
*Feasibility Study
Report*

for the

Girl Scouts of Western Ohio



**SKYSTONE
PARTNERS**

A World of Expertise

May 2018

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Introduction

For more than 100 years, the Girl Scouts of Western Ohio has been committed to their mission to “build girls of courage, confidence, and character who make the world a better place.” As one of the ten largest councils in the country, Girl Scouts of Western Ohio serves over 40,000 girls and 11,000 volunteers in 32 counties in western Ohio and southeastern Indiana, including the Cincinnati, Dayton, Lima, and Toledo metro regions.

Outdoor camp experiences are central to the Girl Scout mission, and interest in Girl Scout camp is growing at a remarkable rate. Since 2013, GSWO has experienced a 46 percent increase in the number of girls attending camp.

To build capacity for both now and in the future, the Girl Scouts of Western Ohio has developed a property improvement plan for renovations which will improve the safety, quality of user experience, and property access at the four most heavily used camp facilities: Camp Whip Poor Will, Camp Stonybrook, Camp Butterworth, and Camp Libbey. This capital project also seeks to develop and incorporate innovative STEM focused programming. This property improvement plan features sustainable designs that minimize on-going maintenance costs. Preliminary work on these improvements is anticipated to begin in Fall 2018.

To realize these improvements, and ensure Girl Scouts of Western Ohio remains the leader in providing safe, quality outdoor experiences for girls in western Ohio for many years to come, GSWO seeks to raise \$6 million. These costs will require additional financial support well beyond GSWO’s present income.

To assist in planning a campaign that will underwrite the organization’s goals for its property improvement plan, GSWO engaged Skystone Partners in February 2018 to conduct a campaign planning study. The goals of this study were:

- To measure the community’s interest in GSWO conducting a major fundraising campaign to renovate their four most heavily used camps and incorporate innovative STEM programming
- To offer advice about the attainability of a campaign goal of as much as \$6 million, and
- To recommend next steps to be taken in planning for a major campaign.

Methodology

Skystone Partners assigned a three-person consulting team to complete this assignment. President and Chief Executive Officer Elizabeth Kohler Knuppel supervised the project, Senior Consultant Julie Bergantino served as project director, and the study was assisted by Senior Consultant Karen Bledsoe.



To begin its work, the firm met with members of GSWO's leadership staff, including Chief Executive Officer Roni Luckenbill, Chief Development Officer Marcia Dowds, Director of Development Kat Steiner, Chief Operations Officer Susan Osborn, and Chief Financial Officer Linda Odenbeck, as well as other member of the development staff to gather information about past and current fundraising activity, discuss the proposed property improvement plans, and gather as much pertinent background information as could be compiled.

GSWO leadership then recruited select donors and members of the board to join a study committee to guide the consulting team in preparing for the interviews. The study committee met to review and approve the preliminary case for support (see *Appendix A*), the list of potential interview prospects drawn from various constituencies, and a scale of gifts indicating the number and level of commitments needed to attain a potential campaign goal of \$6 million with a lead gift of \$750,000 (see *Appendix B*).

GSWO's chief executive officer signed and mailed letters of introduction (see *Appendix C*) inviting prospective interviewees to participate in the study. Study team members followed up with phone calls and emails to make appointments. Skystone Partners then carried out personal interviews with selected constituents within the Cincinnati, Dayton, and Toledo regions during April and May 2018.

The interviewers shared the preliminary case statement and scale of gifts with the interviewees as integral parts of the interview. The interviews were designed to help measure interest and determine attitudes toward GSWO and its possible future fundraising initiatives, determine the range of current attitudes, and test reactions to the proposed campaign objectives. They also surfaced many helpful suggestions and identified issues that could have an impact on future fundraising performance for the organization.

The constituent interviews for this study measure opinions and perceptions. This data is distinguished from the information gathered during the internal assessment. The firm's representatives analyzed GSWO's annual giving and general fundraising performance, reviewed numerous background documents about the organization, its staffing, volunteer structure, communications, programs and other items. Review of materials and files evaluate the organization's output, while the constituent interviews capture the perceptions of that output. When there is a gap between the two, fundraising success is often hampered. The study, therefore, also sought to identify those areas in which improved communication and focus are needed to build constituent support.

In many respects, the GSWO is well-positioned to carry out its first capital campaign. Recognized as one of the nation's leading organization for girls, GSWO is seen as a treasured community asset. Today GSWO is well-regarded and enjoys positive growth in troop membership and participation in camping. While external factors indicate favorable conditions to proceed with a campaign, there is substantial need for internal readiness. It is the firm's assessment that following a period of internal campaign



preparation and readiness as outlined in this report, a \$6 million goal is achievable within three years.

Factors That Affect Fundraising Success

Considerable experience has been recorded by the firm concerning what elements are required to plan for and conduct a successful capital fundraising campaign. This experience shows that the following factors play a significant role in how to plan for such a campaign. An optimal climate for fundraising success for GSWO is one in which the following factors are present:

- **Respect** on the part of GSWO's volunteers, donors, and members for the activities, purpose and mission of GSWO and **confidence** in those who set and administer its policies.
- A **belief** that the case presented is urgent and compelling, and that GSWO's mission will be improved significantly by meeting the needs it describes.
- A **willingness** by GSWO's constituents not only to provide the necessary financial resources, but also to be a part of the campaign organization and to work with spirit and enthusiasm.
- **Knowledge** that there is **adequate** financial potential among the GSWO's sphere of influence to provide the requisite levels of support.

The degree to which these factors are present will significantly affect the ultimate success of the campaign. This assignment therefore, seeks to determine the extent to which each of these elements exists and the most fitting course of action to produce the maximum fundraising results.

The Importance of the Individual Interviews

Some of the information required for this project comes from a review of current GSWO fundraising efforts, discussions with staff, and an examination of background materials. The most essential information that is learned, however, is obtained through confidential conversations held with selected constituents. A careful review of the interview findings enables counsel to gauge interest and determine attitudes toward the possible fundraising campaign. The interviews also highlight GSWO's strengths, as well as point out any notable areas of weakness which could impact fundraising potential, and allow the firm to assess how well GSWO is positioned to launch a capital campaign.

It has been our experience that such conversations reveal, in general terms, probable responses from the larger constituency. We know that the opinions expressed here provide an accurate measure of the attitudes and opinions of the constituency as a whole,



particularly regarding awareness of GSWO, what it aspires to accomplish, and its fundraising potential.

During these structured interviews, the interviewers seek answers to 11 basic questions. These questions address the interviewee's attitudes and perceptions towards the organization overall, the organization's board and staff leadership, fundraising initiatives, the proposed campaign objectives and goal, potential campaign leadership and leadership giving, and willingness to work for and contribute to a possible campaign. Not all of these questions are posed directly; however, during the course of the conversation, the interviewee's almost without exception provide responses to the questions that we intend to explore. These responses are then weighed against norms that have been developed from experience derived from hundreds of similar projects. When a percentage of favorable responses exceeds the Skystone Partners norm, it can be anticipated that GSWO is in a strong position to move forward. In any area where it falls below, experience tells us that special steps must first be taken to prepare for a successful campaign.

A total of 27 individuals within the Cincinnati, Dayton, and Toledo regions were interviewed by Skystone Partners for this study (see *Appendix D*). For the purpose of interpretation, the interviews have been divided into three categories representing different relationships with GSWO: current board members, individual or corporate donors, and former board members.

Since those in the three categories may be expected to approach GSWO from different positions, there is merit to examining the results of each individual group. Although the three categories were chosen to provide helpful insights into the firm's findings, the composite score of all interviews is the most helpful to measure constituent support for the issues being examined.

Findings of the Interviews

The data below shows the findings as tabulated from the interviews. In our interpretation of the data, we focus on the composite scores for the entire group of interviewees. Other comments are offered when we see a disparity among the constituent groups.

In addition to presenting the scores and a narrative analysis for each of these key topics, a number of unattributed statements by individual interviewees have been added to provide context and underscore key findings of the analysis.



