



2010 Property Task Group Report

I. Task Group Purpose

The Property Task Group was charged with defining the criteria to be used to guide future decision-making regarding council-owned and leased properties. These criteria include the principles, values, and processes to be used in evaluating properties, to form the foundation for future development of a long-range report on the projected needs of the council, property usage and factors impacting these properties.

Task Group Members

Dave Kylander, Board Member
 Jerry Brose, Board Member
 Lydia McMillen, Council Volunteer
 Dr. Bruce Groves, Health Sciences, University of Toledo
 Dr. Mark Kleffner, Geology, University of Ohio, Lima Campus

II. Role of Camps & Program Property in Girl Scouting

A. Values Statement on Camp Program Sites

Girl Scout council outdoor program sites provide opportunities for girls to discover, connect, and take action out-of-doors in ways that build courage, confidence, and character. Experiences in the outdoors help develop girls' understanding and curiosity about the natural world and develop girl leaders with greater environmental understanding and the ability to truly make a difference for future generations.

“Increased urbanization, parental concerns for security, and the prevalence of electronic toys and games have reduced girls' involvement with the natural environment, to the point that some label the situation ‘nature deficit syndrome.’ Many educators, journalists, environmental groups, and camping and youth-serving agencies such as Girl Scouts are now working to bring attention to the impact environmental neglect and lack of access to nature has upon children.¹”

B. Girl Scout Camp – Historical Role and Current Challenges

Girl Scout councils have historically had at least one camp per council and a robust summer resident camp. Today we find that the number of camps has remained high, yet the overall camp usage has declined significantly. A February 2010 GSUSA survey of camp property found that the 96 councils responding had 1184 total properties and 51% of councils had less than 10% of their membership attend resident camp.²

Most camps, including those in Girl Scouts of Western Ohio were developed in the 1950's and 1960's and they reflect the design of this period, including:

- A focus on tent units that house 28 - 32 girls and 4 leaders, while the current average troop size is 8-12 girls.
- A much smaller number of lodges or troop houses, which today are much more “in demand” than tent units and which facilitate year-round use of camps.
- Infrastructure and utilities that are often out of alignment with current building or regulatory standards, especially in areas such as drinking water quality, waste-water processing; fire suppression, and ADA.³

¹ *Outdoor Program Sites - Advocating for Involvement in Nature*; Girl Scouts of the USA, 2010

² GSUSA Property Survey Report, February 2010

³ A Shift for Survival, Copeland, Gregory, et.al.; Camp Business, February 2010

In addition, current estimates for construction of additional camp buildings are at \$150 - \$200 per square foot and typically more than \$20,000 per bed for a new lodge. For these reasons, Girl Scout program property is sometimes considered both the organization's greatest asset and its greatest liability.⁴

Despite the high cost of maintenance and development, councils have continued to invest in camp properties based on camp's positive impact on the development of girls. This impact is documented through the Western Ohio program effectiveness results for summer camp opportunities and has been historically recorded in the 98 year history of campers' positive stories and memories. As we look to the future, many councils around the country are now struggling to balance the value of the camp experience with the realities of decreased camp use and the high cost of camp maintenance and development.

III. Task Group Findings (related to key camp property questions or issues)

A. Camp Capacity versus Usage⁵ (Addendum A – *Camper Days Statistics*)

1. Total Girl Scout use as a percent of capacity = **17%** (48,778 Girl Scout camper days /
2. Total Girl Scout plus Outside Group use as a percent of capacity = **21%**
3. Since January 2008, the council has “rested” two camps (Ladigrau and Greene) based on budget constraints and low camp usage.
4. Camp Usage Breakdown by Type of Experience (percentage of total camp use)
 - a. Day Use – 11%
 - b. Overnight Campers – 41% (primarily troops and service units)
 - c. Summer Camp – 26%
 - d. Non-Girl Scout Use – 21%

B. Cost of Camp Properties (Total 2009 Annual Cost – \$1,686,969.)

1. **Total Camp Property Operating Cost = \$775,690** or **\$12.56** per camper day (includes all direct costs of camp property management, including ranger salaries; *does not include indirect or related costs* such as camp property insurance, camp registration process, or camp program opportunities)
2. Total *Service Center & “Little House”* Property Operating Costs = **\$697,119**. (2009)
3. Capital Budget (estimated average) = **\$200,000 - \$250,000 / year**⁶

C. Summer Camp Program Opportunities – Usage and Programmatic Results -- Although staffed summer program opportunities serve only slightly more than 5% of the council membership, the program evaluation results show that the program impact is very strong.

