Girl Scout girls and adults, then the minimum requirement for the plan would be to increase to 600 Girl Scout girls and adults in 2014, 720 in 2015, and 864 in 2016. A viable plan will also include strategies for increasing property usage and revenue by outside groups.

Property Maintenance Requirement—volunteers/communities will also need to include in their plans how volunteers and communities can help with maintenance of the properties and reduce annual operating costs. Clearing trails and cleaning cabins is one thing, but we also need plans for securing maintenance materials and equipment, securing skilled, licensed, and insured labor to help with property projects, etc.

These are the requirements for the volunteer/community property retention plans. There are still a number of mechanics to work out such as tracking donations, handling of multi-year pledges, fundraising polices, restricted donations, etc. We will provide fundraising instruction to each of the groups whose plans are approved at the November board meeting.

Developing and implementing plans to retain properties offers an exciting, yet challenging, opportunity to engage many people in supporting Girl Scouting. We expect that conversations will include ways people can support the entire Girl Scout program, not just properties. When people support the entire Girl Scout program for all girls, they are also supporting properties. Revenue generated through product programs, our retail shops, and council fundraising all go to support the entire Girl Scout program including properties. Support and revenue from these efforts must continue to grow over the next three years as well, in addition to new support and funding for properties.

Girl Scouts of the Missouri Heartland, Inc.

T 877-312-4764 • F 417-862-4120 • www.girlscoutsmoheartland.org • gscouts@girlscoutsmoheartland.org