1.0 What is the interviewee’s attitude toward GSWO?

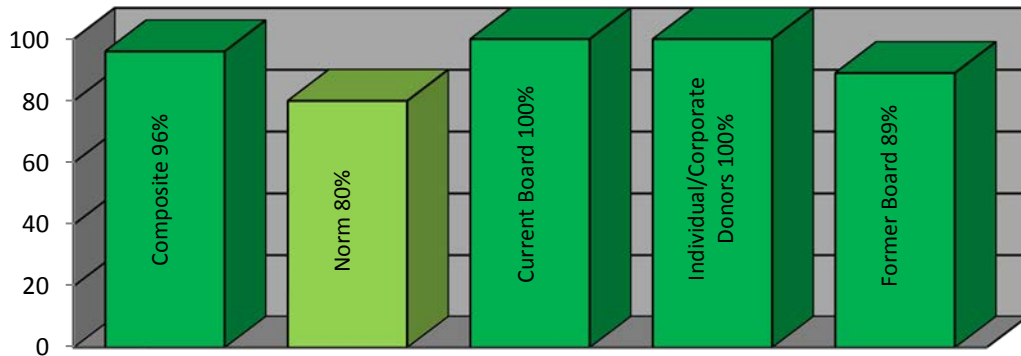
Individual Interviews:

Norm: 80% – Committed / Approving

Girl Scouts of Western Ohio: 96% – Committed / Approving

	Committed/Approving	Uninformed	Disinterested	Critical	Total
Current Board	11	0	0	0	11
Individual/Corporate Donors	7	0	0	0	7
Former Board	8	1	0	0	9
Composite	26	1	0	0	27
Percent	96%	4%	0%	0%	100%

Committed/Approving



Findings:

Overall, GSWO is extremely well-regarded by its constituents and valued as a community asset. An impressive 96 percent of interviewees are committed to the organization, which is substantially higher than the normative 80 percent recommended for optimal campaign conditions. Interviewees believe GSWO delivers on its mission to build girls of courage, confidence, and character with excellence. Most all interviewees have remained supportive of Girl Scouts throughout their lives. A number of interviewees have developed a loyalty to GSWO that has extended to future generations. Women who grew up scouting have inspired their daughters and granddaughters to become Girl Scouts as well.

Interviewees also applauded GSWO’s fiscal responsibility and believe that the organization is on stable financial footing. These findings suggest that GSWO enjoys a remarkably high level of confidence among its representative constituents.



Interviewee Comments:

“We are in a really enviable financial position.”

“The Girl Scouts teaches crucial outdoor and survival skills, and the leadership skills that come with that. I’m really glad to see the organization focusing on the outdoor programming again. If the Girl Scouts don’t do everything they can to support outdoor camping, they will lose their niche.”

“The longer I’m involved, the more passionate I am about this organization. I’m truly committed to and believe in our mission.”

“The GSWO has been so influential in my life, my daughter’s life, and now my granddaughters’ lives. We love this organization and are committed to its continued success.”

“As a whole, the organization is absolutely fiscally responsible – with the big and little things.”

“I believe in the Girl Scouts. This is the organization that is doing the most to develop our future female leaders. And we need to develop more women in leadership. And I love camp. I stayed involved in Girl Scouts for as long as I did because I just love camping.”

“I love this organization. I love what they do – and I want it to be better.”



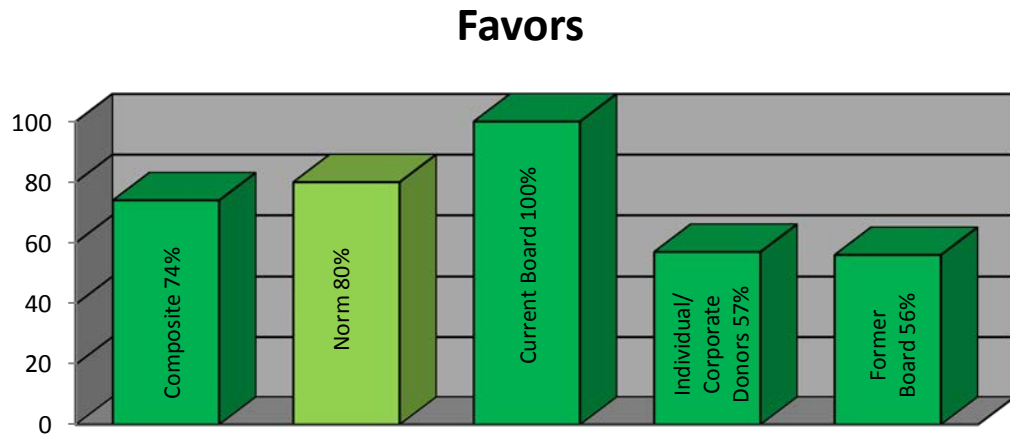
2.0 What is the interviewee’s attitude toward the Girl Scouts of Western Ohio’s Board leadership?

Individual Interviews:

Norm: 80% – Favors

Girl Scouts of Western Ohio: 74% – Favors

	Favors	Disapproves	Uninformed	Total
Current Board	11	0	0	11
Individual/Corporate Donors	4	0	3	7
Former Board	5	0	4	9
Composite	20	0	7	27
Percent	74%	0%	26%	100%



Findings:

The GSWO board is viewed as a committed group of women with a passion for the mission and strategic governance of the organization. While the 74 percent approval rate is slightly lower than the 80 percent positive rating which Skystone Partners uses for comparison purposes, the remaining interviewees were considered to be uninformed as opposed to disapproving.

Interviewee Comments:

“This was the first board that I served on. It is run exceedingly well. They have a governing board, not an operational board.”

“The board is dedicated. They are a working board that it truly committed to the organization.”



“The board works hard on behalf of the organization. But we’re now shifting them to a culture of giving – and soliciting.”

“Cassie Barlow – coming in as next Board president – is a big deal. She’ll be really helpful with a campaign like this. The board is dedicated and works hard for the organization.”

“I don’t currently know the local leadership.”

“The board is extremely supportive. They are becoming more committed to fundraising on behalf of the organization.”

“The board has a lot of engineers and scientists – not a lot of well-connected people. We may need to engage some others (more connected) to help with the campaign.”

“We have a number of really smart and savvy board members who are devoted to this organization. We just need some direction when it comes to cultivating and soliciting those key donors.”



3.0 What is the interviewee’s attitude toward Girl Scouts of Western Ohio’s CEO?

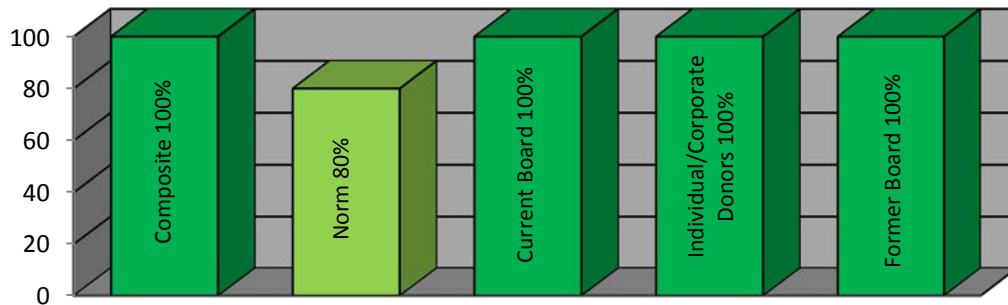
Individual Interviews:

Norm: 80% – Favors

Girl Scouts of Western Ohio: 100% – Favors

	Favors	Disapproves	Uninformed	Total
Current Board	11	0	0	11
Individual/Corporate Donors	7	0	0	7
Former Board	9	0	0	9
Composite	27	0	0	27
Percent	100%	0%	0%	100%

Favors



Findings:

With 100 percent approval, interviewees overwhelmingly support the work Roni is doing as the organization’s chief executive officer. They view her as a strong and committed leader who has the respect of both the GSWO staff and its board of directors. Roni is perceived as the “face of GSWO.” The fact that she came to her position after serving the organization for many years is seen as a positive for the GSWO and the community.

Interviewee Comments:

“Roni is a great leader. I do think you’re going to need to find volunteer leadership that is able to have the charisma and wide reach of influence to run a campaign like this.”

“Roni is decisive and bold. When she wants to get something done, she will lead the way and do it.”

“I think Roni is an excellent CEO.”



“Roni’s great. She’s a great leader.”

“The Executive team is fiscally responsible.”

“Roni does a great job. Their programming is top notch.”

“I’m really impressed with the leadership of the team.”



4.0 What is the interviewee’s attitude toward Girl Scouts of Western Ohio’s Development Office?

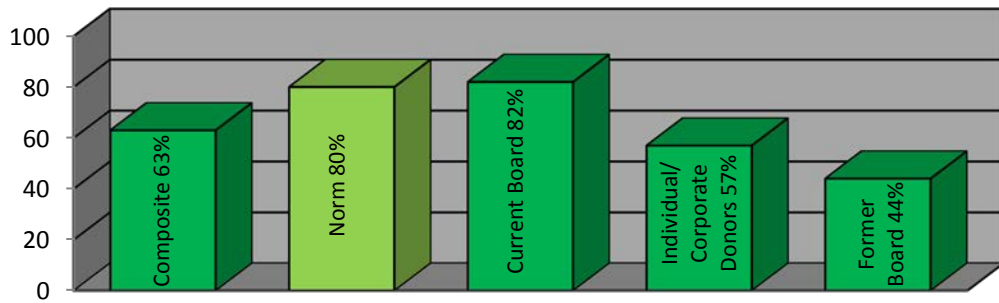
Individual Interviews:

Norm: 80% – Favors

Girl Scouts of Western Ohio: 63% – Favors

	Favors	Disapproves	Uninformed	Total
Current Board	9	2	0	11
Individual/Corporate Donors	4	1	2	7
Former Board	4	1	4	9
Composite	17	4	6	27
Percent	63%	15%	22%	100%

Favors



Findings:

Interviewee responses in assessing GSWO’s development office and fundraising efforts had more variance than any other question. Although the 63 percent approval rating is lower than the recommended 80 percent, many interviewees were very complimentary of the development office’s leadership and staff members. Additionally, 22 percent of interviewees were unfamiliar with the development staff or did not have enough information about the GSWO development office to offer an opinion.