1. Summer Camp Participation
 - a. **Total camp usage** – all summer camp activities (paid and volunteer, resident and day camps – 2009) = **16,281 camper days** which represented **26% of total camp usage in 2009**.
 - b. **Resident Camp & Troop Adventure Camp participation** (2009) = **2500 girls** (or *9216 camper days*)
2. Summer Camp Evaluation Sample Results – Resident Camp Parent Evaluations (Percent saying “Always True” or “Almost Always True”)⁷

My daughter learned to:

 - i. Take care of herself – 87%
 - ii. Try new things even if they are hard to do – 90%
 - iii. Work with others as a team – 92%

⁴ A Shift for Survival, Copeland, Gregory, et.al.; *Camp Business*, February 2010

⁵ *Girl Scouts of Western Ohio 2009 Camper Days Statistics*; Capacity is based on “camper day” calculations, which equal the number of potential camper spaces available x the total days on which a troop could camp. (i.e. 2 weekend nights per week and 7 day weeks for spring, winter, and summer breaks)

⁶ The capital budget is developed based on an Asset Replacement Schedule which uses the “expected useful life” of all capital items to both schedule replacement and to calculate annual contribution required to fund replacement costs.

⁷ 2009 Resident Camp Parent Evaluations from Camp Whip-Poor-Will (updated 9/15/09)

- iv. Get along with others – 92%
- v. Solve problems on her own – 82%
- vi. Treat others with respect – 94%
- vii. Show appreciation for the out-of-doors – 94%

IV. Task Group Recommendations

A. Adopt or affirm the following property values, principles and criteria:

1. Values Statement on Camp Program Sites (See section II.A.)
2. Principles Endorsed by Girl Scouts of Western Ohio Board of Directors: (January 24, 2009 board meeting)
 “Girl Scouts of Western Ohio property will be managed to:
 - ◆ Support high quality Girl Scout program experiences;
 - ◆ Ensure the protection and safety of Girl Scouts;
 - ◆ Promote environmental stewardship;
 - ◆ Maintain fiscal efficiency, maximizing program benefit for every council investment;
 - ◆ Minimize liability to Girl Scouts of Western Ohio;
 - ◆ Protect the property’s future value and minimize future liability
 - ◆ Maximize access for members, including ensuring that members are given priority for camp.
3. Property Criteria for Decision-Making
 - a. Property planning decisions will be made based on balancing:
 - ◆ Our commitment to providing a safe, high quality program experience for girls that delivers on the council Ends;
 - ◆ Consideration of the unique contribution of program experiences in the outdoors;
 - ◆ Investment in activities that attract a sufficient number of girls, including providing progression for girls for whom this is a specialized interest.
 - ◆ The long-term and annual investment of capital and operating funds required to offer this program experience.
 - b. These criteria are further defined in *Property Criteria & Resources* (Addendum B), within the following categories:
 - ◆ Quality of Program Experience
 - ◆ Safety & Maintenance
 - ◆ Audience / Usage
 - ◆ Community Development / Zoning and Property Impact
 - ◆ Long Term and Annual Budget / Cost

B. Communication

Ensure regular communication with stakeholders throughout process, to establish transparency about purpose, process, and findings of property task group

C. Recommended Process for Property Planning and Review (Projected Timeframe – One Year)

1. Data Gathering Process:
 - a. Gather *stakeholder* feedback. Stakeholders include currently active:
 - ◆ Campers (girls and adults)
 - ◆ Volunteers (including non-campers – “Why not?”)
 - ◆ Service Unit “camping experts” (e.g. SU campout coordinators)
 - ◆ Service Unit Managers
 - ◆ Volunteer Camping Trainers
 - ◆ Outside Users (regular users)
 - ◆ Rangers