It must be noted that 15 percent of interviewees expressed concern about GSWO’s development office. These opinions were often related to a disappointment regarding current cultivation and stewardship efforts. There is a perception that the development office must move beyond the “low hanging fruit” and begin to engage more donors and prospects in meaningful ways that will lead to increased financial support.

Supporters of the organization want to be valued and recognized for their contributions. Interviewees see GSWO as a valuable – even essential – community asset and have a



desire to see robust fundraising initiatives that reflect the overall excellence of the organization.

A wide-scale multi-phased capital campaign effort requires a level of fundraising infrastructure that is not yet realized at GSWO. Skystone Partners has included appropriate recommendations to address these concerns and prepare the development office for a major fundraising campaign.

Interviewee Comments:

“I am concerned that our development staff is only concentrating on the “usual suspects,” and not exploring to see if there are other who may yet be undiscovered.”

“They have a great team there.”

“I have full confidence in Roni, Marcia, Kat – the whole team there.”

“Marcia is fantastic. I think Kat is great, too. But there’s a problem with their data. I got a letter the other day that wasn’t addressed to me – different addressee. That’s not uncommon. And it has to be addressed before we move forward.”

“Why don’t we track our members once they leave for college? Why don’t we track our Gold Award members? What’s being done to cultivate that WOD list?”

“A well-oiled machine, nationally respected.”

“It seems like they don’t really do much in the development department. They have never asked me for a personal gift. I cannot imagine why.”

“In regards to the human development resources we need to run this campaign, we may need to tap into additional resources.”

“As a WOD recipient, the only time the GSWO reaches out to me is a few weeks prior to the WOD event. I get one ask – no amounts specified. Are they trying to develop and cultivate this group or not?”



5.0 Do interviewees recognize the proposed need?

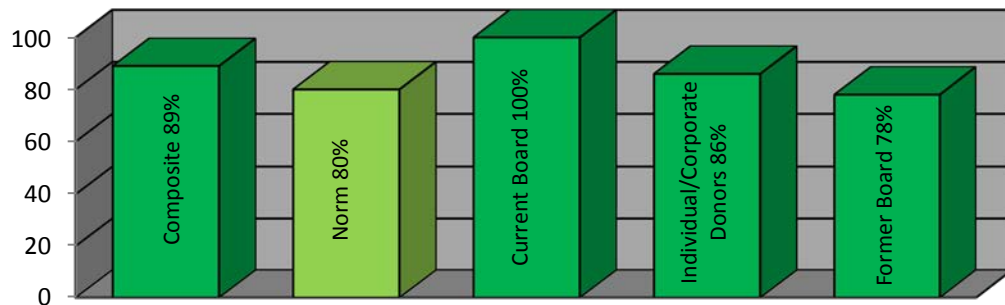
Individual Interviews:

Norm: 80% – Yes

Girl Scouts of Western Ohio: 89% – Yes

	Yes	No	Doesn't Recognize	Total
Current Board	11	0	0	11
Individual/Corporate Donors	6	0	1	7
Former Board	7	0	2	9
Composite	24	0	3	27
Percent	89%	0%	11%	100%

Recognize Need



Findings:

Interviewees recognize the need for a campaign to make necessary property improvements at GSWO's most frequently visited camps. In reacting to the proposed need for a major campaign at this time, 89 percent of interviewees indicated that there is a compelling need. Not a single interviewee expressed a negative attitude about what GSWO seeks to undertake. Many interviewees found the recent increased interest in camping to be the most compelling reason to realize camp property improvements. Additionally, there was a sense among the interviewees that conducting a major campaign at this time will position the organization for strength and future growth, which many see as crucial within the context of recent national scouting changes.

Interviewee comments:

"We need to highlight our points of distinction. Set ourselves apart from the Boy Scouts. What are the benefits of an all-girls organization?"

"This is exactly what we need. These are the things that will keep us competitive."



“To me, Butterworth and Libbey are most compelling. They have the best story. Also, I want to know why we really need so many camps in total. Are the other camps a drain on our finances? What if we sold other properties and used the funds to update these camps?”

“Regarding impact, how many more girls will we be able to serve with these renovations? And do we really need three camps in Warren County? Are all three currently being used to capacity?”

“I see the need. Of course. But we need to focus on the end result – how does this translate into improving lives for girls? What types of character building skills are they developing exactly – and why are those important? What is unique about our programming?”

“What is the current usage of the other camps?”

“This is exactly what we should be investing in. I was a little skeptical about WiFi enhancements, but with the explanation about how it will be used to improve safety and in programing, I understand completely.”

“The increase in demand for camp is impressive. Of course, we need to keep the facilities up to competitive standards. I think this campaign is on the low end of what we could do.”

“I’m glad to see what’s being planned at each of the camps. The need is great..”

“This campaign is long overdue. We really need to update these properties. I absolutely agree with including Camp Libbey in this campaign.”

“The need for this campaign is clear.”

“The needs are right on target.”

“I particularly like the programs around the Underground Railroad they are developing. Anything that can foster respecting diversity in a historical context is a huge and important undertaking.”

“We have been excellent stewards with this organization. It’s time to have that campaign which will take us to the next level. Frankly, our girls deserve this. We need to be able to give them the facilities they deserve.”

“The campaign should focus more on the different ways that outdoor programming accomplishes our mission. Not just STEM. We should be able to afford these renovations without having a campaign.”



6.0 What is the interviewee’s attitude regarding the proposed funding objectives?

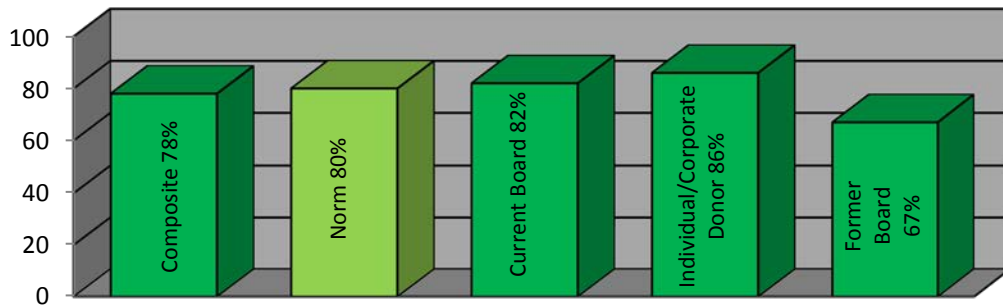
Individual Interviews:

Norm: 80% – Favors

Girl Scouts of Western Ohio: 78% – Favors

	Favors	Disapproves	Non-Committal	Total
Current Board	9	0	2	11
Individual/Corporate Donors	6	0	1	7
Former Board	6	1	2	9
Composite	21	1	5	27
Percent	78%	4%	18%	100%

Favors



Findings:

As shown above, 78 percent of the interviewees favor the idea of a campaign to realize the proposed campaign objectives. This is within striking distance of the recommended normative favorable rating of 80 percent. Most interviewees see these proposed campaign objectives as compelling reasons to warrant the organization’s first capital campaign.

One recurring theme within many of the interviews was a desire to see the degree to which these four camps are currently being used to maximum efficiency, points of differentiation among the camps, and the extent to which other property assets not included in this campaign are currently being used.

When developing campaign materials, it will be helpful to keep in mind that interviewees are interested to learn more about the direct impact these camp



improvements will make in the lives of campers. Also compelling will be the importance of single-sex opportunities in developing girls as leaders.

Interviewee comments:

“I have long thought that this is something that we as a council needed to do. It’s about time!”

“We must do this. If we are to stay competitive with the Boy Scouts, who are actively recruiting girls, we must make sure that the programs and experiences that our girls have access to are state-of-the-art and of the highest quality. This campaign will make it possible for us to do that.”

“We have got to let people know that the programs available through the Girl Scouts are every bit as challenging, enjoyable, innovative, and creative as those available through the Boy Scouts.”

There is a real value in single-sex educational experiences. There is an opportunity for girls to feel free to develop a voice, build confidence, to enjoy, and to thrive.”

“I feel the GSWO needs to reconnect with supporters and re-establish relationships prior to asking for financial support. It doesn’t feel like the GSWO have had much of a presence in the Dayton community since the merger and that relationships have diminished.”

“I’d like to know if camp consolidation has been evaluated in Warren County. Now is a good time to launch a campaign with unemployment being low and the economy seems stable.”

“We’ve never done a campaign. It’s definitely time to take this on.”

“I really think we should make the STEM programming the focus of the campaign. We need to be the leader in developing women scientists and engineers. I’m a little nervous, but mostly excited, about undertaking this campaign.”

“Why do we need to have a campaign? When I was involved, we prided ourselves in not needing to conduct a capital campaign because we funded all of our needs through what we had set aside for depreciation. While I think they should do this campaign to raise their level of fundraising, I don’t think they actually need to do it.”

“Do they have any cookie money they’ve set aside or can use for this?”

“I’m very enthusiastic about improving the camps and expanding the STEM programming. If we move forward with the campaign, a few Gold Awardees should be interviewed for the input as to how the Girl Scouts have helped them. One local winner has written a book about the importance of a strong self-esteem in girls.”



7.0 Is there agreement with the proposed \$6 million goal?

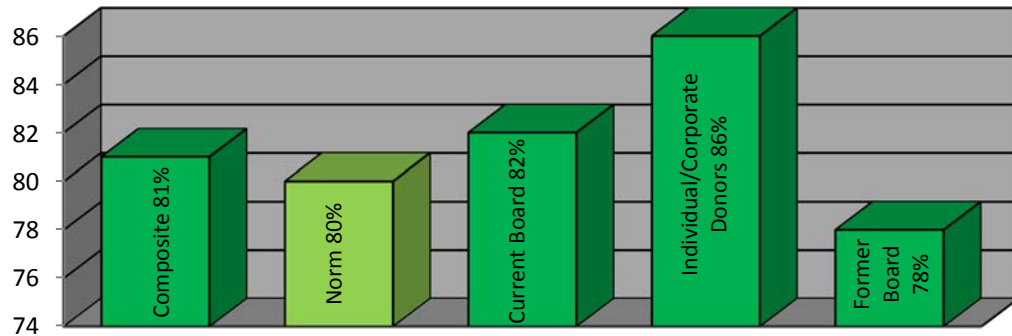
Individual Interviews:

Norm: 80% – Agree / Higher Goal

Girl Scouts of Western Ohio: 81% – Agree / Higher Goal

	Agree / Higher Goal	Goal Too High	Won't Commit	Total
Current Board	9	1	1	11
Individual/Corporate Donors	6	0	1	7
Former Board	7	0	2	9
Composite	22	1	4	27
Percent	81%	4%	15%	100%

Agree/Higher Goal



Findings:

In reacting to a goal of \$6 million for GSWO, 81 percent of the interviewees do believe that GSWO can achieve a goal of this size. This is right on target with the 80 percent agreement that optimal fundraising conditions suggest. Another 15 percent of interviewees were unwilling to state their confidence level in this goal. More often than any other reason, interviewees simply did not know the organization's leadership, constituents or key donors so as to be able to make a judgement.

Interviewee comments:

"This seems low. But it is a very competitive environment right now."

"The question I have is, is \$6 million enough? Will we be able to accomplish everything that accomplished were only 6 million dollars? Are these just Band-Aids? Are we going to have to go back to our donors again in only a couple of years because didn't do enough? I am of the opinion that we should go big or go home. If this will be sufficient to



do what we need to do I am all for it, but \$6 million isn't that much money. I am afraid that we will be shorting ourselves."

"There is nothing out of line with this campaign goal. It's completely commensurate with the benefit."

"I'm not sure how we're going to get to \$6 million."

"I think it's going to cost a lot more than \$6 million – to be done right."

"That's a lot of money, but these renovations are absolutely necessary."

"This goal and scale of gifts looks to be reasonable. It will be a challenge, but it looks reasonable."

"I'm impressed by the GSWO's endowment fund and would like to know if some of the money in that fund could be used."

"I feel that \$4 million is more realistic. Maybe using some of the endowment funds for the remaining \$2 million is needed."

"This goal is fairly conservative – we should be able to achieve this."

"This seems quite reasonable. We should be able to do this."

"\$6 million sounds reasonable to me. But it does sound challenging. We will need to tap into some resources that we haven't before in order to succeed."



8.0 Does the interviewee believe the gifts from top of charts are attainable?

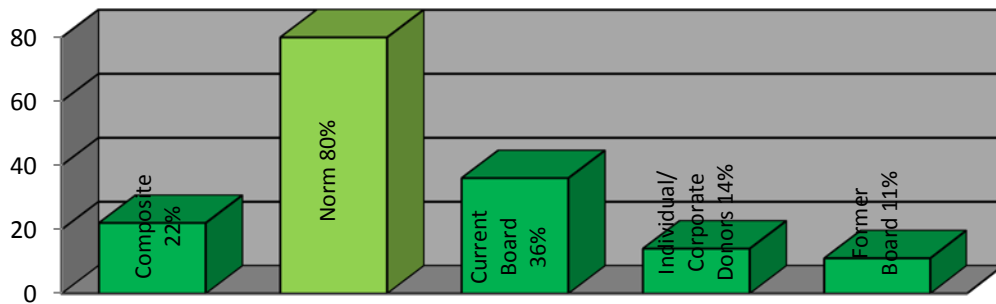
Individual Interviews:

Norm: 80% – Yes

Girl Scouts of Western Ohio: 22% – Yes

	Yes	No	Non-Committal/Don't Know	Total
Current Board	4	0	7	11
Individual/Corporate Donors	1	0	6	7
Former Board	1	0	8	9
Composite	6	0	21	27
Percent	22%	0%	78%	100%

Gifts from the Top



Findings:

For the purposes of this study, the scale of gifts presented to interviewees showed a lead gift of \$750,000. The top 15 gifts were considered to be \$100,000 and above. Of the interviewees, 22 percent expressed confidence that these top gifts are available for this proposed campaign. This is substantially below the 80 percent normative score expected for a capital campaign to be successful at the amount tested. Interviewees cited that while GSWO has a history of meeting annual fund goals, most do not see an assertive cultivation effort to compel donors towards major philanthropy. Most interviewees do not know who is supporting the institution financially today or who will be willing to make the commitments at the top of the scale of gifts. See *Appendix E* for a list of suggested prospects for leadership gifts.

Interviewee Comments:

“I don’t know who these top gifts will come from. I’m a major donor, and I would definitely fall into the second tier of gifts.”



“I don’t really know much about the donors. It is not my sense that very many people may contribute at a higher level, and therefore I am concerned that there won’t be enough prospects to reach the goal. I don’t have any idea who would give that lead gift.”

“I don’t run in those circles.”

“I just don’t know if those gifts are there.”

“There may be grants available through regional foundations.”

“I think there are plenty of people who have the capacity to give to this campaign, I just don’t know if they’ve been engaged enough to do that.”

“You need to look at the Juliette Gordon Lowe Society, figure out who is on that list and if their gifts have been specified. If they haven’t specified the amounts of those gifts and are willing to do so, those can be designated to the campaign. Or see if these JGL members would be willing to make a campaign gift – especially if you can offer them naming opportunities.”

“\$6 million isn’t a huge goal, I just don’t know where these top gifts are going to come from. Have they identified that \$750,000 gift yet? I can’t think of 15 people who would be willing to give \$50,000.”

“We may actually get some of the larger gifts from northern Ohio.”

“The ultimate untapped potential – you’ve got to engage the dads. Put in 20 hours of research to find the past ten years’ worth of Gold Award winners and solicit their dads.”

“I don’t know. It’s not at all clear that they do any kind of cultivation or public recognition in a real way. I have no idea who supports GSWO.”

“Time needs to be dedicated to re-establishing relationships in the Dayton area prior to launching a capital campaign asking for support.”

“They need to rebuild some relationships in the northern region prior to soliciting support for a capital campaign.”



9.0 Will the interviewee contribute?

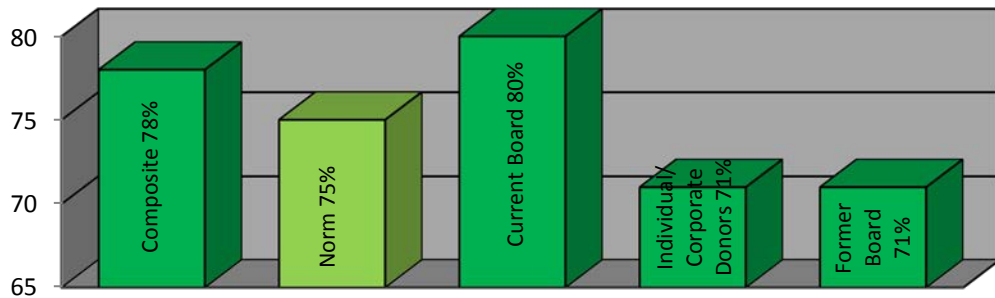
Individual Interviews:

Norm: 75% – Yes

Girl Scouts of Western Ohio: 78% – Yes

	Yes	No	Won't Commit	Total
Current Board	9	0	2	11
Individual/Corporate Donors	5	0	2	7
Former Board	7	0	2	9
Composite	21	0	6	27
Percent	78%	0%	22%	100%

Contribute to Campaign



Findings:

Every interviewee indicated that they are either willing to make a donation to a capital campaign, or would not commit at this time. A 78 percent willingness to contribute is slightly higher than the 75 percent recommended norm.