- b. *Collect Program & Training Data*, including:
 - ◆ *Program Evaluation* – Enclose *Program Effectiveness Survey* with camp confirmation documents;
 - ◆ Inclusion of questions that address areas in which camp provides enhanced learning such as appreciation for environment.
 - ◆ Program evaluation data from all camp-based program activities
 - ◆ Assess *camp effectiveness as a program resource*, from a cross-section of camp users
2. Review and organize available data:
Create and review data packet for each camp, based on:
 - ◆ Property assessment criteria and questions (inserting data available to address each criterion)
 - ◆ Property Portfolio
 - ◆ Foundational documents (listed in *Property Criteria and Resources*)
 - ◆ Property appraisal (within last 5 years)
 - ◆ Stakeholder feedback summary
3. Site Visits
 - a. *Task group team members visit camps.* Teams consist of at least two task group members (All task group members must visit at least 2 camps.), including the following positions:
 - i. Volunteer with knowledge and experience in profession related to property management, construction, etc.
 - ii. At least one volunteer (program &/or service unit volunteer/ leader) who actively uses camp
 - iii. Director of Property and Risk Management
 - iv. Camp Ranger
 - v. Program staff member with responsibilities related to camp.
 - b. *Site Visit Teams use site visit worksheet and other sources to summarize site specific data:*
 - i. Assess facilities and grounds based on established criteria.
 - ii. Document observations regarding property–related issues or opportunities for this site.
 - iii. Document site user–identified issues and opportunities (from stakeholder feedback)
 - iv. Consolidate *Site Visit Worksheets* and other data to develop *Site Worksheet Summary* for each camp
 - v. Highlight *high priority projects* that should be addressed to bring camp into compliance with overall standards or to significantly improve services or program opportunities offered.
4. Analysis
 - a. For each camp review completed *Site Worksheet Summary*.
 - b. Highlight any unique contributions of site.
 - c. Consider camp usage data.
 - d. Consider stakeholder feedback
 - e. Estimate and consider budget implications of potential, needed improvements.
 - f. Based on *Site Worksheet Summary*, evaluate and rate property using each criteria category
 - g. Develop overall recommendations and priorities for site.
5. Make Recommendations – *Based on priority order (step 4) and council strategic and program goals:*
 - a. Identify priority projects to be addressed.
 - b. Identify potential future camp development projects.
 - c. Identify camps in which no development is recommended.
 - d. Identify any camps that are not recommended for continued use by Girl Scouts of Western Ohio.

Girl Scouts of Western Ohio
Camper Days Statistics

	Camping Properties											Total	Type % of Grand Total
	Butterworth	Greene	Libbey	Ladigrau	Myeerah	Rolling Hills	Stonybrook	Woodhaven	Whip-Poor-Will				
Day Campers	1,577	0	1,949	0	270	642	797	1,105	714	6,954	11.26%		
Troop Camping	205		58		35	249	117	73	120	857	1.39%		
Training	20		37		18	225	120	50	176	646	1.05%		
Program Offering	1,210		1,334		217	133	470	660	173	4,197	6.80%		
Service Unit Function	142		420		0	35	90	203	245	1,135	1.84%		
Other Function	0		0		0	0	0	119	0	119	0.19%		
Overnight Campers	3,008	0	5,330	0	1,251	4,380	3,121	374	8,079	25,543	41.36%		
Troop Camping	2,447		2,764		975	2,112	1,600	374	3,571	13,843	22.41%		
Training	15		251		0	114	45	0	130	555	0.90%		
Program Offering	150		914		102	300	537	0	300	2,303	3.73%		
Service Unit Function	396		498		174	1,854	939	0	4,078	7,939	12.85%		
Other Function	0		903		0	0	0	0	0	903	1.46%		
Summer Camp Offerings	2,200	0	3,299	0	81	1,256	5,289	0	4,156	16,281	26.36%		
Day Camp & Let's Just Play	2,200		772		0	1,256	1,855	0	730	6,813	11.03%		
Residence Camp	0		2,247		0	0	382	0	3,426	6,055	9.80%		
TAC Program	0		280		81	0	3,052	0	0	3,413	5.53%		
Out of Council Groups	22	0	1,953	0	2,264	2,871	330	4,905	636	12,981	21.02%		
Girl Scout	0		0		0	0	0	0	0	0	0.00%		
Non-Scout	22		1,953		2,264	2,871	330	4,905	636	12,981	21.02%		
Grand Total	6,807	0	12,431	0	3,866	9,149	9,537	6,384	13,585	61,759			
Site % of Grand Total	11.02%	0.00%	20.13%	0.00%	6.26%	14.81%	15.44%	10.34%	22.00%				
GSWO Only Total	6,785	0	10,478	0	1,602	6,278	9,207	1,479	12,949	48,778			
Site % of GSWO	13.91%	0.00%	21.48%	0.00%	3.28%	12.87%	18.88%	3.03%	26.55%				
Site % of Out of Council	0.17%	0.00%	15.05%	0.00%	17.44%	22.12%	2.54%	37.79%	4.90%				
2008 Total Usage	12,376	2,673	11,129	1,504	4,686	10,273	13,268	8,428	17,265	81,602			
2009 vs. 2008 Variance	(5,569)	(2,673)	1,302	(1,504)	(820)	(1,124)	(3,731)	(2,044)	(3,680)	(19,843)			
2009 vs. 2008 Variance %	-45.00%	-100.00%	11.70%	-100.00%	-17.50%	-10.94%	-28.12%	-24.25%	-21.31%	-24.32%			
Day Usage Capacity	534	152	696	132	235	268	446	270	510	3,243			
Seasonal Overnight Capacity	336	88	296	124	180	218	246	44	434	1,966			
Winter Overnight Capacity	132	60	148	24	85	114	118	44	128	853			
Total Yearly Overnight Capacity	49,092	14,612	45,436	16,412	27,285	33,808	37,416	8,272	60,478	292,811			
GSWO Usage % T.Y.O. Capacity	13.82%	0.00%	23.06%	0.00%	5.87%	18.57%	24.61%	17.88%	21.41%	16.66%			
Total Calendar Year Expenses	\$131,813	\$15,364	\$175,587	\$7,956	\$53,907	\$82,098	\$116,945	\$66,651	\$125,369	\$775,690			
Cost / Camper Day	\$19.36		\$14.12		\$13.94	\$8.97	\$12.26	\$10.44	\$9.23	\$12.56			

Total Yearly Overnight Capacity Formula = Winter Overnight Capacity x 188 + (Seasonal Overnight Capacity - Winter Overnight Capacity) x 119
 Days Calculation for Yearly Figures = Fri & Sat Jan-May and Sep-Dec (86) Spring Break Week (5), June - Last Friday in Aug (89) Pre-Christmas Week (5) Monday Holidays (3)

No direct costs of council summer camp program opportunities, including staffing, are included in the 2009 figures above.
 Camp Greene and Camp Ladigrau were rested during 2009.
 Usage data for Brookside captured, but not shown on this report or included in the total figures reported here. This facility is no longer a GSWO property.



Girl Scouts of Western Ohio
 4930 Cornell Road, Cincinnati, OH 45242-1804
 513-489-1025 or 1-800-537-6241 Fax: 513-489-1417
www.girlscoutsofwesternohio.org

Addendum B



PROPERTY CRITERIA & RESOURCES

AREA of RESPONSIBILITY	DESCRIPTION	RELATED RESOURCES
	<p style="text-align: center;">FOUNDATIONAL RESOURCES</p> <ul style="list-style-type: none"> ◆ Property Portfolio <ul style="list-style-type: none"> ◆ Property Description (legal) ◆ Copies of legal documents (Deeds, easements, and other encumbrances or restrictions) ◆ Property Features and Infrastructure (e.g. type of utilities) ◆ Table of Utility Companies and other Regularly Contracted Services with utility / service provided (e.g. Land line phones, internet, propane, natural gas, etc.), and contact name and phone number) ◆ Maps showing location of water lines, sewer /leach lines, electric lines, and gas lines. ◆ Emergency procedures & shelters and local contact person ◆ Unit / Building descriptions (physical description, year built, purpose & capacity) ◆ Blue Prints ◆ Photos ◆ Asset List & Depreciation / Replacement Schedule ◆ Camp Usage Statistics Property budget ◆ Property Budget – by property ◆ Capital Budget ◆ Property Appraisals (updated within last 5 years) ◆ GSWO Handbook for Site Users ◆ American Camping Association Standards ◆ Safety-Wise ◆ Previous (incomplete) Property Plans <u>Plans / Summary on file for</u> <ul style="list-style-type: none"> ◆ Ladigrau ('04volunteer committee.) ◆ Butterworth ('04 volunteer comm.) ◆ Stonybrook ('04 volunteer comm.) ◆ Woodhaven (2002 Schmidt, Copeland and Parker) ◆ Myeerah (2002 Schmidt, Copeland and Parker) ◆ Libbey (limited) 	