While the percentage of willing participants for a campaign is sufficient, it is not clear that interviewees are willing to make the type of financial commitment required to support such a campaign yet. Interviewees are personally committed to GSWO, appreciate the work it does, and wish to see it continue to do good work. At the same time, most interviewees are not able to contribute financial gifts at a leadership level.



10.0 Will the interviewee work on a campaign as a volunteer?

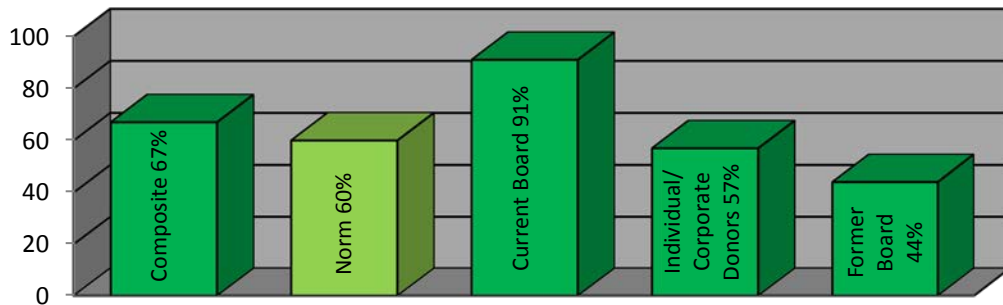
Individual Interviews:

Norm: 60% – Yes

Girl Scouts of Western Ohio: 67% – Yes

	Yes	No	Won't Commit	Total
Current Board	10	1	0	11
Individual/Corporate Donors	4	1	2	7
Former Board	4	3	2	9
Composite	18	5	4	27
Percent	67%	18%	15%	100%

Will Work on Campaign



Findings:

GSWO has a wealth of potential volunteers who would be willing to work on a capital campaign in some capacity. Of those who were interviewed, 67 percent are willing to work on a campaign. Most of the interviewees who expressed an unwillingness to work on a potential capital campaign cite either age or other volunteer commitments as their reason for declining.

When discussing potential leaders of a campaign, interviewees expressed a strong desire to see campaign co-chairs from different geographic regions collaboratively engaged in leadership roles. A list of campaign leaders who were suggested during the interview process is included with this report (see *Appendix F*).

Interviewee Comments:

“I’d be happy to help and connect the organization to other partnerships that could be helpful.”



“I’m not the best face to lead the campaign, but I’m happy to work behind the scenes or on a campaign committee.”

“Personal circumstances prevent me from getting involved with a campaign at this point.”

“I don’t think I’m a credible volunteer campaign. Everyone knows that I hate the outdoors.”

“I’d be glad to letter stuffing or whatever.”

“I’ll be on the board for the next three years so yes, I’ll be involved.”

“I’m willing to help in whatever way necessary as time allows.”

“I’ll make strategic assessments of prospect lists and best solicitors to ask top prospects.”

“I would like to help with PR and marketing the campaign.”

“Yes, I’m willing to help however I can.”

“I am currently on the Study Committee and am willing to assist with the campaign.”

“We’re not very impressed with how fundraising is handled, so I don’t think we’re going to be a good fit right now.”



11.0 What is the interviewee’s overall attitude toward a proposed major campaign?

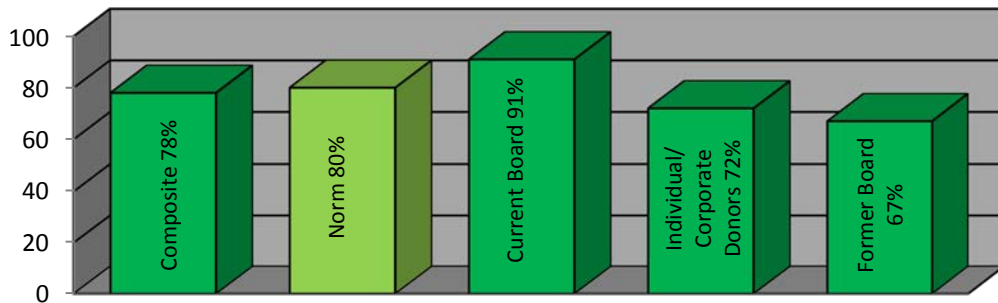
Individual Interviews:

Norm: 80% – Warm / Receptive

Girl Scouts of Western Ohio: 78% – Warm / Receptive

	Warm/Receptive	Reserved	Apathetic	Opposed	Total
Current Board	10	1	0	0	11
Individual/Corporate Donors	5	2	0	0	7
Former Board	6	2	0	1	9
Composite	21	5	0	1	27
Percent	78%	18%	0%	4%	100%

Warm/Receptive



Findings:

This is a subjective judgement on the part of the interviewer regarding each person’s overall level of interest in GSWO and its campaign. The 78 percent score indicates that interviewees appreciate the GSWO and its work, and generally would like to see a campaign move forward.



Analysis of Fundraising Potential Setting a Campaign Goal for Girl Scouts of Western Ohio

In the preceding section of this report, we have detailed our findings regarding the interest and willingness of GSWO's constituency to support a major capital campaign.

To be successful, any major fundraising effort requires a favorable climate which includes goodwill toward the institution, and appreciation of the importance of the proposed needs, willingness to give and to work, confidence in leaders, and a feeling of some urgency about moving forward.

To meet with success in the capital campaign also requires the right fundraising plan, and that sufficient financial potential be found within the constituency of the organization. Therefore, an adequate number of qualified prospects are an essential factor of a favorable fundraising climate. Some information regarding this potential comes from the interviews. Ideally, initial estimates of potential donor support to a campaign are validated during the interview process.

As a part of the campaign planning process, Skystone Partners also assesses the type of fundraising programs currently in place, their rate of growth, the level of support, and the available donor base. This and other relevant information is reviewed to gain further insight into the fundraising potential of GSWO. The section that follows presents the firm's assessment of each of the factors that contribute to setting a challenging yet attainable goal.

In recommending a challenging yet attainable capital campaign goal, Skystone Partners examines and weighs a number of factors. While no one factor is overriding, together they suggest the amount they can be raised in a well-managed campaign. The factors considered during Skystone Partners' analysis of GSWO include the following:

The Need

The stated and immediate needs of an organization, if properly articulated and if the constituents have confidence in the leadership of the organization, can be an important indicator of the amount that is possible to raise in a campaign. Preliminary cost estimates of camp improvements and STEM program development were determined to be between \$4 million and \$6 million. For the purposes of this campaign planning process, a preliminary case for support was presented with needs totaling \$6 million.

Interviewees expressed confidence that the needs expressed in the preliminary case for support are compelling, and that a goal of \$6 million would be attainable. This suggests a campaign goal of \$6 million.



Previous GSWO Campaigns

If an organization has had a capital campaign within the past ten years, it is likely the results will be an indicator of current potential. There are no previous campaign results, which suggests an attainable first-time capital campaign goal between \$500,000 and \$1,000,000.

Annual Giving Receipts

The overall maturity and actual fundraising results of an annual fund are an indication of an organization's capital campaign capability. In general, a feasible capital campaign goal is equivalent to five to seven times the institution's annual fund revenue. GSWO's annual giving receipts, including community, corporate, family, foundation, and leadership giving suggest an established and successful annual fund. Annual giving has increased over the past five years in support of various programs and operations, and per the GSWO Annual Giving Results 2015 – 2017, totaled \$923,051 in 2017. These factors suggest a capital campaign goal of between \$4,600,000 and \$6,500,000 is attainable at this time.

What is Counted Toward the Campaign Goal

It is important to determine in advance what should be counted toward the campaign goal. Skystone Partners recommends the following guidelines be established for counting funds to benefit the campaign:

Campaign Directed Gifts: All gifts and pledges received for the general purposes of the campaign or for any of the individual projects that are identified as part of the case for the campaign should be counted.

Pledge Period: A pledge period of three years should be established for the campaign.

Bequests: Unrestricted bequests that are received during the active period of the campaign should be counted and allocated toward the objectives stated in the case. Any bequests that are received with a donor restriction should be counted only if the restriction can be fulfilled within the campaign's objectives.

Other Planned Gifts: Recognizing that a significant focus of the proposed campaign is to be for construction and other immediate needs, other planned gifts should be accepted thoughtfully during the campaign. As the need for cash to complete the proposed camp improvements is more urgent than endowment, gifts of trusts or transfer of stock are preferred to bequests, life income gifts or other planned giving instruments that may not be immediately usable by the organization. Planned gifts that are written during the active period of the campaign and that can be used to fulfill any of the campaign's



objectives should be counted at the charitable remainder value of the gift at the time it is established.

Gifts In-Kind: The upcoming campaign can benefit from receiving gifts in-kind. They should be sought where appropriate, and should be included in campaign goals.

Government Support: Any public-sector support that is received during the active period of the campaign and that can be used to fulfill any of the campaign’s objectives should be included in campaign totals.

When to Begin Counting: All gifts received from June 2018 forward and which meet the objectives of the campaign should be included in the total funds raised.

Annual Fund/Other Revenues: We do not recommend allocation of tradition annual fund gifts, or other GSWO fundraising revenues into the upcoming campaign.

Comparables

Donors often have a sense of what is fair and realistic to be raised by a capital campaign that is based on other similar organizations which are currently conducting or have recently conducted capital campaigns. For this study, it is worth noting the goals for campaigns of other councils within the Girl Scouts organization nationally which are currently being or have recently been conducted. Some of these campaigns include:

<i>Girl Scout Council</i>	<i>Campaign Goal</i>	<i>Start Year</i>
Girl Scouts Arizona Cactus-Pine	\$18 million	2017
Girl Scouts of Northeast Texas	\$13 million	2016
Girl Scouts of Eastern Pennsylvania	\$9 million	2015
Girl Scouts San Diego	\$5.9 million	2015
Girl Scouts of the Chesapeake Bay	\$7.6 million	2014
Girl Scouts of Central Indiana	\$6 million	2014
Girl Scouts - Western Oklahoma	\$5 million	2012

These comparisons do help to create benchmarks indicating the upper and lower limits in establishing a campaign goal that “feels right” to an organization’s constituents. Based on these current and recent capital campaigns being conducted within Girl Scout councils nationally, a GSWO campaign goal in the range of \$6 million seems both reasonable and challenging.

Skystone Partners Ratings and Leadership Prospects

Probability of success in reaching a particular goal can be measured through the use of the scale of gifts, by comparing the number of gifts required at the upper ranges with the number of prospects who have been identified internally. The accompanying scale of



gifts (see *Appendix B*) which was prepared for and used during the campaign planning project indicates the approximate number of gifts needed in various ranges if \$6 million were to be the campaign goal. This scale of gifts indicates a need for 15 gifts of \$100,000 or more. These leadership gifts will most likely account for as much as 50 percent of the campaign goal.

It is necessary for an organization to have identified three to four prospects for every gift on the scale of gifts chart, particularly at the lead gifts prospect level. To generate this top-tier giving, it is likely that GSWO will need over 45 prospects that are considered capable of making gifts of \$100,000 and above. As a part of this campaign planning process it is important to determine whether those prospects are, in fact, available.

Skystone Partners Prospect Ratings. While we do not directly ask a prospect the level of gift which might be considered, our fundraising insights and interview skills give us considerable experience at making an informed estimate of each interviewee's gift interest and potential. It is the firm's assessment that nearly \$900,000 of gifts are available from those interviewed, who must be considered of the inner most circle of the GSWO. This suggests a goal considerably less than \$6 million.

Interviewee Opinions. The opinions of the individuals who are interviewed are a useful indicator of an overall goal at two additional levels. We take into consideration 1) what the interviewees believe is reasonable for the organization to raise, and 2) suggestions from interviewees for prospects at the top range of the gift chart. While 81 percent of interviewees believe that a \$6 million proposed goal is attainable, only 22 percent believe that 15 gifts of \$100,000 or more are attainable. This suggests a goal considerably less than \$6 million.

During the course of the constituent interviews, interviewees identified approximately 50 such prospects (see *Appendix E*). It is worth noting, however, that many of these identified prospects have neither an active relationship with the GSWO nor a history of support for the organization.

A common sentiment expressed by interviewees is that there is ample capacity among interested parties to make leadership gifts towards this campaign, however, a much more focused cultivation effort will be required for those prospects to give. Specifically as it pertains to the past Women of Distinction, these important constituents will require an increased level of stewardship to feel connected to the organization enough to warrant their participation in a campaign.

Summary of Analysis of Fundraising Potential

The number of qualified leadership prospects necessary to successfully conduct a campaign as suggested by the proposed pattern of gifts is currently lower than recommended. However, as GSWO communicates its vision to its key constituents and prospects for how the proposed camp improvements will positively impact campers'



experience and meet the demand for increased interest in Girl Scout camping, the firm feels confident that interest and confidence will increase throughout GSWO's constituents, enabling the organization to begin immediately with campaign preparation.

Skystone Partners believes that a philanthropic goal of \$6 million for the proposed camp improvements and STEM program development will be both reaching and attainable. It is possible for GSWO to raise the \$6 million required provided that GSWO conducts a closely-managed campaign preparation phase.

To be successful, efforts must begin immediately with donor identification, qualification, cultivation and campaign preparation. Based on the study findings referenced, the board must be prepared to adopt and undertake the steps outlined in the *Recommendations* section in preparation for such a campaign.



Conclusions

1. **Girl Scouts of Western Ohio is a valued community asset.** With 96 percent of interviewees expressing their approval, few nonprofit organizations enjoy such warm and enthusiastic support from all its sectors. Across the three main geographic regions of Cincinnati, Dayton, and Toledo, constituents feel proud to support the mission of GSWO, and are committed to its continued growth and success.
2. **Camping is perceived as a crucial component to the Girl Scout experience. The community recognizes the increased interest in camping and wants to see GSWO continue to be a leader in outdoor education for all.** The importance of camping within the Girl Scout experience cannot be overstated. Constituents believe that the high-quality camping and outdoor education programs offered by GSWO are a catalyst to developing character and leadership qualities within its participants.
3. **GSWO develops loyal supporters by affording volunteers the unique opportunity to both support an organization they value *and* spend quality time with their daughters (nieces or granddaughters).** There is remarkable generational continuity amongst the Girl Scout constituency. Interviewees expressed becoming involved at a young age, and continuing their involvement as a troop leader, board member, or supporter as their own children and grandchildren became involved in Girl Scouts.
4. **Constituents believe in the needs that the preliminary case outlines.** Interviewees wish to see the proposed improvements made to these camps to both increase the quality of user experience and to ensure safety of the campers. They are pleased to see the proposed incorporation of STEM programming within camp curriculum, and the opportunity to expand the capacity within each camp to accommodate more campers.
5. **External factors suggest that it is reasonable for GSWO to proceed with plans to launch a capital campaign to raise \$6 million.** Based on the firm's assessment of GSWO's campaign potential, a \$6 million goal is within its capacity if careful pre-campaign preparations and a professionally managed campaign are carried out.
6. **While external factors indicate favorable conditions to proceed with a campaign, there is substantial need for internal readiness.** Conducting a successful campaign will require a significantly increased number of qualified leadership prospects. To achieve this, a robust identification, qualification, cultivation and stewardship effort to engage with donors and prospects is necessary. Additionally, moving the tactical and strategic vision of a capital campaign forward requires exceptional data integrity and management. An analysis of the data capabilities within the organization demand much improved prospect, data and development operations management.
7. **The organization's board members and fundraising leaders must become more visible among prospects and other community leaders.** People and institutions



give generously when they know and have confidence in an organization's board, chief executive and senior staff members. Today, those who know the organization's leaders appreciate their vision and devotion to the organization's mission. For a campaign to be successful, the board and senior development staff must early on commit to becoming visible fundraising advocates for the institution. Board members must adopt a "culture of philanthropy" by making significant personal financial commitments, and shift their focus to prioritize careful cultivation and stewardship of major donors and prospects. Senior development staff must lead these efforts, invest in quality prospect research, and develop an assertive cultivation and stewardship initiative to engage key donors and prospects with the organization.

8. **GSWO must augment its development staff** and reassign responsibilities for optimal performance for a successful campaign. It is the firm's qualified assessment that the size of the current development team is disproportionate to the fundraising results being achieved. The current fundraising capacity of the organization suggests that a more optimally structured development team will achieve significantly higher fundraising results.
9. **While not all critical success factors for a successful campaign are present, GSWO has great possibility** if the issues stated within this report and the recommendations are followed.



Recommendations

Undertaking this campaign will require proceeding in a manner that is consistent with the public's favorable perception of GSWO as an organization. GSWO constituents have come to expect excellence in programming. They will also expect this level of quality in which this campaign is conducted.