AREA of RESPONSIBILITY	DESCRIPTION	RELATED RESOURCES
<p>Safety & Maintenance</p>	<p><u>Broad Safety or Maintenance Status</u></p> <ul style="list-style-type: none"> ◆ <u>Facilities / Structures / Equipment</u> <ol style="list-style-type: none"> 1. Are there features that do not meet current or near future regulatory or safety standards (e.g. diving boards) 2. What are projected capital needs over next 10 years? 3. Do existing facilities support large group use, including functioning kitchen / dining hall, and large indoor program areas? 4. Are all facilities in compliance with current building codes, including ADA? ◆ <u>Infrastructure (Water Lines, Sewage, Utilities, etc.)</u> <ol style="list-style-type: none"> 1. Does the property have the capacity to provide basic utilities for campers? 2. Are potable water, septic/sewer, electricity, heating fuel, and phone systems available at camp? 3. Are there features that do not meet current or near future regulatory or safety standards (e.g. sewer / septic system) 4. Are utilities and utility structures safe, cost effective and supportive of needed capacity? (e.g. electrical wires above ground where they are subject to damage by storms, etc.) 5. What is age and condition of infrastructure? 6. Are all infrastructure lines mapped? 7. Are there underground fuel tanks? Abandoned or in use? Evidence of past or current leaks? ◆ <u>Trails or Program-Related Areas</u> Are hiking trails, bridges, platforms, ropes courses, and other adventure challenge courses well-maintained, well-marked, and reflective of appropriate safety features?. ◆ <u>Camp Borders / Security</u> <ol style="list-style-type: none"> 1. Is camp bordered by public areas? Is camp boundary open? 2. Are there current or projected housing developments, shopping areas or other developments that are likely to increase visibility and illegal use of camp by not Girl Scouts? 3. Is there evidence of encroachment? 4. Is there evidence of trespassing by the public? ◆ <u>Roads</u> <ol style="list-style-type: none"> 1. What is age and condition of roads? 2. Are there ongoing road maintenance issues to address? (e.g. culvert needed or gravel road should be replaced by blacktop, etc.) 3. Are roads well-placed for safety, usefulness, and to minimize maintenance? 	<ul style="list-style-type: none"> ◆ Camp Site Walk Check Sheets ◆ Soil and Water Conservation Report ◆ Map of Infrastructure Lines ◆ Camp Emergency Procedures ◆ Ohio Geologic Survey Maps ◆ Engineering Studies (if available) ◆ Conservation Plan (Ohio Soil and Water Conservation Corps)

AREA of RESPONSIBILITY	DESCRIPTION	RELATED RESOURCES
	<p>4. Is there sufficient access to all areas of camp? (including for emergency vehicles)</p> <ul style="list-style-type: none"> ◆ <u>Areas of Erosion, Flooding etc.</u> <ol style="list-style-type: none"> 1. Are there areas or features posing flood or erosion hazards? (e.g. creeks, earthen dams) 2. Is there evidence of significant erosion in some areas? 3. Has a conservation plan been developed by the Ohio Soil and Water Conservation Corps? <ul style="list-style-type: none"> Are there conservation recommendations that have not been implemented? ◆ <u>Storm / Disaster Protection</u> <ol style="list-style-type: none"> 1. Are there well marked, well-maintained, and easily accessible storm shelter areas with sufficient capacity to house all campers? (Severe thunderstorm, tornado, earthquake, fire, chemical leak) 2. Is there an emergency communication plan? 3. Is there a reliable phone communication system? ◆ <u>Do property / camp design, systems and facilities:</u> <ol style="list-style-type: none"> 1. Conserve natural resources; uses sustainable resources 2. Preserve wildlife areas (plant and animal) 	
<p>Audience / Usage</p>	<ul style="list-style-type: none"> ◆ <u>Who has used this property?</u> <ul style="list-style-type: none"> • Total camper days • By type of usage (<i>Troop camping; day use, resident camp; council sponsored program activities, adult trainings; outside groups</i>) • By facility or type of facility used • By geographic area (Is the camp experience accessible to girls throughout the council?) • Non-Girl Scout use*: Who are users? Purpose of use? Net gain / loss of use? ◆ Who are our users for whom this is a specialized interest or their primary Girl Scout experience? ◆ Who are our most likely customers who currently do not currently use the camp? ◆ What percentage of camp is used based on available camper days and camp capacity? <p><i>*NOTE: Girl Scouts always have priority in use of Girl Scout properties. Non-Girl Scout use is permitted only with the specific permission of the Regional Director or Service Delivery Manager, when such use is deemed to be valuable to the Girl Scouts.</i></p>	<ul style="list-style-type: none"> ◆ Property / Camp Capacity – by property & by unit ◆ Site usage stats ◆ Service unit membership data ◆ Stakeholder feedback