Over the next ten months, Girl Scouts of Western Ohio must carry out several important campaign preparation activities to prepare for conducting a successful capital campaign.

Priority Campaign Preparation and Readiness Activities: June 2018 – March 2019

1. **Embrace this campaign as an opportunity to grow the stature and skills of the development staff and board.** Giving is most apt to occur when prospects are skillfully approached by people they know and trust. Additionally, a campaign that is volunteer-led, staff-supported will deepen the donors' relationships with the organization, leading to long-term philanthropic growth and financial health.
2. **Present this plan for adoption to the GSWO board.** Key to the success of any major fundraising initiative undertaken by any organization is the early and enthusiastic participation of its board of trustees in the effort, and this is particularly true for the GSWO board. Campaign planning interviews uncovered that the organization must raise its profile in the nonprofit community to attract the kinds of philanthropic funds that will support GSWO's aspirations. The first step in this process is the unequivocal willingness by the board and staff to embrace a new and more effective model of major campaign fundraising for the organization.
3. **Update campaign gift acceptance policies as necessary.** Skystone Partners has made recommendations (within "Setting a Campaign Goal") of the types of gifts to accept during this campaign. The firm recommends that GSWO review its gift acceptance policies and revise them if necessary. Counsel is available to assist with this process. Unified understanding of gift acceptance assures that all volunteers and prospects are in alignment about how GSWO intends to count and recognize gifts to the campaign.
4. **Finalize the cost estimates of the STEM programming and continuing operational or maintenance costs of proposed renovations.** This should include a timeline, prioritization for implementation, method of evaluation, and intended outcomes of the newly developed educational programs that will be funded by this campaign.
5. **Continue to work with the developers to finalize design.** Constituents are eager to learn more about how the proposed property improvements will be used and to see renderings of the enhanced spaces.



6. **Improve access to accurate donor data.** The ability to reach donors effectively – and solicit them successfully in a campaign – is grounded on an organization’s ability to store and access donor information accurately and extract it quickly from its database, thereby connecting with donors in an authentic way. Based on the firm’s observations, GSWO will be well served to engage in a review of its database hygiene. There are many options from which to choose to undertake this project. Skystone Partners recommends that GSWO use its proprietary program *Database Insights*.
7. **Conduct Rating and Screening Sessions.** Skystone Partners recommends conducting several small group rating and wealth screening sessions to begin to clarify target gift request amounts. A thoughtfully conducted series of small group or individually conducted rating and wealth screening sessions will assist in developing the leadership giving list, determining target gift request amounts, and identifying additional connections to assist in determining the best use of volunteer resources in campaign solicitations.

GSWO will also be wise to consider using Skystone Partners’ proprietary prospect identification tool, *Prospect Insights*, which identifies NEW prospects based upon behavioral indicators of the organization’s existing key donors. We will then overlay the recently completed wealth screening for optimal results. This will assist in identifying those donors who will likely fill the top and middle of the chart of gifts.

8. **Assign and Balance Prospect Portfolios.** It is important to any fundraising initiative, whether for annual support or a special campaign that prospects are being managed by the right solicitor based on their areas of interest, capacity, and personal connection. With the completion of the rating and screening sessions, more “human” information will be available for prospects. Skystone Partners recommends that the chief executive officer, chief development officer, directors of development (both northern and southern regions), and grant writer carry a portfolio appropriate to each position and prospect pool.
9. **Staff the development department appropriately for the campaign and ongoing annual fundraising efforts.** The firm recommends the following:
 - a. Invest in a continuum of training of current development staff on effective donor cultivation and stewardship, prospect identification, and portfolio management. It may be necessary to hire a qualified major gifts officer for the campaign.
 - b. Invest in training for the fund development specialist to be equipped to manage detailed lists, tracking, and reporting in Donor Perfect, or conduct a search for a data specialist of sufficient skill required for the position. Establish standard operating procedure for data management to ensure integrity and consistency.



- c. Hire a manager of prospect research and operations to oversee data management, and manage the process of prospect research and implementation of research findings into a cultivation strategy.
- d. Hire a campaign coordinator to provide oversight and project management to the campaign, and who can then transition to a cultivation and stewardship role.

10. **Assign appropriate fundraising metrics to all development staff.** Each member of the development staff has specific responsibilities. Department-wide metrics must be adopted so that development staff are certain they are undertaking the correct activities to grow philanthropic revenue, and can celebrate success with each achievement. Skystone Partners is prepared to develop specifics for each position in the department.
11. **Implement a robust qualification and cultivation effort that will benefit both the campaign and annual giving to GSWO.** Equipped with the information from the rating and screening sessions as well as the prospects' history with the organization, Skystone Partners recommends that GSWO enhance its relationship management strategy by engaging in more frequent and meaningful prospect interactions.

Using this donor qualification and rating data, as well as *Prospect Insights* results, an individual cultivation plan, with moves, must be developed for each prospect. GSWO should begin to schedule personalized gatherings with key prospects, as well as one-on-one appointments to have a more in-depth conversation with prospects regarding what their programmatic areas of interest in the campaign are. The purpose of the meetings or gatherings is to deepen donor relationships with the organization and among constituents, and to share information and progress on the campaign objectives.

Campaign Implementation Activities: April 2019 and following

1. Once the campaign preparation activities are well underway, the board should recruit a General Campaign Chair or Co-Chairs and begin the quiet phase of the campaign. A list of suggested campaign leadership prospects as recommended by study interviewees can be found in *Appendix F*.
2. Recruit and train the Board Giving committee. An effective campaign depends on timely enlistment and involvement of volunteer leaders and workers. The first priority of volunteer recruitment and training is naturally for the Board Giving committee. This training will prepare the committee to request gifts successfully from their peers on the board, orient them on campaign strategy and apprise them of the role they must take to make this campaign successful. This can begin as soon as the Chair and committee members are recruited and board solicitation materials are developed.



3. Develop early campaign collateral to be used in the Board Giving phase. The first phase should focus on seeking gifts and pledges from members of the board, who must be solicited with the same level of professionalism and respect as all other prospects. There must be some basic campaign case and other solicitation tools developed for effective solicitation of those “nearest and dearest” to the organization.
4. The campaign should be organized into sequential phases by constituency groups. Each phase should be carried out under the leadership of a respected volunteer and supported by a committee of other volunteers who will assist in soliciting gifts for the campaign. In addition to the campaign chair or co-chairs, the chairs of each of the campaign phases should be appointed to a campaign cabinet to direct and coordinate the overall campaign.
5. Separate phases should be planned and committees should be enlisted for leadership gifts, corporate and foundation gifts, major individual gifts, and the public. Each phase should include a schedule of committee meetings and reports, as well as special events and mailings that will inform prospects about GSWO’s campaign plans.
6. Each phase of the campaign should focus on person-to-person solicitation by GSWO volunteers, with dedicated assistance and support from GSWO staff.

Acknowledgements and Next Steps

The meetings with GSWO’s staff, including Roni Luckenbill, Marcia Dowds, Kat Steiner, Susan Osborn, and Linda Odenbeck provided very important insights and were vital in developing the findings, conclusions, and recommendations in this report. We are also grateful to the study committee members: Patrice Borders, Theresa Hirschauer, Jenny Michael, Anna Jones Monnett, Susan Redman-Rengstorf, and Jody Wainscott. The interviewees were gracious and very willing to meet with us. Their candid responses identified a number of important issues that will significantly influence the success of GSWO’s campaign.

Skystone Partners is delighted to have this opportunity to advise GSWO and will be honored to continue its work in guiding the organization toward reaching its fundraising goals and achieving its vision for the future. We look forward to discussing how we can best help in implementing the recommendations in this report.

Appendix



**SKYSTONE
PARTNERS**

A World of Expertise



Girl Scouts of Western Ohio Proposed Campaign Objectives For a \$6 Million Campaign

Outdoor experiences are central to the mission of Girl Scouts of Western Ohio. Our camp sites provide the most memorable learning opportunities for girls to discover and connect with the natural world and to take action through progressive experiences that build courage, confidence, and character. Recent research has found that these outdoor experiences are making a definitive difference in girls' lives. Outdoor exposure has been found to be a key driver of girls' leadership and satisfaction, and leads to higher levels of environmental stewardship. It also provides girls with a socially supportive context in which to improve their health, practice teamwork, and try things they thought they couldn't do.

Recently, interest in Girl Scout camp has grown at a remarkable rate. Since 2013, we have experienced a 46 percent increase in the number of girls attending camp. To meet this increased demand and remain the leader in providing safe, quality outdoor experiences for girls in western Ohio for many years to come, the Girl Scouts of Western Ohio Board has developed and approved a property improvement plan. This capital plan seeks to enhance programming and improve the most heavily used camp properties: Camps Whip Poor Will, Stonybrook, and Butterworth located in Warren County, and Camp Libbey serving the northwest Ohio region. These camps account for over 90 percent of overall camp attendance.