AREA of RESPONSIBILITY	DESCRIPTION	RELATED RESOURCES
<p>Quality of Program Experience</p>	<p>What impact does a camp experience have on girls? How does camp help girls learn and develop toward the program goals and outcomes? Including areas such as:</p> <ul style="list-style-type: none"> • Appreciation of out-of-doors • Care for the environment • Teamwork • Take care of self • Try new things, even if they are hard • Demonstrate skills <p>◆ Does it play a unique role in girls' growth?</p> <p><u>Based on program goals, what is the capacity of the camp to support troop, service unit, and council-wide program and training opportunities?</u></p> <ul style="list-style-type: none"> ◆ What traditional camping options exist? Are they used? Do we know why or why not? ◆ What potential camping options exist? ◆ What "beyond-camping" program options exist? (Could include day uses, lodge overnights, retreats, non-tent nature experiences, etc.) Are they used? Do we know why or why not? ◆ Are there nearby "beyond-camping" program options that could strengthen progression at this camp ◆ Does camp have a specialty? (based on existing features or facilities) ◆ What opportunities exist for volunteer or staff-led program opportunities? ◆ How could we increase progressive learning experiences? (e.g. guided trails) ◆ Are there nearby natural or camping-related options that could strengthen progression at this camp? (and that we don't want to duplicate?) ◆ Are there nearby natural areas that could build on camp experience and support camp use as a "home base" for outing to other venues? (Ex. As home base for local cave studies) ◆ Would camp facilities and / or unique features easily support themed events? Multi-day or overnight events? ◆ Are there local colleges or businesses with whom we could have a reciprocal relationship, exchanging camp use by university classes / businesses with hours of service working with girls at camp? <p><u>Do property / camp design, systems and facilities:</u></p> <ul style="list-style-type: none"> ◆ Minimize environmental impact of camper use? ◆ Provide environmental teaching opportunities? 	<ul style="list-style-type: none"> ◆ Program Effectiveness ◆ Survey results ◆ Handbook for site users ◆ Camp Resource Center Info ◆ Other camps' websites &/or info packets ◆ Park District &/or County Township Info ◆ List & description of "competing facilities"

AREA of RESPONSIBILITY	DESCRIPTION	RELATED RESOURCES
Community Development & Zoning & Property Value	<ul style="list-style-type: none"> ◆ What is local zoning &/or plans for nearby and adjacent properties? ◆ What is impact of county or township master plan? ◆ What is overall status of surrounding area? ◆ What is value of property/ camp? Highest and best use? ◆ What easements or other legal restrictions / considerations exist? ◆ Potential non-Girl Scout "green / preservationist" uses for camp? 	<ul style="list-style-type: none"> ◆ County / township master plan ◆ Property Appraisals (within 5 years) ◆ Property Deeds & Deed Restrictions ◆ Easements
Budget	<ul style="list-style-type: none"> ◆ What is the cost per camper day? ◆ Is the cost per camper day less than \$11.00? (approximate median cost) If not, what is driving up cost? ◆ Would facility capacity, maintenance requirements, maintenance cost, program and other staffing, and cost / revenue assessment, support use by outside groups? (<i>See NOTE in Audience/Usage.</i>) 	<ul style="list-style-type: none"> ◆ Annual Council Plan of Work - Property Budget ◆ Annual Capital Budget ◆ Asset Replacement Schedule