In addition to necessary enhancements for safety, these site improvements have also created an opportunity to incorporate exciting **new STEM programming at each facility** through hands-on user-friendly programs such as "The Physics of Adventure," "World of Pollinators," and geological studies. This innovative and interactive programming will facilitate skill building experiences to achieve advanced award levels, and prepare girls for the 21st Century. Programs will be developed for both overnight and day campers. Additionally, user-friendly "kits" for off-site leader-facilitated programming to accommodate today's modern volunteer troop leader will be designed.

To develop and produce this new programming, and to enhance these facilities that create some of the most meaningful Girl Scouting experiences, GSWO seeks to raise \$6 million. Preliminary work is projected to begin in fall 2018. An overview of the proposed projects specific to each property with estimated funding needs is outlined below.

**Girl Scouts of Western Ohio
Proposed Campaign Objectives for a \$6 Million Campaign
Page 2.**



Projected costs include all newly developed programming.

Proposed Campaign Objectives

Philanthropic Gifts Required

Camp Whip Poor Will, Warren County \$2,275,000

Our most used outdoor facility, Camp Whip Poor Will accommodates year-round troops and summer resident campers. We will renovate three lodges to accommodate more campers, rebuild the ropes course to create progressively more challenging experiences, bring our kitchen and restroom facilities up to a competitive standard, and construct a LEED certified multipurpose shelter to give girls access to a greater variety of activities in any kind of weather. The amphitheater will be reconstructed with tiered seating for more accessible viewing. New tornado shelters will offer protection in case of severe weather. Improved internet service will allow girls to participate in newly developed programming that requires GPS and – in case of emergency – enjoy a safer camp experience.

Camp Stonybrook, Warren County \$1,500,000

Campers at Stonybrook will also benefit from the addition of a LEED certified multipurpose shelter. When inclement weather strikes, campers at this popular camp will now be able to continue their learning through a variety of all-weather programming within the shelter. Updates to three of Stonybrook’s lodges will include year-round housing for troops and camp staff, and improvements to restrooms and kitchens will allow for increased usability. Additionally, lodges will now be configured to accommodate smaller sized troops. Flush toilets, tornado shelters, and internet access bring crucial safety and infrastructure improvements.

Camp Butterworth, Warren County \$1,025,000

Currently suitable for summer use only, improvements to Camp Butterworth will allow for year-round access to all of the camp’s facilities. Girls visiting this historically significant camp, which was once a stop along the Underground Railroad, will broaden their horizons through newly developed programming connected to the site’s heritage. Options for all-weather under-roof activities will be expanded by the construction of a multipurpose shelter and offer new avenues to explore science and history and build girls’ skills. Updates to parking, internet access, restrooms, tornado shelters, and signage will improve camper safety.

Camp Libbey, Defiance \$1,200,000

Established in northwest Ohio in 1936, Camp Libbey is our second oldest and second largest camp. Campers will benefit from a number of facility improvements to some infrastructure and the addition of overnight accommodations in the Environmental Center will allow campers to enjoy up-close environmental learning. Plans also include a newly constructed river dock to create canoe access, and more accessible viewing in the amphitheater. Upgrades to the wireless network will ensure access to program materials and to a safety/emergency network.

TOTAL PHILANTHROPIC GOAL

\$6,000,000



***Girl Scouts of Western Ohio
Pattern of Gifts Required to Raise \$6,000,000
with a \$750,000 Lead Gift***

Number of Gifts	In the Range of	Totaling
Leadership Gifts		
1	750,000	750,000
1	500,000	500,000
3	250,000	750,000
10	100,000	1,000,000
<hr/>		<hr/>
15		3,000,000
Major Gifts		
15	50,000	750,000
20	25,000	500,000
50	10,000	500,000
50	5,000	250,000
<hr/>		<hr/>
135		2,000,000
General Gifts		
200	3,000	600,000
400	1,000	400,000
<hr/>		<hr/>
600		1,000,000
<hr/>		<hr/>
TOTAL	750	6,000,000
<hr/>		<hr/>

March 20, 2018

Addressee
Address 1
Address 2
City, State Zip

Dear Salutation:

Girl Scouts of Western Ohio has made the strategic decision to make capital improvements to our most heavily used outdoor camps. These improvements will create opportunities to incorporate new innovative programming, and enhance the facilities that help create the most memorable experiences of being a Girl Scout. Our planning process is of such critical importance that our Board has commissioned a project to gather the advice of a number of our leaders and close friends such as you.

To conduct this planning project, we have retained Skystone Partners, an international consulting firm that works with organizations such as ours to help them achieve their vision. Skystone Partners' senior consultants will analyze the potential and the direction for a capital campaign to support Girl Scouts of Western Ohio's improvement plan and recommend the most effective way to us to proceed.

A representative from Skystone Partners will contact you within the next week or so to arrange an appointment and seek your views on Girl Scouts of Western Ohio's future. I hope that you will take the time for a personal interview of approximately 45 minutes.

I am grateful to you for cooperating with Skystone Partners and for helping to ensure that we remain the leader in providing safe, quality outdoor experiences for girls in western Ohio for many years to come. Thank you.

Sincerely,

Roni Luckenbill
Chief Executive Officer



List of Interviewees

Shakila Ahmad
Cassie Barlow
Barbara Boniface
Patrice Borders
Nancy Dawes
Kimber Fender
Susan Gantz-Matz
Wendy Gustafson
Ann Hartmann
Theresa Hirschauer
Ellen Iobst
Wijdan Jresiat
Gail Kesterson
Betsy LaMacchia

Kathy McMullen
Lydia McMillen
Jenny Michael
Anna Jones Monnett
Valerie Newell
Victoria Nilles
Carol Olson
Cathy Pontiz
Susan Redman-Rengstorf
Janell Ross
Barbara Terry
Cynthia Thompson
Jody Wainscott



Suggested Prospects for Major Campaign Gifts

Shakila Ahmad	Kathy McMullen
Brian Albach	Valerie Newell
CareSource Foundation	L&L Nippert Foundation
Alease Carpenter	Barbara Olson
Cincinnati Bell	Henny Penny
Connor Group	Francie Pepper
Cathy Crain	Cathy Ponitz
Dads of Gold Award winners	Jane Portman
Nancy and Mark Dawes	Premier Foundation
Dayton Foundation	P&G
Deanna Froman	Queen City Links
Mary Gaither-Smith	Carole Rigaud
GCF/Women's Fund	Moe and Jack Rouse
GE	Jack Schiff
GE Foundation	Charlotte R. Schmidlapp Foundation
Greener Pastures Foundation	J. F. Scherer
Dolores Hargrove-Young	Schueler Group
Judy Harmony	Mike Sewell
Karen Hendrix	Pam Sibcy
Jim and Christy Hoffman	Ken Stecher
Kettering Foundation	Tim Timmel
Kroger Foundation	Toledo Community Foundation
Betsy LaMacchia	Darla Wainscott
Levin Foundation	Western & Southern
Members of the Juliette Gordon Lowe Society	Win Supply
Macy's	Women of Distinction
Mathile Foundation	Shelby Wood



Suggested Prospects for Campaign Leadership

Karen Bankston
Board Members
Patrice Borders
Dads of Gold Award Winners
Nancy Dawes
Sandy Dunfer
Lauren Fernandez
Susan Gantz-Matz
Kay Geiger
Ann Hartmann
Francie Hiltz
Allison Kropp

Betsy LaMacchia
Kathy McMullen
Jenny Michael
Anna Jones Monnett
Betsy Neyer
Chris Neyer
Susan Pichler
Jane Portman
Representative from Key Bank
Carole Rigaud
Jody Wainscott

*Girl Scouts of Western Ohio
Preliminary Campaign Timeline
June 2018 through March 2022*

Phase	2018					2019					2020					2021					2022												
	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F
Organizational and Cultivation	Light green					Dark green	Light green				Light green					Light green					Light green												
Board Members						Light green	Dark green	Light green			Light green					Light green					Light green												
Employee Giving						Light green					Light green					Light green					Light green												
Leadership						Light green			Dark green		Light green			Light green					Light green														
Major Corporations & Foundations	Light green					Dark green					Dark green					Dark green					Dark green												
Special Gifts						Light green					Light green	Dark green				Light green			Light green														
Public																Light green		Dark green			Dark green												
Public Announcement of the Campaign																		X															
Celebrate Victory																								X									
Campaign Clean-up																								Dark green									

Light green = Preparation activities
Dark green = Active implementation

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DURBAN	SAO PAULO
EDMONTON	TORONTO
JOHANNESBURG	VANCOUVER
LONDON	WASHINGTON, DC
MEXICO CITY	